



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 Business Export Coaching, Sustainable Sector Transformation and Local Project Coordination in the Fonio sector in Guinea

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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 Criterion	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: Algemene Rijksvoorwaarden voor het verstrekken van Opdrachten tot het verrichten van Diensten).
IUC-EZK	The Procurement Office (IUC) of the Ministry of Economic Affairs and Climate Policy (EZK) – part of the Netherlands Enterprise Agency (RVO.nl), 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 Tender	The Tender that achieves the highest definitive total score based on the best price-quality ratio.
Public Procurement Act 2012).	The Public Procurement Act 2012 (Aanbestedingswet 2012).
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 an invitation to tender conducted in accordance with the European open procedure for the CBI project in the Fonio sector in Guinea for **three different types of experts**:

1. Fonio Expert for Business Export Coaching with extensive knowledge of Supply Chain Management and promotion of agrofood products on EU markets
2. Institutional Development Expert for Sustainable Sector Transformation with extensive knowledge of the MSD-approach
3. Expert for local project coordination, network management, institutional development support and logistics

Additionally an Expert will be contracted to organize and moderate an event using the Future Search methodology to stimulate overall sector alignment. This event will be done outside the framework of this tender. This expert will support the organization of a broad sector event during the initial phase of the project in which the sector stakeholders will jointly work on a future vision for the sector and a joint strategy to reach this vision. The three experts tendered in this document will be very closely involved in the preparation and execution of this event and will be the ones that will support the sector to reach the set goals during the remainder of the project.

The project activities under this tender will start in the second quarter of 2022. The CBI project Guinea Fonio will be implemented until latest at the end of 2026.

The Tendering authority intends to conclude a Contract for every separate lot for an initial period of 2 years with a possible extension of 3 times one year. This will result in a project period of 5 years.

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

1.1 Tendering authority and IUC-EZK

This tendering process is being conducted on the instructions of The Centre for the Promotion of Imports from developing countries (CBI), part of the Netherlands Enterprise Agency (RVO.nl) 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 (CBI) from developing countries 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 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.

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Competent exporters	SMEs that have successfully completed all the export capacity building activities. SMEs that developed and execute a tailor-made export strategy to the European market. 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.
Use of services in the Export Enabling Environment.	SMEs use the improved 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 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 and Sustainable Sector Transformation: 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, business support 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 involved 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 Fonio project in Guinea.

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 supports the transition towards inclusive and sustainable sectors. CBI has developed a project for the fonio sector in Guinea for the period 2022-2026. The project contributes to achieving the following long-term vision for the sector: "The Guinean fonio sector is integrated and competitive, and is able to make a lasting contribution to national food security, the creation of jobs and improving the living conditions of Guinea's rural population." This long-term transition goal is a dot on the horizon. The following overall **project purpose** has been set for the project: "Farmer households earn decent incomes by selling higher quality fonio products to higher value markets

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(local, regional, international). The fonio sector is better organised, with more collaboration, a strong position of women's groups, and increased efficiency of production, processing and marketing."

The fonio produced is partly consumed by the farmers themselves, and partly sold. Different fonio products are sold, requiring different levels of processing: paddy, dehulled fonio, whitened fonio and pre-cooked fonio. Processing is mainly done manually by the various rural women's groups. The products are sold on the local market (mostly sales on weekly markets by farmers and women's groups), in Conakry (through buyers - traders and exporters), on regional export markets (through buyers and exporters in Conakry), and on the international export market (still limited - through exporters (SMEs and women's groups)). The two main international export markets are the United States (US) and the EU. The US market is larger and is growing faster, with imports of 800-900 tonnes in 2021 and a projected growth to 1300-1400 tonnes in 2022. About 220 tonnes of fonio were imported into the EU in 2020.

There is no lack of fonio production in West Africa. Buyers however report difficulty sourcing fonio: it is hard to find consolidators who offer full container loads of export-quality fonio; the produce often has problems of sand, empty seeds and vegetable impurities; and traditional food processing units are not export grade (no GMP and no certification).

As fonio is a newly introduced food in Europe, the grain is still unknown, especially with consumers. In order to reach the EU market, (potential) exporters therefore need to work on both the market side (promotion, understanding the market better, etc.) and on organizing their value chains. Traceability needs to be established, and consistent quality controls need to be put in place on multiple levels.

Promising market segments for fonio are: gluten-free bakery, organic retail packs, organic bakery, and ethical superfood (retail packs and composite). As food-grade fonio is expensive, it needs high-value applications (e.g. gluten-free bakery rather than general bakery). EU buyers consulted during the research process for this Business Case also emphasized the importance of organic certification.

In order to reach the above mentioned Project Purpose, the project has been designed on basis of the following four Solution Pathways:

1. Pathway Improved Sector Collaboration

The fonio sector in Guinea is stagnant. Whereas in countries in the region like Mali, Senegal and Burkina Faso the fonio sector has been developing regarding quality of products and processes, the fonio sector in Guinea remains fragmented and is lacking internal cooperation and leadership. Several initiatives have been and are carried out, but have low visibility and no follow-through is taking place. In 2019 a EU project supported the sector in developing a sector strategy, but also due to the Covid-19 pandemic almost no actions have been taken to carry out the strategy. Sustainability issues are ubiquitous, poverty is widespread and addressing this is a priority of the Guinean government. Doing business as usual is still the prominent behaviour in the sector, although the sustainability issue of lack of quality is driving several stakeholders in searching for solutions for this issue. Another driver for change can be found in the frustration felt on governmental level that although Guinea can be considered as "the home of fonio", competitor countries are the ones accumulating value from Guinean fonio and showing off their feathers in international markets.

Pathway 1 is to set the first steps into an improved sector collaboration which enables industry stakeholders to identify and pilot solutions, support the government to advocate a long-term vision and carry out experiments and fund projects in a more coherent manner and sector supporters to initiate and finance projects, to develop service delivery models, to learn and identify good practices.

The project will start with a sector-wide event to get the process of improving sector collaboration started and which will be repeated every 6 till 12 months depending, to keep the process moving. Simultaneously a more in-depth sector mapping will take place.

