

Tender guide

Integrated Enterprise Reporting

European Tender Procedure

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DEFINITIONS

In this Tender Guide the definitions below are used with an initial capital letter. The definitions may be used in either singular or plural form. The definitions apply to all Tender Documents.

A	
Agreement	A written Agreement/Contract for valuable consideration entered into between one or more service providers and one or more Contracting Authorities and relating to the provision of other services.
Appendix	An attachment forming part of any of the Tender Documents.
Assessment committee	A team of individuals who do the substantive evaluation of the bids.
Assignment	The Contract to be put in the market through this Tender Procedure.
Award criteria	Criteria based on which the Contract will be awarded. There is one main criterion, namely the "most economically advantageous Proposal" to distinguish the best value for money (Section 2.114 AW).
Award Decision	The Contracting Authority's choice of the Contractor to whom it intends to award the Contract to which the procedure relates, which shall include the choice not to award a Contract.
C	
Consortium Member	A consulting firm that is empaneled jointly with a group of firms in association with a Lead Firm. In this Tender document, the term consortium is not used to refer to a particular legal construction but to describe an association of firms irrespective of the legal arrangement between them and the Lead Firm.
Consortium	Two or more Firms who register jointly and cooperate with each other on an equal level. Each Firm in the Consortium is jointly and severally liable.
Contracting Authority	Invest International B.V.
Contractor(s)	In this document all Tenderers / Consultants are referred to as Contractor (read: potential Contractor / Consultant). After contracting the party who will implement the contract is the Contractor(s).
D	
Data Processing Agreement (DPA)	If privacy sensitive data shall be processed for the purpose of implementing the Agreement, a Data Processing Agreement is needed to be signed before the contract enters into force.
E	
European Single Procurement Document (ESPD)	The European Single Procurement Document (ESPD) is the European standard form used in the Netherlands for tenders both above and below the European Tender Threshold.
F	
Firm	A Contractor, Supplier, or consultant
Final Award	The communication of the Award Decision after the objection period, being acceptance as referred to in Article 217, paragraph 1, of Book 6 of the Civil Code of an offer made by a Contractor.
G	
Ground for exclusion	A circumstance applicable to the Contractor or a person affiliated with the Contractor that results in exclusion of the Contractor from participating in the further tendering process.
I	
Intention to Award	Notice to the winning Contractor to whom the Contracting Authority intends to award the Contract. This does not yet entitle the winning Contractor to Final Award of the Contract, as the notice does not constitute an acceptance of the Proposal. Therefore, there is no Contract yet.
L	

Lead Firm	In the case of a joint submission in consortium or a group of firms, the party which is mandated to represent and legally bind all parties jointly submit an application to the Framework is the Lead Firm. If submission is made as a sole entity, please refer to the definition of Contractor.
Lot	A part of the Framework tendered together with other parts to create a panel of Contractors. A Lot is based on different requirements and panels can differ between Lots.
Lumpsum	The total contract sum for which the Contractor performs the entire (Call Off) contract.
M	
Main Contractor	A Contractor who bids together with Subcontractor(s) and is jointly and severally responsible for the performance of the Contract.
Memorandum of Information	Supplement to the previously published Tender Documents, which forms an inseparable part of the Tender File.
MoFA	Ministry of Foreign Affairs of the Kingdom of the Netherlands
MOFTDC	Minister of Foreign Trade and Development Cooperation of the Kingdom of the Netherlands, a Minister without portfolio of the Dutch Government under the MoFA of the Kingdom of the Netherlands. MOFTDC is mandating Invest International to manage and implement the D2B and DRIVE grant programs.
P	
Pricing sheet	The template on which Contractor enters the rates including all costs (all-in rate) for all requested items.
Procurement Act	Procurement Act 2012
Proposal	The tender submitted by the Contractor.
Public Procedure	Procedure in which all Firms may tender in response to an announcement.
Public Procurement	The Public Procurement Act 2012 (<i>Aanbestedingswet 2012</i>).
R	
Registration	The Proposal submitted by the Contractor based on these Tender Guidelines, including Attachments.
S	
Subcontractor	Person or organization who, on the Assignment of a Contractor, without being employed by the Contractor, performs all or part of the Assignment assumed.
Suitability Requirements	This is to determine whether a Contractor is capable of performing the Agreement.
T	
Technical requirements	List of all the requirements (knock-out) related to the tender.
Tender	The process by which a Contracting Authority announces that it wishes to have a Contract performed and invites Firms to submit a Proposal.
Tender Documents	All documents prepared or referenced by the Contracting Authority to describe or determine components of the Procurement procedure.
Tender Guide	The present document, including the associated Appendices, which contains all information, requirements, preferences and conditions relevant to the submission of a Proposal within the context of the European Tender Procedure to which it relates.
Tender Platform	The digital platform TenderNed on which the Tender procedure is executed.
Tender Procedure	The chosen procedure in which the Contract is put in the market, to come to an Agreement with one or more Contractors, as defined in the Tender Document.

1. INTRODUCTION

These are the Tender Guidelines for the European Public Tender Procedure Integrated Enterprise Reporting. The Award Criterion of best price/quality ratio will be applied. These Tender Guidelines describe the Tender Procedure to be followed.

1.1 INVEST INTERNATIONAL

Who are we and what do we do

Invest International invests in Dutch solutions for global challenges. It helps companies, governments and investors fund and develop impactful projects that contribute to the achievement of the SDGs (globally agreed Sustainable Development Goals).

The challenge of achieving the SDGs requires breakthroughs that take an entire sector or market segment to the next level. Innovative solutions at an early stage are often characterized by uncertainty and significant risk. Invest International provides project development services and co-financing solutions with the aim of making these projects fundable and/or developing scalable innovative business models.

To achieve the United Nations SDGs, public and private interests coincide. For this reason, Invest International supports governments and companies with its activities. It offers them case-specific financing arrangements and project development capacity. In addition, Invest International offers a range of capital solutions for companies and investment funds that contribute to realizing the SDGs with their international activities.

For governments in developing countries Invest International makes Dutch Government Funds intended for infrastructure projects accessible. Its ambition is to stimulate innovative solutions for global challenges and make the necessary investments feasible. Initially it focuses on five markets in which the Netherlands has much to offer: 1) Agri-food, 2) Climate & Energy, 3) Healthcare, 4) Industry and 5) Water & Infra. It carries out its projects in low- and middle-income countries, including Africa, India, Southeast Asia and Latin America.

By the Authorization Act Establishment Invest International, dated July 14, 2021, the Minister of Finance is authorized on behalf of the State to establish the group of companies of Invest International. Invest International is the result of a cooperation between the Ministry of Foreign Trade and Development Cooperation, the Ministry of Finance on behalf of the State, FMO (Dutch Financing company for developing countries) and RVO (the Netherlands Enterprise Agency). The international financing schemes of RVO and the NL Business activities of FMO are housed in Invest International. Invest International is an Independent Contracting Authority. FMO and the Dutch State are the shareholders.

Invest International was incorporated in July 2021 and on 1 October 2021 Invest International opened its doors. A transfer of business has taken place from both the relevant parts of RVO and FMO. Currently Invest International has about 150 employees.

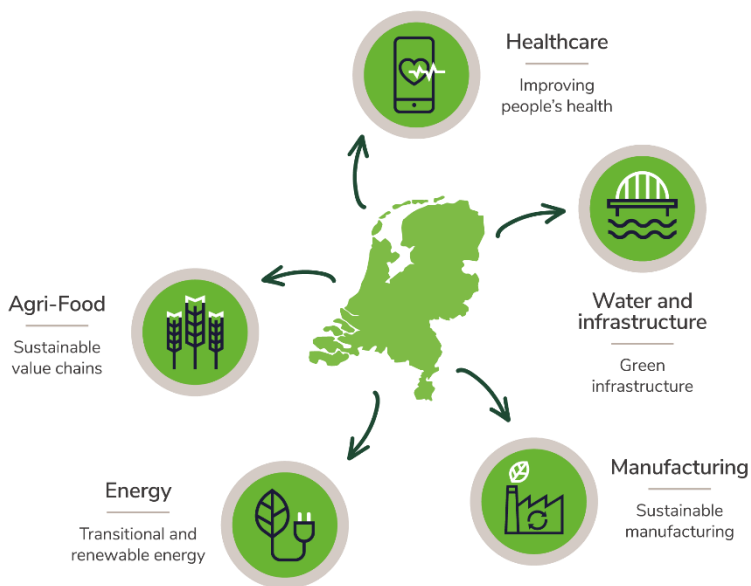
The 'holding' Invest International B.V. includes three subsidiaries:

- Invest International Public Programmes B.V.
- Invest International Development B.V.
- Invest International Capital B.V.

Together they are referred to as the 'Invest International group'. More information on Invest International can be found on www.InvestInternational.nl

We invest in Dutch solutions for global challenges

Our impact themes in the five sectors in which the Netherlands has a lot to offer



Our impact and ESG commitments:

- **SDGs:** Ensuring that two-thirds of our total committed portfolio contributes directly to SDG 8 (Decent Work and Economic Growth) and SDG 13 (Climate Action).
- **Decent Work:** Creating decent jobs – with living wages, equality and better employment conditions.
- **Climate:** Realising a carbon-neutral portfolio, reducing our operational carbon footprint and aligning with the Paris Climate Agreement.
- **Human Rights:** Respecting human rights in our investments and operations in line with the UN Guiding Principles on Business and Human Rights (UNGPs).
- **Dutch Economy:** Ensuring (decent) jobs supported in the Netherlands and value addition to the Netherlands GDP.
- **ESG:** Supporting our clients with good ESG risk management practice, in line with IFC Performance Standards and OECD Guidelines.

