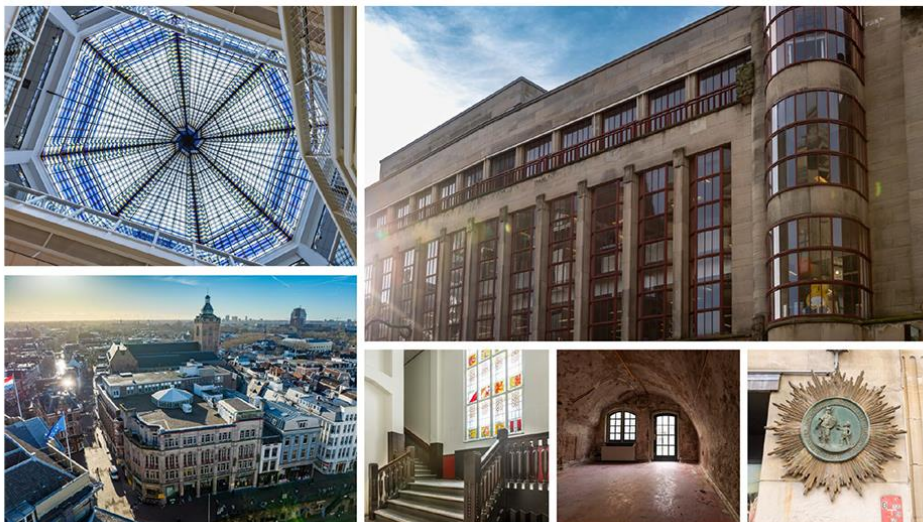




Selection guidelines 'development of new interactive exhibitions'



Date: September 30, 2024

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1 Description of the work

1.1 Introduction

The Museum of Literature/Children's Book Museum (hereinafter: the Museum) is part of the Stichting Nederlands Literatuurmuseum en Literatuurarchief (Dutch Literature Museum and Literature Archive Foundation, Stichting NLL) and intends to conclude three contracts for the development of new interactive exhibitions. The Museum has chosen to organise a European restricted tendering procedure for this purpose. This two-step procurement procedure comprises a selection stage, in which eligible parties are vetted, and an award stage, in which the selected parties are invited to tender. These guidelines pertain to the selection stage.

These selection guidelines provide a description of the work (Chapter 1), a description of the procedure (Chapter 2), the requirements for interested parties (Chapter 3) and how tenders will be evaluated (Chapter 4).

1.2 About the Museum of Literature/Children's Book Museum

The Museum's mission is to make the power of literature and the richness of Dutch literary heritage visible and tangible. As such, it seeks to enable the widest possible audience to discover, experience and create literary stories. The museum is known for its powerful exhibition concepts, combining design, serious gaming and insights into reading promotion with the lived experiences and developmental stage of the various target audiences. The various exhibitions challenge visitors to use their imagination and get creative themselves.

The Museum is a socially engaged organisation and as such it wants to deepen and build its social role. Promoting reading is one of the starting premises for this: children who can read well have more opportunities and those who read literary stories from an early age are more inclined to become critical citizens who are aware of the wider world in which they live. What is new, however, is the Museum's ambition to actively add nuance to the dialogue, put social issues in a historical perspective, and provide guidance to those who feel lost and/or counterbalance polarisation, starting from literature. The Museum aims to promote discussion and reflection through its programming and by presenting relevant themes.

The Museum must leave its current home in The Hague by 1 January 2028 at the latest. After a long search, it found its dream home in the spring of 2023 in the building known as Magazijn De Zon on the corner of Oudegracht, Stadhuisbrug and Choorstraat in the heart of Utrecht. Since then, both a Lease and a Cooperation Agreement have been signed with the City of Utrecht, which owns the property. Following the space's redevelopment and restoration, the museum will have 6,465 m² of floor space for exhibitions.

1.3 About the contract

The Museum is developing a captivating family-friendly museum in Magazijn De Zon, with an interactive, bilingual exhibition portfolio at the time of opening (scheduled for end 2027), founded on strong content and concepts and centred on the discovery, experience and creation of literary stories. The museum hopes and expects to appeal to a wider audience with its new exhibitions in this new location, thereby increasing its visitor numbers from 150,000 to 270,000 a year.

The Museum develops exhibitions for all ages and developmental stages. It uses the following age groups:

- 0-6 years
- 7-13 years
- 14-18 years
- 18+

Each exhibition is centred around one age group and based on pedagogical insights into this target group. The Museum believes that each age group requires its own approach and that such a focus results in powerful exhibitions that are appropriate for the target audience.

New exhibitions are being developed for all the above target groups. In addition, the Museum plans to create an immersive experience for adults in the medieval wharf cellars of Magazijn De Zon, taking visitors on a fascinating journey through its archives.

