

Tender Document

Invitation to tender in accordance with the European public procedure for the services of

Institutional consultant for Home Decorations and Natural Ingredients Indonesia and
Business Export Coach for Home Decoration Indonesia

Publication date: 28 May 2019
Reference: IUC nr. 201903090

1. Table of contents

Definition of terms.....	5
1 Introduction	8
1.1 Tendering authority and IUC-EZK.....	8
1.2 CBI Introduction	8
1.3 Reason for this invitation to tender.....	9
1.4 Time frame.....	9
2. Description of assignment	10
2.1 CBI Integrated programs.....	10
2.2 Description and objective of the assignment	11
2.2.1 <i>Project Home Decorations</i>	11
2.2.2 <i>Natural Ingredients Programme:</i>	13
2.3 Roles and Profiles of the different expertise per lot.....	15
2.3.1 <i>LOT 1</i>	15
2.3.2 <i>LOT 2</i>	17
2.4 Lots.....	18
2.5 Contract Period	18
2.6 Scope of the assignment.....	19
3. Requirements relating to the assignment	20
3.1 General Requirements (all lots)	20
3.2 Requirements relating to the knowledge and professional experience for the Institutional Development Expert (lot 1)	20
3.3 Requirements relating to the knowledge and professional experience for the Business Export Coach in the Home Decoration sector (lot 2).....	21
3.5 Requirements relating to the prices/rates for all lots	22
3.6 Tax-related requirements for all lots	22
3.7 Invoicing requirements for all lots	23
3.8 Travel Policy for all lots	23
4. Requirements concerning the Tenderer.....	24
4.1 Introduction	24
4.2 Exclusion Grounds.....	24
4.3 Suitability Requirements.....	24
4.3.1 <i>Financial and economic standing</i>	25

4.3.2	<i>Reference data (technical qualifications)</i>	25
4.3.3	<i>Professional/trade register extract</i>	26
5.	Preferences and evaluation	27
5.1	Introduction	27
5.2	Qualitative preferences	27
5.2.1	<i>Preferences relating to persuasiveness</i>	27
5.2.2	<i>Preferences relating to expertise in coaching a BSO to collaborate with other institutions</i> 27	
5.2.3	<i>Preferences relating to expertise on sector strategy development</i>	27
5.2.4	<i>Preferences relating to coaching skills on sector-wide topics at institutional level</i>	27
5.2.5	<i>Preferences relating to political and intercultural sensitivity</i>	28
5.2.6	<i>Interview</i>	28
5.2.7	<i>Preferences relating to Business Export Coaching</i>	28
5.2.8	<i>Preferences relating to your network among European buyers</i>	28
5.2.9	<i>Preferences relating to Team work</i>	28
5.2.10	<i>Preferences relating to persuasiveness</i>	29
5.2.11	<i>Preferences relating to political and intercultural sensitivity</i>	29
5.2.12	<i>Interview</i>	29
5.3	Preferences in relation to prices/rates.....	29
5.4	Assessment method for qualitative preferences.....	29
5.4.1	<i>Assessment of preferences in relation to qualitative preferences</i>	29
5.4.2	<i>Assessment of preferences in relation to prices/rates</i>	30
6	Assessment of the Tender	31
6.1	Assessment of the Tender's completeness and legal validity	31
6.2	Assessment of requirements relating to the assignment	31
6.3	Assessment of award criteria relating to the assignment	31
6.4	Determination of definitive total score	31
6.5	Assessment of evidence.....	32
7	Submission procedure for Tenders.....	33
7.1	Statement of agreement.....	33
7.2	Schedule.....	33
7.3	General procedure	33
7.3.1	<i>Communication</i>	33
7.3.2	<i>eHerkenning</i>	33
7.3.3	<i>Questions and additional information/changes</i>	33
7.3.4	<i>Validity period and submission of Tender</i>	34
7.3.5	<i>Variants on Tender</i>	34

7.3.6	<i>Costs of submitting a Tender</i>	34
7.3.7	<i>Termination of tendering process</i>	34
7.3.8	<i>Order of precedence of documents</i>	34
7.3.9	<i>Information about the Tenderer’s obligations</i>	34
7.3.10	<i>Inconsistencies and objections</i>	35
7.3.11	<i>Complaints procedure</i>	35
7.3.12	<i>Dispute resolution</i>	35
7.3.13	<i>Submission of the Tender</i>	35
7.3.14	<i>Structure and content of the Tender</i>	36
7.3.15	<i>Legal signature</i>	36
7.3.16	<i>Submission of a Tender in collaboration with other organisations</i>	36
7.3.17	<i>Single Tender</i>	37
7.3.18	<i>Violation of the fundamental principles of procurement law and restriction of fair competition</i>	38
7.3.19	<i>Communication and language</i>	38
7.3.20	<i>General terms and conditions</i>	38
7.3.21	<i>Contract conditions</i>	38
7.3.22	<i>Explanation and verification of the Tender</i>	38
7.3.23	<i>Request for supplementary information concerning the Tender</i>	38
7.3.24	<i>Announcement of the award of the Contract</i>	38
7.4	<i>Further Agreements within the Contract</i>	39
Annexes	40

Definition of terms

BSO	Business Support Organisation
Contracting authority	The State of the Netherlands, represented by the Minister of Economic Affairs and Climate Policy, who concludes the Contract with the Contractor on behalf of the Tendering authority
Contractor	The party with which the Contracting authority concludes the Contract.
Contract	The written framework agreement between the Contracting authority and the Contractor in which the conditions applicable to the public contracts that will be awarded via this tendering process (Further Agreements) will be recorded within a specific period.
Exclusion Criterion	A circumstance applicable to the Tenderer or a person affiliated with the Tenderer that results in exclusion of the Tenderer from participating in the tendering process.
European Single Procurement Document	Statement in which the Tenderer declares their compliance with the requirements specified in the annexes of the Uniform Single Procurement Document by means of filling in and signing this European Single Procurement Document.
Further Agreement	A written agreement signed by the Contracting Authority and the Contractor based on the Contract.
General Government Terms and Conditions	General Government Terms and Conditions for Public Service Contracts 2018 (ARVODI-2018: <i>Algemene Rijksvoorwaarden voor het verstrekken van Opdrachten tot het verrichten van Diensten</i>).
IUC-EZK	The Procurement Office (IUC) of the Ministry of Economic Affairs and Climate Policy (EZK) – part of the Netherlands Enterprise Agency (RVO.nl), which in turn is part of the Ministry of Economic Affairs and Climate Policy – will serve as process manager during this tendering process.
Memorandum of Information	A document containing all questions asked and answers given, in anonymised form and, if applicable, additional information. This includes the questions and answers submitted via TenderNed.
Most Economically Advantageous Tender	The Tender that achieves the highest definitive total score based on the best price-quality ratio.

Public Procurement Act	The Public Procurement Act 2012 (<i>Aanbestedingswet 2012</i>)
Processing Agreement	An agreement signed by the Contracting authority and the Contractor concerning the processing of personal data by the Contractor.
Suitability requirements	The requirements with which Tenderers must comply in order to be eligible to win the tender.
Tenderer	An entrepreneur or entrepreneurs who has/have submitted a Tender or is/are planning to submit a Tender. In this document, the word 'you' is taken to mean the Tenderer.
Tender	A quotation submitted by the Tenderer in response to this Tendering Document.
Tendering authority	The Netherlands Enterprise Agency (RVO), an agency of the Ministry of Economic Affairs and Climate Policy of the Netherlands.
Tender Document	This document and all of its annexes.

Specific Terminology

BEC	Business Export Coaching
BSO	Business Support Organisation
CBI	Centre for the Promotion of Imports from developing countries
CSR	Corporate Social Responsibility
EEE	Export Enabling Environment
EU	European Union
HD	Home Decoration
NI	Natural Ingredients
M&E	Monitoring & Evaluation
MoA	Ministry of Agriculture
MoU	Memorandum of Understanding
R&D	Research & Development
SME	Small and Medium Sized Enterprise
USP	Unique selling point

1 Introduction

The Tender Document at hand contains information regarding this invitation to tender, conducted in accordance with the European public procedure, for Business Export Coaching, institutional development for the following CBI projects:

- Home decorations (HD) Indonesia: Business Export Coaching
- Natural Ingredients Indonesia (NI) and HD Indonesia: institutional development coaching

You are hereby invited to submit a Tender based on this Tender Document.

1.1 Tendering authority and IUC-EZK

This tendering process is being conducted on the instructions of The Centre for the Promotion of Imports from developing countries (CBI), part of the Netherlands Enterprise Agency (RVO.nl) of the Ministry of Economic Affairs & Climate Policy. The Procurement Office (IUC-EZK) acts as process manager during this tendering process.

1.2 CBI Introduction

The Centre for the Promotion of Imports (CBI) from developing countries is part of the Ministry of Economic Affairs & Climate Policy of the Netherlands. CBI is recognized worldwide as a leading expert in export development and believes trade is a good means to stimulate economic growth and to promote employment. CBI works in selected export value chains, with the objective of bringing about a sustainable and inclusive export increase. By supporting SMEs in developing countries and fragile states entering the European market, the integration of these countries in the global economy is promoted.

CBI projects extend over a period of several years, during which CBI will improve the export competitiveness of small and medium-sized exporters in developing countries through tailored interventions at company and institutional level. In general, most CBI integrated projects aim to not only achieve sustainable exports to the European market and competent SME exporters, but also compliance to Corporate Social Responsibility (CSR) and an export enabling environment for SMEs in developing countries.

The main goal of all CBI programs is to develop specific sectors in specified target countries. Customizing programs to the local situation is key, tackling those issues that impede export to Europe. That is why CBI works in close collaboration with local governments, trade promotion organisations, sector associations and other expert organisations. CBI works in 30 countries and 14 sectors.