Our funding sources

Invest International has several funding options to invest in Dutch solutions for global challenges.

Invest International's core capital

Investing with our own capital, we mainly focus on large corporates, export finance, and equity investments. We support large corporates by co-designing tailor-made international financing arrangements. In addition to large corporates, we also team up with other financiers or investors, such as investment funds, who seek a co-investor. Investing in equity for such projects helps make complex investments feasible.

Funds managed on behalf of the Dutch State

Invest International manages several funds on behalf of the Dutch State. Each of these funds has its own investment focus. We concentrate on the following segments:

- Start-ups, SMEs and mid-corps
- Public programs for infrastructure
- Project development

The *Dutch Good Growth Fund and Dutch Trade and Investment Fund*, support start-ups, SMEs, and mid-corps in every stage of their maturity. Our core expertise is in export finance, financing international investments and value chain finance. Our goal is to help Dutch businesses grow and increase the chance of success in their international activities. The Dutch Good Growth Fund also offers technical assistance to internationally active Dutch organisations.

For infrastructure projects, we manage the following funds: *Develop2Build and Development Related Infrastructure Investment Vehicle* (and their predecessor, the ORIO program). With these funds, we offer financing solutions for public infrastructure projects to governmental organisations in emerging economies. All stages of a project can be supported: during the development stage and also during the implementation stage, we can provide financing solutions, for instance through grants, guarantees or loans.

The *Development Accelerator and Partnership Development Facility* supports project development. Early-stage projects related to innovative solutions are often characterised by a substantial amount of risk. Through our project development services, we provide solutions which aim to make these types of projects financeable and/or to develop scalable, innovative business models.

1.2 MARKET CONSULTATION

On 24 November 2023, Invest International (“Invest”) published a market consultation in preparation for this European tender (TenderNed reference 440468). The purpose of the consultation was for Invest to get a good understanding of the (im)possibilities within the market, the level of interest, available experience and to gather feedback as input to finalise the tender documents. In addition, we wanted to be inspired by the vision, suggestions and ideas of market players.

Invest asked market parties (in writing) about the possibilities and feasibility of the expected functionalities for an IER data warehouse solution. After assessing the written responses, five parties were invited for interview to further discuss the information provided by them. During the interviews our goal was also to:

- Take opportunity to emphasise our needs relative to our organisation.
- Get a good feel for what the market can/can’t do with the (existing) prototype and what it would mean for the transition to their envisaged solution.
- Get a deeper understanding of their solution including details such as components, infrastructure, ensuring cost-efficiency, data migration, licences/components needed, etc.

In the responses and during the interviews, we noted the following:

- After asking for their understanding of our assignment, participants confirmed that what Invest is aiming to achieve qua BI is quite common in the market.
- A few parties within the market have experience with Hasura technology. Some parties are keen to gain experience with this technology and are open to take ownership of the current prototype. Others noted that Hasura could lead to vendor lock-in and prefer to convert the prototype or redevelop the solution by, for example, using Azure components.

The following aspects were advised during or inspired by the market consultation. These have since been reflected in the tender documents:

- have a clear vision of future needs prior to publication of the tender.
- describe the current situation and why certain choices were made, in order to understand the preparatory work that has already been done. Also it was recommended to emphasis that we are not looking for a complex architecture.
- ensure that the assignment clearly indicates that building reports and dashboards is included as this requires a different skillset compared to, for example, building the data base and data model.
- provide an indication of current- and expected volumes, such as information regarding data loads (investments, disbursements, etc.) as these can be used for indicative database size.
- It was emphasized that we should not only focus on the technical implementation, but also organisational aspects such as the translation of data into necessary (steering dashboards).

1.3 DESCRIPTION OF ASSIGNMENT

Background

With the key source systems supporting the investment, operational and financial processes in place (2022/2023), a key next step for Invest International ('Invest') is to integrate data from these key source systems and enhance with data not (yet) in source systems. This involves the implementation of a centralised and controlled environment which will become the single point of truth for all data needed for the management steering dashboards, reporting obligations (both internal and external), portfolio analysis and business control reports. This environment is commonly referred to as: "IER" (Integrated Enterprise Reporting).

All IER source data is structured data and internally controlled within Invest. For now we have classified the following main data classes:

- Customer relationship data
- Investment/position data
- Product administration data
- Accounting data
- Procurement data
- Impact and ESG data
- HR data

No external, uncontrolled/unstructured data sources are anticipated in the coming 3-5 years, if at all in the future. Equally it is currently not anticipated that AI capacity will be needed with regard to the data in question. No real-time information is required because our business volume is relatively low, end-of-day data storage will be sufficient.

Not all data elements which are needed for analysis and reporting are (readily) available in the source systems. It is our intention to incorporate these missing data elements in either the related source system or input/upload them to IER through, for example, (predefined and controlled) upload mechanisms or front end entry screens to IER. This functionality will only be available for assigned users.

Problem Statement

The data within Invest which is required for management steering, reporting obligations and operational control and analysis is fragmented and not (readily) available within the organisation.

Although a significant portion of data elements exist in source systems, no historical data is available and the data in source systems is not centrally available for integrated reporting. Data which is not included in source systems is often embedded in various documents e.g. client contracts, spreadsheets, etc or is only known by (specific) staff members. To a lesser extent there are also instances where data is completely missing and unknown within the organisation.

As a result:

- all data gathering, processing and integrated outputs for e.g. (annual) reports, KPI/steering dashboards, controls, etc are created manually, mainly using excel or other MS Office applications. In turn this places an operational burden on the organisation, with the associated operational cost, and outputs could be less reliable because all reconciliations, checks and balances also have to be performed manually.
- it is not possible to create automated and controlled outputs involving trend/KPI analysis based on time-travelling e.g. portfolio analysis over a given period due to a lack of historical data.
- it is not possible to create automated integrated outputs such as data extracts and reports which require Investment portfolio, Impact and ESG data because data is in different source systems.

Goal of the Assignment

The high-level goal of the assignment is to develop, implement, maintain and support a centralised and robust data warehouse environment from which data and reporting deliverables will be derived.

Amongst other deliverables, this includes connection of Invest's source systems and data not (yet) in source systems, adoption and maintenance of the (existing) data model, the implementation of the IER data warehouse environment, the development of (standardised) outputs to fulfil reporting obligations and to provide Invest management with steering information. After implementation, maintenance and further development of the IER data warehouse environment will take place.

Point to note:

The following aspects already exist and are key inputs to the IER solution:

- API Data feeds for two of the source systems supporting the investment process have already been developed by the responsible vendor. These will be available for connection to the IER solution.
- The data model for the source systems supporting the investment process has already been created in a prototype.
- Historical data is available in both 'staging' and following transformation via the data model in a PostgreSQL database. This data is available daily from 1 January 2024 until the date of migration to the chosen IER solution.

Current situation

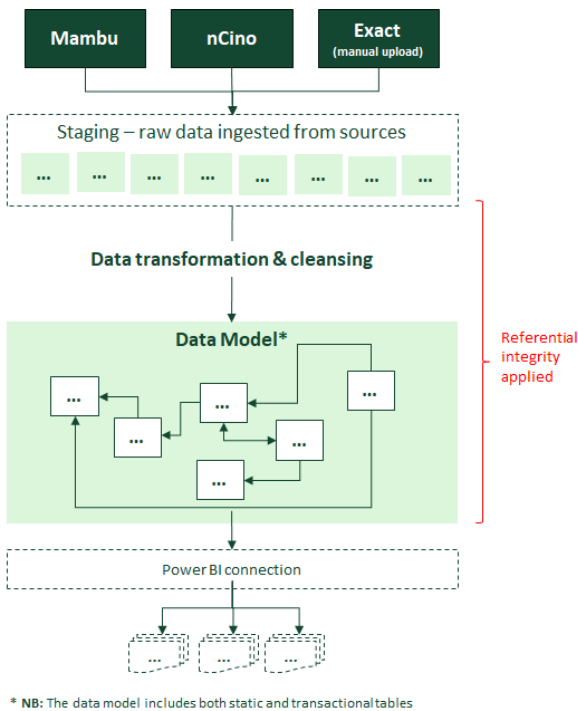
Historical data is being built up in a prototype effective 1 January 2024. Relevant information regarding scope of the prototype is included below:

Source system connections & data availability

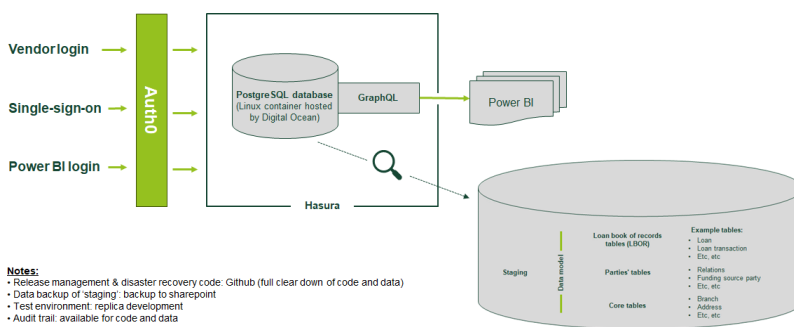
Source System	Supports	Implementation partner	Nr tables delivered	Data feed frequency	API/Upload
nCino	CRM / Investment process	PWC	8	Daily	JSON/REST API
Mambu	Back-office/ product admin/subledger	PWC	8	Daily	JSON/REST API
Exact Globe	Financial processes GL ledger	Advisie	1	Monthly	Excel (manual)

Other useful information

- High-level representation of the prototype is as follows:



- Referential integrity is applied during transformation and cleansing however in some instances where tables are not provided by the vendor, these are created in transformation and cleansing and subsequently used for (approved) referential integrity checks.
- Data feeds are loaded to 'staging' and all entries are time-stamped before data transformation, cleansing and processing through the data model.
- Historical daily data from nCino and Mambu is available from 1 January 2024.
- Exact data is now being delivered via a monthly .csv download.
- The prototype makes use of back-end-as-a-service platform/Hasura in combination with a PostgreSQL database.



