

TO: Potential Bidders

DATE: 14 April 2022

SUBJECT: Questions and Answers Amendment #1 to IFIB-ACT-JFTC 22-26 for Duty Free and Rationed-Items Canteen Concessionaire.

In accordance with IFIB-ACT-JFTC 22-26 Bidding Instructions – point 8 please find below the questions and answers. Published answers shall be regarded as the authoritative interpretation of this IFIB.

No.	Applicable document	Content	Question(s)	JFTC Answer(s)
1	Part III Technical Information	SOW Point 5	Please clarify what is meant with mark-up?	Please see answer to question #23.
2	Part III Technical Information	SOW Point 5	Will the mark-up be on top of the landed cost price or on top of an 'all inclusive' cost price (incl. staff cost, operating expenses, depreciation etc.)?	Please see answer to question #23.
3	Part I Bidding Instructions	Point 15.d)	Please clarify how NATO can identify the best proposal for the mark-up without taking the cost price into consideration	As per Bidding Instructions Point 15.d) (1) the best financial proposal for mark-up equals to lowest mark-up percentage proposed.
4	Part I Bidding Instructions	Annex E	Profit sharing: are bidders obliged to propose a fixed percentage for profit sharing or can we deviate from this	Bidders must provide a fixed percentage for profit sharing.
5	General	General	Will the new contractor be obliged to take over staff employed by the current incumbent	The new Concessionaire is not obliged to take over staff employed at JFTC Canteen.

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6	General	General	Please share a (anonymized) personnel overview, containing all relevant details such as: number of staff, FTE %, salaries and other remunerations, duration of employment, total monthly payroll amount.	Currently there are two employees employed. JFTC is not an employer of the JFTC Canteen staff and does not possess requested data.
7	General	General	Please share total turnover figures for 2020 and 2021	The JFTC Canteen turnover for year 2020 was 1,8 MPLN and for year 2021 it was 2,2 MPLN.
8	General	General	Please share total turnover figures split per category for 2020 and 2021	JFTC does not possess this kind of data.
9	General	General	Is there any monthly rental fee for the canteen space to be paid to JFTC?	There is no rental fee for the JFTC Canteen space.
10	Part II Special Terms and Conditions	Point 9.	Are there any other monthly fixed costs for the Concessionaire to be expected?	The Concessionaire is expected to cover the cost of the fixed internet connection. For more details please see Part II, Section B Point 9.i. and 9.m.
11	General	General	Are there any paid trainings to be undergone by Concessionaire's employees? Are there any costs for the badges etc?	There are no paid trainings required by JFTC. The Concessionaire shall ensure that it fulfils all trainings required by Polish Labour Law. There is no cost for badges.
12	General	General	Can JFTC provide statistics covering number of additional personnel visiting JFTC annually?	As an average during a calendar year the number of visitors entitled to temporary ration cards is between 4,000 and 5,000. Visitors participating in training events are visiting the JFTC usually for a period between one to three weeks.
13	General	General	Would it be possible for Concessionaire to use JFTC logo on some of its products (solely for JFTC contract usage)?	As per Part II Section A Point 33 this can be authorised in writing by the JFTC Contracting Officer upon a request submitted by the

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				Concessionaire. The Concessionaire shall ensure that all these products are consistent with NATO Approved Branding.
14	General	General	Does the Concessionaire have to follow any specific procedure to complete a new fit out of the shop?	The Concessionaire will have to follow the procedure described in Part II Section B Point 9, in particular Point 9.i.(4).
15	Part I Bidding Instructions	General	<p>Shall the below documents be translated into English?</p> <ul style="list-style-type: none"> - Certificate from social security authorities stating bidder's fulfilment of social security contributions/obligations - Certificate from national revenue authorities stating bidder's fulfilment of tax obligations. - Certificate from insurer stating bidder's fulfilment of suitable civil liability insurance (with indication of liabilities covered and limits). 	Correct. These documents shall be issued in English or if issued in other language they must be translated into English. For more details please see Part I Point 12. a).
16	General	General	Can JFTC provide statistics for average monthly or quarterly amounts of goods purchased in the Canteen per category?	JFTC has not been tracking this type of statistics.
17	Part I Bidding Instructions	General	Can JFTC clarify „PPQ” technical award criteria? Have 2nd – 4th place points been determined (as they are listed as „TBD” in RFP documentation).	The 2 nd , 3 rd or 4 th (and the following) point will be calculated using the formula shown in Part I, Point 15.c) (1). This will be known to JFTC Contract Award Committee (CAC) during CAC proceedings, after making the summary of a total PPQ score for each bidder. Only then the calculation can be made and the score will be known.

