

Title: IFIB-ACT-SACT-25-01 Capability Development Management Support (CDMS)

Reference: Q&A #2

Date of Issue: 7 Nov 24

The following questions were raised with respect to subject **IFIB-ACT-SACT-25-01-Capability Development Management Support**. Responses are to provide clarification.

Questions	Responses
1. Bidding Instructions (page 7 12(b)): Proposal responses are required to be delivered by email to NATO. The solicitation warns us to allow sufficient time to send our submission should we encounter e-mail size challenges. Will NATO please provide the server size limitation for incoming emails?	1. Current system size limitation is 10MB per email. Please submit your proposals before the deadline with additional time allotted for size limitation error from the email exchange. If you receive an error, your attachment will have to be broken into separate emails. Please update the subject line accordingly.
2. Annex B (page 37): In the Requirements Matrix of Labor Category #5 it states: "All personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)". The other labour categories state "Key personnel" in place of All personnel. Will NATO clarify the meaning of "All personnel" in this labour category? Should this read "Key personnel"?	2. See Amendment #2
3. Annex B (Page 48): Labor Category #8 lists the Period of Performance as: "Base Period: 1 January 2025 – 31 December 2025 with two 12-month option periods, 1 January – 31 December 2025, 1 January - 31 December 2026". The dates listed show the Base period and Option Period 1 during the same date period of 1 January 2025 – 31 December 2025. Will NATO please clarify the period of performance?	3. Base Period: 1JAN – 31DEC 2025 Option Period 1: 1JAN – 31DEC 2026 Option Period 2: 1JAN – 31DEC 2027 Please see amendment 2 to the IFIB.
4. "Pending final internal approval and funds availability" (Page 2 Para 9 & 10): Could you kindly confirm whether this implies that LC 9 may not receive any funding even after the contract is awarded?	Labour Category 9, 10 & 11 approvals are being finalised. If the labour category is not approved, it will not be awarded.

<p>5. "Note: Each candidate within this category must have their own compliance matrix." (Annex B, Requirements Matrix, LC1 (page 16), LC2 (page 20), LC7 (page 46), LC8 (page 51), LC9 (page 56));</p> <p>Could you please clarify if companies are expected to propose more than one candidate per labour category, considering that each candidate must have their own compliance matrix for LCs 1, 2, 7, 8, and 9?</p>	<p>5. Companies are requested to submit only one candidate for each LC 1-10 and up to two candidates for LC 11. For recently added LC 11 (See Amendment 2) each candidate proposed shall have its own compliance matrix.</p>
<p>6. Annex B, Requirements Matrix, LC7, page 47-48: Could you please confirm if the scoring of 95 in the compliance matrix for LC7 was intentional, or if we should anticipate an adjustment?</p>	<p>6. Please see amendment 2. Requirement matrix's score adjusted to a maximum total of 100 points.</p>
<p>7. ANNEX A, LC #1, page 15: LABOR CATEGORY #1 lists several competencies which are desired but are not included in the grading matrix. Could you please clarify the following:</p> <p>1. How will the desired competencies be assessed and what criteria will be used?</p> <p>2. How will these desired competencies influence the final score of the candidate?</p>	<p>7. 1. Since the desired competencies are not included in the grading matrix they will not be evaluated.</p> <p>2. Desired competencies will not influence the final scores.</p> <p>Desired competencies are provided only to assist industry in self-sifting potential candidates.</p>
<p>8. ANNEX A, LC #2, page 19: LABOR CATEGORY #2 lists several competencies which are desired but are not included in the grading matrix. Could you please clarify the following:</p> <p>1. How will the desired competencies be assessed and what criteria will be used?</p> <p>2. How will these desired competencies influence the final score of the candidate?</p>	<p>8. 1. Since the desired competencies are not included in the grading matrix they will not be evaluated.</p> <p>2. Desired competencies will not influence the final scores.</p> <p>Desired competencies are provided only to assist industry in self-sifting potential candidates.</p>
<p>9. ANNEX A, LC #2, page 20: The Requirements Matrix for LABOR CATEGORY #2 states "Best Value Criteria for Contractor Support to Training in Programme Management". This does not seem to align with LC #2 which is named "CIS Coordination Contractor Support - NC3 Support". Could you please confirm if the title of Requirements Matrix is correct?</p>	<p>9. Please see amendment 2. The correct wording is Best Value Criteria for LABOR CATEGORY #2 – CIS COORDINATION CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3) PROGRAMME</p>

