



Memorandum of Information relating to the European tender “International Marketing and Communication Support – Promotion of the Netherlands as Business Location for FDI”

Date: 17 October 2025

In this Memorandum of Information, the Contracting Authority provides answers to the questions asked and remarks posted in the context of the above-mentioned European tender. This Memorandum of Information forms an integral part of the Tender Document (with reference 202506001).

Nr.	Chapter/ Paragraph from the Tender Document	Question	Answer
1.	Communications plan	Will NFIA provide a clear annual communications plan, or is the Contractor expected to propose and lead on planning?	NFIA develops an annual integrated communications plan that outlines the overarching communications and marketing goals, strategic priorities, and key focus areas for the year. NFIA’s MarCom team translates this into a work plan for Marketing Communications and will sit down at the start of each year with Contractor to jointly define the Contractor’s scope of work within this work plan. The Contractor is not expected to lead on this, but to provide input and advice in shaping the scope of work.
2.	Competitor countries	We understand that we must notify NFIA of large-scale engagements with other IPAs in Europe. However, are there restrictions on which countries we can work with, and do you consider only other countries to be a potential conflict (versus regions/cities)?	There are no strict restrictions on the countries or regions the Contractor may work with, other than those arising from Dutch government policy or EU regulations on economic relations (e.g., current restrictions concerning Russia). As outlined in the Tender Document, NFIA’s main requirement is transparency — the Contractor must inform NFIA in advance of engagements with other investment promotion agencies and

			ensure appropriate firewalls are in place to avoid any conflicts of interest. This applies not only to other countries, but also to regions or cities that directly compete with the Netherlands in attracting foreign investment, particularly within Europe.
3.	Budget allocation	The document states a total contract value of €2M (max €2.5M) over 2+2 years, excluding media buys. Should we plan on an equal budget each of the 4 years, or does NFIA anticipate weighting that more heavily to the first two years?	An equal annual budget over the four (4) years of the Contract is most likely.
4.	Target markets	What are NFIA's global target markets in order of priority?	NFIA's global target markets correspond with the locations of its international offices and their focus markets. These offices represent the regions where NFIA focuses on its investment promotion activities. There is no order of priority between these target markets. Instead, NFIA prioritizes specific focus sectors within each market, in line with the Invest in Holland strategy. In practice, NFIA works with a sector-market matrix that helps determine which sectors are prioritised in each region, based on opportunities and strategic relevance.
5.	Translations	Will translations of any English-language marketing materials be done locally by the NFIA offices, or is the contractor expected to support with translations?	Translations from English to other languages are managed by the NFIA internally, the Contractor may be asked to support with implementation of translated texts into materials.
6.	PR	Can you elaborate on what level of PR, press and media relations support NFIA is anticipating? Does NFIA have private sector spokespersons available and approved to speak on the Dutch business climate?	At present, NFIA's international PR or media relations are reactive, meaning we respond to incoming media inquiries and requests for information. Within NFIA, the designated spokespersons are the Head of Communications and the Commissioner of the NFIA. NFIA does not currently have spokespersons within the private sector available to speak on NFIA's behalf.

			Any press initiatives or media relations support by the Contractor will need to happen in consultation with the Head of Communications. The emphasis for the Contractor will be on strategic counsel and light operational support, to be further defined jointly, based on available capacity and strategic priorities.
7.	Activity priority	Does NFIA expect the activities within the scope to be supported equally, or prioritized in terms of strategy?	Activities within the scope will be prioritised in line with NFIA's strategic objectives and the annual marketing communications goals. The specific focus and level of effort per activity will be jointly agreed at the start of each year and translated into a scope of work for the Contractor. This ensures alignment with NFIA's strategy and flexibility to adjust priorities when needed.
8.	Case	Under section 5.2.3, can you clarify what is meant by "a final free content piece"?	The Tenderer is asked to showcase its creativity by developing a content example of their choice in a format of Tenderer's favour, that supports the goals as requested in the case.
9.	Day-to-day contact	The tender mentions having one dedicated account manager – will there also be one main point of contact on NFIA's side, or multiple MarCom stakeholders with equal involvement?	The NFIA MarCom Coordinator will serve as central contact point and will coordinate tasks between the internal MarCom team and the Contractor.
10.	Incumbent	Are incumbent contractors expected to bid on this tender, and if so, is NFIA satisfied with their current work?	Yes, there are incumbent contractors expected to bid on this Tender. We do not share any further details about the current contracts as this entails confidential information. The tender documents contain all the relevant information on the needs of the Contracting authority.
11.	Social return	Is the investment of 2% in social return based on value of this tender or our agency?	Based on the maximum total value of the Contract: 2% of € 2,500,000.
12.	Marketing & communications Playbook	Do you use any marketing technology tooling? If so could you indicate which tools can be leveraged and/or are there any preferred (shared) tools to use?	Please refer to Annex 7: Backgrounder for overview of tools currently in use by NFIA. Any tools, besides the mediatheek/media library, can be used if compliant with the Data Processing Agreement.
13.	Tender Document Paragraph 5.2	Given that this is a tender where creativity is a key aspect and you are seeking an integrated approach, we would appreciate clarification on the following points: A) Are we allowed to use PowerPoint as the format	A) It is possible to use PowerPoint as a format, but the same amount of maximum required pages or words (depending on the award criterion) is applicable. Besides, you need to submit a separate response to each of the Tendering Authority's award criteria (see also paragraph 7.3.15) which will be assessed