Notes:

- Release management & disaster recovery code: Github (full clear down of code and data)
- Data backup of 'staging' backup to sharepoint
- Test environment: replica development
- Audit trail: available for code and data

- nCino has been implemented via a standard Salesforce REST API. We have specified the data fields that we want to have from 8 nCino tables that we have requested so far but a further extension will be part of the assignment.
- Mambu has been implemented based on a JSON/REST API. Mambu delivers all data fields based via their MPO Integrator. In staging area, the data is classified and unpacked when data arrives in an array. In this case it means that when arrays are delivered in, for example, JSON records, they are "unpacked" into separate tables in order to process these further into the data model.
- No user-friendly front-end has been developed as part of this prototype.
- Analysis and reporting deliverables are limited to those aimed at analysing and testing the completeness and accuracy of data retrieval. These will be accessed primarily via Power BI.

- Information regarding data loads and database size are as follows:

Table size indication (Jan 2024)	Current
Database size	1GB
Number of input tables delivered to 'staging'	17
Number of tables in data model	95

Input Table	Source	Load type	Load frequency	Records per load ¹ (Feb 2024)
Investment	nCino	Delta ³	Daily	0-40
Relationships	nCino	Delta ³	Daily	1-11
Budget line items	nCino	Delta ³	Daily	1-16
Budgets	nCino	Delta ³	Daily	1-6
Disbursement orders	nCino	Delta ³	Daily	1-3
Pipeline objects	nCino	Delta ³	Daily	7-54
Product packages	nCino	Delta ³	Daily	2-9
Transaction requests	nCino	Delta ³	Daily	1-4
Branches	Mambu	Full load	Daily	3
Credit arrangements	Mambu	Full load	Daily	282
Groups	Mambu	Full load	Daily	332
Loans	Mambu	Delta ³	Daily	728
Loan transactions	Mambu	Delta ³	Daily	7
Journal entries	Mambu	Full load	Daily	132
Loan schedules	Mambu	Full load	Weekly	52,833
Loan products	Mambu	Full load	Monthly	76
Journal extract	Exact	Month load (3x excel uploads, 1x per B.V.)	Monthly	Not yet applicable ²

¹ current approximation

² as at date of tender documentation, Exact data is not (yet) embedded in the data model

³ delta is the change (only)/new records since last load

Anticipated Roadmap

High-level roadmap and high-level planning

Phase 1 - Development of IER solution and migration of historical data to the solution (Q4 2024)

Phase 2 - Expansion of IER solution to include the connection to RISE, the source system for Impact and ESG (IESG) data, development and delivery of IATI reporting extract and availability of (integrated) data and reports necessary to facilitate the annual reporting process. (Q4 2024/Q1 2025)

Phase 3 - Optimisation of source systems already connected i.e. nCino, Mambu, Exact, and RISE, in close cooperation with responsible vendors and expansion of IER and (integrated) reporting to include changes as a result of optimisation. (Q2 2025)

Phase 4: Expansion of IER with connection to remaining source systems e.g. HR, Finance, procurement, and other non-source system inputs not already included in previous phases and refinement of integrated reporting outputs. (Q3/Q4 2025)

Invest has the following resources available during the project phase:

Internal project manager
Product Owner
IATI reporting expert
Business/Data analyst
Subject matter experts

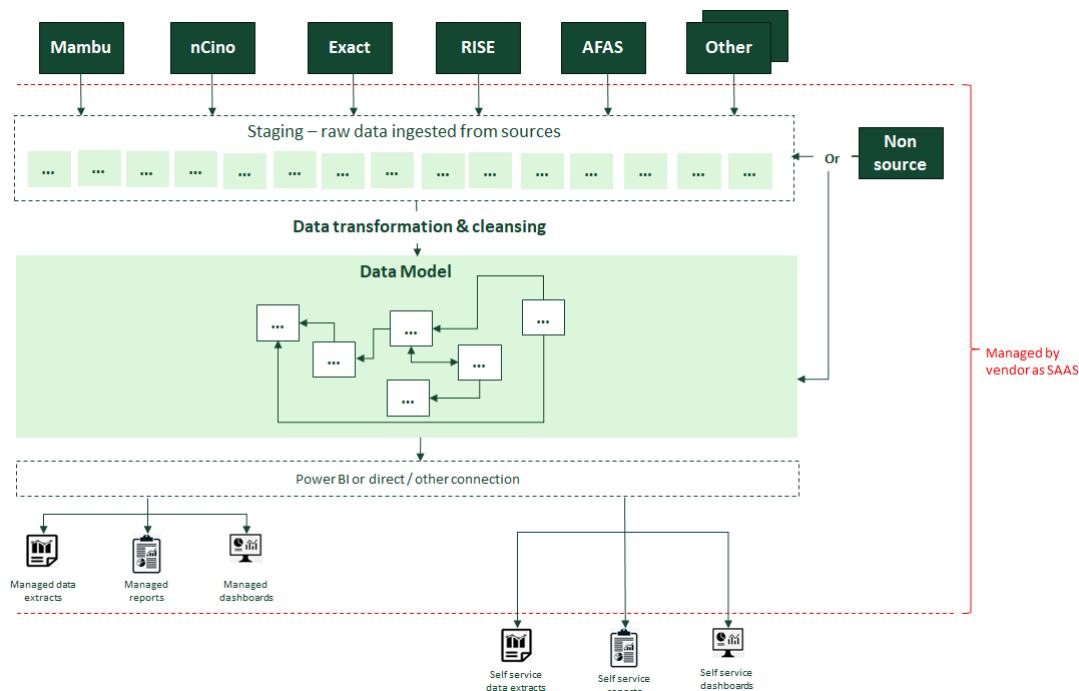
Information on the phasing of the deliverables is included below under 'Expected results'.

Expected Results

Deliverables of assignment

- A centralised data warehouse using the technology applied in the IER prototype* or in the Invest International Azure tenant**.
 - *Although Hasura is seen as niche technology, the prototype has proven its flexibility, time to market, cost and fit-for-purpose and is successfully receiving, transforming and storing necessary data and making it available for further downstream objectives.
 - **Equally, one of the key takeaways from the market consultation, was that implementation of Azure based solutions is (one of) the most common standardised BI solutions in the market. This would also have value for Invest, given that an Azure environment is already part of the current architecture and one of the (custom-developed) source systems, RISE, is an Azure based solution.
- 'in-scope' source systems (see below) connected and delivering data to the centralised data warehouse in line with the frequencies defined for each.
- A mechanism to input data not already included in source systems (i) directly into IER with a user-friendly front-end and (ii) via, for example .csv/xls upload. In both instances data entry should be secure and ensure high-quality data-entry through, for example controls, validations and/or restriction on formats/parameters.
- (Standardised) downstream reporting outputs which fall into the following key categories (see below for concrete examples):
 - dashboards to facilitate the (extended) management team to steer in line with their KPI's at various levels within Invest.
 - (standard) reports as input to both internal and external reporting objectives such as those to the Ministry of Foreign Affairs, Ministry of Finance, IATI, Consolidated Annual Report.
 - data extracts, and delivery of them, to predefined locations primarily within the Azure tenant e.g. SharePoint, but possibly also to tools used by Invest such as that used for IATI reporting.
- A 'self-service' environment/tooling in which (authorised) users within Invest can create their own dashboards, reports and data extracts.
- Historical data i.e. from 1 January 2024, in the prototype migrated/imported to the IER solution
- Data model which ensures the appropriate data structure to facilitate production of downstream outputs including data enrichment, transformation and cleansing of data received in 'staging'.
- Training on IER and the associated reporting (environment).
- Guidance and support related to data governance and data catalogue is provided as deemed necessary.
- Maintain and support the IER solution for a period of 5-years following the implementation of phase 1 including the migration of the historical data to the IER solution. Assuming phase 1 is completed in line with planning i.e. 31 December 2024, the maintenance and support period would begin on 1 January 2025.
- Maintenance and support includes amongst others incidents, standard changes, controls, the running and performance of the connections with the source systems, and the monitoring of the environment.
- Non-standard changes following initial implementation include amongst others adding new or replacing new source systems, significant changes to the data model.
- Security and continuity of all components within the scope of the IER solution are ensured.
- A Service Level Agreement (SLA).
- A Continuity plan (can be part of the SLA)
- An Exit plan

- A high-level representation of the IER environment is as follows:



Scoping aspects

'In-scope' source systems with anticipated connection to IER

Source System*	Implementation partner	Supports
nCino (Salesforce)	PWC	CRM and investment process
Mambu	PWC	Back-office/product administration / Subledger
RISE (Azure custom developed)	COPAIILOT	Impact and ESG process
Exact Globe*	Advisie	Financial processes / General Ledger
Exact Synergy*	Advisie	Procurement and timesheet registration process
AFAS	Delta	HR processes
Non-source inputs	N/A	Manual inputs (via front-end) and uploads e.g. from .xls, .csv, .xml

* current source systems in scope which may change during the course of the project implementation

Indicative/estimated inputs for scoping

	Current	Estimated future
Investment volume	700	<75 growth annually
Relationship volume	2.200*	~220 growth annually
Microsoft 365 E3 licences	200	<230
Users with access to 'self-service' BI environment	N/A	15-20
Number of B.V.s under holding company	4	4-6

* appx 1.250 active relationships

High-level reporting deliverables



(Managed) Data extracts/Reports

- IATI XML report
- Source system reconciliations
- Annual Report Group/B.V.
- Risk Report
- Integrated Reporting
- Annual Reporting Ministry