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18	Part I Bidding Instructions	Point 11.	<p>Can JFTC clarify „variety of assortment” criteria? Does "variety" mean the variety of duty free only items offered, or all items offered? In store, online, or both? Does variety include sub-types of items? For example, if offering lipstick, are 10 colors of one product considered 10 items? If alcohol, are offerings of the same product in different sizes considered different items?</p>	<p>The Bidder shall provide a view of the variety of assortment and brands he is able to implement on the JFTC premises. It is mainly about categories of assortment and brands which the bidder can supply to the JFTC Canteen.</p>
19	Part I Bidding Instructions	Point 15	<p>Would the JFTC consider a weighted system for technical award criteria weighting in which offerors are provided a % of points in relation to the offer's comparison with the best offer in each category as this is a common NSPA/DoD/EU public procurement practice.</p> <ul style="list-style-type: none"> - According to RFP documentation the weighted "steps" for 1st-4th place are quite sizable. For example, as written a "best proposal" offering 100 products receives 15 points, while a second place proposal offering 99 products loses 1/3 of those points and only receives 10 points. - Example of proposed system: if a best offer had 100 products for variety, they receive the full 15 points. Then each other offer would be allocated points based on their relation to that best offer. An offer with 80 products would receive 80% of the points (12 points) and so on. This could apply to other categories as applicable. 	<p>JFTC is not going to change the evaluation criteria.</p>

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20	General	General	Will you accept the Social Security and Tax Office Certificates issued in March 2022?	Certificates issued in March 2022 by Social Security and Tax Office will be accepted.
21	Part I Bidding Instructions	Point 12.e)	What is the maximum acceptable size of a file that should be sent in a bid to reach its addressees?	It is recommended that the PDF file does not exceed 10 MB.
22	General	General	<p>According to the bid rules, the proposed % of mark-up is to be fixed for the duration of the contract and the sales prices of goods should be expressed in PLN. In connection with suppliers' invoices expressed in EURO, the sales prices of goods purchased in EURO will need to be corrected after each delivery in order to keep a fixed proposed % mark-up. Which solution is preferred by JFTC</p> <ul style="list-style-type: none"> - change of selling prices after each delivery of such goods or - a small variation in the % mark-up with relation to purchase cost - other? 	The Concessionaire should change selling prices after each delivery.
23			<p>In Annex D mark-up proposal it is stated that mark-up shall be calculated in accordance with provisions of IFIB-ACT-JFTC 22-26, Part III, Point.5. There is no explanation of expected calculation model there. So there is confusion, whether mark-up %proposal shall cover concession fee or not. Please explain what do you mean with % mark-up? Is the following formula for calculation of mark-up percentage a proper one:</p>	<p>JFTC confirms that the following calculation of mark-up percentage is a proper one:</p> $\text{Mark-up \%} = \frac{\text{Sales price} - \text{Purchase cost} - \text{Concession fee}}{\text{Purchase cost}} * 100$