<p>10. ANNEX A, LC #3, page 24-25: LABOR CATEGORY #3 lists 10 Personal Attributes are not included in the grading requirements matrix. Could you please clarify the following:</p> <p>1. How will the personal attributes be evaluated and what specific criteria will be used?</p> <p>2. How will these personal attributes impact the final score of the candidate?</p>	<p>10. 1. Since the personal attributes are not included in the grading matrix they will not be evaluated.</p> <p>2. Personal attributes will not influence the final scores.</p>
<p>11. ANNEX A, LC #3, page 27: The 'Range' column for Item 2 of the LABOR CATEGORY #3 Requirements Matrix states, "Points shall be assigned based on level and relevance of degree(s)". However, Item 2 requires experience and does not mention any degrees. Could you please clarify how the evaluation of Item 2 will be conducted?</p>	<p>11. See Amendment 2. Points will be assigned based upon the relevant experience demonstrated in the proposal.</p>
<p>12. ANNEX A, LC #3, page 27: The first level of point values in the 'Range' column for Item 5 of the Requirements Matrix for LABOR CATEGORY #3, begins with 5-9 points and it seems that the range of 1-4 points is missing. Could you please confirm if this is correct and provide a clarification?</p>	<p>12. See amendment 2. Range updated to: No Experience: 0 points Military Headquarters only: 1-4 points</p>
<p>13. ANNEX A, LC #3, page 28: The second and third experience brackets in the 'Range' column for Item 6 of the Requirements Matrix for LABOR CATEGORY #3 overlap. More specifically, 4 years of experience falls both under both the '3-4 years' and '4-5 years' brackets. Could you please clarify this ambiguity and confirm to which category 4 years of experience would belong?</p>	<p>13. See amendment 2. Range updated to 5-6 years: 7-9 points</p>
<p>14. ANNEX A, LC #3, page 28: In the 'Range' column for Item 6 of the Requirements Matrix for LABOR CATEGORY #3, there is no point range for 6 years of experience, which leaves a gap between the '4-5 years' and '7 years' brackets. Could you please clarify what point value will be assigned to candidates with 6 years of experience?</p>	<p>14. See amendment 2. Range updated to 5-6 years: 7-9 points</p>

<p>15. ANNEX A, LC #3, page 28: The point values for '4-5 years' and '7 years' for Item 6 of the Requirements Matrix for LABOR CATEGORY #3 overlap. According to these point ranges, 9 points can be assigned to both brackets: '4-5 years: 7-9 points' and '7 years: 9-11 points' . Could you please clarify and confirm the correct point values?</p>	<p>15. See amendment 2. Range updated to 5-6 years: 7-9 points and 7 years: 10-11 points</p>
<p>16. ANNEX A, LC #3, page 28: The last experience bracket for Item 6 of the Requirements Matrix for LABOR CATEGORY #3 states '7 years: 9-11 points', but it seems that bracket is incomplete and it is not clear if it applies only to candidates with 7 years of experience or to those with 7 and more years. Could you please clarify?</p>	<p>16. See amendment 2. This range applies to 7 and over years of experience.</p>
<p>17. ANNEX A, LC #3, page 24 and 28: Requirement 7 from the Essential Qualifications on page 24 states that "Master's degree can be substituted with a Bachelor's degree and appropriate level of experience in fields linked to Civilian Preparedness, Disaster Management and Response, Civilian Resilience or Civilian-Military interdependencies as described above", but this possibility for substitution is not specified in Item 7 from the Requirements Matrix on page 28.</p> <p>1. Could you please clarify the inconsistency between Requirement 7 from the Essential Qualifications and Item 7 from the Requirements Matrix and confirm if a Master's degree can be substituted with a Bachelor's degree and the appropriate level of experience?</p> <p>2. Could you please confirm the required length of the appropriate level of experience which can be used as a substitute for the Master's degree, along with a Bachelor's degree?</p>	<p>17. 1. Added to criterial for #7: (Can be substituted with a Bachelor's degree and appropriate level of experience in fields linked to Civilian Preparedness, Disaster Management and Response, Civilian Resilience or Civilian-Military interdependencies)</p> <p>2. The appropriate length of experience will be left up to the technical evaluators.</p>