As the Museum is convinced that the use of interactive games is the preferred way for reaching, stimulating and activating children in particular, it is looking for game developers in addition to concept developers and spatial designers for future exhibitions. The intention is that they should create several stimulating exhibitions in line with the museum's objectives and based on such key principles as interactivity, participation, inclusion and innovation, as consortiums and in close cooperation with the Museum.

More background information on the museum, its target audiences and exhibitions can be found in Annex 1.

1.4 Objective

The Museum aims to create a wide range of new exhibitions for each of the four age groups mentioned above when it reopens in Magazijn De Zon (late 2027).

This request for tenders shall achieve the following objectives:

- Conclude a contract with parties for the development of several, well-aligned, powerful exhibition concepts in co-creation with the museum, with a clear and stimulating storyline for each target group.
- Conclude a contract with providers who can translate the various exhibition concepts into powerful analogue and/or digital games and an appealing and surprising exhibition design.
- Conclude a contract with providers who endorse the Museum's mission and objectives while being able to fine-tune existing ideas, elevating them and enabling the Museum to fulfil its social role in the best possible way in Magazijn De Zon.

The Museum requires providers to establish a collaboration in which the Museum is involved at every stage to achieve a high-quality end result that has the Museum's support.

1.5 Description of the scope of the work

The contracting party/parties are expected to provide the following services:

Develop and design several permanent exhibitions for specific target groups with a powerful storyline and related interactive games, focusing on discovery, experience and storytelling. These shall match the experience and developmental stage of the target group, and must be aligned with the Museum's mission and vision. The various, interactive exhibitions each have their own (learning) objective – in terms of language, creative writing, identity, etc. – and are aligned with each other, creating a broad, educational palette.

The Museum seeks consortia or parties that (collectively) cover several professional disciplines and work together in an integrated manner in a project team with the Museum. The following disciplines are essential:

- **Concept development:** Development of a powerful exhibition with a clear and stimulating storyline in line with the frameworks provided by the Museum;
- **Spatial design:** Translation of the exhibition storyline into a physical and visual design;
- **Game development:** Translation of the exhibition storyline into digital and/or analogue game concepts and development thereof (i.e., building and programming the digital games).

In the award stage, the selected providers will be asked to put together a project team for these disciplines. For the sake of continuity, the Tenderer must provide a permanent backup to the team.

As the Museum considers interactive games essential for exhibitions for visitors between the ages of 0-6, 7-13 and 14-18, it expressly seeks consortiums for these target groups that have expertise in game development in addition to concept development and spatial design. Game development is not a requirement for the exhibitions for adults, but it is an advantage.

Out of scope

The scope of the work includes the initial permanent exhibitions that will remain in place for a longer period of time after the opening of Magazijn De Zon. It does not, however, cover any subsequent temporary thematic exhibitions. This means that the contract runs for the duration of the project up to and including the Museum's opening in Utrecht.

The building of the physical exhibition is not part of this tender, whereas the design and development of the digital games and the associated software development is, as this is inextricably linked with the game design.

1.6 Lots and scope of the procurement

1.6.1 Subdivision into lots

The Museum has subdivided the work into three different lots, based on the relevant target groups. Some lots are optional. Depending on financial cover for these lots, they will or will not be part of the work.

Lot 1: *Target group 0-6 years. Work:*

- A. Development of a concept for several, well-aligned exhibitions and translation of said concept into a spatial design and game concepts, including developing the respective games.

B. Aesthetic guidance during the construction of the exhibitions.

Lot 2: *Target group 7-13 years. Work:*

A. Development of a concept for several well-aligned exhibitions and translation of said concept into a spatial design and game concepts, including developing the respective games.

B. Aesthetic guidance during the construction of the exhibitions.

Target audience: 14 - 18 years. Work:

A. Development of an exhibition concept, including conceptual design of games.

B. Optional: Spatial design of the exhibition and development of the games.

C. Optional: Aesthetic guidance during the construction of the exhibition.

Lot 3: *Target group 18+ years. Work:*

A. Development of an exhibition concept.

B. Optional: Spatial design of the exhibition and, if included in the design, development of digital interaction.

C. Optional: Aesthetic guidance during the construction of the exhibition.

Target group 18+ years Werfkelder. Work:

A. Development of a concept for an immersive experience

B. Optional: Spatial design and development of the immersive experience

1.6.2 Scope of the work

The cost of the work is estimated to be well above the applicable threshold for European public procurement. At this stage, the scope is represented by the number of square metres (m²) available for each target audience and per lot. Several exhibitions must be developed and built for these floor areas, at least for the 0-6 and 7-13 age groups.

