



N A M S A

NATO MAINTENANCE AND SUPPLY AGENCY
AGENCE OTAN D'ENTRETIEN ET D'APPROVISIONNEMENT

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SENIOR PROCUREMENT OFFICER
PROCUREMENT DIVISION

To : **ALL BIDDERS**

Subject : **Request for Proposal (RFP)**
APOD Infrastructure and Support Services for
Kandahar Airfield (KAF), Afghanistan

Date : **03 MAY 2010**

Collective Number : **FSC100002**

Important Timelines

RFP Response Form : **12 May 2010, 24:00 hrs Luxembourg time**

Bidders' Conference (KAF) : **17 – 21 May 2010**

Site Visit (KAF) : **17 – 21 May 2010**

Bid Closing Date : **05 July 2010, 24:00 hrs Luxembourg time**

Public Bid Opening : **08 July 2010**

Offer Validity : **90 days after Bid Closing Date**

PART I – BIDDING INSTRUCTIONS & ADMINISTRATIVE REQUIREMENTS

AMENDMENT RECORD

REVISION / AMENDMENT	PART / PARAGRAPH	DATE OF ISSUE	REMARKS
Issue 1	All	03 May 2010	RFP Release

PART I - BIDDING INSTRUCTIONS & ADMINISTRATIVE REQUIREMENTS

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1. GENERAL INFORMATION

1.1. GENERAL

The NATO Maintenance and Supply Agency (NAMSA), has been tasked to contract for the provision of Airport of Debarkation (APOD) Infrastructure and Support Services for the Kandahar Airfield in Afghanistan, hereby known as KAF.

NAMSA reserves the right to announce changes to the RFP at any reasonable time. NAMSA will publish the changes on the NAMSA website and intends to notify bidders of changes by e-mail. Nevertheless, you are encouraged to verify the website regularly for updates.

1.2. PROJECT DESCRIPTION

The Contractor is required to provide services commencing on **01 February 2011** (see also Part 6 Delivery Schedule of the RFP Part II Draft Contract). The Contract is planned for a period of 3 years from the start date of services, with options to extend the Contract for two further one year periods (1+1).

The scope of services is contained in Part III Statement of Work (SOW), its Annexes and Appendices.

The Instructions for NAMSA Contractors Deployed on NATO Operations (INSTRUCTIONS) provide the Contractor, its personnel, its sub-contractors and their personnel with the instructions and guidance applicable to NAMSA contractors in support of NATO operations.

1.3. CONCEPT OF OPERATION

Bidders are requested to quote firm fixed prices for the services described in the SOW as well as fully burdened hourly rates. The quoted rates must cover all the Contractor's costs and be reflected in Exhibit I – Financial Proposal Form.

In order to reduce the risk to the Contractor and reduce the cost to NATO, the Contractor will be paid a fixed monthly fee to perform the services described in the SOW.

NAMSA may conclude with COMKAF and Troop Contributing Nations (TCN) separate arrangements for the provision of additional services from the Contractor, under separate contracts or Purchase Orders. The prices for services quoted will be used as a basis for pricing this additional work.

1.4. PROJECT IMPLEMENTATION

It is intended to award the contract on or around 31 August 2010 and the mobilization for the services is planned to commence 01 September 2010. This date corresponds to the required overlap with the existing contract.

NAMSA will apply a 'lowest price technically compliant bid' strategy to determine the winning Bidder. However, particular attention will be given to the bidder's proposal and capability in terms of ability to mobilise in a short period and implementation risks. Further details on the bid evaluation strategy are contained in paragraph 10 below.

Upon contract award, the Contractor must be prepared to immediately deploy at least one project staff member to KAF, authorized to legally bind the Contractor.

1.5. INFORMATION TO BE PROVIDED BY THE BIDDER

1.5.1. Bidders shall provide with their bid the following information on their Company and how they intend to carry out the Contract:

A. TECHNICAL PROPOSAL

Information to be provided is detailed at EXHIBIT III, Technical Proposal Instructions

B. COMMERCIAL PROPOSAL

Information to be provided is detailed at EXHIBIT II, Contractual Compliance Form

C. FINANCIAL PROPOSAL

Information to be provided is detailed at EXHIBIT I, Financial Proposal Form.