Not only does CBI integrate CSR in her own work, it also asks all stakeholders to do so. Furthermore, the United Nations Sustainable Development Goals are important guidelines as well. CBI contributes directly to:

- Goal # 8 Decent work and economic growth
- Goal # 12 Responsible consumption and production
- Goal # 17 Partnerships for the goals

<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

For further information on the CBI, please visit the following website: www.cbi.eu

This tender concerns the Implementation Phase of the above mentioned projects.

A description related to this assignment can be found from Chapter 2 and onwards. A checklist and other information about how to submit this tender can be found in Chapter 7.

1.3 Reason for this invitation to tender

The current Tender Document is written for Consultants that will provide business export coaching, institutional support, and corporate social responsibility coaching, through expert advice, export development and promotion processes at sector level and with SMEs individually in Indonesia. The invitation to tender has been divided into lots per expertise (see 2.3 Lots).

1.4 Time frame

The schedule below applies to this tendering process.

28 May 2019	Issuing of publication, start of tendering period.
4 June 2019 10:00 Hrs CEST	Closure of round of questions: deadline for the Tenderer to submit questions regarding this Tendering Document and the Contract (including the general terms and conditions) and/or proposals for textual amendments to the draft Contract (including the general terms and conditions).
18 June 2019	Issuing of Memorandum of Information
9 July 2019 10:00 Hrs CEST	Deadline for the receipt of Tenders and opening of new Tenders by the Contracting Authority.
10 July – 29 July 2019	Assessment of Tenders.
18 July 2019	Interviews lot 1, 2
14 August 2019	Announcement of the award of the Contract.
4 September 2019	Deadline for asking questions and/or filing an application for a preliminary injunction in relation to the announcement of the award of the Contract.
4 September 2019	Deadline for the successful Tenderer to provide the evidence requested by the Contracting Authority.
12 September 2019	Start date of Contract.

If – in the opinion of the Tendering authority – circumstances provide cause to do so, the Tendering authority is entitled to amend the specified period(s). In such a case, timely notification of the new period(s) will be provided digitally.

2. Description of assignment

2.1 CBI Integrated programs

The main goal of all our programs is to develop specific sectors in the countries where we work. We customise our programs to the local situation, tackling those issues that impede export to Europe.

When we develop our programs, we work in 4 consecutive steps. **This tender concerns the third step, Implementation.**

1. Value Chain Selection: which value chain/sector has most potential for export to Europe?
Lead time: 6 months
2. Value Chain Analysis and Business Case Development: what are the bottlenecks in this sector and can we help to solve these?
Useful research into the Export Value Chain of this particular program can be [found online](#).
Lead time: 10 months
3. **Implementation:** we connect with external partners and consultants to solve remaining constraints
Lead time: 4-5 years
4. Audit and Evaluation: we audit and evaluate each program
Lead time: 1-3 months

More information about the four steps and the integrated approach can be [found here](#).

To achieve our objectives, we do not just involve small and medium-sized enterprises. We also work with the 'export enabling environment', on an institutional level, which includes governments, trade promotion organisations, sector associations and other expert organisations. Often we help these organisations improve their services.

We implement our projects on both a business level and an institutional level.

Business Export Coaching (BEC)

The scope of Business Export Coaching is:

- coaching SMEs over a period of 4 to 5 years to have their internal and product processes comply with European market standards, including the OECD guide lines;
- enabling SMEs to develop an export strategy for the European market;
- enabling SMEs to build and maintain a network on the European market.

A significant number of SMEs in Indonesia have export potential, but lack sufficient export marketing knowledge/skills and export capacity in terms of value addition, quality norms & standards and accessing (the right) markets. With the objective of sustainable export growth of SMEs, CBI will build their export competencies through:

- *Individual export coaching:* Export coaching will be provided to the group of selected companies, who comply with certain selection criteria (related to their potential on the European market, as well as their need for support). One of the outputs each participating company will produce is the Export Marketing Plan (EMP). Each selected SME will start receiving individual coaching from a CBI sector expert specifically assigned to the company. This coaching – on a confidential basis – will focus on the implementation of the action plan made during the EMP development. To this end, CBI will be sending the consultant on Technical Assistance Missions. These missions take place throughout the whole project. The intensity varies from one to three times a year, depending on the number of issues per company/group. These missions will focus on the output areas marketing, production, and human resources.

- *Group training:* Training sessions on location will be organized for all participating companies to train their management and staff in sector-wide issues in the scope of the marketing, production, and human resources output areas. The proposed program includes amongst others the following thematic sessions: marketing research, market access requirements, effective trade fair participation, online marketing, costing and pricing, certification and transparency, supply chain management.
- *Certification support:* For those companies that need support in certification processes (for quality, sustainability, safety, CSR or other types of certification), technical assistance will be offered. This fits within the scope of the production and human resources output areas.
- *Market Entry Activities:* Targeting the marketing output area, improved export marketing capacity of SMEs is an important prerequisite to establish direct access to export markets. Once this export capacity of the involved enterprises has been built sufficiently, CBI will facilitate direct export links with EU buyers. Depending on the country and the sector, CBI selects the proper market entry activities. This could for example be a 'Market Orientation Mission' to the different international markets (a trip to discover the market, meet importers and study distribution channels and market trends), exhibitions at or visits of trade fairs on the identified markets or buyers' missions.

Enabling Environment

The operations of (exporting) companies are affected by factors in the company's environment. Such factors may be either conducive to business and exports, or not. An export enabling environment is a business environment that is conducive to export growth: it positively affects the company's capacity to do business and become successful exporters. Elements that make up an export enabling environment are for instance:

- a stable Government and political situation in the country
- export-friendly policies, laws and (tax) regulations
- an adequate physical infrastructure (modern roads, ports, and airports)
- efficient and transparent customs facilities
- sufficient availability and accessibility of financial service providers and credit facilities
- high-quality service providers, laboratories and certification bodies
- adequately skilled export coaching human resources
- sufficient local availability of competitively-priced key inputs for the production of export goods and services
- a positive image of the country among buyers in the export destination markets

Some challenges in the export enabling environment are outside the realm of CBI's capacity, and will not be addressed or solved by CBI. If such challenges are deemed to be critical for export success, they should be addressed by other stakeholders.

A number of challenges can however be addressed through interventions that contribute to a more enabling export environment. The institutional consultant is responsible for supporting and developing this process with relevant stakeholders. Such CBI interventions depend on the challenges involved.

2.2 Description and objective of the assignment

2.2.1 Project Home Decorations

Most CBI integrated projects aim to achieve sustainable exports to the European market, competent SME exporters, CSR compliance, and an export enabling environment for SMEs in developing countries. Each CBI project also aims to achieve project specific results, depending on the needs in the value chain.

The overall objective of the project for the HD sector is to develop a high value Indonesian HD sector in which the relevant stakeholders are capable of supporting further export development of the chain.

The focus during this programme will lay therefore on capacitating the local Business Support Organisation in becoming capable in delivering Business Export Coaching (BEC) services supported

by the Export Enabling Environment. This works effectively together in determining the strategies for sector export development and positioning Indonesia on relevant markets based on market opportunities. CBI's interventions at BEC level towards selected SMEs are aimed at providing the BSO the opportunity to be coached on the spot how to develop and implement BEC services.

The project overall objective and intervention strategies are aimed at alleviating the perceived obstacles that the opportunities can be grasped by the sector. It is the assumption that by focussing on alleviating these obstacles this project will contribute to additional export growth and growth in employment.

About 20 small and medium sized exporters (SMEs) are connected to the European market with an additional export value of € 4 mln of high end home decorations products at the end of the project. Through local BEC services another 35 SMEs are connected to the European market with an additional export value of 5.25 mln at the end of the project.

The focus of the broader project will be on removing the following main export obstacles and risks to improve conditions so that more EU export value can be created:

- Lack of access to and visibility on the European market at SME and sector level with regard to opportunities and Unique Selling Points (USPs) of the sector.
- Lack of knowledge on and embedding sustainable practices (such as certification and creating a sustainable wood and rattan supply which is currently dwindling) in the VC in relation to market opportunities.
- CSR issues at SME level: working conditions (relationship between workers and employers, payment structure, fair wages, gender inequality, health and safety), sustainable collection of raw material.
- Quality management at SME level. The ability to control and maintain quality of the products and of the production process and delays is variable among SMEs.
- Lack of coordination and strategy in the sector for further export development.
- Lack of export market development approach at national and SME level for further export development/diversification of export markets.
- Lack of access to market information (services) at SME and sector level.

The expected impact of the programme:

Impact Summary	This project aims to realize the following at impact level: Result A by CBI BEC (direct result) Result B by local BEC (indirect result)
Absolute value of export to the EU/EFTA, realized by SMEs supported by CBI	A. €12.500.000 export to EU/EFTA by the end of the project B. €22.000.000 export to EU/EFTA by the end of the project
Level of total cumulative additional export by the end of the project	A. 20 x €200.000 per company = €4.000.000 million additional export revenue to the EU/EFTA market B. 35 x €150.000 per company = €5.250.000 million additional export revenue to the EU/EFTA market
Absolute figures in number of jobs supported in the last year of the programme, realized by SMEs supported by CBI	A. 20 x 85 existing jobs = 1700 20 x 25 new jobs created = 500 B. 35 x 85 existing jobs = 2975 35 x 25 new jobs created = 875

	Total number of jobs supported (directly and indirectly) after the project = 6050
Total number of jobs created	<p>A. 20 x 25 new jobs created = 500</p> <p>B. 35 x 25 new jobs created = 875</p> <p>Total number of new jobs created: 1375</p> <p>In total 50% of these new created jobs will be female workers</p>

These are not the deliverables for the assignment, but overall project targets. Requirements related to this specific tender, the Implementation phase of this project, are mentioned in the next chapters.