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			$\text{Mark-up \%} = \frac{\text{Sales price} - \text{Purchase cost} - \text{Concession fee}}{\text{Purchase cost}} * 100$ <p>Please confirm or inform about proper understanding of mark-up proposal.</p>	
24	Part III Technical Information	SOW Point 3.b.	Will all participants attending trainings and conferences be able to make shopping in the store?	As per SOW Point 3.b. the Concessionaire shall provide services to all Members of an Allied Headquarters, as defined in the Supplementary Agreement (see Special Terms and Conditions, page 5 for reference), including military and civilian personnel which are temporarily assigned to one of the units with whom JFTC has instituted a support arrangement. The Concessionaire shall require that all Concessionaire's customers present either an appropriate NATO ID card (AMIS or entity-specific NATO ID) or Rationed Items Card issued by JFTC to eligible visitors. The above listed documents will serve as a proof of entitlement for tax-exempt shopping privileges. A person without NATO ID card (AMIS or entity-specific NATO ID) or without Rationed Items Card will not have a possibility to purchase rationed-item goods.
25	General	General	Can individual orders of excise goods (alcohol, tobacco) with delivery to the store in JFTC from outside the offer of the stationary store be fulfilled using the web portal?	The JFTC Canteen clients shall have an opportunity to order from an online shop duty free rationed-item goods that are not offered in the JFTC Canteen physical store. For more details please refer to Part. III SOW point 3 a.(3).

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26	General	General	Can excise goods delivered to the store in JFTC be moved to other locations in Poland?	Goods delivered for JFTC Canteen cannot be moved to other locations in Poland. Consistently with the JFTC Special Terms and Conditions point 1.a, acquisition of all goods required for performance of the contract is done on behalf of JFTC, being the sole beneficiary of such tax free goods.
27	General	General	Will it be possible to agree on promotional actions based on the reduction of selling prices with the concession fee reduction agreed with JFTC?	The Concessionaire may request in writing to JFTC to reduce proportionally its mark-up and JFTC MWAC profit sharing fee to move excess or outdated inventory. This reduction is a subject of approval made by JFTC MWAC and will be communicated by Contracting Officer. Amendment #1 to the IFIB-ACT-JFTC 22-26 regulates this solution in the SOW Point 5.i.
28	General	General	What is the planned calendar of trainings /conferences for 2023?	<p>In 2023 there shall be:</p> <ul style="list-style-type: none"> - three training events with approximately 100 participants each (Jan, May, Oct) - one training event in March with approximately 700 participants - a conference in March with approximately 700 participants - one training event in May/Jun with approximately 1500 participants - additionally there will be a couple of workshops and conferences in 2023 with 20 to 100 participants.

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29	General	General	Would it be possible to extend the bid closing date by one month (05.06.2022), since because of the COVID-19 we are still working with limited resources at the office; therefore more time will be required to prepare the required tender documentation?	As per IFIB-ACT-JFTC 22-26 Amendment 1 the bid closing date is changed from 05 May 2022 to 20 May 2022, 13:00 CET.
30	Part I Bidding Instructions	Annex E	Please confirm if Annex E - "Concessionaire fee proposal" refers to a fixed percentage of the total monthly sales/turnover (shop and web portal) and not monthly profit.	Concessionaire fee proposal (proposed profit sharing) is the fixed percentage of monthly turnover from the Concessionaire's sales from the operation of the JFTC Canteen (both physical shop and online shop).
31	General	General	In order to evaluate the bid we need to make a prognosis for the expected turnover of the canteen. Please provide the historical turnover figures.	<p>The JFTC Canteen turnover was:</p> <ul style="list-style-type: none"> - 2,1 MPLN for 2019 - 1,8 MPLN for 2020 - 2,2 MPLN for 2021
32	General	General	Could you please provide the information regarding the average ticket (the average value of a single purchase).	JFTC does not have this kind of data. However it is estimated that the average value of a single purchase is around 200 PLN.
33	General	General	What was the category split between the products?	JFTC does not have this kind of data. However approximately 75% of sale is on tobacco and alcohol products with nearly equal split between these two categories. Approximately 20% is the sale of cosmetics and nearly 5% for the rest of products.
34	Part I Bidding Instructions	Point 3 d)	What does the purchaser expect in terms of legal authorisation to operate kind of business in any NATO member state?	Legal authorization to operate business is the sole responsibility of a concessionaire. All eligible bidders must prove that they are authorized to operate this kind of business in at least one of the NATO member countries

