



Ministry of Economic Affairs
and Climate Policy

Tender Document

**Invitation to tender in accordance with
the European open procedure for the
procurement of experts for the execution
of the Apparel programme in Morocco of
CBI**

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Contents

Definition of terms	5
1. Introduction	7
1.1 Tendering authority and IUC-EZK	7
1.2 CBI Introduction	7
1.3 Reason for this invitation to tender.....	8
1.4 Time frame	11
2. Description of assignment.....	12
2.1 Description and objective of the assignment.....	12
2.2 Target Group and Beneficiaries	14
2.3 Target Market.....	14
2.4 Integrated approach.....	14
2.5 Role of the experts.....	16
2.6 Role of the expert within the project team.....	20
2.7 Lots.....	20
2.8 Contract Period	21
2.9 Scope of the assignment.....	21
3. Requirements to this assignment.....	22
3.1 General requirements	22
3.2 Requirements relating to knowledge and to professional experience for lot 1: Expert for business export coaching and sustainability coaching of Moroccan apparel companies targeting the EU market	22
3.3 Requirements relating to knowledge and to professional experience for lot 2: Expert for Sector Alignment and Institutional Development with extensive knowledge of the MSD-approach	23
3.4 Requirements relating to knowledge and to professional experience for lot 3: Expert for local network management and support in sector coaching in the Moroccan apparel sector and logistic support.....	24
3.5 Requirements relating to knowledge and to professional experience for lot 4: Expert for local business export coaching support of apparel companies and logistic support	24
3.6 Requirements relating to the prices/rates.....	24
3.7 Tax-related requirements.....	25
3.8 Invoicing requirements (for all lots).....	25
3.9 Travel Policy (for all lots)	26
3.10 Changes.....	26
4 Requirements concerning the Tenderer	27
4.1 Introduction	27
4.2 Exclusion Grounds.....	27
4.3 Suitability Requirements	27
4.3.1 Financial and economic standing	28
4.3.2 Reference data (technical qualifications)	28
4.3.3 Professional/trade register extract.....	29
5. Award criteria and assessment.....	31
5.1 Introduction	31
5.2 Quality preferences	31

5.2.1 Preferences relating to coaching skills on sustainability and export related topics to apparel companies	32
5.2.2 Preferences relating to your network among European sustainability requiring buyers of apparel.....	33
5.2.3 Preferences relating to coaching a Community of Practice	33
5.2.4 Preferences relating to identifying service needs of stakeholders	34
5.2.5 Preferences relating to aligning public and private stakeholders at a strategic level towards systemic change	34
5.2.6 Preferences relating to facilitating stakeholders in designing and implementing sustainable sector transitions	35
5.2.7 Preferences relating to coaching/supporting (potential) service providers regarding developing sustainable service delivery models for SMEs or other clients	35
5.2.8 Preferences relating to your experience in strategic networking to promote donor projects and the collaborative participation of private and public sector stakeholders in it	36
5.2.9 Preferences relating to your network in the Moroccan apparel sector	37
5.2.10 Preferences relating to managing and facilitating logistics for multi-stakeholder projects/programmes	37
5.3 Assessment method for qualitative preferences.....	39
5.3.1 Assessment of preferences in relation to qualitative preferences	39
5.3.2 Assessment of preferences in relation to prices/rates	40
6 Assessment of the Tender	41
6.1 Assessment of the Tender's completeness and legal validity	41
6.2 Assessment of requirements relating to the assignment.....	41
6.3 Assessment of award criteria relating to the assignment	41
6.4 Determination of definitive total score	41
6.5 Assessment of evidence	42
7. Submission procedure for Tenders.....	43
7.1 Statement of agreement	43
7.2 Time Frame.....	43
7.3 General procedure.....	43
7.3.1 Communication	43
7.3.2 Herkenning.....	43
7.3.3 Questions and additional information/changes	43
7.3.4 Validity period and submission of Tender.....	44
7.3.5 Variants on Tender	44
7.3.6 Costs of submitting a Tender	44
7.3.7 Termination of tendering process	44
7.3.8 Order of precedence of documents	44
7.3.9 Information about the Tenderer's obligations	44
7.3.10 Guide Information security and Privacy for suppliers	45
7.3.11 Inconsistencies and objections	45
7.3.12 Complaints procedure	45
7.3.13 Dispute resolution	45
7.3.14 Submission of the Tender	45
7.3.15 Structure and content of the Tender	45
7.3.16 Legally binding signature.....	46

7.3.17 Submission of a Tender in collaboration with other organisations.....	46
7.3.18 Single Tender.....	47
7.3.19 Violation of the fundamental principles of procurement law and restriction of fair competition.....	47
7.3.20 Communication and language	48
7.3.21 General terms and conditions.....	48
7.3.22 Contract conditions.....	48
7.3.23 Explanation and verification of the Tender	48
7.3.24 Request for supplementary information concerning the Tender.....	48
7.3.25 Announcement of the award of the Contract	48
7.4 Further Agreements within the Contract.....	49
Annexes	50

Definition of terms

Contracting authority	The State of the Netherlands, represented by the Minister of Economic Affairs and Climate Policy, who concludes the Contract with the Contractor on behalf of the Contracting authority.
Contractor	The party with which the Contracting authority concludes the Contract.
Contract	The written framework agreement between the Contracting authority and the Contractor in which the conditions applicable to the public contracts that will be awarded via this tendering process (Further Agreements) will be recorded within a specific period.
Exclusion Grounds	A circumstance applicable to the Tenderer or a person affiliated with the Tenderer that results in exclusion of the Tenderer from participating in the tendering process.
European Single Procurement Document	Statement in which the Tenderer declares their compliance with the requirements specified in the annexes of the Uniform Single Procurement Document by means of filling in and signing this European Single Procurement Document.
Further Agreement	A written agreement signed by the Contracting authority and the Contractor based on the Contract (framework agreement).
General Government Terms and Conditions	General Government Terms and Conditions for Public Service Contracts 2018 (ARVODI-2018: <i>Algemene Rijksvoorwaarden voor het verstrekken van Opdrachten tot het verrichten van Diensten</i>).
IUC-EZK	The Procurement Office (IUC) of the Ministry of Economic Affairs and Climate Policy (EZK) – part of the Netherlands Enterprise Agency (RVO), which in turn is part of the Ministry of Economic Affairs and Climate Policy – will serve as process manager during this tendering process.
Memorandum of Information	A document containing all questions asked and answers given, in anonymised form and, if applicable, additional information. This includes the questions and answers submitted via TenderNed.
Most Economically Advantageous Tenderer	The Tender that achieves the highest definitive total score based on the best price-quality ratio.
Public Procurement Act	The Public Procurement Act 2012 (<i>Aanbestedingswet 2012</i>)
Data Processing Agreement	An agreement signed by the Contracting authority and the Contractor concerning the processing of personal data by the Contractor.
Suitability requirements	The requirements with which Tenderers must comply in order to be eligible to win the tender.
Tenderer	An entrepreneur or entrepreneurs who has/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 Tendering Document.
Tendering authority	The Netherlands Enterprise Agency (RVO), an agency of the Ministry of Economic Affairs and Climate Policy of the Netherlands.
Tender Document	This document and all of its annexes.

1. Introduction

The Tender Document at hand contains information regarding this invitation to tender, conducted in accordance with the European open procedure, for the CBI project in the apparel sector in Morocco for **four different types of experts**:

1. Expert for business export coaching and sustainability coaching of Moroccan apparel companies targeting the EU market;
2. Expert for sector alignment and institutional development with extensive knowledge of and experience in Market Systems Development (MSD) approach;
3. Expert for local network management and support in sector coaching in the Moroccan apparel sector and logistic support;
4. Expert for local business export coaching support of apparel companies and logistic support.

The project will start in the first quarter of 2024 with an inception phase of one and a half years. The Tendering Authority intends to conclude one Contract (Framework Agreement) for each separate lot for a period of one and a half years for the inception phase of the project. Depending on the results of the inception phase (Phase 1) a go/no-go decision will be taken by CBI Management on continuing with the remainder of the project (Phase 2) which will have a duration of two and a half years plus one year. In case the project will be continued, the Business Case to which this tender is subject, might be adapted and with that new project activities may be added, or existing activities may be cancelled. The total project duration (including the inception phase) is five years.

1.1 Tendering authority and IUC-EZK

This tendering process is being conducted on the instructions of The Centre for the Promotion of Imports from developing countries (CBI), part of the Netherlands Enterprise Agency (RVO) of the Ministry of Economic Affairs & Climate Policy. The Procurement Office (IUC-EZK) will act as process manager during this tendering process.

1.2 CBI Introduction

The Centre for the Promotion of Imports from developing countries (CBI) is part of the Ministry of Economic Affairs and Climate Policy of the Netherlands. CBI is recognized worldwide as a leading expert in export development.

CBI supports the transition towards inclusive and sustainable economies. CBI focuses on transitions in targeted export sectors in least developed and lower and middle income countries, working towards becoming more inclusive and sustainable. CBI has a bottom-up approach, starting from the perspective of local small and medium-sized enterprises (SMEs), strengthening their competitive position on European and regional (niche / value added) markets for products and services with positive economic, social and environmental impact. CBI operates as a facilitator, broker and partner on multiple levels.

CBI carries out multiple (mostly 4-6) year projects in selected value chains in least-developed and lower-middle income countries, targeting in an integrated manner SME exporters, their supporters and influencers such as Business Support Organisations (BSOs), private service providers and government authorities, and European and regional importers. CBI projects promote compliance to Corporate Social Responsibility (CSR) principles.

In general, most CBI projects aim to achieve at least the following results.

Result	Result description
Export growth	Sustainable increase of exports to the EU (or regional markets if applicable) by directly and indirectly supported SMEs as a result of the project.
Competent exporters	SMEs that have improved the sustainability of their products and related business activities. SMEs that have successfully completed all the sustainable export capacity building activities. SMEs that developed and execute a tailor-made export strategy to sustainable European markets.

	SMEs that know how to build and maintain a network on the European market. CBI works with a specific progress monitoring tool divided into clusters that indicate the competency to export.
CSR (Corporate Social Responsibility)	SMEs to have their internal and product processes comply with (to be established country-sector specific) CSR standards, in accordance with OECD Guidelines. SMEs that are actively working on the decarbonization of their products and related business activities including the use of circular production techniques
Use of services in the Export Enabling Environment.	SMEs use the improved sustainable export development and promotion services and products of sector associations, ministries, other trade promotion organisations and private service providers.
Public-Private Cooperation	The public and private sector work together in creating an export-friendly environment regarding: 1. export-friendly policies, laws and regulations for SMEs; 2. availability of key inputs, technologies and infrastructure for the sustainable production process of exporting SMEs; 3. a better country/sector image abroad.

CBI projects are structured around the following intervention areas:

- Business Export Coaching: With the objective of sustainable export growth of SMEs, CBI will ensure that SMEs will build their export competencies through services in the field of individual coaching, group training, and market entry activities;
- Institutional Capacity Building: Parallel to SME capacity building and awareness raising, CBI will support the relevant parties in improving their service delivery and support a more effective and efficient collaboration;
- Promoting Sector Collaboration: There are multiple issues that cannot be solved by individual actors, issues that require sector collaboration. CBI will support the enabling environment by tackling issues (bottlenecks and opportunities) that require a collective approach at the enabling environment level.

Customizing programs to the local situation is key, tackling those issues that impede sustainable exports to Europe (and regional markets if applicable). That is why CBI works in close collaboration with local governments, trade promotion organisations, sector associations and other expert organisations. CBI works in 30 countries and 14 sectors.

Not only does CBI integrate CSR in its own work, it is also asked from all participating stakeholders to do so. Furthermore, [the United Nations Sustainable Development Goals](#) are very important guidelines as well. CBI contributes directly to:

- Goal # 8 Decent work and economic growth
- Goal # 12 Responsible consumption and production
- Goal # 17 Partnerships for the goals

<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

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

This tender concerns the implementation of the apparel project in Morocco.