Target Group and Beneficiaries

Target group for the activities under this tender for company coaching and training consists of:

- 20 selected (after export audits) SME exporting organizations of home decorations (natural fibre) products, being private exporters, cooperatives or manufactures.

Target group for the activities under this tender for the enabling environment development consists of:

- The local enabling environment of home decorations exports in Indonesia, being government, sector associations, Bali Export Development Organisations (BEDO).

Target Market

The target markets for this project are countries in EU and EFTA that import home decoration products (natural fibers) in the mid-mid high segment.

2.2.2 Natural Ingredients Programme

The ambition of this project is to support the Indonesian natural ingredients industry in adding more value to its production and raw materials and change the perception of Indonesia being a supplier of low quality natural ingredients to a supplier with a diversified and high quality offer of natural ingredients. The industry is empowered to develop new products, meet EU buyer requirements and has demonstrated significant improvement in corporate social responsibility practices of the industry at large.

Target group: this project focusses on three target groups:

1. Existing Indonesian natural ingredients exporters: Supported to increase their exports and improve their sustainability practices;
2. New Indonesian natural ingredients exporters: Supported to do business in Europe and ensure compliance with sustainability practices;
3. Ministries, research institutes and sector associations: Supported to create a favourable export enabling environment for existing and new exporters.

For this tender the target group in the natural ingredients sector is the last one.

Interventions in the institutional environment are: Facilitating Sector collaboration through post-harvest platforms per product group : essential oils, plant extracts and seaweed derivatives as well as horizontal collaboration to stimulate innovation and further professionalisation of the marketing and branding activities of the industry on the European market. Another focus is on the improvement of BSO Services: The service delivery capacity of ministries, associations and private institutions should be improved. For the development of the private sector it will be important that leading institutions (public and private) strengthen their position, offer more service to their

members and more strategically influence policy making. The focus of the service delivery is on:

- E-learning;
- Market information and export marketing;
- SOP guidelines for businesses;
- Organic (Extension) Services;
- Traceability;

Human capacity building at institutional level is required. The past CBI project in Indonesia has shown that local institutions are able to take over CBI's services after project implementation. The Ministry of Industry has requested extra attention for human capacity building in this project. The proposed strategy is to develop a learn-by-doing trainer-of-trainer programme. People from ministries, associations and private institutions are invited to actively participate in the coaching and training of the companies in partnership with the CBI expert team.

The expected impact of the programme

The Export Potential of the sector (estimated by VCA Researcher)	Seaweed - Food	Essential Oils - Food & Cosmetics	Plant Extracts - Food & Cosmetics
CBI NI Project			
• Cumulative additional EU Export Potential Growth in EUR over project period 2019-2023 (amongst supported exporters)	€7 million	€6 million	€3 million
• # of existing exporters that can growth their exports to Europe interested to join CBI project	6	6	3
• # of exporters that can start exporting to Europe interested to join CBI project	4	10	10
• Possible CSR Impact (positive) of project	+	+	+
• # of jobs supported by the project	1000	1000	1000
• # of jobs created by the project	200	200	200

These are not the deliverables for the assignment, but overall project targets. Requirements related to this specific tender, the Implementation phase of this project, are mentioned in the next chapters.

Target Group and Beneficiaries

Target group for the activities under this tender for the enabling environment development consists of:

- The local enabling environment of Natural Ingredients exports in Indonesia, being government, sector associations and research institutions

Target Market

For the Natural Ingredients programme the target markets are countries in EU that import essential oils, plant extracts and seaweed derivative products.

2.3 Roles and Profiles of the different expertise per lot

2.3.1 LOT 1

Institutional consultant for projects Home Decorations and Natural Ingredients Indonesia.

The Consultant identifies and implements organisational changes and improvements on different levels of the enabling environment, with the aim of improving the export value chain to Europe and becoming an equal partner for buyers in the EU market.

As two of the main government bodies involved in the Home Decorations and Natural Ingredients projects are similar, the institutional consultant will work on the development and improvement of the enabling environment in the Home Decorations (HD) and Natural Ingredients (NI) value chain, with attention to business supporting export services of the BSOs and sector branding/sector export marketing planning for the EU market.

The Consultant carries out their work under the direct responsibility of the respective CBI Project Managers in The Hague, who are in charge of the overall management, monitoring, budget and results of the project.

Institutional Diagnosis Phase

The consultant is expected to start with a more detailed institutional diagnosis through which the existing and desired enabling environment is further analysed in more detail in order to create an optimal supporting structure in the HD and NI export value chains to the EU. The Institutional Diagnosis Phase results into a description of:

- An analysis of the current enabling environment of the HD and NI export value chain in Indonesia
- The change needed in the enabling environment in order to be able to export successfully to the EU
- The focus areas in the CBI institutional training and coaching
- Areas for collaboration with other donors.

The diagnosis phase is completed with an advisory report.

Relevant aspects in the role of the consultant

1: Improving export development-services delivery by local institutions to SMEs in both the HD and the NI project.

The services provided by local institutions do not fully meet the needs of SMEs seeking to export HD and NI products to Europe. Challenges encountered are institutions' incapacity to:

- Assist SMEs in their market entry efforts and prepare, organize and give follow-up to high-quality export promotion activities (trade fair participation, matchmaking, trade missions, and so on);
- Improve market research and disseminate information on European market trends and opportunities.

Improved service delivery by these local institutions needs to be supported by:

- active sector platforms which brings together sector stakeholders to define sector priorities that has a joint sector strategy/action plan to tackle shared challenges.

The consultant is expected to take care of in both HD and NI project:

- **Organisational development of BSOs:** Supporting a BSO with Organisational Development expertise in aligning its organisational strategy to better meet SMEs needs, to better position itself towards exporting SMEs. As part of this strategy, CBI experts coach

the BSO management and staff, facilitate internal BSO meetings or focus group discussions with clients, or train BSO staff.

- **Developing a BSO's EU export training and coaching services:** Supporting a BSO in establishing or improving its coaching and training services for (exporting) SMEs. As part of this strategy, CBI experts help build the curriculum, conduct market research into local training needs, conduct financial analysis to ensure the financial viability, train trainers on export issues, establish the training management function within the organisation, etc.
- **Developing a BSO's Market Information services:** Supporting a BSO in establishing or improving its Market Information services for (exporting) SMEs. As part of this strategy, CBI experts help analyse the effectiveness of the current MI service delivery of the BSO, analyse the MI needs of the BSO's clients, conduct an assessment of the BSO staff's MI knowledge and skills, build the BSO staff's MI knowledge and skills through training and coaching, re-design the BSO's internal and external MI processes, improve the presentation and dissemination of MI, build a more effective MI dissemination platform, etc.
- **Developing a BSO's Export Promotion services:** Supporting a BSO in establishing or improving its Export Promotion services, such as the organisation of collective trade fair participations, trade missions, or other match-making activities. It also includes supporting a BSO in designing or implementing sector promotion or branding strategies. CBI experts help in analysing the effectiveness of the current export promotion services, analyse the export promotion needs of the BSO's clients, develop and implement an export promotion or branding strategy, design a social media campaign, design an effective trade fair participation service, train BSO staff, including those stationed in overseas trade offices in Europe, on promotion skills and knowledge, etc.
- **Supporting BSOs in developing and implementing sector strategies:** Supporting a BSO in developing and/or implementing sector strategies to establish a common sector agenda. It implies bringing together sector stakeholders, facilitating multi-stakeholder processes to jointly identify and agree on sector challenges, priorities, solutions and action plans, and establishing collaborative working mechanisms to develop and implement sector strategies. CBI experts are instrumental as they facilitate such processes as outsiders, and bring in (European) market knowledge to ensure that the right priorities are defined, and market-led solutions are identified. This strategy is in practice often combined with other EEE strategies, as the challenges and solutions identified in these sector strategies are often multiple and relate to those mentioned elsewhere in this Annex. For instance, a sector strategy may be designed with the purpose to improve a country sector's image abroad.

The consultant is expected to take care of in the HD project:

- Improving the country/sector image abroad in the HD project:

The Value Chain Analyses carried out by CBI or the HD sector has indicated that the country or sector has potential to position itself on the European market in the mid, mid-high segment in the HD sector. However, the following challenges have been encountered:

- the lack of knowledge among trade promotion officials of EU market dynamics and opportunities,
- lack of a common sector agenda and action plan or strategy;
- lack of optimal inter-institutional collaboration in the sector.

The consultant is expected to take care of:

- **Developing and implementing a sector branding/ export marketing/ promotion strategy and plan.** The CBI expert helps to bring in European market knowledge, export promotion knowledge experience from other countries, knowledge about appropriate online- and offline sector marketing tools, and facilitate - as neutral outsiders - the multi-stakeholder in-country dialogue that developing a sector strategy usually requires. The aim

of developing a sector export marketing / promotion strategy and plan is to identify priority markets, to understand weaknesses in current international promotion efforts, and to bring the sector stakeholders together behind a common strategy and agenda for the (international promotion of) the sector. Complementary to this strategy is:

- **Developing a sector brand:** The CBI expert helps in designing the brand concept, bringing together sector stakeholders in the formulation of sector branding guidelines, facilitating multi-stakeholder processes to ensure brand ownership by all stakeholders, developing and supporting the implementation of the branding strategy, training stakeholders, and monitoring impact of the branding strategy.

2.3.2 LOT 2

Business Export Coach – project HD Indonesia

The consultant is responsible for the SMEs (Small and Medium Sized Enterprises) participating in the Business Export Coaching (BEC) Project, and is required to coach them to become competent exporters, and to achieve the related results that have been set out in the project's Monitoring and Evaluation Plan. This coaching will focus on the implementation of the action plan as developed in the export audit and will take place during on-site visits to each company by the consultants as well as from a distance.

