

# SELECTION CRITERIA

(As referred to in sections 2.99 through 2.100 of the Dutch Procurement Act and Part IV of the European Single Procurement Document (ESPD))

The purpose of the Selection criteria is to assess whether the Candidate is suitable to fulfil the Agreement in the opinion of the Contracting authority.

The following Selection Criteria are addressed below:

- A. Technical and professional competence by mean of project examples (references)
- B. Technical competence and professional ability

## A. Technical and professional competence - References

### 1. REFERENCE PROJECTS/ASSIGNMENTS – QUANTITATIVE APPROACH

#### **Lot 1: Public Infrastructure**

The Candidate submits five (5) references per core competence. Due to the large size, the variety and complexity and the risks of the Assignments under this Framework Agreement, the Contracting Authority requests five (5) references per core competence. The reference relates to the execution of a similar consultancy project in the past ten (10) years. The Candidate uses Appendix 4a – 4e 'Format Reference' for this purpose.

#### Core competences:

Every submitted reference relates to at least one (1) core competence. The core competences are:

1. Integrated Project Management <sup>1</sup>related to the preparation of a public infrastructure project.
2. Technical Studies related to the preparation of a public infrastructure project.
3. Financial & Economic Studies related to the preparation of a public infrastructure project.
4. Impact and Environmental & Social Studies related to the preparation of a public infrastructure project.
5. Procurement Expertise (applicable for PPP or non-PPP/FIDIC) related to the preparation of a public infrastructure project.

The following applies for the minimum project<sup>2</sup> value (size) per core competence:

- for 4 references: minimum EUR 20 million
- for 1 reference: minimum EUR 5 million

Further breakdown of the core competences sought (on a non-exhaustive basis) can be found in the TOR (Appendix 8).

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<sup>1</sup> Competence 1 – *Integrated Project Management* shall be understood as the expertise and experience of the Candidate in leading project development undertaking which go beyond managing consulting assignments, where the Candidate also take ownership in initiating a (phase of a) project and bringing it to execution in cooperation with other stakeholders (such as Authorities, financiers, and contractors).

<sup>2</sup> The execution of the entire project including construction.

### Sectors:

- Water, Transport and Waste
- Renewable Energy
- Agri-food and Agriculture

Further details or example of sectors and sub-sectors of focus can be found in the TOR (Appendix 8).

### Countries:

An overview of the specific DRIVE-related countries can be found in the TOR (Appendix 8).

Countries marked with \*are priority/focus countries and will be valued higher.

### **Lot 2: Healthcare Infrastructure**

The Candidate submits three (3) references per core competence. Due to the large size, the variety and complexity and the risks of the Assignments under this Framework Agreement, the Contracting Authority requests three (3) references per sector. The reference relates to the execution of a similar consultancy project in the past ten (10) years. The Candidate uses Appendix 4a – 4d 'Format Reference' for this purpose.

### Core competences:

For this Lot, the core competences include:

1. Integrated Project Management<sup>3</sup> related to the preparation of a healthcare infrastructure project.
2. Technical Studies related to the preparation of a healthcare infrastructure project.
3. Financial & Economic Studies related to the preparation of a healthcare infrastructure project.
4. Impact and Environmental & Social Studies related to the preparation of a healthcare infrastructure project.
5. Procurement Expertise (applicable for PPP or non-PPP/FIDIC) related to the preparation of a healthcare infrastructure project.

The following applies for the minimum project<sup>4</sup> value (size) per core competence:

- for 2 references: minimum EUR 5 million
- for 1 reference: minimum EUR 20 million

Further breakdown of core competences sought (on a non-exhaustive basis) can be found in the TOR (Appendix 8).

### Sector:

1. Healthcare.

Further details or example of sub-sectors of focus can be found in the TOR (Appendix 8).

### Countries:

An overview of the specific DRIVE-related countries can be found in the TOR (Appendix 8).

Countries marked with \*are priority/focus countries and will be valued higher.

