

**Acquisition Directorate**

Diana Nedelea
 Boulevard Leopold III
 B-1110 Brussels, Belgium

NCIA/ACQ/2023/ 06803
 18 April 2023

To: See Distribution List

Subject: **Amendment 4 to IFB- CO-115786-AAS+ the Provision Advisory and Assistance Services (Market Place 1) and Independent Consultancy Services (Market Place 2)**

Reference: A. AC/337-D(2016)0014 – NCIO Financial Rules and Procedures
 B. C-M(2015)0025 – NATO Financial Regulations (NFR)
 C. AC/4-D/2261-ADD2 (1996 Edition) - Procedures and Practices for Conducting NSIP International Competitive Bidding using Best Value Evaluation Methodology
 D. Notification of intent NOI-CO-115786-AAS+ reference NCIA/ACQ/2022/07118 dated 07 October 2022
 E. Issuance of IFB-CO-115786-AAS+ dated 23 March 2023
 F. Issuance of IFB-CO-115786-AAS+ Amendment 1 dated 31 March 2023
 G. Issuance of IFB-CO-115786-AAS+ Amendment 2 dated 13 April 2023
 H. Issuance of IFB-CO-115786-AAS+ Amendment 3 dated 13 April 2023

Dear Sir/Madam,

1. In accordance with Reference A, the purpose of this Amendment 4 to IFB-CO-115786-AAS+ is to publish the answers to the Clarification Requests (CRs) received from Prospective Bidders (Attachment A) until the deadline of CRs submission as defined in Amendment 1, in addition to those already provided through previous amendments.
2. Please be informed that no additional CRs can be submitted nor additional answers will be provided beyond those provided in this document and previous amendments during the Bidders Conference set up for the 19th of April 2023.
3. Except as provided in the paragraphs above and Attachment A, all other terms and conditions of the IFB remain unchanged.
4. You are requested to acknowledge receipt within three (3) working days of receiving these answers to the clarification requests by return email to the email address mentioned below.



NATO Communications
 and Information Agency
 Agence OTAN d'information
 et de communication

Boulevard Leopold III
 1110 Brussels, Belgium

www.ncia.nato.int

5. The Purchaser point of contact for all information concerning this IFB is:

Diana Nedelea, Contracting Officer
E-mail : IFBCO115786AAS@ncia.nato.int

For the Director of Acquisition:



Digitally signed by Diana
Nedelea
Date: 2023.04.18 16:23:09
+02'00'

Diana Nedelea
Contracting Officer



Acquisition Directorate

Diana Nedelea
 Boulevard Leopold III
 B-1110 Brussels, Belgium

Attachment A – Answers to Clarification Requests IFB-CO-115786-AAS+

Administrative					
Serial #	RFQ Book	RFQ Section Ref.	Question:	Answer:	Reply provided in Amendment #
A.44	Book 1, Page 1 of 158 and IFB Headers	Book 1 Bidding Instructions Cover Page and Headers	<p>The IFB forwarding letter dated 23 March 2023 subject line references the IFB number as IFB-CO-115786-AAS+ but the Book 1 - Bidding Instructions Cover Page as well as the headers in the IFB reference the IFB number as IFB-CO-115796-AAS+. Amendment 01 language indicates the IFB number is IFB-CO-115786-AAS+.</p> <p>Please confirm the correct IFB number to utilize is IFB-CO-115786-AAS+ vice IFB-CO-115796-AAS+.</p>	Confirmed correct number is CO-115786-AAS+	4
A.45	Book 1, Page 16 of 158	3.4 para.3.4.1.	Bidders shall submit their Technical Proposal in one PDF volume, organized and structured as detailed below. The	Paragraph 3.4.1 of the bidding instructions shall read as follows: 3.4.1: Bidders shall submit their Technical Proposal	4



NATO Communications and Information Agency
 Agence OTAN d'information et de communication

Boulevard Leopold III
 1110 Brussels, Belgium

www.ncia.nato.int



			<p>Technical Proposal shall be limited to no more than 100 pages (including Curricula Vitae), utilizing 12 Point Arial font.</p> <p>Can NCI Agency please confirm what is included in the Technical Proposal's 100 page limitation? Does it include the cover pages, table of contents, CVs, and Past Performance?</p>	<p>in one PDF volume, organized and structured as detailed below. The Technical Proposal shall be limited to no more than 80 pages for sections I and II, thus excluding Curricula Vitae or Deliverable based scenarios for Market place 1 and 2, where number of pages are specified in 3.4.5.1.1.2, 3.4.5.1.2 and 3.4.6.1.1, utilizing 12 Point Arial font.</p>	
A.46	<p>Book 1, Page 16 of 158 and Book 1, Page 18 of 158</p>	<p>3.4 para.3.4.1. 3.4.5 para. 3.4.5.1</p>	<p>Bidders shall submit their Technical Proposal in one PDF volume, organized and structured as detailed below. The Technical Proposal shall be limited to no more than 100 pages (including Curricula Vitae), utilizing 12 Point Arial font.</p> <p>Section III: Bidders can decide to bid on level of effort type of requirements (Sub Lot A) and/ or Deliverables based tasks (Sub Lot B). In both cases, they shall address 100% of the requirements in each category they decide to bid for.</p> <p>Would NCI Agency confirm the Technical Proposal 100 page limit applies to Section I, Section II, and only Sub Lot A of Section III, Market Place 1? If not, will NCI Agency define separate page limits for bidders bidding A, or B, or A+B, or exclude Marketplace 1 from the page limit? Rationale: Provides an advantage to bidders not bidding Sub Lot B and a</p>	<p>See A45</p>	<p>4</p>



			disadvantage to bidders that are bidding both Sub Lots A and B.		
A.47	Book 2, Part 2 Page 9 of 25	Contract Provisions 6.4.1.a.	<p>Off-Site Discount: TBD (this discount is applicable to all requirements, and applies when the assigned personnel are permitted to work Off-Site, such as at home)</p> <p>Does NCI Agency plan to provide a percentage number to replace the TBD prior to Bid closing?</p>	The offsite discount is not imposed by NCIA. The bidders are required to provide an offsite discount as part of their bid for MP1 LOTA - see respective Bidding sheets. The discount must be higher than 0.	4
A.48	Book 2, Part 2 Page 10 of 25	Contract Provisions 6.6.1.a	<p>Should a Task Order be held by a current AAS Supplier be continued in 2024 and should the holder of the Task Order be part of the new AAS+ Market Place 1 pool, the Purchaser will propose to continue the requirement at the 2023 rate adjusted for 2024 with the price adjustment formula mentioned in Clause 6.5 of the contract special provision. Should the Supplier decline, the position will be re-competed under the new AAS+ Market Place 1 pool at a not to exceed rate equal to the adjusted rate calculated as per the above.</p> <p>During transition, if the IWC / Service Contractor declines his/her new rate from NCI Agency, will the incumbent Prime Contractor have the option to backfill the role at the offered NCI Agency rate or will the position be re-competed through the</p>	<p>Paragraph 1.19.1.1. of the bidding instructions shall read as follows: Should a position held by a current AAS prime be continued in 2024 and should the holder of the contract be part of the new AAS+ pool, the Purchaser will propose to continue the requirement, at the 2023 rate adjusted for 2024 with the price adjustment formula mentioned in Clause 6.5 of the Prospective Contract Special Provisions. Should the prime and/or the prime's incumbent for the position decline the adjustment, the position will be re-compete under the new AAS+ pool at a not to exceed rate equal to the adjusted rate calculated as per the above.</p>	4