Lot	Target audience	Available floor space in square metres
1	0-6 years	900 m ²
2	7-13 years	600 m ²
	14-18 years	300 m ²
3	18+ years	300 m ²
	Werfkelder	280 m ²

These floor areas are indicative. No rights can be derived from the scope of the work as indicated.

Annex 2 includes floor plans of Magazijn De Zon on which you can see where exhibitions will be organised for specific target audiences.

1.6.3 Subscribing and tendering for multiple lots

You may subscribe to multiple lots. In that case, you may be selected for several lots and invited to tender for these lots. However, the Museum does not intend to award all three lots to the same provider. In the event that one provider is ranked in first place for all three lots during the award phase, the contract shall be awarded as follows: the lot with the lowest quality difference between first and second provider will be awarded the provider who is ranked in second place. Should the lowest quality difference be greater than 40 per cent, this lot will still be awarded to the first provider. It is therefore possible that all three lots may be awarded to one and the same provider.

1.7 Type of contract

The Museum intends to conclude one contract per lot with one supplier for this work. The contract duration is approximately two-and-a-half years (2.5 years). The contract takes effect in April 2025. The contract shall end in the last quarter of 2027, when the renovated museum will open in Magazijn De Zon. The contract can be extended to avoid problems in case of schedule overruns. After the end of the initial period, the contract can be extended four times three (4 x 3) months until no later than 31 December 2028.

1.8 Waiting room agreement

For all lots, the contracts to be concluded are also subject to a waiting room arrangement. In the award phase, a ranking of applicants shall be drawn up based on the evaluation of the applications for each lot. The contract(s) will be awarded to the Tenderer who is ranked first. A waiting room agreement will be concluded with the provider who is ranked in second place. This applies to all lots.

In accordance with the waiting room agreement, the Museum reserves the right, in the event of premature dissolution of the agreement with the contractor to whom the contract was initially awarded, to still offer the contract in accordance with the terms and conditions of this tender. As such, it will be awarded to the Tenderer with whom the waiting room agreement was entered into, in accordance with the tender they submitted.

2 The procedure

2.1 Fully digital

This selection procedure is fully digital. This means:

- The request for tenders is posted on the TenderNed website;
- The selection documents associated with this request for tenders are only available digitally;
- All communication (including questions and answers) during this request for tenders will be done through TenderNed;
- All tenders will be submitted exclusively through TenderNed;
- The Museum communicates its decision through TenderNed.

Extensive instructions on working with TenderNed can be found on this [website](#).

2.2 Schedule selection procedure

The selection stage has several fixed instances and steps, some of which are determined by law. A diagram of the selection procedure is provided below. The dates below are 'no later than' dates.

Attention! If the schedule below differs from the schedule provided on TenderNed, the schedule as shown on TenderNed shall prevail.

The schedule of the procedure is as follows:

Activity	Date
Publication on TenderNed	Monday, September 30, 2024
Deadline for submitting questions	Friday, October 11, 2024
Publication of a summary of additional information	Friday, October 18, 2024
Deadline for submissions	Thursday, October 31, 2024 10:00 A.M. Central European Time (CET)
Sending of decision regarding selection	Monday, November 25, 2024
End of objection period and final selection	Friday, December 6, 2024
Expected publication award stage on TenderNed	Friday, December 6, 2024
Expected deadline for submissions award stage	Monday, January 27, 2025
Expected date presentations	Tuesday, February 11, 2025 Wednesday, February 12, 2025 Thursday, February 13, 2025

Expected final decision award stage	Tuesday, March 18, 2025
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Table 1 Schedule

The Museum reserves the right to change the schedule. Should changes be necessary, this will be communicated to all parties concerned. You cannot derive any rights from this schedule.

2.3 Summary of additional information

You can ask questions and/or submit comments regarding the documents of this request for tenders at any time using the question and answer module on TenderNed. This can be done on TenderNed at the latest until the date indicated for this purpose (see the schedule).

This stage of the RFT procedure relates exclusively to the selection of interested providers based on their eligibility. Your questions and comments must pertain to this only. Questions and comments relating to the content of the contract will not be answered at this stage. The documents in the award stage will provide further information on the content of the contract.

The questions and answers are made available anonymously to all interested providers through TenderNed in Summaries of additional information. These summaries are an integral part of the RFT documents during the selection stage. The Museum cannot guarantee that the questions you ask after this Summary is generated will be answered.

The Museum may amend a form in response to questions and answers during the information stage. This shall be indicated in the Summary of additional information.

Please check that you are using the latest version of all forms prior submitting. Using the wrong form may result in your submission being rejected.

2.4 Complaints

All interested parties can lodge a complaint regarding this request for tenders with the Museum. Please use the message module in TenderNed to submit any complaints. Your complaint will be processed by persons who are not (have not been) directly involved in this procedure.