(Managed) Reporting Dashboards

- Management steering
- Impact & ESG analysis
- Integrated analysis
- Portfolio analysis
- Business control analysis
- Data quality & exceptions



Self-service environment

- Ad hoc reports, data extracts & dashboards

Points to note:

- All outputs will have various levels of granularity which is required e.g. Invest International holding level, BV level, Business unit, funding source, team, etc.
- An underlying assumption for all reporting deliverables is that data is complete and of good quality. Monitoring dashboards, key reconciliations e.g. nCino/Mambu, Mambu/Exact, control reports and/or exception reporting are therefore also in scope.
- It should be possible to extract data and reports from dashboards in Power BI.
- IATI extract will likely include automated delivery to (a yet to be) chosen cloud-based IATI reporting tool. This IATI reporting tool is out-of-scope for this assignment.
- Tangelo is currently used as a reporting design and update tool for annual reporting and the use of this tool is expected to increase as automated data extracts become available. Amongst others this is expected to include Risk Reporting and Integrated Reporting. Automated delivery of data to Tangelo data sources i.e. excel files/templates, on predefined network/SharePoint locations, is also part of the scope.
- Some reports and data extracts will be generated periodically and delivered to predefined network/SharePoint locations.
- In addition to the development of (managed) data extracts, reports and dashboards such as the examples noted, it should be possible for authorised users to create their own extracts, reports and dashboards.

Source system connection or update to (existing) data feeds

Source System	Phase 1	Phase 2	Phase 3	Phase 4
nCino (Salesforce)	X		X	
Mambu	X		X	
RISE (Azure custom developed)		X	X	
Exact Globe (excel upload)	X			
Financial system (not yet chosen)				X
Procurement system (not yet chosen)				X
AFAS				X
Non-source inputs		X	X	X

High-level reporting categories

Phase <u>from</u> which categories of deliverables available ¹²	Phase 1	Phase 2	Phase 3	Phase 4
(Managed) data extract/report categories				
IATI XML		X		
(Integrated) annual report input data	Portfolio data only	Portfolio including IESG		X
Annual Report Group/BV (Tangelo data sources ³)				X
Risk Report (Tangelo data sources ³)				X
Integrated Reporting (Tangelo data sources ³)				X
Annual Reports Ministry (Tangelo data sources ³)				X
(Managed) reporting dashboards categories				
Management steering dashboards		X		
Impact & ESG analysis & reporting		X		
Integrated analysis & reporting		Portfolio including IESG		X
Portfolio analysis & reporting	Portfolio data only			
Business control analysis & reporting		X		
Data quality controls, reconciliation and exception reports	X			

¹ extent of possibilities depends on data fed from source systems, as data quality and availability improve the associated reporting possibilities also improve.

² exactly which data extracts/reports/dashboards will be developed in which phase will be prioritised during the project. After deliverables initially become available further improvements, insofar applicable, are assumed to occur in subsequent phase(s). In many instances there is lapover in the data and content of data categories.

³ Scope of reports via Tangelo is focused on automated data delivery to excel/.csv data sources used by Tangelo.

⁴ Data and reports can be extracted from dashboards.

1.4 LOTS

This Assignment is not divided into lots and will be marketed as a whole, because the contract is of such a size that it is accessible to a broad market approach size of the Assignment.

1.5 THE AGREEMENT

The Contracting Authority wishes to conclude an Agreement with a maximum of 1 Contractor. The Agreement has a value of € 350.000, excluding VAT and an intention of signing a contract for 5 years. The initial term is 2 years, with optional annual extension of the Agreement to a maximum of 5 years. The commencement date of the Agreement is currently 1 June 2024.

1.6 REVISION CLAUSE

Non-standard changes outside of phase 1-4

Non-standard changes after the implementation of Phase 4, are not included in the maximum contract value as stated in paragraph 1.5 of this Tender document. These changes are currently not anticipated and not in scope, but may be required during the contract period. Based on the current average rates for sprints, we believe the spend on these activities could be € 100.000.

1.7 MONITORING THE AGREEMENT

During the execution of the Agreement, it will be monitored whether the contractual agreements are met and the performance will be monitored. In order to monitor these contractual agreements and to assess performance, a monitoring tool can be used. This tool can be compared to a traffic light report, a dashboard or something similar.

1.8 GENERAL DATA PROTECTION REGULATION (AVG) AND PRIVACY

Privacy sensitive data shall be processed for the purpose of implementing the Agreement. To this end, a Data Processing Agreement (DPA) shall be entered into with the Contractor for the duration of the performance of the Assignment.

2. SOCIALLY RESPONSIBLE PROCUREMENT

Socially Responsible Procurement is an effective tool to help reduce CO₂ emissions, environmental impact, and resource use, to achieve an inclusive labor market and to stimulate innovative business activity. By directing its procurement towards social goals, the Contracting Authority contributes to a social, ecological, economic, sustainable, and inclusive society. In this, the implementation of the 3Ps (Planet, People and Prosperity) is central.

The main Sustainable Development Goals for which Invest International stands are:

- Fair work and economic growth (SDG 8)
- Climate action (SDG 13)

In addition, through specific projects in developing countries, attention is paid to:

- No poverty (SDG 1)
- No hunger (SDG 2)
- Good health and well-being (SDG 3)
- Clean water and sanitation (SDG 6)
- Industry, Innovation, and Infrastructure (SDG 9)
- Accountable consumption and production (SDG 12)

By focusing on Socially Responsible Procurement in the tendering process, Invest International contributes both to realizing and where possible accelerating the social objectives of the Contracting Authority and to making the Supplier's business operations more sustainable. The Contracting Authority hereby calls upon the Contractor to perform the Contract as sustainable as possible.

3. TENDER PROCEDURE

This section describes the procedure that the Contractor will go through to participate in this Tender.

3.1 EXECUTING THE TENDER PROCEDURE

This European Tender Procedure is conducted based on the Dutch Public Procurement Act 2012. The Public procedure will be followed.

3.2 TENDER PLATFORM

This Tendering Procedure will be conducted digitally and online through the TenderNed Tendering Platform. Various manuals are available on TenderNed. For questions relating exclusively to the functionality or technology of TenderNed, you can contact the TenderNed Service Desk on working days from 08.30 to 18.00 hours via 0800-TenderNed (0800-8363376) or servicedesk@TenderNed.nl.

3.3 E-RECOGNITION

For every TenderNed user it is mandatory to log in and register with eRecognition. For this eRecognition tool a minimum of reliability level 2 is required. The Contractor is responsible for eHerkenning. The consequences of not having eRecognition (in time) are for the Contractor. For more information see: <https://www.tenderned.nl/cms/voor-ondernemingen/registreren-en-eherkenning>.

3.4 TIME SCHEDULE

The indicative time schedule for this procedure is given below. The Contracting Authority reserves the right to adjust this time schedule during the Tendering Procedure. Should this be the case, this will be announced and updated on the TenderNed Platform.

Process steps	Date
Publishing of Tender Documents	6 February 2024
Deadline for submitting questions	29 February 2024, 10:00 AM
Target date for providing answers to questions	15 March 2024
Deadline for submitting Proposals	29 March 2024, 10:00 AM
Invite to interviews	16 April 2024
Presentation / Interview	Wk 17 – 22, 23 April 2024
Send Award Decision	Wk 18 - 30 April 2024
Verification meeting	Wk 19, 8 May
Expiry of stand-still term / send Final award	21 May 2024
Contracting	21 May 2024
Start implementation of the Contract	1 June 2024

3.5 COMMUNICATION

Communication regarding this Tendering Procedure will take place via TenderNed (www.TenderNed.nl), unless explicitly stated otherwise in these Tender Guidelines.

The Contractor is responsible for consulting the published documents and messages received via TenderNed (or the message inbox) on time. The Contractor is also responsible for setting its personal settings for, among other things, automatic notifications to its own e-mail address and for keeping the right people informed of the messages/documents sent/published by the Contracting Authority about the Tendering Procedure via TenderNed.

It is expressly forbidden, unless arrangements to this effect have been made explicitly and with the permission of the Contracting Authority, on penalty of exclusion, to contact any employees of the Contracting Authority or any other organisation connected to this Tendering Procedure other than the contact person below and/or his deputy about this Tendering Procedure:

Contact person	Ilona van der Kaaij
Second contact person	Angela van der Sluijs
Department	Procurement
Telephone number	+31 (0)6 - 2511 5030
Address	Bezuidenhoutseweg 12, 2594 AV Den Haag

3.6 QUESTIONS IN RESPONSE TO THE TENDER INSTRUCTIONS

If you have any questions and/or comments in connection with the Tender Guidelines including Appendices, the digital requirements and Award Criteria or the other Tender Documents as published on TenderNed, you must submit them no later than the date and time stated in the time schedule.

Contractors can also use the opportunity to ask questions, make comments and submit text proposals for the draft (Framework) Agreement, which includes the General Terms and Conditions (ARBIT version 2022). The Contracting Authority is free to amend these Tender Documents in response to these questions and text Proposals. After the Tender Procedure has been completed, these Tender Documents cannot be amended.

Contractors may also ask individual questions, for example if business-sensitive information is involved that is not supposed to be disclosed in the Memorandum of Information. Individual questions may be rejected by the Contracting Authority. If the question is rejected, the Contractor will receive a substantiation thereof.

The Contracting Authority requests Contractors to ask the questions at the earliest possible stage. The Contracting Authority has the possibility to release answers to the questions already before the publication of the Memorandum of Information.

Questions must be submitted in the "vraag and antwoord module" on the TenderNed platform. Please do NOT send the questions in a separate file per message or mail.