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35	Part I Bidding Instructions	Point 7	Can the purchaser confirm that if any of the bidders is unable to attend the site survey that all clarifications answered during the visit will be provided to bidders unable to attend?	All questions asked and clarifications made during site survey are included within this Q&A Amendment #1.
36	Part I Bidding Instructions	Point 15 c) (2)	Can the purchaser identify to the bidders how they intend to determine best variety between bidders when the purchaser has not identified a minimum baseline of products per category for example? This is important for the bidders to ensure a fair and transparent evaluation.	The evaluation and comparison of best variety will be made by the JFTC Contract Award Committee voting members. JFTC is not going to define best variety as these should be proposed by bidders.
37	Part I Bidding Instructions	Point 15 c) (3)	Can the purchaser identify to the bidders how they intend to determine best initiatives between bidders when the purchaser has not identified a minimum baseline of initiatives per category for example? This is important for the bidders to ensure a fair and transparent evaluation.	The evaluation and comparison of best initiatives will be made by the JFTC Contract Award Committee voting members. JFTC is not going to define best initiatives as these should be proposed by bidders.
38	Part I Bidding Instructions	Point 15 c) (4)	Can the purchaser identify to the bidders how they intend to determine best web portal between bidders when the purchaser has not identified a minimum baseline to meet this requirement? This is important for the bidders to ensure a fair and transparent evaluation.	The web portal should be well-built, user-friendly and visually appealing web site. The web portal must ensure verification of customer's eligibility to shop, and provide eligible personnel with the ability to view, select, purchase, pay, and have delivered, all rationed items and other concessionaire offerings, to the extent allowed by law. The dedicated website should provide an option to pre-order goods with a delivery to JFTC Canteen and payment upon collection of order. Additionally, the portal should provide simple and secure payment and checkout. The evaluation and comparison of

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				offered solution will be made by the JFTC Contract Award Committee voting members.
39	Part III Technical Information	SOW Point 1.a.	Can the purchaser identify if there is an incumbent service provider for the concession?	Current Concessionaire provides services to JFTC from 2018.
40	Part III Technical Information	SOW Point 1.a.	Can the purchaser identify based on the last 12 months of concession what was the existing service provider / concessions turnover? In order to provide the bidders with a transparent perspective the bidder requests that this is provided for 2019 and also 2021 in order to avoid any distortion of figures due to COVID impacts	<p>The JFTC Canteen turnover was:</p> <ul style="list-style-type: none"> - 2,1 MPLN for 2019 - 1,8 MPLN for 2020 - 2,2 MPLN for 2021 <p>Approximately 75% of sale is on tobacco and alcohol products with nearly equal split between these two categories. Approximately 20% is the sale of cosmetics and nearly 5% for the rest of products.</p>
41	Part III Technical Information	SOW Point 3.d.	Can the purchaser identify based on the last 12 months of concession what was the existing service provider / concessions turnover per the identified specified categories in the SOW? In order to provide the bidders with a transparent perspective the bidder requests that this is provided for 2019 and also 2021 in order to avoid any distortion of figures due to COVID impacts	<p>The JFTC Canteen turnover was:</p> <ul style="list-style-type: none"> - 2,1 MPLN for 2019 - 1,8 MPLN for 2020 - 2,2 MPLN for 2021 <p>Approximately 75% of sale is on tobacco and alcohol products with nearly equal split between these two categories. Approximately 20% is the sale of cosmetics and nearly 5% for the rest of products.</p>
42	Part III Technical Information	SOW Point 1.c.	Currently how many ration cards are issued by the purchaser to permanent staff and their dependants as of Feb 2022?	This information cannot be published.
43	Part III Technical Information	SOW Point 1.c.	What is the average length of time that temporary ration cards are issued to JFTC visitors (4000 to 5000 per annum)? If the purchaser notes a large difference between pre	The temporary ration cards are issued for a duration between one and three weeks. The average length is two weeks.