1.5.2. The Bidder shall provide this information in accordance with Paragraph 6, 'Form and Content of Bid'.

1.5.3. Failure to provide above information may result in disqualification of the Bidder.

1.5.4. Alternate Proposal – Bidders are invited to submit alternate proposals to gain a higher level of cost effectiveness in addition to their basic proposal. In such case, Bidders are requested to highlight in detail the differences between their proposal and the basic proposal, and to state the savings in time and cost to be achieved by adopting all or part of the alternate proposal. Alternate proposal(s) will only be considered if they are submitted in addition to a proposal compliant with the requirements specified in this RFP.

1.5.5. Bidder Assumptions / Statement of Work

- a. The Statement of Work (SOW) its Annexes and Appendices are intended to provide sufficient information on the situation and context at KAF in order for the bidders to submit a proposal.
- b. However, there could be missing information and/or data. Bidders are encouraged to submit questions to NAMSA in order to obtain the required information or guidance for the preparation of their bids.
- c. If there are still areas that are not fully clarified at the time the bidder must submit a proposal, it is important that the bidder makes a reasonable assessment of the requirement and includes the assumption or an explanation in the proposal and or appropriate management plan. If the matter becomes an issue, the Contractor's assumption/explanation will be used as a basis for resolution of the issue during the bid evaluation and/or during contract performance.
- d. Bidder assumptions are to be listed in Exhibit II Contract Compliance Form.

1.6 **BALANCING OF PRODUCTION**

This NAMSA policy does not apply for this RFP.

1.7 **TAX EXEMPTION**

All prices and rates quoted shall be exclusive of any taxes and duties from which NAMSA is exempt.

1.8 **GEOGRAPHICAL LIMITATIONS**

This RFP will only be issued to companies located in NATO member states. A contract will only be awarded to a company located in a NATO member state.

2. RFP RELATED QUESTIONS

- 2.1. Bidders must seek clarification on uncertainties in this RFP as soon as possible, but no later than **03 June 2010, 24:00 hrs** Luxemburg time. Any request for clarification shall be in writing (preferably by e-mail) and shall state the RFP collective number (FSC100002), the document and paragraph concerned.
- 2.2. The Procurement Officer is the only authority that can provide binding instructions or clarification through written confirmation. Therefore, all queries related to this RFP and its enclosures are to be addressed to the Procurement Officer via the following:

Frank SCHAEFER

Email: kaf-apod-is-rfp@namsa.nato.int

- 2.3. NAMSAs will provide all bidders with the questions and answers by publishing them on the NAMSAs Website (Notice Board) to ensure consistency of information used by Bidders. NAMSAs will not reveal the source of the enquiry.
- 2.4. Bidders' Conference
- 2.4.1. NAMSAs will hold a combined Bidders Conference and Site Visit on 17 to 21 May 2010. Attendance is mandatory in order to be considered for Contract Award. Bidders wishing to attend the conference are to complete the required information in Exhibit V and submit it to the listed address.
- 2.4.2. Please note that attendance of the Bidders' Conference is limited to a maximum of 2 (two) participants per company. In your response to Exhibit V please include the name of the participant(s), his/her/their first name, nationality, function in your company, a security clearance (if available), ID card number and type, telephone and email.

3. CONSIDERATION OF ALL INFORMATION

Your proposal must be prepared after careful consideration of all information provided in this RFP. In order for your proposal to receive an accurate evaluation it must conform to the terms of this RFP. Non-conforming or incomplete proposals may be refused from consideration for award of a Contract. If a Contract is awarded on the basis of information found later to have been misleading, NAMSAs may terminate the Contract for default at its discretion.

4. CONTRACTOR'S RESPONSIBILITY

- 4.1. The Contractor will be solely responsible for the performance of the Contract resulting from this RFP. The fact that NAMSAs allows the contractor to subcontract or to call upon a third party for the performance of any part of the Contract does not relieve the Contractor from its overall performance obligations.
- 4.2. The Contractor will be solely responsible for providing the specified services in compliance with the Contract and the SOW, its Annexes and Appendices.

5. CONTRACT CURRENCY AND VALIDITY OF OFFER

- 5.1. Prices may be quoted in the currency of any NATO member state. However, all the prices must be quoted in the same currency and this currency will be reflected in the resulting contract and used for payments made there under.
- 5.2. Comparison of the price quotations will be made in EURO. The exchange rates to be used for the purposes of such price comparison will be the medians between buying and selling rates of the Brussels "Marché Réglementé" on the first banking day of the week of the bid closing date, as reported by the Banque et Caisse d'Épargne de l'Etat, Luxembourg.