		across the three award criteria? B) There appears to be overlap between Criterion 1 (Plan of Action) and Criterion 2 (Team Composition), particularly regarding the proposed collaboration model. Are we permitted to submit one integrated document that addresses both criteria? C) Additionally, Criterion 1 specifies a maximum word count (10,000 words), while Criterion 2 allows for 15 pages (excluding CVs). Would it be acceptable to propose a single maximum word count across both criteria, instead of using two different metrics? If so, could you indicate the combined wordcount? D) Case Proposal Format In light of the above, could the metric for the case proposal also be expressed as a maximum word count instead of a page limit? E) Submission of Case Products Can you confirm that the three case products are to be uploaded as separate documents and do not count toward the 7 A4 pages allocated for the case proposal? More specifically, since one of the products may be a LinkedIn video, how should this be integrated into a Word document? Are hyperlinks to external pages allowed? F) TenderNed Requirements Are there any specific format or file size requirements from TenderNed that we need to take into account? Alternatively, is it permitted to share documents via a ShareFile or similar platform?	separately per responded criterion, and add these responses to TenderNed. B) The assessment aspect "<i>Clearly outlines the proposed collaboration model with the NFIA MarCom team, operational availability during CET and CEST office hours and communication lines;</i>" is incorrectly part of the quality award criterion "<i>plan of action</i>". This assessment aspect is part of the quality award criterion "<i>team composition</i>". You need to submit a separate response to each of the Tendering Authority's award criteria (see also paragraph 7.3.15) which will be assessed separately per responded criterion, and add these responses to TenderNed. The adjusted Tender Document will be uploaded according these changes. C) No, because criteria 1 and 2 will be assessed separately. D) No. E) No, incorrect, the three case products do count towards the limit of 7 pages A4 or slides. In case one of the products is a video, a hyperlink which may only forward to the video (and not to additional textual information) is allowed. F) All documents need to be submitted through TenderNed by adding the documents directly to this same platform. TenderNed supports the following file formats: 7z, bmp, bz2, bzip, doc, docx, dwg, dwt, gif, gww, gz, indd, jpeg, jpg, nsu, nsx, ods, odt, otf, pdf, ppt, pptx, ps, rsu, rsx, rtf, tar, tbz, tex, tgz, tif, tiff, txt, wp6, wpd, xls, xlsx, xml, zip, zsu, zsx.
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14.	Tender Document Paragraph 5.2.4	Can you confirm that for the presentation no deliverable is expected with the submission	Correct.
15.	Tender Document Paragraph 5.2.2	Can you confirm the CVs do not count towards the max 15 A-4's for the team composition	The CVs do count towards maximum allowed 15 pages A-4 regarding the quality award criterion "team composition". We would like the Tenderer to submit a description of the proposed project team members in line with the requirements as described in section 3.2, this includes CVs. The description should provide (see also section 5.2.2): - <i>"An overview of the team composition, including each member's role, responsibilities, and specific expertise relevant to the scope of work and a substantiation why you specifically propose these team members for this Contract.</i> - <i>A clear explanation of how the proposed team will work together with the NFIA MarCom team and other relevant stakeholders.</i> - <i>Geographical locations and availability (in CET and CEST times) of all proposed team members."</i> The Tenderer must submit the above-described team composition regarding the Agreement, which consists of and will be assessed on the assessment aspects as stated in section 5.2.2 of the Tender Document. So if CVs will be submitted by Tenderer, these will count towards the maximum allowed 15 pages A-4, and have to be submitted in a separate file.
16.	Tender Document Paragraph 2.1.4	Is there a tracker in place to measure the perception of the Netherlands among certain target audiences, or do you only measure quantitative KPIs online, such as traffic, views and leads?	No, there is no perception tracker in place. We do measure quantitative KPIs like web traffic, views and leads.