			new AAS+ framework contract? Will the current backfill process change?		
A.49		Page 1, 4, 12, 17, 21, 23	We read several numbers relating to the identification of the opportunity: 115786/115796/115592 Can You please uniformise the numbering to avoid confusion and confirm 115786 is the correct one?	Confirmed correct number is CO-115786-AAS+	4
A.52		Page 17	We read 3.13.11, 3.12.12, ...following 3.2. Please confirm this shall be 3.2.1, 3.2.2, Will You correct this to avoid us the risks of cross referencing sections during response preparation and verification?	See A50	4
A.53			We would need to clarify about a specific teaming option, as we did not observe a restriction within the IFIB documentation: is allowed for a company to participate as subcontractor for Marketplace in a specific sub lot and submitting an offer as prime contractor for the other sub lot (independent offers)? I.e.(Offering as Prime for A and participating as Subcontractor to another company within Sub lot B (or the opposite).	Yes this is allowed there are no restrictions	4
A.54			Is there a limitation to be proposed as subcontractor for MP1 and participate in a Consortium for MP2 as prime?	Yes this is forbidden as per paragraph 1.7, 1.13, 1.14, certificate B12 of the bidding instructions and article 5 of prospective Contract Special Provisions	4
A.55			A company with different branches and companies registered in different NATO countries Is possible/accepted to submit	Those different branches would have to have been declared eligible by the respective Nations and be on the bidders list and fill in the required attestations	4



			an Offer for MP1 with one of these companies and another offer for MP2 with a different company based in another country?	confirming that they are not part at any tier of the other Market Place as per the IFB requirements. So technically if these entities are different legal entities who have received DOEs from the respective Nations and abide by the established rules set in both the Bidding Instructions and the prospective contract regarding mutual exclusion at any tier, the answer is yes	
A.56		Book 1 - Bidding Instructions - Section III - 3.4 Para. 3.4.5.1.1.2.	For the purposes of ensuring bid accuracy and trustworthiness from all bidders, could the purchaser add as mandatory requirement part of the CV package a letter of commitment to be provided by all bidders for all candidates that are part of the Technical Proposal response for Market Place 1 LOT A. In this way we believe that the Purchaser shall be safeguarded from receiving CVs solely pulled out of databases and/or re-usage of multiple candidates from different bidders at time of bid.	Submission of such attestation would increase the confidence of the evaluator that the proposed CV corresponds indeed to a real person who has been approached for the purpose of this offer as this will be required during contract implementation.	4
A.57		Book 1 - Bidding Instructions - Section II - 2.10 Para 2.10.1	Can the Purchaser clarify if the deadline is extended, does the bid validity remain with the original closing date or it shall reflect the effective one?	Bid validity is intended to start at the time of the final bid closing date	4
A.58		Book 1- Bidding Instructions 4.7.6	Could the Purchaser clarify the meaning of this clause, specifically the part where it states that "All Bidders may then be awarded all or part of Initial Requirements they bid for as Unilateral Options"	This means that the Purchaser can decide to award any number of hours for the specific requirement at the proposed rate which could be different from the figure set in the bidding instructions used for bid purpose	4
A.59		Book 1- Bidding Instructions 4.4.3.4.1	Could the Purchaser confirm our understanding that interviews conducted during the bid evaluation are solely for the	Should interviews be conducted (not mandatory as part of the evaluation), those interviews will be to assess the accuracy/ clarify points of the proposed	4



			purposes of demonstrating and verifying technical capability and are not real interviews for engagement of the candidate under the proposed Task Order?	information directly with the individual. At this stage, this will not mean anything else as this is only when the evaluation is finished that apparent winners are identified and resulting orders eventually placed.	
A.61		General	Can the Purchaser clarify what measures would be undertaken if a proposed CV doubles over different bidders' proposals?	During the contract implementation, this would definitely be a reason for disqualification against the RFQ at stake. At the time of the initial bidding in response to subject IFB-CO-115786-AAS+ under solicitation, since the pool is to be built, receiving the same CV from different bidders will not be disqualifying. However, as per A56, provision of an attestation demonstrating that the individual has been engaged will increase confidence for the evaluator that the person has actually been approached and reflect in the scoring	4
A.62		Amendment 2 to IFB-CO-115786-AAS+ - A.34	Is the Purchaser willing to consider that a bidder who is responding to both lots under MP1 can combine the two lots under on same Technical Proposal and have a total allowance of 200 pages for the entire volume?	Please see A45, and as a matter of clarification, bidders submitting an offer for both Sub Lot A & B under MP1 shall have the same technical proposal for section I & II, the number of pages for the remaining part (Sub Lot A & B) being determined as per the bidding instructions	4
A.63		Ref. 1.4 (Book 1, Page 3 of 158)	Ref. 1.4 (Book 1, Page 3 of 158) The new AAS+ Contract will pick up on two of the NATO Madrid summit declaration items, namely climate change, and gender equality, or more broadly Diversity and Inclusion (D&I). Review of the full RFP documentation has not allowed us to identify where these specific NATO Madrid summit declaration items have been incorporated and/or	This is addressed under Paragraph 5.4 of the SoW of the prospective contract (Corporate ESG ambitions)	4



			translated into Bidders' required declarations and/or to-be submitted evidence of practices and due initiatives by potential bidders and as mandatory criteria for compliancy to support the NATO agenda on these topics?		
A.64		Ref. 3.4.3.2.1 (Book 1, Page 17 of 158)	<p>Ref. 3.4.3.2.1 (Book 1, Page 17 of 158) A profile of the Bidders company, including quantity of personnel, general activities, core business, value of business, relations and dependencies to subcontractors, parent and subsidiaries and other contractors.</p> <p>Please confirm that "quantity of personnel" is to be understood as fully employed individuals, measured in FTE ("Full Time Equivalent" duly employed by the Bidders' Legal Entity and/or majority owned subsidiaries by the Bidders' Legal Entity).</p>	Confirmed	4
A.65		Ref. 3.4.3.4 (Book 1, Page 17 of 158) Quality Control (QC)/ Quality Assurance (QA)	<p>Ref. 3.4.3.4 (Book 1, Page 17 of 158) Quality Control (QC)/ Quality Assurance (QA). In this section, the Bidder and all subcontractors shall indicate the QC/QA standards under which they operate, and identify the certifications held (including applicable ISO certifications). This shall include the technological method used to manage contracted/expended hours.</p> <p>Please confirm that the referenced applicable ISO Certifications required for compliancy, and considering the SoW,</p>	Confirmed or equivalent	4

			would be ISO 9001:2015, explicitly covering relevant activities such as “Business Services Including Customization of Application Software and Information Technology Solutions” and “Project Management” as well as ISO/IEC 27001:2013 for all security related Task Orders.		
A.66		Ref. 4.6.2 (Book 1, Page 27 of 158)	<p>Ref. 4.6.2 (Book 1, Page 27 of 158) Indicators of an unrealistically low bid may be the following, amongst others: (a) Labour Costs that indicate average labour rates far below those prevailing in the Bidders locality for the types of labour proposed.</p> <p>Considering the majority of the Task Orders would require on-site (i.e. at NATO sites) activities, can you please clarify how labour rates would be verified to also include costs related to temporarily re-locate contractors into NATO localities and to ensure compliancy to “local” regulations and (e.g. tax) implications? Taking as a reference Bidders’ locality only does not seem a correct reference for evaluation of unrealistic bids; rather Task Order Locality seems to be a more correct reference.</p>	The Purchaser confirms that for the purpose of this evaluation, conditions taken into consideration would be the ones where the work is to be delivered.	4
A.67	Book 1	3.4.6.1.1 and 4.4.3.5.1	According to A34 the answer is not clear to us - could you please specify if when bidding for MP1 LOT A and B, there are two technical offers to be submitted for	See A62	4