The consultants carry out their work under the direct responsibility of the respective CBI Project Managers in The Hague, who are in charge of the overall management, monitoring, budget and results of the project.

Export Coaching and Connecting to European markets

The consultant:

1. Supports in business development by opening up his European network to the local companies and connecting them with European importers and other relevant partners;
2. Advises on improving the critical export success factors, such as marketing, product development, supply chain management, pricing, sales promotion, logistics, communication, market knowledge, applying market analysis, sustainability, company management, finance etc.;
3. Conducts follow-up coaching to the participating companies that have received training from other specialised CBI consultants on issues like market research, EMP, sustainability, blockchain;
4. Advises on implementing innovative processes and adding innovative content to the CBI program;
5. Advises CBI and project partners on the readiness of the companies for market entry;
6. Assists the companies selected for participation in an international trade fair or road show and advises CBI, CBI project partners and participants in their preparations for these events;
7. Coaches the companies to find and establish business linkages with European buyers;
8. Promotes the project among European buyers and involves them in the project, shares contacts of European buyers and other relevant contacts with CBI and project partners.

Per year the programme manager will decide on allocation of activities (technical assistance missions, distance guidance, trainings session etc.) based on the need of the individual companies.

Export Training

Consultants are required to conduct group training sessions, or organise workshops for participating companies and other SMEs, cooperatives or producer associations on issues relevant for the European market. This is done on the request of the CBI Programme Manager and in coordination with other consultants working on the project.

The following tasks will need to be carried out:

- Prepare, conduct and evaluate group training sessions for participating companies and other SMEs, and sector organisations on issues for which European market knowledge in the sector is required;

- Provide input to training program conducted by other CBI-approved trainers (for example on digital marketing or organisational effectiveness), to ensure that the training program is tailored to the needs of the participating companies.

Monitoring & Evaluation

Additionally, consultants play an essential role in the project's Monitoring & Evaluation. In their role as personal coaches of the participating companies, they are expected to monitor progress of the companies in the implementation of their action plans, and periodically report to CBI regarding such progress, as well as on the progress of other activities that may be assigned to the Sector consultant.

The following tasks need to be carried out as part of the M&E process:

- Continuously monitor the progress of companies and project partners in carrying out action plans by using the CBI online system (HBAT);
- Annually collect and report on export and employment data of participating companies;
- Write and submit mission reports and periodic progress reports to CBI;
- Provide input for CBI's annual progress reports towards the Dutch government.

Marketing & Communication

Consultants play an essential role in the project's marketing and communication, for example by providing text for external communication items on project activities in which they are involved, following established CBI communication formats.

Train the trainer

Part of this project is developing local services which will be executed by local organisation(s) and local trainers. The business export coach role in this trajectory is to transfer knowledge and skill development with local trainers/coaches.

2.4 Lots

The invitation to tender has been divided into lots per expertise (see table below). By using a mechanism of a general framework agreement and further agreements for specific assignments, it is possible to plan the activities in line with the development of the project and to specify the exact scope at the moment that an expert is needed.

Per lot we indicate the number of Contracts we plan to arrange. Tenderers may submit proposals for more than one lot but can only be awarded one (1) Contract. This is because in all lots the projects require the full dedication and capacity of an expert. If a tenderer has submitted the most advantageous tender in more than one lot, the tenderer will be awarded the lot with the highest SCORE. As a consequence, the number two in the ranking in the other lot(s), will be awarded the other lot(s).

Lot	Number of Contracts
1. Institutional development expert NI & HD Indonesia	1
2. Business export coach HD Indonesia	1

2.5 Contract Period

The Contracting authority intends to agree a Contract for a period of 2 years, including a unilateral option for the Contracting authority to extend the contract maximum two times by 1 year.

2.6 Scope of the assignment

The Contracting Authority has estimated a total contract value (including optional extension years) of EUR (ex. VAT):

Lot	Expertise	Project(s)	Estimated contract value (EUR excl. VAT)
1.	Institutional development expert NI & HD Indonesia	-Natural Ingredients; -Home Decoration	450.000 euro
2.	Business export coach HD Indonesia	Home Decoration	200.000 euro

The estimated values are an indication from which no rights can be derived. This Tendering Document was created using up-to-date knowledge and insights valid at the time of its formulation.

It is possible that the services specified in the contract and/or the number of Participating Parties may change in the event of political, budgetary, administrative or organisational developments within the Dutch Government, and the Contracting authority's expansion or contraction stemming from this, or changes to the Contracting authority's position vis-à-vis the Dutch Government or to the targets that must be met. In the event such circumstances occur, then the Contracting authority will consult with the Contractor.

3. Requirements relating to the assignment

This section includes the requirements set by the Contracting Authority concerning the requested services and the prices and rates.

By submitting a Tender, the Tenderer explicitly consents to all requirements and conditions specified in this Tendering Document and declares that they will continue to comply with these throughout the entirety of the contract period. Furthermore, you confirm that you will comply with all of the specified prices and rates, including any agreed indexation. Failing to comply with one or more requirements will result in your Tender being disqualified from the assessment process and therefore eliminated from contention. The below mentioned requirements apply to all lots or to specific lots when specified otherwise.

3.1 General Requirements (all lots)

- The execution of the assignment must be done by one single expert. The reason for this is that one contact point is needed for the companies. The personal approach towards the companies is important in order to optimally fulfil the expert role. If a collaboration is needed to fulfil the suitability requirements, then such collaboration is possible, provided that one single expert will be the contact point for the companies.
- Demonstrable good communication skills in the English language, both spoken & written.
- Proven well-developed intercultural sensitivity skills.
- Demonstrable coaching and training skills.
- Team player who can cooperate in diverse team structures (information sharing, conflict solving).
- Reporting skills to communicate on mission results and project progress.
- Experience in coaching by using distant guidance techniques like e-mail and skype (at least three years of experience within the last five years).
- Experience with conducting trainings and workshops in developing countries in the English language regarding export development (at least 500 hours of experience during the last five years).
- The experts must be able to act fully independently and without any conflict of interest as a representative of CBI in the country and lot concerned. This entails, among others, that the experts should not be contracted or employed by selling parties or importing companies that trade in products covered by this tender from developing countries covered by this tender.

3.2 Requirements relating to the knowledge and professional experience for the Institutional Development Expert (lot 1)

- Proven knowledge of the latest trends and developments in the field of multi stakeholder participation and public private cooperation and on multi stakeholder participation and public private cooperation.
- Knowledge of international development cooperation, its organizations and instruments.
- At least 8 years relevant experience in institutional capacity building, multi stakeholder participation, facilitating multi stakeholder processes and public-private partnerships

building in developing countries and export marketing services to public/private organizations including companies during the last 12 years.

- At least 4 years of experience with coaching business / trade support organizations during the last 8 years.
- At least 500 hours experience in conducting training courses and workshops on site to (business support) organizations and associations in the field of institutional development, multi-stakeholder participation and public private cooperation in developing countries during the last 5 years.
- Strongly developed political awareness and sensitivity.

3.3 Requirements relating to the knowledge and professional experience for the Business Export Coach in the Home Decoration sector (lot 2)

- Excellent knowledge of the latest trends and developments, distribution channels, and market players in the EU in the home decorations markets.
- Fully acquainted with the latest supply chain issues in the home decorations market and related innovations.
- Profound knowledge of regulations and buyer requirements, including Corporate Social Responsibility in the European home decorations sector.
- Adequate knowledge on relevant aspects related to home decorations, especially natural fiber products production in developing countries.
- Consulting experience in exporting to the European market of home decorations (at least five years of experience within the last ten years).
- B2B marketing and promotion (consultancy) experience for exports to the European market, or (consultancy for) imports into the European market in one of the sectors covered by the project (at least three years of experience in the last eight years).
- Production and supply chain management experience in the home decorations sector (at least five years of experience in the last ten years).
- Individual coaching/training/advisory experience of home decorations companies in the field of market prospects, production process (incl. environmental, social, quality and safety standards), products, pricing, sales promotion, logistics, communication, export knowledge, market knowledge, R&D capacity, company management, finance (at least five years of experience in the last ten years).
- Experience in coaching and providing trainings through a train-the-trainer concept (at least two years of experience within the last five years).
- Experience in coaching of companies by using distance guidance techniques like e-mail and skype (at least three years of experience within the last five years).
- Experience with conducting trainings and workshops in developing countries in the English language regarding export marketing and management of home decorations (at least 200 hours of experience during the last five years).

3.4 Requirements relating to the prices/rates for all lots

- The Tenderer will provide the rate applicable to this assignment by filling in the appendix entitled 'Prices/Rates'.
- The rates must be in euros and be all inclusive. In any event, they must include all of the following: wage costs, overheads (e.g. accommodation and wage costs for support staff), costs relating to the usage of equipment and machinery during the assignment, insurance costs, any applicable costs for e-invoicing.
- The Tenderer will not submit any zero or negative prices/rates, including for parts of the agreement.
- The rate is fixed for the duration of the framework agreement and cannot be indexed.
- The Tenderer will charge retrospectively based on *actual costs* and specify daily rate. The maximum daily rate is € 700.- excl. VAT.

