

## IFIB-ACT-JWC-21-64 Questions & Answers

01 Nov 2021

1Q: Please check in Part III - Section B – Statement of Work / Annex C / 2.6 Capability Support: Senior Advisor / 2.6 Technical requirements and Evaluation matrix / para 8 “demonstrating proficiency in English”, if the value 4343 is right.

1A: The value should read 3434. This was an error. It has been corrected and updated in Annex C to the SOW – Amendment 1.

2Q: For Support Area 1, can you confirm that any Work Units to be delivered in locations other than JWC (e.g. SHAPE) will be considered as Tasked Travel and reimbursed IAW the information provided in the 360 Bid documentation?

2A: If a functional support contractor (Area 1) initiates their working period at JWC and is asked to go to another location to complete some of the work units (e.g. SHAPE), then the Supplier would receive another Purchase Order for tasked travel in accordance with the IFIB documentation.

3Q: Can the JWC please provide a WORD version of Annex B-1 that includes the template for answering Technical Questions 4-6?

3A: This will be posted in due course.

4Q: The 360-bid documentation refers to security clearances for candidates being required at time of bidding and for beginning work. Please confirm that clearances are required NLT for beginning work.

4A: Clearances should be in place at the time of bidding, and must be available no later than start of TOPR process.

5Q: Are candidates to be named and will technical compliance for candidates be based on the matrices or are CVs to be provided as supporting evidence?

5A: Candidates should be named for each matrix submitted to identify the candidate prior to review. The candidates will be reviewed by the matrix criteria submitted. CVs do not need to be provided. The matrix shall be reviewed for compliance in each block. All blocks must be compliant to be considered a PASS for the candidate.

6Q: Support Area 1 - Zone 1.2 allows a maximum submission of 3 Senior Experts and 5 Experts. The description of the Tasking Description identifies expertise required in 5 NATO Domains (Land, Air, Space, Maritime and Cyber) as well as the 6 NATO Geostrategic Domains (PMESII). How will you determine compliance? Against one of the NATO Domains? One of the Geostrategic Domains? Or a combination of both?

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6A: The Tasking Description identifies the tasks to be performed. The evaluation matrix will be the method to determine compliance for each candidate.

7Q: For Support Area 1 - Functional Support, the range of possibilities on which to base the Work Unit rate is broad, 90-200 days, which includes people working in a part time capacity at JWC or full time (moving to Stavanger) for 200 days. To ensure that bidders are pricing like services and to enable JWC to have a standard against which they can evaluate the Work Unit Rate between companies, can you provide a standard number of days on-site in each period and a standard number of deployments during that period for companies to base their Work Unit Rate on? An example is provided below but would require JWC to confirm/adjust number of WUs in the 2 right hand columns based on how the JWC would want to weight it.

Position Serial	Position	Level of Expertise	Level of Effort in Onsite Work Units (for evaluation purposes only)	Level of Effort in Offsite Work Units (for evaluation purposes only)
Zone 1.1	Plans	Senior Expert	150	50
Zone 1.1	Plans	Expert	150	50
Zone 1.2	Analysis	Senior Expert	120	80
Zone 1.2	Analysis	Expert	120	80
Zone 1.3	INTEL	Senior Expert	150	50
Zone 1.3	INTEL	Expert	150	50
Zone 1.4	Tgts	Senior Expert	200	0
Zone 1.4	Tgts	Expert	100	0
Zone 1.5	INTEL FS	Expert	200	0
Zone 1.6	INFRA	Senior Expert	100	50
Zone 1.6	INFRA	Expert	100	50
Zone 1.7	PM	Senior Expert	150	50
Zone 1.7	PM	Expert	150	50
Zone 2.1	STRATCOM	Senior Expert	50	30
Zone 2.1	STRATCOM	Expert	50	30
Zone 2.2	POLAD	Senior Expert	50	30
Zone 2.2	POLAD	Expert	50	30
Zone 2.3	MILSTRAT	Senior Expert	50	30
Zone 2.3	MILSTRAT	Expert	50	30
Zone 2.4	CIMIC	Senior Expert	50	30
Zone 2.4	CIMIC	Expert	50	30

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Zone 2.5	Socio-Eco	Senior Expert	50	30
Zone 2.5	Socio-Eco	Expert	50	30
Zone 2.6	Snr Adv	Senior Expert	50	30
Zone 2.7	Tgt Sys Ana	Senior Expert	50	25
Zone 2.7	Tgt Sys Ana	Expert	50	25

7A: This is an IDIQ (Indefinite Delivery Indefinite Quantity) and therefore JWC is only able to specify that the quantities will fall within the ranges given in the IFIB.