<p>18. ANNEX A, LC #4, page 31: LABOR CATEGORY #4 lists 10 Personal Attributes are not included in the grading requirements matrix. Could you please clarify the following:</p> <p>1. How will the personal attributes be evaluated and what specific criteria will be used?</p> <p>2. How will these personal attributes impact the final score of the candidate?</p>	<p>18. 1. Personal attributes will be looked at as a whole by the technical evaluator to determine the points assigned for each criteria.</p> <p>2. The personal attributes will assist the technical evaluator assignment of scores within the range.</p>
<p>19. ANNEX A, LC #4, page 33: The 'Range' column for Item 2 of the LABOR CATEGORY #4 Requirements Matrix states, "Points shall be assigned based on level and relevance of degree(s)". However, Item 2 requires experience and does not mention any degrees. Could you please clarify how the evaluation of Item 2 will be conducted?</p>	<p>19. See amendment 2. Updated Range to reflect experience instead of degree.</p>
<p>20. ANNEX A, LC #4, page 33: The first level of point values in the 'Range' column for Item 5 of the Requirements Matrix for LABOR CATEGORY #4, begins with 5-9 points and it seems that the range of 1-4 points is missing. Could you please confirm if this is correct and provide a clarification?</p>	<p>20. See amendment 2. Range updated to: No Experience: 0 points Military Headquarters only: 1-4 points</p>
<p>21. ANNEX A, LC #4, page 34: The second and third experience brackets in the 'Range' column for Item 6 of the Requirements Matrix for LABOR CATEGORY #4 overlap. More specifically, 4 years of experience falls both under both the '3-4 years' and '4-5 years' brackets. Could you please clarify this ambiguity and confirm to which category 4 years of experience would belong?</p>	<p>21. See amendment 2. Range updated to 5-6 years: 7-9 points</p>
<p>22. ANNEX A, LC #4, page 34: In the 'Range' column for Item 6 of the Requirements Matrix for LABOR CATEGORY #4, there is no point range for 6 years of experience, which leaves a gap between the '4-5 years' and '7 years' brackets. Could you please clarify what point value will be assigned to candidates with 6 years of experience?</p>	<p>22. See amendment 2. Range updated to 5-6 years: 7-9 points</p>

<p>23. ANNEX A, LC #4, page 34: The point values for '4-5 years' and '7 years' for Item 6 of the Requirements Matrix for LABOR CATEGORY #4 overlap. According to these point ranges, 9 points can be assigned to both brackets: '4-5 years: 7-9 points' and '7 years: 9-11 points'. Could you please clarify and confirm the correct point values?</p>	<p>23. See amendment 2. Range updated to 5-6 years: 7-9 points and 7 years: 10-11 points</p>
<p>24. ANNEX A, LC #4, page 34: The last experience bracket for Item 6 of the Requirements Matrix for LABOR CATEGORY #4 states '7 years: 9-11 points', but it seems that bracket is incomplete and it is not clear if it applies only to candidates with 7 years of experience or to those with 7 and more years. Could you please clarify?</p>	<p>24. See amendment 2. This range applies to 7 and over years of experience.</p>
<p>25. ANNEX A, LC #4, page 31 and 34: Requirement 7 from the Essential Qualifications on page 31 states that "Master's degree can be substituted with a Bachelor's degree and appropriate level of experience in fields linked to Civilian Preparedness, Disaster Management and Response, Civilian Resilience or Civilian-Military interdependencies as described above", but this possibility for substitution is not specified in Item 7 from the Requirements Matrix on page 34.</p> <p>1. Could you please clarify the inconsistency between Requirement 7 from the Essential Qualifications and Item 7 from the Requirements Matrix and confirm if a Master's degree can be substituted with a Bachelor's degree and the appropriate level of experience?</p> <p>2. Could you please confirm the required length of the appropriate level of experience which can be used as a substitute for the Master's degree, along with a Bachelor's degree?</p>	<p>26. 1. Added to criterial for #7: (Can be substituted with a Bachelor's degree and appropriate level of experience in fields linked to Civilian Preparedness, Disaster Management and Response, Civilian Resilience or Civilian- Military interdependencies)</p> <p>2. The appropriate length of experience will be left up to the technical evaluators.</p>