3.5 Tax-related requirements for all lots

- The Tenderer indemnifies the Contracting authority against any claims from the Dutch Tax and Customs Administration (*Belastingdienst*) or other tax authorities.
- The Tenderer will quote the prices according to the following structure:
 - the amount excluding Dutch VAT and any VAT due outside the EU;
 - the amount of Dutch VAT due (if applicable) and the amount of any VAT due outside the EU, and;
 - the amount including Dutch VAT (if applicable) and any VAT due outside the EU.
- If the Tenderer indicates that no VAT is applicable, then he agrees to provide documentary proof of the grounds for this to the Tendering authority within fifteen calendar days of the request to do so.
- You are liable for any extra costs for Dutch and/or foreign VAT due if you incorrectly charge no VAT or an incorrect amount of VAT to the Contracting authority. If applicable, you are liable for accurate payment of VAT in the Netherlands and outside the EU, with the exception of the case stipulated in the following sentence. If the Tendering authority procures a service from a foreign business and Dutch tax law considers the work to have been performed in the Netherlands, then the Contracting authority is liable for the payment of VAT to the Dutch Tax and Customs Administration for this/these service(s) performed in the Netherlands.
- You guarantee that the amounts specified in the quotation are inclusive of all taxes and levies (including amounts considered equivalent to taxes or levies), regardless of their description and wherever in the world they may have been levied.
- You indemnify the Contracting authority against any claims from any tax authority for any taxes, levies or contributions considered equivalent to taxes or levies, originating from either the Netherlands or outside the Netherlands.
- Given the nature of this assignment, which includes development cooperation that exclusively benefits developing countries, a VAT rate of 0% applies to the amount specified on the quotation provided the Contractor is **established in the Netherlands** and his organisation is registered as an entrepreneur for VAT purposes. **For extra certainty in this matter**, you can request a declaration of exemption from VAT from the tax inspector. More information on this matter can be found within the decree issued by the Ministry of Finance on 21 September 2015 (no. BLKB/2015/76M). If you submit a statement from the tax inspector within 30 days of the award of the Contract that specifies that a **different** VAT rate applies, then the contract price will be increased to include the applicable VAT

rate. You are liable for any costs (extra or otherwise) in the event that you incorrectly charge no VAT or an incorrect amount of VAT to the Contracting Authority.

- It is not allowed to charge Netherlands VAT over this amount if the registered office of the contractor is outside The Netherlands. RVO pays the Netherlands VAT to the Netherlands tax authority.

3.6 Invoicing requirements for all lots

- The payment schedule will be agreed upon in the further agreement.
- If you must include a summary of the actual hours/days worked in accordance with the applicable rates.
- Accommodation and other local costs e.g. meals may be invoiced up till a maximum of €250 per diem. Local air travel expenses will be invoiced based on actual costs. This is not applicable for local applicants.

For companies registered in the Netherlands only

E-invoicing

The general terms and conditions that apply to this contract contain a provision that invoices must be sent electronically (not in pdf). This can be done in four different ways:

1. The invoicing portal of the Dutch government
2. Link with Digipoort
3. E-invoicing with your own (accounting) software package through Simpler invoicing
4. E-invoicing through a service provider.
 - See attached "Brochure e-factureren".

For companies not registered in the Netherlands

The paragraph concerning E-invoicing does not apply to companies located outside of the Netherlands. Non-Dutch companies can send their invoices in PDF format by email.

3.7 Travel Policy for all lots

- The following travel policy must be adhered to:
 - International and local flight tickets and hotel must be booked by the expert itself and can only be reimbursed if valid receipts are added to the invoice.
 - All flight tickets will be economy class.
 - Accommodation, food and local travel (except local air tickets) expenses don't exceed the CBI determined €250,- per day in Indonesia

4. Requirements concerning the Tenderer

4.1 Introduction

In this section, you can find the requirements set by the Tendering authority to determine whether particular Tenderers are suitable to be awarded the Contract. For this purpose, Exclusion Grounds and Suitability Requirements have been set.

You can indicate whether or not the Exclusion Grounds apply to you and whether or not you are in compliance with the Suitability Requirements by completing the 'European Single Procurement Document'.

The 'European Single Procurement Document' is a PDF file that has been partially filled in for you. You must fill in the rest of the form, print it, legally sign it with a handwritten signature, scan it and submit it together with your Tender via TenderNed.

4.2 Exclusion Grounds

The following Exclusion Grounds are specified in the annex 'European Single Procurement Document':

- all Exclusion Grounds specified in Part 2;
- the Exclusion Grounds in Part 3 of the 'European Single Procurement Document' that have been selected by the Tendering authority by means of the tick boxes.

See Section 7 for information on how to submit a Tender in collaboration with other organisations. This section specifies who must provide a completed and signed European Single Procurement Document during the process of submitting a Tender.

The evidence relating to the Exclusion Grounds does not have to be submitted together with the Tender: it is only required once the Tendering authority requests it.

Please note: The process of applying for a GVA (certificate of conduct) can take several weeks.

For information on types of evidence, see Section 2.89 of the Public Procurement Act.
<http://wetten.overheid.nl/BWBR0032203/2016-07-01>

The evidence consists of:

1. Extract of Trade Register (no older than 6 months see §4.3)
2. 'Certificate of Conduct for procurement' ('Gedragsverklaring Aanbesteden' -no older than 2 years)
3. Tax statement (no older than 6 months)

The Tendering authority, to which a Tenderer submits data in order to prove that the exclusion grounds referred to in Article 2.86 or Article 2.87 do not apply to the Tenderer, also accepts data and documents from another Member State, from the country of origin of the Tenderer or from the country where the Tenderer is established, that serve an equivalent purpose or that show that the exclusion ground does not apply to Tenderer.

**Please refer to <https://ec.europa.eu/tools/ecertis/search>
eCertis is the information system that helps you identify different certificates requested in procurement procedures across the EU.**

4.3 Suitability Requirements

The purpose of the Suitability Requirements is to assess whether the Tenderer is suitable to fulfil the Contract in the opinion of the Tendering authority.

By signing Part IV of the annex 'European Single Procurement Document' (which uses the term 'Selection Criteria' to refer to the Suitability Requirements), the Tenderer declares that he complies with the Suitability Requirements as specified in this subsection of the Tender document. These Suitability Requirements are further specified in the subsequent paragraphs in this section.

4.3.1 Financial and economic standing

By signing the 'European Single Procurement Document', the Tenderer declares:

- a. That he possesses sufficient financial and economic capacity to fulfil the contractual obligations.
- b. That the Tenderer is unaware of any possible claims against him that may compromise his organisation's financial-economic capacity or continuity, and that no investment is required during the Contract period that may have a similar compromising effect.
- c. That the Tenderer has a sufficient level of professional and/or statutory liability insurance for the fulfilment of the assignment and that in the event of the Contract being awarded to him, will remain sufficiently insured throughout the duration of the assignment(s).

Evidence (do not submit together with the Tender – *only submit it when requested to do so*):

- a. Proof of insurance against business risks, and/or
- b. Annual accounts or extracts from the annual accounts if the law in the country in which the Tenderer is established requires publication of annual accounts, and/or
- c. A statement concerning the total turnover and the turnover for the business activity that is the subject of the contract, applicable to at most the last three available book years, depending on the formation date or the date on which the Tenderer commenced his professional activities, to the extent that such turnover figures are available.

If the data of the Tenderer's parent/holding company is used in relation to the aspect of financial-economic capacity, then the Tenderer must provide a statement from the parent/holding company that specifies that the parent/holding company unconditionally acts as a guarantor for the obligations to be undertaken by the subsidiary company and any debts arising from the Contract incurred by the subsidiary company. The statement by the parent/holding company must be signed by a legally authorised representative.

4.3.2 Reference data (technical qualifications)

The Tendering authority has set the following core competences, which demonstrate experience with essential aspects of the assignment:

Core Competences Institutional Development Expert (lots 1)

- Diagnosing the current export enabling environment (baseline diagnosis) in a developing country
- Advising on the business supporting services that are needed to make the sector EU export competent
- Coaching and training actors in the enabling environment to develop EU export services for the SME exporting community
- Coaching the enabling environment to develop sector export strategies and action plans to the EU market and segments
- Coaching the enabling environment to develop a curriculum for local export coaching services (only for the HD project)

Core Competences Business Export Coach HD (lot 2)

- Business Export Coaching (a.o. product development, marketing and sales)
- Coaching, training and motivating SMEs in the Home Decoration sector, from developing countries in their exports to the European market(s).
- Intercultural Sensitivity
- Team building & management: being able to cooperate with other experts in order to achieve the best results for the participating SMEs.
- Sector Expertise Home decoration
- EU importer network for Market Entry

By signing the 'Uniform European Tendering Document', the Tenderer declares that they have carried out at least **one** reference assignment for which the above core competences were an essential requirement. The reference assignment must have been executed for an international / development organisation or a European importer and must have been completed within the three years prior to the closing date for the submission of tenders. If the Tenderer uses an assignment that is not yet fully complete, then only the completed results of the ongoing assignment can be submitted for reference purposes: projected results cannot be taken into consideration.

Assignments including one or more subcontractors can only be used as reference assignments in the event that the subcontractor(s) in question will be involved in the fulfilment of the Contract and in the event that the Tenderer can and will make use of the knowledge and experience of the subcontractor(s) in question during the fulfilment of the assignment.

Evidence (do not submit together with the Tender – only submit it when requested to do so):

Provide one reference assignment for the core competence mentioned above. The reference(s) must be signed both by the referee (the Contracting authority in question) and the legally authorised representative of the Tenderer.

If required, the Contracting Authority reserves the right to check the accuracy and completeness of the references and to contact one or more of the reference parties without the Tenderer's involvement or permission.

4.3.3 Professional/trade register extract

The Tendering authority expects the Tenderer to be authorised to practise his trade. For this reason, the Tendering authority reserves the right to ask the Tenderer to demonstrate that he is registered in the professional register or in the trade register referred to in Annex XI of EU Directive 2014/24/EU in accordance with the regulations applicable in the country in which he is established.

It is also vital that the signed documents included in the Tender have been signed by a legally authorised representative of the Tenderer. For this reason, the Tendering authority can also ask the Tenderer who is awarded the contract to demonstrate the legal validity of the signature.

Evidence (do not submit together with the Tender – only submit when requested by the Tendering authority).