17.	Tender Document Paragraph 2.1.3	Could you indicate the expected split percentage between planned campaigns and ad hoc requests for the development of stand-alone assets? How many (ad-hoc) requests are to be expected on a yearly basis?	We do not currently work with preplanned campaigns, besides “always on” campaigns for LinkedIn advertising and Google Adwords, as such there is no analysis on split between planned/or ad-hoc work. During annual work plan meetings the agency’s scope of work for the next year will be planned. Currently, as an indication, 80-85% of the scope of work can be identified upfront (i.e. long form written content, video, collateral), 15-20% of work plan is expected to be in a similar scope as the above 80—85% but is not allocated into a specific format.
18.	Tender Document Tender 2.1	What are the expectations for coordination with the wider network incl. sector teams and regional offices, beyond the core team in NL, US (Washington) and UK (London)?	All coordination with the wider NFIA network, including NFIA sector teams, Invest in Holland partners or NFIA foreign offices, will take place through or via the NFIA MarCom core team. The NFIA MarCom Coordinator will serve as central contact point and will coordinate tasks between the internal MarCom team (and/or wider NFIA network) and Contractor. The Contractor is not expected to maintain direct or independent contacts with these teams.
19.	Tender Document Paragraph 2.1	What are the (creative) capabilities of the inhouse team? Do you currently already work with an external marketing communications agency? If so, what do you value in that collaboration, and what could be improved? Are we expected to work with other creative, PR and/or media agencies?	Inhouse team members are MarCom generalists and bring general creative capabilities. Larger creative graphic design projects are outsourced and coordinated by the inhouse team. The NFIA currently works with two external marketing communications agencies, and these contracts will end before start of this contract. We do not provide further details on current running contracts as this entails confidential information. All the necessary information to participate in this Tender had been incorporated in the tender documents. The Contractor is not expected to work with other creative, PR and/or media agencies for design work.
20.	Tender Document Paragraph 2.1.3	Could you indicate if translation and/or transcreation of content is part of the assignment? If so, in which languages? If not, is this done inhouse by local markets?	Translations from English to other languages are managed by the NFIA, the Contractor may be asked to support with implementation of translating texts into materials.

21.	Tender Document Paragraph 2.1.3	Could you indicate the expected split percentage between strategic advisory, campaign operations, and content creation services?	In the past years, content creation was the largest part, followed by digital advertising campaign operations, and reporting on metrics. A smaller percentage is reserved for strategic advisory work. Split percentages can change on an annual basis based on changes in priorities and goals, and as such cannot be reflected in a specific percentage.
22.	Tender Document Paragraph 3.6	The Contractor has a considerable number of ongoing projects in the area of social return. Is the Client willing to enter into discussions with the Contractor regarding how the Contractor can fulfill the social return obligation in an appropriate manner, preferably within the framework of the Contractor's existing initiatives? If not, could you please explain why?	Yes, if these initiatives related to social return are fulfilling the requirements as set in paragraph 3.6 and the value of the social return investment for this assignment does not change (so an existing investment cannot be used, however, investing 2% of the contract value in an existing initiative can be used).
23.	Tender Document	- General: Is there an incumbent external partner/agency you're working with? If so, which one(s)? - 2.1.3 What is the scope of work for the internal MarCom team? - 2.1.4 How should we view the KPIs mentioned in section 2.1.4 and how exactly would they apply to us, given that we do not manage the internal MarCom team? - 5.2.2 How is your MarCom team structured; what roles exist within this team, what are the main competencies present within the team? - Apart from your MarCom team who are other relevant stakeholders, if any? - 3.3.3 Is there room to index the rates as of 1 January 2027 instead of 1 January 2028? - 5.2.1 The Plan of Action should not exceed 10.000 words. We assume that words in images do not count. Is this correct?	- We are currently working with two agencies: Development Counsellors International (DCI) and SEC Newgate. - Scope of work for the internal MarCom team: see Backgrounder. - As the Contractor is considered an extension of the NFIA MarCom team, agreeing on KPIs will be a shared responsibility and approaches to reach KPIs should be a collaborative effort. KPI's mentioned in 2.1.4 are indicative. Contractor is not expected to manage the inhouse NFIA MarCom team. - Internal team structure and scope: see backgrounder. All team members are generalist marketing and communication professionals, with the head of communications dedicated to stakeholder communications and press and media; one of the The Hague FTEs is dedicated to branding. - Relevant stakeholders apart from MarCom team: see Tender Document and backgrounder.