The initially foreseen outputs of the sector event(s) are on exchange of information and awareness creation:

- Stakeholders are aware of existing initiatives and sector strategies

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- Stakeholders are aware of the various opportunities on the various markets for fonio
- Stakeholders are aware of the benefits of increased cooperation
- Stakeholders are aware of the CBI project and its approach

2. Pathway Improved Service Delivery models

The project will simultaneously focus on improvement of the service delivery environment of value chain actors, using the MSD (Market System Development) approach. A more indepth service needs assessment will be carried out, (potential) service providers will be invited to attend opportunity workshops regarding the identified needs, and subsequently services providers will be supported in designing and or further developing their service offer. The Project's support will be given in the form of coaching and training and by linking service providers to international networks (e.g. international research institutes) and best practices. Areas to be covered include agronomic extension services, packaging, mechanization, marketing and promotion and access to finance.

3. Pathway Business Model Pilots

In the current development phase the Guinean fonio sector is in, piloting, learning and creating Best Practices with "the able and willing" is key. The objective of this Pathway is to test various business models that are to lead to an increased and durable availability and offer of high quality fonio products for the various higher value markets (domestic, regional, international). To showcase them and stimulate crowding in.

A 4-5 year Business (Export) Coaching project will be organised focussing on different business models:

- SMEs in Conakry that source their fonio products from rural processors (women's groups) in Guinea and that further process these products for marketing on domestic, regional and international markets. The assistance will focus on several aspects. First, on supply chain management, strengthening the relation of the SME with its supplying women's groups to jointly increase the quality of the product and assure a constant and sustainable offer. Crucial is that parties mutually benefit from the relationship, which means that the relationship is transparent and that benefits of the operation are fairly divided between the partners. Furthermore, it should lead to increased traceability of the product, especially needed when the SME is targeting international markets. MSD principles are to be applied in which the SME defines a set of services to be provided (e.g. marketing, transport, quality control, further processing, agricultural extension services, inputs, mechanization servicing, storage, pre-finance) in return for supplier and supply loyalty. On the other hand, the SME will be coached, trained and supported regarding market linkages and marketing in the various high-value markets.
- Individual rural-based women groups that have the capacity and willingness to enter high value markets independently. In this model strong women groups are coached and trained to take control of raw material, supply, processing and marketing themselves. Focus will be on internal process optimization, quality improvement, marketing and communication, creating market linkages and access to finance. Women's groups source their raw fonio through the households of the affiliated women, through non-affiliated households or even on local week markets. So a criteria for participation should be that the women's group is active in an area rather densely populated with fonio producers.
- Consortia or clusters in the fonio producing areas consisting of and servicing women's groups and farmer groups. The third model deals with clusters/consortia in the prominent production areas existing of women groups, farmer groups and possible other stakeholder types. Like in the case of the women's groups the assistance will focus on internal process optimization and optimal integration of the various stakeholder groups and service delivery to the affiliated members.

4. Pathway Promotion on EU markets

The EU markets for fonio are still in an early development phase. Fonio has been exported in relatively low quantities to the EU for many years, mainly to West African ethnic diaspora markets in France. However, since the official acceptance of fonio as a novel food in the EU, opportunities for growth exist. How the market will develop in the short, mid and long-term is not yet clear. It could take off like the market for quinoa did or could live a languishing existence. Importers agree that promotion of fonio in EU markets is needed to pass the tipping point successfully.

In this Pathway cooperation will be sought with existing importers of fonio in the EU and with specialists on introducing novel foods into the EU. The promotion will focus on fonio in general and not yet specifically on fonio from Guinea. On the one hand because the market is currently too small to allow for such segmentation. In a later stage a campaign especially focussing on Guinea can be considered (this then should be backed by results from pilots). On the other hand because the importers that are currently active source fonio from Burkina Faso, Mali and Senegal and not from Guinea.

Focus group discussions will be organized on how to best promote fonio on EU markets. This is to lead to a promotion strategy and an action plan. Actions are to be carried out by the importers. The project will support these actions where needed and where possible.

The current Tender Document is written for the three different types of Experts mentioned above:

lot 1: A Fonio Expert for Business Export Coaching with extensive knowledge of Supply Chain Management and promotion of agrofood products on EU markets. This expert will coach and train in total 6-8 representatives (to be identified and selected during the Project) from the pilot groups as mentioned under Pathway 3 above regarding supply chain management, optimization of internal processes and product quality, and marketing, promotion and sales on primarily on EU markets. Furthermore this expert will work with the importers focus group as mentioned under Pathway 4 regarding the promotion of fonio on EU markets.

lot 2: An Institutional Development Expert for Sustainable Sector Transformation with extensive knowledge of the MSD-approach. This expert will primarily work on Pathways 1 and 2. Improving internal sector cooperation and strategic thinking on the one hand and, on the other hand, supporting service providers to develop financial sustainable business models for service delivery to the value chain actors.

lot 3: An Expert for local project coordination, network management, institutional development support and logistics. This expert will support the above mentioned experts regarding coaching of pilot representatives, sector alignment and brokering linkages between business development service providers and exporting SMEs.

As mentioned above, additionally and outside the scope of this tendering process, an Expert will be contracted in the initial phase of the Project, only to organize and moderate an event using the Future Search methodology to stimulate overall sector alignment.

1.4 Time frame

The schedule below applies to this tendering process.

26 January 2022	Issuing of publication, start of tendering period.
14 February 2022 before 13.00 pm 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.
22 February 2022	Issuing of Memorandum of Information
8 March 2022 before 13.00 pm CET	Deadline for the receipt of Tenders and opening of Tenders by the Tendering authority.

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8 March 2022 up to and including 4 April 2022	Assessment of Tenders.
4 April 2022	Announcement of the award of the Contract.
25 April 2022	Deadline for asking questions and/or filing an application for a preliminary injunction in relation to the announcement of the award of the Contract.
19 April 2022	Deadline for the winning Tenderer to provide the evidence requested by the Tendering authority.
After 25 April 2022	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 the **project purpose** is: "Farmer households earn decent incomes by selling higher quality fonio products to higher value markets (local, regional, international). The fonio sector is better organised, with more collaboration, a strong position of women's groups, and increased efficiency of production, processing and marketing."