- 5.3. Bids submitted must remain valid until the offer validity date mentioned at the front page. It is NAMSA's intention to take a decision within that period. However, NAMSA reserves the right to request an extension of validity date if a decision cannot be made within the allotted time. Bidders will have the opportunity to accept or refuse this extension request, but may withdraw their bid only after the initial bid validity date.
- 5.4. NAMSA payment terms are 60 days net upon receipt of Contractor's invoices duly documented as contractually provided for. Discount for early payment shall be indicated in the proposal.

6. FORM AND CONTENT OF BID

- 6.1. The bid and all its attachments shall be written in the English language. The layout of the bid text shall be clearly readable and be as brief as possible. It shall be clear and complete as regards content. Superfluous wording shall be avoided.
- 6.2. The bidder shall ensure the bid is unambiguous, conclusive and consistent. Contradictory information or lack of information may be considered as information defect and can lead to a rejection of the bid. In cases of doubt "Non-Compliance" is assumed. NAMSA is not obliged to compensate for information defects or gaps of the bid by enquiries or clarification requests.
- 6.3. Modifications to the bid shall be sent in the same form. Modification of bids is addressed in paragraph 7.2 below.
- 6.4. All bid information shall also be submitted in MS Office (Excel for Financial Information) as well as PDF format. Such submission shall be contained on compact disk (CD) and shall accompany the hardcopy version. Hardcopy bids shall be submitted in seven copies (see Para 7.1), paper size DIN A4 or US Letter containing the date, firm's stamp and signature. The bidder can submit a bid by e-mail in MS Office or PDF format and with a scanned copy of the cover letter containing the date, firm's stamp and signature. The signature shall be that of a person authorized by the Bidder to legally bind the company.
- 6.5. The bid shall respond to all requirements contained in this RFP. As a minimum the bid shall contain:
 - 6.5.1. A **Cover Letter** (formal offer), written and signed in accordance with Paragraph 6.1 and 6.4 above.
 - 6.5.2. The **Bidder's financial proposal** (In a separate File or Envelope) consisting of:
 - A. The completed EXHIBIT I: FINANCIAL PROPOSAL FORM / BILL OF SERVICES **in Excel Format**.

- B. The discount granted if payment will be effected within 20 or 40 days after receipt of invoice(s) duly certified, supported and substantiated as outlined in the draft contract schedule.
Note: Payment is normally due in 60 days.
 - C. The cost breakdown of the submitted prices. Bidders are required to provide an extensive cost breakdown for the following services, included in his prices: mobilization / de-mobilization, equipment and infrastructure, personnel, management and overheads, profit. The cost breakdown is required in order to verify realism of the submitted costs during the bid evaluation phase. It is also required for billing purposes for the various customers who receive service.
 - D. Acquisition of equipment value. While there is a residual value for equipment which the current contractor utilizes in the performance of services in KAF, the total value of this equipment is being rationalized and will be communicated to all interested parties at a later date. All bidders are required to include this lump sum in their financial proposal as a clearly identifiable line item.
 - E. Copies of the certified balance sheets of the Bidder's company for the last three years.
- 6.5.3. The completed **EXHIBIT II: CONTRACTUAL COMPLIANCE FORM**. In the Contractual Compliance Form the Bidder states his acceptance of the terms and conditions of the Contract resulting from this RFP. The draft Contract is contained in Part II of this RFP.
- 6.5.4. The **Bidder's technical proposal** consisting of:
- A. The completed **EXHIBIT III: TECHNICAL PROPOSAL INSTRUCTIONS**. The Technical Proposal Instructions outline the minimum technical requirements that the Bidder must meet. It complements the requirements outlined at Part III Statement of Work of this RFP, its Annexes and Appendices.
 - B. Any additional information that Bidders may consider appropriate to illustrate their capabilities to provide the required services. However, unnecessarily voluminous pre-printed brochures are not desired.
- 6.6. The Bidder shall nominate in his offer an individual responsible for and having the appropriate project knowledge and authority to answer possible questions from NAMSA. This employee shall speak and write English.
- 6.7. The documents that constitute the proposal from the selected bidder shall become an integral part of the contract.

