

Ministry of Economic Affairs
and Climate Policy

Tender Document

**Invitation to tender in accordance with
the European open procedure for the
procurement of Experts for the execution
of the Market System development
programme for the IT Outsourcing
programme in Egypt of CBI (international
and local)**

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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 whom 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 Ground	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 this 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: <i>Algemene Rijksvoorwaarden voor het verstrekken van Opdrachten tot het verrichten van Diensten</i>).
IUC-EZK	The Procurement Office (IUC) of the Ministry of Economic Affairs and Climate Policy (EZK) – part of the Netherlands Enterprise Agency (RVO.nl), which in turn is part of the Ministry of Economic Affairs and Climate Policy – will serve as process manager during this tendering process.
Memorandum of Information	A document containing all questions asked and answers given, in anonymised form and, if applicable, additional information. This includes the questions and answers submitted via TenderNed.
Most Economically Advantageous Tender	The Tender that achieves the highest definitive total score based on the best price-quality ratio.
Public Procurement Act	The Public Procurement Act 2012 (<i>Aanbestedingswet 2012</i>)
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 Tender 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 this invitation to tender conducted in accordance with the European open procedure for the CBI project in the IT outsourcing sector in Egypt for four different types of experts: 1. an international Market System Development expert, 2. a local expert for Market System Development and Institutional Development support, 3. an International IT Outsourcing expert, and 4. a local expert for business export coaching.

The project has started in October 2020 and will run as of 2023 for a maximum of 3 years.

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 and believes trade is a good means to stimulate economic growth and to promote employment. CBI works in selected export value chains, with the objective of bringing about a sustainable and inclusive export increase. By supporting SMEs in developing countries entering the European market, the integration of these countries in the global economy is promoted.

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

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

Not only does CBI integrate CSR in her own work, it is also asked from all stakeholders to do so. Furthermore, [the United Nations Sustainable Development Goals](https://www.un.org/sustainabledevelopment/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/>

CBI connects SMEs in developing countries to the European market and thereby contributes to a sustainable and inclusive economic growth. This is done by offering an integrated approach of different intervention types, targeting SME exporters from developing countries, European importers, Business Support Organisations (BSOs) and government authorities. Through the CBI export development and promotion projects, CBI works in selected export value chains, with the objective of bringing about a sustainable and inclusive export increase. The projects extend over a period of several years (mostly 4-6), during which CBI will improve the export competitiveness of small and medium-sized exporters in developing countries through tailored interventions at company and institutional level.

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

This tender concerns the Implementation Phase of the ITO Egypt project. A description related to this assignment can be found in Chapter 2 and onwards. A checklist and other information about how to submit this tender can be found in Chapter 7.

The CBI integrated projects aim to achieve sustainable exports to the European market, competent SME exporters, CSR compliance, and an export enabling environment for SMEs in developing countries. Each CBI project also aims to achieve project specific results, depending on the needs in the value chain. Note that this specific project differs from the more “traditional” CBI projects as this project will be based on the Market System Development approach (see 2.1).

For each CBI project, objectives and targets are determined on the needs of the SMEs and sector identified in the Value Chain Analysis and validated in stakeholder meetings (see 2.1 Description and objective of the assignment).

1.3 Reason for this invitation to tender

The overall project purpose is to contribute to a systemic change leading to a more sustainable and inclusive ITO sector in Egypt, which supports decent growth. This is based on an ITO sector that is inclusive for SMEs to export as well as inclusive for well-educated first time job seekers (with a focus on female and youth job seekers from different regions). Additionally, the sector as a whole, both public and private, adequately supports and enables both SMEs and the labour force with services and regulations. These services and regulations are relevant, of the right quality and price, accessible for all stakeholders in the sector and live beyond the duration of the project. This will lead to changes at different levels; a conducive enabling environment, international competitiveness of SMEs and internal capacity/CSR of SMEs. It is the ambition that at the end of the project a contribution has been made to this systemic change, with a sustainable and inclusive enabling environment available in the ITO sector in Egypt as a result, so that Egyptian SMEs benefit equally from the export growth in this dynamic sector as the larger companies, increase their export to the European market and provide decent employment for youth and women.

Within the Outsourcing sector, the following segments are generally distinguished:

- BPO (Business Process Outsourcing), meaning the outsourcing of business processes such as contact centers, call centers (e.g. customer interaction services) and various types of back office work (e.g. accounting, market research, tax preparation).
- ITO (Information Technology Outsourcing). These include IT-related activities, such as programming, testing of software or building websites and apps. Also Remote Infrastructure Management.

For this project the **BPO is excluded**. The focus of this Business Case is the ITO segment, with a specific focus on application outsourcing, such as software support and custom application development.

The current Tender Document is written for the four different types of Experts mentioned below:

1. **An international Market System Development expert.** Elements of the project are designed and will be implemented on the basis of the Market System Development (MSD) approach (see www.beamexchange.org). The Market System development expert will create and guide Egyptian coalitions to work on systemic change, guide and monitor the implementation of the project according to MSD guidelines. A special focus will be on business development services research and development throughout the programme period.
2. **Local expert for Institutional Development and MSD support:** a local MSD expert that assists in the further identification of root causes to obstacles in the sector, who will identify support needs for exporters in the value chain, will identify possible service providers that

could address those needs and coach those providers in close cooperation with the experts mentioned under point 1 and 3. The expert will work with the programme's stakeholders (business support organisations) in developing coalitions to tackle relevant root causes.

3. **An International IT outsourcing expert** that will assist Egyptian IT SMEs to develop an action plan for entering the EU market and provide them with trade linkages to buyers in Europe. As an IT outsourcing expert, the expert will support local service providers to develop the business support services that the Egyptian SMEs need in order to export to the EU market including HR services related to skills development.
4. **Local Business export coach** that will coach SMEs to implement their action plans and to broker linkages between business development service providers and SMEs.

The activities under this tender are expected to take place in Cairo, Alexandria and possibly Asyut.

1.4 Time frame

The schedule below applies to this tendering process.

22 September 2022	Issuing of publication, start of tendering period.
11 October 2022	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).
18 October 2022	Issuing of Memorandum of Information
1 November 2022 12:00 CEST	Deadline for the receipt of Tenders and opening of new Tenders by the Tendering authority.
25 November 2022	Announcement of the award of the Contract.
15 December 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.
15 December 2022	Deadline for the winning Tenderer to provide the evidence requested by the Tendering authority.
16 December 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 overall objective of this project is to contribute to a systemic change leading to a more inclusive and sustainable ITO sector in Egypt, which supports decent growth. Inclusive means inclusive for SMEs to export as well as inclusive for well-educated first time job seekers (with a focus on female and youth job seekers) from different regions. Sustainable means that the sector as a whole, both, public and private, adequately supports and enables both SMEs and the labour force with services and regulations. These services and regulations live beyond the duration of the project.