A description related to this assignment can be found from Chapter 2 and onwards.

A checklist and other information about how to submit this tender can be found in Chapter 7.

1.3 Reason for this invitation to tender

CBI is implementing a project in Morocco's apparel sector to contribute with the following objective:

The Moroccan apparel sector works with sustainable business models that are value-added and economically viable.

This long-term vision entails:

- Moroccan companies have lowered their CO2 footprint, produce added value apparel with increased circular production techniques;
- Moroccan companies actively work towards transparent and locally sourced value chains;
- Moroccan companies carry out marketing strategies aimed at EU sustainability requiring markets;
- Sector stakeholders actively support sustainable production.

Following Morocco's commitment to a green transition by opting for industry decarbonization, CBI aims to support the acceleration of this process. With the need for climate actions having turned urgent, the country put forward an enhanced and more ambitious Nationally Determined Contribution (NDC) in 2021 aiming at a 45.5 percent reduction of its greenhouse gases emissions by 2030. Supporting its ambition, Morocco has developed several strategic documents like a National Climate Plan and a National Sustainable Development Strategy.

For the apparel sector in Morocco, no specific decarbonization roadmap has been developed yet though. This while the global apparel sector is one of the largest contributors worldwide to climate change (10%), water use, pollution and a significant contributor to biodiversity loss (soil degradation, conversion of natural ecosystems). Moreover, the United Nations IPPC (Intergovernmental Panel on Climate Change) has identified Morocco as a very vulnerable country to climate change based on amongst others an increase of average temperatures, heat waves and changing rainfall patterns. Especially water resources in Morocco are under increasing pressure. While the impact of climate change on the agriculture sector is more obvious than other industry sectors, the Moroccan textile sector is also highly exposed to these effects, e.g., through rising prices for energy and water, or more frequent gaps in the supply of these.

Furthermore, EU market trends and upcoming regulations for the apparel sector also demand a higher environmental responsibility. Under the Green Deal circular business models will become the norm. Furthermore, with the Corporate Sustainability Reporting Directive (CSRD) in place as of 2024, a large group of EU companies (including listed SMEs) will be required to identify and, where necessary, prevent, end or mitigate adverse impacts of their activities on the environment including on their scope 3 activities (production chain). With the EU being the most important export market for the Moroccan apparel sector, these developments further support the need for decarbonization of the sector. At the same time, decarbonization and circular production efforts may also be an opportunity in terms of efficiency gains (reduced energy and chemical use, optimized use of materials, local sourcing etc.).

This project will support the initial decarbonization activities undertaken by the sector and aims to facilitate the acceleration and efficiency of this transition by supporting the development of a sector transition plan, learning in the process what is Morocco's added value, but also what is still needed for such acceleration. Bringing companies with circular or low-carbon products to the EU market will serve as a driving force to stimulate further sector stakeholder commitment and assist Morocco in the sustainability of its business model.

Decarbonisation

Decarbonisation is to be understood as the set of activities for the reduction or removal of carbon emissions of a sector. Within the framework of this project, the following components are relevant:

- circular production techniques;
- Use of environmentally friendly materials and local sourcing; and
- environmentally friendly production techniques and design, including designs for longevity or re-use, use of natural dyes and enhanced quality of produce.

During the inception phase (Phase 1) a better view will be obtained on what is hampering the acceleration of the decarbonization transition and where CBI may contribute to streamline the acceleration. By bringing in knowledge and expertise during this phase on decarbonization and circular production frameworks, EU legislation, lessons-learned from other countries, EU buyers, insights on the needs and potential of national companies and further sector (service) mapping, more insight will be created on where the sector is currently at and which potential decarbonization roadmaps it may follow. At the same time these insights and roadmaps are meant to trigger discussions on what capacity and expertise the sector has available at this moment to take envisaged steps and/or which expertise, capacity and or services might still be needed to uplift hampering constraints in doing so.

In Phase 2, the CBI project will focus on building the capacities and knowledge needed to execute the plans formed in phase 1. The specific focus of CBI's support (e.g., environmentally friendly materials, circular production, sustainable production techniques etc.) will depend on the strategy defined by the sector in phase 1 and the involvement of the different stakeholders (government, service providers, (inter)national partners) in the implementation of that strategy.

The current Tender Document is written for the four different types of experts mentioned earlier:

Lot 1: Expert for business export coaching and sustainability coaching of Moroccan apparel companies targeting the EU market

The expert will assess participating companies on their sustainable marketing performance and provide coaching and training to the Moroccan apparel companies regarding their sustainable product development practices and export management processes. The expert's coaching should cover amongst others the following topics: decarbonization relates activities, like the use of low carbon materials, circular design and production, the use of natural dyes as well as EU-focused product design, quality, efficiency in production processes, supply chain transparency and EU-marketing and support in EU market entry activities. Decent work and gender are standard CSR focus areas within CBI its projects. The expert will furthermore work with SMEs in developing and implementing a vision and action plan on their long-term sustainable positioning (with specific decarbonization targets).

Moreover, the expert will provide additional coaching to a sub-set of frontrunner SMEs (participating in a Community of Practice – CoP), who will work on pilot projects that showcase improved and more sustainable business models. Besides exporting companies, some of their tier 1 suppliers will also be included in the project for coaching. At the same time, the expert will have a role to play at sector level in sharing decarbonization knowledge, sustainable product development and export management knowledge and other company insights for sector learning purposes.

Lot 2: Expert for sector alignment and institutional development with extensive knowledge of and experience in Market Systems Development (MSD) approach

The expert will have on the one hand the responsibility to facilitate improved internal sector cooperation in the Moroccan Apparel sector, by amongst other facilitating the creation of a multi-stakeholder platform, bringing key stakeholders together in regular strategic events for sector dialogue and stimulating follow-up. The expert will support sector stakeholders in working together on a future vision for the sector and a joint decarbonization strategy to reach this vision.

On the other hand, the expert is expected to support systemic change towards a resilient and sustainable sector, using the principles of Market System Development (MSD). Therewith, specifically focussing on supporting service providers in improving and/or developing relevant and financially sustainable business models for service delivery to the value chain actors.

Lot 3: Expert for local network management and support in sector coaching in the Moroccan apparel sector and logistic support

This expert will work closely with the other experts to be contracted under and outside this tender, in particular the expert under lot 2 on stakeholder mapping (including other donor organisations), in identifying needs of actors in the sector and identifying possible solutions for these needs. Besides, the expert will, at the request of CBI Programme Manager, act as the local representative of CBI in the apparel sector to the institutional sector stakeholders, providing CBI programme management with regular relevant sector updates, and ensuring the constant marketing of CBI its project activities amongst the relevant sector stakeholders. The expert will therewith remain in close contact with the various sector stakeholders to further motivate and monitor their commitment regarding their participation in and contribution to the project.

Moreover, the expert will assist the institutional development expert in the activities as mentioned under lot 2, as well as in providing follow-up coaching on site to the various service providers in between the (online and on-site) enabling environment activities of the project. Furthermore, the expert is expected to arrange logistics locally for project activities & visits by the CBI team. This may include the preparation of meetings and trainings in close

cooperation with the expert under lot 2 through the arrangement of invitations, agenda and venue as well as the arrangement of transportation in Morocco, during the visits of other experts and CBI staff. Finally, the expert may be asked to moderate meetings of stakeholders if applicable.

Lot 4: Expert for local business export coaching support of apparel companies and logistical support

This expert will work closely with the other experts to be contracted under and outside this tender, in particular with the expert under lot 1. The expert will use its knowledge of and contacts in the apparel sector for assistance in the recruitment of companies interested in participating in this project, and in identifying their needs and possible opportunities. Besides, the expert will, at the request of CBI Programme Manager, act as the local representative of CBI to the selected SMEs. Furthermore, the expert is expected to provide CBI management with regular relevant updates on the participating SMEs and ensure the constant marketing and continuation of CBI its project activities in the Business Export Coaching trajectory. The expert will therewith remain in close contact with the participating companies to further motivate and monitor their commitment regarding their participation in and contribution to the project.

Moreover, the expert will assist the expert for business export coaching and sustainability coaching in the activities as mentioned under lot 1, as well as in providing follow-up coaching on site to the companies in between the (online and on-site) business export and sustainability coaching activities of the project. Furthermore, the expert is expected to arrange logistics locally for project activities & visits by the CBI team. This may include the preparation of meetings and trainings in close cooperation with the expert under lot 1 through the arrangement of invitations, agenda and venue as well as the arrangement of transportation in Morocco, during the visits of other experts and CBI staff.

Note that besides the above-mentioned experts, other experts with specific thematic expertise on topics such as sector branding, gender can be contracted in separate assignments to support the project implementation. The experts contracted under this tender will closely work together as a team and with other experts possibly contracted by CBI outside the framework of this tender, in order to reach the objectives of the project.

1.4 Time frame

The schedule below applies to this tendering process.

12 October 2023	Issuing of publication, start of tendering period.
3 November 2023 – 10 AM CET	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) and the Data Processing Agreement.
17 November 2023	Issuing of Memorandum of Information
30 November 2023 – 10 AM CET	Deadline for the receipt of Tenders and opening of Tenders by the Tendering authority.
30 November – 18 December 2023	Assessment of Tenders.
1 January 2023	Announcement of the award of the Contract.
16 January 2024	Deadline for the winning Tenderer to provide the evidence requested by the Tendering authority.
21 January 2024	Deadline for asking questions and/or filing an application for a preliminary injunction in relation to the announcement of the award of the Contract.
22 January 2024	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

As mentioned above this project aims to contribute to the achievement of the following long-term vision:

The Moroccan apparel sector works with sustainable business models that are value-added and economically viable.

This long-term vision entails:

- Moroccan companies have lowered their CO2 footprint, produce added-value and economically viable apparel with increased circular production techniques.
- Moroccan companies have actively worked towards transparent and locally sourced value chains.
- Moroccan companies carry-out marketing strategies aimed at EU sustainability requiring markets.
- Sector stakeholders actively support sustainable production.

The project aims to contribute to the decarbonization of the Moroccan apparel sector. Therewith living-up to international climate change demands and the needs of the EU market for innovative sustainable business models, and while doing so creating opportunities for cost reduction, improved efficiency and added-value in the Moroccan value-chain.

Phase 1 (Inception phase)

The project will consist of an Inception phase of one and a half years. Based on the results of this Inception Phase a Go/No-go decision will be taken by the Tendering authority regarding continuation with the second phase of the project. The targets and criteria at the end of the Inception Phase to be used for the Go/No-Go decision are:

- At least 80% of the participating SMEs developed a decarbonization and related sustainable export marketing and investment plan for their long-term sustainable positioning and show commitment to implementing their plans by achieving the agreed upon targets for phase 1.
- At least 5 frontrunner companies are actively participating in the business export coaching (BEC) and sharing best practices in the area of decarbonization (circular design and production, sourcing of low carb materials, improved chemical-use, enhance efficiency in use of materials, less waste, logistical planning, enhanced quality etc.) in the Community of Practice (the project aims to actively identify women-led SMEs to take part in this front-runner group).
- At least 5 frontrunners develop an innovative pilot project idea in lowering their CO2 footprint
- A multi-stakeholder platform is operational, with a national steering committee and thematic task forces.
- Sector is aware of CO2 contribution and related opportunities and solution pathways.
- A sector transition plan has been drafted for CO2 reduction (including circular production) with accompanying sector export marketing plan for sustainable markets.
- The sector shows commitment by:
 - Sector stakeholders taking a minimum of two initiatives to address identified sector decarbonization (including circular production) challenges or opportunities (e.g. an initiative on CO2 footprinting, sourcing of low carb materials, enhanced circular production, development of an industry code of conduct etc.) and consensus on joint action.
 - Frontrunners sharing their experiences in multi-stakeholder platform meetings.
 - Signing of at least 2 Memoranda of Understanding (MoUs) with partners covering targets towards the implementation of the decarbonization (including circular production) transition sector strategy.
- A needs assessment regarding decarbonization (including circular production) service provision to (potentially) exporting SMEs has been done and provides sufficient ground for further action.
- A concrete project plan has been worked out jointly with sector stakeholders for the remainder of the project.