7. SUBMITTAL OF BIDS

7.1. MEANS OF BID SUBMISSION:

- 7.1.1. NAMSA prefers to receive your proposals electronically by the closing date, with the paper copies as per the next paragraph.
- 7.1.2. In addition to the electronically transmitted proposal, bidders shall submit seven paper copies of the proposal (2 x colour and 5 x black & white working copies). The means of transmitting your proposal are left to your discretion, i.e. by post or by private mail (courier) service. No pre-printed commercial brochures are required, however if you consider that the information is needed to complement your proposal, it is recommended to provide such documents in PDF format on a CD/DVD attached to the package. The paper version must be the same as that transmitted electronically and must be postmarked by the carrier prior to the bid closing. In case of discrepancy between the electronic version and the paper version, the paper version shall prevail.
- 7.1.3. **IMPORTANT NOTE:** Should a bidder choose not to send an electronic bid, then all paper copies must be delivered to NAMSA by the bid closing date. Please note that if the paper copy is not received by the Bid Closing Date, it can still be accepted as long as it is postmarked prior to the Bid Closing Date.

7.1.4. Electronically (the preferred and recommended method)

A. Email:

Email your offer electronically to the following address:
NAMSAPP@namsa.nato.int and make reference to the RFP
Collective Number **FSC100002**.

Proposals submitted electronically must conform to currently supported Microsoft-Office versions (preferably MS-Word, MS-Excel) or PDF. Be aware that the maximum capacity for incoming mail at NAMSA is 10 MB. In case that your offer is larger than 10 MB, it must be compressed to fit the 10 MB limit or sent in several parts.

Should a bidder encounter problems in submitting an offer electronically, please contact the NAMSA Helpdesk at Telephone number: 00352 3063 5555.

B. Upload (using a secure Internet Application):

Your offer can also be submitted using a secure protocol (https) into the NAMSA system. For this purpose select the button "Bid" when you display the details of the RFP in the Internet and follow the instructions or see the annex at the end of this document.

7.1.5. Post / Mail

The proposal shall be mailed and the envelope should mention:

NATO MAINTENANCE AND SUPPLY AGENCY (NAMSA)
Procurement Division, Attn.: PP-A
RFP Collective n°: FSC100002
L-8302 CAPELLEN (Luxembourg)

7.2. MODIFICATION OF SUBMITTED BIDS

- 7.2.1. Changes to a bid will only be taken into account if received by NAMSA before the bid closing date. Changes, which reach NAMSA after this date, will be disregarded.
- 7.2.2. Should the Bidder decide to revise the financial information offered before the bid closing date, these revisions shall be repeated in words and to be confirmed particularly by signature. The signature shall be that of a person authorized by the Bidder.
- 7.2.3. Changes of the bid shall be unambiguous.
- 7.2.4. The bidder can revoke his bid at any time before the bid closing date. The revocation shall be provided with the date, firm's stamp and signature. The signature shall be that of a person authorized by the bidder.

8. LATE OFFERS

- 8.1. Proposals received after the "Bid Closing Date – 24:00 hrs Luxemburg time" indicated on the first page of this RFP shall, as a contract award is concerned, be rejected without consideration. However, bids posted prior to the Bid Closing Date (valid postal stamp) will be considered as long as they are received before an award is made. If only one bid is received and it is received after the Bid Closing Date, NAMSA reserves the right to consider such bid.

9. CONFIDENTIALITY OF INFORMATION
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- 9.1. It has to be noted that NAMSA will consider your proposal as commercially sensitive. Therefore, NAMSA will not disclose any information relating to the examination, clarification, evaluation, and comparison of bids and recommendations for the award of the contract to any Bidder or any other person not officially concerned with such.
- 9.2. No Bidder may contact NAMSA on any matter relating to its bid from the time of the bid closing to the time the Contract is awarded except where the Contracting Officer has requested a bid clarification from the Bidder.

- 9.3. Any effort by the Bidder to influence NAMSA's bid evaluation, bid comparison or Contract award decision(s) may result in the rejection of the Bidder's proposal.
- 9.4. In submitting an offer and in the event a Contract is awarded, the bidder authorises NAMSA to release the Contract inclusive of all annexes and associated documents to NATO. The Contractor's proposal will be protected as Commercial in Confidence and will be used solely for the purpose of Managing the Contract. Disclosure to any other party will not be made without the prior authorisation of NAMSA and the Contractor.

