

Ministry of Economic Affairs
and Climate Policy

Tender Document

Invitation to tender in accordance with the European open procedure for the procurement of a team of experts in sustainable tourism development for Uganda, consisting of Tourism Sector Experts for Business Export Coaching, Sustainable Sector Transformation, network management, and logistics

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Definition of terms

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 Contracting authority.
Contractor	The party with which the Tendering authority concludes the Contract.
Contract	The written framework agreement between the Tendering 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 framework agreement.
General Government Terms and Conditions	General Government Terms and Conditions for Public Service Contracts 2018 (ARVODI-2018: Algemene Rijksvoorwaarden voor het verstrekken van Opdrachten tot het verrichten van Diensten).
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 (Aanbestedingswet 2012)
Data Processing Agreement	An agreement signed by the Tendering 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 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.

1. Introduction

The Tender Document at hand contains information regarding an invitation to tender conducted in accordance with the European open procedure for the CBI project in the Tourism sector in Uganda for one team of five (5) consultants consisting of the following **types/roles of consultants**:

1. Experts for Business Export Coaching in sustainable and inclusive community tourism (two experts)
2. Expert for Sustainable Tourism Sector Market Transformation and Market System Development (one expert)
3. Expert for network management in the Uganda tourism sector (one expert)
4. Expert for logistic arrangements in Uganda (one expert).

The project activities under this tender will start in September 2022 under the framework of the project 'Scaling up sustainable tourism in Uganda 2021-2025'. The activities under this tender are planned to take place until end 2025.

You are hereby invited to submit a Proposal 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) will act 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 and Climate Policy of the Netherlands. CBI is recognized worldwide as a leading expert in export development.

CBI supports the transition towards inclusive and sustainable economies. CBI focuses on transitions in targeted export sectors in least developed and lower and middle income countries, working towards becoming more inclusive and sustainable. CBI has a bottom-up approach, starting from the perspective of local SMEs, strengthening their competitive position on European and regional (niche / value added) markets for products and services with positive economic, social and environmental impact. CBI operates as a facilitator, broker and partner on multiple levels.

CBI carries out multiple (mostly 4-6 year) projects in selected value chains in least developed and lower-middle income countries, targeting in an integrated manner SME exporters, their supporters and influencers such as Business Support Organisations (BSOs), private service providers and government authorities, and European and regional importers. CBI projects promote compliance to Corporate Social Responsibility (CSR) principles.

In general, most CBI projects aim to achieve at least the following results.

Result	Result description
Export growth	Sustainable increase of exports to the EU (or regional markets if applicable) by directly and indirectly supported SMEs as a result of the project.
Competent exporters	SMEs that have successfully completed all the export capacity building activities. SMEs that developed and execute a tailor-made export strategy to the European market. SMEs that know how to build and maintain a network on the European market. CBI works with a specific progress monitoring tool divided into clusters that indicate the competency to export.

CSR (Corporate Social Responsibility)	SMEs to have their internal and product processes comply with (to be established country-sector specific) CSR standards, in accordance with OECD Guidelines.
Use of services in the Export Enabling Environment.	SMEs use the improved export development and promotion services and products of sector associations, ministries, other trade promotion organisations and private service providers.
Public-Private Cooperation	The public and private sector work together in creating an export-friendly environment regarding: 1. export-friendly policies, laws and regulations for SMEs; 2. availability of key inputs, technologies and infrastructure for the production process of exporting SMEs; 3. a better country/sector image abroad.

CBI projects are structured around the following intervention areas:

- Business Export Coaching: With the objective of sustainable export growth of SMEs, CBI will ensure that SMEs will build their export competencies through services in the field of individual coaching, group training, and market entry activities;
- Institutional Capacity Building: Parallel to SME capacity building and awareness raising, CBI will support the relevant parties in improving their service delivery and support a more effective and efficient collaboration;
- Promoting Sector Collaboration and Sustainable Sector Transformation: There are multiple issues that cannot be solved by individual actors, issues that require sector collaboration. CBI will support the enabling environment by tackling issues (bottlenecks and opportunities) that require a collective approach at the enabling environment level.

Customizing programs to the local situation is key, tackling those issues that impede sustainable exports to Europe (and regional markets if applicable). That is why CBI works in close collaboration with local governments, business support organisations, sector associations and other expert organisations. CBI works in 30 countries and 14 sectors.

Not only does CBI integrate CSR in its own work, it is also asked from all involved stakeholders to do so. Furthermore, [the United Nations Sustainable Development Goals](#) are very 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 www.cbi.eu

This tender concerns the implementation of the Tourism project in Uganda.

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

CBI supports the transition towards inclusive and sustainable economies. CBI has developed a sustainable and community tourism development project for Uganda for the period 2021–2025. The project contributes to achieving the following transformation vision for the sector:

“The Ugandan travel industry transforms into a resilient, environmentally and socially conscious sector that offers sustainable and diverse tourism products and has an improved business environment enabling tour operators to attract travellers from a large diversity of market segments that spend more, stay longer, and visit year-round.”

This CBI project includes the following intervention areas:

- Business Export Coaching: coaching of Ugandan tour operators to develop and market sustainable and inclusive tourism products aligned to the European market;
- Enabling Environment - Market Sector Transformation: develop commercial services for digital marketing, sustainable tourism certification, and strategic business skills (formulate Unique selling point, persona's, and product development);

- Promoting Sector Collaboration: support the enabling environment to push forward sustainable tourism by jointly tackling bottlenecks and opportunities that require a collective approach.

The project design is based on a Sustainable Sector Transformation approach (model of NewForeSight www.newforesight.com) in combination with the principles of the Market System Development (MSD) approach (www.beamexchange.org). CBI is continuously developing its methodologies regarding project development and implementation and will focus more and more on bringing about systemic changes in sectors in order to set in motion a transformation towards more sustainable and inclusive sectors.

The current Tender Document is written for one team of five (5) consultants consisting of the following **types/roles of consultants**:

1. Experts for Business Export Coaching in sustainable and inclusive community tourism (two experts)
2. Expert for Sustainable Tourism Sector Market Transformation and Market System Development (one expert)
3. Expert for network management in the Uganda tourism sector (one expert)
4. Expert for logistic arrangements in Uganda (one expert).

Ad1. Experts for Business Export Coaching in sustainable and inclusive community tourism

The experts with this specialisation will provide export coaching and training to Uganda SMEs tour operators on how to develop sustainable tourism and inclusive community tourism products linked to the European market demand, and how to establish trade linkages with European tourism markets. The project envisions 50 tour operators to participate in the coaching project. Therefore, CBI is looking for a team of two experts.

Ad2. Expert for sustainable tourism Sector Market Transformation

The experts with this specialisation will coach and guide sector stakeholders in effectuating systemic change and a transition towards a resilient and sustainable tourism sector, using the principles of Sector Market Transformation as transition theory and the Market System Development (MSD) approach for the intervention design. A special focus will be on the development of paid-for service models including commercial service delivery companies and organisations in the fields of sustainable tourism certification and digital marketing for sustainable tourism. Other focus areas are strengthening of the sustainable tourism and training activities within the Uganda sector organisations. CBI is looking for one expert.

Ad3. Expert for and network management in the Uganda tourism sector

This specialisation includes on the ground network and stakeholder management in the Uganda tourism sector. The expert is expected to provide easy access to the relevant stakeholders in the Uganda tourism sector in order to enable the team members to collect information, forge partnerships, assure relevant stakeholders are represented at meetings, update relevant stakeholders about project interventions, stimulate cooperation with relevant partners, strengthen existing relations, and extend the network into (new) beneficial partnerships to achieve the objectives of the program. CBI is looking for one expert.

Ad4. Expert for logistic arrangements in Uganda

This expert will arrange for logistics in Uganda for trainings-, and stakeholder sessions, as well as logistics for the coaching component where needed in close cooperation with the above mentioned experts. This specialisation includes logistic arrangements for training locations, administrative preparations for training and coaching, for example participant lists and invitation, financial facilitation for trainings and meetings if needed, arranging for (Steering Group) meeting logistics, and coordinate the logistic and financial affairs with the CBI Head Quarters team members. CBI is looking for one expert.

1.4 Time frame

The schedule below applies to this tendering process.