2.5 Subscription

Your subscription must be submitted through TenderNed. The Museum will not accept subscriptions submitted by any other means - e.g., by e-mail, fax or handed in in person.

The deadline for submitting the documents is stated on TenderNed. You must upload your subscription through TenderNed before the specified deadline and place it in the digital vault. After the deadline has passed, you can no longer place documents in the vault or amend your subscription. Placement of your subscription in the vault in a timely manner is entirely your responsibility. The Museum recommends preparing for this well in advance. After the submission deadline has passed, the Museum downloads the subscriptions from the digital vault and starts the evaluation process.

We recommend checking well before the deadline whether your organisation is correctly registered on TenderNed and that someone is authorised to submit documents digitally on

behalf of your organisation. If not, you must first register on TenderNed. This process may take several days.

In case of a demonstrable malfunction of TenderNed, which prevents submission of subscriptions before the deadline, the Museum may decide to extend the deadline. To this end, the subscriber must send a (reasoned) e-mail to marc.prins@stichtingnll.nl immediately after noticing the TenderNed malfunction, using the following header: 'malfunction of TenderNed tender "development of new interactive exhibitions"'.

The possibility of extension is a unilateral right of the Museum and not a duty. However, the Museum may choose to not exercise this right after opening the vault, as it will have already reviewed the submissions it received. The subscriber shall remain independently responsible for submitting its subscription in a timely and correct manner. If the Museum decides to extend the deadline, all interested parties will be notified. Subscribers who have already submitted a subscription will be given the opportunity to amend or supplement their subscription within the specified extension period.

2.6 Other information

Your subscription must unconditionally comply with the below requirements:

- Your subscription is in the English language. If, after the subscription stage, only Dutch subscriptions have been selected for a lot, the Museum may choose to proceed in Dutch during the award stage for the relevant lot.
- The Museum reserves the right to temporarily or permanently discontinue the process in whole or in part without stating the reasons for its decision, for example in case of:
 - a lack of sufficient financial resources;
 - failure to arrive at a positive decision regarding the intention to award the contract or regarding the award of the contract;
 - amended regulations, at national and/or European level, or government policies requiring an adjustment of the contract provisions;
 - lack of appropriate applications in the Museum's opinion.
- The Museum cannot be held liable for this risk. Interested parties cannot derive any rights from this in any way.
- In principle, the Museum will not reimburse you for the costs associated with your subscription. In the pre-contractual stage, when subscribing to this RFT, the provider bears the cost for its subscription. Should the Museum decide to withdraw the RFT at an advanced stage of the pre-contractual phase, you may be eligible for reimbursement of the costs (reimbursement of tender costs) associated with your subscription.
- You agree that the Museum reserves the right to ask you to provide official supporting documents at a later stage. If these do not match your declarations, your application may be set aside.
- The Museum reserves the right to compensation in case of incorrect and/or incomplete information.

2.7 One subscription

A subscriber may subscribe only once to each lot. If you subscribe more than once, either independently or as a group of operators, all your subscriptions will be excluded from the tender. It is not permitted to subscribe with multiple companies within the same holding company or parent company, unless the participants and the holding company or parent company can certify that the participants operate completely independently of each other.

3 Requirements for the entrepreneur

3.1 European Single Procurement Document (ESPD)

The Museum asks you to submit the European Single Procurement Document (ESPD) with your subscription. The ESPD is attached as Annex 3. You can upload this document using the ESPD tool available on this [website](#) and choose 'I am an economic operator'. In this document, you indicate whether you meet the eligibility requirements set out in this selection procedure and whether the applicable grounds for exclusion apply to you. You do not need to sign the ESPD. The valid signing of the Russia declaration (see 3.2) shall be considered equivalent to the signing of the ESPD.

If you fail to meet these eligibility requirements and (optional) grounds for exclusion, your subscription will be excluded. Even if you have not submitted the ESPD, the Museum will exclude your subscription.

The Museum has the option of requesting the official supporting documents associated with the eligibility requirements and grounds for exclusion from the intended selection from you and any subcontractors you choose to work with. You must provide the requested supporting documents within five working days of this request at the latest.

The Museum requests an extract from the trade register from the selected providers. This must be provided to the Museum within five working days of this request.

The extract from the trade register must not be older than six months at the time of submission of the subscription.

3.2 Russia package of sanctions

Regulation (EU) 2022/576 prohibits contracting authorities from awarding public contracts to providers subject to the following:

- Persons of Russian/Belarusian nationality and persons or legal entities (companies, entities or bodies) based in Russia/Belarus;
- Legal entities established in Russia/Belarus or any other country that is more than 50% owned by a Russian/Belarusian party as mentioned above; and
- Persons or legal entities based in Russia/Belarus or any other country acting in the interest of or at the direction of any of the above-mentioned Russian/Belarusian parties, including subcontractors, suppliers or entities whose capacity is relied upon, if they account for more than 10% of the value of the contract.