The project design is based on this vision for the ITO sector, being a sustainable and inclusive sector. However, aiming for inclusive, sustainable and decent growth, including SMEs, some steps need to be taken. Therefore, the project is divided along two pathways (not in order of importance):

1. Ensure a sustainable workforce for Egyptian ITO SMEs at the required caliber
2. Ensure available BDS services at the right quality and price

These two pillars are the two long-term outcomes of the project. Project targets include:

- Decent jobs are supported and created
- Export growth of SMEs in the ITO sector in Egypt
- New or improved services offered by BSOs
- Number of SMEs with progress on level of resilience
- Level of collaboration within the sector
- Number of SMEs directly supported in a CBI project
- Number of sustainable SMEs

These are not the deliverables for the assignment, but overall project targets. Requirements related to this specific tender, the Implementation phase of this project, are mentioned in the next chapters. The project aims to address the root causes of the constraints in the sector, and thus looks at why market systems aren't working and why the sector (or more specifically the market itself) is not providing the solutions yet or not yet effectively.

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. In this respect the Market System Development (MSD)-approach was chosen as an interesting approach for future CBI project development and implementation. The project at hand in this respect is one of the pilot projects to test the opportunities, possible benefits and possible limitations of the MSD approach for future CBI project development and implementation.

Besides this "learning" objective, the project seeks to achieve tangible results. Above all to support the development of sustainable business & marketing service delivery models that address the needs of Egyptian ITO businesses that seek to export and which are actually used by these businesses during and after the project's ending.

The MSD approach seeks to address the root causes of why markets fail in order to make systemic changes that support lasting inclusive growth. The MSD approach is used by various international cooperation organizations as the guiding principle of their project development and implementation processes, be it mainly in agricultural sectors. The key objective of the approach is to anchor the project's interventions in the sector, to support the development of financially sustainable service delivery models by actors in the market system. This project will also serve as a one of the learning pilots for CBI regarding use of this methodology. During project implementation constant monitoring and evaluation will take place by CBI. To facilitate this, indicators on process level will be developed during the implementation phase. For detailed information on MSD, including best practices, please see www.beamexchange.org.

For this project using the MSD-methodology will mean 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). In practice, it is expected that for some issues it will be easier to have a high degree of facilitator role from the start than for others. This will be especially the case for services of which users see a more direct Return on Investment as for instance the organization of a market access service (participation in specialized tourism fairs, roadshows, hosting buyers missions).

The implementation period of this project began in January 2021 with the start of an inception phase. In the earlier stages of the project, MoUs were signed with the four implementing partners, with whom there has been a continuous dialogue. These four implementing partners are: ITIDA, EITESAL, Nile University and CIT. In addition to that, a Round Table meeting was organised on workforce inclusivity, youth and gender issues for SMEs in the Egyptian ITO sector, according to the Future Search methodology. The outcome and insights gathered from this meeting were used for a more in-depth gender analysis of the business case. By mid-2021, the inception phase of the project could start, based on the partnerships and the Round Table insights. An inception phase is usually included in CBI projects during which the Business Case and the Theory of Change is further sharpened, assumption validated and relationships further built. In this project the inception phase lasted till February 2022 and consisted of preparatory meetings with stakeholders to validate the business case and find the missing pieces of data. As a result of this, the project team was able to sharpen the business case and improve contact with the partners. Conversations with other organisations, both local and international, took place as well. Furthermore, the acquisition of SMEs, who are willing and able to commit to the project in creating local solutions for a more inclusive and sustainable workforce, started. Some 40 SMEs have been met for an audit visit to assess their export opportunities and to discuss their commitment towards the goals of the project of which 20 have been selected for participation in the project. By the end of 2022, these SMEs will have received a Market Orientation event in Cairo, during which opportunities on the EU market will be showed and will have received on the spot assistance and online coaching regarding their action points coming out of the audit. Finally, a Business Development Services (BDS) research was carried out, in order to map the BDS ecosystem and identify possible areas for development based on which the interventions and activities have been redefined.

The inception phase has now gradually transitioned into a new phase within the project, the implementation phase. The original intervention strategy has been revised and the project now has just two pathways.¹ These re-defined pathways are intended to work towards an inclusive and sustainable workforce at the sector's availability (pathway 1) and set up new and strengthen existing services (pathway 2). These services as well as interventions related to the workforce will then be piloted amongst the group of 20 selected SMEs (including some young companies). Through this approach, service providers will find out if certain services and interventions indeed help companies overcome the identified obstacles and root causes. The goal here is two-fold, it helps the service providers to improve their services based on feedback from the users, and it helps the companies to start using the services already in an early stage. It also serves as a showcase for the broader sector. This showcase functions in two ways: both for other interested services providers (crowding in: other service providers develop the same service), as for other companies (market uptake). For CBI, it is also an entry point to measure the results of the systemic change, by following a smaller group of early adapters as a sample of the broader sector.

As part of the MSD 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 sustainable set-up. We will work closely with institutional stakeholders and private companies,

¹ The original pathways were: (1) A balanced stable workforce available for SMEs in the IT sector; (2) Strong internal capacity of SMEs to access the EU market; (3) Strong business linkages EU markets and Egyptian ITO SMEs; (4) Supporting services support ITO SMEs in their export; (5) Stakeholders contribute to a conducive environment for the export of IT services.

to build up and support service providers, and guide and link a smaller group of companies (as a showcase) to these service providers. The success to set-up services in the sector, is an important pre-condition for success of the entire project. To reach the desired situation, it is strongly believed that functioning, available and accessible (export) support services are indispensable in order to benefit all.

2.2. Target Group and Beneficiaries

The target group for the activities under lot 1 (international Market System Development expert) and lot 2 (Local Institutional development and MSD Support) of this tender consists of:

- Key stakeholders that are part of the export enabling environment of ITO in Egypt, incl. governmental organisations, private sector associations, private (commercial) providers of services, universities, (vocational) training institutes, other donors and other relevant stakeholders.
- To be identified service providers that are to be linked to the selected companies and further supported in developing services.

The target group for the activities under lot 3 (International IT Outsourcing expert) and lot 4 (Local Business export coach) of this tender, consists of:

- Maximum of 20 selected Egyptian ITO companies, interested to increase their exports to EU markets. Coaching/training companies mainly through distant online coaching for lot 3, in order to develop an action plan for export is part of lot 3. For lot 4 more on the spot visits are foreseen.
- To be identified service providers that are to be linked to the selected companies and further supported in developing business development services

2.3 Target Market

The target markets for this project are countries in the EU and EFTA that need ITO services.