<p>27. ANNEX A, LC #3, page 27-28 and LC #4, page 33-34: Could you please confirm that LABOR CATEGORY #3 and LABOR CATEGORY #4 have identical requirements, despite being two different labour categories?</p>	<p>27. Both LC3 and LC4 are similar in scope thus will be similarly evaluated. The Layered resilience analyst will have a less emphasis on the military side.</p>
<p>28. ANNEX A, LC #5, page 37: The Best Value Criteria for LABOR CATEGORY #5 specifies a proficiency in English of SLP 5555 (STANAG) which is quite different from the rest of the roles that require English proficiency of SLP 3333.</p> <p>1. Could you please clarify whether this is an oversight?</p> <p>2. If not, could you please provide a rationale for requesting a higher English proficiency level only for this role?</p>	<p>28. 1. The language requirements are not an oversight – it is our evaluation that since this person will be doing products/production with high public visibility, eloquence in English language is required.</p> <p>2. The requirement is for the communication branch thus must have a mastery of English.</p>
<p>29. ANNEX A, LC #6, page 41 and Bidding Instructions, page 12: The first item in the first table of the Best Value Criteria for LABOR CATEGORY #6 requests a "minimum of two past performance citations within the last seven years" which is different from the rest of the roles in this IFIB that require only one past performance citation. Also, the request for two past performance citations contradicts 'Enclosure 3: Past Performance Information Form' which states that "Company is required to submit minimum of one".</p> <p>1. Could you please clarify this inconsistency?</p> <p>2. Could you please provide a rationale for requesting two past performance citations only for this role?</p>	<p>29. 1. This requirement requires two past performance citations.</p> <p>2. The rational of the requirement of 2 performance citations within the last 7 years is because of the nature of the job. It is managing an IT system that evolves every single month, so we need someone that is very used to work with it and is aware of the latest updates and functionalities of CVENT. It is not valid for us if the person worked with it 6 years ago.</p>
<p>30. ANNEX A, LC #6, page 41: Could you please confirm that the minimum required score in the Subject Matter Expert Criteria for LABOR CATEGORY #6 is 25 points?</p>	<p>30. Confirmed.</p>
<p>31. ANNEX A, LC #6, page 41: Could you please confirm if the first table from the Best Value Criteria for LABOR CATEGORY #6 is complete? It seems to have fewer requirements compared to the other roles.</p>	<p>31. Each labour category is independent, and the requirements are determined by the requirements holder.</p>

<p>32. ANNEX A, LC #6, page 41: The fourth column 'Score' in the matrix for LABOR CATEGORY #6 specifies "50 pts possible", but the matrix contains a total of 100 possible points. Could you please clarify this discrepancy?</p>	<p>32. See amendment 2. 100 points possible.</p>
<p>33. ANNEX A, LC #6, page 40 and 42: Items 5 and 6 from the Requirements Matrix for LABOR CATEGORY #6 are categorised as desirable qualifications on page 40, but in the Requirements Matrix on page 42, the lack of such experience would lead to non-compliance and a score of 0. Could you please clarify this ambiguity and confirm if requirements 5 and 6 are considered desirable or essential?</p>	<p>33. Requirements 5 and 6 are essential Qualifications.</p>
<p>34. ANNEX A, LC #7, page 42: The maximum number of points for LABOR CATEGORY #7 is only 95. Could you please confirm if this is the correct maximum?</p>	<p>34. See amendment 2. Requirement 4 scores are updated.</p>
<p>35. ANNEX A, LC #8, page 48-49: In LABOR CATEGORY #8, the 'Taskings' list begins at point 6 and the 'Essential Qualifications' list at point 8. Could you please confirm if this is correct and that no taskings or essential qualifications are missing?</p>	<p>35. See amendment 2. Numbering has been corrected and none of the tasking or qualifications were missing.</p>
<p>36. ANNEX A, LC #8, page 48-49 and pages 51-52: In LABOR CATEGORY #8, the 'Essential Qualifications' list has 10 skills and it is not aligned with the Requirements Matrix which has only 7 requirements. Could you please clarify this discrepancy and provide the correct matrix and list of essential qualifications?</p>	<p>36. Only the items listed on the requirements matrix will be evaluated as the evaluators believe this will be enough to determine a suitable candidate.</p>