In case of a go-decision, during Phase 2 these results will be further supported:

- SMEs implement their decarbonization and related sustainable export marketing action plan for their long-term sustainable positioning
- SMEs have lowered their CO2 footprint, produce added value apparel with increased circular production techniques
- SMEs actively work towards transparent and (partial) locally sourced value chains
- SMEs carry out marketing strategies aimed at EU sustainability requiring markets
- Frontrunners make and market innovative circular products and/or products with a lower CO2 footprint
- EU export target: average additional EU export of EUR 300.000 per company at the end of the project
- Employment target: average employment increase of 10% in staff per company at the end of the project. 70% are expected to be filled by women and at least about 20% by young people
- Sector stakeholders implement the sector decarbonization transition strategy
- Multi-stakeholder platform raises key sector issues and priorities for the further decarbonization of the sector with relevant stakeholders (policy makers, donors etc.)
- Service providers offer an adequate portfolio of services in the area of decarbonization and/or circular production that are used by SMEs in the sector
- Sector stakeholders actively support sustainable production through 2 new or improved sustainability services or have an active sustainability support programme
- Moroccan apparel sector has strengthened its European network of partners active in the area of decarbonization and linkages with EU sustainability requiring markets

The project strives to support a maximum of 20 SMEs at the end of the project. In case of a No-Go decision, the project will not be continued and the framework agreements will end.

Post-project goals/expectations

The interventions carried out during the project will be organised/designed while keeping the opportunities for scaling-up in mind. Other SMEs in the sector are expected to follow the example of the frontrunner companies, regarding internationalisation and decarbonization. This crowding-in requires that best practices must be visible, and a supportive system exists that enables those SMEs to follow the example of the front-runners. Promoting and monitoring these conditions for scaling-up are to be placed in an existing Business Support Organisation (BSO) (e.g., one of the more internationally oriented hubs) or in a possible formalized structure that may develop from the organisation of the CoP and of sector events.

Another envisioned outcome is that the Moroccan apparel sector will have strengthened its European network of partners active in the field of decarbonization and linkages with EU sustainability requiring markets. Having such a network will further strengthen the long-term innovation and competitive capacity of the sector.

Sustainable Market Transformation

The project is designed based on the theory that the transition of markets towards sustainability in individual countries follows a transformation curve. As a sector moves through the various phases, the number of stakeholders that adopt sustainable practices increases until sustainability becomes a requirement for market entry. This project seeks to speed-up this movement by piloting and testing new sustainable business models, to enable Moroccan apparel companies to meet the changing EU regulations, gain access to higher value markets and to create the conditions which enable crowding-in of other companies/exporters and service providers from the sector as well as to contribute its share in mitigating climate change.

Market System Development (MSD) approach

CBI is continuously developing its methodologies regarding project development and implementation and will focus increasingly on bringing about systemic changes in sectors in order to set in motion a transformation towards more sustainable and inclusive sectors. In this respect the Market System Development (MSD) approach was chosen as an interesting approach for CBI project implementation. The project at hand in this respect will enable CBI to test the opportunities, possible benefits and possible limitations of this new approach for future CBI projects.

The MSD approach seeks to address the root causes of why markets fail in order to make systemic changes that support lasting inclusive growth. The MSD approach is used by various international

cooperation organizations as the guiding principle of their project development and implementation processes, mainly in agricultural sectors. The key objective of the approach is to anchor the project's interventions in the sector, to support the development of financially sustainable service delivery models by actors in the market system. For detailed information on MSD, including best practices please see www.beamexchange.org.

For this project using the MSD-methodology will mean that the project will play (as much as possible) a facilitator role instead of an implementer (direct delivery) role. The project will facilitate market actors and local institutions to find and develop solutions and services that address a particular constraint/opportunity instead of the services being provided by CBI (or other donor organizations). As part of the MSD approach, CBI intends not to become part of the system, but to think about an exit strategy from the beginning. Our goal is that these services will be focused on the long-term and be sustainably set-up.

2.2 Target Group and Beneficiaries

The target group for the activities under **lot 1, expert for business export coaching and sustainability coaching of Moroccan apparel companies targeting the EU market** and **lot 4, expert for local business export coaching of apparel companies and logistic support** of this tender consists of:

- Moroccan apparel SMEs (producers as well as their principal tier 1 suppliers – finishing and dyeing companies as well weaving and dyeing)
- European buyers

The target group for the activities under **lot 2, institutional development expert with extensive knowledge in Market Systems Development (MSD) approach**, and **lot 3, expert for local network management and support in sector coaching in the Moroccan apparel sector and logistic support** of this tender consists of:

- All stakeholders in the apparel sector in Morocco, for lot 2 and 4 particularly actors in the (export) enabling environment and (potential) service providers

2.3 Target Market

The target markets for this project are countries in the EU and EFTA where there is demand for sustainable apparel products.

2.4 Integrated approach

CBI projects seek to support the transformation to more resilient, sustainable and inclusive sectors in our target countries. CBI projects are as much as possible customized to the local situation, addressing those issues that impede sustainable export to Europe. CBI implements its projects on both export business level (business export coaching - BEC) and institutional level, the so-called export enabling environment (EEE). The scope of this tender includes both areas. In this project principles of the MSD approach will be applied where possible.

About business export coaching (BEC)

CBI will support SMEs in defining their priorities and positioning strategy and provide capacity-building support to help them in achieving their goals in terms of decarbonization and/or circular production. The capacity-building of SMEs will happen along two tracks: (1) a traditional track (which includes frontrunner companies and a larger group of SMEs) aiming at more sustainable and added-value production, particularly enhancing on lowering the carbon footprint of their produce and/or the use of circular production techniques within the current linear business model (make-use-waste) of the sector, and (2) an innovation track (with frontrunner companies) aiming at the creation of iconic pilot projects showcasing improved business models in the area of decarbonization and/or circular production. The latter will be done by engaging them in a Community of Practice (CoP), to engage with other companies about possible models and best practices. Both tracks (encompassing in total a minimum of 5 frontrunners and a total of 20 SMEs) are intended to support the acceleration of the wider sector decarbonization and/or transition to circular production.

The approach to build the capacities of these companies will be a combination of direct support by the project and indirect support through service providers in the market system.

The BEC-assistance will include:

- **Individual export coaching:** Export coaching will be provided to the group of selected companies, for which the final selection is made by CBI, who comply with certain selection criteria (related to their potential on the European market, commitment to working towards lowering their CO2 footprint and/or improving on circular production in collaboration with other sector stakeholders, as well as their need for support). Each selected SME will receive individual coaching from a CBI Business Export Coaching (BEC) expert specifically assigned to the company. This coaching – on a confidential basis – will focus on the implementation of the action plan linked to the decarbonization and Export Marketing Plan made during the company assessment phase. Tailored support will furthermore be provided to the frontrunner companies, to help them in developing and implementing innovative pilot projects. To this end, CBI will be sending the expert on technical assistance missions. These missions take place throughout the whole duration of the project. The intensity varies from one to three times a year, depending on the number of issues per company/group. These missions will focus on output areas like the sourcing of environmentally friendly materials, product development, sustainable production techniques lowering the CO2 footprint, circular design and production, traceability, marketing and HRD. Besides the missions, the expert will provide distant coaching by Skype, Zoom, Webex, email, phone, etc. Also, CBI is working on reducing its environmental footprint, for which reason coaching and training will be done, as much as possible from a distance through digital means.
- **Group training:** Training sessions on location and preferably online will be organized for all participating companies to train their management and staff in sector-wide issues in areas such as product development (including decarbonization and circular production, the sourcing of environmentally friendly materials etc.), marketing, CSR and human resources. The CBI project includes (phase 1 and 2 combined) amongst others the following thematic sessions: CO2 footprinting, market access requirements, sustainability (with attention for CO2-footprinting), effective trade fair participation, online marketing, sustainable sourcing and e-commerce. A more specific thematic focus will be defined after phase 1, based on the action plans of the SMEs and the focus of the sector decarbonization/circular production transition strategy. For several thematic sessions specialized trainers outside the scope of this tender may be contracted by CBI. Where possible, as part of the MSD approach, CBI will also engage Moroccan service providers in the delivery of the capacity-building support.
- **Market entry:** Improved export marketing capacity of SMEs is an important prerequisite to establish direct access to export markets. Focus will be on both physical (e.g., trade fairs in Europe, buyers' missions) and digital (website and social media) strategies. This will mainly be done in phase 2 of the project.

About the Export Enabling Environment level

The project aims to facilitate sector alignment and collaboration, to enable the achievement of the overall long-term vision of the sector, which is for Morocco an apparel sector that works with sustainable business models that are value-added and economically viable. To this end, sector events will be organised to foster effective collaboration between sector stakeholders and to ensure emerging best practices in the field of decarbonization and circular production can be shared.

An important aspect in CBI its approach is creating a conducive export enabling environment for existing and aspiring exporters in terms of rules and regulations and regarding the business service delivered. Solutions will be sought together with local partners to meet service needs of the exporters in a sustainable way allowing them to become (more) successful exporters to the EU sustainability requiring markets.

Elements that in general make up an export enabling environment are for instance:

1. a stable Government and political situation in the country;
2. export-friendly policies, laws and (tax) regulations;
3. a structured organization of the sector;
4. an adequate physical infrastructure (modern roads, ports and airports);
5. efficient and transparent customs facilities;
6. sufficient availability and accessibility of financial service providers and credit facilities;
7. high-quality service providers, laboratories and certification bodies;
8. adequately skilled export coaching human resources;

9. sufficient local availability of sustainable and competitively priced key inputs for the production of export goods and services;
10. a positive image of the country among buyers in the export destination markets.

This project will focus on the alignment of the sector in order to create a more optimal export enabling environment, and on strengthening the sector's business service delivery system.

The list above is a list of example elements and are not necessarily the elements that will be addressed during this project.

2.5 Role of the experts

Hereunder a description of the roles of the various experts is given. The experts carry out their work under the direct responsibility of the respective CBI Programme Manager in The Hague, who is in charge of the overall management, monitoring, budget and results of the project. The experts contracted under this tender will closely work together amongst each other and with other experts possibly contracted by CBI outside the framework of this tender, in order to reach the objectives of the project.

Lot 1. Expert for business export coaching and sustainability coaching of Moroccan apparel companies targeting the EU market

The expert has two main responsibilities:

1. To coach and train the Moroccan apparel exporters and their main tier 1 suppliers to improve their sustainable production, in particular by lowering their CO2 footprint and/or increasing their circular production efforts as well as their export performance to EU sustainability requiring markets.
2. To coach and train frontrunner apparel companies and their main tier 1 suppliers to create pilot projects showcasing improved sustainable business models related to decarbonization and/or circular production.