2.4 Phases

Integrated programs

CBI projects are as much as possible customized to the local situation, addressing those issues that impede export to Europe. To achieve this, we do not just involve small and medium-sized enterprises. We also work with the 'export enabling environment', on an institutional level, which includes governments, trade promotion organizations, sector associations, expert organizations, private service providers. Promoting public-private collaboration is key. Often these organizations are supported to improve their services.

When developing projects, CBIs approach consists of 4 consecutive steps. **This tender concerns the third step, Implementation. The project is approximately 1 year into the Implementation phase of the 3 to 4 years of implementation.**

1. Value Chain Selection: which value chain/sector has most potential for export to Europe?
Lead time: 6 months
2. Value Chain Analysis and Business Case Development: what are the bottlenecks in this sector and can we help to solve these?
Useful research into the Export Value Chain of this particular program can be [found online](#).
Lead time: 10 months

3. **Implementation:** we connect with external partners and experts to address the identified constraints.
Lead time: 4-5 year
4. **Audit and Evaluation:** we audit and evaluate each program.
Lead time: 1-3 months

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

Market System Development approach

We implement our projects on both export business level and institutional level, the so called export enabling environment (EEE). The scope of this tender includes both areas. Besides the Business Export Coaching trajectory, large focus also lies on the Export Enabling system, with regard to developing a robust and sustainable service delivery system to be used by existing and potential exporters. The BEC trajectory in this project is not only used to tap into the export potential of SMEs, but also helps out in the development of a business development service delivery structure that enables Egyptian ITO companies to become active on the EU market.

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 sustainable export growth of SMEs, CBI will enable them to build their export competencies. In this MSD spirited project, the BEC trajectory will be used to pilot business development services and link them with existing business development service providers. The International ITO expert will ensure a connection is established with the EU market through assisting companies in developing an action plan for entering the EU market, connecting them with business owners in Europe for a mentoring programme and ensuring they have access to an expert view on the market. Local export coaching will be provided to a group of maximum 20 selected companies, who comply with certain selection criteria (related to their potential on the European market, as well as their need for support and willingness to work on issues related to the two pathways). Focus will be on testing new and existing services, which eventually can be continued by the right service providers. These services can include training (export marketing plan, marketing etc), market entry activities, matchmaking, management and financial skills development depending on the action plan of the companies.

As part of the Implementation of this project, several (on paper) pre-selected companies have received an 'export audit' which lead to an action plan by CBI. Based on the recommendations in this audit, local SMEs have been selected for the local Business Export Coaching Project. The selected SMEs have participated in a kick-off event after which they received coaching on the main interventions needed for preparing for entering the European market. Also, they received technical assistance on the spot from the EU sector ITO expert and the local Business Coach. The inception phase is to be finalised by a market orientation event during which the SMEs will gather information for their market proposition.

About the institutional/export enabling environment level

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

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

The project will partly follow the MSD-approach, which means that an analysis is made of which are underlying factors why the export environment is not sufficiently enabling. Subsequently

possible solutions to address these factors are being designed. The key of the approach is that the solutions have to be found and sustained within the value chain itself. Actors in the value chain are the ones to deliver services to be used by other actors. The role of the experts in the project is more on facilitating this process than on providing the solutions themselves for the issues.

2.5 Role of the expert

All experts take over from previous experts (who were tenured for the first phase of the project). A solid handover is part of the on-boarding trajectory.

Lot 1. the international Market System Development expert

The project is based on the principles of the MSD approach, an approach that is new to the CBI. The to be selected expert therefore will have an important task in safeguarding the MSD principles are adhered to as much as possible in implementing the project. The Market System Development expert will fall under the responsibility of the CBI Programme Manager, and is contracted by RVO. The CBI Programme Manager ultimately decides on the concrete roles and division of tasks of the various experts.

The expert is required to participate proactively in the design of the meso-level (sector / institutional) interventions, and to support the implementation of these meso-level interventions. These interventions will be designed on the basis of the outcomes of the bottlenecks and opportunities already identified, as well as on the outcomes of the Export Audits, and on inputs from CBI's implementing and strategic partners in Egypt. They are aimed at improving the enabling export environment for SMEs in Egypt usually contribute to one or more of the following objectives:

- Strengthening the local institutional support structure and export-related services for SMEs
- Contributing to export-friendly policies, laws and regulations for SMEs
- Increasing local availability of key services for local SMEs
- Contributing to an improved country/sector image abroad

The kind of activities the expert will implement are among others:

- Monitors and guides the MSD contents of the project approach;
- Coordinates the activities in the eco system on behalf of the CBI Programme Managers and coaches and guides the local Institutional Development and MSD expert;
- Advises the CBI on implementation of the project according to MSD-principles;
- Organizes and facilitates roundtables and further root cause analysis where necessary. CBI will have a "digital first" strategy which means, that if possible activities will be done online, however it is envisaged that 2 to 3 visits a year might be necessary in order to build a connection with the local stakeholders and providers;
- Builds and guides coalitions around solution paths with all stakeholders including government organisations, universities, private sector associations, international companies and donor organizations and other stakeholders;
- Brings in best practices regarding MSD from other sector development projects;
- Builds further on the needs assessment research amongst ITO companies (which was already carried out in the inception phase) to identify of service delivery needs of actors in the value chain;
- Supports, if needed, the identification of potential service providers to provide solutions for these needs;
- Develops opportunity workshops for potential service providers if needed;
- Assists in the design and development of potential service delivery models with partners in the project and other relevant stakeholders;
- Provides on the job training (1 on 1 consultation);
- Organizes and facilitates group discussions and consultative meetings;
- Organizes and facilitates seminars/workshops on location or in Europe, etc.;
- BSO organization development in the field of service delivery related to the pathways;
- Organizes and moderates strategic conferences.
- Writes and submits mission reports and periodic progress reports to CBI;

- Provides input for the CBI's annual progress reports towards the Dutch Ministry of Foreign Affairs.

Lot 2. the Local expert for Institutional Development and MSD support

The Local expert will work closely together with the other experts contracted under this tender. He/she will play a central role in the project as "a spider in the web" in the ITO sector in Egypt. The Local expert will fall under the responsibility of the CBI Programme Manager, and is contracted by RVO. The CBI Programme Manager ultimately decides on the concrete roles and division of tasks of the various experts.