			- The first possibility to index the rates is per 1 January 2028, the agreed rates are fixed at least until 1 January 2028. - Words in images do count for the 10.000 maximum.
24.	Clarification on Scope of Creative Deliverables and Strategy Involvement	1. Can we get more details on the exact creative work you expect the contracting party to deliver? 2. Is this including creative strategy, concepting, or more about adaptation of creatives to marketing channels?	The creative work we ask from Contractor ranges from strategic counsel to adaptation and execution, building further on frameworks and strategies already developed. Exact scope of work will be determined annually between Contractor and NFIA. Currently, creative work involves copywriting, editing, design work, video editing & social media creation.
25.	2.1.3 page 9: Second bullet point	If the entire video creation is part of the assignment: is this within the stated budget?	Yes, creation and editing is within the budget.
26.	5.2.3 page 22 point 2	LinkedIn posts including photos and videos are mentioned. Does the NFIA have an image bank with photos and videos that should be used in non-fictional situations, or is the contractor responsible for providing royalty-free photos and videos?	NFIA makes use of a government wide image library in which it has its own section with photos. NFIA also makes use of free stock photos and videos in Canva. Canva material can be accessed by Contractor, media library can only be accessed by the NFIA team. In specific cases, the Contractor can be asked to create or search new royalty free photos or videos.
27.	2.1.4. page 10: Effective digital marketing campaigns	We have six questions about this: 1. Which tools do you use for this? 2. To what extent is the NFIA bound to the central government's digital platforms such as PRO and PIWIK? 3. Is the NFIA obligated to use the central government's tools? 4. Does the NFIA use external platforms? If so, which ones? 5. Is the intention for the external agency to set up its own platforms for this? Or should the external	1. LinkedIn Business Manager Google Ad Manager/Campaign Manager Google Analytics Tag Manager CoSchedule Google Search Console Yoast LaPosta 2. NFIA currently does not use PRO and PIWIK. 3. No.

		agency use the NFIA platforms? 6. Can you provide an indication of the current annual SEA budget so we can estimate the scope of the assignment?	4. Yes, see Annex 7: Backgrounder for tools and channels in use by NFIA. 5. No, we will provide access to NFIA's platforms currently in use if compliant with Data Processing Agreement besides the mediatheek/media library. 6. Google approx. \$3,000 / month for North America over 2025. From 2026, we want to explore covering a global scope.
28.	2.1.3. page 9: Seventh bullet	You mention 'NFIA's central reporting environment' here. Which environment do you use for this?	Currently, this consists of a custom build reporting platform based on Google Analytics Data, set up in Google Looker Studio.
29.	2.1.3. page 9: Second bullet	Content creation is required for various formats and channels, such as video. What is the expectation/obligation regarding collaboration with partners in the other framework agreements of the central government?	Currently no obligations and no collaborations foreseen.
30.	General	Who is your current marketing and communications partner(s)? Are you satisfied with them?	The NFIA currently works with two external marketing communications agencies (Development Counsellors International and SEC Newgate), and these contracts will end before start of this contract. We do not provide further details on current running contracts.