The expert carries out a sustainability coaching trajectory to support Moroccan apparel SMEs to successfully do business with European sustainability requiring markets. In the framework of this trajectory the expert will do the following:

Phase 1: Coach SMEs in defining their long-term sustainable positioning strategy, in order to meet the requirements and opportunities presented by the decarbonization and circular production transition taking place in the global apparel industry. The expert will:

- Carry out export audits at potential participating apparel SMEs and their main tier 1 suppliers to identify individual needs and capabilities, paying specific attention to aspects like business planning, commercial product design, sourcing, quality of produce, efficiency in production, logistical planning, present marketing strategies in relation to the EU-market etc.
- Carry out a sustainability assessment of the companies to identify sustainability risks and opportunities for each company, paying specific attention to opportunities in enhancing decarbonization (sourcing of environmentally friendly materials, circular production and more CO2-friendly production techniques like the use of natural dyes, improved quality and efficiency etc.).
- Assist the companies selected for participation in developing a CSR roadmap
- Develop together with the by CBI final selected SMEs a vision on the sustainable export marketing (with specific focus on decarbonization and/or circular production efforts) and the related positioning on EU sustainability requiring markets, including an action plan to make necessary improvements based on the company audits and sustainability assessments. The sustainability assessment and auditing and action planning will focus on what is needed to meet the EU market demands and requirements, as well as on export marketing and management issues as discussed with the CBI Programme Manager. The action plans should include specific targets to be achieved by the companies by the end of phase 1.
- Advise the CBI Programme Manager on the amount of coaching and training to be given by the project to each individual company based on its needs and financial capacities.
- Advise the CBI Programme Manager on the most suitable candidates (the frontrunners) for additional coaching to develop innovative pilot projects, and on the amount of coaching and training needed by the frontrunners.
- Support the establishment of and coach a Community of Practice (CoP), in which the frontrunner companies participate, around the theme of decarbonization and/or circular

production. The expected result of the CoP is to have developed models and Best Practices in phase 1 and/or phase 2 regarding decarbonization (environmentally friendly materials, circular production or sustainable production techniques, like the use of natural dyes enhancing decarbonization) by individual companies and by the sector as a whole.

Phase 2: Carries out business export coaching and sustainability coaching in follow-up to phase 1 during the remainder of the project focusing on more sustainable and value-added produce with a lowered CO2 footprint and/or improved circular production by the SMEs and establishing direct market linkages with EU sustainability requiring buyers. The expert will:

- Review and update, if necessary, the action plans of the companies.
- Provide coaching and training to the SMEs to achieve more sustainable, added value produce with reduced CO2 footprint and/or enhanced circular production, according to the action plan.
- Provide coaching and training to the frontrunners to implement their pilot projects, showcasing improved business models according to the action plan.
- Provide coaching and training to the companies to find and establish business linkages with European sustainability requiring buyers.

Phase 1 and 2:

- The expert will conduct a baseline, mid-term and end-term sustainability assessment in the project of the companies and provide coaching and training in between.
- Advises companies on possible certification.
- Supports decarbonization activities.
- Actively contributes to sector stakeholder meetings by sharing experiences from the companies for sector learning purposes.
- Supports in business development and sector competitiveness by opening up his/her own direct European network to the local SMEs and sector stakeholders, connecting them with European importers and other relevant partners & provide input to and participates in the multi-sector stakeholder platform meetings.
- Advises on implementing innovative processes and adding innovative content to the CBI project.
- Assists the companies selected in participation in an international trade fair, road show or other market entry activity and advises CBI, CBI project partners and participants in their preparations for these events.
- Promotes the project amongst European buyers and involves them in the project, shares contacts of European buyers and other relevant contacts with CBI and project partners.

The average expected planning for the expert activities in the project is one to three times a technical assistance mission (TAM) per year. In between the TAM missions, all contact with the stakeholders will be online via distant guidance.

Please note: These activities and planning for the expert as portrayed above will depend on the needs of the project and the needs of the participants. Moreover, the Business Export and Sustainability Expert will closely work together with the expert for Local Business Export Coaching (lot 4) to support the SMEs participating in the project. The planning for and execution of the expert activities will be in close coordination and alignment with the activities of this expert. Furthermore, CBI has a “digital first” strategy which means that, if possible, coaching and training will be done online. Decisions on allocation of activities will be taken by the CBI Programme Manager and supported by arguments taking into account the above-mentioned factors as well as budget considerations.

Lot 2. Expert for sector alignment and institutional development with extensive knowledge of and experience in Market Systems Development (MSD) approach

The role and responsibility of the sustainable sector transformation expert will be to:

- Facilitate improved internal sector cooperation in the Moroccan apparel sector, by supporting the sector in establishing a multi-stakeholder platform that enables sector dialogue, alignment and collaboration.
- Support the sector stakeholders in designing and implementing (transition) strategies and interventions addressing underlying causes that hinder the acceleration of the decarbonization of the sector and to meet EU (Green Deal) regulations.
- Support the Moroccan enabling environment (public and private) in delivering relevant financially sustainable services to actors in the apparel sector value chain.

In the framework of this trajectory the expert will do the following:

Phase 1:

- Identifies a suitable partner to host the multi-stakeholder platform, assist them in establishing the platform, including a steering committee and in having a business mode in place to run it
- Supports sector stakeholders in working together on a future vision for the sector and the development of a joint transition plan and related sector export strategy to reach this vision (by facilitating roundtables, joint working sessions, training sessions and stimulation cooperation). CBI has a “digital first” strategy which means, that if possible, activities will be done online, however it is envisaged that 2 to 3 visits a year might be necessary in order to build a connection with the local stakeholders and providers. (Mainly in Phase 1)
- Conducts an extended stakeholder mapping and related needs assessment research amongst sector stakeholders to identify service delivery needs of actors in the value chain related to the project focus on decarbonization, circular production and the positioning of the sector accordingly on the European market to (potentially) exporting SMEs.

Phase 2:

- Supports the building of and guides coalitions around solution pathways with all stakeholders including government organisations, universities, private sector association, donor organisations, European parties active in the area decarbonization and/or circular production and other stakeholders. (Mainly in Phase 2)
- Supports the sector in implementing the designed roadmaps as part of the sector transition and related sector export marketing plan.
- Organizes and facilitates sector events that foster the collaboration amongst sector stakeholders, sharing of best practices regarding decarbonization and/or circular production and related sustainable export marketing to the EU in order to stimulate crowding in, and joint actioning around decarbonization and/or circular production practices in the sector.
- Coaches service providers (public and private) in developing sustainable business models for service delivery to SMEs in the Moroccan apparel sector.

Phase 1 and 2:

- Monitors and guides the sector and stakeholders' contents of the project using an MSD approach (phase 1 and 2).
- Advises CBI on implementation of the project according to MSD-principles (phase 1 and 2).
- Educates stakeholders and partners on the specific MSD-characteristics of the CBI project and supports alignment to the MSD approach. (Phase 1 and 2)
- Brings in best practices regarding MSD from other sector development projects. (Phase 1 and 2)
- Brings in best practices on sustainable service delivery models from other countries/sectors.

The average expected planning for the expert activities in the project is one to two times an assistance mission per year, to be closely coordinated and aligned with the other experts' part of this tender (lot 1 & 4) and in particular the Expert for Local Network Management (lot 3). In between the missions all contacts with the stakeholders will be online.

Please note: The activities and planning for the expert as portrayed above will depend on the needs of the project and the needs of the participants. Moreover, the Sustainable Sector Transformation Expert will closely work together with the Expert for Local Network Management (lot 3). The planning for and execution of the expert activities will be in close coordination and alignment with the activities of this expert (lot 3) as well as the experts of the other lots (1 and 4). Furthermore, CBI has a “digital first” strategy which means that, if possible, coaching and training will be done online. Decisions on allocation of activities will be taken by the CBI Programme Manager and supported by arguments taking into account the above-mentioned factors as well as budget considerations.

Lot 3. Expert for local network management and support in sector coaching in the Moroccan apparel sector and logistic support

The expert for local network management will closely work together with the other experts contracted under and outside this tender to reach the expected outcomes. He/she will play a central role in the project as "a spider in the web" in the sector with a particular focus on the sector stakeholder level.

The expert will:

- Work closely with the other experts to be contracted under and outside this tender on identifying needs of enabling environment actors in the sector and identifying possible solutions for these needs.
- Bring in inside knowledge of the Moroccan sector and the interests, motives, possibilities and limitations of the various stakeholders in the sector.
- Makes available his active network in the Moroccan apparel sector for the purposes of this project.
- At the request of the CBI Programme Manager, act as the local representative of CBI in the Moroccan apparel sector and act as the linking point between the apparel sector in Morocco and the CBI staff and experts.
- Support the other experts to be contracted under and outside this tender, and in particular the Institutional Development Expert (lot 2) by follow-up coaching and training on site to the sector stakeholders and service providers in between the (online and on-site) activities of the other experts.
- Keep close contact with the various sector stakeholders to motivate and monitor their commitment regarding their participation in the project's interventions.
- Moderate meetings of stakeholders if applicable.
- Arrange meetings and transportation in Morocco, during visits of other experts and CBI staff.
- Support CBI staff, CBI experts and specialised trainers with the logistics of their meetings and trainings, like agenda, venue, catering, equipment, and invitations.

Please note: The activities and the planning thereof for the expert as portrayed above will depend on the needs of the project and the needs of the participants. The expert for local network management activities (lot 3) will play an important role by supporting the other experts that are to be contracted under and outside this tender in their work. The Expert for Local Network Management will work closely together with the Institutional Development Expert (lot 2) and the expert for Local Business Export Coaching (lot 4) to support the stakeholders participating in the project. The planning for and execution of the expert activities will therefore be in close coordination and alignment with the activities of these two experts (lot 2 and lot 4) but also with the other expert part of this tender (lot 1). Furthermore, CBI has a "digital first" strategy which means that, if possible, coaching and training will be done online. Decisions on allocation of activities will be taken by the CBI Programme Manager and supported by arguments taking into account the above-mentioned factors as well as budget considerations.

Lot 4. Expert for Local Business Export Coaching Support of Apparel companies and logistic support

The expert for local business export coaching support will work closely together with the other experts contracted under and outside this tender to reach the expected outcomes. He/she will play a central role in the project as "a spider in the web" in the sector with a specific focus on company level.

The expert will:

- Work closely with the Business Export Coaching and Sustainability Coaching Expert (lot 1) to be contracted under this tender as well as experts to be contracted outside this tender on identifying needs companies (exporting SMEs and their tier 1 suppliers) in the apparel sector and identifying possible solutions for these needs.
- Bring in inside knowledge of the Moroccan apparel sector and the interests, motives, possibilities and limitations of the various companies in the value chain in the sector.
- At the request of the CBI Programme Manager, act as the local representative of CBI in the Moroccan apparel sector towards the companies and act as the linking point between the apparel sector in Morocco and the CBI staff and experts.

- Support the other experts to be contracted under and outside this tender, and in particular the Business Export Coaching and Sustainability Coaching Expert (lot 1) by follow-up coaching on site to the companies in between the (online and on-site) activities of the other experts.
- Support the other experts to be contracted under and outside this tender, and in particular the Business Export Coaching and Sustainability Coaching Expert (lot 1) in coaching and training (online) apparel companies.
- Keep close contact with the companies to motivate and monitor their commitment regarding their participation in the project's interventions.
- Arrange meetings and transportation in Morocco, during visits of other experts and CBI staff.
- Support CBI staff, CBI experts and specialised trainers with the logistics of their meetings and trainings, like agenda, venue, catering, equipment, and invitations.

Please note: The activities and the planning thereof for the expert as portrayed above will depend on the needs of the project and the needs of the participants. The expert for Local Business Export Coaching activities (lot 4) will play an important role by supporting the other experts that are to be contracted under and outside this tender in their work. The Expert for Local Business Export Coaching will closely work together with the Business Export Coaching and Sustainability Expert (lot 1) to support the companies participating in the project. The planning for and execution of the expert activities will therefore be in close coordination and alignment with the activities of this expert (lot 1) but also with the other experts part of this tender (lot 2 and 3). Furthermore, CBI has a "digital first" strategy which means that, if possible, coaching and training will be done online. Decisions on allocation of activities will be taken by the CBI Programme Manager and supported by arguments taking into account the above-mentioned factors as well as budget considerations.

For all lots:

The planning of activities in the framework of the project might vary according to the needs of the companies and other stakeholders and external circumstances. Please refer to the description of the roles above for a general outline. CBI wants to decrease its environmental footprint and has a "digital first" strategy, which means that activities (involving international CBI Experts) must be done as much as possible through digital means. Decisions on allocation of activities and topics will be taken by the CBI Programme Manager.