21 July 2022	Issuing of publication, start of tendering period.
22 August 2022 before 13.00 pm CEST	Closure of round of questions: deadline for the Tenderer to submit questions regarding this Tender 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) and the Data Processing Agreement.
30 August 2022	Issuing of Memorandum of Information
13 September 2022 before 13.00 pm CEST	Deadline for the receipt of Tenders and opening of Tenders by the Tendering authority.
13 September 2022 up to and including 30 September 2022	Assessment of Tenders.
30 September 2022	Announcement of the award of the Contract.
14 October 2022	Deadline for asking questions and/or filing an application for a preliminary injunction in relation to the announcement of the award of the Contract.
14 October 2022	Deadline for the winning Tenderer to provide the evidence requested by the Tendering authority.
After 21 October 2022	Starting 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 Description and objective of the assignment

The project aims for upscaling sustainable and inclusive community tourism in Uganda. The intervention strategy is to support Uganda tour operators to develop sustainable and inclusive community tourism products aligned to the European market demand, and to support stakeholders in the enabling environment to develop supporting services for sustainable tourism practices.

The project interventions are based on a Sustainable Sector Transformation approach (System Market Transformation SMT of NewForeSight www.newforesight.com) in combination with the principles of the Market System Development (MSD) approach (www.beamexchange.org). With regard to system development, the project includes a component to develop commercial (paid-for) services for digital marketing in the tourism sector, and to develop paid-for services for sustainable tourism certification. The services should be economically sustainable, which means that after the project support ends the services still are being offered to and purchased by market parties. Following the same line of thinking, the project includes coaching of Ugandan tour operators for sustainable tourism which is targeted not only at increasing the knowledge level of the participants, but also to broaden the scope towards developing business coaching services which will be continued after the projects finalises.

The project aligns with the Uganda Tourism Recovery Plan in alignment with the Development Partners dialogue group, prioritizing those interventions where CBI can add most value and monitoring those interventions areas that are addressed by other Development Partners and stakeholders. CBI can step in where we can deliver added-value for the tourism sector in Uganda, for example in case of complementary expertise. More information on the project objectives and the linkage to the Uganda Tourism Recovery Plan is available in the project Business case (appendix to this tender document).

The project contribution to the transformation to a more resilient and sustainable sector focuses on the following four Impact Targets:

Impact Targets of the project	Description
1. Ugandan tourism businesses and sector organizations have integrated sustainability principles in their policies, strategies and products and services.	The project first aims to create awareness on the business opportunities of adhering to and the risks of not adhering to sustainability principles. In the next step SMEs and BSOs will be supported to integrate sustainability in their business (strategies, products, services, standards, codes of conduct, communication, certification). The project aims to reach a critical mass of tour operators running international sustainability certification programmes, specially but not exclusively Travelife. Internationally recognised sustainability labels hold an added value towards the European market buyers of the Uganda tourism products. To increase the applicability of international sustainable tourism certification schemes, the project will establish a practical <u>sustainability standard for the sector</u>, tailor-making already existing standards to the local Ugandan situation in line with the international GSTC criteria (Global Sustainable Tourism Council) and in a consultation process guided by Uganda tourism stakeholders. At the level of Uganda as sustainable tourism destination, the Green Destination scheme can be used as a tool to assess and monitor sustainable development impacts.
2. Ugandan tourism businesses attract more sustainability aware tourists leading to increased income in a social and environmental friendly way	The project aims to support the Uganda tour operators to broaden their offer of sustainable tourism products. Focus will be on the design and marketing of sustainable and community tourism products focussing on sustainability requiring markets, notably in the EU. Covid-19 has brought tourism to an almost complete stand-still. During 2021 the sector is expected to slowly recover. Expectations are that the demand

	for safer travel, smaller tour groups and higher quality will increase as a result of Covid-19. The project aims to support this recovery and will focus on an increase of the amount of sustainability oriented leisure visitors from the EU. The EU leisure segment was the most interesting income earner of the pre-Covid-19 segments of visitors to Uganda, and EU leisure tourists tend to stay longer for extra community and adventure experiences. The project will focus on sustainable and community tourism products and its potential visitors, explicitly connecting the adventure tourism segment in the European market with Uganda tour operators marketing sustainable products. This includes explicit attention to wildlife conservation and to assure CBT tourism benefits go to community members. CBI's interventions focus on a 3 to 4 year coaching trajectory for Uganda tour operators which are committed to sustainable and community tourism aligned to the European markets (and the methodology to reach these markets). This will have spin-off regarding domestic and regional markets as tour operators may apply their export marketing and management knowledge also on these markets. Tour operators will have a larger portfolio of sustainable tourism products to offer to European, domestic and regional clients.
3. An increased service level for developing sustainable tourism is in place	The Market System Development (MSD, see www. Beamexchange.org) approach will be followed. On basis of the analyses, discussions and findings of the Community of Practice (CoP) the development of a business service model for sustainable tourism consultancy and certification in the sector will be supported. In anticipation of the results of the CoP, regarding services needed by Ugandan tour operators and other stakeholders one may think of e.g. training and coaching on sustainable product development, establishing sustainability guidelines, providing best practices, organizing a sustainability certification system and supporting linkages with sustainability requiring and favouring markets. Potential parties to deliver this service will be identified together with the stakeholders and these may be the traditional and existing public or private organizations and associations or commercial service providers entering the sector. Emphasis will be on creating a financially sound business case for delivering the services, where users pay a fee for the services. The height of the fee will depend on the financial possibilities of the tour operators and hoteliers and will be assessed jointly. When the cost of delivery of the services is higher than the contribution from users, additional finance generation models must be explored. These could lie in membership fees, attracting sponsorships, government contributions out of visa and site admission fee resources. The project will support the service providers in developing a business plan and investigate finance opportunities.
4. An increased service level for online tourism marketing is in place	The Market System Development (MSD, see www. Beamexchange.org) approach will be followed. The sector will be supported to develop an effective online tourism marketing system as integrated part of the sector's overall marketing efforts. The needs of the SMEs regarding digital marketing support will be analysed and on basis of that a support model will be developed that is sustainable and can stay in place after the project ends. The project will address three outcomes: 1. Increased level of digital marketing among tour operators showing actual results, e.g. effective online presence on websites and social media channels; 2. Set-up of a training curriculum for digital marketing skills using a locally based online

	training platform and local trainers; and 3. Increased service level for digital marketing offered by ICT companies based on a business model.
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The Impact targets as well as the detailed intervention strategies and activities are further detailed during the implementation phase.

2.2. Target Group and Beneficiaries

The target group for the activities under this tender are specified for the expertise specialisations:
Two experts for Business Export Coaching in sustainable and inclusive community tourism

- Selected Uganda inbound tour operators interested to upscale their sustainable and inclusive tourism product portfolio aligned to the European market demand. It is expected to select around 50 tour operators after the first expert mission under this tender to be divided into two groups. We received 70 applications of Ugandan tour operators, which are following online modules in sustainable tourism offered by the Good tourism Institute in May-September 2022.

European buyers to be connected to the Uganda tour operators.

Expert for sustainable tourism Sector Market Transformation and network management:

- Stakeholders in the Uganda tourism sector, including UTA and its sub-associations specialised in tour operators, female tourism entrepreneurs and community based tourism , UTB, tourism companies, private sector representatives, service providers, other Uganda tourism stakeholders.

Expert for network management in the Uganda tourism sector:

- Stakeholders in the Uganda tourism sector, including UTA and its sub-associations specialised in tour operators, female tourism entrepreneurs and community based tourism , UTB, tourism companies, private sector representatives, service providers, other Uganda tourism stakeholders.

Expert for logistic arrangements in Uganda:

- The CBI project team including the CBI Head Quarters and the consultants;
- Local stakeholders to the project, for example Steering Group members.

2.3 Target Market

The target markets for this project are countries in the EU and EFTA that generate tourists for sustainable and inclusive community-based tourism, and related niche markets and products like adventure and wildlife tourism.

2.4 Integrated approach

CBI projects seek to support the transformation to more resilient, sustainable and inclusive sectors in our target countries. CBI projects are as much as possible customized to the local situation, addressing those issues that impede sustainable export to Europe. CBI implements its projects on both export business level (Business Export Coaching - BEC) and institutional level, the so called export enabling environment (EEE). The scope of this tender includes both areas. In this project principles of the Market Sector Transformation (MST) and the Market System development (MSD) approach will be applied where possible.