			Marketplace 1 sub lot A & B, each of 100 pages? Or one technical offer including Sections: I, II, III which contains with max 200 pages?		
A.68	Book 1	3.4.6.1.1 and 4.4.3.5.1	Kindly specify what is the page limitation when bidding for Marketplace 1 both sub lots A & B, as A34 is not precise on that.	See A45	4
A.69		Bidding Instructions Section III BID PREPARATION INSTRUCTIONS Article 3.4 PREPARATION OF THE TECHNICAL PROPOSAL (PART II) 3.4.5.1.2	Please specify if page limitation of two pages per one CV excludes the ANNEX A – ATTESTATION OF CURRICULUM VITAE SUBMISSION?	Attestation of CV submission is in addition to the number of pages for the CV	
A.70		Subcontractors Section 2 The contract general provisions Article 10.1 FSC	Please specify if subcontractors must hold NATO Facility Security Clearance when they are presented in the response for this IFB?	Subject article applies to the Contract holder and, if delivery of work requires it, to the Sub contractor in charge as the Prime is to pass those conditions to its sub-contractors. However, at the time of the IFB, if not require to provide an offer on a specific requirements, there is no requirement to present NFSC for the subctractor(s)	4
A.71		Bidding Instructions Section III BID PREPARATION INSTRUCTIONS Article 3.4 PREPARATION OF THE TECHNICAL	Please specify the 100 pages limitation-when submitting the offer for MP1 Sub LOT A & Sub LOT B - the page limitation of 100 pages shall include all the CVs (2 CVs x 2 pages per 15 profiles) & CTOs descriptions (4x2-3 pages + CVs)?	please see A45	4



		PROPOSAL (PART II) 3.4.1			
A.72		Bidding Instructions Section Annex B - Certificates POST EMPLOYMENT MEASURES art.16	Please specify what if a Consultant, whose CV is presented within this IFB also takes part in the recruitment process for a NATO Civil role and during the evaluation of the offers he/ she is by hired by the NCIA - would such person be taken as non-compliant?	There is no such consideration as part of the evaluation process. It is assumed that candidate submitted as part of the offer are available at the time of the offer, regardless of what can happen by the end of the process. This will not be grounds to reconsider the evaluation after it has been closed when time comes to eventually contract the position.	4
A.73		Bidding Instructions Section III BID PREPARATION INSTRUCTIONS CVs	Please specify what is the procedure in the situation that the candidate attests his/ her availability and willingness to start working on AAS+ contract but during the evaluation period and the start date his/ her life circumstances change and the person is no longer available? Will this have an impact on the evaluation?	See A72	
A.74		Bidding Instructions Section Annex B-2 CERTIFICATE OF INDEPENDENT DETERMINATION	Does the contracting authority allow for a situation in which one entity will be both a bidder in MP1 and a subcontractor for another bidder in MP1? Does such cooperation not violate the statement contained in point (b) (should be "c") of Annex B-2 CERTIFICATE OF INDEPENDENT DETERMINATION? Incidentally, I point out that there is incorrect numbering in Annex B-2 - item "b" occurs twice".	See A53- The type will be corrected in the certificate. Furthermore, our interpretation of point c is that the content of the bid as a Prime has not been disclosed to a competitor when acting as a subcontractor. Therefore it does not violate the statement as long as the bidders remain in line with this interpretation.	4
A.75		Contract Provisions Section 2 CONTRACT SPECIAL PROVISIONS 1.2.5.	The definition is missing, please provide the information.	The Purchaser assumes that you refer to 1.2.6. The Market Place in the course of this contract is "the preferred place made of the selected suppliers under which future Agency requirements falling	4



				within the scope of the respective contracts will be competed for implementation."	
A.76		Contract Provisions Section2CONTRACT SPECIAL PROVISIONS	The following points are missing: 13.4.1 and 13.4.2 in the contract. In our opinion, the reference should be to points 13.3.1 and 13.3.2. Please confirm.	See A11	4
A.77	Book 1 Bidding Instructions	3.4.1	Can the purchaser clarify if the 100 page limit includes administrative pages such as front/back cover, table of contents etc.?	See A45	4
A.78	Book 1 Bidding Instructions	3.4.5.1.2	Can the purchaser clarify if the required LOI as per Book 2, Part 2, Annex A, is required for submission along with each CV for market place 1 Lot A?	Confirmed. Please see A56	
A.79	Book 1 Bidding Instructions	4.6.2	Would the purchaser not consider identifying NTE's for the roles identified in the IFIB thereby providing the bidders guidance and also providing the purchaser with the an accurate baseline to justify artificially lowered pricing?	NTEs will not be provided for the IFB. In terms of establishing price realism, see A66	4
A.80	Book 2 Part 2	6.1.4.a	Can the purchaser confirm the bidders understanding that this relates to the submission of up to 3 CV's per requirement from a prime AAS+ CONTRACTOR?	This one relates to the fact that a Prime, as part of the RFQ for deliverable based type of requirements, can propose up to 3 offers (with different prices) that will be evaluated in accordance with the related RFQ terms and conditions.	4
A.81	Book 2 Part 2	6.1.4.a	Can the purchaser clarify if in the instance that multiple CV's are submitted in response to a requirement that the bidder is able to present 3 different prices?	confirmed- See P1	4
A.82	Book 2 Part 2	13	Can the purchaser provide to industry an explanation as to how continued non response to issued task orders would be dealt with according to this article as it is not identified. This would be important for	There is not yet set criteria to tackle this type of deficiency as this will have first to be measured.	4



			bidders to understand in terms of the reserve list which the purchaser identifies it will establish.		
A.83	Book 2 Part 2	14	Can the purchaser clarify how a bidder which is awarded and held on the reserve list will be communicated with and informed about the status of the AAS contract during its duration. For example the purchaser could have a company in 13th place and then return to them after a 2 year hiatus to on-board as a prime contractor which could cause the reserve list bidder implementation/start-up issues.	Bidders held on the reserve list (for MP1 & MP2) will not be awarded a contract at the end of the evaluation. A contract will only eventually be awarded at the time a bidder on the reserve list will be solicited (i.e. in case one of the qualified bidder for the subject Market Place for which the bidder is on the reserve list would leave the market place, either voluntarily or following deficiencies addressed and sanctioned by contract terms and conditions). At that time, following the ranking established at the time of the evaluation, the Purchaser would contact the 1st bidder in line on the reserve list to inquire if it would be interested to join the Market Place against the terms and conditions in force at the time of the solicitation (i.e. the prospective contract amended by any amendment issued since the start of the Market Place). In case the bidder declines, the Agency would proceed with the next one on the list for the market place concerned and so on and so forth until the list is exhausted.	4
A.84	Book 2 Part 2	6.2	How does the purchaser intend to interact with the prime contractors awarded an AAS contract in terms of the issuance and response to task orders?	Interaction is now planned to be fully done through the newly implemented NEO e-procurement tool that has been deployed and is in use since Q2 2023 for all NCIA requirements.	4
A.85	Book 2 Part 2	13	Can the purchaser provide a clear list of breaches prior to bid submission of what would constitute a red notice and a breach of the agreement, currently these clauses are subjective in nature and could be open for debate at a later date?	There is no pre-determined list of breaches established yet by the Purchaser at this time. The main principles against which red notice could be issued are indicated in the current terms and conditions and may/will be refined with time based on actual cases if required.	4

A.86	Book 2 Part 2	16	How does the purchaser intend to enforce this clause in a regular, concise and organised manner?	In terms of enforcement, the Purchaser reserves the right to run spot checks on a regular basis as well as audit. This is also enforced through the provision of additional documents/ attestations as part of the on boarding.	4
A.87	Book 1 Bidding Instructions	3.3.2	Can the purchaser confirm the bidders understanding that there is no limit to the volume of work in terms of % that an AAS+ prime contractor can subcontract to an approved third party?	Confirmed there is no limit	4
A.88	Book 1 Bidding Instructions	3.4.1	As part of its technical proposal is the bidder authorised to provide as part of its written response hyperlinks to external sources of data/evidence? And if so would this be evaluated by as part of the best value evaluation by the purchaser?	No this is not allowed. The total number of pages to be evaluated per offer is defined in A45	4
A.89	Book 1 Bidding Instructions	4.4.3.1.4	Can the purchaser confirm the bidders understanding that bidder and its consortium combined would be considered as having organic reach back in terms of best value evaluation?	Confirmed	4
A.90	Book 1 Bidding Instructions	4.4.3.2.1	Can the purchaser confirm the bidders understanding that bidder and its consortium combined would be considered in terms of past performance for their best value evaluation?	Confirmed	4
A.91	Book 1 Bidding Instructions	3.4.4	Can the purchaser confirm the minimum number of past performance examples required to achieve the maximum score, and given the page limitation is it possible to select the best examples from a consortium/Team (Prime contractors and identified subcontractors)	There is no minimum number but rather relevant examples to be provided to demonstrate the capability. So selection of best examples seems appropriate noting the page limitation. See A45 as well	4