You must declare that the above does not apply to you by completing and duly signing the declaration in Annex 4.

3.3 Participation in a group of operators or subcontracting (consortium)

As mentioned earlier, the Museum is looking for a party or consortium that can perform the work described in 1.5. Below is information on the form in which you can subscribe.

You can subscribe independently, or as a group of operators, or subcontract the work (as a consortium).

If you participate as a group, all the operators must submit the requested information needed to vet the stated eligibility requirements. You designate one party as the coordinator.

If you, as a participant, elect to have part of the work performed by one or more subcontractors, state for which part of the work you will do so in the ESPD.

3.4 Reliance on qualifications and/or capacity of third parties

If you participate as a group of operators or with a subcontractor or are part of a group, you may rely on the qualifications and/or capacity of this group of operators/subcontractor/parent organisation to meet the eligibility requirements set out in this RFT. You should indicate in your ESPD for which eligibility requirement you are doing this.

No grounds for exclusion may apply to this contractor/subcontractor/parent organisation. You demonstrate this by attaching a fully completed ESPD by this operator/subcontractor/parent organisation to your tender. The operator/subcontractor/parent organisation does not have to sign the ESPD. The valid signing of the subcontractor declaration or the Russia declaration (in case of an operator) shall be considered equivalent to the signing of the ESPD.

Attention! If you rely on the qualifications and/or capacity of an operator/subcontractor/parent organisation, you must demonstrate that these resources are effectively available to you during the performance of the work. This means that the operator/subcontractor/parent organisation on whom you rely for financial and economic capacity is jointly and severally liable for the performance of the contract.

If you rely on a parent organisation to demonstrate that you meet the eligibility requirements set out in this RFT, you will submit, upon first request, a description of the legal ties with this company/companies and the nature of this relationship. Please also attach proof of registration in the national professional/trade register demonstrating this relationship, which may include mother/daughter/sister relationships. Include the group relationship (with percentage interest) with any parent/subsidiary/sister companies.

3.5 Eligibility requirement(s): financial and economic capacity

3.5.1 Bank statement

When submitting your subscription, you declare that your organisation is sufficiently financially healthy to perform this work. You must do this by providing a copy of a recent bank statement showing that your company is financially capable of duly carrying out the work described in these selection guidelines.

In the vetting stage, you must submit your bank statement showing that you meet this requirement within five working days.

3.5.2 Insurance

You have taken out business liability insurance with coverage of at least €500,000 per event with a maximum of €2,500,000 per year.

In the vetting stage, you must submit your insurance policy showing that you meet this requirement within five working days.

3.5.3 Audit opinion

In case of selection, the Museum may request an audit opinion regarding the financial data. This audit opinion may not include a paragraph on business continuity. By submitting a subscription, you declare that you are financially sound to perform the work.

In the vetting stage, you must submit the most recent annual report with an audit opinion within five working days

3.6 Eligibility requirement(s): technical and professional competence

3.6.1 Core competences

The Museum finds it important that you have sufficient experience and expertise to perform the work. For this, you need to have a number of 'core competences'. You must demonstrate your competence for each core competence with a maximum of one reference.

Guidelines for references:

- To provide reference(s), you must use the 'Reference form core competences (Annexes 5a, b or c);
- If you subscribe to multiple lots, you must submit a reference form for each lot;
- You may also provide one reference that shows that you meet one or more core competences.
- Your references (i.e., date of completion of the reference project) may not be older than 10 years starting from the date of subscription.
- You may only submit fully completed contracts/projects as references or, if you decide to submit a contract/project that has not yet been (fully) completed, you may only list the actual results achieved for the current project. You may not provide an expected result.
- If you are providing a subcontractor's reference, your subscription must also include a declaration from this subcontractor stating that you may rely on this provider. To do so, use the 'Subcontractor Declaration' form (Annex 6).
- The Museum is free to contact the submitted reference(s).

You must possess the core competences listed below. If your subscription does not fulfil the criterion of the required core competences, your organisation will be excluded from further participation.

Core competence 1: Development of an exhibition concept

Applicable to lots 1, 2 and 3

You must demonstrate your experience with the development of a concept for an exhibition of at least 250 m² with one reference project. This must be an educational concept, in which you have translated the learning objectives and/or the mission and vision of the client. Your

reference concerns the development of a concept for the target audience of the lot you are applying for.

Core competence 2: Spatial design of exhibitions

Applicable to lots 1, 2 and 3

You will demonstrate your experience with the translation of an exhibition concept into a spatial design of at least 250 m² with one reference project. The spatial design relates to the target audience of the lot for which you are applying.