2.6 Role of the expert within the project team

The expert carries out his/her work under the direct responsibility of the respective CBI Programme Manager(s) in The Hague, who is/are in charge of the overall management, monitoring, budget and results of the project.

The expert is required to work within a larger team of local and international external experts and service providers, contracted by CBI for specific project activities, as well as with CBI staff (in particular the in The Hague based Programme Manager(s) and Project Officers) and staff and experts of other development partner organisations (donors and the like).

Depending on the needs of the programme other external experts and other service providers, besides those under this tender, can be contracted by CBI, including experts with local knowledge. The expert for business export coaching and sustainability coaching of Moroccan apparel companies (lot 1) and the institutional development expert (lot 2) are expected to coordinate with the expert with for local network management (lot 3) and the expert for local business export coaching (lot 4), while the experts of lot 3 & 4 also have their own responsibilities and deliverables agreed upon with CBI.

2.7 Lots

The invitation to tender has been divided into four lots (see table below). By using a mechanism of a general framework agreement and further agreements for specific assignments, it is possible to plan the activities in line with the development of the project and to specify the exact scope at the moment that an expert is needed. Per lot we plan to enter into/close one Contract (Framework Agreements).

Individual tenderers and firms may submit proposals for more than one lot and can win more lots (if the labour capacity is available) and therefore can be awarded more Contracts from this tender.

Lot	Number of Contracts (Framework Agreements)
1. Expert for business export coaching and sustainability coaching of Moroccan apparel companies targeting the EU market	1
2. Expert for sector alignment and institutional development with extensive knowledge of and experience in Market Systems Development (MSD) approach	1
3. Expert for local network management and support in sector coaching in the Moroccan apparel sector and logistic support	1
4. Expert for local business export coaching support of apparel companies and logistic support	1

2.8 Contract Period

The Tendering authority intends to conclude a Contract (Framework Agreement) for every separate lot for the duration of 1,5 years with one possible extension of 2,5 years and one additional possible extension of 1 year. The duration of the total Contract period is estimated for a maximum of five years. It is important for the participating companies and organizations that the experts remain the same throughout the entire duration of the program.

2.9 Scope of the assignment

The Tendering authority has estimated a total maximum Contract value (including optional extension years) in EUR per lot as follows (exclusive of VAT and including all local VAT and fees):

Lot	Maximum Contract value in EUR (excl. VAT and incl. all local VAT and fees)
1. Expert for business export coaching and sustainability coaching of Moroccan apparel companies targeting the EU market	€ 560.000
2. Expert for sector alignment and institutional development with extensive knowledge of and experience in Market Systems Development (MSD) approach	€ 250.000
3. Expert for local network management and support in sector coaching in the Moroccan apparel sector and logistic support	€ 130.000
4. Expert for local business export coaching support of apparel companies and logistic support	€ 185.000

The estimated values are an indication from which no rights can be derived. This Tender Document was created using up-to-date knowledge and insights valid at the time of its formulation.

It is possible that the services specified in the Contract may change in the event of political, budgetary, administrative or organisational developments within the Dutch government and the Tendering authority's expansion or contraction resulting from this, or changes to the Tendering authority's position within the government or to the targets that must be met. In the event such circumstances occur, the Tendering authority will consult with the Contractor.

3. Requirements to this assignment

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

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

The below mentioned requirements apply to all lots, or to specific lots when specified otherwise.

3.1 General requirements

For all lots:

- Multiple contact persons are not allowed. The reason for this is that one contact point is needed for the companies and for the contact with CBI. The personal approach towards the stakeholders is important in order to optimally fulfil the expert role.
- Individual tenderers and firms may submit proposals for more than one lot and can win more lots **(if the labour capacity is available)** and therefore can be awarded more contracts from this tender.
- The role in the assignment from the tenderer and the other possible consortium partners or subcontractors needs to be clearly motivated and described in the proposal and described in your answer to the questions (award criteria) as stated in Chapter 5 related to the lot you are tendering for.
- If a collaboration is needed to fulfil the suitability requirements, then such collaboration is possible, provided that: (1) one single expert in person will remain the contact point for all the stakeholders, and (2) the proposed team consists of a maximum of three persons. The preference, however, is for the assignment to be executed by one single expert per lot.
- The expert must be able to act fully independently and without any conflict of interest as a representative of CBI in the apparel sector in Morocco. This entails, among others, that the expert should not be directly or indirectly contracted or employed by (or own) selling parties in Morocco or importing companies that trade in services covered by this tender from developing countries covered by this tender.
- Provide the amount of examples which is asked in Chapter 5. In case not all examples are provided, less points will be awarded.
- The coaching is done continuously throughout the year/week and not arranged via fixed days per week or per month.
- Demonstrable good communication skills in the English language, both spoken and written.
- Proven well-developed intercultural sensitivity skills.
- Strongly developed political awareness and sensitivity.
- Being a team player who can cooperate in diverse team structures (information sharing, conflict solving).
- Reporting skills to communicate on mission results and project progress.
- Demonstrable coaching and training skills.

3.2 Requirements relating to knowledge and to professional experience for **lot 1: Expert for business export coaching and sustainability coaching of Moroccan apparel companies targeting the EU market**

A detailed CV of the expert needs to be submitted with your Tender. Your CV will not be assessed separately but will provide a general impression of your background and abilities vis-à-vis the requirements as described in this chapter and your answer to the questions (award criteria) as stated in Chapter 5.

- At least five (5) years of experience in the EU apparel market in a commercial/technical or consultancy role during the last ten (10) years.
- Experience with B2B marketing and promotion of apparel in the EU market for at least three (3) years during the last eight (8) years.

- At least two (2) years of experience within the last eight (8) years in individual coaching of apparel producers. The coaching should have included at least the topics of sustainable production practices, sourcing of sustainable materials and other decarbonization related areas and circular production in relation to EU requirements, as well as innovations and (digital) marketing to the EU.
- Proven experience in the execution of export audits at apparel producing companies.
- At least 50 hours of experience with conducting trainings and workshops in developing countries in the English language regarding apparel production and trade during the last five (5) years.
- Proven knowledge of the latest trends and developments, distribution channels, and market players in the EU in apparel markets.
- Proven and up-to-date knowledge of Corporate Social Responsibility issues and best practices in the apparel sector, particularly in relation to decarbonization and circular production.
- Profound knowledge of regulations and buyer requirements, incl. Corporate Social Responsibility and particularly regarding decarbonization and circular production in the European apparel sector.
- Up-to-date knowledge of the structure of the apparel sector in Morocco and the roles of its major stakeholders.
- Up-to-date knowledge on relevant aspects related to apparel production in the Maghreb region.
- Proven knowledge of cost price calculation, quotation, terms of payment and price in relation to quality and markets in the apparel business.
- Knowledge about business development, innovative business models, and required management skills for apparel producers.
- Up-to-date and active network of buyers in the EU apparel markets.
- Experience with moderating, facilitating and conducting trainings and workshops in the English language regarding export development on location and virtually (at least 40 hours of experience during the last five (5) years).
- Proven well-developed intercultural sensitivity skills.
- Excellent and proven experience in coaching and facilitation by using distant guidance techniques like Skype, GoToWebinar, Zoom, WebEx, Teams for both individual meetings as group coaching and moderating webinars (at least two (2) years of experience within the last five (5) years).

3.3 Requirements relating to knowledge and to professional experience for lot 2: Expert for Sector Alignment and Institutional Development with extensive knowledge of the MSD-approach

A detailed CV of the expert must be submitted with your Tender. Your CV will not be assessed separately but will provide a general impression of your background and abilities vis-à-vis the requirements as described in this chapter and your answer to the questions (award criteria) as stated in Chapter 5.

- Extensive proven knowledge of the Market Systems Development (MSD) approach, its principles, its application in various sectors and contexts, best practices, lessons learnt, its applicability and limitations in various environments. Or recent relevant training certificates of recognized international training institutes regarding the MSD approach (ILO, Springfield Center, MESO partners, DevLearn or similar).
- At least three (3) years of experience in carrying out projects using the Market Systems Development (MSD) approach in least developed and lower- and middle-income countries.
- Proven experience with building and guiding multi-stakeholder coalitions to make systemic changes.
- Extensive proven experience with research on needs assessment at sector level and jointly developing business cases for sustainable service delivery models in least developed and lower- and middle-income countries in cooperation with potential local clients and service providers.
- Proficiency to communicate at different levels with various stakeholders in value chains, in order to build and maintain relations necessary for the project and to represent the CBI interests, both at European and local level.
- Proficiency to build a relationship network with other donor organisations, so that duplication is prevented and planning and thematic alignment is optimal.

- Profound knowledge of models and best practices regarding public-private driven sector development in both developing and developed countries.
- Proven experience with providing institutional development support to sector actors, such as for example Business Support Organizations (BSOs).
- Proven experience with collecting, monitoring & evaluating data.
- Proven well-developed intercultural sensitivity skills.
- Excellent and proven experience in coaching and facilitation by using distant guidance techniques like Skype, GoToWebinar, Zoom, WebEx, Teams for both individual meetings as group coaching and moderating webinars (at least two years of experience within the last five years).

3.4 Requirements relating to knowledge and to professional experience for lot 3: Expert for local network management and support in sector coaching in the Moroccan apparel sector and logistic support

A detailed CV of the expert must be submitted with your Tender. Your CV will not be assessed separately but will provide a general impression of your background and abilities vis-à-vis the requirements as described in this chapter and your answer to the questions (award criteria) as stated in Chapter 5.

- Demonstrable communication skills in the English, French and Arabic language, both spoken and written.
- Active and up-to-date sector stakeholder network in the wider Moroccan apparel sector which can be used for the implementation of the export development and sustainability goals of the project.
- Proven experience with managing multi-stakeholder projects/programmes.
- Proven and repeated experience with working in the local context of the Moroccan apparel sector and excellent ability to arrange and facilitate business related issues in the local context.
- Experience with moderating meetings.
- Proven experience with logistic arrangements for donor organisations in Morocco, carefully prepared as well as ad hoc for the next day.
- Proven well-developed intercultural sensitivity skills.

3.5 Requirements relating to knowledge and to professional experience for lot 4: Expert for local business export coaching support of apparel companies and logistic support

A CV of the expert to be used must be submitted with your Tender. Your CV will not be assessed separately but will provide a general impression of your background and abilities vis-à-vis the requirements as described in this chapter and your answer to the questions (award criteria) as stated in Chapter 5.

- Demonstrable communication skills in the English, French & Arabic language, both spoken and written.
- At least three (3) years of experience in coaching Moroccan apparel companies on the ground towards export in the last five (5) years.
- Active and up-to-date network amongst Moroccan apparel companies and related sector stakeholders which can be used for the implementation of the project.
- Proven experience with managing multi-stakeholder projects/programmes.
- Proven and repeated experience with working in the local context of the Moroccan apparel sector and excellent ability to arrange and facilitate business related issues in the local context.
- Experience with moderating meetings.
- Proven experience with logistic arrangements for donor organisations in Morocco, carefully prepared as well as ad hoc for the next day.
- Proven well-developed intercultural sensitivity skills.

3.6 Requirements relating to the prices/rates

- The Tenderer will provide the rate in EURO applicable to this assignment by filling in the appendix entitled 'Prices/Rates'.

