Memorandum of information European tender Team of experts in sustainable tourism development for Uganda.
Date: 30 August 2022

In this memorandum of information, the contracting authority provides answers to the questions asked and remarks posted in the context of the above-mentioned European tender. This memorandum of information forms an integral part of the tender document.

	Question	**Answer**
1.	Is the Team Leader one of the 5 Experts or is it an additional role?	The team leader as mentioned in the tender documents is one of the 5 experts. See also question 7.
2.	How is the Project Management time costed?	The time required for project management will be agreed upon in the Further Agreements. There is no pre-set allowance for project management mentioned in the tender documents. The time allowed for project management will depend on the specific tasks delivered by the team leader and other team members. At this moment, it is not clear how much time will be involved in project management. In previous CBI project, the work needed for contractual arrangements is not covered by RVO/CBI. The work needed for reporting, planning, coordinating meetings or coordinating project team issues during implementation is covered in Further Agreements. Activities involved with project management will be decided in mutual agreement between RVO/CBI and the team leader.
3.	Are any references required and if so which skills/preferences do they need to cover?	Specific reference letters are not required. Please note that the scoring for the tender includes a score on the individual qualifications of the experts related to their individual knowledge and experience on the basis of the CVs of the experts (5.2.2).
4.	In section 3.2 the requirement related professional experience and knowledge are broken down into separate points. For examples for role 1 there are 13 of them. How should we	With sending in a CV it will be sufficient. For chapter 3 there will be no additional information necessary.

	Question	Answer
	present this information? In a separate expert overview or as part of the expert's CV?	
5.	Dear Ladies and Gentlemen, we have a request regarding the formal requirements. If a company can prove balances for three years, while the first year is a short year (1 month): does this fulfill the requirements or do you expect three full years balances?	Yes, this would fulfill the requirements. Please note we do not ask for specific information on balances.
6.	Hello. I am an individual consultant who has worked with CBI in Uganda, training members of the UTB as part of an earlier programme supporting the development of services in Uganda. I also have experience coaching tourism businesses and tour operators on marketing to European buyers. I'm interested in potentially joining a team to bid for this project. Could CBI pass on my details to others, with a view to collaborating on a bid for this project?	All we can do is recommend posting a message at the CBI expert group. (75) CBI Expert Group | Groups | LinkedIn
7.	The tender request for a "Team Leader" and mentions the following on that: 1. The Contracting Party for the Framework Contract is the team leader and also the contracting party for all further Agreements under this tender. 2. 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. 3. 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,	The team leader as mentioned in the tender documents is the Contracting Party and one of the 5 experts. The team leader has two main responsibilities: managing the contracting/administrative procedures, and managing the team coordination. It is allowed for the team leader to delegate the administrative and contracting tasks to one of their staff members or director who is not one of the 5 experts, as long as it is withing the same legal entity, and without additional costs for CBI. Please make sure to describe your preferred organisation of the team and roles within the team. Provide a clear overview of the different roles, tasks and division of tasks between the different parties in the team (5.2.1).

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	accounting processes and invoicing in line with the requirements of RVO/CBI. We intent as a legal entity to submit a proposal. By that we are the contractor and will invoice RVO/CBI for all costs and expenditures. In this case the contractor is not a person but a legal entity formally represented by the director. The director might not be part of the team of 5 experts. The term "Team leader" refers more to a person who is expected to actually also by part of the team of experts as he/she will be responsible for coordinating the implementation of the assignment between the team members. So in our case part of the above "Team leader" role will be at the level of the legal entity submitting the proposal. The coordination of the work will be with one of the 5 team members. Is this allowed? So the contractor and the team leader are 2 different entities with different roles.	
8.	We believe to have deduced that we are not eligible to apply as a certifying organization because it is indicated: • "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" • „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,	Any expert under this tender must be able to act fully independently without any risk for conflict of interest. It is not forbidden for certification organizations to apply for this tender under the strict requirement that no preferential advice will be given to their own certifications scheme. This requires that the tenderer can make it plausible in the tender application documents that the team members have knowledge about and experience with different certification schemes. The tender application documents need to show that a risk for a potential conflict of interest is limited, and that the team has adequate mitigation measures in place in case a potential conflict of interest might arise. The tendering authority decides if the explanation is sufficiently plausible and if the two elements have been adequately proven in the tender application documents. In case a conflict of interest arises during the project implementation period, RVO/CBI reserves the right to take adequate measures, for example including relevant clauses in the further contracting agreements.

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	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." Can you confirm our understanding of the framework that we are not eligible? It is mentioned that, if necessary, external experts will be brought in additionally, e.g. Travelife coaches. Could it happen that our coaches are requested either way here?	It is important for the CBI experts working in the project team to be able to advise the Uganda business and tourism organizations in an independent way without any preferential treatment for specific certification schemes. This means that the experts should be able to advise regarding the advantages and disadvantages of certification schemes to the tour operators, tourism associations, UTB, the Ministry, and other tourism stakeholders. The same applies for other tourism certification schemes like hotel certifications. Transparency and openness is a key element to show an unbiased approach to sustainable tourism certification schemes. The experts in the team should realize that they are not allowed to advise in favor of their own certification schemes. This also implies that the team members are prepared to advise in favor of a competing certification scheme in case the advantages of the other scheme are higher for a specific stakeholder, or in case the CBI program manager has other reasons to favor a competitive scheme, for example reasons of practicality, budget or content criteria requirements following the policy of the Dutch Ministry. Under this tender, the experts are not required to give specialized training on specific certification schemes; this will be contracted additionally. It is important to note here that this will be done following the Market System Development approach: while CBI can train certification coaches, the Uganda tourism companies will have to pay themselves for (part of) the services provided by these coaches. In case of a potential conflict of interest with regard to services provided other than certification schemes, the same requirements apply: the experts should be able to advise in an unbiased way without a risk of favoring certain organizations or companies. For example, this could be the case when a representative of a Ugandan tour operators company applies as a team member. This creates a risk of monopolizing relations with new European buyers for their own network or company. It also creates a risk of gaining detailed knowledge about the secrets of the trade of competitors. Another example of potential conflict of interest arises when representatives of sector associations apply as team members; it is not accepted if an expert favors specific sector associations. All the experts in the team need to be able to act fully independently. This needs to be made plausible in the tender documentation. When there is a potential risk of a conflict of interest, the tender application documents need to show that a risk for a potential conflict of interest is limited, and that the team has adequate mitigation measures in place in case a potential conflict of interest might

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		arise. The tendering authority decides if the explanation is sufficiently plausible and if the two elements have been adequately proven in the tender application documents. In case a conflict of interest arises during the project implementation period.