Core competence 3: Development of a digital game

Applicable to lots 1 and 2

You will demonstrate your experience in developing an educational digital game in a spatial environment with a reference project. The digital game is developed for the target group of the lot you are applying for.

Core competence 4: Development of an analogue (non-digital) game

Applicable to lots 1 and 2

You will demonstrate your experience in developing an educational analogue game in a spatial environment with a reference project. The analogue game is developed for the target audience of the lot you are applying for.

4 Selection criteria and selection procedure

4.1 Selection criteria for each lot

The Museum applies the following selection criteria for each lot. These are detailed in 4.4.2.

	Selection criteria	Lots			Maximum points per lot		
		1	2	3	1	2	3
SC 1	Experience with the development of an exhibition concept	X	X	X	25	25	30
SC 2	Experience with game development	X	X		20	20	
SC 3	Experience with the spatial design of an exhibition	X	X	X	20	20	25
SC 4	Experience with the development of an immersive experience			X			25
SC 5	Experience with integrated collaboration	X	X		20	20	
SC 6	Experience with the implementation of inclusion and accessibility	X	X	X	15	15	20

4.2 Selection procedure

If, after vetting based on the grounds for exclusion and eligibility requirements, there are more than five subscribers per lot to whom no grounds for exclusion apply and who meet the set eligibility requirements as mentioned in Sections 3.4 Eligibility requirement(s): financial and economic capacity and 3.5 Eligibility requirement(s): technical and professional competence, a qualitative selection will be made. The responses to the selection criteria are scored and the Museum arrives at a selection based on qualitative selection criteria.

A team evaluates the selection criteria. This is done as follows: First, team members independently evaluate the subscriptions per lot and assign a score ranging from 0 (no answer) to 10 (excellent) for each qualitative selection criterion. The evaluation team then meets and reaches a unanimous verdict based on consensus and for each qualitative selection criterion. The result is a score for each selection criterion (see table below). The team bases its scores on the overall evaluation of the subscription with regard to a particular selection criterion. Its evaluation is therefore based on the elements listed under the selection criterion.

The scores for the qualitative criteria give rise to a total score for the subscriber. The five subscriber with the highest total score will be invited to submit a tender.

In the event that some subscribers have the same total score, the selection criterion for which the most points could be awarded will be applied as the decisive criterion. The subscription with the highest score for this criterion will thus move up in the ranking. If the subscribers obtained the same score for this criterion, the criterion with the next highest score will prevail, et cetera. If selection criteria have the same number of points, the order as listed in the table at the beginning of this chapter prevails. If the subscriptions have the

same score for the last selection criterion, the order of placement of the subscriptions with the same score shall be determined by drawing lots.

Number	Score	Standard	% number of points
10	Excellent	The subscription fully complies with the elements as stated in the request for tenders and maximally fulfils the assessment criteria	100%
9	Very good	The subscription fully complies with the elements as stated in the request for tenders and fulfils the assessment criteria very well	90%
8	Good	The subscription more than complies with the elements as stated in the request for tenders and fulfils the assessment criteria well.	80%
7	More than adequate	The subscription more than adequately complies with the elements as stated in the request and more than adequately fulfils the assessment criteria.	70%
6	Sufficient	The subscription complies with the elements as stated in the request for tenders and sufficiently fulfils the assessment criteria.	60%
5	Reasonable	The subscription complies with the elements as stated in the request for tenders and reasonably fulfils the assessment criteria.	50%
4	Very limited	The subscription complies with the elements as stated in the request for tenders in a very limited way and fulfils the assessment criteria in a very limited manner.	40%
3	Insufficient	The subscription insufficiently complies with the elements as stated in the request for tenders and insufficiently fulfils the assessment criteria.	30%
2	Bad	The subscription insufficiently complies with the elements as stated in the request for tenders and more than fails to fulfil the assessment criteria.	20%
1	Very Bad	The subscription fails to or hardly complies with the elements as stated in the request for tenders and fails to or hardly fulfils the assessment criteria.	10%
0	No subscription	The subscription does not comply with the elements as stated in the request for tenders and fails to fulfil the evaluation criteria.	0%

4.3 The evaluation team

The subscriptions are evaluated by an expert evaluation team which is guided during this process by procurement consultants. The evaluation team consists of the following officials:

Assessors	Position
Assessor 1	Head of public outreach and exhibitions
Assessor 2	Project manager exhibitions
Assessor 3	Museum advisor

If evaluation has become impossible for one of the initial assessors due to unforeseen circumstances, the Museum reserves the right to perform this evaluation without this assessor. In all other cases, the Museum aims to appoint a substitute who will perform the evaluation in place of the initial assessor. In all cases, the Museum ensures that subscribers are evaluated in a transparent and fair manner.