3.7 MEMORANDUM OF INFORMATION

All questions will be recorded anonymously and answered by the Contracting Authority in one or more Memorandum/Memoranda of Information. The Memorandum/Memoranda of Information will be published via TenderNed at the latest on the date stated in the time schedule of the Tender Guidelines. Questions will be visible to all parties involved from the time of publication, except for individual questions.

The Contracting Authority assumes that there are no uncertainties regarding the parts for which no questions have been asked. The responsibility for the timely and correct request of further information lies with the interested market parties. The Memorandum/Memoranda of Information forms an integral part of the Tender Documents.

For questions relating exclusively to the functionality or technology of TenderNed, the TenderNed Service Desk can be contacted. These questions will not be included in the Tender Documents.

3.8 RANKING IN CASE OF INCONSISTENCIES

In the event of inconsistencies between the various Tender Documents forming part of the Tender Documents, the following ranking will apply, with the higher document listed taking precedence over the lower one:

- a. Agreement, Processing Data Agreement, Service Level Agreement
- b. Verification Report
- c. Memorandum of Information
- d. Tender document with Appendices
- e. General terms and conditions (ARBIT 2022)
- f. Proposal

If there are several Memoranda of Information, the provisions of the most recent Memoranda of Information will prevail in the event of inconsistencies between the Memoranda of Information.

3.9 COMPLAINTS

In addition to the possibility for Contractors to submit written questions or requests for information through the Memorandum/Memoranda of Information, the Complaints procedure (Appendix 12) may be used.

3.10 METHOD OF SUBMITTING THE PROPOSAL

The Contracting Authority requires the Contractor to provide the information requested in the requirements and Award Criteria on TenderNed. In addition to providing an answer, this may also involve uploading (several) documents. It is important that all requirements and Award Criteria are answered in the manner requested, either in the form of a document or by clicking on the correct answer. If an answer or document is missing, the Proposal is incomplete and may be rejected on that basis. Any information not requested but submitted will not be considered by the Assessment Committee.

3.10.1 DOCUMENTS TO BE SUBMITTED

The Contractor must submit the following documents with his Proposal:

1. European Single Procurement Document (ESPD), signed by an authorised person
2. Three references by using a separate format for each reference (Appendix 3);
3. Self assessment Form Sustainability Code of Conduct (Appendix 11a);
4. Holding Statement (Appendix 9);

5. Extract from the trade register of the Chamber of Commerce;
6. IER Solution (5.4.1);
7. Project oversight (5.4.2);
8. Maintenance, support and service levels (5.4.3);
9. Pricing sheet, signed by an authorised person in pdf format and in Excel.

3.10.2 CLOSING DATE FOR SUBMITTING PROPOSALS

Only Proposals submitted via TenderNed will be accepted. Proposals must be submitted in the correct manner and before the date and time stated in the schedule. It will not be possible to submit Proposals after this time. The responsibility for timely submission of a correct Proposal via TenderNed always lies with the Contractor.

After the expiry of the deadline for submitting Proposals, these will be opened at TenderNed. This opening is not public.

3.11 DOCUMENTS OF EVIDENCE

The Contractor(s) to whom a positive Award Decision is sent must submit the following evidence within seven (7) calendar days:

- **Declaration of Conduct for Tendering (in Dutch: gedragsverklaring aanbesteden (GvA))¹**
The Contractor to whom the Contract is awarded will be requested to submit a GvA. The GvA may not be older than two (2) years before the date of the Tender. When tendering with a Consortium, each Consortium member must be able to submit this evidence. A GvA can be requested from Justis, part of the Ministry of Security and Justice (<https://www.justis.nl/producten/gva>).
- **Tax authority statement¹**
A statement from the Tax Authorities, not older than six (6) months at the time of submission, demonstrating that the Contractor has fulfilled its obligations under the legal provisions applicable to it with respect to payment of social security contributions or taxes. When tendering with a Consortium, each Consortium member must be able to submit this evidence.
- Copy Liability Insurance Policy.
- Signed KYC Format (Appendix 10).
- Formats Reference (Appendices 3) signed by the referent (client).
- Copy Certificate ISO 9001: 2015 or comparable.
- Copy Certificate ISO 27001: 2013 or comparable.
- Sustainability or ESG Policy

If it transpires that the Contractor is unable, for whatever reason, to submit the requested documentary evidence, the Contractor will be excluded from the Tender Procedure after all.

3.12 EUROPEAN SINGLE PROCUREMENT DOCUMENT (ESPD)

The European Commission has drawn up an European Single Procurement Document (ESPD). The Contractor must complete this for this Tendering Procedure. The ESPD has been added as a separate document to the Tender Documents in TenderNed.

¹ The Contracting Authority also accepts information and documents from another Member State which serve an equivalent purpose or from which it is apparent that the Grounds for Exclusion referred to in Article 2.86 or Article 2.87 Procurement Law, does not apply to the Contractor.

By means of the USPD, the Contractor declares whether the Grounds for Exclusion apply to it and whether it meets the Requirements for Suitability stated in the Appendix 1 (note: this concerns part IV of the USPD. This part states 'selection criteria'. You should read 'Suitability Requirements' there).

The answers to some questions are generated automatically. It remains the responsibility of the Contractor to ensure that the document is completed truthfully.

Opening the ESPD in programs other than Adobe Reader may lead to problems. Contractor is therefore strongly advised to open the ESPD in Adobe Reader. If this does not work, Contractor can print the ESPD and fill it in by hand. Any consequences (e.g. incorrect display) of opening the ESPD in other applications or programs are for the Contractor.

4. TENDER REQUIREMENTS

This chapter explains the requirements and obligations imposed on the Contractor.

4.1 EUROPEAN SINGLE PROCUREMENT DOCUMENT (ESPD)

The Contractor must submit a fully completed and legally signed ESPD with his Proposal (Appendix 1). In case of a Consortium, the fully completed and duly signed ESPD of each participant in the Consortium must be submitted with the Proposal. Failure to do so may result in exclusion from the Tender Procedure.

4.2 (SUB)CONTRACTING AND CONSORTIUM

Contractors can register for this Tender in two ways.

1. A Contractor can register independently. This individual Contractor will, if a (framework) Agreement is concluded with it, be the Contracting Authority's (sole) contractual partner.
2. Two or more Firms may jointly tender as a Consortium. The Consortium may tender for one or more lots, whereby all the Consortium members participating in the Consortium become contracting partners of the Contracting Authority and assume joint and several liability. A Consortium is deemed to be one Contractor. The Consortium must jointly submit the requested information and meet the requirements set for the assessment of suitability in accordance with the elaboration in these Tender Guidelines. The Consortium must select one participant to send the invoices to the Lead Firm.

Reliance on the capacity of other entities

Firms who rely on the capacity of other entities to satisfy the selection criteria from Part IV (Suitability Requirements) must fill in 'yes' at Part C in the ESPD. This concerns, for example, financial and economic capacity, but also, for example, technical capacity, professional competence or the possession of certificates. The Firms shall state the specific capacity it requires for each of the entities involved. Each of the entities involved fills out a separate ESPD form.

Main Contractor

If the Contractor act as main Contractor and state specific Subcontractor(s) in his Tender, he will be bound, upon award, to engage in cooperation with the mentioned Subcontractor(s) in accordance with the provisions of the Tender.

As the main Contractor, he bears full responsibility for the activities of his Subcontractor(s). He will be in charge of communication on behalf of and to the Subcontractor(s). Invoicing of subcontracted work will be done by the main Contractor.

4.3 REGISTER ONCE

A Firm can register once, either as an independent Contractor or as a Consortium member. Companies of the same group are considered the same for the purposes of this Tender Procedure, unless they can demonstrate that there is no threat of transparency or distortion of competition. A Contractor or Consortium member cannot also be a Subcontractor of another Contractor or Consortium member.

4.4 SIGNATURE ON PROPOSAL

When submitting a Proposal, all documents which require a signature must be signed by an authorized director (natural person) or an authorized representative of the Contractor. The director must be listed as such in the trade register of the Chamber of Commerce.

4.5 BRAND NAMES

At those points in these Tender Guidelines where brand names, types, manufacturing processes, etc. are mentioned and where it may concern a unique case, the provisions of sections 2.76 (3) and (4) of the Dutch Procurement Act 2012 will apply to the relevant part of the text. In such a case, the Contractor should read the phrase "or equivalent" immediately after the relevant part of the text. An exception is made for cases in which brand names are explicitly mentioned for comparison purposes.

4.6 RESERVATIONS

- a. The requirements and Award Criteria in these Tender Guidelines are based on the current and future situation at the Contracting Authority known at this time. Contractors cannot derive any rights from the numbers, solutions or specifications stated in this document, nor can they derive any rights from the time schedule as stated on TenderNed. These serve only as an indication of the services and as a basis for comparison between various Contractors.
- b. The solutions requested in this document are based on the technology known and available at the time of writing. Developments in technology or in the market can be a reason for the Contracting Authority to demand from the Contractor that at the moment of delivery of the performance the then current standards and performances are met.
- c. The Contracting Authority reserves the right to halt the Tendering Procedure temporarily or permanently.
- d. The Contracting Authority always reserves the right not to award the Agreement to the Contractor who intends to sell its business prior to completion of the Agreement. The Contractor must notify the Contracting Authority of any intention to sell its business when submitting the Tender, on pain of a penalty. The Contracting Authority also retains the right to terminate the Agreement in the event of a drastic change in the control over the Contractor's company which means that the Contracting Authority cannot reasonably be expected to maintain the Agreement.
- e. Regarding these risks (c and d) of progress in the Tendering Procedure, the Contracting Authority - for as long as the Agreement has not yet been formally awarded - cannot be held liable for this progress risk in the Tendering Procedure. Contractors cannot derive any rights from this, nor is the Contracting Authority liable in any way whatsoever towards the Contractor for damages. Contractor is aware of this and accepts the fact that it is participating in this Tendering Procedure entirely at its own expense and risk.