The local expert is responsible for:

- Working closely with the Institutional Development and MSD expert, the International IT outsourcing expert and local business expert on identifying needs of actors in the ITO sector, identifying possible solutions for these needs and identifying possible service providers to provide these solutions;
- Supporting the Institutional Development and MSD expert by follow-up coaching on site to the various service providers in between the activities of the international experts. This coaching is done continuously throughout the week and most often through visiting and meeting with stakeholders and partners in the project when needed. This is not to be done during only fixed days or weeks per month;
- Bringing in inside knowledge on the Egypt ITO sector, interests, motives, possibilities and limitations of the various stakeholders in the sector;
- Bringing in knowledge on MSD approaches;
- Keeping close contact with the various sector stakeholders to motivate and monitor their commitment regarding their participation in the project's interventions regarding developing sustainable service delivery models in the sector (regarding e.g. export management and marketing capacity building, organizing EU market entry activities, provision of market information);
- Serving as an in-country contact person for stakeholders in the Egyptian ITO sector together with the local business coach;
- Reporting to the Institutional Development and MSD expert about the local situation of the coalitions and the individual supported BDS service providers if there were any significant changes in their situation, and check with the BDS service providers about any problems;
- Moderating meetings of stakeholder if applicable;
- Writing and submitting mission reports and periodic progress reports to CBI;
- Providing input for the CBI's annual progress reports towards the Dutch Ministry of Foreign Affairs.

This strategic role is complemented with a logistical role:

- Arrange meetings and transportation in the target countries, during visits of the MSD expert (lot 1) and CBI staff;
- Support the Institutional Development and MSD expert in communication with the stakeholders and service providers, specifically to explain the activity schedule, check the availability of the service providers for training and meetings, explain to the BDS providers the topics of specialised trainings and explain the importance of the trainings, discuss with the BDS providers how they can connect to the participating SME companies;
- Support the MSD expert to collect data at coalition level and at provider level via direct communication with the BDS providers (reminders);
- Support specialised trainers with the logistics of their trainings, like venue, catering, equipment, and invitations.

Lot 3. the International IT Outsourcing expert

The expert has 3 main responsibilities: 1. To audit and assist SME participants to develop an action plan to become competent exporters, 2. To coach local businesses in order to export and 3. Provide expertise on the IT Outsourcing sector in the EU.

The objective of the project is that after the project ending a local sustainable service delivery structure is left behind in which local providers (commercial and non-commercial) provide export related services to current and aspiring ITO companies.

The expert carries out this/her work under the direct responsibility of the respective CBI Programme Managers in The Hague, who are in charge of the overall management, monitoring, budget and results of the project. The expert will work closely together with the experts contracted under the other lots in this tender.

The ITO expert will assist the local Business Export Coach to implement the action plan of participating SMEs developed in the export audit.

The ITO expert will provide, where necessary, relevant training of trainers, skills development workshops and facilitates meetings to provide the newest market information to the stakeholders and service providers.

The expert:

- Coaches the SMEs to become competent exporters, and to achieve the related results that have been set out in the project's Monitoring & Evaluation Plan. This coaching will focus on the implementation of the action plan made during the Export Audit and will take place during on-site visits to each company by the expert, but mostly it will be done from a distance. Main topic is Export Capacity Building. The expert will work with the local business development coach together as CBI will instruct;
- Supports in business development of the already selected SMEs (based on the action plans from the Export Audit visits carried out already) by opening up his European network to the local companies and connecting them with European importers and other relevant partners;
- Supports the interventions in both pathways: coach and stimulate the participating SMEs in participating in both pathways together with the local business expert;
- Coaches and supports the process of the SMEs cooperating in pilots aimed at resolving issues related to the two pathways (BDS services and workforce);
- Advises on developing services (and provides relevant content) in the field of 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 CBI and project partners on the readiness of the companies for market entry;
- Supports the CBI project partners and service providers in their preparations for market entry events;
- 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;
- Prepares, conducts and evaluates (virtual) group training sessions for participating companies and other SMEs, and sector organizations on issues for which European market knowledge in the sector is required;
- Provides input to training programs conducted by local service providers and other CBI-approved trainers to ensure that the training program is tailored to the needs of all exporting ITO companies in Egypt. Furthermore, the expert plays an important role in the project's Monitoring & Evaluation with regard to the interventions related to the SMEs;
- Collaborates with the local CSR expert;
- Writes and submits mission reports and periodic progress reports to CBI;
- Provides input for the CBI's annual progress reports towards the Dutch Ministry of Foreign Affairs.

CBI will have a "digital first" strategy which means, that whenever possible activities will be done online. It is CBI who will decide upon which activities will take place digitally or on location. To this end the coach will mostly have regularly contact digitally with the companies and maximum of 1-2 visits a year in the 1st and 2nd year of implementation might be necessary in order to build a

connection with the local stakeholders and providers. The local expert contracted under lot 4. will play an important role by supporting the Business Export Coach expert in this.

Decisions on allocation of activities will be taken by the CBI Programme Manager and supported by arguments taking into account the company needs for specific skills as well as budget considerations.

Lot 4: Local Business Export Coach

Export coaching will be provided by the local Business Export Coach to the group of maximum 20 selected companies, who comply with certain selection criteria (related to their potential on the European market, as well as their need for support and willingness to work on issues related to the two pathways). One of the outputs each participating company will work on based on the carried out export audit is the Action Plan together with the International ITO expert. In this action plan is described what the companies need to work on.

This coaching – on a confidential basis – will focus on the implementation of the action plan made during the EMP development. To this end the coach will regularly visit the selected companies to monitor progress towards the action plan and if needed to be a broker between the SMEs and local service providers. In between visits, the expert supports the companies via Distant Guidance in order to monitor the progress of the companies with regard to their agreed action list. The expert stays in contact via e-mail and skype (or other online platforms) meetings. Individual coaching is a main part of the assignment under this tender.

The expert:

- Advises on improving the critical export success factors regarding technical improvements at factory level, product development, managing CSR issues, marketing, pricing, sales promotion, logistics, communication, market knowledge, applying market analysis, sustainability, company management, finance etc. Where needed the expert will use local service providers for technical support towards the SMEs if CBI so requests. This coaching is done continuously throughout the week and not arranged via fixed days or weeks per months;
- Conducts follow-up coaching to the participating companies that have received training or support from the European ITO expert and/or BDS providers on all issues like sustainability, certification, digital marketing, and organisational management;
- Advises on implementing innovative processes and adding innovative content to the CBI program;
- Advises CBI and if needed the project partners on the readiness of the companies for market entry;
- Assists the companies selected for market entry at their offices when needed or via online contact and advises CBI, CBI project partners and participants in their preparations for these interventions. This coaching is done continuously throughout the week and not arranged via fixed days or weeks per months;
- Coaches the companies to find and establish business linkages with European buyers with assistance of the international ITO expert;
- Continuously monitors the progress of companies and project partners in carrying out action plans by using the CBI online Export Audit Tool (HBAT);
- Coaches and supports the process of the SMEs cooperating in pilots aimed at resolving issues related to the two pathways (BDS services and workforce).
- Annually collects and reports on export and employment data of participating companies;
- Writes and submits mission reports and periodic progress reports to CBI;
- Provides input for the CBI's annual progress reports towards the Dutch Ministry of Foreign Affairs;
- Schedules meetings, compose the invitation list, send out invitations, arrange venues and catering (together with the participating partners), arrange payment for location/catering, arrange for small local service components like printing, beamer, and other equipment;
- Supports specialised trainers with the logistics of their trainings, like venue, catering, equipment, and invitations;
- Serves as an in-country contact person for the participating stakeholders and providers together with the local MSD coach;

- Collaborates with the local CSR expert.