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			COVID numbers and last financial year (2021) then the bidder requests that the purchaser provides 2019 and 2021 data.	
44	Part III Technical Information	SOW Point 3.a.(3)	Can the purchaser clarify if both permanent and temporary users of the concession should have the facility for delivery and pick up at the concession store?	The online internet web portal/shop should be made available only to the permanent personnel.
45	Part III Technical Information	SOW Point 3.b.	Can the purchaser confirm to the bidder that it will be provided an up to date list of all personnel permanent or temporary that are authorised for access to the concession? Also what frequency this will be provided to the bidder?	<p>As per SOW Point 3.b. the Concessionaire shall provide services to all Members of an Allied Headquarters, as defined in the Supplementary Agreement (see Special Terms and Conditions, page 5 for reference), including military and civilian personnel which are temporarily assigned to one of the units with whom JFTC has instituted a support arrangement. The Concessionaire shall require that all Concessionaire's customers present either an appropriate NATO ID card (AMIS or entity-specific NATO ID) or Rationed Items Card issued by JFTC to eligible visitors. The above listed documents will serve as a proof of entitlement for tax-exempt shopping privileges. A person without NATO ID card (AMIS or entity-specific NATO ID) or without Rationed Items Card will not have a possibility to purchase rationed-item goods.</p> <p>The list of Entitled Personnel is available at JFTC to resolve any ambiguities related to eligibility of customers.</p>
46	Part III Technical Information	SOW Point 3.d.	Can the purchaser provide to the bidder sales per category (Euro) for 2021 as per each category identified in order to provide the bidder	JFTC does not have this kind of data. However approximately 75% of sale is on tobacco and alcohol products with nearly equal split

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			with a clear understanding of the current sales volumes?	between these two categories. Approximately 20% is the sale of cosmetics and nearly 5% for the rest of products.
47	Part III Technical Information	SOW Point 5.e.	Can the purchaser clarify which currencies are required to be accepted by the bidder in the concession?	Prices at JFTC Canteen should be expressed in PLN. PLN should be a currency of transfers to JFTC MWAC.
48	Part III Technical Information	SOW Point 5.f.	Can the purchaser clarify the statement, no unit prices are required as part of the bidders price proposal?	JFTC confirms that no unit prices are requested as part of the proposal.
49	Part III Technical Information	SOW Annex A	Can the purchaser confirm the bidders understanding that the temporary visitors to the purchasers' premises are issued with weekly/Monthly ration cards?	The entitled temporary visitors are given ration card for a duration of their official visit with weekly rations/limits, i.e. a person coming for two weeks gets rations for two weeks.
50	Part III Technical Information	SOW Point 4.b.	Can the purchaser estimate the number of non-standard working days in a calendar year required for the concession and its associated staff for planning and cost purposes, the bidder is not looking for a commitment rather than a planning estimate for risk purposes.	During a calendar year there shall not be more than 5 days of JFTC Canteen opening during JFTC non-duty days. JFTC non-duty days are not official holidays or weekends.
51	Part III Technical Information	SOW Annex E	Can the purchaser define to the bidder the metrics they used in order to determine a minimum profit sharing arrangement requirement for the new concession?	The minimum profit sharing arrangement requirement for the new concession has been established to ensure a minimum possible income from turnover for the JFTC MWAC budget.
52	Part II Special	Point 16d	Can the purchaser confirm that the current concession will not enforce a pricing policy to	The current Concessionaire cannot impose its pricing policy on the new Concessionaire. The

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	Terms and Conditions		the new bidder/concession which is higher than the year 1 average of the new concessions material costs?	handover of unsold duty free goods must be with a price which the current Concessionaire originally bought.
53	Part II Special Terms and Conditions	Point 16d	Can the purchaser confirm that the existing stock total from the existing concession which the bidder will be obliged to purchase will not exceed a total of 5% per category of the last 12 months sales for that product?	This cannot be confirmed. However during the handover/takeover process between current and previous Concessionaire the total amount of goods transferred was approximately 20K EUR.
54	General	General	Are there any plans In Poland to ban tobacco products.	To the best of our knowledge there are no plans to ban tobacco products in Poland.

Ryszard Piasecki



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