



Tender Document

Invitation to tender in accordance with the European open procedure for the procurement of consultancy services concerning Thu Duc Flood risk management – phase 1

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Definition of terms

Tendering authority	the Netherlands Enterprise Agency (RVO)
Tender Document	This document and all of its annexes.
Public Procurement Act	The Public Procurement Act 2012 (<i>Aanbestedingswet 2012</i>)
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>)
Most Economically Advantageous Tender	The Tender that achieves the highest definitive total score based on the best price-quality ratio
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.
IUC-EZK	The Procurement Office (IUC) – part of the Netherlands Enterprise Agency (RVO.nl), which in turn is part of the Ministry of Economic Affairs and Climate Policy (EZK) – 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.
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 Contracting Authority concludes the Contract.
Contract	The written agreement between the Contracting Authority and the Contractor in which the conditions of the assignment are recorded.
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.
Uniform Single Procurement Document	A statement in which the Tenderer declares his compliance with the requirements specified in this document.

1. Introduction

The Tender Document at hand contains information regarding this invitation to tender conducted in accordance with the European open procedure for the procurement of consultancy services concerning flood risk management for Thu Duc.

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

1.1 Tendering Authority and IUC-EZK

This tendering process is being conducted on the instructions of the Netherlands Enterprise Agency (RVO).

IUC-EZK will act as process manager during this tendering process.

The Netherlands Enterprise Agency (RVO)

The Netherlands Enterprise Agency (RVO) helps entrepreneurs and organisations to invest, develop and expand their businesses and projects. Both in the Netherlands and abroad. It is a government agency which is part of the Dutch Ministry of Economic Affairs and Climate Policy. RVO supports entrepreneurs, NGOs, knowledge institutes, policymakers and organisations. It improves collaborations and strengthen positions through its funding and networks. By sharing its know-how, RVO helps entrepreneurs and organisations move forward doing business abroad.

1.2 Reason for this invitation to tender

The primary aim of this assignment is to provide the necessary analytical foundation to I) support the visioning and rationale for the enhancement of Thu Duc City's flood risk management capacity and the enabling of the City's climate-resilient economic development, and II) detail and prioritize the necessary investments. The origin of this assignment has been intensive consultations between Ho Chi Minh City (HCMC) and World Bank Group (WBG) in 2022. The scope of this assignment has been developed in close collaboration with the WBG.

1.3 Time schedule

The schedule below applies to this tendering process.

26 April 2023	Issuing of publication, start of tendering period.
11 May 2023	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).
24 May 2023	Issuing of Memorandum of Information
6 June 2023, at 10:00h CET	Deadline for the receipt of Tenders and opening of new Tenders by the Tendering Authority.
29 June 2023	Announcement of the award of the Contract.
19 July 2023	Deadline for asking questions and/or filing an application for a preliminary injunction in relation to the announcement of the award of the Contract.
6 July 2023	Deadline for the winning Tenderer to provide the evidence requested by the Tendering Authority.
Week of 24 July 2023	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 primary aim of this assignment is to provide the necessary analytical foundation to I) support the visioning and rationale for the enhancement of Thu Duc City's flood risk management capacity and the enabling of the City's climate-resilient economic development, and II) detail and prioritize the necessary investments.

The objectives of this assignment are to:

- Update the existing modeling tools for Thu Duc City to evaluate structural and non-structural measures for flood hazard modeling in Thu Duc City (including pluvial and river floods), consolidate all relevant existing exposure and vulnerability data and build a model to evaluate the risk associated with flooding in this area (Task 1);
- Generate a thorough understanding of existing and future flood hazards and risks in Thu Duc City that includes the existing river flood protection and drainage infrastructure and its functioning during recent flood events, and identifies not only flood challenges at hand but recognizes and takes into consideration the importance of related aspects (e.g., maintenance issues) which provides a basis for exploring and prioritizing interventions (Task 2);
- Develop a clear vision and rationale with a breakdown of prioritized options and recommendations for urban flood risk management investment interventions for the entire Thu Duc City program using the modeling insights and evaluation of options; this program should be developed at conceptual level in close relation to the existing plans of HCMC and be aligned with the existing urban development vision of HCMC (Task 3);
- Further detail and prioritize a set of sustainable structural and non-structural investments for reducing/mitigating flood risk through tangible project concept development for Phase 1 including initial costing and screening of the environmental and social impacts, ensuring multiple benefits where possible (Task 4);
- Carry out consultation and engagement that fully involves local specialists, experts, government officials, and decision-makers to achieve verification of results and full understanding and acceptance of outcomes, and support HCMC with drafting the (ready for full CBA and ESIA) project proposal for Phase 1 (Task 5);

A more elaborate description of the desired execution and performances can be found in the Terms of Reference (annex 1). In addition, extra background information can be found in annexes 1.a, 1.b, 1.c, 1.d, 1.e, and 1.f.

2.2 Lots

The invitation to tender has not been divided into lots, because the services are strongly intertwined and are highly dependent on each other. Therefore, division of the assignment would entail a great risk of unsuccessful execution of the assignment.

2.3 Contract Period

The Contracting Authority intends to conclude a Contract for a period of six (6) months for the initial assignment, including one (1) optional extension with a maximum of twelve (12) months to be effected unilaterally by the Contracting Authority (see paragraph 2.4).

The Contracting Authority intends to conclude a Contract with one Tenderer.

2.4 Optional extension

Based on the success of the deliverables of the first contract period, the Contracting Authority decides if they want to extend the assignment to one or more of the other Thu Duc City areas (e.g. P2, P3 etc.) and to what degree. For this purpose an optional extension is added to the Contract.

2.5 Scope of the assignment

The Tendering Authority has estimated for the initial contract period a total contract value of EUR 300,000 (exclusive of VAT). For the optional extension (see paragraph 2.4) the Tendering Authority has estimated a maximum value of EUR 300,000 (exclusive of VAT).

The estimated value is 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 Contracting Authority's expansion or contraction resulting from this, or changes to the Contracting Authority's position within the government or to the targets that must be met. In the event such circumstances occur, the Contracting Authority will consult with the Contractor.

3. Requirements to this assignment

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

By submitting a Tender, you as Tenderer, explicitly consent to all requirements and conditions specified in this Tender document and declare that you will continue to comply with these throughout the entirety of the contract period. Furthermore, you confirm that you will comply with all of the specified prices and rates, including any agreed indexation. Failure to comply with one or more requirements will result in your Tender being disqualified from the assessment process and therefore excluded from the tendering process.

3.1 Requirements relating to the services and deliverables

#	Requirement for the services and deliverables
S1	Your proposal contains a plan of action in the English language, for timely deliverance of results as described in this tender document, mentioning the different objectives, deliverables, qualifications, assessment criteria, a realistic planning, and a risk mitigation strategy.
S2	When executing this assignment, the Contractor will adhere to the arrangements set out in section 5: Implementing Arrangements, of the Terms of Reference.
S3	When executing this assignment, the Contractor will adhere to all relevant Dutch and Vietnamese laws and legislation.
S4	Prior to delivering a definitive version of an interim or final report, the Contractor will deliver a concept version to the Contracting Authority, to provide the Contracting Authority with the opportunity to review the report. You should account for at least two weeks time for review of deliverables in your planning.
S5	All products to be delivered for this assignment (as described in annex 1 - Terms of Reference) should be delivered to the Contracting Authority for acceptance. In case the Contracting Authority has good cause to not accept the product, the Contractor will adjust the product at their own expense and within the agreed upon timeline.
S6	Digital files will be delivered as .doc, .docx, .xls, .xlsx en .pdf files, and the common GEO/GIS formats, unless otherwise agreed upon.
S7	The concept and final reports will be written in both the English and the Vietnamese language. Costs for translation are at the expense of the Contractor.