4.7 CONFIDENTIAL COPYRIGHT AND CONFIDENTIALITY OF THE CONTRACTING AUTHORITY

The Contractor may only use the information which the Contracting Authority makes available to it in connection with this Tender Guidelines for the purpose for which it was provided. The Contractor shall treat such data confidentially and shall not disclose such data to third parties. The Contracting Authority will treat the Tender with confidentiality. It will only be shown to employees who are directly involved in the Tender Procedure. Correspondence and the received Proposal will not be returned afterwards. Publicity regarding this project, both during the Tender phase and after the Award Decision, is only permitted with the Contracting Authority's written consent.

4.8 ACTING WITH INSIDE INFORMATION AND OR CONFLICTS OF INTEREST

A Contractor may be excluded from the Tender Procedure if acting with inside information or conflicts of interest have affected the level playing field. The Contracting Authority reserves the right to exclude a Contractor if it appears that:

- Contractor and/or Subcontractor/Consortium member is involved as an advisor for the Proposal itself and has previously performed work or services in preparation of the present Tender Procedure or Assignment, or is or has been involved in any other way, directly or indirectly, in the preparation of the Tender Procedure and/or Assignment.
- The Contractor may be excluded from participating in the Tender Procedure and/or Assignment if the Contracting authority suspects that he has inside information.

Prior to exclusion, the Contracting Authority shall give the Contractor the opportunity to rebut the suspicion of inside information to the satisfaction of the Contracting Authority and to demonstrate that fair competition and the level playing field are not harmed by the (previous) involvement of the Contractor.

4.9 CONTRADICTIONS

This Tender Document and all accompanying Appendices have been prepared with due care. Nevertheless, these Tender Documents may contain ambiguities, inadequacies and/or contradictions. The Contracting Authority expects a proactive attitude from the Contractor, which means that the Contractor will report any lack of clarity in the Tender Documents to the Contracting Authority at the earliest opportunity, giving reasons, and at a time when this lack of clarity can still be rectified, i.e. by asking questions intended for the Memorandum of Information.

After expiry of the deadline for submission of the Proposal, the Contractor can no longer object to any lack of clarity in the Tender Documents. Consequently, the Contractor loses its right to raise objections after the Tender Procedure against any violations of law, including the consequences thereof, insofar as these are referred to in the Tender Documents, and the Contractor is deemed to unconditionally consent to the contents of the Tender Documents. The Contracting Authority will then in no way be liable for the consequences of any ambiguities in the Tender Documents. These will be at the risk of the Contractor.

4.10 GENERAL TERMS AND CONDITIONS

This Tendering Procedure and the Agreement (if any) resulting from it are not subject to any terms and conditions of delivery, payment and/or other conditions than the Contracting Authority's General Terms and Conditions (ARBIT version 2022). Delivery, payment, purchasing and other general terms and conditions of the Contractors and third parties are hereby expressly rejected.

If a Contractor nevertheless makes a reservation regarding the applicability of its terms and conditions, or otherwise makes a reservation regarding its Proposal or refers to any negotiations, the Contractor will be excluded from further participation in this Tendering Procedure.

4.11 PROPOSAL REGULATIONS

By submitting a Proposal, the Contractor unconditionally complies with the following regulations:

- The all-in rates used are in euros (€) excluding VAT. Contractor shall state the applicable VAT rates.
- Submitting an unrealistic or manipulative tender leads to exclusion. Exclusion concerns the submission of unrealistic or manipulative tenders on parts of the price form. This results in the following: Contractors may not submit prices that manipulate the award system. Contractors must offer a price that is realistic. The following prices are suspected to be unrealistic:
 - Negative prices;
 - Prices of 0 euro;
 - Prices below cost price;
 - Abnormally low prices.

This also applies to individual elements.

- c. If the Contracting Authority suspects an abnormally low registration fee, the Contractor shall, at the Contracting Authority's request, submit an open and detailed justification of its registration fee in relation to the Agreement. The Contracting Authority will then use this justification to investigate whether an abnormally low subscription rate is involved and decide whether to reject the Contractor based on this investigation.
- d. The Proposal and any correspondence must be written in English. Further communication after the Award Decision is in English as well. The Contracting Authority uses this language requirement as a minimum requirement when assessing the Tenders.
- e. These Tender Guidelines are not an Assignment, nor can they be interpreted as such.
- f. The Proposal is free of charge for the Contracting Authority. In the pre-contractual phase, the Contractor shall bear its own costs. If no agreement has been reached and a written Agreement signed by both parties has not been drawn up, the Contracting Authority is not bound in any way whatsoever and there is no obligation to compensate for any damage or costs whatsoever.
- g. Contractor agrees that the Contracting Authority reserves the right to ask to provide official proof at a later stage. If these proofs do not correspond with the statements in the Proposal, the Contractor will be excluded from the award without being entitled to compensation of any cost whatsoever.
- h. The Proposal has been submitted in accordance with the instructions included in Section 3.10 of these Tender Guidelines.
- i. Contractor is familiar with and agrees to the valuation and assessment methodology used by the Contracting Authority.
- j. The submitted Proposal will be valid for at least 3 months after the date on which the Proposal must be submitted at the latest. During this period the Proposal has the nature of an irrevocable offer.
- k. The Contractor agrees to extend the period of validity of its Proposal, if summary proceedings are instituted, to a minimum of four weeks after the date of the judgment in the summary proceedings.
- l. All details submitted by the Contractor have been filled in truthfully and can be deemed to be true. The Contracting Authority reserves the right to compensation if incorrect and/or incomplete information has been submitted by the Contractor and/or what has been offered by the Contractor is not fulfilled.

4.12 SUBMITTED DOCUMENTS

All documentation submitted by the Contractor as part of the Proposal will become the property of the Contracting Authority and will not be returned but will be treated and stored confidentially. It will be destroyed after the expiry of the legal retention period. The Contracting Authority will treat as confidential information originating from the Contractor of which it knows, or can reasonably be expected to know, that it is confidential and will in any case consider the legitimate (business) interests of the Contractor.

5. ASSESSMENT PROCEDURE

This chapter describes the assessment process for the Proposals submitted for this Tendering Procedure. The Assessment Procedure consists of the following phases:

Phase 1: Verification of completeness, validity and formal requirements;

Phase 2: Grounds for Exclusion and Suitability Requirements;

Phase 3: Assessment of the Technical Requirements;

Phase 4: Assessment of the Award Criterion 'Best value for money'.

The Contracting Authority reserves the right to request a further explanation of the Proposal submitted by the Contractor at any time if it deems this necessary.

5.1 Phase 1 – VERIFICATION OF COMPLETENESS, VALIDITY AND FORMAL REQUIREMENTS

The procurement advisor will verify that all documents accompanying the Proposal have been submitted in accordance with the applicable terms and conditions and general provisions. An incomplete response may lead to exclusion. Submitting a conditional Proposal results in exclusion from the further Tendering Procedure.

5.2 PHASE 2 – GROUNDS FOR EXCLUSION AND SUITABILITY REQUIREMENTS

The procurement advisor checks whether the Grounds for Exclusion apply to the Contractor and whether the Contractor meets the Suitability Requirements. If the Grounds for Exclusion apply to the Contractor or if the Contractor does not meet the Requirements for Suitability, the Contracting Authority is entitled to exclude the Contractor from the Tendering Procedure.

5.3 PHASE 3 – CHECK TECHNICAL REQUIREMENTS

This phase assesses whether the Contractor unconditionally meets all the minimum requirements. Only a Contractor that submits a Proposal unconditionally and without reservations is considered to have met the requirements. Where a requirement calls for a reference, this reference may be given. If the Contractor does not unconditionally meet all the requirements, it is excluded from the further Tendering Procedure. If the Contracting Authority draws the conclusion from the Proposal that the stipulated requirements are not yet met, the Contracting Authority shall verify this with the Contractor. If verification shows that the Contractor does not meet all the minimum requirements, the Contractor shall be excluded from the further Tendering Procedure. By submitting the Proposal, the Contractor agrees to the procedures laid down in these Guidelines, including Appendices.

5.4 PHASE 4 – EVALUATION OF THE AWARD CRITERION 'BEST VALUE FOR MONEY'

When the Contractor has successfully completed Phase 3, its response to the formulated sub-Award Criteria will be assessed. The assessment of the Proposal will be based on the Award Criterion 'best value for money'.

The following sub-Award Criteria will be used to determine which Contractor offers the best price/quality ratio. The Contractor will demonstrate its added value and distinctive character on the basis of these Award Criteria.

No.	Award Criteria	Maximum score	Further explained in paragraph
A.	IER solution	250 points	5.4.1
B.	Project oversight	150 points	5.4.2
C.	Maintenance, support and service levels	250 points	5.4.3
D.	Demonstration	150 points	5.4.4
E.	Price	200 points	5.5
Total		1,000 points	

Best value for money:

To determining the 'best price/quality ratio', use will be made of the principle 'Weighted Factor Method'.

The following scale will be used for the assessment of the sub-Award Criteria A through D.