For all lots:

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. Please refer to the description of the roles above for a general outline. CBI wants to decrease its environmental footprint and has a "digital first" strategy, which means that activities 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.

Marketing & Communication

Experts 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.

2.6 Role of the expert within the project team (all lots)

The expert carries out his/her 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 expert is 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 Hague based Programme Manager(s) and Project Officers) and staff and experts of cooperation partners. Depending on the needs of the programme other external experts and other service providers, besides those under this tender, will be contracted by CBI.

2.7 Lots

The invitation to tender has been divided into four lots (see table below). We are looking for one expert per 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 an expert is needed. Individual tenderers and firms may submit proposals for more than one lot but can only win one lot and therefore can be awarded only one (1) contract from this tender. If a tenderer has submitted the most advantageous tender in more than one lot, the tenderer will be awarded the lot with the highest contract value (see 2.9). As a consequence, the number two in the ranking in the other lot, will be awarded that same other lot.

It is not possible to meet the requirements together if you submit with multiple people for one lot: the expert who is the contact person for the companies and CBI, must meet all requirements independently by him/herself under chapter 3 of the tender document. The other possible consortium partners or subcontractors are supplementary and supportive and do not have to meet all requirements in person.

Lots
1. International Market System Development expert
2. Local expert for Institutional Development and MSD support
3. International IT Outsourcing expert
4. Local Business Export Coach

2.8 Contract Period

The Tendering authority intends to conclude a Contract for every separate lot for a period of 2 years, including an unilateral option for the Tendering authority to extend the contract maximum 2 times by 1 year.

The duration of the total contract period is estimated for 3 to 4 years because this is the duration of the CBI project. It is important for the participating companies and organizations that the executor remains the same throughout the duration of the program.

2.9 Scope of the assignment

The Tendering authority has estimated a total maximum contract value (including optional extension years) in EUR per lot as follows (exclusive of VAT) Lot	Contract value in EUR (excl. VAT)
1. International Market System Development expert	285.000
2. Local expert for Institutional Development and MSD support	160.000
3. International IT Outsourcing expert	285.000
4. Local Business Export Coach	185.000

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.

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.

2.10 Safety situation

CBI is concerned about the safety of its staff and of its contracted experts. The assignment partly takes place in Egypt. The current safety situation according to the Dutch Ministry of Foreign Affairs might change during the project period. The most updated travel advice for Dutch citizens can be found on the website of the Dutch Government. In case the expert is a citizen of another country, it is advised to follow the travel advice of your country of residence. In case the safety situation doesn't allow (local) travel, it may be decided to postpone assignments or work with distant coaching or other online forms. The role division between the international and local expert also allow flexibility. We advise the experts to follow the safety advise of their respective countries.

3 Requirements to this assignment

This section includes the requirements set by the Tendering authority concerning the requested services and the prices and rates. Per paragraph we indicate which requirements are applicable for which lots.

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 you are eliminated from contention. The below mentioned requirements apply to all lots, or to specific lots when specified otherwise.

3.1 General requirements

For all lots (1, 2, 3 & 4):

1. The execution of the assignment must be done by one single expert per lot. Multiple contact persons are not allowed. The reason for this is that one contact point is needed for the companies and for the contact with CBI. The personal approach towards the stakeholders is important in order to optimally fulfil the expert role. If a collaboration is needed to fulfil the suitability requirements, then such collaboration is possible, provided that one single expert in person will remain the contact point for all the stakeholders;
2. The expert must be able to act fully independent and without any conflict of interest as a representative of CBI in the ITO sector in Egypt. This entails, among others, that the expert should not be directly or indirectly contracted or employed by (or own) selling parties in Egypt or importing companies that trade in services covered by this tender from developing countries covered by this tender;
3. The coaching is done continuously throughout the year/week and not arranged via fixed days per week or per months;
4. Demonstrable good communication skills in the English Language, both spoken & written;
5. Proven well-developed intercultural sensitivity skills;
6. Strongly developed political awareness and sensitivity;
7. Team player who can cooperate in diverse team structures (information sharing, conflict solving);
8. Reporting skills to communicate on mission results and project progress;
9. Experience in coaching and facilitating by using distant guidance techniques like e-mail, online meetings using tools like skype and moderating webinars;
10. Demonstrable coaching and training skills.

3.2 Requirements relating to professional experience and to knowledge

(Lot 1, MSD consultancy)

1. Extensive proven knowledge of the Market Systems Development (MSD) approach, its principles, its application in various sectors and contexts, best practices, lessons learnt, its applicability and limitations in various environments. Or recent relevant training certificates of recognized international training institute regarding the MSD approach (ILO, Springfield Center, MESO partners, DevLearn or similar):
2. At least three (3) years of experience in carrying out projects using the Market Systems Development (MSD) approach;
3. At least two (2) years of experience with stakeholder management, research on needs assessment at sector level, Business Support Organisation (BSO) development support;
4. Proven experience with organising roundtables regarding underlying root causes and building and guiding coalitions to make systemic changes;
5. 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;

6. Proven experience with collecting, monitoring & evaluating data;
7. At least two (2) years experience in working towards gender and youth inclusion in sectors in developing countries.

3.3 Requirements relating to professional experience and to knowledge (lot 2, Local consult for MSD and Institutional Development support)

1. Demonstrable good communication skills in the Arabic language and English language, both spoken and written;
2. At least two (2) years experience in the MSD approach or recent relevant training certificates of recognized international training institute regarding the MSD approach (ILO, Springfield Center, MESO partners, DevLearn or similar);
3. Experience in bringing together coalitions of different actors in a sector in Egypt (Government, Universities, Donors, Companies, Business support organisation) by building relationships through meeting the actors regularly face to face when needed (planned in advance but also ad hoc the next day when requested by CBI);
4. Excellent active network in the Egyptian ITO sector which can be used for the implementation of the project;
5. Profound experience to work in the local context of the Egypt ITO sector and excellent ability to arrange and facilitate business related issues in the local context;
6. Experience in setting up business development services for exporters in Egypt;
7. Proven experience in the last two (2) years with logistic arrangements for donor organisations;
8. Proven experience with (supporting the) collecting, monitoring & evaluating of project data.