Connected to this are the following Intervention (output) Indicators and Expected Outcomes of the Project (both for the business export coaching part as well as the sector transition activities):

Business Export Coaching:

Intervention indicators:

- # exporters with a finalised export strategy
- # exporters with a plan for efficient internal processes
- # consortia with a bankable business plan
- # new export linkages established with buyers
- # SMEs with agreements with their supplier groups

Immediate outcomes:

- SME invests in supplier groups
- Supplier groups (women's groups and farmers) produce higher quality fonio
- Consortia invest in affiliated women's groups and farmers
- Consortia have organizational structure in place

Long term outcomes:

- Farmer households have better income from fonio
- Jobs are supported
- Exporters export to higher value markets

Sector transformation:

In Guinea

Intervention indicators:

- Sector mapping completed
- # sector events organised
- # stakeholder groups represented at sector events
- Services needs assessment completed
- # Service providers participate in a service delivery opportunity workshop
- # Service providers coached to improve service delivery and develop business models

Immediate outcomes:

- Sector actors start to collaborate
- Stakeholders are informed about best practices
- Service providers develop services / business models

Long term outcomes:

- Sector actors collaborate effectively
- Stakeholders (service providers and exporters) crowd in
- Service providers deliver relevant services

In the EU

Intervention indicators:

- # focus group discussions with importers
- # importers participate in focus group discussions

Immediate outcomes:

- Focus group participants make a plan on promoting fonio on the EU market
- Focus group participants implement parts of the promotion plan
- Importers support project interventions

Long term outcomes:

- Importers increase their sourcing of fonio from Guinea

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 Sustainable Market Transformation theory and Market System Development (MSD)-approach were chosen as interesting approaches for future CBI project development and implementation. The project at hand in this respect is one of the pilot projects to test the opportunities, possible benefits and possible limitations of these new approaches for future CBI project development and implementation.

Besides the “learning” objective, the project seeks to achieve tangible results. Above all to support the development of sustainable business models at the level of fonio processors and exporters but also in the development of business & marketing service delivery models that address the needs of Guinean businesses that seek to export and which are actually used by these businesses during and after the project’s ending.

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 various business models that are to lead to an increased and durable availability and offer of high quality fonio products for the various higher value markets (domestic, regional, international) and to create the conditions which enable crowding-in of other companies/exporters and service providers from the sector.

Market System Development (MSD):

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. This project will also serve as one of the learning pilots for CBI regarding use of this methodology. During project implementation constant monitoring and evaluation will take place by CBI. To facilitate this, indicators on process level will be developed during the implementation phase. 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. To 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 thinks about an exit strategy from the beginning. Our goal is that these services will be focussed on the long-term and be sustainably set-up

2.2. Target Group and Beneficiaries

The target group for the activities under **Lot 1, Fonio Expert for Business Export Coaching with extensive knowledge of Supply Chain Management and promotion of agrofood products on EU markets** of this tender consists of:

- Fonio processors
- Fonio exporters
- European buyers

The target group for the activities under **Lot 2, Institutional Development Expert for Sustainable Sector Transformation with extensive knowledge of the MSD-approach**, and **Lot 3, Expert for local project coordination, network management, institutional development support and logistics** of this tender consists of:

- All stakeholders in the fonio sector in Guinea.

2.3 Target Market

The target markets for this project are higher value markets (domestic, regional, international) for fonio products. Within these the primary focus is on EU markets.

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)

A significant number of Exporters/Processors/Consortia (hubs) have the potential to increase their export performance, but lack sufficient export marketing knowledge/skills and export capacity in terms of product quality, diversification, value addition, supply chain management, quality norms & standards, accessing (the right) markets, etc..

With the objective of increasing international competitiveness and sustainable export growth, CBI will enable them to build their export competences. In the Guinean fonio sector, the target group is a pilot group consisting of exporting SMEs, Women's Processor Groups and consortia (existing of producers, processors, logistical services, etc.) that have the motivation and the capacity to start this capacity building and market entry trajectory.

The BEC-assistance will be provided during the complete duration of the project but will shift in focus from awareness raising on fonio business opportunities at EU markets to building a sustainable business model and improving supply chain management (relations) to export marketing and finding those customers that offer most added-value at a later stage.

- Individual export coaching: Export coaching will be provided to a group of approx. 6-8 selected pilots (SMEs, Women's Processor Groups, consortia), who comply with certain selection criteria (related to their potential on the European market, as well as their need for support and willingness to invest in new business models). Each participant 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 made during the company assessment phase, but also focus on supporting them in the development of a resilient and sustainable business model. Writing an Export Marketing Plan will be an element in this. To this end, CBI will be sending the expert on technical assistance missions. These missions take place throughout the whole 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 supply chain management, production, certification, marketing, and human resources. Besides the missions, the expert will provide distant coaching by Skype, Zoom, Webex, MS Teams, email, phone, etc. In the CBI's new strategy the aim is to reduce the environmental footprint as much as possible. Therefore, as much as possible, coaching and training will be done from a distance through digital means.
- Group training: Training sessions on location and online will be organized for all participating organizations to train their management and staff in sector-wide issues in the scope of the supply chain management, production, marketing, and human resources output areas. The CBI project includes amongst others the following thematic sessions: marketing research, market access requirements (including certification, sustainability, effective trade fair participation, online marketing, HRM, CSR, supply chain management. For several thematic sessions specialized trainers outside the scope of this tender may be contracted by CBI.
- 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.

About the Sustainable Sector Transformation /Export Enabling Environment level

The project aims to bring together key stakeholders to identify and recognize the key sustainability challenges affecting the sector (focus challenge: decent income for fonio farmer households), to design and carry out strategies to work towards the long-term vision of the Guinean fonio sector being integrated and competitive, and being able to make a lasting contribution to national food security, the creation of jobs and improving the living conditions of Guinea's rural population. An important aspect in this is in creating an export enabling environment for existing and aspiring exporters regarding rules and regulations and regarding the business service delivery system in the sector. Solutions will be sought together with local partners to meet service needs of the exporters in a sustainable way.

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 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.