10. BID EVALUATION

10.1. GENERAL

- 10.1.1. The Financial Proposal Form, the Contractual Compliance Form and the Technical Proposal Form (attached as Exhibits I, II and III) are designed to ease the evaluation process and serve as a first indicator whether the proposal submitted meets the requirements defined in Parts I to III of this RFP. Completion of the aforementioned forms is a prerequisite for a bid to be further considered.
- 10.1.2. Bids, which do not comply with or which do not address all the requirements specified in this RFP, will be treated as incomplete. Incomplete bids will be rated non-compliant. Nevertheless, NAMSA may request clarification relative to the scope of the bid, if incompleteness is not evident. Bids, which only partly cover requirements for a deliverable, will be rated non-compliant.
- 10.1.3. Incomplete descriptions or incomplete explanations cannot be compensated during the evaluation period by submitting the missing explanations later.
- 10.1.4. If it is doubtful whether an offer completely or partially fulfils a requirement, non-compliance is assumed. The same refers to incomprehensible, unreadable or otherwise statements which cannot be evaluated.
- 10.1.5. During the bid evaluation phase, NAMSA reserves the right to request additional information from the bidder, in order to examine the services/material offered as well as to corroborate statements which the bidder makes in his bid with suitable confirmatory documents.
- 10.1.6. Bidders are also informed that if misleading information was determinant in awarding them a Contract, the Contract could be terminated for default at NAMSA's sole discretion.

10.2. EVALUATION & CONTRACT AWARD

- 10.2.1. NAMSA will conduct a staged evaluation. In selecting the successful Bid, NAMSA will evaluate the Bids in accordance with the factors and criteria mentioned in paragraph 10.3 below.
- 10.2.2. Stage 1 - NAMSA will determine whether the received Bids comply with requirements mentioned under the “stop factors”, paragraph 10.3.1.A.
- 10.2.3. Stage 2 - Thereupon the Technical Evaluation Committee will conduct the technical evaluation of the technical proposals as mentioned under paragraph 10.3.1.B1 to B5.

The Technical Evaluation Committee will award points to each technical proposal. The proposals must reach a minimum score (as indicated in the paragraph 10.3.1.B1 to B5) in order to be qualified as technically compliant.
- 10.2.4. The Technical Evaluation committee will compile a list of compliant bidders. The Technical Evaluation committee will also highlight any areas of concern that would need to be addressed prior to Contract award.
- 10.2.5. NAMSA will select the lowest technically compliant bid for Contract approval, subject to any issues having been resolved.
- 10.2.6. NAMSA reserves the right to award the contract based on the initial proposal received with no discussion or clarification whatsoever.
- 10.2.7. It is intended to award a single contract to a prime contractor covering all services solicited. However, NAMSA reserves the right to split the award, if the results of the solicitation indicate that such splitting would be in the best interest of NAMSA.
- 10.2.8. Once NATO has ratified the result and confirmed the funding, NAMSA will proceed with the award of the contract as well as advise the unsuccessful Bidders in accordance with NAMSA procurement policy.

10.3. EVALUATION CRITERIA

- 10.3.1. The criteria which NAMSA will employ in selecting the successful Bidder will be based on the assessment of two groups of factors further detailed below in the order of their importance:

A. Stop factors:

“Stop factors” will be scored as compliant or non-compliant. If one of the below mentioned factors is non-compliant, the bidder may automatically be disqualified and no further evaluation will be performed:

- 10.3.1.A.1. Responsiveness and compliance with the Terms & Conditions of the RFP and the draft Contract (RFP Part II);
- 10.3.1.A.2. Provision to NAMSA of a complete and realistic cost breakdown for the proposed prices, as required.
- 10.3.1.A.3. Provision to NAMSA of an acceptable (to NAMSA) complete TECHNICAL PROPOSAL, providing the required information as detailed at Exhibit III; as well as the availability of financial, human and material resources;
- 10.3.1.A.4. Demonstrated ability (including that of sub-contractors if relevant) by means of the technical proposal and if necessary a pre-award survey to mobilize within the required timeframe and to start providing the services on the required date;
- 10.3.1.A.5. Compliance with the Performance Bond requirement. See Part 14 below.

B. Mandatory Criteria:

“Mandatory Criteria” are listed in Exhibit III of the RFP (Technical Bidding Instructions).

11. CLARIFICATION OF BIDS

- 11.1. To assist in the examination and evaluation of bids, NAMSA may, at its discretion, ask any Bidder for clarification of his bid.
- 11.2. NAMSA will endeavour the use of electronic means for the transmission of the requests for clarification. The requested response(s) shall be in writing, but no change in the price or substance of the bid shall be sought, offered, or permitted except as required to confirm the correction of arithmetic errors discovered by NAMSA in the evaluation of the bid.