3.4 Requirements relating to professional experience and to knowledge (lot 3, International IT outsourcing expert)

1. At least five (5) years of experience in the EU ITO market in a commercial/ technical or consultancy role during the last ten (10) years;
2. Experience with B2B and B2C marketing and promotion of ITO services in the EU market for at least three (3) years during the last five (5) years;
3. At least one (1) year of experience within the last three (3) years in consulting to IT outsourcing companies in developing countries including topics of marketing, company management, promotion, sales, pricing, product development, communication and sustainability;
4. At least 50 hours of experience with conducting trainings of trainers and workshops in developing countries in the English language regarding export related topics;
5. Proven knowledge of the latest trends and developments, distribution channels, and market players in the EU ITO markets with a focus on demand of EU-based SMEs;
6. Proven knowledge of Corporate Social Responsibility issues in the ITO sector;
7. Proven knowledge about business services, business models, (structure and effectiveness) and required management skills for ITO companies;
8. Up to date and active network of EU buyers and agents in at least two of the EU ITO buying markets;
9. Proven knowledge in collecting, monitoring & evaluating data;
10. Experience with moderating, facilitating and conducting trainings and workshops in the English language regarding export development on location and virtually (at least 120 hours of experience during the last five (5) years).

3.5 Requirements relating to professional experience and knowledge (lot 4, Local Business export coach)

1. Demonstrable good communication skills in the Arabic language and English language, both spoken and written;
2. At least three (3) years of experience in coaching Egyptian companies on the ground towards export in the past five (5) years;

3. Up to date and active network of IT companies in Egypt;
4. Experience in gender and youth related activities within Egyptian Companies;
5. Individual coaching and advisory experience on the ground of IT SMEs in the field of market prospects, production process (incl. environmental, social, quality and safety standards (CSR)), products, pricing, sales promotion, logistics, communication, export knowledge, market knowledge, R&D capacity, company management, finance), at least three years of experience in the last five years;
6. Excellent experience to work in the local context of Egypt and excellent ability to arrange and facilitate business related issues in the local context;
7. Proven experience with logistic arrangement (visiting venue locations, arranging catering, meetings with trainers, etc) for donor organisations in Egypt (at least one years of experience in the last five years) on the ground, carefully prepared as well as ad hoc for the next day;
8. Proven experience with moderating meetings;
9. Proven experience with (supporting the) collecting, monitoring & evaluating of project data.

3.6 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 expert is based. They do not include VAT;
3. **For lot 1 and 3:** In case your company is not located in Egypt, you may, when carrying out assignments in Egypt, invoice local expenses according to the maximum on the UN-DISA list. Copies of hotel invoices need to be submitted with your invoices, unless you are a Dutch expert invoicing 0% VAT. Accommodation and local other costs including local travel expenses, food, etc may be invoiced up till a maximum of the applicable Daily Subsistence Allowance (DSA) rates published by the International Civil Service Commission of the UN (<https://icsc.un.org/>). This list is updated on a regular basis. DSA is NOT applicable for experts living in Egypt (see 3.6.4). For international travel costs to Egypt a maximum of €750 can be quoted for an economy return flight ticket. The mentioned amount is a maximum and the actual costs for a ticket will be invoiced including a copy of the receipt for the ticket with the invoice.
4. **For lot 2 and 4:** You can only invoice the local expenses when travelling to one of the cities of the programme your company is NOT located in, after approval by the CBI Programme Manager. Accommodation and local other costs including local travel expenses, food, etc. may be invoiced up till a maximum of the applicable Daily Subsistence Allowance (DSA) rates published by the International Civil Service Commission of the UN (<https://icsc.un.org/>). Local travel expenses can be invoiced based on real expenses (again after approval by the CBI programme manager). The costs for travelling and food etc. within your own city must be included in your daily rate;
5. The maximum daily rate for lot 1 and lot 3: is € 700.- excl. VAT;
6. The maximum daily rate for lot 2 and 4: is €400,- excl. VAT. This is an average based on two types of tasks; both logistical tasks and supporting coaching tasks;
7. The Tenderer will not submit any zero or negative prices/rates, including for parts of the agreement;
8. The rate is fixed for the duration of the framework agreement and cannot be indexed.
9. The Tenderer will charge retrospectively based on actual costs and specified daily rate;
Please note: the assignment will consist of further framework agreements with specified assignments and agreed hours. This is based on the final decision of the CBI programme manager.

3.7 Tax-related requirements (for all lots)

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 Tendering authority. If applicable, you are liable for accurate payment of VAT in the Netherlands and outside the EU, with the exception of the case stipulated in the following sentence. If the Tendering authority procures a service from a foreign business and Dutch tax law considers the work to have been performed in the Netherlands, then the Tendering 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 Tendering 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). 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;
8. 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.

3.8 Invoicing requirements (for all lots)

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 Simpler invoicing
- E-invoicing through a service provider.

See attached "Brochure e-factureren".

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.

3.9 Travel Policy (for all lots)

The following travel policy must be adhered to:

- International flight tickets and hotel must be booked after approval by CBI PM, done by the expert itself and can only be reimbursed if valid receipts are added to the invoice.
- All flight tickets must be economy class.
- See: 3.6 Requirements relating to the prices/rates relevant for travel.

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 and, legally sign it (see section 7.3.15 for further details).

4.2 Exclusion Grounds

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

- all Exclusion Grounds specified in Part IIIA and B;
- the Exclusion Grounds in Part IIIC 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 Reference data (technical qualifications)

The Tendering Authority has identified the following core competences per lot, that correspond to the experience in essential aspects of the contract:

Core Competences Lot 1
- Coaching/training/advising regarding application of the MSD methodology in projects. - Setting up and moderating roundtable meetings for root cause analysis and guide coalitions implementing systemic change. - Coaching and supporting of local business service providers in developing and implementing economically sustainable service delivery models. - Carrying out Business Development Services needs assessments. - Organizing multistakeholder management.
Core Competences Lot 2
- Active MSD application in programme activities in Egypt. - Supporting the creating of service delivery models in Egypt. - Organizing logistics for projects or events in Egypt and stakeholder management.
Core Competences Lot 3
- Advising companies in the ITO sector regarding product, production processes and export management and marketing. - Building active linkages between buyers in Europe and ITO providers outside of Europe

Core Competences Lot 4

- | |
|--|
| <ul style="list-style-type: none"> - Coaching Egyptian companies regarding their service offer, organisational structure, HR management, export management and marketing, etc. - Organizing logistics for projects or events in Egypt. |
|--|

By signing the 'European Single Procurement Document', the Tenderer declares that he has carried out at least one reference assignment for each of the core competences listed above that meets the following minimum requirements:

- The subject of the reference assignment must be comparable to the core competence in question.
- The reference assignment must have been executed or completed within the three years prior to the closing date for the submission of tenders. If the Tenderer uses an assignment that is not yet fully complete, then only the completed results of the ongoing assignment can be submitted for reference purposes; projected results cannot be taken into consideration.
- The reference assignment must have been executed for an international / development organisation or a European importer.