In order to establish the legal validity of the signed statements, declarations and other evidence, it is vital that a recent and up-to-date (**max. six months old**, counted from the time of submission of the Tender) extract from the professional register or trade register is provided in compliance with the provisions stipulated in Section 2.98 of the Public Procurement Act. The extract must demonstrate the legal authorisation of the signatory.

If the signatory of the statements, declarations and other evidence is not featured on the extract, then authorisation of the signatory must be provided by one of the parties featured on the extract, in the form of a statement declaring that the signatory was authorised to legally bind the Tenderer at the time that he signed the documents.

In the event that the Tender involves a collaboration (consortium), then every member of this collaboration must provide the aforementioned evidence separately.

5. Preferences and evaluation

5.1 Introduction

This Section establishes the award criteria based on which the Tenders are assessed. Your response to the preferences must be included in the Tender in TenderNed. In this response, you must take into account the requirements established in Section 3.

A maximum of 100 points per lot can be obtained for your response to the award criteria. The assessment methodology can be found in section 6.

5.2 Qualitative preferences

In providing your response:

1. Describe the situation, your role, your actions, advise, and results achieved.
2. Relate your answer to a position and/or assignment mentioned in your CV.

Lots 1 Institutional development Expert (Home Decoration and Natural Ingredients)

5.2.1 Preferences relating to persuasiveness

Max. no. of points available	Assessment aspects:
20	Describe in a concise manner a situation showing you've successfully convinced Business Support Organisations that were initially hesitant or reluctant, e.g. to share information/documents, to change their (export) strategy, to invest in their employees, systems, etc. or other actions necessary to improve their services towards their members.

5.2.2 Preferences relating to expertise in coaching a BSO to collaborate with other institutions

Max. no. of points available	Assessment aspects:
15	Describe in a concise manner your approach to facilitating sector collaboration. Specifically your approach to support an organisation in the enabling environment or government to collaborate effectively with other stakeholders. Give an example of a project in a developing country. in which your role was decisive in linking a private sector and public sector institutions to work together to spur the development of the sector's export to Europe.

5.2.3 Preferences relating to expertise on sector strategy development

Max. no. of points available	Assessment aspects:
15	Describe in a concise manner your approach to facilitating sector strategy development. Give an example in which you have successfully coached stakeholders in a developing country context on sector-wide topics in the export value chain, in a multi-year approach.

5.2.4 Preferences relating to coaching skills on sector-wide topics at institutional level

Max. no. of points available	Assessment aspects:
20	Give an example (in a concise manner) in which you've successfully

	coached/advised public private stakeholders in a developing country context on sector-wide topics in the export value chain.
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5.2.5 Preferences relating to political and intercultural sensitivity

Max. no. of points available	Assessment aspects:
10	Describe in a concise manner how you would include aspects of intercultural sensitivity in your coaching and training style based on past experience. Give an example how you have adjusted your coaching because of intercultural sensitivity.

5.2.6 Interview

Max. no. of points available	Assessment aspects
10	<p>An interview will be organised by SKYPE. Before the interview you will receive an overview with questions that will be asked. These questions may vary per lot, but will be the same for all Tenderers in a specific lot and who have qualified for the interview.</p> <p>The interview will have a maximum length of 20 minutes. Tenderer must reserve 18 July 2019 for this interview. The exact time will be communicated a couple of days in advance. <u>Please mention your skype name in your CV.</u></p>

Lots 2 Business Export Coach (Home Decoration)

5.2.7 Preferences relating to Business Export Coaching

Max. no. of points available	Assessment aspects:
30	Please describe in a concise manner how you as a coach/trainer would advise and coach SMEs from developing countries in a multi-year track on elements such as export marketing, products, pricing, sales promotion, logistics, communication, export knowledge, market knowledge, production process (including environmental, social, quality and safety standards), R&D capacity, company management, finance etc. Relate your example to the home decorations sector.

5.2.8 Preferences relating to your network among European buyers

Max. no. of points available	Assessment aspects:
20	<p>Give an example (in a concise manner)of successful matches you have established between European importers and exporters from developing countries in the respective sector. What exactly was your role in establishing the match?</p> <p>Please relate your example to the home decorations sector.</p>

5.2.9 Preferences relating to Team work

Max. no. of points available	Assessment aspects:

10	Describe in a concise manner how you as Business Export Coach plan to work with the different other experts involved in the project. How would you make sure the SMEs benefit from the expertise of the other experts? Given an example of a project where you pro-actively engaged other experts in the support towards an SME.
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5.2.10 Preferences relating to persuasiveness

Max. no. of points available	Assessment aspects:
10	Describe in a concise manner a situation showing you have successfully convinced (aspiring) exporting companies, that were initially hesitant or reluctant, e.g. to share information/documents, to change their export strategy, to invest in certification/trade fair participation/other actions necessary to comply with EU market requirements, etc. Please specifically demonstrate what your role was.

5.2.11 Preferences relating to political and intercultural sensitivity

Max. no. of points available	Assessment aspects:
10	Describe in a concise manner how you would include aspects of intercultural sensitivity in your coaching and training style based on past experience. Give an example how you have adjusted your coaching because of intercultural sensitivity.

5.2.12 Interview

Max. no. of points available	Assessment aspects
10	<p>An interview will be organised by SKYPE. Before the interview you will receive an overview with questions that will be asked. These questions may vary per lot, but will be the same for all Tenderers in a specific lot and who have qualified for the interview.</p> <p>The interview will have a maximum length of 20 minutes. Tenderer must reserve 18 July 2019 for this interview. The exact time will be communicated a couple of days in advance. <u>Please mention your skype name in your CV.</u></p>

5.3 Preferences in relation to prices/rates

For all lots the following aspect in relation to prices/rates applies:

Max. no. of points available	Assessment aspect
10	Amount of the day rate (maximum of € 700.- all-in, excl. VAT)

5.4 Assessment method for qualitative preferences

5.4.1 Assessment of preferences in relation to qualitative preferences

In the list of preferences, the assessment aspects to which the preference relates and the weighting of the preference are indicated. During assessment, the assessment team will work in accordance with the following scale.

Quality offered	Percentage of maximum number of points for each preference
Excellent, with added value	100%
Very good, with some added value	90%
Good	80%
Very satisfactory	70%
Satisfactory	60%
Reasonably satisfactory	50%
Mediocre, not entirely satisfactory	40%
Very mediocre	30%
Poor, unsatisfactory	20%
Very poor, unsatisfactory	10%
No result	0%

5.4.2 Assessment of preferences in relation to prices/rates

Price	Awarded Points
> € 700	Exclusion from the tender process
€ 700 until €690	0
€ 690 until €680	1
€ 680 until €670	2
€670 until €660	3
€ 660 until €650	4
€650 until €640	5
€ 640 until €630	6
€630 until €620	7
€ 620 until €610	8
€610 until €600	9
€600 and <€600	10

The maximum daily rate is €700, - excl. VAT. Failure to comply with this requirement will result in your Tender being disqualified from the assessment process and therefore you are eliminated from contention.

6 Assessment of the Tender

6.1 Assessment of the Tender's completeness and legal validity

The Tender will be assessed according to the following procedure. The Tendering authority will check whether:

1. all required documents have been provided (see the checklist in the subsection 'Structure and content of the Tender' in Section 7);
2. the information is correct and complete, and no adjustments have been made to the documents provided by the Tendering authority;
3. no provisos have been made by the Tenderer (e.g. specifying that the Tenderer's own terms and conditions apply);
4. the 'European Single Procurement Document' has been completed in full and has been legally signed.

In the event that the aforementioned requirements have not been complied with, the Tender will be excluded from assessment and further participation in the tendering process, unless rectification is permitted within the boundaries of public procurement legislation.

6.2 Assessment of requirements relating to the assignment

Subsequently, the Tender's compliance with the requirements to the assignment (see Section 3) will be assessed. Any Tenders that do not comply, will be excluded from further participation in the tendering process.

6.3 Assessment of award criteria relating to the assignment

Subsequently, all Tenders not excluded from the tendering process, will be assessed according to the award criteria stipulated in Section 5. The assessment of the award criteria consists of 3 steps. Your written responses on the following qualitative award criteria are assessed:

- a. Lot 1: The award criteria as described in 5.2.1 up to and including 5.2.5.
 - b. Lot 2: The award criteria as described in 5.2.7 up to and including 5.2.11.
1. A maximum of 80 points can be obtained for your response to the award criteria as described in 5.2.1 up to and including 5.2.5, 5.2.7 up to and including 5.2.11. The Tenderer must score a minimum of 40 out of the 80 points that can be obtained on these award criteria.
Tenderers who do not meet the minimum number of points of 40 on these criteria are set aside and are excluded from further participation in the tendering process including the interview and will not be further assessed on the interview and prices/ rates.
 2. 10 points can be obtained for the interview.
 3. Assessment of the prices/rates with a maximum of 10 points. If the daily rate is higher than € 700,- excl. VAT the Tender is set aside and excluded from further participation in the tendering process.

A video interview will be arranged by Skype. The interview will be in English. The interview will start off by asking the tenderer to give a short introduction and reply to a few questions. Before the interview you will receive an overview with questions that will be asked. These questions may vary per lot, but will be the same for all Tenderers in a specific lot and who have qualified for the interview. The interview will have a maximum length of 20 minutes. The Tenderer must reserve 18 July 2019 for this interview. The exact time will be communicated a few days in advance. Please mention your skype name in your CV. A maximum of 10 points can be obtained for the interview. Assessment of the prices/ rates with a maximum of 10 points.

The total score (written responses + interview + price) will be determined.

6.4 Determination of definitive total score

The Contract will be awarded based on the Most Economically Advantageous Tender principle. The Most Economically Advantageous Tender is the Tender that obtains the highest definitive total score.