3.2 Requirements relating to the team

The project team and roles should be defined by the Contractor within this proposal, identifying relevant experience and qualifications, with an estimate of the proposed time allocated to their specific role. The team must be composed of international and national experts according to the minimum qualifications provided below. Additional expertise included in the team must be substantiated in the proposal.

Minimum qualifications are provided for the project team as a whole. Individual experts, including the team leader, can cover multiple qualifications. For every qualification there must be at least one expert, unless otherwise stated. These experts must have a substantial contribution to the implementation of this assignment and the deliverance of products.

The Contractor declares that, should at one point during the assignment become clear that additional experts are required, there is flexibility within the provided budget to meet these demands.

#	Requirements for the team
T1	International senior project leader, preferably combined with a field of expertise relevant to this assignment, such as urban planning or (urban) flood risk management, with a minimum of 8 years of demonstrated work experience in the respective field, as well as in project management and planning.
T2	National senior deputy project manager, with demonstrated knowledge of the Vietnamese institutional structure and Vietnamese policies on urban development and planning, as well as flood risk management, with a minimum of 8 years of demonstrated relevant work experience.
T3	International expertise including proven knowledge of, and at least 8 years of experience with, urban flood risk management, drainage and nature-based/green infrastructure.
T4	International and/or national expertise with demonstrated knowledge of environmental and social impact assessments, MCA, CBA and safeguards.
T5	National expertise with proven knowledge of urban drainage and hydraulic structural engineering designs, familiar with the requirements and standards of project proposals for of the Vietnamese government.
T6	National expertise with proven knowledge of and experience with hydro-hydraulic modelling and quantitative flood risk analysis.
T7	National expertise with proven knowledge of and experience with stakeholder management in the Vietnamese context.
T8	Experience working with IFI's / international donors.
T9	Scientific and technical background in urban development, flood risk management and climate change adaptation in both developed and developing countries, including Vietnam and its cities.
T10	Proven ability to develop flood risk profiles by leveraging available datasets (the Contractor is expected to leverage in-house data available from its partners).
T11	Proven experience with masterplanning and project preparation in Vietnam and other countries for urban environments with flood-related issues.
T12	In the proposal the Tenderer specifies for each of the above requirements (T1-T11) which team member or team members he deploys to meet that requirement.
T13	A mix of international and Vietnamese experts with a good written and oral command of the English language at level B2 or higher (language level indication according to the European Framework of Reference) and Dutch or Vietnamese language depending on mother tongue.
T14	The Contractor warrants the required deployment and availability of the team members proposed in the proposal, during the contract period. In case a team member becomes unavailable due to circumstances, the consulting firm will ensure a replacement with similar qualifications.

3.3 Requirements relating to the prices/rates

- 3.3.1 The maximum fixed total price for the initial assignment, as well as the optional extension, is € 300,000 excluding Dutch VAT and including all local VAT and fees. Failure to comply with this requirement will result in your Tender being disqualified from the assessment process and therefore you are eliminated from contention.
- 3.3.2 The Tenderer will provide a fixed total price for the initial contract period including an overview of the prices and rates applicable to this assignment by filling in the annex 4 entitled 'Fixed total price'. Tenderer specifies the daily rates of the experts that execute the assignment.
- 3.3.3 The price 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 use of equipment and machinery during the assignment, translation, insurance costs, any applicable costs for e-invoicing, international and local travel and accommodation expenses, as well as any currency risks. Please present a detailed budget with your answer to assessment criterion 4 (paragraph 5.2) taking into account the following:
 - Air travel should only be included in your budget on an economy class basis;
 - Local transport costs must have their relevance substantiated in your proposal;

- Daily costs for accommodation and other expenses are maximized up to the maximum rates as shown in annex 9 – DSA-list;
 - It is not allowed to include an item “contingency” in your budget.
- 3.4.3 The agreed fixed total price (for the initial contract period) and (maximum) rates are fixed and invariable for the duration of this Agreement.
- 3.4.4 The Tenderer will not submit any zero or negative prices/rates.
- 3.4.5 The Tenderer gives a fixed total price in the offer using annex 4. The total amount of your quotation is final.