Market Sector Transformation (SMT):

The project is designed based on the theory that the transition of markets towards sustainability in individual countries follows a transformation curve. As a sector moves through the various phases, the number of stakeholders who adopt sustainable practices increases until sustainability becomes a requirement for market entry. This is among others explained in the online document [NFC-Insight-s-curve-Driving-the-transition-towards-sustainability.pdf \(newforesight.com\)](#)

The four phases are:

Tender document team of experts for the Tourism sector in Uganda

1. Inception phase
2. The competitive advantage phase
3. The pre-competitive collaboration phase
4. The institutionalization phase

For this project it is estimated that the sustainable tourism subsector in Uganda which is delivering to the European sustainable tourism niche is in phase two. In this niche, the awareness among companies is present that sustainable tourism offers added value and a business perspective. Tour operators start to realise the necessity to cooperate jointly on solving the challenges impeding sustainable tourism market growth (the transfer from phase 2 into phase 3). The project therefore focuses on stimulating scaling-up of the number of Uganda tour operator companies to implement sustainable tourism practices. At the same time, the project focusses on stimulating private sector win-win coalitions to push forward the existing individual sustainable tourism pilot examples. The project also pushes for more supporting services on digital marketing and sustainable tourism expertise by sector stakeholders and commercial service providers to speed up the sustainable tourism sector transformation into phase 3.

Market System Development (MSD)

The project integrates the principles of the Market System Development (MSD) approach (www.beamexchange.org). This means that the project will play (as much as possible) a facilitator role instead of an implementer (direct delivery) role. To facilitate market actors and local institutions to find and develop solutions and services that address a particular constraint/opportunity instead of the services being provided by CBI (or other donor organizations) As part of this approach, CBI intends not to become part of the system, but thinks about an exit strategy from the beginning. Our goal is that these services will be focussed on the long-term and be sustainably set-up.

Tenderers are expected to know the principles of both these theories, and are willing to learn relevant new insights related to these approaches.

The scope of this tender includes both the export business level and the export enabling environment (EEE). The primary focus is on market sector Transformation, and as such on the Export Enabling Environment, by developing a robust and sustainable business service delivery system to be used by existing and potential exporters. The CBI interventions on the business level (the Business Export Coaching) in this project are subordinate to the sector transformation with the objective to deliver sustainable export competent and competitive tour operators to play a role as front runners for sustainable tourism development.

About Business Export Coaching (BEC)

A significant number of SMEs 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 increasing the international competitiveness of Uganda tour operators, CBI will enable them to build their export competencies. In view of the objectives of sector transformation, the tour operator coaching will serve as a vehicle for showing the added value of investment in sustainable and inclusive community tourism, as well as increasing the overall level of expertise on sustainable tourism in Uganda.

- Individual export coaching: Export coaching will be provided to a group of selected Uganda inbound tour operators, who are committed to sustainable and inclusive community tourism. It is expected to select around 50 tour operators after the first expert mission under this tender, planned for end November 2022. We received 70 applications who follow online modules in sustainable tourism in May-September 2022. Each company will receive individual coaching from a CBI Business Export Coaching (BEC) expert specifically assigned to the company. This coaching – on a confidential basis – will focus on the implementation of the action plan made during the company assessment phase, but also focus on supporting them in the development of a resilient and sustainable business model. Helping the tour operators to formulate their Unique Selling Points (USP) and persona's is a large part of the coaching work. The company is requested to write their strategy, USP, persona's and marketing strategy in an Export Marketing Plan. The support of the CBI business coaching expert will be via technical assistance missions, individual meetings, and Distant Guidance by Skype, Zoom, Webex, MS Teams, email, phone, etc. In the CBI's new strategy the aim is to reduce the environmental footprint as much as possible.

Therefore, as much as possible, coaching and training will be done from a distance through digital means. The 50 tour operating companies will be divided into two groups to assure that one business coach is the primary contact person for each company. Both BEC coaches will do the same type of work simultaneously with their group of around 25 companies.

- Group training: Training sessions on location and online will be organized for all participating companies to train their management and staff in sector-wide issues in the scope of the sustainable tourism, inclusive community tourism, product development, marketing and promotion, digital marketing, connecting to European buyers, human resources output areas, sales pitches, effective trade fair / Road Show participation, and specific topics like cultural heritage, wildlife, adventure experiences, and plastic waste reduction. For several thematic sessions specialized trainers outside the scope of this tender may be contracted by CBI.
- Market entry: Improved export marketing capacity of SMEs is an important prerequisite to establish direct access to export markets. Focus will be on both physical (e.g. trade fairs or Road Shows in Europe) and digital (website and social media) strategies. The CBI Business Export Coaching is focussed on linking the Uganda tour operators to European buyers in the niche markets for sustainable, community, adventure, and nature tourism products. Examples of activities under this tender with regard to market entry activities are: trade fair preparation and follow-up, advise on adequate promotion materials, individual matchmaking, buyer-seller meetings, matchmaking in relation to Road Shows, membership of buyer organisations, and any other market channels.

About the Sustainable Sector Transformation / Institutional level (Export 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. Also, key sustainability challenges affecting the position of the sector, such as plastic waste pollution, require a strategy at sector level. An export enabling environment is a business environment that is favourable to export growth: it positively affects the company's capacity to do business and become a (more) successful exporter.

Elements that make up an export enabling environment are mentioned below as examples in CBI project. The list of example elements are not necessarily the elements that will be addressed during this project.

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

This project will follow the Sustainable Market Transformation (SMT) and Market System Development (MSD) approach, which means that an analysis is made of the phases towards sustainable sector transformation, the underlying factors of why the export environment is not sufficiently enabling (root causes), and which interventions are effective to address these issues. The interventions are flexible and its effectiveness will be regularly assessed and adapted. Key element is that the value chain itself has to sustain the solutions in a way that a system develops which is self-sustaining after the project finalises. The methodology states that the solutions will be directed towards actors who are not directly the intended target group, and sometimes even actors outside the value chain. The role of the consultants in the project is on facilitating the process of system development, more than on providing concrete solutions for the issues.

In the Uganda tourism project, the enabling environment interventions focus on stimulating private sector win-win coalitions to push forward the existing individual sustainable tourism pilot examples. The basis for these cooperation structures are solutions that will manage itself after the

CBI projects ends. This can be achieved by pushing for commercially offered supporting services, specifically on digital marketing and sustainable tourism expertise, and by pushing for coalitions of private sector/semi-government stakeholders that have a vested interest in sustainable tourism development in Uganda. The challenge for the Expert on Sustainable Sector Transformation (Export Enabling Environment) is to design and help to implement workable solutions to support sector transformation. The design of the specific modalities and needed activities under this tender for the mentioned expert on sector transformation are part of this tender in open consultation with Uganda stakeholders, team members in the team, and the CBI Program Manager. Ultimately, the CBI program manager decides on the way forward and specific activity schedule.

2.5 Role of the consultants

Hereunder a description of the roles of the various consultants is given. The consultants carry out their work under the direct responsibility of the respective CBI Programme Manager in The Hague, who is in charge of the overall management, monitoring, budget and results of the project. The consultants contracted under this tender will work together as a team. In addition to the consultants under this team, CBI can contract consultants outside the framework of this tender. This will be done specifically for specialised trainings. Examples could be in the field of Travelife certification, Human Resource and staff management, communication and sales using role playing, and/or community product development.

1. Two experts for Business Export Coaching in sustainable and inclusive community tourism

These experts will provide export coaching and training to Uganda SMEs tour operators on how to develop sustainable tourism and inclusive community tourism products linked to the European market demand, and how to establish trade linkages with European tourism markets. The project envisions 50 tour operators to participate in the coaching project. CBI is looking for two experts who will be working closely together.

The experts for business export coaching have three main responsibilities:

1. To coach and train Uganda tour operators in the Business Export Coaching project to scale up their sustainable and inclusive tourism product portfolio in alignment with European market demand;
2. To coach and train Uganda tour operators to improve their business practices and become competent exporters;
3. To link Uganda tour operators with the European market and European buyers.