A.92			We appreciate the information provided on A.34 (Amdt 2) regarding page count, but we are still unclear as the requirements for CVs (Sub Lot 1A) and proposals (Sub Lot 1B) reduce the page count available for the PMP and CE sections to a level where full details cannot be articulated clearly. Can the Agency stipulate a maximum page count for these two sections and exclude CVs (as the length of these are defined by the Agency already)?	See A45	4
A.93			Regarding A.34, this indicates that we need to provide a separate proposal for Sub Lot 1A and Sub Lot 1B. Is this correct? If so, do we need to send two complete bid packages, or just two separate technical responses?	See A45	4
A.94			Can the Agency confirm what happens to any MP2 tasks currently being delivered via the AAS framework?	Should there be on going task orders executed by current AAS Prime with scope that would naturally fall in the future under MP2, there will transitioned as per paragraph 6.6 of the Prospective Contract Special Provision	4
A.95			Can the Agency provide clarification on the 6/6 split in Sub Lot A and Sub Lot B? (I.e. if only 6 companies bid for Sub Lot B, are they all automatically successful by default?)	Should they all qualify after the evaluation against the bidding terms and conditions, yes they will be part of the pool. The all purpose of this construct is to ensure that a balanced pool of suppliers is in place to deliver on both type of requirements.	4
A.96			Can we include organisations in our subcontractor team that are bidding for Marketplace 2, on the understanding that they will have to withdraw from our team if they are successfully awarded a place on this part of the Framework?	No as this would mean that we have no guarantee during the evaluation of the offer that this will materialize should the bidder be selected for MP1 and the sub be selected for MP2. Exclusion applies at the time of the bid and is valid during the entire contracts implementation as per current bidding	4



				instructions and special provision clause of the prospective contract (5.2). See A54	
A97			Can you please clarify/confirm whether a company submitting a proposal only for Sub-Lot A or Sub-Lot B, after award will only have access to requirements pertaining to the respective sub-lot (only LoE or only Completion Type Requirements)? If so, could you explain how the Agency will manage and monitor such RFQs being sent out (especially via Neo)?	The pool resulting from MP1 requirements will receive all future requirements when they materialize, which means that a company having only bid for MP1 Sub LotA and be selected to be part of the pool could in the future also bid on deliverable based type of requirements and vice versa	4
A98			Regarding the page limitation of 100 pages (12 point Arial font) including the CVs (15-30 pages) and proposal for sub-Lot B (8-12 pages proposal + CVs (8 pages)), can you please review this decision as we find it a bit counterintuitive that a section the no at is worth 20 points will constitute 50% of the overall technical proposal, leaving bidders with 50 pages at best to cover two big sections which are worth 60 points.	See A45	4
A99			Other than the 2 page CVs required, can you please confirm/ clarify that no Attestation of CV submission is needed in response to this IFB as it is the standard procedure under the current contract.	See A69	4
A100			In section 6.2.3.a of the contract provisions it is stated that "Bids received after the bid closing deadline may be considered in an effort to maximize competition, with the decision to admit the	This is correct. This will be corrected as the implementation of the tool will not allow for late submission	4

			late bid being a unilateral determination of the Purchaser.” – It is our understanding that with the full roll out to Neo there will be an automatic closing time on RFQ’s, making it impossible to upload proposals after said time- can you please clarify?	
A101			Does NCIA intend to request additional documents to be provided alongside the HR72 form for the in-processing of IWCs so as to prove compliance and avoid issues with the Belgian authorities like after the raid at SHAPE last year?	Yes. The list of documents will be specified at the time of implementation as it also depends on the country where requirements are delivered 4
A102			Regarding A.2 provided with Amendment 2 - How will this effect paragraphs 3.4.6.1., 4.4.3.5.3.2, 4.4.3.5.3.3 and 4.5.4.2.1.2 from Bidding Instructions	Respective paragraphs are modify to read as follows: [...] 3.4.6.1 Section III (SubLot): Bidders shall submit a proposal for a minimum three (3) out of the five (5) proposed Requirements. [...] 4.4.3.5.3.2 Should a bidder decides to bid on four (4) Requirements then the overall SubLot score will be the average of the raw scores each requirement for which the bidder has submitted a proposal multiplied by 1.2 and capped at 20 points. 4.4.3.5.3.3 Should a bidder decides to bid on five (5) Requirements then the overall SubLot score will be the average of the raw scores for each requirement for which the bidder has submitted a proposal multiplied by 1.4 and capped at 20 points. [...] 4.5.4.2.1.2 Total Price score (P) out of 20 points: $P = (\sum PS) / N$ 4



				<p>Where N is the number of Requirements, for which the bidder has submitted a proposal (Between three (3) & five (5))</p> <p>Furthermore, please see attached updated Bidding Sheets for Market Place 2 - IFB-CO-115796-AAS+ - Book 2 - Part 1 - Section 2 - Bidding Sheets MP2 - where all references for a Scenario F are removed.</p>
--	--	--	--	---

Price					
Serial #	RFQ Book	RFQ Section Ref.	Question:	Answer:	Reply provided in Amendment #
P.2	Book 2 Part 2	6.8.2	Can the purchaser provide the NATO pay grades which their NTE's are based upon as guidance to the bidder?	NATO Salary grids are available at the link below: https://www.ncia.nato.int/resources/site1/general/employment/what-we-offer/20230101_salary_table.pdf	4
P.3	Book 2 Part 2	6.4	Can the purchaser provide clarification as to how the discount percentages would be applied to a task order, for example the purchaser has an onsite requirement which is issued and responded against as onsite then the purchaser decides to move the role off site and applies the discount or is this applied to an issued task order as offsite already or can the purchaser unilaterally change a task order during execution to offsite and apply the discount?	See A47	4
P.4			Formulas at Excel sheet for "Total Evaluated Prices " in MP1 Sub lot B are not working, and for C1B.2, C1B.3, C1B.4 unit prices are mark grey, not allowing bidders to	For C1B.1 there due to the nature of the requirement, there is a need to provide unit price per deliverables as defined in	4



			modify other than yellow cells, this does not allow to provide necessary prices for Sub lot evaluation. Could we get another version of this file, or we just need to provide price for C1B.1 for its evaluation?	the C1B.1 SoW. This is not applicable for C1B.2, C1B.3 and C1B.4 for which you need to provide a total firm fixed price for the delivery of the requirements as listed in the respective SoWs.	
P.5	Book 2	IFB-CO-115796-AAS+ - Book 2 - Part 1 - Section 2 - Bidding Sheets MP1.xlsx	Can the Purchaser provide new working Bidding Sheets for MP1, since the current document results in error when opening due to inability to reach NCIA's server where formulas are linked?	Please see attached Bidding Sheets with the respective links removed.	4
P.6	Book 2	Book 2, Page 10 of 25 PARA 6.5	<p>For the Level-of-Effort Purchase / Task Orders, the Contractor shall be bound by the hourly rates quoted for the Base Period.</p> <p>For out years, at time of extension, the hourly rates revision will be calculated using the formula below:</p> $P = P_o * (0.2 + 0.8 L/Lo)$ <p>In which:</p> <p>P - Revised hourly rate for the applicable Task Order</p> <p>Po – Base Period Hourly Rate for the applicable Task Order</p> <p>L - Labour index value registered in 3rd quarter or the most recent quarter available of the year prior to the revision / extension</p> <p>https://stats.oecd.org/viewhtml.aspx?datasetcode=ULC_EQ&lang=en</p> <p>Lo - Basic index for Labour value at Task Order Award Date</p> <p>https://stats.oecd.org/viewhtml.aspx?datasetcode=ULC_EQ&lang=en</p> <p>The Bidders formula reads: $P = P_o * (0.2 + 0.8 L/Lo)$. Is this</p>	The formula is correct, the variables L and Lo are used to calculate the adjustment, which is then applied to Po (the base rate) to calculate the revised rate, P.	4