8Q: For Area 1- Functional Support, can candidates receive Holding Units for weekends when they are not working but remain local (assuming they have not moved to Norway full-time)?

8A: No.

For example if an Order for 1.1 is made for 90 Work Units. This would only be for work units Monday – Friday during normal duty hours. No compensation would be received for weekends not worked, and there is no expectation of weekends to be worked if not in Exercise Event periods. This should be considered when bidders determine work unit pricing in Area 1.

9Q: Are work units offered for travel for Area 1 and Area 2?

9A: “Travel Days” are not included in the ordering mechanism (e.g. start date will be the first day in the office). TOFC (Task Order Flight Cost) for Area 2, should include all travel related costs. Area 1’s costs related to travel and flights should be incorporated in the fully-burdened Work Unit itself.

10Q: - Does the security clearance have to be attached to the CV?

10A: CVs are not expected to be submitted. Please see question 4 in reference to the security clearances.

11Q: - Is project management supposed to be a part of the contract?

11A: Yes, it is integral part of the collaborative production environment; however, this function will play a supporting role to the JWC staff in their decision making. It is also an element of the functional support (Area 1 - 1.7).

12Q: - Quality control management. Will one Mission Partner’s contractor oversee another Mission Partner’s work?

12A: As part of the Collaborative Production Environment, one contractor may be given the lead for a particular project/product and therefore cooperate at a professional level, with other contractors, to deliver to the JWC staff requirements.

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13Q: - TOPR Process. What is the maximum time if going through more than one company?

13A: The maximum time allowed would be as follows:

Senior Expert – 71 Calendar Days (1<sup>st</sup> company) 102 Calendar Days (2<sup>nd</sup> company).

Expert – 61 Calendar Days (1<sup>st</sup> company) 92 Calendar Days (2<sup>nd</sup> company).

A second company would receive the TOPR between day 21 and 31.

14Q: - Should a bidder submit candidates for additional capability support (Area 3)?

14A: No, Candidates are not required at this time. Annex B-1 Question 2 offers the opportunity to describe how a bidder would deliver additional capability support.

15Q: - Post Award. Can Mission partners can submit additional candidates throughout the contract?

15A: As required by JWC.

16Q: - Will the evaluation matrix be updated to include names?

16A: Yes, see Annex C to the SOW Amendment 1.

17Q: - Are CV's required or optional?

17A: CVs do not need to be provided.

18Q: - When will you be reviewing the matrices? Both during the contract award phase and later?

18A: The initial evaluation will be conducted as part of the technical review. Subsequent candidates will be reviewed as required by JWC.

19Q: - Can the same candidate be nominated for multiple zones?

19A: Yes, where it is appropriate.

20Q: - TOFC is only for area 2, what about tasked travel?

20A: See Question 2A. Tasked travel is not anticipated for Area 2.

21Q: - Matrix. Does the candidate need to be compliant in each box of the matrix? What if they have the experience, but not in "NATO", would they still pass?

21A: The candidate must be compliant in each box of the matrix to be considered compliant overall.

22Q: - How many contractors are we looking at, long term?

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22A: Currently there are in the region of 3200 Work Units per year providing deliverable support to the Scenario branch. However, this does not commit JWC to meet those same levels for this contract.

23Q: - Will any of them be there full time? Will the project manager be one of them?

23A: The intention of the contract is not to think of a contractor as “fulltime”, but as delivering support on a rolling requirement. The Project Manager Zone is not to be considered different than any other functional support zone.

24Q: - Functional area 1. Is there a way to make it so that we are all bidding on the same thing? Can you find a way to standardize pricing comparisons? We will bid on completely different factors.

24A: JWC is expecting bidders to understand the environment they are working in and their pricing be commensurate with minimum need for these circumstances, in conjunction with the financial risk as determined by the bidder. (i.e Functional Support 90-200 Work Units, Capability Support 15-90 Work Units)

25Q: - The technical requirements – some are American, do we need to find an American to fill that role (Targeting) and if someone is close in the technical requirements, would you accept that

25A: Requirements are not based on one nation’s courses. The only matrix block, JWC could locate related to this question was 2.7 Block 2, “knowledge and understanding of” US CDEM. The key takeaway is this not a course completion requirement, but a knowledge of the methodology.