Score	Explanation of Rating	Percentage of the max. points to be gained
Excellent	In the opinion of the assessors, the Contractor has provided an excellent substantively relevant, concrete and applicable answer to all the elements requested. The method of fulfilment has been excellently demonstrated in the Proposal. It is distinctive, innovative and offers considerable added value to the Contracting Authority.	100%
Good	In the Assessors' opinion, the Contractor has provided a good substantively relevant, concrete and applicable response to all requested elements. The manner of fulfilment has been well demonstrated. In parts, the Proposal is distinctive and/or innovative and offers some added value.	80%
Satisfactory	In the Assessors' opinion, the Contractor has provided a sufficiently substantively relevant and appropriate response to all requested elements in the Proposal. The manner of fulfilment has been sufficiently demonstrated.	60%
Poor	In the Assessors' opinion, the Contractor has not provided a sufficiently substantive and appropriate response to one or more of the requested elements in the Proposal. The manner of fulfilment has not been sufficiently demonstrated.	Will be put aside

The table above shows how the quality added value can be achieved in percentages. For example, if a sub-Award Criterion is assessed as 'good', 80% of the maximum number of points to be awarded will be allocated to this criterion. Formula example:

$$\text{Sub-Award Criterion x: Maximum number of points to be awarded x 80\% = points obtained}$$

5.4.1 SUB AWARD CRITERION A: IER SOLUTION

The assignment includes the development of the IER solution (Phases 1-4) including the migration of historical data to it. As addressed in paragraph 1.3 Definition of the assignment, Invest requires an IER solution using Hasura, the technology successfully applied in the IER prototype, or in the Invest International Azure tenant.

The contractor describes the proposed solution, fulfilling the required deliverables as presented in this tender document and the appendices. The Contractor explains why certain choices are made.

The contractor will address at least the following aspects:

1. A description of your understanding of our assignment;
2. Your proposed solution architecture including underlying components. Please describe why you believe this is the right approach and explain why this solution is the right fit for our organisation e.g. business volume, simplicity, scaling and flexibility. Please also include a visual representation of the IER solution architecture.
3. Describe how the existing data feeds will connect to the solution, what the data model looks like and how the historical data from the prototype will be imported.
4. Describe what the input/upload mechanism is for data which is/will not be included in source systems. Please also include how you will ensure it is sufficiently user-friendly to be used by users without a technical/IT background.
5. Describe the 'self-service' portal and what mechanisms will be in place to ensure that users have, on the one hand flexibility to create outputs themselves whilst on the other hand are limited in their ability to 'accidentally' misinterpret data available.
6. Regarding the connection of source systems in scope, describe how you will create the data feeds, expand the data model and existing dashboards, reports, data extracts to incorporate (previously) missing data. In doing so, please also indicate any additional impact if a source system is, as yet, unknown to your organisation. Please refer to page 14 of this document for source systems in scope (Definition of the assignment 'In-scope' source systems with anticipated connection to IER).
7. A description of how you would guide us in the translation of reporting needs into steering dashboards, to create the most value for our management. Please provide example dashboards.

Your submission will be assessed as follows:

- Your ability to deliver:
 - Translation of business requirements into a technical solution
 - A blend of business insight and technical implementation expertise. A successful solution should possess a balance of business knowledge and technical implementation capabilities, ensuring it is not only aligned with the business criteria, but is also technically feasible.
- The extent to which the implementation design takes future cost effectiveness and efficiency into account.
- User friendliness of non-source data entries and self-service components.
- Concrete, understandable, simple visualisation / explanation of the proposed solution.
- Fit-for-purpose e.g. flexibility and scalability of the proposed solution and components in the coming 3-5 years, alignment with organisational objectives.

The elaboration of this sub-Award Criterion may consist of a maximum of 10 A4, Arial 10 font. This maximum number of pages is including tables and figures. References to other sub-Award Criteria are not permitted. Any references to media will not be assessed. If the maximum number of pages is exceeded, only the first 10 pages will be assessed.

5.4.2 SUB AWARD CRITERION B: PROJECT OVERSIGHT

The assignment includes the overall project execution i.e. Phases 1-4. The contractor describes how it intends to successfully implement the project, fulfilling the required deliverables as presented in this tender document and the appendices. The contractor explains how oversight within the project will be organised including amongst others, communication, project and progress management practices, collaboration with invest and its implementation partners.

The contractor will address at least the following aspects:

1. A description on how you will organise and manage the project including amongst others, project activities, roles & responsibilities (both sides), the development process, stakeholder management, risk management, overall progress oversight and reporting. Please also share best practices you apply in this regard.
2. A realistic roadmap with phasing e.g. sprint planning, milestones, lead times, etc
3. A description of how you will approach the communication with Invest, implementation partners of its source systems and the developer of the prototype. Please also include how you will ensure transparency, clear communication throughout the project and in close cooperation with the internal project manager.
4. A description of what you require from Invest to support the management of the project.
5. Risks and associated mitigating measures, and also opportunities for the assignment.
6. A description of the approach you will apply for training and promoting user adoption.
7. A description on how continuity and quality will be ensured throughout the project lifecycle.
8. The way in which the transfer from the project (implementation) to baseline is internally secured.

Your submission will be assessed as follows:

- Your ability to:
 - Create and oversee a project plan including scope, definition, timelines and resource allocation
 - Apply agile project management practices
 - Identify and mitigate potential risks throughout the project lifecycle
 - Effectively communicate both within the project team and with stakeholders to ensure transparency and alignment.
 - Manage project costs within the allocated budget and address cost overruns promptly.
 - Ensure appropriate measures are in place for ensuring the quality of deliverables, adhering to industry standards and Invest requirements.
 - Handle changes in the project scope and adaptability to unforeseen circumstances
 - Effectively lead the project team, fostering collaboration, inclusiveness and resolving conflicts
 - Monitor and report progress including timely identification and reporting of issues.

The elaboration of this sub-Award Criterion may consist of a maximum of 7 A4, Arial 10 font. This maximum number of pages is including tables and figures. References to other sub-Award Criteria are not permitted. Any references to media will not be assessed. If the maximum number of pages is exceeded, only the first 7 pages will be assessed.

5.4.3 SUB AWARD CRITERION C: MAINTENANCE, SUPPORT AND SERVICE LEVELS

Invest wants to ensure that the solution functions and continues to operate properly and securely throughout the duration of the contract. Invest wishes a service that is in line with the objectives as stated in the tender document. In addition, Invest requires accessibility and timely response to issues and questions from the Contractor's support department in the event of questions and problems.

Contractor provides a Service Level Agreement (SLA) containing the KPIs or Service Levels that will be delivered during the contract period. The Service Levels provided should match the pricing submitted (pricing sheet).

Contractor will pay attention to at least the following aspects:

1. An SLA which aligns with the requirements outlined in sections 5 and 6 of the “Requirements relating to support and maintenance” in the IER solution. Therefore the SLA should at least contain sections on:
 - A description of your support organization.
 - An overview of contact and escalation points including availability hours plus standard meetings included with frequency of meetings.
 - A description of the way you are going to manage the solution securely
 - If Azure is the chosen technical solution: A description on how you will provide the solution as a SAAS solution and cooperate with our third party service provider (Dustin) for all aspects of our Azure tenant including licences for Azure and Microsoft components
 - A description as to how you will ensure the solution is maintained in a cost effective and efficient manner when the solution grows bigger in the future .
 - A description of how the solution and the connections to the solution are monitored and how you assure timely identification and communication of issues is addressed (including KPI's/Service Levels on availability).
 - A description of your Incident management process (including KPI's/Service Levels on incident management).
 - A description of your change management approach/process for development and release of changes to the IER solution, including process, organisational and communication aspects, testing of changes and quality assurance (including KPI's/Service Levels on standard changes and non-standard changes).
 - A list of standard changes included in the monthly fee and standard changes with fixed fees plus lead times.
 - A description of how you manage updates on the infrastructure to avoid or minimize impact for the users of the solution.
 - A description of how the data catalogue, data lineage and the datamodel are documented/maintained.
 - Back-ups and (partial) restore and disaster recovery possibilities (including KPI's/Service Levels on back-up and recovery/restore plus disaster recovery testing).
 - Actions taken when Service Levels are not met.
 - If available: certifications of the Contractor (applicable for the provided solution).

2. In addition to the SLA we would like to receive the following documents:
 - An example of the monthly Service Level Report related to the service levels mentioned in the SLA.
 - An example of a data catalogue and data model similar to what would be documented for Invest.
 - Examples of non-standard (big, medium) changes including (estimated or exact) prices and lead times. This should contain at least the addition of a new source system to the IER, unless this is already included in the standard changes list in the SLA).

Your submission will be assessed as follows:

- Your approach for maintenance & support including:
 - underlying processes, governance structure and communication channels
 - accessibility to support
 - mechanisms in place to ensure cost effectiveness
 - The list or range of standard changes that would be executed by the Contractor and that are included in the monthly maintenance price (no extra charge) or at low costs.
 - Approach to non-standard changes including process, pricing structure and lead times

- Service Levels/KPI's in the SLA.
- The SLA report plus its consistency with the Service Levels mentioned, testing and quality assurance for (standard and non-standard) changes implemented
- The understandability/readability of the data catalogue and data model.
- The applicable certifications for the Contractor and the solution.

The elaboration of this sub-Award Criterion may consist of a maximum of 12 A4, Arial 10 font for the SLA (excluding the examples of the Service Level Report, the data catalogue and the data model, these may be added in an annex). Any references to media will not be assessed. If the maximum number of pages is exceeded, only the first 12 pages will be assessed.

5.4.4 SUB AWARD CRITERION D: DEMONSTRATION

Following the proposals submitted, Invest would like to invite the contractors who still have a chance of winning the contract to give a demonstration. This means a difference in score of maximum 150 points compared to the Contractor highest in ranking.

With this demonstration Invest wishes to see the solution and example dashboards in a 'real-life' situation to get an impression what the end user in Invest will see and be able to do when project deliverables become available in the production environment.