<p>37. ANNEX A, LC #8, page 51: Item 2 from the Requirements Matrix for LABOR CATEGORY #8 requires recent work experience in the last two years: "Proven work experience as a Data Scientist, Data Analyst or a similar role in the last two years". On the other hand, the requirement in the essential qualifications list does not specify recent experience, stating, "Minimum of 2 years work experience, in the field of Data Science, Data Analyst or similar role." Could you please clarify this inconsistency and confirm which requirement is correct?</p>	<p>37. See amendment 2. Changed Minimum of 2 years to Proven for Essential Qualification 2.</p>
<p>38. ANNEX A, LC #8, page 51 and 48: The point values for 'No, no skills' and 'No, 1 skill' for Item 5 of the Requirements Matrix for LABOR CATEGORY #8 overlap. According to these point ranges, 1 point can be assigned to both options, 'No, no skills: 1 point' and 'No, 1 skill: 1-5 points'. Could you please confirm and update the correct point values?</p>	<p>38. See amendment 2. No, no Skills amended to 0 points.</p>
<p>39. ANNEX A, LC #9, page 54: In LABOR CATEGORY #9, the 'Essential Qualifications' list begins at point 18, which is unusual. Could you please confirm if this is the correct list and that essential qualifications are not missing?</p>	<p>39. See amendment 2. Corrected the numbering and no Essential Qualifications are missing.</p>
<p>40. ANNEX A, LC #9, page 54, 56: Requirement 20 from 'Essential Qualifications' and Item 8 from the Requirements Matrix for In LABOR CATEGORY #9 specify "Minimum of two 3 years working in a national defence organization, a multinational organization or, ideally, NATO Command or Force Structure". Could you please clarify if is the minimum required experience is two or three years?</p>	<p>40. See amendment 2. It is 3-years.</p>
<p>41. ANNEX A, LC #9, page 56: In LABOR CATEGORY #9, the Items in the Requirements Matrix begin at point 6. Could you please confirm if the matrix is complete and that items are not missing?</p>	<p>41. See amendment 2. Numbering has been corrected. No items are missing.</p>
<p>42. ANNEX A, LC #10, page 57-58: In LABOR CATEGORY #10, the 'Taskings' list begins at point 17. Could you please confirm if this is the correct list and that tasks are not are missing?</p>	<p>42. See amendment 2. Numbering has been corrected. No items are missing.</p>

<p>43. ANNEX A, LC #10, page 61: In LABOR CATEGORY #10, the Items in the Requirements Matrix start at point 7. Could you please confirm if this is numbering mistake or some items are missing?</p>	<p>43. See amendment 2. Numbering has been corrected. No items are missing.</p>
<p>44. ANNEX A, LC #10, page 61: The point values for 'Less than 3 years: 1 point' and '3-4 years: 1-4 points' for Item 12 of the Requirements Matrix for LABOR CATEGORY #10 overlap because 1 point can be assigned to both options. Could you please provide an updated matrix with the correct point values?</p>	<p>44. See amendment 2. Less than 3-years: 0 points</p>
<p>45. ANNEX A, LC #10, page 58-59 and 61: Requirement 2 from 'Essential Qualifications' for In LABOR CATEGORY #10 specifies "Minimum of 5 years in the last 8 years working in data science, machine learning, or AI engineering in a professional environment (not including studies)", while Item 8 from the Requirements Matrix states "Minimum of 4 years in the last 6 years working in data science, machine learning, or AI engineering in a professional environment (not including studies)". Could you please clarify which is the correct requirement and provide an update?</p>	<p>45. See amendment 2. 5-years in the last 8 is correct.</p>
<p>46. ANNEX A, LC #10, page 61: In the 'Range' column for Item 8 of the Requirements Matrix for LABOR CATEGORY #10, there is no point range for 4 years of experience, leaving a gap between the 'Less than 4 years' and '5-6 years' options. Could you please clarify what point value will be assigned to candidates with 4 years of experience?</p>	<p>46. See amendment 2. It has been changed to 5-years and anything less than 5 years is 0 points.</p>
<p>47. ANNEX A, LC #10, page 61-62: Items 11, 16, 17, 18, 19 in the Requirements Matrix for LABOR CATEGORY #10, specify point ranges for 'Limited,' 'Moderate,' and 'Extensive' experience in the Range column. Could you please clarify what is meant by 'Limited,' 'Moderate,' and 'Extensive' experience in terms of the years of experience?</p>	<p>47. The evaluators will assign points ranges base upon their understanding of the relevant demonstrated experience found within the proposal.</p>
<p>48. ANNEX A, LC #10, page 62: Could you please clarify the criteria that will be used to distinguish between 'Limited,' 'Moderate,' and 'Extensive' understanding for requirement 13 in the Requirements Matrix for LABOR CATEGORY #10?</p>	<p>48. The evaluators will assign points ranges base upon their understanding of the relevant demonstrated experience found within the proposal.</p>