26Q: - Formula for the calculation, explain the weighting factor, for example the number 10.

26A: IFIB Instructions section 18.c.3.b(2) lists the calculation for award purposes. The various pricing elements have weighted factors based on JWC’s priorities. The C-1 document Tab-1 should calculate this formula automatically.

27Q: - Planning support, why is LOGFAS important to planning support?

27A: Zone 1.1 Block 2 in the Matrix states, “frequent user experience...of relevant core services of functional area systems (including but not limited to TOPFAS and/or LOGFAS)”. TOPFAS and LOGFAS are offered as examples to the bidders. After consideration, we have removed the term “frequent” in Annex C to the SOW Amendment 1.

28Q: - INTEL 1.3. It mentions low intensity conflict, what about the high intensity?

28A: Please see Annex C to the SOW Amendment 1. It has been updated to include high intensity.

29Q: - INTEL 1.3 Block 4. Can you clarify all expert classes?

29A: All the classes listed in the Expert requirement plus the Intel Leadership Course in the Senior Expert requirement.

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30Q: - Post Award. Can Mission Partners participate in quarterly meetings by telephone or video conference?

30A: Yes

31Q: - If the contract start is in April, how will contractors get a work permit in time.

31A: - Having a contract with NATO is the permission to work. Keep in mind contractors must be citizens of a NATO country.

32Q: - Work units – what about weekends and holidays, extended hours?

32A: Please see Part II Section B – Per Nature of the Contract 2.i and 2.d

JWC Work Days. Mondays through Fridays with the exception of JWC Holidays and JWC Exercise Events, which are specified on the JWC Program of Work. The number of JWC holidays may vary from year to year. JWC Holidays are not paid as no work takes place during these timeframes. Exercise Events take precedence over JWC Holidays. Exercise events that occur over the weekend or on JWC holidays will be worked for the work unit rate.

Extended Work Unit (EWU) This is an additional rate to the work unit rate which extends the working hours from an 8 hour to a 12 hour work unit. Extended Hours Work Units should only be utilized to support exercise events. If extended hours work units are ordered to support an event, task orders must be issued prior to work commencing.

33Q: - Block leave, weekends – There has been pressure for contractors to work weekends in the past in order to finish products. Will there be the need now?

33A: During exercise events, weekend work should be anticipated, but not during other times of the year. (See question 33). For Block Leave, “JWC typically has 3-4 weeks of Summer Block leave, and 2 weeks of Winter Block leave. It is not anticipated that work will be expected to be performed during these periods under this contract.”

34Q: - Evaluation process – how do you weigh one company toward another company? If one submits more candidates than other companies, how do you evaluate?

34A: The quantity of candidates proposed should align with the C-1 document Tab 2, which lists minimums and maximums for candidate proposal. In a TCLP evaluation process, proposals are not rated against each other, they are checked for compliancy and the award goes to the lowest priced offer, which is compliant to the evaluation procedures listed in the IFIB.

35Q: - If the mission partner cannot deliver – what will happen? Will we no longer have priority?

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35A: If the mission partner cannot deliver when offered a TOPR, it will be offered to the next in the priority line. If a Supplier is unable to provide compliant candidates more than twice in a Zone (that they have won priority ordering for), they may lose priority ordering for that Zone. This decision will be decided prior to the next Option year, if awarded.

36Q: Can you clarify all references to NCS / NFS HQs.

36A: Please read NATO Force Structure and Command Structure as interchangeable terms. For example:

*Senior Expert: J/G/A/N-5 Leadership level in a NATO Force Structure HQ or JWC*

*Expert: J/G/A/N-5 functional level in a NATO Command Structure HQ or above or JWC*

*Senior Expert: Leadership level in a NATO Force Structure HQ or JWC*

*Expert: Functional level in a NATO Command Structure HQ or above or JWC*

37Q: Zone 2.2 Requirement 2: Is a contractor considered as an equivalent to an OF-4? There are POLADs in the NCS at OF-4 and above...should they have been included in the EXPERT section? Did you perhaps mean to include the same HQs as for Senior Expert just at a lower rank?