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

Evidence (submit together with the Tender):

Provide one reference assignment for the core competences mentioned above. The reference(s) must be signed by the referee (the Contracting authority in question)

The reference(s) must be signed by the referee (the client in question).

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

4.3.3 Professional/trade register extract

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

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

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

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

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

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

5. 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 Section 3.

The assessment consists the following steps.

- a. A maximum of **90 points** can be obtained for your response to the qualitative award criteria as described in 5.2.1 up to and including 5.2.3 for lot 1, 5.2.4 up to and including 5.2.6 for lot 2, 5.2.7 up to and including 5.2.9 for lot 3 and 5.2.10 up to and including 5.2.12 for lot 4. 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 € 700.- excl. VAT for lots 1 and lot 3, or higher than € 400.- excl. VAT for lot 2 and lot 4, 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:

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 CV. Please hand in a CV.

Lot 1. Market System Development consultancy

5.2.1 Preferences relating to carrying out root cause analyses, defining solutions and monitoring pathways based on MSD principles.

Describe in a concise manner your experience on carrying out successfully root cause analyses regarding identified obstacles in a value chain, on identifying the service needs of the stakeholders involved and subsequently linking potential providers and up-takers of the service, as well as monitoring this throughout project implementation. Furthermore, describe how adaptive learning was provided to project management.

Give two examples. Describe your approach, the obstacles encountered and critical factors for success.

Please provide a list of reference projects (up to 5) which show your relevant experience regarding carrying out root cause analyses, defining solutions and monitoring pathways.

Max. 30 points available	Assessment aspects:
30	Level of experience in carrying out root cause analyses, defining solutions and monitoring pathways

5.2.2 Preferences relating to coaching/supporting (potential) service providers and/or business support organisations regarding developing sustainable service delivery models for SMEs or other clients.

Describe in a concise manner your experience on coaching/supporting (potential) service providers and/or business support organisations in developing countries regarding developing sustainable business service delivery models for SMEs or other clients. Give two examples in which you have successfully coached/supported a service provider and/or business support organisation in a developing country in developing a financial sustainable business service, making use of the MSD methodology. Describe your approach, the obstacles encountered and critical factors for success.

Max.30 points available	Assessment aspects:
30	Level of experience in coaching/supporting (potential) service providers and/or business support organisations regarding developing sustainable service delivery models for SMEs or other clients

5.2.3 Preferences relating to guiding coalitions of stakeholders towards systemic change

Describe in a concise manner your experience in building and guiding (coalitions) of stakeholders to implement activities to lead to systemic change that benefit youth.

Describe your approach, the obstacles encountered and critical factors for success.

Please show in your answer at least that you are familiar with the issues and challenges regarding applying the method, your level of relevant experience.

Max. 30 points available	Assessment aspects:
30	Level of experience in guiding coalitions of stakeholders designing activities leading to systemic change. Level of success in reaching proven systemic change.

Lot 2. Local expert for Market System Development and Institutional development support

5.2.4 Preferences relating to coaching on setting-up business development services for SMEs.

Describe in a concise manner your experience in coaching SMEs and/or service providers in obtaining and/or setting up service delivery services in Egypt. Give one example. Describe your approach, the obstacles encountered and critical factors for success.

Please provide a list of reference projects and/or service delivery organisations and/or SMEs (up to 5) which show your relevant experience regarding setting up service delivery units for SMEs seeking export opportunities.

Max. 30 points available	Assessment aspects:
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30	Level of experience in coaching and/or setting up service delivery units for SMEs.
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5.2.5 Preferences relating to your network in the Egyptian IT services sector.

Describe your specific networks in the Egyptian IT services sector. Describe your experience in using these networks for setting up projects / carrying out activities in the ITO sector in Egypt. Give one example (in a concise manner) describing your approach on using your network for a project or activity.

Max. 30 points available	Assessment aspects:
30	Level of knowledge of and experience with the IT services network in Egypt and the level of experience in using these networks for setting up projects / carrying out activities in the IT services sector in Egypt.

5.2.6 Preferences relating to persuasiveness and building coalitions

Describe a situation in a concise manner showing you have successfully convinced a key stakeholder in a sector you supported in Egypt, *that was initially hesitant or reluctant*, e.g. to make the required changes or actually implement your advice. Describe your approach and define the critical success factors for success. Mention explicitly the way in which you used your diplomatic skills to achieve your goals in this situation.

Describe some of the risks you could identify to persuade stakeholders to become part of a coalition and follow your advice, and describe your mediation strategy in case these risks would occur during the project.

Max. 30 points available	Assessment aspects:
30	The level of experience in successfully convincing a stakeholder, that was initially hesitant or reluctant, to make the required changes, to actually implement your advice.

Lot 3. International IT outsourcing consulting

5.2.7 Preferences relating to coaching on export related topic to ITO companies

Describe in a concise manner your experience in advising ITO companies on improvements in their business processes that have led to them successfully exporting. Give two examples, of which at least one should have taken place in a developing country (in a concise manner), in which you've successfully advised ITO exporters from a developing country to develop and implement and action plan with improvements that led to successful export of their services to the EU. Describe your approach, the obstacles encountered and critical factors for success. Indicate how you work digitally to support ITO exporters and mention your experience.

Please show in your answer at least that you are familiar with the issues and challenges in the export value chain for ITO and your level of relevant experience.

Max. 30 points available	Assessment aspects:
30	Level of experience and success in advising IT service companies to improve their internal working methods and export management processes with a view on exporting to Europe.

5.2.8 Preferences relating to your network in the European ITO sector.

Describe your specific networks in the various European source markets for ITO. Describe your experience in using these networks to establish matches between European buyers and exporters from developing countries in the ITO sector (one-to-one match-making, trade fairs, buyers/seller missions, mentoring). Give two examples (in a concise manner) describing your approach for successful matchmaking.

Max. 30 points available	Assessment aspects:
30	Level of relevance and extensiveness of the ITO network in Europe and the level of experience in successful matchmaking

5.2.9 Preferences relating to coaching of SMEs regarding developing soft and technical skills in an HR context

Describe in a concise manner your experience in developing solutions for SMEs service providers/business support organisations for soft and technical skills challenges.

Give one example (in a concise manner) in which you've guided a company owner in optimising their HR policy, related to soft and technical skills. Describe your approach, the obstacles encountered and critical factors for success.