3.4 Tax-related requirements

- 3.5.1 The Tenderer indemnifies the Contracting Authority against any claims from the Dutch Tax and Customs Administration (*Belastingdienst*) or other tax authorities.
- 3.5.2 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.
- 3.5.3 If the Tenderer indicates that no VAT is applicable, then he agrees to provide documentary proof of the grounds for this to the Contracting Authority within fifteen calendar days of the request to do so.
- 3.5.4 You are liable for any extra costs for Dutch and/or foreign VAT due if you incorrectly charge no VAT or an incorrect amount of VAT to the Contracting Authority. If applicable, you are liable for accurate payment of VAT in the Netherlands and outside the EU, with the exception of the case stipulated in the following sentence. If the Contracting Authority procures a service from a foreign business and Dutch tax law considers the work to have been performed in the Netherlands, then the Contracting Authority is liable for the payment of VAT to the Dutch Tax and Customs Administration for this/these service(s) performed in the Netherlands.
- 3.5.5 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.
- 3.5.6 You indemnify the Contracting Authority against any claims from any tax authority for any taxes, levies or contributions considered equivalent to taxes or levies, originating from either the Netherlands or outside the Netherlands.
- 3.5.7 Given the nature of this assignment, which includes development cooperation that exclusively benefits a developing country, 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 60 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.

3.5 Invoicing requirements

- 3.5.1 The following payment schedule applies :
1. 30% of the fixed total price after acceptance of Task 2 (see page 8 of annex 1 – Terms of Reference);
 2. 45% of the fixed total price after acceptance of Task 3 (see page 8 of annex 1 – Terms of Reference);
 3. 25% of the fixed total price after acceptance of final deliverables.

3.5.2 **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 3 different ways:

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

For companies not established in the Netherlands

The paragraph concerning e invoicing does not apply to companies located outside of the Netherlands.

You must state the order number on your invoice. You can send your invoice by e-mail in PDF format to email address stated in the Contract.

In order to ensure the smooth processing of the invoice, you must include the following information in your quotation:

- Name and address details;
- Chamber of Commerce number;
- Location according to Chamber of Commerce;
- IBAN.

3.6 Sustainability requirement

- 3.6.1 The Contractor fully compensates the CO2 released through trips in the context of this assignment. It is up to the Contractor to show how they meet this requirement.

4. Requirements concerning the Tenderer

4.1 Introduction

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

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

The 'European Single Procurement Document' is a PDF file that has been partially filled in for you. You must fill in the rest of the form, print it, legally sign it, scan it and submit it together with your Tender via TenderNed (see paragraph 7.3.15).

4.2 Exclusion Grounds

The following Exclusion Grounds are specified in the annex 3 'European Single Procurement Document':

- all Exclusion Grounds specified in Part III A and B;
- all Exclusion Grounds in Part III C of the 'European Single Procurement Document'

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

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

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

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

The evidence consists of:

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

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

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

4.3 Suitability Requirements

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

By signing the annex 3 '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 most recently issued auditor's report (or, if applicable, a review report or compilation report) does not include a 'continuity section' that expresses doubt concerning the viability of the organisation.
- d. 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):

Proof of the economic operator's economic and financial standing may, as a general rule, be furnished by one or more of the following references:

- a. appropriate statements from banks or, where appropriate, evidence of relevant professional risk indemnity insurance;
- b. the presentation of financial statements or extracts from the financial statements, where publication of financial statements is required under the law of the country in which the economic operator is established;
- c. a statement of the undertaking's overall turnover and, where appropriate, of turnover in the area covered by the contract for a maximum of the last three financial years available, depending on the date on which the undertaking was set up or the economic operator started trading, as far as the information on these turnovers is available.