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 among 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. Fonio Expert for Business Export Coaching with extensive knowledge of Supply Chain Management and promotion of agrofood products on EU markets

The expert has the following main responsibilities:

1. To identify and audit Guinean pilots (SMEs, Women's Processor Groups, consortia) that are willing and are potentially capable of successfully performing in high quality demanding fonio markets.
2. To coach and train these pilots on improving their internal supply chain and production processes and product quality.
3. To coach and train these pilots on improving their export marketing strategies, processes and performance on high quality fonio demanding markets, primarily in the EU.

The expert:

Carries out a Business Export Coaching (BEC) project in order to support Guinean pilots (SMEs, Women's Processor Groups, consortia) to successfully do business on high quality demanding markets, primarily in the EU. The focus regarding coaching and training will be on supply chain management (forging sustainable relations with suppliers of fonio (products)), product quality improvement and export marketing management (market knowledge, strategy, linkages with buyers, promotion, sales). Further elements are internal organization management, access to finance and other services, certification.

It is expected to have around 6-8 Pilots eligible for participation in the CBI project.

Tender document Experts for Business Export Coaching, Sustainable Sector Transformation and Local Project Coordination in the Fonio sector in Guinea

The BEC expert will:

- i. Audit SMEs/Women's Processor Groups/consortia and advise the CBI on the selection of participants for the BEC.
- ii. Develop individual action plans together with the participants to make the necessary improvements on basis of the audits.
- iii. Advise the CBI Programme Manager on the amount and type of coaching and training to be given by the project to each individual participant on basis of its needs and financial capacities.
- iv. Provide coaching and training to the participants to support them making the necessary improvements.
- v. Assist the participants in developing a CSR roadmap.
- vi. Advise the companies on possible certification.
- vii. Provide coaching and training to the selected participants to find and establish business linkages with European buyers.
- viii. Support in business development by opening up his/her European network to the local companies and connecting them with European importers and other relevant partners.
- ix. Assist the participants 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.
- x. Promote the project among European buyers and involve them in the project, share contact of European buyers and other relevant contacts with CBI and project partners.
- xi. Manage, direct and collaborate with a local expert.
- xii. Advise on implementing innovative processes and adding innovative content to the CBI project.

The average expected planning for the expert activities in the project is 2 times a technical assistance mission (TAM) per year. In between the TAM missions or in case COVID 19 does not allow the expert to travel, all contact with the stakeholders will be online via Distant Guidance.

Please note: this planning might vary according to the needs of the project, the needs of the participants and external conditions that make international travel difficult. Furthermore, CBI will have a "digital first" strategy which means that, if possible, coaching and training will be done online. The (to be contracted) local expert will play an important role by supporting the Fonio Expert for Business Export Coaching in this. 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. Institutional Development Expert for Sustainable Sector Transformation with extensive knowledge of the MSD-approach

As mentioned above the overall project purpose is: "Farmer households earn decent incomes by selling higher quality fonio products to higher value markets (local, regional, international). The fonio sector is better organised, with more collaboration, a strong position of women's groups, and increased efficiency of production, processing and marketing."

Connected to this are the following Expected Long Term Outcomes at sector level:

- Sector stakeholders collaborate effectively.
- Sector stakeholders (producers, processors, exporters, service providers) crowd in.
- Service providers deliver relevant services which are used by sector stakeholders.

The role and responsibility of the Sustainable Sector Transformation expert will be to:

- Advise and guide and monitor CBI staff and experts to carry out the project (according to sustainable market transformation principles, MSD principles or transition thinking).
- Advise and guide CBI and the sector stakeholders on relevant pilots or initiatives to effectively showcase the alternatives for more sustainable fonio production and processing.
- Support the sector stakeholders in designing and implementing strategies and interventions to address underlying causes that hinder sustainable sector development.
- Support the enabling environment (public and private) in delivering financial sustainable services to actors in the fonio value chain.

The expert:

- Monitors and guides the sector and stakeholders contents of the project approach.
- Advises the CBI on implementation of the project according to transition-principles.

Tender document Experts for Business Export Coaching, Sustainable Sector Transformation and Local Project Coordination in the Fonio sector in Guinea

- Organizes and facilitates roundtables and further root cause analysis where necessary. CBI will have 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.
- Builds and guides coalitions around pilots/initiatives to achieve the project purpose and project outcomes.
- Brings in best practices regarding Sustainable Market Transformation / Transitions from other sector development projects.
- Brings in experience with building effective multi stakeholder partnerships and assist stakeholders to build these partnerships around identified initiatives.
- Coaches service providers (public and private) in developing sustainable business models for service delivery to actors in the fonio value chain.
- Brings in best practices on sustainable service delivery models from other countries / sectors.
- Assists in showcasing the best practices to the broader sector in order to stimulate crowding in.

Lot 3. Expert for local project coordination, network management, institutional development support and logistics

The local expert 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.

The local expert will:

- Work closely with the International experts on stakeholder mapping (including other donor organisations) and identifying needs of actors in the sector and identifying possible solutions for these needs.
- Bring in inside knowledge of the Guinean fonio sector, interests, motives, possibilities and limitations of the various stakeholders in the sector.
- At the request of the CBI Programme Manager, act as the local representative of CBI in the fonio sector and act as the linking point between the fonio sector in Guinea and the CBI staff and experts.
- Support the International experts by follow-up coaching on site to the various service providers in between the (online and on-site) activities of the international experts.
- Arrange meetings and transportation in Guinea, during visits of International experts and CBI staff.
- Support the International experts in carrying out coaching and training online.
- Keep close contact with the various sector stakeholders to motivate and monitor their commitment regarding their participation in the project’s interventions.
- Support CBI staff, CBI experts and specialised trainers with the logistics of their meetings and trainings, like agenda, venue, catering, equipment, and invitations.
- Moderate meetings of stakeholders if applicable.

The planning for the expert activities in the project will depend on the needs of the project, the needs of CBI staff and the needs of the companies and external conditions that make international travel difficult (e.g. Covid-19). Furthermore, CBI will have a “digital first” strategy which means that, if possible, coaching and training will be done online. The (to be contracted) local expert will play an important role by supporting the international Experts in their work. 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 like Covid-19. 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 the 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, will be contracted by CBI, including local experts. The international experts are expected to coordinate the collaboration with the local experts, while the local expert has its own responsibilities and deliverables agreed upon with CBI.

2.7 Lots

The invitation to tender has been divided into three 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 indicate the number of Contracts (General Framework Agreements) we plan to enter into/close.