Export coaching will be provided to a group of selected Uganda inbound tour operators, who are committed to sustainable and inclusive community tourism. In April, CBI received 70 application of Uganda tour operators. These are all allowed to start online training modules on sustainable tourism and business development during May-September 2022. It is expected that we can select 50 Uganda tour operators after the first Expert mission in November 2022. CBI will make this decision based on the Experts advice. Each export coach under this tender will be responsible for half of the group, around 25 tour operators. The Export Coaches will be doing the same type of work simultaneously.

The companies in the coaching project will produce an Export Marketing Plan (EMP). This document will be concise and focus on the Unique Selling Points and Persona's, and action planning of the individual companies to achieve their export targets. Each participating tour operator will receive individual coaching from a CBI Business Export Coaching (BEC) expert specifically assigned to the company. This coaching – on a confidential basis – will focus on the implementation of the action plan and their regular update of the action plan. The guidance by the BEC coach focuses on the output areas marketing, production, human resources, product development, and integration of sustainable tourism principles in the company.

The role of the BEC coach is to provide the business coaching; specialist trainers will be hired for in-depth topics. For example, in the field of product development CBI will hire specialist trainers for community product development training while the BEC coach is responsible for integration of the specialist skills into the daily practices of the company.

The activities under the individual export coaching are Technical Assistance Missions, Distant Guidance, and individual company meetings. Because the expected number of participating companies is relatively high, CBI is looking for a team of two consultants. In view of effective time

and budget management, as well as CO2 footprint limitation, effective usage of online technology is compulsory for the activities under this tender. CBI has the explicit policy of 'digital first' in order to reduce the environmental footprint of the project. As much as possible, coaching and training will be done from a distance via digital tools.

Under the project budgetary constraints, between one and three missions are allowed per year per consultant with a maximum of three per year in total (for both consultants). This means that the experts need to finetune and maximise the use of online communication and personal contact, as well as coordinate between each other the number of missions. In addition to the missions, the project allows for an average amount of Distant Guidance in the first two years of 1 to 2 days per year per company. This might be less during later years in the project, as the participants will be ready for marketing their products and the focus shifts to matchmaking with European clients and partners. The exact amount of missions and time allowed for Distant Guidance and meetings depends on the number of participants, and more importantly on the level of business skills and the progress the companies are able to make. For example, if the tour operators already have a good basic level of business skills, we can shift the budget for Digital Guidance coaching time to the phase of market Entry and Matchmaking.

The number of participants is much higher than envisioned in the project budget (planning was for 15 companies instead of the actual 50 companies). It is a new CBI approach to include this many company in the coaching activities. Therefore the CBI project manager needs to monitor and manoeuvre carefully the budget. Part of the higher costs for coaching are compensated by using more digital technology, more group training, and demanding a higher contribution from the companies itself for market entry activities. Other solutions can lay in the field of smart coalitions with other donors. We will adapt the project interventions to find the most optimal design in consultation with the coaching experts under this tender and the CBI Program Managers.

Please note: the planning might vary according to the needs of the project, the needs of the companies, the needs of the local consultants that are trained on the job and external conditions that make international travel difficult. Furthermore, as mentioned, CBI will have a "digital first" strategy which means, that if possible coaching and training will be done online. Final decisions on allocation of time and activities of the team of consultants and for the individual experts under this tender will be taken by the CBI Programme Manager and supported by arguments taking into account the above mentioned factors as well as budget considerations.

Specific activities planned for the business coaching experts under this tender are the following.

Export Coaching and Connecting to European markets

The consultant:

- Supports the selected tour operators in business development by opening up his European network to the local companies and connecting them with European importers and other relevant partners;
- Advises the selected tour operators 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.;
- Advises the selected tour operators on implementing innovative processes and adding innovative content to the CBI project;
- Advises CBI on the specific design of the interventions and activities, as well as on the question if we can accommodate a second batch of tour operator sin the coaching project.
- Advises CBI and project partners on the readiness of the companies for market entry;
- 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;
- Coaches the companies to find and establish business linkages with European buyers;
- 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.
- Conducts follow-up coaching to the participating companies that have received training from other specialized CBI consultants on issues like sustainability, certification, digital marketing, and organizational management;

Export Training

The business coaching experts are required to conduct group training sessions, or organize 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 organizations 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 sustainability or organizational effectiveness) to ensure that the training program is tailored to the needs of the participating companies, and to assure follow-up of the specialized skills into the coaching process.

Monitoring & Evaluation

Furthermore, the business coaching experts play an important role in the project's Monitoring & Evaluation. As personal coach of the participating companies, he/she is 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 BEC 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 Export Audit Tool (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 the CBI's annual progress reports towards the Dutch Ministry of Foreign Affairs.

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.

2. Expert for sustainable tourism Sector Market Transformation

The expert with this specialisation will coach and guide sector stakeholders in effectuating systemic change and a transition towards a resilient and sustainable tourism sector, using the principles of Sector Market Transformation as transition theory and the Market System Development approach for the intervention design. A special focus will be on the development of paid-for service models including commercial service delivery companies and organisations in the fields of sustainable tourism certification, digital marketing for sustainable tourism, and setting-up a tour operator training system within the Uganda sector associations.

The role and responsibility of the Sustainable Tourism Sector Transformation expert is to:

- Advise and guide sector stakeholders on relevant pilots or initiatives to effectively showcase the alternatives for more sustainable and inclusive community tourism practices.
- Support the sector stakeholders in designing and implementing strategies and interventions to address underlying causes that hinder sustainable sector development.
- Advise and guide CBI staff and experts to carry out the project (according to sustainable market transformation principles, MSD principles or transition thinking).

The expert for sustainable tourism sector transformation will provide the following kind of services:

- Advise relevant Uganda tourism stakeholders on effective steps forward to develop paid-for services for digital marketing, sustainable tourism certification and business coaching trainings. This includes identification of relevant actors like commercial companies in other sectors and highlight the business opportunity to expand to the tourism sector. It also includes meetings with for example the Uganda Tourism association about their plans to develop (paid-for) trainings for tour operators, and meetings with potential service providers for sustainable tourism certification.

- Advise the CBI expert team and Head Quarters on effective interventions to support the development of paid-for services for digital marketing, sustainable tourism certification and business coaching trainings. An improved service delivery by service providers is needed that is based on a sound business-case. Establishing a sustainable financing model for service delivery is of utmost importance to guarantee the durability of the delivery of services, also after the CBI project has ended. The consultant is required to propose (bring in best practices from other projects, countries, sectors), analyse and discuss the various options with the stakeholders and CBI.
- Advise and implement strategies for increasing the capacity of sustainable tourism coaches and auditors for certification schemes, for example Travelife and TourCert, alignment with GSTC ([Global Sustainable Tourism Council \(GSTC\): Criteria, Standards, Certifications \(gstcouncil.org\)](https://www.gstcouncil.org)), and embedding sustainable tourism expertise into a (form of) network in Uganda.
- Assure alignment of the activities in the CBI project with activities under the Uganda Tourism Board (UTB), the Uganda Tourism Association (UTA), and the Association of Uganda Tour Operators (AUTO).
- Align activities in tourism under other development project and donor organizations with the CBI project activities, for example the Netherlands Adventure Cluster project, and participate in donor alignment meetings representing CBI.
- If relevant for sustainable tourism sector transformation: align Uganda Tourism Association and the Uganda Tourism Board with destination marketing for sustainable, inclusive community and adventure tourism, and support the alignment of destination marketing with other stakeholders at national level.
- Advise the CBI team on an intervention strategy for gender inclusiveness in the Uganda tourism sector, including a first assessment of challenges and solutions, and provide limited support the Association of Uganda Women in Tourism Trade (AUWOTT). Please note: this activity can be outsourced to gender specialists if this activity is time consuming and part of a larger trajectory on gender awareness in tourism; in that case the experts under this tender will be responsible for alignment within the overall CBI project context.
- Maintain contact with the Uganda Community Tourism Association (UCOTA) and provide limited support to this organization (only applicable if relevant for the CBI project objectives).
- Strengthen contact with other relevant organizations in Uganda which could be relevant for the project results, for example the Uganda Wild life Authorities or regional organizations.
- Advise and align on the useability of Green Destinations system ([HOME - Green Destinations](#)) in Uganda to use monitoring method for sustainable tourism progress at national or destination level. Please note: this activity can also be outsourced to Green Destination experts; in that case the experts under this tender will be responsible for alignment within the overall CBI project context.