The composition of the evaluation team may change for the award stage. The guidelines for the award stage will also disclose which officials will participate in the evaluation committee for the award stage.

4.4 Selection criteria

4.4.1 Rules regarding selection criteria/references

- You must use Annex 7a, b or c 'Selection criteria reference form';
- If you subscribe to multiple lots, you must submit a reference form for each lot;
- You may also provide one reference that shows that you meet one or more selection criteria.
- Your references (i.e., date of completion of the reference project) may not be older than 10 years starting from the date of subscription.
- You may only submit fully completed contracts/projects as references or, if you decide to submit a contract/project that has not yet been (fully) completed, you may only list the actual results achieved for the current project. You may not provide an expected result.
- If you are providing a subcontractor's reference, your subscription must also include a declaration from this subcontractor stating that you may rely on this subcontractor. To do so, use the 'Subcontractor Declaration' form (Annex 6).
- The Museum is free to contact the submitted reference(s).

You must fulfil the selection criteria below. The more you can meet the requirements as set in the selection criteria, the higher your score will be.

4.4.2 Selection criterion 1 Experience with the development of an exhibition concept

Applicable to lots 1, 2 and 3

You submit a reference demonstrating your experience with the development of an exhibition concept with a clear storyline. The concept was related to the target group you are applying for.

In your description, you specifically address the following aspects:

- How your concept demonstrates a clear and stimulating storyline;
- How your concept contributed to the client's objectives;
- How you sought to connect with the target group in the concept.

Your description will be evaluated on the following points:

- Degree of experience with creativity and innovation;
- Degree of experience with adding a storyline in an exhibition concept, with experience with several related exhibitions as part of one project scoring higher;
- Degree of experience with the translation of the client's requirements;
- Degree of experience with seeking a connection with the target group;
- Degree of concreteness of your description.

Your description including images shall not exceed 2 A4 with a font and size similar to the one used in these guidelines. If you submit more than the requested number of A4, only the first number of A4 allowed will be evaluated.

4.4.3 Selection criterion 2 Experience with game development

Applicable to lots 1 and 2

You submit a reference project describing your experience with developing an educational game in a spatial environment, where the game enhanced the overarching storyline. The game is tailored to the target audience of the lot you are applying for.

In your description, you specifically address the following aspects:

- How you translated the overarching storyline into one or more games in this project;
- How the game(s) contributed to the client's objectives;
- How you sought to connect with the target group with the game.

Your description will be evaluated on the following points:

- Degree of experience with creativity and innovation;
- Degree of experience with the development of one or more games that reinforce the overarching storyline, with experience with several related games as part of one project scoring higher;
- Degree of experience with the translation of the client's requirements;
- Degree of experience with seeking a connection with the relevant target group;
- Degree of concreteness of your description.

Your description including images shall not exceed 2 A4 with a font and size similar to the one used in these guidelines. If you submit more than the requested number of A4, only the first number of A4 allowed will be evaluated.

4.4.4 Selection criterion 3 Experience with the spatial design of an exhibition

Applicable to lots 1, 2 and 3

You submit a reference, demonstrating your experience with the spatial design of an exhibition where you were responsible for translating a storyline into a spatial design for an exhibition. The design was related to the target audience you are applying for.

In your description, you specifically address the following aspects:

- How you translated the overarching storyline into a spatial design in this project;
- How the spatial design contributed to the client's objectives;
- How you sought connect with the target group with the spatial design.

Your description will be evaluated on the following points:

- Degree of experience with creativity and innovation;
- Degree of experience with the translation of an overarching storyline into a spatial design, with experience with several aligned exhibitions as part of one project scoring higher;
- Degree of experience with the translation of the client's requirements;
- Degree of experience with seeking a connection with the relevant target group;
- Degree of concreteness of your description.

Your description including images shall not exceed 2 A4 with a font and size similar to the one used in these guidelines. If you submit more than the requested number of A4, only the first number of A4 allowed will be evaluated.

4.4.5 Selection criterion 4 Experience with the development of an immerse experience

Applicable to lot 3

You submit a reference demonstrating your experience with the development, design and production of an immersive experience. The immersive experience relates to the target audience you are applying for. You preferably have experience with educational immersive experiences that incentivise people.

In your description, you specifically address the following aspects:

- How you sought to connect with the specific target group in the project.
- How you incorporated a specific (educational) objective or the client's mission and vision in this immersive experience.