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. Fonio Expert for Business Export Coaching with extensive knowledge of Supply Chain Management and promotion of agrofood products on EU markets	1
2. Institutional Development Expert for Sustainable Sector Transformation with extensive knowledge of the MSD-approach	1
3. Expert for local project coordination, network management, institutional development support and logistics	1

2.8 Contract Period

The Tendering authority intends to conclude a Contract (Framework Agreement) for every separate lot for the duration of 2 years with possible extensions of 3 times one year.

The maximum duration of the total contract period is estimated for 5 years because this is the duration of the CBI project. 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):

Lot	Maximum contract value in EUR (excl. VAT)
1. Fonio Expert for Business Export Coaching with extensive knowledge of Supply Chain Management and promotion of agrofood products on EU markets	480.000
2. Institutional Development Expert for Sustainable Sector Transformation with extensive knowledge of the MSD-approach	350.000
3. Expert for local project coordination, network management, institutional development support and logistics	320.000

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.

Regarding the requirements under 3.1, 3.2, 3.3 and 3.4, with “The expert” is meant the person that actually provides training and coaching to and is in contact with companies and other stakeholders in Guinea. “The expert” must individually meet all requirements as stipulated for the lot he/she is tendering for. Consortium partners and subcontractors that are not in contact with Guinean stakeholders or companies only have to meet those requirements in which they are specifically mentioned.

3.1 General requirements

For all lots:

1. 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.
2. 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.
3. The expert and the other possible consortium partners and/or subcontractors must be able to act fully independent and without any conflict of interest as a representative of CBI in the fonio sector in Guinea. This entails, among others, that the expert should not be directly or indirectly contracted or employed by (or own) processing/selling parties in Guinea or importing companies that trade in products covered by this tender from developing countries covered by this tender.
4. The expert must have demonstrable advanced communication skills in English, both spoken & written.
5. The official working language for all three lots is French, this includes the contact moments with the companies and main stakeholders (lot 1 and 3) and meetings with sector stakeholders (lot 2 and 3). The reporting language to CBI of the assignment is English.
6. The expert must have demonstrable advanced communication skills in the French language, both spoken and written. The expert is expected to do his/her coaching and conduct meetings in the French language, and to be able to participate in French language sessions, discussions, and trainings. The expert is not required to give training in the French language, or conduct high level strategic sector meetings in French. In case the expert is not able to perform training or conduct high level strategic sector meetings in the French language, the Tenderer has to engage a translator, additional costs to be included in the daily rate.
7. The expert must have proven well-developed intercultural sensitivity skills.
8. The expert must have strongly developed political awareness and sensitivity.
9. The expert must be a team player who can cooperate in diverse team structures (information sharing, conflict solving).

10. The expert must have the reporting skills to communicate on activities, results and project progress in a structured and clear manner.
11. The expert must have excellent and proven experience in coaching by using distant guidance techniques like e-mail and online tools like Skype, GoToWebinar, Zoom, WebEx, Teams for both individual meetings and for group coaching (at least two years of experience within the last five years).
12. The expert must have experience with conducting trainings and workshops in the English language regarding export and or market system development on location and virtually (at least 40 hours of experience during the last five years).
13. The expert must have to be open-minded for the digital (and local) first strategy of CBI, with specific focus on low carbon footprint alternatives.
14. The expert must have experience with collaboration with local experts.

3.2 Requirements relating to professional experience and to knowledge. Lot 1: Fonio Expert for Business Export Coaching with extensive knowledge of Supply Chain Management and promotion of agrofood products on EU markets

The expert must have:

1. At least five (5) years of experience in the EU Grains and Pulses / Superfoods market in a commercial/ technical or consultancy role during the last ten (10) years.
2. Experience with B2B marketing and promotion of Grains/Pulses/Superfoods in the EU market for at least three (3) years during the last eight (8) years.
3. At least two (2) years of experience within the last eight (8) years in individual coaching of grains processors/exporters.
4. Proven experience with carrying out projects on supply chain management involving buyers, processors and smallholder farmers.
5. At least 50 hours of experience with conducting trainings and workshops in developing countries in the English language regarding supply chain management in the grains sector during the last five (5) years.
6. Proven knowledge of the latest trends and developments, distribution channels, and market players in the EU fonio markets.
7. Proven knowledge of Corporate Social Responsibility issues in the Grains (and more specifically fonio) sector.
8. Profound knowledge of regulations and buyer requirements, incl. Corporate Social Responsibility in the European fonio sector.
9. Proven knowledge of cost price calculation, quotation, terms of payment and price in relation to quality and markets in the fonio sector.
10. Knowledge about business development, business models (structure and effectiveness), and required management skills for processors/exporters.
11. An up to date and active network of buyers in the EU fonio/grains/superfood markets that can be used for the benefit of the project participants.

3.3 Requirements relating to professional experience and to knowledge.

Lot 2: Institutional Development Expert for Sustainable Sector Transformation with extensive knowledge of the MSD-approach

The expert must have:

1. Proven Experience with organising roundtables regarding underlying root causes and building and guiding coalitions to make systemic changes.
2. Proven experience with jointly developing pilot projects to showcase alternative best practices.
3. Proven experience in designing sustainable business models for service delivery to sector actors.
4. Proven experience in sector transition processes.
5. Proven experience in applying MSD-principles in project implementation.
6. Proven experience in setting up effective multi-stakeholder partnerships.

7. 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.
8. Proficiency to build a relationship network with other donor organisations, so that duplication is prevented and planning and thematic alignment is optimal.
9. Profound knowledge of models and best practices regarding public-private driven sector development in both developing and developed countries.

3.4 Requirements relating to professional experience and to knowledge.

Lot 3: Expert for local project coordination, network management, institutional development support and logistics

The expert must have:

1. Demonstrable good communication skills in the English and the French language, both spoken and written.
2. Profound active network in the Guinean fonio sector which can be used for the implementation of the project.
3. Proven experience with managing multi-stakeholder projects/programmes.
4. Profound experience with working in the local context of the Guinean fonio sector and excellent ability to arrange and facilitate business related issues in the local context.
5. Proven experience with carrying out projects on supply chain management involving buyers, processors and smallholder farmers.
6. Experience with moderating meetings.
7. Proven experience with logistic arrangements for donor organisations in Guinea.
8. Proven well-developed intercultural sensitivity skills.
9. Team player who can cooperate in diverse team structures (information sharing, conflict solving).