12. PRE-AWARD SURVEY/PAST PERFORMANCE CHECKS

- 12.1. With the submission of an offer, the Bidder authorises NAMSA to conduct a pre-award survey prior to Contract Award to survey the Bidder’s capabilities, inspect sites where the company is / has been providing services, or previously completed projects, or proposed subcontractors, to ascertain their experience and capabilities.
- 12.2. The Bidder authorises NAMSA to conduct a past performance survey with other clients of the bidder, prior to Contract Award to assess the Bidder’s capabilities in performing work for other organisations.

13. COMMITMENT OF NAMSA

This RFP is **NOT** a commitment that an Award of Contract will be made. NAMSA reserves the right to reject any or all proposals. No payment for costs incurred prior to entering into a Contract will be made by NAMSA. NAMSA reserves the right to award a contract for any or part of the services solicited with this RFP. Any legal claim of the bidder against NAMSA for a refund of expenditure or charges resulting from preparation and submission of the bid is excluded.

14. PERFORMANCE BOND

14.1. In case your company will be selected for contract award, NAMSA will request a Performance Bond issued by a primary bank acceptable to NAMSA, for 10% of the anticipated contract value for the first twelve months of performance. This performance bond has to be made available to NAMSA within 7 calendar days after contract signature or Contract Award notification.

14.2. This performance bond is irrevocable and will be valid for an initial period of 12 (twelve) months from the date of issuance. It will be extended for additional periods of 6 (six) months **upon instructions from NAMSA.**

14.3. A template of a bond with the required wording is attached as Annex A to the RFP.

15. INFORMATION ON AWARD

15.1. NAMSA will inform your company if your proposal was considered or not for an award of the contract resulting from this RFP. If your proposal did not result in an award, you will be notified as soon as the award decision has been made.

15.2. Upon receipt of the notification, you may request additional general information from the NAMSA Procurement Officer for this RFP, as to the reasons why your company failed to win the competition.

15.3. Your company's name will remain in the NAMSA Source File and will be considered for invitation for any future competitions in this field.

**Annex to Part I –
Electronic Transmission of Information and Data**

NAMSA gives you the opportunity to submit your offer electronically via a secure protocol (https) into the NAMSA system, connect at www.Natolog.com. Once the upload is finished, a delivery status will be returned to the given email address. To use this option, the Browser must be Microsoft Internet Explorer version 6 with JavaScript and cookie enabled.

Step by step process:

1. File preparation:
 - 1.1. Name the files of your offer starting with consecutive numbers plus a title following the same structure of a hardcopy document. For instance:

1_Cover_letter
2_Commercial Proposal
3_Technical_Proposal
et cetera
 - 1.2. Additional file(s) can be provided if so considered. In this way, if your offer needs to be printed by NAMSA, a hardcopy can easily be generated.
 - 1.3. Zip all your offer files through a zip program (at least the three files mentioned above). If you have no zip program, this can be downloaded from <http://www.winzip.com>.
 - 1.4. Name the zip file as **FSC100002 – Company Name – File 1 of 1.zip**
 - 1.5. An offer should not exceed a size of 50 MB, therefore only one zip file should be sufficient in the submission. However, if the size of your proposal is bigger than 50 MB, the files should be split into various zipped files in which none exceeds 50 MB. Sequential names should be provided, such as **FSC100002 – Company Name – File 1 of 3.zip** and so on.
2. File upload:
 - 2.1. Connect to www.natolog.com, click enter «eprocurement», enter «Requests for Proposal», and go to the applicable RFP.
 - 2.2. Click on «Bid».
 - 2.3. Once in the next screen, with the Browse option look for the zipped file that you want to upload and select it. Please note: only one file per upload.
 - 2.4. **Click** on the button «**Upload File**» and a text appears “Uploading...” and wait until the upload is finished. Several minutes may be needed.
 - 2.5. If the file is successfully uploaded, the uploaded file is shown in the screen.
 - 2.6. Repeat the process if your zipped offer is bigger than 50 MB as many time as required, providing sequential number to your files: 1 of 2, 2 of 2, etc.
 - 2.7. If you encounter problems with the upload of your offer, please contact: nlsehelpdesk@namsa.nato.int.

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