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

4.3.2 **Reference data (technical qualifications)**

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

Core Competences

1. (Technical) project preparation for strategic interventions in the field of flood protection in urban areas;
2. Developing an integral vision or strategic options for the development of a complex location or area. In this context complex refers to the integration of multiple, sometimes opposing, spatial interests;
3. Executing a project in which knowledge and experience with regard to 'Nature-Based Solutions' has been applied;
4. Executing a project in which (various groups of) stakeholders are actively involved in the development of an intervention strategy.

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.

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:

Please fill in 'annex 5 – References' to provide the evidence that you have experience with the required core competences

You may not provide more than one reference for each core competence. If a single reference testifies to multiple competences that comply with the applicable requirements, then you can use the same reference for these different core competences.

If required, the Tendering 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.

4.4 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.

A maximum of 125 points can be obtained for your response to the award criteria.

5.2 Quality criteria

#	Assessment criteria	Maximum points available
1.	Understanding of the assignment and methodology Understanding of the context and requirements of the assignment, its objectives and intended outcomes is key to a successful completion of this assignment. Therefore, this criterium assesses your understanding of the assignment and how you translate this to an effective approach for this assignment. <i>Required elements:</i> Please present a clear technical proposal, including your methodology. <i>Assessment basis:</i> - The extent to which the tenderer demonstrates to have insight into the purpose of the assignment and in which the working method and resources to be used make a convincing contribution to the purpose of the contract.	30
2.	Proposed team An important factor for a successful execution of the assignment is the knowledge and experience of the team members. Therefore, this criterium assesses the match of the team composition and team members' expertise with the assignment and the requirements stated in paragraph 3.3 of this Tender Document. Additional expertise can be brought in, and must be substantiated in the proposal. <i>Required elements:</i> Please describe the composition and time allocation of the team that will execute the assignment. In addition please add the resumes of the team members and the specification as stated in requirement T12 (paragraph 3.2) to your proposal. *Please note that a team member may contribute on multiple qualifications and/or types of experience. <i>Assessment basis:</i> - The extent to which the knowledge and experience level of the project team, as well as the allocated time of different team members, has added value for successful completion of the assignment on top of the minimum requirements (see paragraph 3.3).	25
3.	Stakeholder engagement For a durable impact, in particular after completion of the assignment, it is essential that all local stakeholders are fully engaged in the execution of the assignment. Therefore we would like to know specifically how you will engage and manage the local stakeholders for this project.	20

	<i>Required elements:</i> Please propose a clear process for meaningful involvement of relevant stakeholders, with the objective of informed decision making about FRM interventions and understanding of implications for urban planning. <i>Assessment basis:</i> - The extent to which the tenderer demonstrates to effectively engage and manage the local stakeholders and convincingly aims to ensure a durable impact of this assignment. -	
4.	Project management In relation to project management the contracting authority finds it important that the time that is necessary for workshops, decision making etc. is realistically incorporated in the planning, also considering possible setbacks. Therefore we would like to know what your planning for this project looks like and what safeguards you built in. <i>Required elements:</i> Please present your proposed program including planning of the workshops and decision making milestones, schedule of reporting, transparent budget and risk management and mitigation measures and procedures. <i>Assessment basis:</i> - The extent to which the program planning, budget and risk inventory are realistic with regard to the project deliverables, and the extent to which the tenderer takes appropriate measures to prevent or mitigate the risks (<i>maximum of 10 points available</i>). - The extent to which the description of activities in the proposal are complete, specific, clear and relevant (<i>maximum of 5 points available</i>).	15
5.	Diversity and inclusion RVO considers diversity and inclusion to be of great importance. In fact diversity and inclusion is an essential part of RVO's strategy (Strategy 2025). As a contracting authority, our objective in this area is that our contractors ensure that the teams they deploy in context of our assignments are well-balanced in gender, age, experience and the ratio between local and non-local team members. <i>Required elements:</i> Please give us an insight in the composition of the team and deployment of the team members for this project. In addition, please describe how your company policy contributes to our goals regarding diversity and inclusion. <i>Assessment basis:</i> - The extent to which allocated time of team members is well-balanced in gender, age, experience and the ratio between local and non-local team members.	5
6.	Fixed total price The price of your Tender will be assessed on the basis of the fixed total price you offer for the initial assignment. <i>Required elements:</i> Please fill in annex 4 – Fixed total price. <i>Assessment basis:</i> Assessment method is described in paragraph 5.4.	25