Contractor will pay attention to at least the following aspects:

1. A description as to how the Contractor determined what and how they wanted to present in the demonstration (10mins)
2. The Contractor provides a walk-through demonstration in practice from ingestion of data from a source, through transformation and into dashboards. (25mins) **NB:** a PowerPoint presentation does not qualify as a demonstration. Below some guidance:

The Contractor is free to use (dummy) data as it deems applicable so long that at least the aspects noted below can be demonstrated and it represents the contractor's proposed technical solution. In addition, the presentation should be provided by a development team member, preferably a team member the Contractor proposes to assign to the IER solution project team if the tender is awarded.

Data:

- Data model which includes at least the following tables and relationships:
 - Investments
 - Relations
 - Organisational structure e.g. holding, subsidiaries (BV's), business unit
- Sufficient (additional) tables/datapoints to fulfil the objectives in the non-source data inputs and dashboards presented

Dataflow:

- Data base prior to ingestion from a (simulated) source system.
- Simulation of an ingestion via API from a source system to the database e.g. 'staging' tables.
- Data base e.g. 'staging' tables following ingestion.

- Data base tables after transformation of data to the data model.
- Data base table impacted by a non-source data upload e.g. from excel or input screen (see below).
- Demonstrate referential integrity in action when data ingested doesn't meet minimum data quality standards to be transformed.

Non-source input:

- Data to be ingested.
- Explanation how the existing data model is updated to reflect new data input.
- Query data output which includes data points which already existed and one or more of those added in the new data input.

Dashboarding:

At least 2, if not more of the following are visible on one or more dashboards:

- Sector analysis within which drill-down through organisational structure is demonstrated e.g. from holding to, for example, subsidiary (BV), funding source or business unit, etc.
- Portfolio analysis of a lending/investment portfolio over at least 3 periods.
- Includes a portfolio related KPI and demonstrates how this can be used to steer management decisions over a period of time.

For inspirational information on Invest International as input to this demonstration, please refer to [Invest International Annual Report 2022: Bridging the Gap](#). In particular the sections of the Annual report related to performance on strategy, performance on impact and possibly also outlook could be inspiration about our portfolio and possible KPI's.

3. A demonstration of a 'self-service' environment built by the contractor on behalf of a client using, for example, dummy data, or a client reference example (10mins)

The demonstration will be assessed as follows:

- Demonstrates the data flow from ingestion through to user deliverable.
- Extent and explanation of demonstration provided.
- The presentation of a dashboard(s) and functionality e.g. time-travel, slice-and-dice, drilldown and steering mechanisms.
- Ability to guide the audience through the process of ingestion to user deliverable.

The demonstration takes a maximum of 45 minutes. In addition, the assessment team will have the opportunity to ask questions and to discuss your approach and the submitted tender (maximum 30 minutes). Following the demo, the final scores will be determined by all members of the assessment team based on consensus.

5.5 AWARD CRITERION 'PRICE'

The price is assessed according to the 'weighted factor method'. In this method, the price offered by the Contractor is converted into a score. The Contractor completes the Pricing sheet in Appendix 5 by filling in all yellow marked fields of each sheet. Note that the costs for maintenance and support take effect as soon as the implementation of phase 1 is completed and accepted by Invest International. Azure aspects, such as licenses, components are provided by our third party service

provider.

All rates and fees are in Euros and exclusive of VAT, and inclusive of any additional costs. The Contractor will present a specification of the price/rates offered which would enable the Contractor to fully execute the contract in accordance with all the requirements and within the expected contract period.

Maximum price

The Contracting Authority applies a maximum price of € 350.000, exclusive of VAT. If the total amount is higher than the indicated maximum price, the Proposal will be excluded from the Tender Procedure.

VAT

The maximum price excludes Dutch VAT or reverse charge VAT if the Contractor is established in (the European part of) another EU Member State or VAT due under the law of Norway, Iceland, Liechtenstein. If the Contractor is established outside (the European part of) the EU, or outside Norway, Iceland or Liechtenstein, the maximum price of the Proposal shall include VAT established outside the EU or EEA (European Economic Area). The maximum price further includes all taxes, levies or duties not specified herein, which have been or will be levied in or outside the Netherlands, by a country or part of a country (which has the power to levy taxes independently). The maximum price is inclusive of any transaction and/or foreign exchange and/or other charges payable by the Contractor on account of exchange of charges incurred by the Contractor in other currencies to Euro or vice versa.

Calculation of the score

The formula to determine the score is as follows: The Contractor whose total price is lowest will receive the maximum score of 200 points. The remaining Contractors will be scored pro rata according to the formula:

$$(\text{Lowest total price} / \text{Total price Contractor}) \times (\text{max. number of points}) = \text{score Contractor price}$$

Instructions for filling in the Appendix 5, 'Pricing sheet':

- Prices are expressed in Euros (excluding VAT), rounded to no more than two decimal places;
- A possible graduated discount has been deducted from the total price;
- Changing the prescribed text in the price Appendix (Appendix X) is not permitted and can lead to exclusion of the further Tender Procedure.

5.6 METHOD OF ASSESSMENT

The Contracting Authority has appointed an Assessment Committee for the evaluation of the qualitative (sub-)Award Criteria of the Proposals. The Assessment Committee consists of 3 - 4 members. The assessment of the qualitative criteria takes place without knowledge of the prices submitted. The assessors will initially assign a score per sub-Award Criterion individually. After completing the individual assessment, the Assessment Committee will determine the final value per Proposal, per Award Criterion, based on consensus.

5.7 HOW IS THE WINNING CONTRACTOR DETERMINED?

Adding up the scores of all qualitative sub-Award Criteria will result in the total score for the 'quality' element. Adding the score for the 'price' component to this will produce the total score for the Proposal.

The Contractor with the highest score has offered the proposal with the best price-quality ratio and will be designated the winner. This Contractor is eligible for the award.

Of the Proposals whose overall score after evaluation is equal, the Proposal with the highest score for Award Criterion A -

"IPR Solution" will receive the highest ranking among the equally ranked Proposals. If the score for Award Criterion A of these Proposals is also equal, the score for Award Criterion C – 'Maintenance, support and service levels' will determine the ranking. If this score is also equal, a new ranking will be determined by drawing lots among the Contractors eligible for the award.

6. AWARD PROCESS

This chapter describes the process from dispatch of the Award Decision up to and including signing of the Agreement. The Award Procedure consists of the following phases:

Phase 5: Award Decision

Phase 6: Objection period

Phase 7: Final Award

6.1 PHASE 5 - AWARD DECISION

Following the evaluation of all Proposals, the Contracting Authority will inform all Contractors in writing by way of an Award Decision which Contractor(s) the Contracting Authority intends to award the Agreement to, the reasons for the Award Decision and - to the extent relevant for the 'provisional' Award Decision - the characteristics and the advantages of the Proposal on the basis of which the relevant Contractor(s) will be awarded the Agreement.

The Award Decision does not yet entitle the successful Contractor(s) to award the Agreement, as the communication does not imply acceptance of the Proposal. In other words, there is not yet an Agreement between the Contracting Authority and the intended winning Contractor(s). The Contractor(s) to whom the Award Decision has been issued will be invited for a meeting about his/their Proposal, the verification of data and the discussion of the possible Agreement to be concluded.

6.2 PHASE 6 - OBJECTION PERIOD

Contractors who do not agree with the Award Decision and wish to object to it must lodge civil proceedings to this end with the civil court in The Hague within twenty (20) calendar days after the date of the award advice, by serving a summons.

Any requests for a further (verbal) explanation of the Award Decision shall not suspend this period. If interim injunction proceedings are instituted in the prescribed manner, the Contracting Authority shall await the outcome of the interim injunction proceedings before proceeding with the Final Award. The Contracting Authority shall also reserve the right to await any appeal or to proceed with the Final Award in the event of a favourable decision by the Interim Injunction Judge of the Court.

If a proper writ of summons is not issued within this period of twenty (20) calendar days, the Contracting Authority will in principle proceed to Final Award, subject to the right not to award the Agreement (in accordance with Section 4.7-d). If an unsuccessful Contractor fails to issue a summons in time or correctly, it will be deemed to have expressly waived its right to have the lawfulness of the Award Decision and/or the Tendering Procedure conducted reviewed by the court and its claim will be inadmissible if it lodges a legal remedy after all.

6.3 PROCEDURE OF VERIFICATION

During the standstill period and prior to the final award of the tender, the Contractor to whom Invest wishes to award the contract, will be invited for a meeting about its proposal, the verification of data and the discussion of the possible agreement to be concluded. The verification meeting will assess whether the Contractor has correctly interpreted the tender guidelines including the appendices.

If it emerges that this Contractor has provided incorrect information in his Proposal, or that there are insurmountable objections on other points, or that no agreement can be reached on the Contract to be concluded, the relevant Proposal may be rejected. If this Proposal is excluded from the tender process, the Award Decision will be sent to the next highest ranking Contractor.

In case of remaining suitable Contractors with equal scores, in order to determine which of these suitable Contractors will be awarded (part of) the Contract, a lot will be drawn in accordance with the draw procedure described in Section 5.7.

6.4 PHASE 7 - FINAL AWARD

If no objections are received, the Contracting Authority will proceed with the Final Award. The Contracting Authority will send a Final Award letter to the successful Contractor(s).

6.5 SIGNING THE AGREEMENT/CONTRACT

After the award is final, the Agreement will be signed between the Contracting Authority and the winning Contractor.

Final word

We thank you for making the effort to read these Tender Guidelines. If, after reading this document, you wish to participate in this Tendering Procedure, we wish you every success in compiling your Proposal and we look forward to receiving your Proposal!

Let's build the sustainable markets of tomorrow together.

Invest International
Malietoren | Bezuidenhoutseweg 12
2594 AV The Hague
The Netherlands

procurement@investinternational.nl