Max. 30 points available	Assessment aspects:
30	Level of experience relating to coaching of SMEs regarding developing soft and technical skills in an HR context

Lot 4. Local Business Export Coaching

5.2.10 Preferences relating to coaching skills on export related topics

Describe in a concise manner your experience in coaching SMEs in Egypt regarding improving their product development skills and export management processes with a view on exporting. Mention your experience in coaching SMEs in finding the relevant Business Development Service (accountant, marketing advisor, fair organiser, certifying body etc) to improve their export offer. Give two examples (in a concise manner) in which you've successfully coached SMEs in Egypt on improving their export management processes. For each example describe your approach, the obstacles encountered and critical factors for success. Indicate how you work digitally to support SME and mention your experience.

Please show in your answer at least that you are familiar with the youth and gender issues in Egyptian companies.

Max. 30 points available	Assessment aspects:
30	Level of experience in coaching SMEs regarding improving their production and export management processes with a view on exporting to Europe.

5.2.11 Preferences relating to your experience in assisting SMEs with market entry.

Describe your experience in preparing Egyptian SMEs in their market entry into Europe using networks to establish matches between European buyers and exporters from Egypt (one-to-one match-making, trade fairs, buyers/seller missions). Give two examples (in a concise manner) describing your approach for successful matchmaking.

Max. 30 points available	Assessment aspects:
30	Level of experience in preparing Egyptian SMES for market entry into Europe and level of experience in successful matchmaking

5.2.12 Preferences relating to network of IT companies in Egypt

Describe in a concise manner your network within the IT sector in Egypt. Please show in your answer that you are familiar with different stakeholders in the ITO sector, like companies, BDS providers, associations, government, and other relevant institutions. Include one relevant example where you used your network to establish a successful link between different stakeholders. Describe the type of link, your specific role in this match, the organisations or companies involved, involved, and the result of the connections you established.

Max. 30 points available	Assessment aspects:
30	Level of relevant stakeholders in the network. A diverse network within the ITO sector in Egypt (companies, associations, government, chamber, etc.).

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

Lot 1 and Lot 3:

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

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

Lot 2 and 4:

Price	Awarded Points
> € 400	Exclusion from the tender process
€ 400 up to and including €390	0
€ 390 up to and including €380	1
€ 380 up to and including €370	2
€370 up to and including €360	3
€360 up to and including €350	4
€350 up to and including €340	5
€340 up to and including €330	6

€330 up to and including €320	7
€320 up to and including €310	8
€310 up to and including €300	9
€300 and <€300	10

The maximum average daily rate is €400,- excl. VAT. Failure to comply with these or one of these requirements will result in your Tender being disqualified from the assessment process and therefore you are eliminated from contention.

6 Assessment of the Tender

6.1 Assessment of the Tender's completeness and legal validity

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

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

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

6.2 Assessment of requirements relating to the assignment

Subsequently, the Tender's compliance with the requirements to the assignment (see Section 3) will be assessed. Any Tender that does 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.
3. The total score (written responses + price) will be determined.

6.4 Determination of definitive total score

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

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

Lot 1: Preferences relating to carrying out advising on identifying service needs of stakeholders and how to develop these from a MSD perspective (5.2.1).

Lot 2: Preferences relating to setting up service delivery units for SMEs seeking export opportunities (5.2.4).

Lot 3: Preferences relating to advising on export related topic to ITO companies in developing countries (5.2.7).

Lot 4: Preferences relating to coaching skills on export related topics (5.2.10).

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

(see 2.7) Individual tenderers and firms may submit proposals for more than one lot but can only win one lot and therefore can be awarded only one (1) contract from this tender. If a tenderer has submitted the most advantageous tender in more than one lot, the tenderer will be awarded the

lot with the highest contract value (see 2.9). As a consequence, the number two in the ranking in the other lot, will be awarded that same other lot.

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, except for the references.

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): Mr. R.D. 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/eqids/>.

7.3.2 eHerkenning

All TenderNed users affiliated with a *Dutch* company registered with the Dutch Chamber of Commerce are obliged to log in and register using eHerkenning. *This obligation does not apply to companies not registered in the Netherlands.* Visit <http://www.tenderned.nl/eherkenning-en-tenderned-0> for more information about eHerkenning, including the terms and conditions. You are responsible for any consequences arising from the failure to register with eHerkenning in a timely manner.

7.3.3 Questions and additional information/changes

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

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

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

Submitting a question to the Tendering authority

Questions are to be asked via TenderNed. See <https://www.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 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.

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 your proposal via TenderNed. **Please note that your TenderNed registration will be final after several days, after you received a registration code which you have to use first.**

- For more information on registering and establishing your organisation with TenderNed and digital submission of your Tender, visit <https://www.tenderned.nl/cms/english/tenderned-foreign-businesses>.
- 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
Suitability Requirements	References	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	Fill in, legally sign and add to TenderNed
CV and examples asked at the Award criteria	CV	Add to TenderNed
References	References	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.

Legally binding signature

A legally binding signature means that a document has been signed by a duly authorized representative.

If it is recorded in the professional or company register that two or more persons only have joint powers of representation, then the documents requiring a legally binding signature must be signed by those two or more persons. If any restrictions are in place regarding the authorization to represent the organization, then these must be taken into account.

Where a legally binding signature is required, the Contracting Authority accepts, in addition to an original handwritten signature, also the qualified electronic signature within the meaning of article 3: 15a of the Civil Code (or EU Regulation no. 910/2014, article 3, part 12).

Please note: it is not possible to sign the European Single Procurement Document with a qualified electronic signature immediately. You can provide the ESPD with a handwritten signature or you must make a digital PDF printout of the PDF form, after which the qualified electronic signature can be placed on this digital PDF printout.

The lack of a legally binding signature in principle will lead to exclusion from the tendering procedure. In that case, however, you will be given one single opportunity to correct it within 48 hours.

7.3.16 Submission of a Tender in collaboration with other organisations

It is not possible to meet the requirements together if you submit with multiple people for one lot, the expert who is the contact person for the companies and CBI must meet all requirements independently by himself under chapter 3 of this tender document.

If you cannot carry out the assignment independently, you can set up a collaboration with other organisations. 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. The consortium partners or subcontractors are supplementary and supportive and do not have to meet all requirements in person.

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 (although for different lots), either individually or in combination with other natural persons, legal entities and/or organisations.

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

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

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

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

By submitting this Tender, the Tenderer declares his awareness that actions contravening any fundamental principle of procurement law can result in the aforementioned consequences. The Tendering authority can use all resources available to him in order to identify any violation of the

fundamental principles of procurement law or the restriction of fair competition. A judicial decision will not be a necessary requirement in such cases.

7.3.19 Communication and language

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

The Tender must be submitted in English.

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

During the fulfilment of the contract, communication must be conducted in Dutch or English. Reporting language is 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. Only the definitive Contract 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 Contracts lot 1, 2, 3 and 4
- Annex 4: General conditions ARVODI 2018
- Annex 5: "Brochure E-factureren Rijksoverheid"
- Annex 6: Complaints Procedure