- The rates must be in euros and be all inclusive. In any event, they must include all of the following: wage costs, overheads (e.g. accommodation and wage costs for support staff), costs relating to the usage of equipment and machinery during the assignment, insurance costs, any applicable costs for e-invoicing and local travel and local accommodation expenses. "Local" is in this case the country where the expert is based. They do not include VAT.
- **In case your company is not located in Morocco**, you may, when carrying out assignments in Morocco, invoice local expenses according to the flat rates on the UN-DSA list. Accommodation and local travel expenses may be invoiced at the applicable Daily Subsistence Allowance (DSA) flat rates published by the International Civil Service Commission of the UN (<https://icsc.un.org/>). This list is updated on a regular basis.
- DSA is **NOT** applicable for experts living in Morocco. **In case your company is located in Morocco** you can only invoice the local expenses when travelling to one of the cities of the programme your company is **NOT** located in, after approval of the CBI Programme Manager, with a fixed rate of € 98,- per day (covering meals and travel). In case accommodation is needed you can invoice € 146,- per night. Local travel expenses can be invoiced based on real expenses (again after approval of the CBI programme manager). The costs for travelling within your own city must be included in your daily rate.
- **The maximum daily rate for lot 1 & lot 2 is € 750.- excl. VAT.**
- **The maximum daily rate for lot 3 & lot 4 is € 450.- excl. VAT.**
- The Tenderer will not submit any zero or negative prices/rates, including for parts of the agreement.
- The rate is fixed for the duration of the framework agreement and cannot be indexed.
- The Tenderer will charge retrospectively based on actual costs and specify daily rate.

3.7 Tax-related requirements

- The Tenderer indemnifies the Tendering authority against any claims from the Dutch Tax and Customs Administration (*Belastingdienst*) or other tax authorities.
- 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.
- If the Tenderer indicates that no VAT is applicable, then he agrees to provide documentary proof of the grounds for this to the Tendering authority within fifteen calendar days of the request to do so.
- You are liable for any extra costs for Dutch and/or foreign VAT due if you incorrectly charge no VAT or an incorrect amount of VAT to the Tendering authority. If applicable, you are liable for accurate payment of VAT in the Netherlands and outside the EU, with the exception of the case stipulated in the following sentence. If the Tendering authority procures a service from a foreign business and Dutch tax law considers the work to have been performed in the Netherlands, then the Tendering authority is liable for the payment of VAT to the Dutch Tax and Customs Administration for this/these service(s) performed in the Netherlands.
- 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.
- You indemnify the Tendering authority against any claims from any tax authority for any taxes, levies or contributions considered equivalent to taxes or levies, originating from either the Netherlands or outside the Netherlands.
- It is not allowed to charge Netherlands VAT over this amount if the registered office of the Contractor is outside The Netherlands. RVO pays the Netherlands VAT to the Netherlands tax authority.

3.8 Invoicing requirements (for all lots)

- The payment schedule will be agreed upon in the Further Agreement.
- You must include a summary of the actual days worked in accordance with the applicable rates.

For companies established in the Netherlands only

E-invoicing

The general terms and conditions that apply to this Contract contain a provision that invoices must be sent electronically (not in pdf). This can be done in 4 different ways:

- The invoicing portal of the Dutch government
- Link with Digipoort
- E-invoicing with your own (accounting) software package through 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. Non-Dutch companies can send their invoices in PDF format by email which will be made clear in the Further Agreement.

3.9 Travel Policy (for all lots)

The following travel policy must be adhered to:

- International flight tickets and hotel must be booked by the expert itself and can only be reimbursed if valid receipts are added to the invoice.
- All flight tickets will be economy class.
- See also: 3.6 Requirements relating to the prices/rates.

3.10 Changes

It is possible that the services specified in the Contract may change in the event of political, budgetary, administrative or organisational developments within the Dutch government and the Tendering authority's expansion or contraction resulting from this, or changes to the Tendering authority's position within the government or to the targets that must be met. In the event such circumstances occur, the Tendering authority will consult with the Contractor.

If the Contractor foresees obstacles in the execution of the assignments within the framework agreement, he must inform the Contracting authority as soon as possible. If, in its opinion, the work cannot or cannot be performed to a sufficient extent, the Contracting authority may proceed to immediate termination by means of termination of the Agreement. The Contractor will then receive reimbursement of the costs in the event of cancellation by the Contracting authority in accordance with Article 22.6 of ARVODI 2018.

CBI is concerned about the safety of its staff and of its contracted experts. This means that the CBI will only allow its staff and experts to travel on behalf of CBI to regions earmarked as orange (or red in case of experts) by the Netherlands' governmental travel advice, with explicit permission from CBI management. In case the travel advice changes from yellow to orange when the expert is on mission, he or she will be asked to return as soon as possible. CBI aims to reduce its environmental footprint. Therefore, it will aim to minimize air travel of staff and experts as much as possible. Guidance should be done as much as possible through digital means. Travel should only be done if this is necessary to safeguard the quality of CBI service provision. In case it is decided travel is necessary to provide the quality of service that CBI aims to and safety conditions make it impossible to travel, a second option of digital assistance should be explored or the mission should be postponed. The final decision on this will be made by the CBI programme manager. The Contractor, including his/her personnel is expected to adhere to the basic rules that apply in the Netherlands or in the country(/ies) concerned (such as use of facemasks, the required distance between people, etcetera) in the execution of the assignment.

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 with a handwritten signature, scan it and submit it together with your Tender via TenderNed.

Where a legally valid signature is required, the Contracting authority accepts, in addition to an original handwritten signature, also the qualified electronic signature within the meaning of art. 3: 15a of the Civil Code. Please see 7.3.15 of this Tender document.

4.2 Exclusion Grounds

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

- all Exclusion Grounds specified in Part 2;
- the Exclusion Grounds in Part 3 of the 'European Single Procurement Document' that have been selected by the Tendering authority by means of the tick boxes.

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

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

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

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

The evidence consists of:

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

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

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

4.3 Suitability Requirements

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

By signing Part IV of the annex 'European Single Procurement Document' (which uses the term 'Selection Criteria' to refer to the Suitability Requirements), the Tenderer declares that he complies with the Suitability Requirements as specified in this subsection of the Tender document. These Suitability Requirements are further specified in the subsequent paragraphs in this section.

4.3.1 Financial and economic standing

By signing the 'European Single Procurement Document', the Tenderer declares:

- a. That he possesses sufficient financial and economic capacity to fulfil the contractual obligations.
- b. That the Tenderer is unaware of any possible claims against him that may compromise his organisation's financial-economic capacity or continuity, and that no investment is required during the Contract period that may have a similar compromising effect.
- c. That the Tenderer has a sufficient level of professional and/or statutory liability insurance for the fulfilment of the assignment and that in the event of the Contract being awarded to him, will remain sufficiently insured throughout the duration of the assignment(s).

Evidence (do not submit together with the Tender – only submit it when requested to do so):

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 identified the following core competences, that correspond to the experience in essential aspects of the Contract:

Core Competences Lot 1

- Coaching/training/advising apparel producers and their tier 1 suppliers on sustainable and innovative product and export development management, and improving overall sustainability (environmental, social and economic) performance of their company, particularly relating to decarbonization and circular production.
- B2B marketing and promotion of apparel in the EU sustainability requiring markets.

Core Competences Lot 2

- Supporting sector alignment through the establishment of a multi-stakeholder platform working on systemic sector transition by applying the MSD methodology or comparable, regarding strategizing and aligned service development.
- Coaching and supporting of local business service providers in developing and implementing economically sustainable service delivery models.

Core Competences Lot 3

- | |
|--|
| <ul style="list-style-type: none"> - Strategic networking skills to promote donor projects and the collaborative participation of Moroccan private and public sector stakeholders in it. - Organizing logistics for projects or events in Morocco. |
|--|

Core Competence Lot 4

- | |
|--|
| <ul style="list-style-type: none"> - Coaching/advising Moroccan apparel companies to improve on their performance and collaboration. - Organizing logistics for projects or events in Morocco. |
|--|

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 reference assignment must have been executed for an international or local development organisation or a European importer and must have been completed within the five 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. The role in the assignment by the Tenderer and the other possible consortium partners or subcontractors needs to be clearly motivated and described.

Evidence (do submit with the Tender):
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<u>Provide one reference assignment for each of the core competences mentioned above. The reference(s) must be signed by the referee (the contracting authority in question). Please use Annex 6 "Reference assignments" to describe the reference assignments.</u>
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If required, the Contracting authority reserves the right to check the accuracy and completeness of the references and to contact one or more of the reference parties without the Tenderer's involvement or permission.

4.3.3 Professional/trade register extract

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

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

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

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

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

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

5. Award criteria and assessment

5.1 Introduction

This Section concerns the award criteria. The Tenders are assessed based on the award criteria. Your response to the award criteria must be included in your Tender. In your response, you must take into account the requirements set in Chapter 3.

The assessment consists of 3 steps.

- a. A maximum of **90 points** can be obtained for your response to the “written” award criteria as described in 5.2.1 up to and including 5.2.3 for lot 1, 5.2.4 up to and including 5.2.7 for lot 2, 5.2.8 up to and including 5.2.10 for lot 3, and 5.2.11 up to and including 5.2.13 for lot 4. The Tenderer must score a minimum of 50 out of the 90 points that can be obtained on these award criteria. If the award criteria are valued with a lower score than 50 points out of the 90 points, the Tender is set aside and excluded from further participation in the tendering process and will not be further assessed on the prices/rates.
- b. Assessment of the prices/rates with a maximum of **10 points**. Lot 1 and lot 2: if the daily rate is higher than **€750,- excl. VAT** the Tender is set aside and excluded from further participation in the tendering process. Lot 3 and lot 4: if the daily rate is higher than **€450,- excl. VAT** the Tender is set aside and excluded from further participation in the tendering process.
- c. The maximum total points that can be obtained is **100 points**.

5.2 Quality preferences

In providing your response regarding the quality preferences in all lots:

1. Describe the situation, your role, your actions, your advice, and results achieved. Mention in which country the intervention took place.
2. Relate your answer as much as possible to a position or example mentioned in your CV. All used examples have to be related to the CV of the expert who executes the assignment (also in case of a consortium or subcontractor). Submit a CV which includes at least the following components:
 - a. Education
 - b. Work experience

Your CV will not be assessed separately but will provide a general impression of your background and abilities vis-à-vis the requirements as described in Chapter 3 of this Tender Document and your answer to the questions (award criteria) as stated in Chapter 5.

3. The role in the assignment taken by the Tenderer and the other possible consortium partners or subcontractors needs to be clearly motivated and described in your Tender and your answer to the questions (award criteria) as stated in Chapter 5.
4. Describe the answers in your Tender for the award criteria in this Chapter in order of the given award criteria.
5. Your answers will be assessed on all topics together as a whole using the table in paragraph 5.3.

Tenderers who do not meet the minimum number of points of 50 on these criteria are set aside and are excluded from further participation in the tendering process and will not be further assessed on the prices/rates

AWARD CRITERIA:

Lot 1: Expert for Business Export Coaching and Sustainability Coaching of Moroccan apparel companies targeting the EU market**5.2.1 Preferences relating to coaching skills on sustainability and export related topics to apparel companies**

Describe in a concise manner one example of your (and of the whole team you are tendering with like subcontractors/consortia and other employees) experience in carrying out textiles company social and environmental sustainability assessments to identify individual needs and opportunities and relate this to the coaching you (and of the whole team you are tendering with like subcontractors/consortia and other employees) provided to the apparel producers and their tier 1 suppliers on sustainable product development and innovation and on improving their overall environmental sustainability performance (in particular relating to decarbonization/circularity) with a view to exporting to Europe, both on location (physical meeting) and at a distance (phone, email, Skype, Zoom/Webex/GotoWebinar).

As a general guideline, your answer should maximally be 1 page A-4. This is a guideline and not an exclusion criterion.

Max. 35 points available	Assessment aspects:
35	Level of experience in coaching apparel producers in least developed and lower- and middle-income countries regarding environmental sustainability improvements, and how this will be used in this project. Specific attention will be paid to the following: - Describe in a step-by-step approach on coaching an SME to develop and implement a social and environmental sustainability action plan, and how this enabled them to make their business more resilient and successful. - Describe how you defined the sustainability priorities for the company, and describe the results achieved. - Describe the critical success factors of your approach and any obstacles you encountered and how you addressed those obstacles. - Please show in your answer at least that you are familiar with the issues and challenges in the export value chain for apparel producers, especially related to decarbonization and circular production, your level of relevant experience, and your expertise regarding effective implementation of textiles product development and export marketing. - Decarbonization related activities will be rewarded a higher score. The country where the example is carried out will be taken into account. You will be awarded a higher score if it is carried out in a country of the Maghreb region.