The Tenderer's definitive total score will be rounded to one decimal place. No scores will be rounded off until the moment that this definitive total score is determined. If two or more Tenderers have an equal definitive total score that would result in the Contracting Authority having

to award the Contract to more parties than is desired, then the Contracting Authority will award the Contract to the Tenderer with the highest final score for:

- **Lot 1:** the sub criterion "5.2.1 Preferences relating to persuasiveness";
- **Lot 2:** the sub criterion "5.2.7 Preferences relating to Business Export Coaching";

In the event that the highest scoring Tenderers also achieve an equal score for this sub criterion, then determination of the Tenderer to which the Contract will be awarded will be made by drawing lots.

6.5 Assessment of evidence

At the moment that the Tenderer legally signs the 'European Single Procurement Document' and submits the Tender, the Tenderer is not (yet) required to provide any evidence, unless expressly asked to do so in this Tender document.

By signing the 'European Single Procurement Document' and submitting his Tender, the Tenderer agrees that at a later date, the Tendering authority is entitled to request that the winning Tenderer provides the required evidence.

Upon awarding the Contract, the Tendering authority will only request evidence from the *winning* Tenderer. The Tendering authority is entitled to request this evidence at an earlier stage and from all Tenderers if it believes such a course of action is necessary to facilitate the progress of the tendering process.

The evidence must demonstrate that the Tenderer indeed complies with the content of both the 'European Single Procurement Document' and the Tender. Following the Tendering authority's request to provide the evidence, the Tenderer has 20 (fifteen) calendar days to hand over the required evidence. If the Tendering authority does not agree with the content and/or validity of one or more of the pieces of evidence provided by the winning Tenderer, then this could result in the winning Tenderer being excluded from further participation in the process. In such cases, the Tendering authority will inform every Tenderer of this situation. The Tendering authority will then determine the next Most Economically Advantageous Tender. The score of the Tenderer that has just been excluded will be removed. The calculations will then be carried out once more and a new ranking will be created. The award process will then be conducted again.

In the event a winning Tenderer does not qualify for the definitive award of the Contract, then all Tenderers will be notified of this and the consequences thereof concerning the award of the contract.

7 Submission procedure for Tenders

7.1 Statement of agreement

By submitting a Tender, including the 'European Single Procurement Document', the Tenderer explicitly consents to all requirements and conditions stipulated in this Tender document and the Memorandum of Information and declares that he will continue to comply therewith throughout the entirety of the contract period. Furthermore, the Tenderer confirms that he will comply with all of the specified prices and rates, including any agreed indexation. Failing to comply with one or more requirements will result in his Tender being disqualified from the assessment process and therefore excluded from the Tender process.

7.2 Schedule

See schedule in Subsection 1.4.

7.3 General procedure

This tendering process will be carried out in compliance with the Public Procurement Act. In this case, the 'open procedure' was selected. An announcement thereof was published on www.tenderned.nl and on Tender European Daily (TED).

In the event that a Tender is not submitted in accordance with the provisions and regulations stipulated in this section, the Tendering authority can set aside the Tender and exclude the Tenderer from further participation in this tender procedure.

7.3.1 Communication

All communication relating to this tender procedure will be conducted via TenderNed (www.tenderned.nl), unless otherwise specified.

Once you have indicated your interest in this invitation to tender on TenderNed, you can send and receive messages about this tender process via 'My Tenders'. Any questions concerning the tender process can be sent to the Tendering authority's contact person via TenderNed.

You will receive messages via TenderNed. Via your personal TenderNed settings, you can turn on automatic notifications, including notifications to your private email address. It is your responsibility to ensure that these emails are not blocked by your email provider's security system. If the communication cannot be conducted via TenderNed, you can contact the following contact person(s): Mischa.verhage@rvo.nl with a CC to Robin.mooijman@rvo.nl

Attempts to directly contact parties other than the contact person(s) stated above in relation to this tender process are prohibited.

If you have any functional or technical questions regarding TenderNed, you can contact the TenderNed service desk on weekdays between 08:30 and 18:00 CET on 0800-8363376 or via servicedesk@tenderned.nl. You can also consult the eHandbook via <http://www.tenderned.nl/eqids/>.

7.3.2 eHerkenning

All TenderNed users affiliated with a *Dutch* company registered with the Dutch Chamber of Commerce are obliged to log in and register using eHerkenning.

This obligation does not apply to companies not registered in the Netherlands.

Visit <http://www.tenderned.nl/eherkenning-en-tenderned-0> for more information about eHerkenning, including the terms and conditions. You are responsible for any consequences arising from the failure to register with eHerkenning in a timely manner.

7.3.3 Questions and additional information/changes

During the procedure, you have the opportunity to ask questions. Ask your questions as soon as possible. All questions will be answered anonymously. The Tendering authority can answer your questions via TenderNed in two ways:

- Via one or more Memoranda of Information.
- By means of the TenderNed 'Questions and Answers' facility.

The deadline for submission of your questions is specified in the schedule (see section 1.4). In any event, all questions asked will be answered at least 10 days prior to the deadline for submission of the Tender.

Submitting a question to the Tendering authority

Questions are to be asked via TenderNed. See <https://www.tendermed.nl/cms/english/six-steps-bidding-public-procurement-contracts-online-through-tendermed>.

All questions and answers will be published anonymously for all interested parties to view. If you have a compelling reason why you do not wish your question (and its answer) to be revealed to the other interested parties, then tick the 'Answer Individually' box. However, the Tendering authority will decide whether or not to process your question individually.

Answers from the Tendering authority

The Memoranda of Information are an integral part of this Tender document. The Tendering authority assumes that all sections for which no questions have been asked have been clearly and fully understood.

7.3.4 Validity period and submission of Tender

The Tender must be valid for at least the four months after the deadline for submitting the tenders. In the event that an application for a preliminary injunction is filed with the competent court in The Hague against the award decision, then the Tenderers must in any event ensure that their Tenders are valid until four weeks subsequent to the initial decision by the court.

7.3.5 Variants on Tender

Upon submitting a Tender in accordance with the Tender document, the Tenderer is not permitted to submit a variant of this Tender.

7.3.6 Costs of submitting a Tender

The Tendering authority will not reimburse any Tenderers for any costs resulting from the drafting and submitting of a Tender, including any further information requested of the Tenderer.

Any costs or damage which (can) occur by not winning this Tender by the decision of the Tendering authority, are at the expense and risk of the Tenderer.

7.3.7 Termination of tendering process

Until the moment that the Contract is signed, the Tendering authority reserves the right to partially, fully, temporarily or permanently terminate the tendering process. In such situations, Tenderers are not entitled to compensation for any costs whatsoever incurred as a result of this tendering process.

7.3.8 Order of precedence of documents

In the event of inconsistencies between the Tender document and the Memorandum of Information, the Memorandum of Information takes precedence.

In the event that there are multiple Memoranda of Information, then the provisions in the most recent Memorandum of Information takes precedence in the event of inconsistencies between the different Memoranda.

7.3.9 Information about the Tenderer's obligations

The Tenderer must take into account his obligations relating to environmental, social and employment law in compliance with article 2.81 paragraph 2 of the Public Procurement Act.

Information on obligations resulting from Dutch legal provisions with regard to taxes, environmental protection, occupational health and safety and terms of employment that will be applicable to the Tenderer's activities throughout the Contract period is available from the following sources:

Information on taxes: the Dutch Tax and Customs Administration: (www.belastingdienst.nl).
Provisions concerning environmental protection: the Ministry of Infrastructure and Water Management (www.rijksoverheid.nl).
Provisions pertaining to occupational health and safety and terms of employment: the Ministry of Social Affairs and Employment: (www.rijksoverheid.nl).

7.3.10 Inconsistencies and objections

If the Tenderer is of the opinion that the documents contain inconsistencies, errors or matters that are unclear or if the Tenderer has any objections, then the Tenderer must report this to the contact person in writing, including substantiation.

7.3.11 Complaints procedure

If a Tenderer disputes a response given by the Tendering authority to a question, request, comment or objection from the Tenderer, or if the Tenderer receives no response, then he can submit a complaint. More detailed information on this matter can be found in the 'Complaints Procedure' annex.

7.3.12 Dispute resolution

In addition to the provisions in the 'Complaints Procedure' subsection, any dispute arising from this tendering process can be presented to the Public Procurement Experts Committee (www.commissievanaanbestedingsexperts.nl) and/or to the competent court in The Hague. Dutch law applies exclusively to such proceedings.

7.3.13 Submission of the Tender

The deadline (date and time) for submission of Tenders is stipulated in the 'Time schedule' (1.4) and it is a final deadline.

- In order to submit a Tender, you must register with TenderNed. One or more registered users must be connected and authorised to submit the Tender via TenderNed on behalf of your company.
The Tendering authority advises that you start the TenderNed registration process immediately rather than postponing it until the tendering period is coming to a close. Upon registering your organisation, you must add this invitation to tender via TenderNed's announcements platform.
- For more information on registering and establishing your organisation with TenderNed and digital submission of your Tender, visit <https://www.tenderned.nl/cms/english/six-steps-bidding-public-procurement-contracts-online-through-tenderned>.
- Only Tenders that have been submitted to the digital safe for this invitation to tender either prior to or on the day of the deadline (prior to the time of the deadline) will be processed by the Tendering authority.
- The time and date as displayed on the digital countdown clock in TenderNed serves as the definitive deadline for the submission of Tenders.
- The Tendering authority is only able to see the Tenders once the digital safe opens in TenderNed. This safe can only be opened upon expiry of the deadline for the submission of Tenders.
- In the event you have technical issues or questions regarding submission of your Tender via TenderNed, you can contact the TenderNed service desk via servicedesk@tenderned.nl or +31 (0)70-3798899. If you believe that the TenderNed service desk is taking too long to answer your question or comment, then you can contact your contact person within the Tendering authority.
- Any risks resulting from late submission of the Tender and/or submission of an incomplete Tender is borne by the Tenderer.
- The Tendering authority is neither responsible nor liable for any consequences resulting from a Tender that is submitted too late, incorrectly or incompletely.