The activities under the sustainable tourism sector transformation component can include inception and initial assessment mission, action planning with concrete results area's and deliverables, stakeholder alignment sessions and online guidance, and online meetings with individual stakeholders. CBI is looking for one expert in this field. CBI has the explicit policy of 'digital first' in order to reduce the environmental footprint of the project. As much as possible, coaching and training will be done from a distance via digital tools.

3. Expert for network management in the Uganda tourism sector

The role and responsibility of the Expert for network management in Uganda tourism sector is to:

- Manage the relevant network in the Uganda tourism sector, identify new network partners, strengthen existing relations with tourism partners, and assure smooth cooperation between CBI and network partners.
- Provide easy access to the relevant stakeholders in the Uganda tourism sector in order to enable the CBI team members to achieve results.
- Advise the CBI team of experts and CBI head Quarters with regard to stakeholder management, strategic manoeuvring among and between stakeholders, interventions

strategies related to which stakeholders to engage in which way, and any other network management related issues.

The expert for network management in the Uganda tourism sector will provide the following kind of services:

- Work together with the Expert on market sector transformation to forge new partnerships, strengthen existing partnerships, and stimulate concrete cooperation with relevant Uganda stakeholders;
- Extend the CBI network in Uganda into (new) beneficial partnerships to achieve the objectives of the program.
- Facilitate easy access to stakeholders for the CBI team members to implement the CBI activities;
- Coordinate the CBI program Steering Committee meetings (once per year) and assist in setting up the meetings and getting these embedded in a local context/organization;
- Collect information from relevant stakeholders in alignment with the interventions of the CBI expert team;
- Assure relevant stakeholders are represented at meetings;
- Update relevant stakeholders, including private sector, association, government bodies, and other donors, about CBI project interventions in Uganda.
- Advise the CBI expert team and CBI Head Quarters on effective intervention strategies in relation to Uganda stakeholders, which stakeholder to prioritize, which stakeholder could be the most effective point of entry for achieving project results, and give continuously feedback on changing context and stakeholder positions (will-skill-power) of the Uganda tourism sector;
- Advise and implement strategies how to approach the Uganda stakeholders and successfully convince stakeholders to cooperate with CBI towards positive impact and scaling-up of sustainable tourism in Uganda.
- Identify relevant actors, jointly with the expert on market system transformation, to achieve system transformation in the fields of digital marketing, sustainable tourism certification and business coaching trainings. An improved service delivery by service providers is needed that is based on a sound business-case. Establishing a sustainable financing model for service delivery is of utmost importance to guarantee the durability of the delivery of services, also after the CBI project has ended. The consultant is required to identify and strengthen relationships with stakeholders who can play a role to achieve these results.
- Jointly with the expert on sector market transformation: Assure alignment of the activities in the CBI project with activities under the Uganda Tourism Board (UTB), the Uganda Tourism Association (UTA), and the Association of Uganda Tour Operators (AUTO), and other relevant stakeholders like AUWOTT, UCOTA, tour operators, hotel association, or Wildlife authority.

The activities for the Expert for network management in the Uganda tourism sector include individual meetings with stakeholders, stakeholder sessions, “will-skill-power” stakeholder analysis updates, collecting information, and actively obtaining input from network partners on CBI project issues and sector relevant developments. CBI has the explicit policy of ‘digital first’ in order to reduce the environmental footprint of the project. As much as possible, coaching, training and meetings will be done in a way which minimises CO2 emissions, and which takes into account the CBI ‘digital first’ policy, effective time and budget management, and CO2 emission limitations. Because of these considerations and need for regular personal meetings with Uganda stakeholders in order to forge trust relationships, the expert is required to be able to meet on a regular basis with the relevant Uganda stakeholders without long distance travelling. CBI is looking one expert for this role.

4. Expert for logistic arrangements in Uganda

This expert will arrange for logistics in Uganda for trainings-, and stakeholder sessions, as well as logistics for the coaching component (where needed) in close cooperation with the team of CBI experts and CBI partners in Uganda (like UTB and UTA).

The logistic consultant will closely work together with the other CBI consultants in the team and CBI Head Quarter staff. The local consultant is responsible for:

- Logistic arrangements for training locations and catering;
- Supporting CBI staff, CBI consultants and specialized trainers with the logistics of their meetings and trainings, like agenda, venue, catering, equipment, participant registration, and invitations.
- Arranging for Steering Group meeting logistics and invitations,
- Coordinate the logistic affairs with the CBI head Quarters team members,
- Advise to the team members regarding the Uganda tourism sector, interests, motives, possibilities and limitations of the various stakeholders in the sector. The expected role of this expert is more than only administrative support and requires also independent organization, coordination and finetuning. It is therefore required that this expert is familiar with and has a basic knowledge of the tourism sector in Uganda, and the various stakeholders.
- Arranging for payment of locations, facilities, conference rooms for the activities in Uganda under the CBI program. In some cases, RVO can make direct payments in Uganda: in that case the logistic expert is the facilitator. In other cases, the logistic expert in the team is requested to arrange for the team to make the payments to the hotels and facilities and the team leader can invoice these costs to RVO/CBI. If applicable and agreed by all parties, this might include advance payments for RVO.

The activities for the logistic expert in Uganda include arranging and facilitating (online) meetings and other logistical support. CBI has the explicit policy of 'digital first' in order to reduce the environmental footprint of the project. The logistic expert needs to be able to arrange activities on short notice. Therefore, the expert is required to be able to personally check meetings rooms on short notice (a few days or the same day), and/or be present on the spot to welcome and register participants without long haul travelling. CBI is looking for one expert.

For all activities under this tender applies:

The planning of activities in the framework of the project might vary according to the needs of the companies and other stakeholders and external circumstances like Covid-19. As a consequence, the specific activities can be different from the activities outlined above. The description of the roles above are a general outline. CBI wants to decrease its environmental footprint and has a "digital first" strategy, which means that activities (involving the International CBI Consultants) must be done as much as possible through digital means.

Decisions on allocation of activities and topics will be taken by the CBI Programme Manager.

2.6 Role of the consultant within the project team

The consultants in the team carry out their work under the direct responsibility of the respective CBI Programme Manager(s) in The Hague, who is/are in charge of the overall management, monitoring, budget and results of the project.

The Framework Contract under this tender is the basic setting for the work package. The specific activities are contracted in Further Agreements. The Further Agreements include a Terms of reference with objectives, results, deliverables and activities related to a specific period and expert under the team. The Contracting Party for the Framework Contract is the team leader and also the contracting party for all further Agreements under this tender.

Individual consultants and firms are allowed to participate in more than one proposal and team. Individual consultants are allowed to participate in one team for two different roles at the same time, if the consultants meets the requirements for each role, and if the labour capacity and time is available.

The consultants are required to work within the team team. In addition, the consultants are required to work within a larger team of local and international external experts and service providers, contracted by CBI for specific project activities, as well as with CBI staff (in particular the in The Hague based Programme Manager(s) and Project Officers) and staff and experts of other development partner organisations (donors and the like).

Depending on the needs of the programme other external experts and other service providers, besides those under this tender, will be contracted by CBI, for example for specialist trainings in Human Resource management, certification, or sales skills, or digital marketing service providers based in Uganda. The team leader is expected to coordinate the collaboration within the team, as well as with other external experts contracted by CBI outside this tender with its own responsibilities and deliverables agreed upon with CBI.

2.7 Lots

This invitation to tender consists of one lot. 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 experts are needed. Under this tender, we plan to arrange one General Framework Agreement.