3.5 Requirements relating to the prices/rates

1. The Tenderer will provide the rate in EURO applicable to this assignment by filling in the appendix entitled 'Prices/Rates'.
2. 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.
3. **In case your company is not located in Guinea**, you may, when carrying out assignments in Guinea, invoice local expenses according the flat rates on the UN-DSA list. Accommodation and local travel expenses may be invoiced following 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.
4. DSA is NOT applicable for experts living in Guinea. **In case your company is located in Guinea** 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 €40,- per day (covering meals). In case accommodation is needed you can invoice €60 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.

5. **The maximum daily rate for lot 1 & lot 2 is € 700.- excl. VAT.**
6. **The maximum daily rate for lot 3 is € 400.- excl. VAT.**
7. The tenderer will not submit any zero or negative prices/rates, including for parts of the agreement.
8. The rate is fixed for the duration of the framework agreement and cannot be indexed.
9. The Tenderer will charge retrospectively based on actual costs and specify daily rate.

3.6 Tax-related requirements (for all lots)

1. The Tenderer indemnifies the Tendering authority against any claims from the Dutch Tax and Customs Administration (Belastingdienst) or other tax authorities.
2. The Tenderer will quote the prices according to the following structure:
 - the amount excluding Dutch VAT and any VAT due outside the EU;
 - the amount of Dutch VAT due (if applicable) and the amount of any VAT due outside the EU, and;
 - the amount including Dutch VAT (if applicable) and any VAT due outside the EU.
3. 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.
4. You are liable for any extra costs for Dutch and/or foreign VAT due if you incorrectly charge no VAT or an incorrect amount of VAT to the Contracting Authority. If applicable, you are liable for accurate payment of VAT in the Netherlands and outside the EU, with the exception of the case stipulated in the following sentence. If the Contracting Authority procures a service from a foreign business and Dutch tax law considers the work to have been performed in the Netherlands, then the Contracting Authority is liable for the payment of VAT to the Dutch Tax and Customs Administration for this/these service(s) performed in the Netherlands.
5. You guarantee that the amounts specified in the quotation are inclusive of all taxes and levies (including amounts considered equivalent to taxes or levies), regardless of their description and wherever in the world they may have been levied.
6. You indemnify the Contracting Authority against any claims from any tax authority for any taxes, levies or contributions considered equivalent to taxes or levies, originating from either the Netherlands or outside the Netherlands.
7. Given the nature of this assignment, which includes development cooperation that exclusively benefits developing countries, a VAT rate of 0% applies to the amount specified on the quotation provided the Contractor is **established in the Netherlands** and his organisation is registered as an entrepreneur for VAT purposes. **For extra certainty in this matter**, you can request a declaration of exemption from VAT from the tax inspector. More information on this matter can be found within the decree issued by the Ministry of Finance on 21 September 2015 (no. BLKB/2015/76M).
8. If you submit a statement from the tax inspector within 30 days of the award of the Contract that specifies that a **different** VAT rate applies, then the contract price will be increased to include the applicable VAT rate. You are liable for any costs (extra or otherwise) in the event that you incorrectly charge no VAT or an incorrect amount of VAT to the Contracting Authority.
9. 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.

3.7 Invoicing requirements (for all lots)

1. The payment schedule will be agreed upon in the further agreement.
2. You must include a summary of the actual hours/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.

3.8 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. As for certain reasons (e.g. health) the CBI programme Manager may give permission to fly Business Class when requested.
- See also: 3.5 Requirements relating to the prices/rates.

3.9 Covid-19 and 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 as a result of the Covid-19 crisis, or any other circumstance, 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 not allow its staff and experts to travel on behalf of CBI to regions earmarked as orange (or red) by the Netherlands' governmental travel advice. 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

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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 if provisional award is given):

- a. Proof of insurance against business risks and/or
- b. Annual accounts or extracts from the annual accounts if the law in the country in which the Tenderer is established requires publication of annual accounts and/or
- c. A statement concerning the total turnover and the turnover for the business activity that is the subject of the contract, applicable to at most the last three available book years, depending on the formation date or the date on which the Tenderer commenced his professional activities, to the extent that such turnover figures are 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 per lot, that correspond to the experience in essential aspects of the contract:

Core Competences Lot 1

- Coaching/training/advising of Grains/Pulses/Superfood processors and/or exporters on sustainable supply chain management and marketing to the EU.
- B2B marketing and promotion of Grains/Pulses/Superfood at the EU market.

Core Competences Lot 2

- Setting up and moderating roundtable meetings for root cause analysis and guiding coalitions implementing systemic change.
- Proven experience in designing sustainable business models for service delivery to sector actors.

Core Competences Lot 3

- Profound experience with working in the local context of the Guinean fonio sector and excellent ability to arrange and facilitate business related issues in the local context.
- Proven experience with carrying out projects on supply chain management involving buyers, processors and smallholder farmers.

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 three years prior to the closing date for the submission of tenders. If the Tenderer uses an assignment that is not yet fully complete, then only the completed results of the ongoing assignment can be submitted for reference purposes: projected results cannot be taken into consideration.

Assignments including one or more subcontractors can only be used as reference assignments if the subcontractor(s) in question will be involved in the fulfilment of the Contract and if the Tenderer can and will make use of the knowledge and experience of the subcontractor(s) in question during the fulfilment of the assignment. The role in the assignment by the Tenderer and the other possible consortium partners or subcontractors needs to be clearly motivated and described.

Evidence to be submitted with the Tender:

Provide one reference assignment for the core competences mentioned above. The reference(s) must be signed by the referee (the contracting authority in question).

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 and 5.2.4 up to and including 5.2.7 for lot 2 and 5.2.8 up to and including 5.2.10 for lot 3. 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 **€ 700.- excl. VAT** the Tender is set aside and excluded from further participation in the tendering process. Lot 3: If the daily rate is higher than **€ 400.- 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 on the award criteria:

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 mentioned in your C.V. All used examples have to be related to the C.V. of the expert who executes the assignment (also in case of a consortium or subcontractor). Please hand in a C.V.
3. The role in the assignment of 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 this Chapter 5, related to the lot you are tendering for.
4. Provide the number of examples which is asked. In case not all examples are provided, fewer points will be awarded.
5. Describe the answers in your Tender for the award criteria in this Chapter 5 in order of the given award criteria.