The Tendering authority will treat confidential information provided by the Tenderer with due care.

7.3.14 Structure and content of the Tender

The Tender must be submitted entirely via TenderNed and the 'European Single Procurement Document' must be legally signed.

You can use the following checklist during the submission of your quotation.

Subject	Description	Action required from tenderer
Annex 1	European Single Procurement Document*	Fill in, legally sign and add to TenderNed
Award criteria	Tender, including a general response to the Tendering authority's award criteria.	Add to TenderNed
'Prices/Rates' annex	Prices/rates included in the quotation	Add to TenderNed
Other components	CV's	Add to TenderNed

* See Subsection 7.3.16 in the event your Tender is submitted in collaboration with other companies.

As pointed out in chapter 5.1 the Tenderer must score a minimum of 40 out of the 80 points that can be obtained on the award criteria as described in chapter 5. If on these criteria the score is lower than 40 points out of 80, the tender is set aside and excluded from further participation in the tendering process.

7.3.15 Legal signature

A legal signature signifies that the document in question has been signed by a legally authorised representative.

If it is recorded in the professional or trade register that two or more people are only jointly authorised to represent the organisation, then the documents requiring a legal signature must be signed by those two or more people. If any limitations are in place regarding authorisation to represent the organisation, then this must be taken into account.

The 'European Single Procurement Document' must be signed with an original and handwritten signature (hereinafter referred to as: a 'handwritten signature') by the legally authorised representative(s).

The documents bearing the handwritten signature must be scanned and added to your Tender.

Please note: Although the 'European Single Procurement Document' offers the opportunity to add a digital signature, the Tendering authority requires a handwritten signature. The lack of a handwritten signature in principle leads to exclusion from the tendering procedure. If a handwritten signature is missing, you will be given one single opportunity to correct it.

7.3.16 Submission of a Tender in collaboration with other organisations

The principle of the tender is to assign one single expert per lot. The reason for this is that one contact point is needed for the companies. The personal approach towards the companies is important in order to optimally fulfil the expert role. If a collaboration is needed to fulfil the suitability requirements, then such collaboration is possible, provided that one single expert will be the contact point for the companies.

If you cannot carry out the assignment independently, you can set up a collaboration with other organisations.

There are two ways in which you can submit a Tender in collaboration:

- 1) As a consortium in which each member of the consortium is jointly and severally liable for the fulfilment of the obligations arising from the Tender as well as the fulfilment of the Contract.
- 2) In a principal contractor-subcontractor structure in which the Contractor is liable for the fulfilment of all obligations, including the obligations that will be subcontracted.

Tendering as a consortium

If a Tender is submitted by a consortium, then:

- Every member of the consortium must fill in and legally sign a separate 'European Single Procurement Document', which also includes a specification of who the consortium members are (see Part II of the 'European Single Procurement Document'). Indicate the role each member plays within the consortium. In the 'European Single Procurement Document', you must indicate who is in charge of the consortium (who is lead manager) and will act as its authorised representative.
- All organisations in the consortium accept joint and several liability for the fulfilment of the obligations arising from the Tender and the eventual fulfilment of the Contract.
- If a consortium member relies upon the capacity of another entity in order to demonstrate compliance with the applicable Suitability Requirements, then the entities in question must complete and sign Part II C of the 'European Single Procurement Document' (in compliance with the provisions specified below in the subsection 'Submitting a tender together with subcontractors' in the eventuality that subcontractors are obliged to demonstrate their capacity).
- Every member of the consortium, for their part, must provide the evidence requested for the Tender.

Submitting a tender as a principal contractor together with subcontractors

If a Tender is submitted by a principal contractor that does not rely upon the capacity of any subcontractors, then only the principal contractor is required to complete and legally sign Part II D of the 'European Single Procurement Document'.

If the principal contractor does rely on the capacity of subcontractors in order to demonstrate compliance with the applicable Suitability Requirements, then the subcontractor(s) in question must also complete and legally sign Part II C of the 'European Single Procurement Document'.

The principal contractor is fully liable for the fulfilment of the obligations arising from the Tender as well as the fulfilment of the contract (if awarded). In addition, the principal contractor is liable for the fulfilment of the obligations for which he has hired the subcontractor(s).

All completed and legally signed 'European Single Procurement Document' forms must be added to the Tender.

Upon the award of the Contract, the Tendering authority will request – prior to the commencement of the Contract – that the successful principal contractor provides the following information:

the name, contact details and legal representatives of the subcontractor that will be involved in the execution of the services.

7.3.17 Single Tender

All natural persons, legal entities and organisations may only submit a single Tender (either individually or in combination with other natural persons, legal entities and/or organisations).

Tenderers who are mutually connected via a relationship of dependence (group link) are permitted to participate separately in this tendering procedure. However, this is on the express condition that they participate as competitors in this tendering process. For this purpose, they must demonstrate that their mutual relationship has not influenced their behaviour within the scope of this tendering procedure nor has it restricted fair competition.

By submitting a Tender, the Tenderer in question agrees to this condition.

7.3.18 Violation of the fundamental principles of procurement law and restriction of fair competition

Any Tenderer whose actions violate a fundamental principle of procurement law (such as the equality principle), the result of which restricts or could restrict fair competition, will be excluded from this tendering procedure. This is also the case if the violation or the restriction of fair competition only comes to light after the announcement of the award of the Contract to all Tenderers. Prior to making the decision to exclude the Tenderer in question, the Tendering authority will notify the Tenderer of this intention, at which point the Tenderer will be given the opportunity to demonstrate to the Tendering authority that no violation of a fundamental principle of procurement law or restriction of fair competition has taken place.

By submitting this Tender, the Tenderer declares his awareness that actions contravening any fundamental principle of procurement law can result in the aforementioned consequences. The Tendering authority can use all resources available to him in order to identify any violation of the fundamental principles of procurement law or the restriction of fair competition. A judicial decision will not be a necessary requirement in such cases.

7.3.19 Communication and language

During the tendering process, communication with the Tendering authority must be conducted in English.

The Tender must be submitted in English.

Additional documents (such as informational materials etc.) can also be provided in English.

During the fulfilment of the contract, communication with the Tendering authority must be conducted in English.

7.3.20 General terms and conditions

The applicability of any of the Tenderer's general terms and conditions concerning delivery, payment and/or any other matters is explicitly excluded. The General Government Terms and Conditions ARVODI 2018 apply to the Contract.

7.3.21 Contract conditions

The draft Contract, and the corresponding General Government Terms and Conditions are included in the annexes. The Tenderers have the opportunity to ask questions, make comments and propose textual amendments.

The Tendering authority is free to accept or reject the proposed textual amendments. The Tendering authority will indicate whether or not the proposals have been accepted or rejected in the Memorandum of Information. By submitting the Tender, the Tenderer declares his consent to the (possibly amended) Contract(s). Only the definitive Contract(s) will apply during the execution of the assignment.

7.3.22 Explanation and verification of the Tender

The Tendering authority can request that the Tenderer explains his Tender in greater detail and/or provide substantiating documents. The Tendering authority is entitled – although not obliged – to check the accuracy of all data and statements submitted within the scope of the Tender.

7.3.23 Request for supplementary information concerning the Tender

The Tendering authority can ask Tenderers to provide supplementary information and/or clarification of their Tender.

7.3.24 Announcement of the award of the Contract

All Tenderers will receive a message simultaneously that announces the award of the Contract and substantiates its decision. All Tenderers are entitled to request further information regarding this decision from the Tendering authority.

Standstill period

All Tenderers and stakeholders who dispute the award of the Contract and/or the verbal/written substantiation thereof can apply for a preliminary injunction at the competent civil court in The Hague. This must be done no later than 20 calendar days subsequent to the sending of the digital notifications concerning the award of the Contract. Upon expiry of this period, no more applications for a preliminary injunction can be submitted. In the event a Tenderer applies for a preliminary injunction, we kindly request that you send a copy of the summons to the Tendering authority.

On the grounds of Section 2.129 of the Public Procurement Act the award of the Contract does not yet mean the Tenderer's Tender has been accepted. For the 20 calendar days subsequent to the sending of the digital notification of the award of the Contract, the Tendering authority is not permitted to definitively award the assignment by concluding the Contract.

If a preliminary injunction is applied for during these 20 calendar days, then a waiting period will be required pending a judgement in the preliminary injunction proceedings. The judgement will serve as the basis for further decision making by the Tendering authority.

If preliminary injunction proceedings are brought against the award of the Contract, then the Tendering authority will notify the Tenderer of this fact. The Tenderer must ensure that his Tender remains valid for at least four weeks subsequent to the judgement in the preliminary injunction proceedings.

Interests in relation to the judgement

Tenderers who have an interest in the judgement in these preliminary injunction proceedings can only engage in these proceedings by means of intervention or joinder. The Tenderer cannot initiate separate proceedings or other judicial proceedings.

7.4 Further Agreements within the Contract

An assignment within a Contract is referred to as a Further Agreement. There will be a yearly assignment with a yearly program within the scope of this Tender. Additional tasks can be given during the year.

Annexes

The following annexes constitute an integral part of this Tender document. These annexes were published together with the Tender document.

- Annex 1: European Single Procurement Document
- Annex 2: Prices/Rates
- Annex 3a: Draft Contract Lot 1
- Annex 3b: Draft Contract Lot 2
- Annex 4: General conditions ARVODI 2018
- Annex 5: "Brochure E-factureren Rijksoverheid"
- Annex 6: Complaints Procedure