The tender authority decision to request a team of consultants instead of single lots under one tender is substantiated by the following considerations:

- The activities under this tender are mutually dependent. Effective cooperation among the individual team members is essential for delivering the project results. This is due to the market sector transformation and system development approach as basis for the intervention strategies and activities. In order to push for sector transformation towards scaling-up sustainable tourism in Uganda, the CBI interventions need to target the different stakeholders in a coherent approach. This creates interdependencies among the team members, as one expert's results are depending on the results of the activities of the other expert. For example, the design of interventions to develop a commercial system for sustainable tourism certification needs to be based on the outcomes of the coaching of the selected tour operators. For example, activities to support sector associations are depending on the needs of the association members, which are in its turn tour operators participating in the coaching project. For example, part of the work for the consultant responsible for managing the Uganda tourism stakeholders is to advise the consultant working with the sector associations about effective strategies in the Uganda context. Because of the interdependencies, the project results can be achieved more effectively when the consultants can choose their team members.
- The Uganda tourism project is aimed at increasing the level of sustainability within the tourism sector. Experiences in previous CBI projects in the tourism show that achieving full integration across the activity axes is not easy, and often the coaching and institutional activities remain more or less separated axes. The new system approach, as well as the decision to select 50 tour operators for coaching, instead of the usual 15 companies, requires a higher level of integration of the different axes of activities, which can be accomplished by recruiting a team of consultants who are committed to mutual alignment and coordination.
- As observed in previous similar tenders, the market for the type of activities under this tender is dominated by small scale companies, and self-employed consultants, operating either independently or as sub-contractor. Looking at other donor funded projects, it is not uncommon for consultants to work as a team in the form of sub-contractors, consortium, or other formalization. There are no signals of specific organizational problems or risk issues related to applying for a tender as a team.
- Recent experience in CBI projects in other sectors showed difficulty for individual consultants based outside of Europe to comply with the tender procedures and/or to meet the tender requirements for a high score. Most of the consultants based outside Europe with a higher success rate in CBI project tenders have been assisted by a partner with experience in filling in tender documents. Applying to this tender as part of a team could increase the access of consultants based outside Europe.

2.8 Contract Period

The Tendering authority intends to conclude one General Framework Agreement for a period of 3,5 years, with an unilateral option for the Tendering authority to extend the contract maximum 1 time by 1 year. The maximum contract period when the option year is used, is hence 4,5 years.

Tender document team of experts for the Tourism sector in Uganda

The reason that the duration of the General Framework Agreement is longer than the project duration which is until end 2025 is to allow for delay in project implementation. It is important for the participating companies and organizations that the executor, as well as the individual consultants under the team, remain the same throughout the duration of the program including unexpected delays in project implementation.

2.9 Scope of the assignment

The Tendering authority has estimated a total maximum contract value (including optional extension years) in EUR as follows (exclusive of VAT):

	Contract value in EUR (excl. VAT)
Team of experts in sustainable tourism development in Uganda for company coaching, sustainable sector transformation, network management, and logistics.	total: 1.300.000

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

Please note: the total maximum contract value is the absolute maximum taking into account a possible extension of the project duration, as well as unforeseen costs. It is likely that the actual contracting value for the Further Agreement contracts is lower than the maximum value.

It is possible that the services specified in the contract may change in the event of political, budgetary, administrative or organisational developments within the Dutch government and the Tendering authority's expansion or contraction resulting from this, or changes to the Tendering authority's position within the government or changes with regard to the overall CBI strategy, or changes in the project objectives and targets that must be met. In the event such circumstances occur, the Tendering authority will consult with the Contractor.

If the Contractor foresees obstacles in the execution of the assignments within the framework agreement as a result of the Covid-19 crisis, or any other circumstance, he must inform the Contracting authority as soon as possible. If, in its opinion, the work cannot or cannot be performed to a sufficient extent, the Contracting authority may proceed to immediate termination by means of termination of the Agreement. The Contractor will then receive reimbursement of the costs in the event of cancellation by the Contracting authority in accordance with Article 22.6 of ARVODI 2018. The Contractor, including his/her personnel and team members, is expected to adhere to the basic rules that apply in the Netherlands or in the country(/ies) concerned (such as use of facemasks, the required distance between people, etcetera) in the execution of the assignment.

3. Requirements to this assignment

This section includes the requirements set by the Tendering authority concerning the requested services and the prices and rates.

By submitting a Tender, you as Tenderer, explicitly consent to all requirements and conditions specified in this Tender document and declare that you 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. Failure to comply with one or more requirements will result in your Tender being disqualified from the assessment process and therefore excluded from the tendering process. The below mentioned requirements apply to all consultants in the team, or to specific roles when specified otherwise.

3.1 General requirements

1. Individual tenderers and firms are allowed to send in only one (1) team proposal.
2. Individual experts may participate in more than one proposal as subcontractor.
3. Individual experts are not allowed to participate in one team for two roles. Exception is the role for Uganda network management in combination with the role for Uganda logistics management: for these roles the same expert is allowed.
4. The role in the assignment from the Tenderer and the other possible team partners needs to be clearly motivated and described in the proposal and described in your answer to the questions (award criteria) as stated in Chapter 5.
5. The experts must be able to act fully independent and without any conflict of interest as a representative of CBI in the Tourism sector in Uganda. This entails, among others, that the expert should not be directly or indirectly contracted or employed by (or own) selling parties in Uganda tourism products covered by this tender.
6. In case of a replacement of one of the team members, this is only possible after approval by the CBI program manager, and only if the new expert meets the requirements specified in chapter 3, as well as the generally applicable conditions under this tender.
7. In the event of the replacement of one of the experts in the team, the costs of the transition will be borne by the team. This includes, but is not limited to, costs for building a trust relationship with the companies and sector associations in the project, as well as costs for getting sufficiently acquainted with the CBI working methods and procedures.
- 8.

The experts must have:

9. Demonstrable advanced communication skills in English, both spoken & written.
10. Proven well-developed intercultural sensitivity skills.
11. Strongly developed political awareness and sensitivity.
12. Reporting skills to communicate on activities, results and project progress.
13. Excellent and proven experience in meetings and coaching by using distant guidance techniques like e-mail and online tools like Skype, GoToWebinar, Zoom, WebEx, Teams for both individual meetings as for group coaching. Open-minded for the digital (and local) first strategy of CBI, with specific focus on low carbon footprint alternatives.
14. Proven experience with collaboration in a team of different experts and professionals.
15. Proven experience in being a team player who can cooperate in diverse team structures and has experience with situations related to information sharing and conflict solving within the team.

3.2 Requirements relating to professional experience and to knowledge

Role 1: two Experts for business export coaching in sustainable tourism

1. At least five (5) years of experience in the EU long haul tourism market in a commercial/ technical or consultancy role during the last ten (10) years.

2. Experience with B2B and B2C marketing and promotion of tourism products in the EU market for at least three (3) years during the last six (6) years.
3. At least three (3) years of experience within the last six (6) years in individual coaching of small scale tour operators based in a developing country with a primary business focus on selling tourism packages to long haul clients. The coaching of the tour operations should have included at least the topics sustainable tourism, marketing, company management, promotion, sales, pricing, product development, and communication.
4. At least three (3) years of experience within the last six (6) years with intensive coaching of companies by using distant guidance techniques like e-mail, skype, ZOOM, Teams.
5. At least 80 hours of experience with conducting trainings and workshops in developing countries in the English language regarding export marketing and management in tourism during the last six (6) years.
6. Experience with organizing at least 3 times a stand at a tourism fairs and/or conference, and/or road show during the last 10 years.
7. Proven knowledge of the latest trends and developments, distribution channels, and market players in the EU in the long haul tourism markets, and the tourism niche markets for sustainable tourism, community tourism and adventure tourism.
8. Proven knowledge of Corporate Social Responsibility issues in the tourism sector.
9. Up to date knowledge of the structure of the tourism sector in Uganda and the roles of its major stakeholders.
10. Proven knowledge of product development methodologies and proven hands-on (advisory) experience with developing new sustainability and community tourism product packages.
11. Proven knowledge of cost price calculation, quotation, terms of payment and price in relation to quality and markets in the long haul tourism business.
12. Knowledge about business development, business models (structure and effectiveness), and required management skills for small scale tour operators.
13. Up to date and active network of EU buyers in at least two of the main EU tourism markets (buyer countries/regions), as well as an active network in the EU markets for sustainable and adventure tourism products.