Award Criteria:

Lot 1: Fonio Expert for Business Export Coaching with extensive knowledge of Supply Chain Management and promotion of agrofood products on EU markets

5.2.1 Preferences relating to coaching skills on supply chain management and export related topics

- Describe in a concise manner your (and of the whole team you are tendering with, like subcontractors/consortia and other employees) experience in carrying out Supply Chain Management audits at processors/exporters to identify individual needs and capabilities.
- Describe also in a concise manner your experience in coaching grains/pulses/superfoods processors/exporters regarding improving their supply chain management and export management processes with a view on exporting to Europe, both on location (physical meeting) and on distance (phone, email, Skype, Zoom/Webex/ MS Teams, GotoWebinar).
- Give two examples (in a concise manner) in which you've successfully coached grains/pulses/superfoods processors/exporters in a lower or middle income country context on improving their supply chain management and export management processes.
- Describe your approach, the obstacles encountered, critical factors for success and the longer term results. Please show in your answer at least that you are familiar with the issues and challenges in the export value chain for grains/pulses/superfoods, your level of

relevant experience, and your expertise regarding effective implementation of grains/pulses/superfoods supply chain management and export marketing.

Max. points available	Assessment aspects:
30	Level of experience in coaching grains/pulses/superfoods processors/exporters in least developed and lower and middle income countries regarding improving their supply chain management and export management processes with a view on exporting to Europe and the level of experience in carrying out Supply Chain Management audits.

5.2.2 Preferences relating to your network among European buyers of grains/pulses/superfoods

- Describe your (and of the whole team you are tendering with, like subcontractors/consortia and other employees) specific networks in the European markets for grains/pulses/superfoods
- Describe your experience in using these networks to strengthen cooperation between European importers and grains/pulses/superfoods processors/exporters from lower and middle income countries.
- Give two examples (in a concise manner) describing your approach and the result.

Max. points available	Assessment aspects:
30	Level of knowledge of grains/pulses/superfoods networks and experience in using these networks to strengthen cooperation between European importers and grains/pulses/superfoods processors/exporters from least developed and lower and middle income countries.

5.2.3 Preferences relating to your plan of action and – if applicable – division of tasks

- Please draft a concise plan of action (as a general guideline we use a maximum of 2 PowerPoint slides. This is a guideline and not an exclusion criterion) on how you plan to achieve the mentioned immediate and (support the achievement of) long term objectives mentioned under paragraph 2.1 of this Tender document:
 - Immediate outcomes:
 - o SME invests in supplier groups
 - o Supplier groups (women's groups and farmers) produce higher quality fonio
 - o Consortia invest in affiliated women's groups and farmers
 - o Consortia have organizational structure in place
 - Long term outcomes:
 - o Farmer households have better income from fonio
 - o Jobs are supported
 - o Exporter exports to higher value markets
- Please include a planning, the training and coaching subjects and the methodology used. In case you are planning to execute the assignment with multiple experts, please add a section explaining the division of tasks. Your proposal will be assessed on its feasibility and suitability for the project.

Max. points available	Assessment aspect
30	Feasibility and suitability of the proposal for the project.

Lot 2. Institutional Development Expert for Sustainable Sector Transformation with extensive knowledge of the MSD-approach

5.2.4 Preferences relating to guiding multi-stakeholder coalitions towards sustainable market transformation

- Describe in a concise manner your (and of the whole team you are tendering with, like subcontractors/ consortia and other employees) experience in building and guiding coalitions of stakeholders to implement activities that lead to a sustainable market transformation, based on systemic change.
- Provide one example in which you describe your approach, the obstacles encountered, critical factors for success and the longer term impact. Please describe the initial state of the sector and the transition you have supported.

Please show in your answer at least that you are familiar with the issues and challenges regarding applying the method, your level of relevant experience. Additional points for experience with West African / Guinean sector stakeholders and for experience in the fonio sector.

Max. points available	Assessment aspects:
25	Level of experience in building and guiding multi-stakeholder coalitions in designing activities leading to sustainable market transformation and systemic change.

5.2.5. Preferences related to designing sustainable business models with and for service delivery to sector actors.

- Describe in a concise manner your (and of the whole team you are tendering with, like subcontractors/ consortia and other employees) experience in working with service providers on developing (financial) sound business models for service delivery for uptake by value chain actors.
- Give two examples in which you have successfully coached/supported a service provider in a least developed or lower or middle income country in developing a financial sustainable business service, making use of the MSD methodology. Describe the different steps of your approach, the obstacles encountered, critical factors for success and the longer term impact of the outcome.

Additional points for experience with West African / Guinean sector stakeholders and for experience in the fonio sector.

Max. points available	Assessment aspects:
25	Level of experience in designing sustainable business models with and for service delivery to sector actors.

5.2.6. Preferences related to carrying out root cause analyses and identifying possible solution pathways.

- Describe in a concise manner your (and of the whole team you are tendering with, like subcontractors/ consortia and other employees) experience on carrying out successfully root cause analyses regarding identified obstacles in a value chain and on identifying possible pathways to address these root causes.
- Provide at least one example in a least developed or lower or middle income country and describe your approach, the obstacles and the factors which lead to success.

Max. points available	Assessment aspects:
15	Level of experience in carrying out root cause analyses and identifying possible solution pathways.

5.2.7 Preferences relating to your plan of action and – if applicable – division of tasks

- Please draft a concise plan of action (as a general guideline we use a maximum of 2 PowerPoint slides. This is a guideline and not an exclusion criterion) on how you plan to achieve the mentioned immediate and (support the achievement of) long term objectives mentioned under paragraph 2.1 of this Tender document:

Immediate outcomes:

- o Sector actors start to collaborate
- o Stakeholders are informed about best practices
- o Service providers develop services / business models

Long term outcomes:

- o Sector actors collaborate effectively
- o Stakeholders (service providers and exporters) crowd in
- o Service providers deliver relevant services

- Please include a planning, the training and coaching subjects and the methodology used. In case you are planning to execute the assignment with multiple experts, please add a section explaining the division of tasks. Your proposal will be assessed on its feasibility and suitability for the project.