5.3 Assessment method for qualitative award criteria

During the assessment, the assessment team will work in accordance with the following scale for the weighting of the quality criteria.

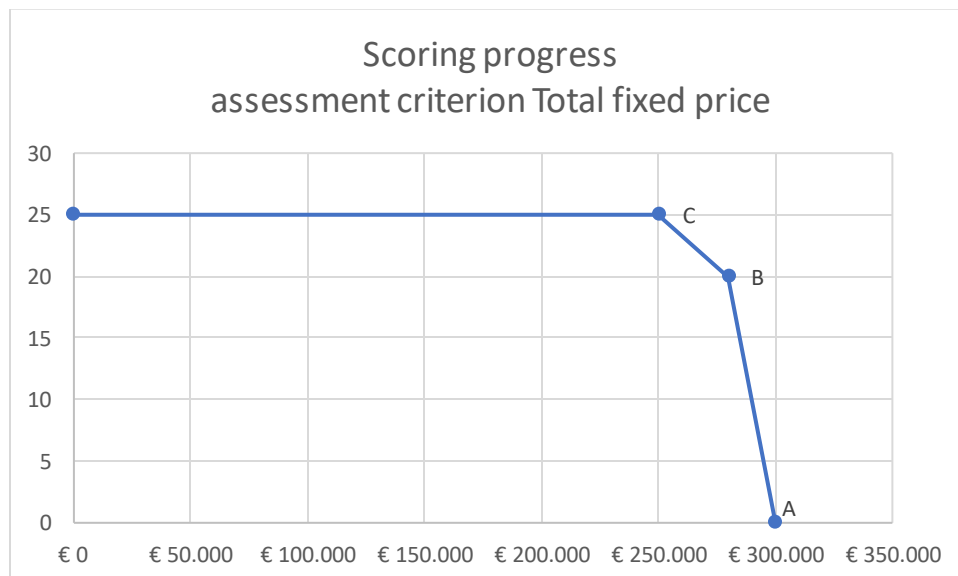
Quality of the response	Weighting percentage of the maximum points available per criterion
Excellent, with great added value	100%
Very good, with some added value	90%
Good	80%
Ample	70%
Satisfactory	60%
Average	50%
Fair, not completely satisfactory	40%
Unsatisfactory	30%
Poor, insufficient	20%
Very poor, insufficient	10%
No response provided	Exclusion

5.4 Assessment method for price criterion

For the assessment criterion Fixed total price you can earn a maximum of 25 points for a price of € 250,000 excl. VAT (point C in the graph below). A price below € 250,000 excl. VAT does not earn you extra points. At the bottom of the graph a price of € 300,000 excl. VAT will result in the minimum of 0 points (point A in the graph below). A lower price will yield proportional more points till 20 points for a price of € 280,000 excl. VAT (point B in the graph below). If the price you offer is below € 280,000 excl. VAT, then you will receive proportional more points till the maximum of 25 point for the price of € 250,000 (point C in the graph below).

Please do note that a Fixed total price of more than € 300,000 excl. VAT will result in your Tender being disqualified from the assessment process and therefore you are eliminated from contention.

The graph below shows the integral scoring progress.



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.

6.4 Determination of definitive total score

The Contract will be awarded according to the principle of the Most Economically Advantageous Tender. The Most Economically Advantageous Tender is the Tender that achieves the highest definitive total score based on the best price-quality ratio.