Role 2: one Expert for Sustainable Market Transformation

1. Proven experience in sector transition processes.
2. Proven experience in setting up effective multi-stakeholder partnerships.
3. Proficiency to communicate at different levels with various stakeholders in value chains, in order to build and maintain relations necessary for the project and to represent the CBI interests, both at European and local level.
4. Proficiency to build a relationship network with other donor organisations, so that duplication is prevented and planning and thematic alignment is optimal.
5. Profound knowledge of models and best practices regarding public-private driven sector development in both developing and developed countries. Coaching and consulting experience with public-private stakeholder dialogue structures in the tourism sector (at least three years of experience within the last six years).
6. Coaching/training/advisory experience in an export enabling environment related to the development of export services in the tourism sector, offered by either sector associations or private sector service providers. Services include export marketing/promotion/branding, sustainability requirements, digital marketing, market intelligence, SME export coaching, market entry activities (at least three years of experience within the last six years).
7. Up-to-date knowledge of models and best practices regarding public-private driven tourism development, based on models for sustainable sector transformation and Market System Development.
8. Extensive experience with practical aspects to implement the Market Systems Development (MSD) approach, its principles, its application in various sectors, best practices, lessons learnt, its applicability and limitations in various environments and countries.

9. Extensive proven experience with jointly developing business cases for sustainable service delivery models in developing countries in cooperation with potential local clients and service providers (at least three years of experience in the last six years).

Role 3: one Expert for network management in the Uganda tourism sector

1. Proven experience in setting up effective multi-stakeholder partnerships.
2. Proficiency to communicate at different levels with various stakeholders in value chains, in order to build and maintain relations necessary for the project and to represent the CBI interests.
3. Proficiency to build a relationship network with other donor organisations, so that duplication is prevented and planning and thematic alignment is optimal.
4. Profound knowledge of models and best practices regarding public-private driven sector development in Uganda. Active network in the Uganda tourism sector which can be used for the implementation of the project.
5. Experience to work in the local context of the Uganda tourism sector and excellent ability to arrange and facilitate business related issues in the local context.
6. Proven sensibility for relation and network management related to sector associations, Business Support Organizations and private companies in Uganda, and proven well-developed intercultural sensitivity skills.
7. Experience with moderating meetings.
8. Capable to conduct meetings in Kampala at a regular basis without long haul travelling in order to minimise CO2 emission within the context of this program.

Role 4: one Expert for logistic arrangements in Uganda

1. Proven experience with logistic arrangement for donor organisations in Uganda (at least three years of experience in the last five years).
2. Proven experience to work in the local context of Uganda for logistical arrangements for meetings and trainings.
3. Excellent ability to arrange and facilitate business related issues in the Uganda context, as well as excellent capabilities for logistical 'trouble-shooting'.
4. Capable to monitor logistic arrangements whenever necessary on the ground in Kampala even on very short notice (last-minute preparation) without long haul travelling.

3.3 Requirements relating to the prices/rates

1. The Tenderer will provide the rate in euro applicable to this assignment by filling in the appendix entitled 'Prices/Rates'.
2. 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 and local travel and local accommodation expenses. "Local" is in this case the country where the consultant is based. They do not include VAT.
3. In case your company is not located in Uganda, you may, when carrying out assignments in Uganda, invoice local expenses according the flat rates on the UN-DSA list. Accommodation and local travel expenses may be invoiced following at the applicable Daily Subsistence Allowance (DSA) flat rates published by the International Civil Service Commission of the UN (<https://icsc.un.org/>)
 - a. This list is updated on a regular basis. For consultants living in Uganda DSA is ONLY applicable when travelling outside of Kampala and after explicit approval of the CBI Programme Manager.
4. The maximum daily rate applying to the consultants under this tender is mentioned in chapter 5.

5. The tenderer will not submit any zero or negative prices/rates, including for parts of the agreement.
6. The rate is fixed for the duration of the framework agreement and cannot be indexed.
7. The Tenderer will charge retrospectively based on actual costs and specify daily rate.

3.6 Tax-related requirements

1. The Tenderer indemnifies the Tendering authority against any claims from the Dutch Tax and Customs Administration (Belastingdienst) or other tax authorities.
2. 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.
3. 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.
4. 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 Contracting 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.
5. 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.
6. 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.
7. 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).
8. 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.
9. 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.

3.7 Invoicing requirements

1. The payment schedule will be agreed upon in the further agreement.
2. You must include a summary of the actual hours/days worked in accordance with the applicable rates.

For companies established 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 4 different ways:

- The invoicing portal of the Dutch government
- Link with Digipoort
- E-invoicing with your own (accounting) software package through Peppol
- E-invoicing through a service provider.

For companies not established 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 which will be made clear in the further agreement.

3.8 Travel Policy

The following travel policy must be adhered to:

- International 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. As for certain reasons (e.g. health) the CBI programme Manager may give permission to fly Business Class when requested. Only the costs for economy class will be reimbursed.
- See: 3.5 Requirements relating to the prices/rates.

3.9 Covid-19 and changes

It is possible that the services specified in the contract may change in the event of political, budgetary, administrative or organisational developments within the Dutch government and the Tendering authority's expansion or contraction resulting from this, or changes to the Tendering authority's position within the government or to the targets that must be met. In the event such circumstances occur, the Tendering authority will consult with the Contractor.

If the Contractor foresees obstacles in the execution of the assignments within the framework agreement as a result of the Covid-19 crisis, or any other circumstance, he must inform the Contracting authority as soon as possible. If, in its opinion, the work cannot or cannot be performed to a sufficient extent, the Contracting authority may proceed to immediate termination by means of termination of the Agreement. The Contractor will then receive reimbursement of the costs in the event of cancellation by the Contracting authority in accordance with Article 22.6 of ARVODI 2018.

CBI is concerned about the safety of its staff and of its contracted consultants. This means that the CBI will not allow its staff and consultants to travel on behalf of CBI to regions earmarked as orange (or red) by the Netherlands' governmental travel advice. In case the travel advice changes from yellow to orange when the consultant is on mission, he or she will be asked to return as soon as possible. CBI aims to reduce its environmental footprint. Therefore it will aim to minimize air travel of staff and consultants as much as possible. Guidance should be done as much as possible through digital means. Travel should only be done if this is necessary to safeguard the quality of CBI service provision. In case it is decided travel is necessary to provide the quality of service that CBI aims to and safety conditions make it impossible to travel, the in this case second option of digital assistance should be explored or the mission should be postponed. The final decision on this will be made by the CBI programme manager. The Contractor, including his/her personnel is expected to adhere to the basic rules that apply in the Netherlands or in the country(/ies) concerned (such as use of facemasks, the required distance between people, etcetera) in the execution of the assignment.

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.

Where a legally valid signature is required, the Contracting Authority accepts, in addition to an original handwritten signature, also the qualified electronic signature within the meaning of art. 3:15a of the Civil Code. Please see 7.3.15 of this Tender document.

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 if provisional award is given.

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 if provisional award is given):

- 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 Professional/trade register extract

The Tendering authority expects the Tenderer, as well as the individual team members, to be authorised to practise his trade. For this reason, the Tendering authority reserves the right to ask the Tenderer to demonstrate that the individual team members, both tenderer and subcontractors, are 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 (team), then every member of this collaboration must provide the aforementioned evidence separately.

5. Award criteria and assessment

5.1 Introduction

This Section concerns the award criteria. The Tenders are assessed based on the award criteria. Your response to the award criteria must be included in your Tender. In your response, you must take into account the requirements set in Chapter 3.

The assessment consists of 3 steps.

- a. A maximum of **90 points** can be obtained for your response to the “written” award criteria as described in 5.2.1 up to and including 5.2.6. The Tenderer must score a minimum of 50 out of the 90 points that can be obtained on these award criteria. If the award criteria are valued with a lower score than 50 points out of the 90 points, the Tender is set aside and excluded from further participation in the tendering process and will not be further assessed on the prices/rates.
- b. Assessment of the prices/rates with a maximum of **10 points**. If the daily rate is higher than the maximum allowed, the Tender is set aside and excluded from further participation in the tendering process.
- c. The maximum total points that can be obtained is **100 points**.

5.2 Quality preferences

In providing your response on the award criteria:

1. Describe the situation, your role, your actions, your advice, and results achieved. Mention in which country the intervention took place.
2. Relate your answer as much as possible to a position mentioned in your C.V. All used examples have to be related to the C.V. of the consultant who executes the assignment (also in case of a team or subcontractor). Please hand in a C.V.
3. The role in the assignment from the Tenderer and the other possible team partners or subcontractors needs to be clearly motivated and described in your proposal and your answer to the questions (award criteria) as stated in this Chapter 5.
4. Provide the number of examples which is asked. In case not all examples are provided, fewer points will be awarded.
5. Describe the answers in your Tender for the award criteria in this Chapter 5 in order of the given award criteria.