37A: "Military Rank or Civilian Equivalent" does include contractors. 2.2 Block 2 asks for multiyear experience within a NATO or national military organization. For this block, Any combination of NATO or national military organization is acceptable. Please see update to Annex C to the SOW Amendment 1.

38Q: Zone 2.3: MILSTRAT – EXPERT Requirement 2: Same thing as above...An OF-4 or Civilian Equivalent at JWC is an EXPERT but shouldn't someone who served at SHAPE (MILSTRAT HQ) also be? Did you mean to include the same HQs as for Senior Expert just at a lower rank?

38A: Military Rank or Civilian Equivalent does include contractors. 2.3 Block 2 asks for multiyear experience within a NATO or national military organization. For this block, Any combination of NATO or national military organization is acceptable. Please see update to Annex C to the SOW Amendment 1.

39Q: - Who were the attendees to the physical bidders' conference? Can a list of all potential bidders be shared?

39A: Physical Attendees to the Bidder's Conference were the following:

1. Baltap Associates
2. CTS International, A Calian Company
3. Eurocity
4. NOVA Aerospace AS

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Individuals that attended will not be named. The NOI lists potential bidders, but no new updates will be released. JWC welcomes proposals from any company who meets the standards listed in the IFIB.

40Q: - Section "Definitions. d." states that "Extended Work Unit (EWU) This is an additional rate to the work unit rate which extends the working hours from an 8 hour to a 12 hour work unit. Extended Hours Work Units should only be utilized to support exercise events. If extended hours work units are ordered to support an event, task orders must be issued prior to work commencing."

- a. As the nature of exercises tends to include longer days but specific overtime cannot be predicted, can EWUs be obtained after longer exercise days are worked?
- b. Can EWUs be obtained for travel days in support of exercises or TDYs?
- c. Can EWUs be obtained for work leading up to an exercise?

40A: a. Extended Work Units (EWU)s will not be issued after the fact. EWUs can be predicted prior to an event period and units will be identified and purchase orders created with available funding. If they are not issued, the contractors are limited to a Work Unit and the timings that correspond to that.

b. Additionally, EWUs don't have association with travel days. See Question 9, related to travel days.

c. EWUs can be added to any work unit being performed, but this is only anticipated for event periods. Purchase Orders must be sent prior to work commencing to purchase an EWU for a specific WU.

For example: If a Work Unit rate is 500 NOK, and the EWU is 100 NOK, a total of 600 NOK will be paid to the Supplier for the Work done, paid by two separate Purchase Orders. (Pricing is arbitrary in this example)

41Q: - 1.4 Technical Requirements and Evaluation Matrix for: 1.4 Functional Support: Joint Effects / Targeting: "and staff officer" will NATO contractor work be deemed equivalent or must the candidate be military to be compliant?

41A: In a similar manner to Question 37, a NATO contractor filling the appropriate roles would be considered as compliant as a military candidate.

42Q: - 1.3 Technical Requirements and Evaluation Matrix for: 1.3 Functional Support: Military Intelligence Analysis : 4 Completion of the following courses: Intel Leadership course. Could you please give us more details about this course which is not part of the NATO Course catalog?

42A: After review, JWC has decided to remove this Intel Leadership Course from 1.3. Please see Amendment 2 to Annex C of the SOW with this change.

43Q: In Annex C of the SoW you request in each position of the support area 1 and 2 a Senior Expert and an Expert candidate. Is it mandatory to propose 2 different persons of this can be the same one if he/she supports the technical requirements? If yes, are there any implications concerning the company's evaluation?



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43A: -The Supplier is allowed to utilize the same person in both the Senior Expert and Expert Lines. This may limit the Supplier, but there are no adverse implications if they meet the requirements for the Functionality or Capability Support Line.

44Q: In the Annex C of the SoW (matrix) Support area 1- position 1.1- requirement No 1, it is stated “Three years of working experience within the last six years in the NATO Joint Operations Planning process - J/G/A/N-5 Leadership level in a NATO Force Structure HQ or JWC for the Senior Expert and J/G/A/N-5 functional level in a NATO Command Structure HQ or above or JWC for the expert candidate”. What about a candidate who is a civilian and has worked in JWC or in NATO’s Force/Command Structure HQ with the same experience in the required timeframe?

44A: -Please see Question 36. This could be accepted if the candidate met the leadership level and functional level qualifications. NFS and NCS are interchangeable terms.