			correct? It appears to only calculate the adjustment and not the revised hourly rate.		
P.7	Book 2	Book 2, Page 10 of 25 PARA 6.5	<p>For the Level-of-Effort Purchase / Task Orders, the Contractor shall be bound by the hourly rates quoted for the Base Period.</p> <p>For out years, at time of extension, the hourly rates revision will be calculated using the formula below: $P = P_o * (0.2 + 0.8 L/L_o)$ In which: P - Revised hourly rate for the applicable Task Order P_o – Base Period Hourly Rate for the applicable Task Order L - Labour index value registered in 3rd quarter or the most recent quarter available of the year prior to the revision / extension https://stats.oecd.org/viewhtml.aspx?datasetcode=ULC_EQ&lang=en L_o - Basic index for Labour value at Task Order Award Date https://stats.oecd.org/viewhtml.aspx?datasetcode=ULC_EQ&lang=en</p> <p>The Supplier formula reads: $P = P_o * (0.2 + 0.8 L/L_o)$, where it is assumed that P_o = Base Period Hourly Rate for the Applicable Task Order and is only referenced in the Transition from the current contract to the new AAS+ contract. How will any adjustments be addressed if any of the same Task Orders are extended beyond 2024 in the new AAS+ contract? How will the cumulative effect be adjusted?</p>	<p>For task orders extended beyond 2024, as stated in the reference para 6.5, "For out years, at time of extension, the hourly rates revision will be calculated using the [stated] formula".</p> <p>Para 6.6 addresses how the current contract will be transitioned to the new contract.</p>	4
P.8	Book 2	Book 2, Page 10 of 25 PARA 6.5	<p>For the Level-of-Effort Purchase / Task Orders, the Contractor shall be bound by the hourly rates quoted for the Base Period.</p> <p>For out years, at time of extension, the hourly rates revision will be calculated using the formula below:</p>	<p>For Task Order extensions, as stated in the reference para 6.5, "For out years, at time of extension, the hourly rates revision will be calculated using the [stated] formula". Requirement for pricing will not</p>	4

			<p> $P = P_o * (0.2 + 0.8 L/Lo)$ In which: P - Revised hourly rate for the applicable Task Order P_o – Base Period Hourly Rate for the applicable Task Order L - Labour index value registered in 3rd quarter or the most recent quarter available of the year prior to the revision / extension https://stats.oecd.org/viewhtml.aspx?datasetcode=ULC_EQ&lang=en Lo - Basic index for Labour value at Task Order Award Date https://stats.oecd.org/viewhtml.aspx?datasetcode=ULC_EQ&lang=en </p> <p>Given the requirement for pricing is for the Base Period only, how will adjustments to rates be addressed for Task Orders that may be extended over Option Years?</p> <p>For RFQs on the new AAS+ contract, will the requirement for pricing be for multi-year bidding?</p>	<p>be for multiyear bidding but instead subject to the price adjustment formula if extended</p>	
P.9		<p>CONTRACT SPECIAL PROVISIONS Section 2 ARTICLE 6. PURCHASE/TASK ORDERS Article 6 Price Adjustment Formula 6.5</p>	<p>Please specify how to read Lo and what is the reference point here? Is it the day of the award the first RFQ when contractor started his work? For example if a contractor started working on 01.02.2020 the Lo index would be as of Q1 2020?</p>	<p>For Lo the Task Order Award Date is the reference, the Quarter in which that date occurs will be the base index for the calculation.</p>	4



P.10		CONTRACT SPECIAL PROVISION S Section 2 ARTICLE 6. PURCHASE/TASK ORDERS Article 6 Price Adjustment Formula 6.5	Please confirm if the Price Adjustment Formula is right? Depending what will be the level of 'L' for Q2023, the final value might get too high. For example, if we have taken Q4 2022 as 'L': Lo for an award day Q1 2020 = 1,6 ; L Q4 2022 = 9,2 the index rate is 4,6. If we assume that index L in Q3 2023 would equal L Q4 2022 and hourly rate equals 100 EUR/hour, index value would be 460 EUR/hour.	For L and Lo the Measure used is the "Index, seasonally adjusted", not the Quarterly change.	4
------	--	---	---	--	---

Technical					
Serial #	RFQ Book	RFQ Section Ref.	Question:	Answer:	Reply provided in Amendment #
T.21	Book 1, Page 22 of 158	4.2.3.1 4.2.3.1.3.	Best Value Score = (PMP + CE + Sub Lot) + (P) = Maximum 100 points, where: sub Lot = Curricula Vitae and/ or Deliverables based (Maximum 20 points) In Market Place 1, Sub Lot A: what is the breakdown/weight of scoring to add up to 20 points maximum? How are the CVs evaluated and scored for each of the 15 Task Order requirements? Is each TO weighted equally?	The CVs are considered as a part of the overall points awarded up to the maximum of 20. Each TO has equal weighting and therefore final score will be the average of the individual scores for each task order	4



T.22	Book 1, Page 22 of 158	4.2.3.1 4.2.3.1.3	<p>Best Value Score = (PMP + CE + sub Lot) + (P) = Maximum 100 points, where:</p> <p>Sub Lot = Curricula Vitae and/ or Deliverables based (Maximum 20 points)</p> <p>In Market Place 1, Sub Lot B: what is the breakdown/weight of scoring to add up to 20 points maximum? How are the CVs and 2-3 page proposals evaluated and scored for each Task Order requirement?</p>	See T.21	4
T.23	Book 1, Page 25 of 158	4.4.3.4 4.4.3.4.5	<p>Sub Lot = Curriculum Vitae (Sub Lot A for Level of Effort Tasks) / Short 2-3 page proposal (for Sub Lot B Deliverables based Tasks) (Maximum 20 points each), 100% of the requirements addressed per Sub Lot</p> <p>Should a bidder decides to bid on both categories (Sub Lot A & Sub Lot B), then the score considered (Sub Lot) will be the average of both scores (Sub Lot A and Sub Lot B) multiplied by 1.2 and capped at 20 points.</p> <p>For bidders that bid both Sub Lot A & Sub lot B, how are the individual Task Order requirements (CVs and 2-3 page proposals) weighted in Sub Lot A and Sub Lot B, respectively, to reach the 20 point maximum?</p>	See T.21	4
T.24	Book 1, Page 86 of 158	Annex C1-B – Bidding Scenario Market	The Task Order P (JTS/FAST Database Analyst) SOW specifies that the work will be performed in three sprints. The SOW also states that the contractor's Database Analyst will perform the	Confirmed	4