The Candidate proves that it possesses the core competences and experience required to successfully execute the Assignments under this Framework Agreement. The Candidate may invoke the capacity of other legal entities and or their direct Affiliates. In that case, the Candidate must actually and irrevocably deploy those legal entities and or their direct

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<sup>3</sup> Competence 1 – *Integrated Project Management* shall be understood as the expertise and experience of the Candidate in leading project development undertaking which go beyond managing consulting assignments, where the Candidate also take ownership in initiating a (phase of a) project and bringing it to execution in cooperation with other stakeholders (such as Authorities, financiers, and contractors).

<sup>4</sup> The execution of the entire project including construction.

Affiliates in the performance of the Assignments under this Framework Agreement, insofar as it concerns the parts to which the capacity relates.

The references must be in line with the relevant core competences and must comply with the conditions set out below, on pain of exclusion from the Tendering Procedure. If these conditions are not met, you have submitted an invalid Request for Participation, and your Request for Participation will be set aside. The following conditions apply to all references:

- If the Candidate wishes to use the same reference for several core competences, the Candidate shall submit this reference separately for the relevant core competences. In total, the Candidate therefore submits a mix of twenty-five (25) references forms for lot 1 and fifteen (15) for lot 2 with the Request for Participation.
- If more than five (5) references per core competence are submitted, only the first 5 references will be assessed.
- All five (5) core competencies need to be represented in the total of all references (not necessarily in the same reference but within the mix of references).
- The references will be submitted in accordance with the 'Formats Reference' developed for the relevant core competency as included in appendix 4a – 4e.
- For the submitted references, the Candidate (or the Consortium Members putting forward the reference for the Consortium) acted as an admin contractor or as a subcontractor to the lead firm that was responsible for the execution of the reference-project".
- If the Candidate performed its references (in a Consortium (i.e., as subcontractor or as a party under a lead firm)), only its scope in relation to the overall references will count towards the Assessment of whether the key competence is met. *Example: if a reference is presented for a Cost-Benefit Analysis, where a Consortium Member prepares the CBA as part of a complete feasibility study performed as partner/subcontractor for another (lead) firm, the relevant competence will only be assessed with respect to the core competence 'financial/economic studies' and not the broader scope of the project.*
- The references must have been performed or be in the process of being performed in the previous ten (10) years, counting from 22 June 2023. For the references that are still in progress, this reference must have been started at least six (6) months prior to 22 June 2023. Due to the large size, the variety and complexity and the risks of the Assignments under this Framework Agreement, the Candidate may for the required key competences, submit references of Assignments executed within the last 10 years.
- The assignment was satisfactorily executed at the referent. This means that agreements regarding the consultancy services have been met during the performance of the consultancy services. Further evidence does not need to be submitted with the Request for Participation. However, the Contracting Authority may check references, whether by means of random checks, also directly with the referent. If a possibly checked reference gives good reason to do so, including any substantial and substantiated dissatisfaction, the Contracting Authority may exclude the Candidate. The Contracting Authority will not do so without giving the Candidate the opportunity to express his views on the reference.
- The Contractor who receives the Award Decision for the Framework Agreement will be requested to submit evidence of client satisfaction for every reference.
- The references will be submitted with the Request for Participation.
- The references of the Candidate have been duly signed by an authorized representative of the Candidate. In case of a Consortium, the representative of the Lead Firm will sign the references.
- The Contracting Authority reserves the right to check the references for accuracy. Inaccuracies or incompleteness regarding the references provided may lead to exclusion from the further Tender Procedure.

## 2. REFERENCE PROJECTS/ASSIGNMENTS – QUALITATIVE APPROACH

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Besides the assessment and scoring of the individual references as listed above, the second part of the evaluation of the references relates to the overall relevance, depth and rationality as follows:

- The experience in leading and delivering fully integrated preparation studies.
- Experience of consortium members in working together and successfully completing assignments.
- Geographical spread through the variety of countries where references are presented.
- The variety and complexity of the various core competencies applied.
- The variety of sectors of experience covered.
- Experience with ODA-financed projects.
- Experience with D2B/DRIVE TA funded projects.
- Experience with projects for which a NBS<sup>5</sup> component was one of the technical alternatives analysed or used.
- Focus: The Contracting Authority will focus references on experience in preparation studies. If sufficient experience is demonstrated, the assumption is that such consortium shows the capabilities to provide expert opinion and appraisal on other studies; therefore, a reference specifically on review and appraisal is not particularly expected, unless judged relevant to demonstrate general experience in your submission.