Max. points available	Assessment aspect
25	Feasibility and suitability of the proposal for the project.

Lot 3. Expert for local project coordination, network management, institutional development support and logistics

5.2.8. Preferences relating to coaching skills on supply chain management

- Describe in a concise manner your (and of the whole team you are tendering with, like subcontractors/ consortia and other employees) experience in coaching/supporting grains/pulses/superfoods processors/exporters and/or companies in other agricultural/ agrifood chains regarding improving their supply chain management processes with a view on selling to higher quality requiring markets.
- Give two examples (in a concise manner) in which you've successfully coached/supported companies in Guinea on improving their supply chain management processes. Describe your role, your approach, the obstacles encountered and critical factors for success.

Please show in your answer at least that you are familiar with the issues and challenges in the supply chain for grains/pulses/superfoods, your level of relevant experience, and your expertise regarding effective implementation of grains/pulses/superfoods supply chain management.

Additional points for experience in the fonio sector.

Max. points available	Assessment aspects:
30	Level of experience in coaching on supply chain management

5.2.9. Preferences relating to your network in the Guinean fonio sector

- Describe your (and of the whole team you are tendering with, like subcontractors/ consortia and other employees) specific networks in the Guinean fonio sector.
- Describe your experience in working with these networks to strengthen internal value chain cooperation.
- Give an example (in a concise manner) describing your role and approach, obstacles encountered and the critical factors for success.

Max. points available	Assessment aspects:
30	Level of knowledge of fonio networks and experience on using these networks to strengthen internal value chain cooperation

5.2.10. Preferences relating to managing multi-stakeholder projects/programmes.

- Describe in a concise manner your (and of the whole team you are tendering with, like subcontractors/ consortia and other employees) experience with managing multi-stakeholder projects in a lower or middle income country (preferably Guinea).
- Give one example (in a concise manner) describing your role and approach, obstacles encountered and critical factors for success.

Max. points available	Assessment aspects:
30	Level of experience in managing multi-stakeholder projects/programmes.

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 (max 10 points)

Lot 1 and Lot 2:

Price	Awarded Points
> € 700	Exclusion from the tender process
€ 700 until €690	0
€ 690 until €680	1
€ 680 until €670	2
€ 670 until €660	3
€ 660 until €650	4
€ 650 until €640	5
€ 640 until €630	6
€ 630 until €620	7
€ 620 until €610	8
€ 610 until €600	9
€ 600 and <€600	10

Lot 3:

Price	Awarded Points
> € 400	Exclusion from the tender process
€ 400 until €390	0
€ 390 until €380	1
€ 380 until €370	2
€ 370 until €360	3
€ 360 until €350	4
€ 350 until €340	5
€ 340 until €330	6
€ 330 until €320	7
€ 320 until €310	8
€ 310 until €300	9
€ 300 and <€300	10

The maximum daily rate for lot 1 and 2 is €700, - excl. VAT. The maximum daily rate for lot 3 is €400, - 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. Your written responses on the qualitative award criteria are assessed.
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 € 700.- 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 € 400.- excl. VAT for lot 3, 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 sub criterion:

Lot 1: 5.2.1 Preferences relating to coaching skills on supply chain management and export related topics

Lot 2: 5.2.5. Preferences related to designing sustainable business models with and for service delivery to sector actors.

Lot 3: 5.2.9. Preferences relating to your network in the Guinean fonio sector

In the event that the highest scoring Tenderers also achieve an equal score for this sub criterion, then determination of the Tenderer to which the Contract will be awarded will be made by drawing lots.

6.5 Assessment of evidence

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

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

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

The evidence must demonstrate that the Tenderer indeed complies with the content of both the 'European Single Procurement Document' and the Tender. Following the Tendering authority's request to provide the evidence, the Tenderer has 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 person: Ms. Andjanie Ramadhin: andjanie.ramadhin@rvo.nl

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

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

7.3.2 eHerkenning

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

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

Visit <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 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).

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7.3.10 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.

7.3.11 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.

7.3.12 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.

7.3.13 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.

7.3.14 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
Award criteria	Tender, including a general response to the Tendering authority's award criteria.	Add to TenderNed
'Prices/Rates' annex	Prices/rates included in the quotation	Fill in, legally sign and add to TenderNed
CV and examples asked at the Award criteria	CV('s), examples. Remember to write your proposal in order of the given award criteria in Chapter 5.	Add to TenderNed
Evidence Reference data	4.3.2: Reference data	Add to TenderNed

* See Subsection 7.3.16 in the event your Tender is submitted in collaboration with other companies.

7.3.15 Legal 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, in addition to an original handwritten signature, also 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.

7.3.16 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. 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.

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.

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, then the entities in question must complete and sign Part II C of the 'European Single Procurement Document' (in compliance with the provisions specified below in the subsection 'Submitting a tender together with subcontractors' in the eventuality that subcontractors are obliged to demonstrate their capacity).
- 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, then the subcontractor(s) in question must also complete and legally sign Part II C of the 'European Single Procurement Document'.

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.

Upon the award of the Contract, the Tendering authority will request – prior to the commencement of the Contract – that the successful principal contractor provides the following information:

the name, contact details and legal representatives of the subcontractor that will be involved in the execution of the services.

7.3.17 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).

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.

7.3.18 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 process. 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.

7.3.19 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 and French. Working language is French, reporting language is English.

7.3.20 General terms and conditions

The applicability of any of the Tenderer's general terms and conditions concerning delivery, payment and/or any other matters is explicitly excluded. The General Government Terms and Conditions apply to the Contract.

7.3.21 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.

7.3.22 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.

7.3.23 Request for supplementary information concerning the Tender

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

7.3.24 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. This must be done no later than 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 a 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 on the basis of the award criteria in the request for quotation.

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 Contracts lot 1, 2 and 3

Annex 4: General conditions ARVODI 2018

Annex 5: "Brochure E-factureren Rijksoverheid"

Annex 6: Complaints Procedure

Annex 7: Draft Data Processing Agreement