		Place 1 Sub Lot B - Task Order P	<p>work "under the direction/guidance of a solution architect and test director" and as "part of a team (project manager, technical lead, software developers, etc.)"</p> <p>Could NCI Agency please confirm that while the Database Analyst will contribute to sprint planning as part of the development team, NCI Agency management will determine the objectives for each sprint and priorities among backlog items?</p>		
T.25	Book 1, Page 97 of 158; Book 2, Part 3, Page 18 of 22	Annex C1-B – Bidding Scenario Market Place 1 Sub Lot B; Framework Contract Statement of Work - Task Order R	<p>The Framework Contract SOW states that Deliverables Based Task Orders require the contractor "to deliver specific item(s) or perform specific service(s) with a defined output within a defined amount of time." Deliverables Based Task Order R does not define an amount of time in which the work must be completed.</p> <p>Could NCI Agency please specify the timeframe for completing the Business Continuity Plan Assessment? Could the NCI Agency provide any other schedule assumptions and / or milestones associated with the assessment?</p>	Please include a schedule and milestones as part of your submission	4
T.26	Book 1, Page 97 of 158	Annex C1-B – Bidding Scenario Market Place 1 Sub Lot B - Task Order R	<p>The Task Order R (Business Continuity Plan Assessment) SOW states that there are "approximately 30 templated and coordinated subordinate plans in place to ensure continued operations." Would NCI Agency release a list of the templated and coordinated subordinate plans to support development of the proposed approach to the tasks? Rationale: Understanding the full list of</p>	The TO is for evaluation purposes at this stage. For planning purposes assume each plan approximately 50 pages in length. No further information will be provided at this time.	4

			plans allows development of a more mature approach.		
T.27			We would need to clarify on which are the capabilities to be evaluated within the “REACH BACK” capability, as its usual definition looks abstract and not related to the ongoing procedure, could we ask for a rewording to define about this capabilities or examples of the meaning of “REACH BACK” within the ongoing IFIB context.	REACH BACK is a military term that refers to “the process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed”. This evaluation criteria is specifically asking for the level of support that the prime contractor proposes to provide to personnel located at NCIA facilities.	4
T.28			If a CV (or some) is shown into the deliverable based task orders – (Market Place 1 - SUBLOT B), as an example of personnel. Is there any restriction for this/these profiles to be also submitted in other lots proposal (by same or different company)?	The same individual shall not be put forward for more than 2 TOs. Should the same individual be put forward by more than two companies this will have to be assessed at the time, as to the true availability to the Bidding company is in question.	4
T.29	Book 1	Book 1- Bidding Instructions 4.4.3.4.1	Could the Purchaser confirm if the Bidder will score lower in case a candidate is not available for an interview due to a change in candidate status (for example becoming a NIC)? In case this happens using the particular example, is the bidder going to be allowed to replace a candidate in their Technical response during the evaluation phase?	Unavailability for an interview by an offered CV can result in a lower score.	4
T.30		Book 1- Bidding Instructions 4.4.3.4.2	Could Purchaser confirm if the bidder is going to be given prior notice for conducting a candidate interview during the evaluation phase?	Interviews will be coordinated through the vendor	4
T.31	Book 2	Book 2 - Part 2 - Contract Provisions 7.1.1	Could the Purchaser confirm whether the formulated NTE will be valid only for the base period and then price adjustment shall be applicable for all extension periods, or the formulated NTE shall be the ceiling for all optional periods?	Confirmed	4



T.32	Book 1	Book1 - Bidding Instruction 3.4.5.1.1.2	Can the Purchaser clarify if the same rule is applicable for CVs in response to MP1 Lot B?	Yes	4
T.33		Amendment 2 to IFB- CO-115786-AAS+ - T.18	Can the Purchaser confirm that the Lol that the bidder will provide must be explicit to the Task Order within the IFB that resource is submitted against and not a general undertaking for work under the Contractor?	Confirmed	4
T.34			How are the CVs evaluated? Is 100 % given for filling all the mandatory and desirable requirements and all the duties? If yes how are the point being divided?	See T.11 and T21 No other information on scoring will be provided.	4
T.35		Market Place 1 Task Order R	How long has the current business continuity management system been in place?	Please prepare proposals based on what is provided in the TO	4
T.36		Market Place 1 Task Order R	How frequently are the subordinate plans reviewed and updated?	See T.35 response	4
T.37		Market Place 1 Task Order R	Are there any areas of the business that are not covered by the current business continuity management system?	See T.35 response	4
T.38		Market Place 1 Task Order R	Have there been any changes to the business since the current business continuity management system was implemented that may impact its effectiveness?	See T.35 response	4
T.39		Market Place 1 Task Order R	Has a target business continuity maturity level been defined, and how does this compare to the current level?	See T.35 response	4
T.40		Market Place 1 Task Order R	Who are the key stakeholders involved in the current business continuity management system, and what are their roles and responsibilities?	See T.35 response	4
T.41		Market Place 1 Task Order R	How is the effectiveness of the current business continuity management system measured, and what metrics are used?	See T.35 response	4



T.42	Market Place Task Order R	1	Are there any gaps or weaknesses in the current business continuity management system that have been identified previously?	See T.35 response	4
T.43	Market Place Task Order R	1	What are the organization's critical business functions and how are they prioritized in the business continuity management system?	See T.35 response	4
T.44	Market Place Task Order R	1	What are the timelines for the review and assessment, and how will they be coordinated with the ongoing business operations of the organization?	See T.35 response	4
T.45	Market Place Task Order R	1	What are the key risks and threats that the business continuity management system needs to address, and how are they identified and prioritized?	See T.35 response	4
T.46	Market Place Task Order R	1	Which framework or standards for business continuity management are followed?	See T.35 response	4
T.47	Market Place Task Order R	1	What is the amount of budget allocated to the overall BCM (in % of total for ex. management/running costs)?	See T.35 response	4
T.48	Market Place Task Order S	1	Which SharePoint environments (on-premises? online?) are involved in these tasks? Which versions of SharePoint are currently in use? What development tools are available?	See T.35 response	4
T.49	Market Place Task Order S	1	Is there any ITSM tool in place that will be used to track tasks / tickets? If yes, which tool is implemented?	See T.35 response	4
T.50	Market Place Task Order S	1	Is there any reporting tool in place that can be used (like Power BI for instance)?	See T.35 response	4
T.51	Market Place Task Order S	1	Is there any monitoring service enabled for IKM tools currently? If yes, what is in use?	See T.35 response	4
T.52	Market Place Task Order S	1	Can we get any details about the search engine that is already configured for IKM Tools? What technologies are involved here?	See T.35 response	4



T.53	Market Place 1 Task Order S	When it comes to potential IKM Tools migration, are we talking about migration to another hosting environment, migration to most recent technologies or something else?	See T.35 response	4
T.54	Market Place 1 Task Order S	Can we get any insights on Approved Service Interruption process?	See T.35 response	4
T.55	MARKET PLACE 1 TASK ORDER Q	Client Deployment Services - Would installation be done in already existing building or new commissioned building?	See T.35 response	4
T.56	CONTRACT SPECIAL PROVISIONS Section 2 ANNE X A ATTESTATION OF CURRICULUM VITAE SUBMISSION	Kindly confirm if by Framework Contract requirement [enter requirement number] NCIA understands Market Place number Task Order letter & profile name? Or there is other specific number, if so – what it would be?	This number refers to the specific RFQ number used during contract implementation	4
T.57	Bidding Instructions Section Annex C1-A – Bidding Scenario Market Place 1 Sub Lot A Market Place 1 Task Order B Senior Engineer (Private Cloud Virtualisation)	Please specify the PSC level	NATO Secret	4
T.58	Bidding Instructions Section Annex	Please specify the place of performance and PSC level	Vendor to propose location. NATO Secret	4



		C1-A – Bidding Scenario Market Place 1 Sub Lot A Market Place 1 Sub Lot B, Task Order R Business Continuity Plan Assessment			
T.59		Bidding Instructions Section III BID PREPARATION INSTRUCTION SCVs	Do you require any other confirmation of PSC (e.g. scanned copy) or declaration within ANNEX A – ATTESTATION OF CURRICULUM VITAE SUBMISSION would be sufficient?	See A3	4
T.60		Bidding Instructions Section III BID PREPARATION INSTRUCTION SCVs	Can the Bidders present the CV of an active military but who is willing to quit the army?	Yes	4
T.61		Bidding Instructions Section Annex C1-B – Bidding Scenario Market Place 1 Sub Lot B	Please specify the number of CVs to be presented per profile?	The Bidder shall provide the CV of the people delivering the work per profile (s)	4
T.62		Bidding Instructions Section III BID PREPARATION	Can the Bidders present the CVs of Candidates who are in the process of obtaining the PSC, and when it is to be issued and valid at the Start Date, if Candidate is selected?	See A.3	4