## B. TECHNICAL COMPETENCE AND PROFESSIONAL ABILITY

### 1. STAFF RESOURCES

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Candidate describes the resources and abilities available to perform Assignments under the Framework Agreement. To give substance to this, Candidate describes the extent of expertise and staff available throughout the Candidate. Candidates which have a deep pool of own experts and how such resources are contributing to better execution of Assignments and mitigate risks and issues in producing output will be assessed more positively. While the involvement of associates or individual specialists is important and relevant in the context of a particular Assignment under the Framework Agreement (which are evaluated on basis of profile of experts), Candidate with a large pool of in-house expert is also critical for risk mitigation and demonstrating the ability of the firm to deliver assignment and address any unforeseen events during the execution of a project.

### 2. NETWORK RESOURCES - EXISTING NETWORK OF OWN OFFICES AND REPRESENTATIONS

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Consulting Assignments rely on the balanced combination of international experts and local teams; the proximity to recipient organization is often an advantage in terms of coordination, managing language challenges, swift reactivity to short-term meeting notices, understanding of local context, stakeholders, local regulations, and practice, as well as rationalizing costs. Candidate describes how its organization and international presence (as case may be) is an advantage and a way to mitigate / better manage risks in execution. The recent disruption of the COVID-19 pandemic is an example of unforeseen event where availability of local teams can be critical to be able to continue an on-going project.

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<sup>5</sup> Nature-Based Solutions, also Greener alternative solutions or soft solutions are engineering or construction techniques and components that integrate building with nature or using nature-like processes to achieve resilience, by opposition to traditional, “Grey” infrastructure construction.

### 3. TECHNICAL EQUIPMENT - USE OF OR EXPERIENCE IN FOLLOWING INTERNATIONALLY RECOGNIZED STANDARD AND BEST PRACTICES

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The Contracting Authority is allocating notable resources in supervision and review of consulting output and has its internal process for investment proposals which is largely relying on output of studies. The Contracting Authority therefore values Candidates which have integrated know professional standards and international best practices and guidelines, as a mean to increase consistency, quality, reliability and suitability of output. As an example, the use of recognised spreadsheet modelling standard is particularly valued as it facilitates analysis, discussion and understanding of studies and enhances reliability; for reference, the Contracting Authority is following the FAST-Modelling Standard<sup>6</sup> as its internal guideline (like other development institutions such as the EBRD) or uses the EU CBA guideline (but not exclusively) as its reference methodology for economic studies. Besides, professional certifications are valued as a mean to create consistency in output. Another important skill is the experience of firms in producing studies which are in compliance with IFC Performance Standards in consulting assignments, which is a core requirement for our DRIVE grant instrument. Candidates are invited to explain their practice and methods in delivering consistent and quality results that best fit the requirement of IIPP financing product (e.g., DRIVE).

### 4. RATIONALE OF YOUR ORGANISATION

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In consideration of the broad scope of competences and sectors, Candidate describes the rationale behind its organisation to demonstrate its best ability to successfully respond to the content an execution of Assignment under this Framework Agreement and ensure seamless, integrated delivery of output for Call Off Contracts. This includes for example:

- Complementarity (or overlap) between respective expertise (of members) and how these are a benefit to the delivery of the Assignments under the Framework Agreement.
- How each competence is best captured while achieving maximum integration in a single, consistent output.
- Do you have a track record of cooperation and how this can be leveraged.
- The Contracting Authority is particularly focused on creating a conducive environment for SMEs or boutique specialised firms. You explain how to setup and create room and commercial value for smaller firms to leverage on expertise and specialties and how this promotes small companies.
- Provide an indicative view on how you will process Assignments under the Framework Agreement and how your organisation can contribute to maintain pace in delivery and tackle any project execution risks.

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<sup>6</sup> See [The FAST Standard | Full version of the FAST Standard modelling guide \(fast-standard.org\)](https://fast-standard.org/)