49. ANNEX A, LC #10, page 62: Could you please clarify the criteria that will be used to distinguish between 'Limited,' 'Moderate,' and 'Extensive' knowledge for requirements 14 and 20 in the Requirements Matrix for LABOR CATEGORY #10?	49. The evaluators will assign points ranges base upon their understanding of the relevant demonstrated experience found within the proposal.
50. Is there any limit to the Resume/CV length?	50. There is no page limit for the Resume/CV length. However the description of the company shall be limited to 10 pages.
51. Bidding Instructions/9: The bidder requests a 2 week extension to the bid closing date from 12th Nov to 26th Nov	51. Bid due date has been extended until 11/26/24 at 0900 EDT.
52. I have been told that NATO discards proposals if multiple companies have the same candidate? Is there any truth to that statement? I'd greatly appreciate it if you could clarify this for me.	52. No NATO does not discard proposals with the same candidate. They are evaluated for each company. A candidate will become non-compliant if they are already serving on a NATO contract and the company did not request permission to propose this candidate from the ACT Contracting Officer.
53. Page 5, Paragraph 5(b), Period of Performance, does not consistently align with all position periods of performance in Annex A. Are the positions write-ups, within Annex A, that deviate from Page 5, Paragraph 5(b), LC#3, LC#4, LC#5, LC#6, LC#7, LC#8, and LC#9 purposeful exceptions or period of performance errors?	53. For period of performance please refer to Annex A for each labour category.
54. Page 48. Annex A, LC#8, Period of performance mentions "two 12-month" option periods, but the first option period is a repeat of the base period referencing calendar year 2025. Can clarification please be provided on the period of performance for this LCAT?	54. See amendment 2. Base Period: 1 January 2025 – 31 December 2025 Option Period 1: 1 January – 31 December 2026, Option Period 2: 1 January - 31 December 2027.
55. Page 41, LC#6 Annex A, Matrix states, "Score (50 pts possible), but in reality there is the possibility of 100 points.	55. See amendment 2. 100 points possible.
56. Page 46, LC#7 Annex A, Matrix states, "Score (100 pts possible), but in reality there is only the possibility of 95 points.	56. See amendment 2. 100 points possible.
57. Page 56, LC#9 Annex A, Matix states, "Score (100 pts possible), but in reality there is only the possibility of 80 points	57. Items 2, 3, and 4 contain additional points available.
58. Per Bidding Instructions Para 1c, Partial Bidding is allowed, however per Para 17a Partial Awards are not authorized. Please clarify if Partial Bidding is allowed in this solicitation.	58. See amendment 2. Partial awards are authorized.