45Q: In Annex C of the SoW (matrix) Support Area 1- position 1.3- requirement No 4, it is stated that the candidate should have completed several intel courses. The same applies to position 1.4 requirement No 4 and position 1.5 requirement No 2. Since we should not provide any certificates how JWC will evaluate this requirement?

45A: - For each line, please explain how the candidate meets the respective Technical Requirements. This includes course completion information. It is correct that we have not specifically requested certificates.

46Q: In Annex C of the SoW (matrix) position 1.3- requirement No 7, it is stated that the candidate should have exposure within last five years to Link Analysis databases and software applications. Can you elaborate more this requirement?

46A: 1.3.7 has been amended for clarity.

47Q: In Annex C of the SoW (matrix) position 1.7- requirement No 1, it is stated that the candidate should have experience in Leadership level in a NATO Force Structure HQ or JWC (Senior Expert) or Functional level in a NATO Command Structure HQ or above or JWC (Expert). How about the experience in a national organisation? The same applies to requirement No 2.

47A: - Requirement remains as is.

48Q: Can you elaborate more the Annex C-1, Tab 2 which describes the minimum submission qualifications listed per Zone and Area? What do you mean by the requirement “up to 10 allowed to submit/minimum 5 Compliant to qualify” for expert candidates, in position 1.1A? Is this only for the specific position or for support area 1 as a whole?

48A: - For example in 1.1A Expert Line Suppliers may send in up to 10 candidates (with qualifications listed in the matrix template for 1.1A Expert). 5 of those 10, must be deemed compliant by the Technical Review Team. Each line has a similar requirement. To be compliant in each Zone, Suppliers must be

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compliant in each line, to be compliant in the Zone. In order to meet the standard in the Area, Suppliers must be compliant in 5 of the 7 Zones.

49Q: For the development of the requested Technical Proposal Annex B2- Functional & Capability Services Assessment (based on the part I para 11b should be in company's created format) should we use the format of Annex C to the SoW or not?

49A: - Yes, Use the templates listed for each functionality and capability listed in Annex C.

50Q: [The following question relates to Part II Section B, §6 Contractor Due Diligence, pp. 36-37.](#) Considering the statement "Suppliers who accept JWC issued contracts, shall, at a minimum serve in a designated capacity for no less than 150 work units from commencement of contract period of performance."

What does "shall, at a minimum serve in a designated capacity for no less than 150 work units" mean? Can this be interpreted as a commitment from JWC to provide at least 150 WU per contract, and/or that the Mission Partner must commit to supplying a minimum of 150 WU per contract? Please elaborate.

50A: - This term from Part II Section 6, means there is an expectation that once a purchase order for service is made, 50% of that work should be completed by the candidate who was proposed on the TOPR. If a replacement candidate is needed, they will be vetted just like the original candidate, and JWC would be allowed in certain circumstances to cancel the contact (purchase order in this case). See question 55 for more information.

51Q: [The following question relates to Part II Section B, §6 Contractor Due Diligence, pp. 36-37.](#)

Considering the statement "TOPRs with performance periods having less than 150 work units in totality shall require contractors to serve a minimum of 50% of estimated performance period. Should a candidate vacate the contract in less time than described, JWC reserves the right to cancel the contract in whole or part."

Does candidate (emphasised above) refer to the contractor? (JWC defines a candidate as a person being submitted but not yet approved to work as a contractor, i.e. under contract.)

51A: - Yes, the candidate refers to the individual contractor performing the work in the sentence, "Should a candidate individual contractor vacate the contract in less time than described, JWC reserves the right to cancel the contract in whole or part." The contract being that particular purchase order.

52Q: [The following question relates to Part II Section B, §6 Contractor Due Diligence, pp. 36-37.](#) Can you clarify whether "vacate the contract" can be interpreted as referring strictly to serving in the "designated capacity", if not then what does this mean exactly?

52A: - "Vacate the contract" means no longer working according to the purchase order for their ordered and planned service.

53Q: [The following question relates to Part II Section B, §6 Contractor Due Diligence, pp. 36-37.](#)

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Does “50% of estimated performance period” mean per individual role (e.g. the expert in one particular zone)? Take as an example a hypothetical TOPR of 100 days, which consist of service to be provided in two zones split 20 / 80. Would it be correct to say that the individual who is contracted to work for 20 WU must serve for at least 10 WU in order not to incur cancellation of the contract? Likewise, the individual contracted to work for 80 days must serve at least 40 WU. What happens if the 80 WU is meant to be worked by two contractors?