5.2.2 Preferences relating to your network among European sustainability requiring buyers of apparel

Describe in a concise manner with one example your (and of the whole team you are tendering with like subcontractors/consortia and other employees) specific networks in the European sustainability requiring markets for apparel. Describe your experience in using these networks to strengthen cooperation between European importers and apparel producers from lower- and middle-income countries.

Max. 35 points available	Assessment aspects:
35	Level of knowledge of sustainability requiring apparel networks and experience in using these networks to strengthen cooperation between European importers and apparel producers from least developed and lower- and middle-income countries, and how this will be used in this project. Specific attention will be paid to the following: - Describe in a concise manner your approach and the result. - Describe the critical success factors of your approach and any obstacles you encountered and how you addressed those obstacles.

5.2.3 Preferences relating to coaching a Community of Practice

Draft a concise plan of action on how you (and the whole team you are tendering with like subcontractors/consortia and other employees) plan to successfully coach a Community of Practice (CoP) in Morocco around the theme of sustainable production development and innovation. The expected result of the CoP is to have developed models and best practices regarding decarbonization and circular production by individual companies and by the sector as a whole.

As a general guideline we use a maximum of 2 pages A-4. This is a guideline and not an exclusion criterion.

Max. 20 points available	Assessment aspect
20	Quality of plan of action for coaching a Community of Practice and developing and sharing best practices and how this will be used in this project. Specific attention will be paid to the following points: - General methodology and approach. - Overview of main activities. - Define two critical success factors for achieving concrete results with a Community of Practice, elaborate based on a previous experience. - Your approach to convince companies to actively participate in the Community of Practice and engage in information sharing with other companies, elaborate based on a previous experience.

Lot 2. Expert for sector alignment and institutional development with extensive knowledge of and experience in Market Systems Development (MSD) approach

5.2.4 Preferences relating to identifying service needs of stakeholders

Describe in a concise manner the by you (and of the whole team you are tendering with like subcontractors/consortia and other employees) suggested approach for this project in identifying the service needs of the stakeholders involved in a sector and subsequently linking potential providers and up-takers of the service.

Provide one example which should have been carried out in a least developed or lower or middle-income country which shows your relevant experience regarding identifying service needs of stakeholders and enabling stakeholders and service providers to be successfully linked to each other.

Max. 30 points available	Assessment aspects:
30	Level of experience in identifying service needs of companies and how this will be used in this project. Specific attention will be paid to the following points: - Describe your approach to applying the Market Systems development approach, the obstacles and the factors which led to success and how you will use this in this project.

5.2.5 Preferences relating to aligning public and private stakeholders at a strategic level towards systemic change

Describe in a concise manner with one example in a concise manner your (and of the whole team you are tendering with like subcontractors/consortia and other employees) suggested approach for the development of a locally embraced and sustained multistakeholder dialogue group, demonstrating that you worked with public and private sector stakeholders in developing countries at a strategic level to achieve systemic change in a sector.

As a general guideline, your answer should maximally be 1 page A-4. This is a guideline and not an exclusion criterion.

Max. 15 points available	Assessment aspects:
15	Level of experience in facilitating and coaching public-private stakeholder dialogue groups in developing countries and how this will be used in this project. Pay attention to at least the following topics: - Step-by-step approach on bringing together public-private stakeholders and aligning their visions. - Define two critical success factors for achieving sustainable (on the long-term) multistakeholder dialogue groups within a sector. The country where the example is carried out will be taken into account. You will be awarded a higher score if it is carried out in a country of the Maghreb region.

5.2.6 Preferences relating to facilitating stakeholders in designing and implementing sustainable sector transitions

Describe in a concise manner with one example in a concise manner your (and of the whole team you are tendering with like subcontractors/consortia and other employees) suggested approach to facilitating stakeholders in designing and implementing a joint sustainable sector transition strategy.

As a general guideline, your answer should maximally be 1 page A-4. This a guideline and not an exclusion criterion.

Max. 15 points available	Assessment aspects:
15	Level of experience in facilitating the development of a joint sustainable sector transition and related sector export marketing strategy and how this will be used in this project. Pay attention to at least the following topics: - Step-by-step approach on facilitating the development and implementation of a joint sector transition strategy. - Define two critical success factors for achieving systemic and sustainable (on the long-term) change within a sector. The country where the example is carried out will be taken into account. You will be awarded a higher score if it is carried out in a country of the Maghreb region.

5.2.7 Preferences relating to coaching/supporting (potential) service providers regarding developing sustainable service delivery models for SMEs or other clients

Describe in a concise manner with one example your (and of the whole team you are tendering with like subcontractors/consortia and other employees) suggested approach in coaching/supporting (potential) service providers in Morocco regarding developing sustainable business service delivery models for SMEs or other clients.

As a general guideline, your answer should maximally be 1 page A-4. This is a guideline and not an exclusion criterion.

Max. 30 points available	Assessment aspects:
30	Level of experience in coaching/supporting (potential) service providers regarding developing sustainable service delivery models for SMEs or other clients, making use of the MSD methodology, and how this will be used in this project. Pay attention to the following points: - The use of the MSD methodology in coaching/supporting a service provider in a least developed or lower- or middle-income country in developing a financial sustainable business service. - Describe the different steps of your approach, the obstacles encountered, critical factors for success and the longer-term impact of the outcome. The country where the example is carried out will be taken into account. You will be awarded a higher score if it is carried out in a Maghreb country.

Lot 3: Expert for local network management and sector coaching support in the Moroccan apparel sector and logistic support

5.2.8 Preferences relating to your experience in strategic networking to promote donor projects and the collaborative participation of private and public sector stakeholders in it

Describe in a concise manner in one example your (and of the whole team you are tendering with like subcontractors/consortia and other employees) experience in strategic networking to promote donor project in Morocco and the collaborative participation of Moroccan private and public sector stakeholders (SMEs, associations, government bodies etc.) in it with the purpose of improving sector performance and collaboration.

As a general guideline, your answer should maximally be 1 page A-4. This is a guideline and not an exclusion criterion.

Max. 30 points available	Assessment aspects:
30	Level of experience in network management and the promotion of donor projects and the collaborative participation of private and public sector stakeholders in it, and how this will be used in this project. Pay attention to at least the following topics: - Describe your role in the project, and your approach to mobilise the project stakeholders to actively participate and achieve the project objectives. - Define two critical success factors for managing multi-stakeholder projects . - Describe how you will use this experience in this project. The sector where the example is carried out will be taken into account. You will be awarded a higher score if the example relates to the Moroccan apparel sector.

5.2.9 Preferences relating to your network in the Moroccan apparel sector

Describe in a concise manner with one example your (and of the whole team you are tendering with like subcontractors/consortia and other employees) network within the apparel sector in Morocco and how you will address it for the success of this project.

As a general guideline, your answer should maximally be 1 page A-4. This is a guideline and not an exclusion criterion.

Max. 30 points available	Assessment aspects:
30	Number and level of active network contacts in and knowledge of dynamics in the Moroccan stakeholder context and how you will address your network for the success of this project. In your answer, pay attention to at least the following topics: - Show that you have an active and up-to-date network in the Moroccan enabling environment (government bodies, business service providers, universities, NGOs, private bodies etc.) by providing references from prior work activities. - Using prior work activities, showing that you understand the dynamics in the Moroccan enabling environment and know what the main challenges and opportunities are in terms of sustainable development and export. The sector in which the example is carried out will be taken into account. A higher score will be awarded to a strong network in the apparel sector.

5.2.10 Preferences relating to managing and facilitating logistics for multi-stakeholder projects/programmes

Describe in a concise manner one example of your (and of the whole team you are tendering with like subcontractors/ consortia and other employees) experience with arranging logistics for a multi-stakeholder project in Morocco.

As a general guideline, your answer should maximally be 1 page A-4. This is a guideline and not an exclusion criterion.

Max. points available	Assessment aspects:
30	Level of experience in arranging logistics in multi-stakeholder projects/programmes in the Moroccan context, and how this will be used in this project. Pay attention to at least the following topics: - Describe your role in the project, and your approach to facilitate the local logistics. - Define two critical success factors for managing multi-stakeholder projects and arranging the logistics in the Moroccan context. - Describe how you will use this experience in this project.

Lot 4: Expert for local business export coaching support of apparel companies and logistic support

5.2.11 Preferences relating to your experience in coaching private sector stakeholders

Describe in a concise manner with one example in a concise manner your experience in coaching apparel producers in Morocco on improvements in their business processes and in the field of product development that have led them to export successfully.

As a general guideline, your answer should maximally be 1 page A-4. This is a guideline and not an exclusion criterion.

Max. 30 points available	Assessment aspects:
30	Level of experience in coaching apparel producers in Morocco regarding improving their business processes and product development and how this will be used in this project. Pay attention to at least the following topics: - Describe the specific companies coached, the coaching provided, and the results achieved. - Describe any obstacles you encountered and how you addressed those obstacles. - Define two critical success factors for successfully coaching Moroccan apparel companies. - Describe how you will use this experience in this project.

5.2.12 Preferences relating to your network in the Moroccan apparel sector

Describe in a concise manner with one example your (and of the whole team you are tendering with like subcontractors/consortia and other employees) network within the apparel sector in Morocco and how you will address it for the success of this project.

As a general guideline, your answer should maximally be 1 page A-4. This is a guideline and not an exclusion criterion.

Max. 30 points available	Assessment aspects:
30	Number and level of active network contacts in and knowledge of dynamics in the Moroccan apparel sector and how you will address your network for the success of this project. In your answer, pay attention to at least the following topics: - Show that you have an active and up-to-date network amongst apparel producers by providing examples from prior work activities. - Using prior work activities, showing that you understand the dynamics in the sector and know what the main challenges and opportunities are for the sector in terms of (sustainable) export.

5.2.13 Preferences relating to the arrangement of logistics for multi-stakeholder projects/programmes

Describe in a concise manner one example of your (and of the whole team you are tendering with like subcontractors/ consortia and other employees) experience with arranging logistics for a multi-stakeholder project in Morocco.

As a general guideline, your answer should maximally be 1 page A-4. This is a guideline and not an exclusion criterion.

Max. points available	Assessment aspects:
30	Level of experience in arranging logistics in multi-stakeholder projects/programmes in the Moroccan context, and how this will be used in this project. Pay attention to at least the following topics: - Describe your role in the project, and your approach to facilitate the local logistics. - Define two critical success factors for managing multi-stakeholder projects and arranging the logistics in the Moroccan context. - Describe how you will use this experience in this project.

5.3 Assessment method for qualitative preferences

5.3.1 Assessment of preferences in relation to qualitative preferences

In the list of preferences, the assessment aspects to which the preference relates and the weighting of the preference are indicated. During assessment, the assessment team will work in accordance with the following scale.

Quality offered	Percentage of maximum number of points for each preference
Excellent, with added value	100%
Very good, with some added value	90%
Good	80%
Very satisfactory	70%
Satisfactory	60%
Reasonably satisfactory	50%
Mediocre, not entirely satisfactory	40%
Very mediocre	30%
Poor, unsatisfactory	20%
Very poor, unsatisfactory	10%
No result	0%

5.3.2 Assessment of preferences in relation to prices/rates

Please fill in annex 2: Prices/rates and add to TenderNed.