59. Contract Type: Is the contract type Firm Fixed Price (as noted on page 8, item #17A under "Bidding Instructions") or Firm Fixed Price Level of Effort (as noted on page 2, item #1A under "Bidding Instructions")?	59. Firm Fixed Price Level of Effort.
60. Discount Schedule: In addition to discounts, are we also permitted to include a rate escalation? Our previous bid had a 3% annual increase and we would like to confirm that we can include a rate escalation.	60. Yes, any rate escalation must be on the price proposal.
61. Key Personnel: Are all proposed personnel considered key?	61. Yes.
62. Evaluation Criteria: Is the technical volume, and its evaluation, solely based on the submitted resumes?	62. Mostly yes, however company performance is also evaluated.
63. Evaluation Criteria: Would NATO evaluate firm performance separately from resumes to enable fair competition from non-incumbent submitters?	63. All labour categories are new requirements, therefore there are no incumbents.
64. Evaluation Criteria: To evaluate firm experience and qualifications, would NATO accept and evaluate firm qualifications within the technical approach separately from resumes?	64. Company and candidates' experiences and qualifications are evaluated together.
65. LCAT Clarification: Is it possible to score a full 100 points for LCAT 7 (rather than the 95 calculated using all best possible scoring on pages 46-47 under "LCAT 7 Requirements Matrix")?	65. Yes. See amendment 2.
66. LCAT Clarification: Is LCAT 9 still pending internal approval and funds availability (as noted on page 53 under "Labor Category #9")?	66. Yes. HQ SACT is still waiting for funds approval.
67. For LCAT 7 (Page 46 Compliance Matrix). The compliance matrix scoring for LCAT 7 only adds up to 95 points. Is the total score out of 95 points or 100 points?	67. Yes. See amendment 2.
68. LCAT 10 Requirements start at "7" in the compliance matrix (page 62). Are the first 6 missing?	68. See amendment 2. Numbering has been corrected and none of the tasking or qualifications were missing.
69. There is no location mentioned in LCAT 10. Please confirm it is in Norfolk, VA	69. Yes. Location is Norfolk VA (On-site)
70. It states "partial awards are not authorized". This IFIB is partial bidding. Is the statement in paragraph 17a correct?	70. See amendment 2. Partial bidding and awards are authorized.
71. For Labor Category #9 (Contractor Support for Training CapDev Personnel in Programme Management), the RFP notes "This requirement is pending internal approval and funds availability." Can	71. HQ SACT is still waiting for funds approval. Currently there is not a timeline for funds approval.

NATO provide any additional details on the likelihood or timeline for this approval and funding to be secured?	
72. For several labour categories, there are discrepancies between the number of option years listed in the "Period of Performance" section versus what is shown in the pricing spreadsheet. Can NATO clarify the intended number of option years for each position?	72. See Amendment 1 to Enclosure 4 Mandatory Price Volume. Requested option years are not shaded in and aligned with labour categories period of performances.
73. The RFP states that partial bidding is allowed. Is there a minimum number of labour categories that must be bid on for a proposal to be considered compliant?	73. No. A bidder may provide bid(s) anywhere from 1 to all of the labour categories.
74. For the education requirements in the scoring criteria, can NATO provide more clarity on how points will be allocated within the given ranges (e.g. for Bachelor's vs Master's degrees)?	74. The evaluators will score proposals based upon the degree relevance to the requirements listed in the SOW.
75. Are there any restrictions on the use of subcontractors to fill some of the labour category positions?	75. No, however the prime company is responsible for the performance of the subcontractor. All HQ SACT communication will be to the prime company.
76. For Labor Category #10 (AI Integrator), will NATO consider equivalent industry certifications in lieu of a university degree?	76. Yes, as long as there is also a minimum of 4-years' experience.
77. Can NATO provide any additional details on the expected level of travel for positions where travel is mentioned (e.g. approximate number of trips per year, typical duration)?	77. Not at this time.
78. In our proposal response, are we required to provide the specific named individuals for each labour category, or can we describe the qualifications and experience of personnel we intend to provide? If specific individuals are required at the proposal stage, what is NATO's policy on substitutions prior to contract award?	78. Bidder must provide specific named candidates for each labour category it intends to bid upon. Substitutions are not allowed prior to contract award.
79. In the event that a key person leaves the project during the contract period, what is NATO's process for approving replacement personnel? Will NATO allow substitution with equivalently skilled and qualified individuals who meet or exceed the requirements outlined in the RFP?	79. The company will provide resume/CV for consideration to the COTR and Contracting Officer. When approved the company is allow substitute the candidate. Yes, after award.