Remarks regarding the draft framework agreement and ARVODI-2018

No.	Article from draft framework agreement or data processing agreement or ARVODI	Reason for objection	Textual suggestions	Answer
1	Framework agreement Article 1.2	Since deviations from the agreement can be agreed upon in the Memorandum of Information, and the documents associated with the tender are also subject to clarification, we propose to explicitly add the Memorandum of Information at the top of the hierarchy listed in Article 1.2 of the Agreement. Would you be willing to agree to this? If not, could you please explain why?		Not agreed, if changes from this Memorandum of Information regarding the Agreement arise, these changes will be implemented as well in the final Framework agreement – so there is no need to put the Memorandum of Information as the highest ranked document in the Framework agreement.
2	Arvodi 2018 government T&C Additional clause to Article 22.3	We would like to supplement this article with the following clause: "In performing the work, the Contractor is dependent on the timely provision of the necessary and correct data and documents. If the Client fails to do so, the Contractor cannot be held responsible." Would you be willing to agree to this? If not, could you please explain why?	<i>"In performing the work, the Contractor is dependent on the timely provision of the necessary and correct data and documents. If the Client fails to do so, the Contractor cannot be held responsible."</i>	Not agreed, Contracting Authority will share (with the Further agreements) the necessary and correct information in time to perform the work. Furthermore, the responsibility and liability of both Contracting Authority and Contractor are already covered in art. 21 of the ARVODI 2018.
3	Arvodi 2018 government T&C Additional clause to Article 21	If and insofar as the results of the Services are shared with third parties, we cannot accept liability risks towards these third parties, as we have no possibility to limit liability towards them, given that such third parties are not known to the Contractor in advance. We therefore wish to agree on an indemnification	<i>"Contracting Authority shall indemnify Contractor against all claims from third parties arising from or related to the work performed or to be performed for the benefit of the Client, unless the Client demonstrates that the claims are not related to any culpable act or omission by the Client or were caused by intent or willful</i>	Not agreed, we do not agree with your proposal in such a general limitation without specific referral to specific articles of article 21. Article 21 regarding liability states that the Party that imputably fails to discharge its obligations is liable. Contractor should prevent this from happening. Furthermore, liability has yet been

		for claims from such third parties. After all, the Services performed by the Contractor are carried out for the benefit of the Client, and the Contractor does not wish to assume the Client's risk in this regard. Moreover, it is customary to agree on an indemnification for third-party claims in connection with the services provided. We therefore propose to add the following provision to Article 21: "Client shall indemnify Contractor against all claims from third parties arising from or related to the work performed or to be performed for the benefit of the Client, unless the Client demonstrates that the claims are not related to any culpable act or omission by the Client or were caused by intent or willful recklessness on the part of the Contractor." Would you be willing to agree to this? If not, could you please explain why?	<i>recklessness on the part of the Contractor."</i>	limited in the ARVODI. A further limitation would result in public means being used to finance Contractor's failure (imputably) to discharge its obligation. It is undesirable and impossible to pose the burden of prove upon the Client.
4	Arvodi 2018 government T&C Article 21.3	The tiering included in Article 21.3 raises several questions. Only once the "value of the assignment" has been determined can it be assessed whether this provision is acceptable, as the amounts vary significantly. Paragraph 3.9.1.1 of the Proportionality Guide (January 2020) prescribes that, when assessing which limitation of liability is proportionate,	<i>"Contractor shall only be liable to the Client up to a maximum amount of three (3) times the fee(s) paid by the Client to the Contractor under this Agreement in the relevant calendar year. Contractor shall never be liable for limitations in use and loss of data, commercial agreements, goodwill, revenue or profit (regardless of whether such is considered direct or indirect damage or consequential</i>	Not agreed, the liability as stated in Art. 21.3 is fully applicable to this Contract. Although the law does not, in principle, limit the Parties' liability for any damage they may cause, the ARVODI 2018 nonetheless places a limit on the Parties' liability. A further limitation of liability would result in damages being financed with public means.