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 1 Understanding of the assignment and methodology. In the event that the highest scoring Tenderers also achieve an equal score for this subcriterion, the Tendering Authority will award the Contract to the Tenderer with the highest final score for the subcriterion 2 Proposed team. 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.

6.5 Assessment of evidence

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

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

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

The evidence must demonstrate that the Tenderer indeed complies with the content of both the 'European Single Procurement Document' and the Tender. Following the Tendering Authority's request to provide the evidence, the Tenderer has five (5) 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 a case, the Tendering Authority will inform every Tenderer of this situation. The Tendering Authority will then determine the next Most Economically Advantageous Tender.

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 tendering process.

7.2 Schedule

See schedule in Subsection 1.3.

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: thomas.vanoudheusden@rvo.nl.

Attempts to directly contact parties other than the contact person 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 [TenderNed voor ondernemingen | TenderNed](#) or [TenderNed for foreign businesses | TenderNed](#).

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 [eHerkenninggebruiken voor TenderNed | TenderNed](#) for more information about eHerkenning, including the terms and conditions. You are responsible for any consequences arising from the failure to register with eHerkenning in a timely manner.

7.3.3 Questions and additional information/changes

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

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

The deadline for submission of your questions is specified in the schedule (see section 1.3). In any event, all questions asked will be answered at least ten (10) calendar 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 [Vragen stellen in aanbesteding aan aanbestedende dienst | TenderNed](#) or [English | 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 (4) months after the deadline for submitting the tenders. In the event that an application for a preliminary injunction is filed with the competent court in The Hague against the award decision, then the Tenderers must in any event ensure that their Tenders are valid until four weeks subsequent to the initial decision by the court.

7.3.5 Variants on Tender

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

7.3.6 Costs of submitting a Tender

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

Any costs or damage that (may) arise as a result of not awarding this Tender are for the account and risk of the Tenderer.

7.3.7 Termination of tendering process

Until the moment that the Contract is signed, the Tendering Authority reserves the right to partially, fully, temporarily or permanently terminate the tendering process. In such cases, Tenderers will not be entitled to receive compensation for any costs incurred by them in connection with this Tender, unless the Contracting Authority is of the opinion that a (small) contribution to the tender costs is appropriate in view of the circumstances.

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 Guide Information security and Privacy for suppliers

Protecting information and personal data is the top priority for the Ministry of Economic Affairs and Climate Policy (EZK). That requires significant effort from our own employees, but also from our suppliers. You can read more about it in this concise guide.

[Suppliers guide Information Security and Privacy EZK](#)

7.3.11 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.

7.3.12 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).

7.3.13 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.

7.3.14 Submission of the Tender

The deadline (date and time) for submission of Tenders is stipulated in the 'Time schedule' (1.3).

- 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 tender via TenderNed's announcements platform.
- For more information on registering and establishing your organisation with TenderNed and digital submission of your Tender, visit [TenderNed gebruiken als ondernemer | TenderNed](#) or [TenderNed for foreign businesses | TenderNed](#).
- Only Tenders that have been submitted to the digital safe for this invitation to tender either prior to or on the day of the deadline (prior to the time of the deadline) will be processed by the Tendering Authority.
- The time and date as displayed on the digital countdown clock in TenderNed serves as the definitive deadline for the submission of Tenders.
- The Tendering Authority is only able to see the Tenders once the digital safe opens in TenderNed. This safe can only be opened upon expiry of the deadline for the submission of Tenders.
- In the event you have technical issues or questions regarding submission of your Tender via TenderNed, you can contact the TenderNed service desk via servicedesk@tenderned.nl or +31

(0)70-3798899. If you believe that the TenderNed service desk is taking too long to answer your question or comment, then you can contact your contact person within the Tendering Authority.

- Any risks resulting from late submission of the Tender and/or submission of an incomplete Tender is borne by the Tenderer.
- The Tendering Authority is neither responsible nor liable for any consequences resulting from a Tender that is submitted too late, incorrectly or incompletely.