Lot 1 and Lot 2:

Price	Awarded Points
> € 750	Exclusion from the tender process
€ 741 up to and including € 750	0
€ 731 up to and including € 740	1
€ 721 up to and including € 730	2
€ 711 up to and including € 720	3
€ 701 up to and including € 710	4
€ 691 up to and including € 700	5
€ 681 up to and including € 690	6
€ 671 up to and including € 680	7
€ 661 up to and including € 670	8
€ 651 up to and including € 660	9
€ 650 and <€650	10

Lot 3 and Lot 4:

Price	Awarded Points
> € 450	Exclusion from the tender process
€ 441 up to and including € 450	0
€ 431 up to and including € 440	1
€ 421 up to and including € 430	2
€ 411 up to and including € 420	3
€ 401 up to and including € 410	4
€ 391 up to and including € 400	5
€ 381 up to and including € 390	6
€ 371 up to and including € 380	7
€ 361 up to and including € 370	8
€ 351 up to and including € 360	9
€ 350 and <€350	10

The maximum daily rate for lot 1 and 2 is € 750, - excl. VAT. The maximum daily rate for lot 3 and 4 is € 450, - excl. VAT. Failure to comply with this requirement will result in your Tender being disqualified from the assessment process and therefore you are eliminated from contention.

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 Tenders that do not comply, will be excluded from further participation in the tendering process.

6.3 Assessment of award criteria relating to the assignment

Subsequently, all Tenders not excluded from the tendering process, will be assessed according to the award criteria stipulated in Section 5. The assessment of the award criteria consists of 3 steps.

1. An assessment committee will assess the award criteria. The assessment committee consists of minimum 3 adequately equipped and expert assessors. First, the assessors will assess your written responses on the qualitative award criteria individually. Hereafter the assessment committee will determine a final score by consensus per award criterion, during a plenary meeting. A maximum of 90 points can be obtained for your responses to these award criteria. Tenderers who do not meet the minimum number of points of 50 on these criteria are set aside and are excluded from further participation in the tendering process and will not be further assessed on the prices/rates.
2. Assessment of the prices/rates with a maximum of 10 points. If the daily rate is higher than € 750.- excl. VAT for lots 1 and 2, the Tender is set aside and excluded from further participation in the tendering process. If the daily rate is higher than € 450.- excl. VAT for lot 3 and 4, the Tender is set aside and excluded from further participation in the tendering process.
3. The total score (written responses + price) will be determined. The maximum total points that can be obtained is **100 points**.

Please provide all the number of examples which are asked in Chapter 5. In case not all examples are provided, fewer points will be awarded.

6.4 Determination of definitive total score

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

The Tenderer's definitive total score will be rounded to one decimal place. No scores will be rounded off until the moment that this definitive total score is determined. If two or more Tenderers have an equal definitive total score that would result in the Tendering authority having to award the Contract to more parties than is desired, then the Tendering authority will award the Contract to the Tenderer with the highest final score for the subcriterion:

Lot 1: 5.2.1 Preferences relating to coaching skills on sustainability and export related topics to apparel companies

Lot 2: 5.2.7 Preferences relating to coaching/supporting (potential) service providers regarding developing sustainable service delivery models for SMEs or other clients

Lot 3: 5.2.8 Preferences relating to your network in the Moroccan apparel sector

Lot 4: 5.2.10 Preferences relating to your experience in coaching private sector stakeholders

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. For this Tender submit with your Tender Document the reference data mentioned in 4.3.2 of 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 15 (fifteen) calendar days to hand over the required evidence. If the Tendering authority does not agree with the content and/or validity of one or more of the pieces of evidence provided by the winning Tenderer, then this could result in the winning Tenderer being excluded from further participation in the process. In such cases, the Tendering authority will inform every Tenderer of this situation. The Tendering authority will then determine the next Most Economically Advantageous Tender. The score of the Tenderer that has just been excluded will be removed. The calculations will then be carried out once more and a new ranking will be created. The award process will then be conducted again.

In the event a winning Tenderer does not qualify for the definitive award of the Contract, then all Tenderers will be notified of this and the consequences thereof concerning the award of the Contract.

7. Submission procedure for Tenders

7.1 Statement of agreement

By submitting a Tender, including the 'European Single Procurement Document', the Tenderer explicitly consents to all requirements and conditions stipulated in this Tender document and the Memorandum of Information and declares that he will continue to comply therewith throughout the entirety of the Contract period. Furthermore, the Tenderer confirms that he will comply with all of the specified prices and rates, including any agreed indexation. Failing to comply with one or more requirements will result in his Tender being disqualified from the assessment process and therefore excluded from the Tender process.

7.2 Time Frame

See time frame in Subsection 1.4.

7.3 General procedure

This tendering process will be carried out in compliance with the Public Procurement Act. In this case, the 'open procedure' was selected. An announcement thereof was published on www.tenderned.nl and on Tender European Daily (TED).

In the event that a Tender is not submitted in accordance with the provisions and regulations stipulated in this section, the Tendering authority can set aside the Tender and exclude the Tenderer from further participation in this tender procedure.

7.3.1 Communication

All communication relating to this tender procedure will be conducted via TenderNed (www.tenderned.nl), unless otherwise specified.

Once you have indicated your interest in this invitation to tender on TenderNed, you can send and receive messages about this tender process via 'My Tenders'. Any questions concerning the tender process can be sent to the Tendering authority's contact person via TenderNed.

You will receive messages via TenderNed. Via your personal TenderNed settings, you can turn on automatic notifications, including notifications to your private email address. It is your responsibility to ensure that these emails are not blocked by your email provider's security system.

If the communication cannot be conducted via TenderNed, you can contact the following contact persons: Mr. Quintin Stoutjesdijk (quintin.stoutjesdijk@rvo.nl) and Ms. Liesbeth Pepping (liesbeth.pepping1@rvo.nl).

Attempts to directly contact parties other than the contact person(s) stated above in relation to this tender process are prohibited.

If you have any functional or technical questions regarding TenderNed, you can contact the TenderNed service desk on weekdays between 08:30 and 18:00 CET on 0800-8363376 or via servicedesk@tenderned.nl. You can also consult the eHandbook via <http://www.tenderned.nl/eqids/>.

7.3.2 Herkenning

All TenderNed users affiliated with a *Dutch* company registered with the Dutch Chamber of Commerce are obliged to log in and register using eHerkenning.

This obligation does not apply to companies not registered in the Netherlands.

Visit <http://www.tenderned.nl/eherkenning-en-tenderned-0> for more information about eHerkenning, including the terms and conditions. You are responsible for any consequences arising from the failure to register with eHerkenning in a timely manner.

7.3.3 Questions and additional information/changes

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

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

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

Submitting a question to the Tendering authority

Questions are to be asked via TenderNed. See <https://www.tenderned.nl/cms/english/six-steps-bidding-public-procurement-contracts-online-through-tenderned>.

All questions and answers will be published anonymously for all interested parties to view. If you have a compelling reason why you do not wish your question (and its answer) to be revealed to the other interested parties, then tick the 'Answer Individually' box. However, the Tendering authority will decide whether or not to process your question individually.

Answers from the Tendering authority

The Memoranda of Information are an integral part of this Tender document. The Tendering authority assumes that all sections for which no questions have been asked have been clearly and fully understood.

7.3.4 Validity period and submission of Tender

The Tender must be valid for at least the four months after the deadline for submitting the tenders. In the event that an application for a preliminary injunction is filed with the competent court in The Hague against the award decision, then the Tenderers must in any event ensure that their Tenders are valid until four weeks subsequent to the initial decision by the court.

7.3.5 Variants on Tender

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

7.3.6 Costs of submitting a Tender

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

Any costs or damage which (can) occur by not winning this Tender by the decision of the Tendering authority, are at the expense 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 situations, Tenderers are not entitled to compensation for any costs whatsoever incurred as a result of this tendering process.

7.3.8 Order of precedence of documents

In the event of inconsistencies between the Tender document and the Memorandum of Information, the Memorandum of Information takes precedence.

In the event that there are multiple Memoranda of Information, then the provisions in the most recent Memorandum of Information takes precedence in the event of inconsistencies between the different Memoranda.

7.3.9 Information about the Tenderer's obligations

The Tenderer must take into account his obligations relating to environmental, social and employment law in compliance with article 2.81 paragraph 2 of the Public Procurement Act.

Information on obligations resulting from Dutch legal provisions with regard to taxes, environmental protection, occupational health and safety and terms of employment that will be applicable to the Tenderer's activities throughout the Contract period is available from the following sources:

Information on taxes: the Dutch Tax and Customs Administration: (www.belastingdienst.nl).

Provisions concerning environmental protection: the Ministry of Infrastructure and Water Management (www.rijksoverheid.nl).

Provisions pertaining to occupational health and safety and terms of employment: the Ministry of Social Affairs and Employment: (www.rijksoverheid.nl).

7.3.10 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.

7.3.13 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' (1.4) and it is a final deadline.

In order to submit a Tender, you must register with TenderNed. One or more registered users must be connected and authorised to submit the Tender via TenderNed on behalf of your company. The Tendering authority advises that you start the TenderNed registration process immediately rather than postponing it until the tendering period is coming to a close. Upon registering your organisation, you must add your proposal via TenderNed. Please note that your TenderNed registration will be final after several days, after you received a registration code which you have to use first.

- For more information on registering and establishing your organisation with TenderNed and digital submission of your Tender, visit <https://www.tenderned.nl/cms/english/tenderned-foreign-businesses>.
- Only Tenders that have been submitted to the digital safe for this invitation to tender either prior to or on the day of the deadline (prior to the time of the deadline) will be processed by the Tendering authority.
- The time and date as displayed on the digital countdown clock in TenderNed serves as the definitive deadline for the submission of Tenders.
- The Tendering authority is only able to see the Tenders once the digital safe opens in TenderNed. This safe can only be opened upon expiry of the deadline for the submission of Tenders.
- In the event you have technical issues or questions regarding submission of your Tender via TenderNed, you can contact the TenderNed service desk via servicedesk@tenderned.nl or +31 (0)70-3798899. If you believe that the TenderNed service desk is taking too long to answer your question or comment, then you can contact your contact person within the Tendering authority.
- Any risks resulting from late submission of the Tender and/or submission of an incomplete Tender is borne by the Tenderer.
- The Tendering authority is neither responsible nor liable for any consequences resulting from a Tender that is submitted too late, incorrectly or incompletely.

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

7.3.15 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 1	European Single Procurement Document*	Fill in, legally sign and add to TenderNed
Annex 6	Reference assignments (paragraph 4.3 Reference data)	Fill in, and have the references signed by the referee and add to TenderNed
Award criteria	Tender, including a general response to the Tendering authority's award criteria.	Add to TenderNed
Annex 2	Prices/rates included in the quotation	Fill in, legally sign and add to TenderNed
CV and examples asked at the Award criteria	CV	Add to TenderNed

* See Subsection 7.3.17 in the event your Tender is submitted in collaboration with other companies.

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, for one or multiple lots (either individually or in combination with other natural persons, legal entities and/or organisations). The Tendering Authority does not consider submission of a Tender for multiple lots to constitute submission of multiple Tenders.

Tenderers who are mutually connected via a relationship of dependence (group link) are permitted to participate separately in this tendering process. 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 process 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.

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

During the fulfilment of the Contract, communication must be conducted in Dutch or English. Reporting language is English.

7.3.21 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 (ARVODI-2018) apply to the Contract.

7.3.22 Contract conditions

The draft Contract, Data processing Agreement 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.

Interests in relation to the judgement

Tenderers who have an interest in the judgement in these preliminary injunction proceedings can only engage in these proceedings by means of intervention or joinder. The Tenderer cannot initiate separate proceedings or other judicial proceedings.

7.4 Further Agreements within the Contract

An assignment within the Contract is referred to as a Further Agreement.

There will be a yearly assignment with a yearly program within the scope of this Tender.

Additional tasks can be given during the year.

Annexes

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

- Annex 1: European Single Procurement Document
- Annex 2: Prices/Rates
- Annex 3: Draft Framework Agreement (all lots)
- Annex 4: General conditions ARVODI 2018
- Annex 5: Complaints Procedure
- Annex 6: Reference assignments
- Annex 7: Data Processing Agreement