		at the very least consideration must be given to the customary liability requirements in the relevant sector or for the specific assignment in terms of nature and scope. Furthermore, paragraph 3.9.1.1 states that, with regard to duration, liability should be linked to a percentage of the annual assignment value. In order to clarify the provision, align the liability with our role and responsibilities in the context of this assignment, and ensure consistency with the Proportionality Guide and what is customary in our sector, we propose the following new provision to replace the current Article 21.3: "Contractor shall only be liable to the Client up to a maximum amount of three (3) times the fee(s) paid by the Client to the Contractor under this Agreement in the relevant calendar year. Contractor shall never be liable for limitations in use and loss of data, commercial agreements, goodwill, revenue or profit (regardless of whether such is considered direct or indirect damage or consequential damage), nor for any other indirect or consequential damages in connection with the Agreement. Contractor shall not be liable for damages resulting from false, misleading or incomplete information provided by the Client or third parties."	<i>damage), nor for any other indirect or consequential damages in connection with the Agreement. Contractor shall not be liable for damages resulting from false, misleading or incomplete information provided by the Client or third parties."</i>	If damage is caused by several events in a single contract year, liability in that year is limited to the amount in question, Further agreements are awarded yearly.
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		Would you be willing to agree to this? If not, could you please explain why?		
5	Arvodi 2018 government T&C Article 13.1 – 13.3	We kindly request that provisions 13.1 through 13.3 be made reciprocal. The Contractor also has an interest in the confidentiality of the (confidential) information provided. Could you adjust the provisions accordingly? Naturally, the results of the Services may be used in the manner agreed upon in the Agreement itself. Finally, Article 13.1 does not provide for all exceptions to the confidentiality obligation that are necessary and customary for the Contractor. We would therefore like to see the final part of this article amended as follows: "(...), except insofar as 1) necessary for the performance of the Agreement, 2) a court ruling, application of a statutory provision or other (professional) rules require the Contractor to disclose, or disclosure is necessary for the Contractor to defend its own interests in or outside of legal proceedings." Would you be willing to agree to this? If not, could you please explain why?	<i>"(...), except insofar as 1) necessary for the performance of the Agreement, 2) a court ruling, application of a statutory provision or other (professional) rules require the Contractor to disclose, or disclosure is necessary for the Contractor to defend its own interests in or outside of legal proceedings."</i>	Not agreed, this is contrary to the scope of the assignment. Furthermore, the content from this Contract will be made public and may also be used for further (academic) publications. Not agreed with reciprocity of 13.1. Confidentiality concerns information Contractor acquires while providing the services. Contractor provides the services, not the other way around. Article 13.1 exempts statutory regulations or court rulings.
6	Arvodi 2018 government T&C Article 8.1	Are you willing to give prior consent for the Contractor to engage specific expertise that resides within entities affiliated with the Contractor (i.e., within the Contractor's own group)?		Not agreed, we do not agree with giving prior consent to engage specific expertise in a general way. This is to be determined on a case by case basis. Please note that the

		For this assignment, we specifically wish to make use of companies' expertise in the countries where the Client intends to establish the services.		Contracting Authority will not withhold its consent without good reason.
7	Arvodi 2018 government T&C Article 6.1 & 6.2	In view of the nature of the services, which involve the performance of an intellectual effort, it must be possible for the Contractor to replace the individuals assigned to carry out the work if the Contractor deems this necessary for the proper execution of the work. We therefore propose that Articles 6.1 and 6.2 be worded as follows: "Contractor shall be permitted to temporarily or permanently replace individuals assigned to perform the services. To ensure continuity, Contractor shall deploy the same individuals as much as possible, thereby minimizing the burden on the Client. If the Client reasonably believes that an individual assigned to perform the services lacks one or more of the qualifications stated in the request for proposal, or is, in the Client's opinion, not performing the work properly, the parties shall consult regarding the replacement of the individual concerned. The parties shall make reasonable efforts to reach a solution. The guiding principle is that individuals will be made available who possess comparable expertise,	<i>"Contractor shall be permitted to temporarily or permanently replace individuals assigned to perform the services. To ensure continuity, Contractor shall deploy the same individuals as much as possible, thereby minimizing the burden on the Client.</i> <i>If the Client reasonably believes that an individual assigned to perform the services lacks one or more of the qualifications stated in the request for proposal, or is, in the Client's opinion, not performing the work properly, the parties shall consult regarding the replacement of the individual concerned. The parties shall make reasonable efforts to reach a solution. The guiding principle is that individuals will be made available who possess comparable expertise, education, and experience (in accordance with the requirements in the request for proposal)."</i>	The following requirement, stated in the Tender Document paragraph 3.2.11, is prevailing over and supplementary to the ARVODI-2018 article 6.1: <i>"The Contractor shall ensure a stable core team throughout the contract period and arrange timely replacement in case of absence, with replacements having equivalent skills and experience. Planned changes to the project team must be communicated to and agreed with the Contracting Authority at least 1 (one) week in advance."</i> This means replacement is a possibility when equivalent skills and experience are guaranteed and agreed with the Contracting Authority. The fees charged for the staff originally deployed may not be raised if they are replaced.

		education, and experience (in accordance with the requirements in the request for proposal)."		
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