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

7.3.15 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 3 - ESP	European Single Procurement Document (chapter 4 of this Tender document). See Subsection 7.3.16 in the event your Tender is submitted in collaboration with other companies.	Fill in, legally sign and add to TenderNed
Award criteria	A response to the Tendering Authority's Quality criteria as described in paragraph 5.2 of this Tender document. Please make sure to enclose all the requested information as stated in the 'Required elements' of each assessment criterion.	Add to TenderNed
Annex 4 – Fixed total price	The fixed total price of your offer, including a specification.	Fill in, legally sign and add to TenderNed
Annex 5 - References	The reference(s) with which you substantiate that you have the required core competences	Fill in, legally sign and add to TenderNed

7.3.16 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 either an original handwritten signature, or 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.

7.3.17 Submission of a Tender in collaboration with other organisations

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

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

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

Tendering as a consortium

If a Tender is submitted by a consortium, then:

- Every member of the consortium must fill in and legally sign a separate 'European Single Procurement Document', which also includes a specification of who the consortium members are (see Part II of the 'European Single Procurement Document'). Indicate the role each member plays within the consortium. In the 'European Single Procurement Document', you must indicate who is in charge of the consortium (who is lead manager) and will act as its authorised representative.
- All organisations in the consortium accept joint and several liability for the fulfilment of the obligations arising from the Tender and the eventual fulfilment of the Contract. If a consortium member relies upon the capacity of another entity in order to demonstrate compliance with the applicable Suitability Requirements (see section 4 of this document), then the subcontractor(s) in question must also complete a separate 'European Single Procurement Document', filling in parts II A, II B, III and IV and legally sign it (see the information under II C in the ESPD).
- Every member of the consortium, for their part, must provide the evidence requested for the Tender.

Submitting a tender as a principal contractor together with subcontractors

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

If the principal contractor does rely on the capacity of subcontractors in order to demonstrate compliance with the applicable Suitability Requirements, see section 4 of this document), then the subcontractor(s) in question must also complete a separate 'European Single Procurement Document', filling in parts II A, II B, III and IV and legally sign it (see the information under II C in the ESPD).

The subcontractor on whose capacity the principal contractor *does* rely must provide the evidence requested for the Tender.

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.

7.3.18 Single Tender

All natural persons, legal entities and organisations may only submit a single Tender (either individually or in combination with other natural persons, legal entities and/or organisations). Tenderers who are mutually connected via a relationship of dependence (group link) are permitted to participate separately in this tendering procedure. However, this is on the express condition that they participate as competitors in this tendering process. For this purpose, they must demonstrate that their mutual relationship has not influenced their behaviour within the scope of this tendering procedure nor has it restricted fair competition.

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

7.3.19 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.

7.3.20 Communication and language

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

The Tender must be submitted in English.

During the fulfilment of the contract, communication with the Contracting Authority must be conducted in English.

7.3.21 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.

7.3.22 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.

7.3.23 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.

7.3.24 Request for supplementary information concerning the Tender

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

7.3.25 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. The summons must be served within 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.

Interest 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.

Annexes

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

Annex 1: Terms of Reference

Annex 1.a: Joint HCMC–WBG working group and Cooperation Program

Annex 1.b: Summary report on FRM for Thu Duc

Annex 1.c: Data overview

Annex 1.d: Detailed list of data availability

Annex 1.e: Conceptual design of the FRMIS for HCMC

Annex 1.f: EWATER-CV-Thu Duc City

Annex 2: Draft Contract

Annex 3: European Single Procurement Document

Annex 4: Fixed total price

Annex 5: References

Annex 6: ARVODI-2018

Annex 7: Complaints Procedure

Annex 8: Integrity Code of Conduct for the Central Government Sector (*Gedragcode Integriteit Rijk*)

Annex 9: DSA-list