		INSTRUCTION SCVs			
T.63		Bidding Sheets MP1 Section 2 Price	Please confirm if the pricing is binding only for Candidates proposed or also for the future RFQs per specific profile?	The pricing at this stage refers to the positions part of the bidding package. Each future RFQ bid on the market place will have its own terms and conditions and resulting price submitted as part of the offer	4
T.64		Framework Contract Statement of Work Section Contract Scope, Requirements and Task Order Process Article 4 Market Place 1 – General Advisory and Assistance Services 5.2	Please confirm - when describing past performance in section Initial Requirement of this IFB- you mean that similarity with this IFB should refer to the list of categories in point 5.2 of Framework Contract Statement of Work and not to each profile in Task Orders A - S ?	See 4.4.3.2.1 of bidding instructions. No other information will be provided.	4
T.65		Bidding Instructions Section IV BID EVALUATION 4.1.8.	Will a situation where a subcontractor of bidder 'A', who submits a bid for MP1, also be a subcontractor of another entity under MP2 (without the knowledge of bidder 'A'), disqualify a bid prepared by bidder 'A' for MP1? If this is the case, will the subcontractor's representation to Bidder "A" that it will not participate in MP2 in any way be sufficient to protect Bidder "A" bid from disqualification?	Bidders (Primes) shall ensure as part of their submission that proposed sub contractors/ partners to bid on the market place at stake have not been involved in another team for the other place. Annex B12 Of the Bidding Instructions (Attestation of Exclusive Participation to One Market Place) is amended as follows: The Bidder and its proposed Sub-Contractors/ Partners hereby certifies that it participates, at any tier, ONLY to the Market Place for which the bid is submitted	4

T.66		Bidding Instructions Section III BID PREPARATION INSTRUCTION SCVs	Please specify if presenting more than 1 compliant CV per Task Order scores more points in evaluation?	See T.21	4
T.67		Bidding Instructions Section III BID PREPARATION INSTRUCTION SCVs	Are there extra points given if presenting more than 1 compliant CV per Task Order?	See T.21	4
T.68	Book 1 Bidding Instructions	Annex C2 – Bidding Scenario Market Place 2	Can the purchaser confirm the bidders understanding that training requirements under the AAS+ contract will not be restricted just to Market Place 2 and that the specific example is presented in market place 2 due to the nature of the activity and the there will be also training requirements issued as part of Market place 1.	There may be training requirements issued under Market Place 1	4
T.69			Section III – Lot Selection and Evidence of Capability. Can the Agency please provide a breakdown of the scoring for this section, detailing the weighting of marks available for Sub Lot A vs Sub Lot B, together with how many points will be awarded per CV?	No further details on scoring will be provided	4
T.70			Do we need to provide attestations with the CVs in the Technical Response or does this only apply for framework competitions after award?	See A56	4
T.71			As there is no information on when interviews will be conducted, if a resource is no longer available to interview when contacted, will this impact the compliance score for that individual CV?	Unavailability of an offered Candidate may effect the scoring	4



T.72		Book 1 - Bidding Instructions - 4.4 - Para 4.4.3.1.1	Can the Purchaser clarify what would suitable and acceptable way of bidders respoding to the requirement? What evidence shall be presented in order to justify compliancy?	Evidence shall be provided that meets the statement in the stated paragraph, addressing the scope of areas to be covered and therefore increasing confidence for the evaluator that the Bidder can deliver the requirements at a later stage should it be selected.	4
------	--	--	--	---	---

For multiple currencies, duplicate the "Total Evaluated Price" column for each currency

Ref Number	CLIN DESCRIPTION	Total Evaluated Price
Declare Currency =>		
C1A	TOTAL EVALUATED PRICE MARKET PLACE 1 SubLot A	
C1B	TOTAL EVALUATED PRICE MARKET PLACE 1 SubLot B	

Offer Summary Instructions:
 Bidders are to populate the **yellow cells** for which they will be submitting bids in accordance with Annex A - 2 Instructions for the Preparation of the BIDDING SHEETS

Note that any formulas existing in the cells are provided only to assist the bidder, and ultimately all calculations are the bidder's responsibility. As such, the contractor may alter any formulas necessary to provide an accurate, clear and traceable bid as required.

CLIN	Original Task Order Reference	Description	AAS Framework Contract Number	Type	Duty Location	Currency	Total Evaluated Price	Base Period / CY 2024		Period of Performance	
								Rate	Hours	Start Date	End Date
Bidding Scenario Market Place 1 - SubLot A											
C1A.1	Book 1 - Annex C1A - Market Place 1 Task Order A	Cloud Integration Engineer	TBD	Level of Effort	Mons, Belgium		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.2	Book 1 - Annex C1A - Market Place 1 Task Order B	Senior Engineer (Private Cloud Virtualisation)	TBD	Level of Effort	Mons, Belgium		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.3	Book 1 - Annex C1A - Market Place 1 Task Order C	Network Senior Technician	TBD	Level of Effort	Mons, Belgium		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.4	Book 1 - Annex C1A - Market Place 1 Task Order D	Finance Reporting and Control Assistant	TBD	Level of Effort	Brussels, Belgium		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.5	Book 1 - Annex C1A - Market Place 1 Task Order E	Operational Analyst	TBD	Level of Effort	The Hague, Netherlands		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.6	Book 1 - Annex C1A - Market Place 1 Task Order F	Cyber Security (CS) Tools Engineer	TBD	Level of Effort	Mons, Belgium		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.7	Book 1 - Annex C1A - Market Place 1 Task Order G	Threat Hunting Analyst	TBD	Level of Effort	Mons, Belgium		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.8	Book 1 - Annex C1A - Market Place 1 Task Order H	Engineer (IdM/PKI Services)	TBD	Level of Effort	Mons, Belgium		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.9	Book 1 - Annex C1A - Market Place 1 Task Order I	Resource Manager	TBD	Level of Effort	Braine L'Alleud, Belgium		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.10	Book 1 - Annex C1A - Market Place 1 Task Order J	Core GIS System Administration and Support Engineer	TBD	Level of Effort	The Hague, Netherlands		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.11	Book 1 - Annex C1A - Market Place 1 Task Order K	Application Developer for Space ISR Data Sharing	TBD	Level of Effort	The Hague, Netherlands		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.12	Book 1 - Annex C1A - Market Place 1 Task Order L	System Engineer - ENB	TBD	Level of Effort	The Hague, Netherlands		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.13	Book 1 - Annex C1A - Market Place 1 Task Order M	System Administrator (UCC Services)	TBD	Level of Effort	The Hague, Netherlands		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.14	Book 1 - Annex C1A - Market Place 1 Task Order N	VTC Engineer	TBD	Level of Effort	Mons, Belgium		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A.15	Book 1 - Annex C1A - Market Place 1 Task Order O	Project Manager	TBD	Level of Effort	The Hague, Netherlands		-	0.00	1,672.00	Contract Award	31-Dec-2024
C1A	TOTAL EVALUATED PRICE MARKET PLACE 1 SubLot A							-			

Discount Percentage (Article 6.4.1)	
Off-Site Labor Discount	0%

CLIN	Original Task Order Reference	Description	AAS Framework Contract Number	Type	Currency	Total Evaluated Price	CY 2024 (Base period)		Period of Performance
							Units (if applicable)	Unit Price	
Bidding Scenario Market Place 1 - SubLot B									
C1B.1	Book 1 - Annex C1B - Market Place 1 Task Order P	JTS/FAST Database Analyst	TBD	Deliverables Type		-	3.00		01 Jan - 31 Dec 2024
C1B.2	Book 1 - Annex C1B - Market Place 1 Task Order Q	Engineering Support - Client Deployment Services	TBD	Deliverables Type					as per SoW
C1B.3	Book 1 - Annex C1B - Market Place 1 Task Order R	Business Continuity Plan Assessment	TBD	Deliverables Type					as per SoW
C1B.4	Book 1 - Annex C1B - Market Place 1 Task Order S	SharePoint Engineering Services	TBD	Deliverables Type					as per SoW
C1B	TOTAL EVALUATED PRICE MARKET PLACE 1 SubLot B								