Award Criteria:

5.2.1 Preferences relating to coordination, responsibilities and division of tasks within the team

Provide a clear overview of the different roles, tasks and division of tasks between the different parties in the team.

Please show in your answer at least the following information:

- Team leader: Single Point of contact for RVO. The contractor is responsible for selecting, preparing, and steering the experts (international and national, short and long term) in the team. The leader manages costs and expenditures, accounting processes and invoicing in line with the requirements of RVO/CBI.
- Total number of team members
- Name of the designated expert per role
- Description of the project management system the team is going to use for planning and deadlines
- Division of content related tasks and responsibilities among the team members
- Division of reporting responsibilities among the team members
- Procedure used by the team in case of default to deliver the required results (results as specified in further agreements)
- Procedure used by the team in case of unanticipated changes in external circumstances that lead to an unavoidable (temporary) change in the composition of the expert team.

Max. points available	Assessment aspects:
15	Requested information above is clearly described. Description of the division of tasks, responsibilities and procedures is clear, realistic and can be easily implemented.

5.2.2 Preferences related to knowledge and experience of the team members

The team is required to provide experts who are suited to execute the roles as described in this tender document.

Provide a clear overview of all proposed experts and their individual qualifications related to their individual knowledge and experience on the basis of the CVs of the experts, in relation to the range of tasks involved and the required qualifications in this tender document.

Provide CVs of the team members for each individual expert. The CVs must clearly show the position and the tasks performed by the proposed person in the reference project and for how long.

The CVs should not exceed 3 pages (minimum font 9pt). If the maximum lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Max. points available	Assessment aspects:
Total 40	The assessment is based on the requirements related to the description of tasks and requirements in this tender document. Within this maximum total of 40 points, extra points can be earned when the expert excels in the below mentioned assessment aspects per role:
10 and 10	Role 1 and 2: Experts for Business Export Coaching in sustainable and inclusive community tourism Experience in coaching tour operators from developing countries, specifically East-Africa Experience with group training and developing training material for tour operators from developing countries Knowledge about sustainable tourism and community tourism product development Experience in matchmaking in sustainable tourism between European buyers and tour operators from developing countries
10	Role: Expert on tourism sector transformation Experience in implementing tourism sector transformation processes in developing countries Experience in designing MSD interventions in the tourism sector Experience in guiding tourism sector associations, tourism organisations, and tourism platforms in developing countries Knowledge about sustainable and community tourism
5	Role: Expert on network management in the Uganda tourism sector Knowledge about the stakeholders in the tourism sector in Uganda Having an active and up-to-date network in the Uganda tourism sector

	Experience in setting-up and moderating stakeholder meetings
5	Role: Expert on logistic arrangements in Uganda Experience in organising logistics for trainings, meetings, and conferences in Uganda Experience in logistic problem-solving for international donor agencies

5.2.3 Related to the role of the Business Export Coaching Expert: Preferences related to your network in the European tourism sector

Describe your specific networks in the various European source markets for tourism, specifically your networks in niche markets for sustainable tourism, adventure products, and inclusive community products. Describe your experience in using these networks to establish matches between European buyers and exporters from developing countries in the tourism sector (one-to-one match-making, trade fairs, buyers/seller missions). Give two examples (in a concise manner) describing your approach for successful matchmaking taking to account the specific challenges for tour operators from developing countries when entering the European markets.

Max. 10 points available	Assessment aspects:
5	Relevance and extensiveness of the network among European buyers of sustainable, adventure, and inclusive community tourism products
5	Level of competence to connect tour operators from developing countries to European buyers

5.2.4 Related to the role of the Sustainable Tourism Sector Market Transformation Expert: Preferences related to developing commercially viable service delivery models for sector associations and service providers in the tourism sector in developing countries.

Describe in a concise manner your experience with developing sustainable business service delivery models for sector associations and service providers in the tourism sector in developing countries. Give two examples in which you have successfully designed and implemented an intervention strategy to develop a tourism sector transformation, preferably with the objective to increase sustainable tourism in the country, making use of the MSD methodology. Describe your approach, the obstacles encountered and critical factors for success.

Max.10 points available	Assessment aspects:
10	Level of competence in developing sustainable business service delivery models for sector associations and service providers in the tourism sector in developing countries.

5.2.5 Related to the role of Network Management Expert in the Uganda tourism sector: Preferences related to stakeholder network management and up-to-date network in the Uganda tourism sector

Describe in a concise manner your experience to use an active and up-to-date network in the Uganda tourism sector to coordinate and moderate meetings. Give one example (in a concise manner) describing your approach to use your network for setting up project interventions and/or

develop sector coordination platforms in the tourism sector in Uganda. Describe your approach, the challenges encountered, and critical factors for success.

Max. 10 points available	Assessment aspects:
10	Level of competence to use an up-to-date network for setting up project interventions and/or develop sector coordination platforms in the tourism sector in Uganda.

5.2.6 Related to the role of Logistic Arrangements in Uganda: Preferences related to arranging and facilitating logistics in the Uganda context

Describe in a concise manner your experience to arrange and facilitate logistics and solve logistic problems ('trouble-shooting') in the Uganda context. Give two examples in which you have successfully solved problems related to logistics and organisation for a donor organisation or multinational company in Uganda and describe your approach, as well as critical factors for success.

Max. 5 points available	Assessment aspects:
5	Level of competence to arrange and facilitate logistics in the Uganda context.

5.3 Assessment method for qualitative preferences

5.3.1 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%

5.3.2 Assessment of preferences in relation to prices/rates (max 10 points)

Experts for business coaching and sector market transformation:

Price	Awarded Points
> € 700	Exclusion from the tender process
€700 until €690	0
€690 until €680	0,28

Tender document team of experts for the Tourism sector in Uganda

€680 until €670	0,56
€670 until €660	0,84
€660 until €650	1,12
€650 until €640	1,40
€640 until €630	1,68
€630 until €620	1,96
€620 until €610	2,24
€610 until €600	2,52
€600 and <€600	2,80

Experts for sector market transformation:

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

Expert for network management in Uganda

Price	Awarded Points
> € 500	Exclusion from the tender process
€ 500 until €480	0
€480 until €460	0,12
€460 until €440	0,24
€440 until €420	0,36
€420 until €400	0,48
€400 until €380	0,60
€380 until €360	0,72
€360 until €340	0,84
€340 until €320	0,96
€320 until €300	1,08
€300 and <€300	1,20

Expert for logistics in Uganda

Price	Awarded Points
> € 350	Exclusion from the tender process
€350 until €340	0
€340 until €330	0,12
€330 until €320	0,24
€320 until €310	0,36
€310 until €300	0,48
€300 until €290	0,60
€290 until €280	0,72
€280 until €270	0,84
€270 until €260	0,96
€260 until €250	1,08
€250 and <€250	1,20

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.

1. Your written responses on the qualitative award criteria are assessed.
A maximum of 90 points can be obtained for your responses to these award criteria.
Tenderers who do not meet the minimum number of points of 50 on these criteria are set aside and are excluded from further participation in the tendering process and will not be further assessed on the prices/rates.
2. Assessment of the prices/rates with a maximum of 10 points. If the daily rate is higher than the maximum amount allowed, the Tender is set aside and excluded from further participation in the tendering process.
3. The total score (written responses + price) will be determined. The maximum total points that can be obtained is **100 points**.

Please provide all the number of examples which are asked in Chapter 5. In case not all examples are provided, fewer points will be awarded.

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 Tendering authority having to award the Contract to more parties than is desired, then the Tendering authority will award the Contract to the Tenderer with the highest final score for the sub criterion: 5.2.2.

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 15 (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 Time Frame

See time frame 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):

Robin Mooijman: 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/egids/>.

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 1.3). 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.tenderned.nl/cms/english/six-steps-bidding-public-procurement-contracts-online-through-tenderned>.

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
CV's	CVs	Add to TenderNed

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

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 by the legally authorised representative(s).

7.3.16 Submission of a Tender in collaboration with other organisations

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.) must also be provided in English.

During the fulfilment of the contract, communication 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 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 3: Draft Contract

Annex 4: General conditions ARVODI 2018

Annex 5: "Brochure E-factureren Rijksoverheid"

Annex 6: Complaints Procedure