53A: - The TOPR will define the timeframe ordered. The “50% of estimated performance period” does mean per individual role. Each TOPR is anticipated to be for 1 individual, but the individual will be delivered by the Supplier after JWC has vetted candidates.

54Q: [The following question relates to Part II Section B, §6 Contractor Due Diligence, pp. 36-37.](#)  
Does “cancel the contract in whole” refer to the whole Contract, or just the specific TOPR?

54A: - This relates to that specific purchase order which will most likely be for 1 functionality or capability. (A purchase order is considered an individual contract cut from the framework contract).

55Q: [The following question relates to Part II Section B, §6 Contractor Due Diligence, pp. 36-37.](#)  
Do TOPRs having at least 150 work units in total have no conditions attached to the duration served by / contractual obligations of individual contractors (i.e. there is complete flexibility for any contractor to work as few or as many days as they like – as long as the totality of the work satisfies what is designated by the TOPR)?

55A: - JWC expects that the candidate proposed will fulfill 100% of the work ordered, however at minimum 50% of the ordered work units for all purchase orders. This term will be adjusted to the following to improve clarity.

## 6. CONTRACTOR DUE DILIGENCE

~~Suppliers who accept JWC issued contracts, shall, at a minimum serve in a designated capacity for no less than 150 work units or 50% from commencement of contract period of performance.~~ Task Order Purchase Requests (TOPR)s with performance periods having less than 150 work units in totality shall require individual contractors to serve a minimum of 50% of the ordered performance period. Should an individual contractor vacate the contract in less time than described, JWC reserves the right to cancel the contract in whole or part. Replacement candidates, shall be reviewed by JWC for compliance, if acceptable to JWC candidates will then complete the remainder of the service. JWC would expect companies to perform due diligence in getting signed letters of commitment from potential candidates in advance of submitting them as proposed functional and capability support.

56Q: [The following question relates to Part II Section B, §6 Contractor Due Diligence, pp. 36-37.](#)  
If a Mission Partner wishes to fulfil a single contractor role with 2 or more people (to allow for working on different projects within the company at different times, to cover for sick leave and holidays and to provide JWC with better coverage, expertise and capabilities in that role) how will that be curtailed or facilitated by this contract?

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56A: JWC is only expecting one nominated candidate per functionality or capability ordered. Exceptions to the rule could be made as a request from the Supplier to maintain continuity, but additional candidates would have to be vetted and accepted.

57Q: [The following questions relate to Part II Section B, §15 Remote Working, pp. 41-42. In general, regarding Remote Working.](#)

[When does JWC anticipate that Remote Working will be used? Will the TOPR specify that certain contractors / zones must work remotely for a certain number of WU / under certain conditions? Or does a Mission Partner have the flexibility to decide when to implement remote working?](#)

57A: Remote Working may be conducted based on the requirement/project. It would be clearly listed in the TOPR package. Please keep in mind, that a large majority of the work done on this contract is NATO SECRET and will require onsite service to be provided. The Mission Partner can make suggestions during monthly reports or discussions if they have suggestions for Remote vs. Onsite work, but they are not able to independently decide when to implement remote working.

58Q: [The following questions relate to Part II Section B, §15 Remote Working, pp. 41-42. Considering the statement "The contractor should be working remotely from their home residence and not elsewhere."](#)

[Does this preclude a company employee from working in the company's office, or another work site, when doing remote work? If remote working is permitted in locations other than the employee's home, will payment for the remote work still be available \(c.f. "This rate is for an 8 hr work unit performed from the contractor's home." §2.b, p. 34\)](#)

58A: The Supplier's Office would be an acceptable place for Remote Work. This line will be updated to read, ["The contractor should be working remotely from their home residence or Supplier's Office but not elsewhere."](#)

59Q: [The following questions relate to Annex C to the SOW - Amendment 1 and Questions and Answers 20 Oct 2021 Regarding the candidate's name.](#)

[In the Q&A it states "Candidates should be named for each matrix submitted to identify the candidate prior to review." 5A, p.1. Is it acceptable to anonymise the identity of the candidates, for example by referring to candidates as "candidate A", "candidate B" etc.?](#)

59A: It is not acceptable to anonymise the identity of the candidates. They must be real and identifiable people. We have added a spot for individual's names on Annex C to the SOW Amendment #1.