For multiple currencies, duplicate the "Total Evaluated Price" column for each currency

Ref Number	CLIN DESCRIPTION	TOTAL EVALUATED PRICE
Declare Currency =>		
C2.A	TOTAL EVALUATED PRICE MARKET PLACE 2 TASK ORDER A (including evaluated options)	
C2.B	TOTAL EVALUATED PRICE MARKET PLACE 2 TASK ORDER B	
C2.C	TOTAL EVALUATED PRICE MARKET PLACE 2 TASK ORDER C	
C2.D	TOTAL EVALUATED PRICE MARKET PLACE 2 TASK ORDER D	
C2.E	TOTAL EVALUATED PRICE MARKET PLACE 2 TASK ORDER E	

Offer Summary Instructions:
 Bidders are to populate the **yellow cells** for which they will be submitting bids in accordance with Annex A - 2 Instructions for the Preparation of the BIDDING SHEETS

Note that any formulas existing in the cells are provided only to assist the bidder, and ultimately all calculations are the bidder's responsibility. As such, the contractor may alter any formulas necessary to provide an accurate, clear and traceable bid as required.

CLIN	Original Task Order Reference	Description	SoW Reference	AAS Framework Contract Number	Type	Currency	Evaluated Price	Period of Performance	Delivery Location	
C2.A.1	Book 1 - Annex C2 - Market Place 2 Task Order A	Advanced Tresury Management Solutions		TBD	Deliverables Type					
C2.A.1.1.		Treasury Management Solutions Module Instalation, Training and 12-months Warranty	Articles 1.2.8., 2.3., 3						CAW + 6months	as defined in the SoW
		Total Evaluated Price - Base Contract								
C2.A.2		OPTIONS: Post-warranty maintenance and software upgrades services								
C2.A.2.1.		Option 1 - Year 1 - post-warranty maintenance and software upgrades services	Article 3						12 months	as defined in the SoW
C2.A.2.2.		Option 1 - Year 2 - post-warranty maintenance and software upgrades services	Article 3						12 months	as defined in the SoW
C2.A.2.3.		Option 1 - Year 3 - post-warranty maintenance and software upgrades services	Article 3						12 months	as defined in the SoW
C2.A.2.4.		Option 1 - Year 4 - post-warranty maintenance and software upgrades services	Article 3						12 months	as defined in the SoW
C2.A.2.5.		Option 1 - Year 5 - post-warranty maintenance and software upgrades services	Article 3						12 months	as defined in the SoW
		Total Evaluated Price - Options							0.00	
C2.A		TOTAL EVALUATED PRICE MARKET PLACE 2 TASK ORDER A (including evaluated options)						0.00		

CLIN	Original Task Order Reference	Description	SoW Reference	AAS Framework Contract Number	Type	Estimated No. of Hours for 2024	Currency	Unit Price (per hour)	Evaluated Price	Period of Performance	Delivery Location
C2.B.1		Provision of Internal Audit Services - Base Period									
C2.B.1.1.	Book 1 - Annex C2 - Market Place 2 Task Order B	Partner (Specialist)	Articles 6-7	TBD	Deliverables Type	20.00			0.00	TBD in the Call-off Statement of Work	TBD in the Call-off Statement of Work
C2.B.1.2.		Director (Specialist)				0.00			0.00		
C2.B.1.3.		Senior Manager (Specialist)				1,000.00			0.00		
C2.B.1.4.		Manager (Specialist)				652.00			0.00		
C2.B.1.5.		Manager (Secondment)				0.00			0.00		
C2.B.1.6.		Senior Associate (Specialist)				0.00			0.00		
C2.B.1.7.		Senior Associate (Secondment)				0.00			0.00		
						CLIN C2.B.1 - TOTAL BASE YEAR					
C2.B		TOTAL EVALUATED PRICE PRICE MARKET PLACE 2 TASK ORDER B						0.00			

CLIN	Original Task Order Reference	Description	SoW Reference	AAS Framework Contract Number	Type	Currency	Evaluated Price	Period of Performance	Delivery Location
C2.C.1	Book 1 - Annex C2 - Market Place 2 Task Order C	Support to Space Services Projects funded by Luxembourg	Articles 2	TBD	Deliverables Type			CAW + 8months	Off-Site
C2.C	TOTAL EVALUATED PRICE PRICE MARKET PLACE 2 TASK ORDER C								

CLIN	Original Task Order Reference	Description	SoW Reference	AAS Framework Contract Number	Type	Estimated No. of Hours	Currency	Unit Price (per hour)	Evaluated Price	Period of Performance	Delivery Location
C2.D.1	Book 1 - Annex C2 - Market Place 2 Task Order D	Support to DCIS Cyber Defence Project	Articles 6-7	TBD	Deliverables Type	350.00			0.00	CAW + no of hours contracted	Off-Site
C2.D		Total Evaluated Price							0.00		
TOTAL EVALUATED PRICE PRICE MARKET PLACE 2 TASK ORDER D											

CLIN	Original Task Order Reference	Description	SoW Reference	AAS Framework Contract Number	Type	Currency	Evaluated Price	Period of Performance	Delivery Location
C2.E.1	Book 1 - Annex C2 - Market Place 2 Task Order E	Development of Business Continuity Education and Training Solution for the NCIA	Article 2	TBD	Deliverables Type			CAW + 90 days	Off-Site
		Total Evaluated Price							
C2.E	TOTAL EVALUATED PRICE PRICE MARKET PLACE 2 TASK ORDER E								

Distribution List for AMD 4 - IFB-CO-115786-AAS+**NATO Delegations**

1

Albania
Belgium
Bulgaria
Canada
Croatia
Czech Republic
Denmark
Estonia
France
Finland
Germany
Greece
Hungary
Iceland
Italy
Latvia
Lithuania
Luxembourg
Montenegro
The Netherlands
North Macedonia
Norway
Poland
Portugal
Republic of Türkiye
Romania
Slovakia
Slovenia
Spain
United Kingdom
United States

Embassies in Brussels (Attn: Commercial Attache)

1

Albania
Belgian Ministry of Economic Affairs
Bulgaria
Canada
Croatia
Czech Republic
Denmark
Estonia
France
Finland
Germany

Greece
 Hungary
 Iceland
 Italy
 Latvia
 Lithuania
 Luxembourg
 Montenegro
 The Netherlands
 North Macedonia
 Norway
 Poland
 Portugal
 Republic of Türkiye
 Romania
 Slovakia
 Slovenia
 Spain
 United Kingdom
 United States

Distribution for information

NATO HQ

1

NATO Office of Resources
 Management and Implementation Branch
 Attn: Deputy Branch Chief

Director, NATO HQ C3 Staff

1

Attn: Executive Co-ordinator

NCI Agency – Internally

**All
 NATEXs**

Belgium	1
Bulgaria	1
Canada	1
Croatia	1
Czech Republic	1
Denmark	1
France	1
Germany	1
Greece	1
Italy	1
The Netherlands	1
Norway	1



Poland	1
Spain	1
Turkey	1
UK	1
USA	1

NCI Agency

1

- ACQ Deputy Chief of Acquisition Procurement and Policy
- ACQ Principal Contracting Officer
- ACQ Head of Acquisition Policy
- ACQ Contracting Officer
- Legal Advisor
- Project Manager
- CIO - Sourcing Advocate
- CAB Administrator
- NATO Liaison Officer