Your description will be evaluated on the following points:

- Degree of experience with creativity and innovation;
- Degree of experience with incorporating a storyline into an immersive experience;

- Degree of experience with incorporating educational aspects into an immersive experience;
- Degree of experience with incorporating elements into an immersive experience that prompts visitors to take action (e.g., by doing, undertaking or taking action themselves);
- Degree of experience with the translation of the client's requirements;
- Degree of experience with seeking a connection with the relevant target group;
- Degree of concreteness of your description.

Your description including images shall not exceed 2 A4 with a font and size similar to the one used in these guidelines. If you submit more than the requested number of A4, only the first number of A4 allowed will be evaluated.

4.4.6 Selection criterion 5 Experience with integrated cooperation

Applicable to lots 1 and 2

You submit a reference project describing your experience working in an integrated collaboration between concept development, spatial design and game development. In doing so, you cover the following aspects:

- How you worked with the various disciplines in this project to achieve a jointly integrated end result;
- How you coordinated with the client.

Your description will be evaluated on the following points:

- Degree of experience with a successful collaboration with the aforementioned disciplines;
- Degree of experience with the integrated translation of the client's requirements;
- Degree of concreteness in your described experience.

Your description including images shall not exceed 2 A4 with a font and size similar to the one used in these guidelines. If you submit more than the requested number of A4, only the first number of A4 allowed will be evaluated.

4.4.7 Selection criterion 6 Experience with inclusion and accessibility

Applicable to lots 1, 2 and 3

You submit a reference demonstrating your experience with the application of inclusion and accessibility in one of the aforementioned disciplines (concept development, spatial design and game development).

Note that experience in one discipline does not necessarily score higher than experience in another. Only the level of experience as described below will be evaluated.

In your description, you specifically address the following aspects:

- How you took inclusion into account in the project. In doing so, explain how you ensured that the concept, game or design appealed to the widest possible audience within the target group you are applying for. By as broad as possible, the Museum

means that the concept, game or design focused on different characteristics and backgrounds of the people in the target audience.

- How you took accessibility into account in the project. Explain specifically how you addressed accessibility for visitors or users with disabilities.

Your description will be evaluated on the following points:

- Degree of experience with creativity and innovation;
- Degree of experience with making well-thought-through choices on inclusion and accessibility;
- Degree of experience with the translation of the client's requirements;
- Degree of experience with matching needs in terms of inclusion and accessibility to the relevant target group;
- Degree of concreteness of your description.

Your description including images shall not exceed 2 A4 with a font and size similar to the one used in these guidelines. If you submit more than the requested number of A4, only the first number of A4 allowed will be evaluated.

4.5 Selection decision

All subscribers will receive a written notification of the selection decision through TenderNed. It explains how the Museum reached its verdict and which provided are invited to submit a bid.

You have the possibility to take legal action against the selection decision. You do so by instituting summary proceedings with the District Court in The Hague. The deadline for this is 10 days from the date on which the selection decision was sent. This deadline is an expiry period, after which subscribers can no longer appeal the decision. The above objection period also applies in case the Museum decides to discontinue the tender. In the latter case, the deadline starts when the Museum has informed you of its decision with a notice through TenderNed. This is also an expiry period.

If you decide to institute proceedings, the Museum requests that you send a copy of the summons using the messaging module in TenderNed as soon as possible. This is to ensure that the Museum is informed in time.

4.6 Vetting procedure and start of award phase

The Museum will announce the selection of subscribers through TenderNed and will invite the selected subscribers to submit a bid. After the expiry of the objection period, the Museum will make the subscription documents available. They also provide further information on the award criteria. The award criteria are:

- Plan of action;
- Vision for cooperation;
- Vision on the work;
- Presentation;

- Price.

The emphasis in the evaluation will be on the qualitative award criteria.

The official supporting documents relating to the eligibility requirements and selection criteria will be verified prior to the tender documents being made available. If, during this vetting, it appears that a selected subscriber has provided incorrect information in its application, the Museum will exclude said subscriber from further participation in the procedure.

Those applicants who are not eligible to submit a tender (for the time being) will be placed in the waiting room in order of ranking after the overall evaluation. If one of the selected parties declines to submit a tender, number six will be invited to submit a tender. If subsequently another selected party declines to submit a tender, number seven will be invited to submit a tender. This waiting room will remain intact until 31 calendar days before the vault with tenders is opened.

5 Annexes

- Annex 1 Background information
- Annex 2 Floor Plan Magazijn De Zon
- Annex 3 European Single Procurement Document (ESPD)
- Annex 4 Declaration regarding package of sanctions Russian entities
- Annex 5
 - a. Reference form core competences lot 1
 - b. Reference form core competences lot 2
 - c. Reference form core competences lot 3
- Annex 6 Subcontractor Declaration
- Annex 7
 - a. Reference form selection criteria lot 1
 - b. Reference form selection criteria lot 2
 - c. Reference form selection criteria lot 3