

Tender Document **Temporary Deployment** **Interim Director Finance &** **Control**

European tender procedure

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1. INTRODUCTION AND SCOPE

These are the Tender Guidelines for the European Public Tender Procedure based on the Dutch Public Procurement Act 2012 for the Temporary Deployment of an Interim Director Finance & Control. The Award Criterion of best price/quality ratio will be applied. These Tender Guidelines describe the Tender Procedure to be followed. The following indicative time schedule ¹for this procedure is applicable:

Process steps	Date
Publishing of Tender Documents	28 October 2025
Deadline for submitting questions	10 November 2025
Deadline for sending the Q and A	13 November 2025
Deadline for submitting Proposals ²	8 December 2025
Send invitation to selected candidates for interview	11 December 2025
Interviews with selected candidates	15 (between 12.00 and 14.00 hours) and 16 December 2025 (between 13.00 and 15.00 hours)
Send Award Decision	19 December 2025
Send Final Award	31 December 2025
Start Deployment	1 January 2026

1.1 INVEST INTERNATIONAL

Dutch Solutions for Global Challenges

About us

All over the world the UN's Sustainable Development Goals must be achieved. These global challenges call for innovation, private entrepreneurship, and public leadership. Although the Netherlands is a small country, it constitutes the 18th economy of the world. It has an open economy that thrives on innovation and sustainable, international trade. Companies contributing to the Dutch economy have a lot to offer in bringing

¹ The Contracting Authority reserves the right to adjust this time schedule during the Tendering Procedure. Should this be the case, this will be announced and updated on the TenderNed Platform.

² The contracting authority intends to merge with Invest-NL as of 1 January 2028. This strategic transition will materially affect the scope and structure of future service delivery. To ensure continuity and avoid entering a long-term contract misaligned with the forthcoming organizational framework, a short-term bridging agreement will be concluded. This agreement is limited in duration and scope, solely intended to cover the interim period. Given the urgency and the time constraints imposed by the planned merger, the accelerated procedure under Article 2.74 of the Dutch Public Procurement Act 2012 is justified. The circumstances meet the criteria of unforeseeable urgency not attributable to the contracting authority.

smart solutions to make the world a better place. It is our purpose to foster these solutions and make the necessary investments feasible.

We are Invest International, Impact investors in Dutch solutions for global challenges. Nice to meet you!

We bring the international financing of high-risk, innovative solutions to the next level. Our hybrid business model enables us to support governments and companies by providing capital as well as project development capacity. We help to make the more difficult investments in innovative solutions financeable, be it in export finance, project finance, and financing the sustainability of global value chains.

Yet, in everything we do we live 'impact first'. We see financial returns only as a necessity to make our operations sustainable.

Organisation

Invest International is a new state-owned company set-up by the Dutch government. We are a state-owned company set up by the Dutch government. A private company funded with public capital. We are a new organization and are continuously developing. Our people are aligned with our mission, and our 7 people drivers guide the way we work together.

Ready for the future - Invest-NL and Invest International join forces

With a targeted date of 1 January 2028, Invest-NL and Invest International will integrate to form a full-fledged National Promotional Institution. This integration increases the effectiveness of public investments and international cooperation, improves access to financing for entrepreneurs, and strengthens the economic resilience of the Netherlands. The new organization will become a strategic player that enables innovation and future-oriented growth – with impact both domestically and internationally. For more information please visit: <https://investinternational.nl/news-items/invest-nl-and-invest-international-join-forces/>

1.2 DESCRIPTION/SCOPE OF THE FUNCTION

Description of the Interim Director Finance & Control function

Invest International seeks to hire an Interim Director Finance & Control for the period starting at 1 January 2026 and ending on 31 December 2027 with the possibility of extending the contract twice with a period of 1 year. The relevant services that the Interim Director Finance & Control must provide are set out below.

Minimum requirements are:

- Native Dutch speaking and fluent in English;
- Completed study economics at a Dutch university;
- Experienced finance professional having with experience in scale ups and venture capital;
- Experience in dealing with (i) public stakeholders (preferably the Ministry of Foreign Affairs), (ii) private sector stakeholders and (iii) state owned companies such as Invest International;
- Interested in change management and sustainability;
- Experience in preparing management reports, KPI's and dashboarding;
- Experience in preparing annual accounts and preparing/supervising audits;
- Dutch GAAP, IFRS and cash accounting (*kasstelsel*) expertise;
- Qualified as register accountant (register in the 'accountantsregister')
- Experience in business control (strategic (financial) advice, cash flow management, budget & forecast, data analysis);
- Hands-on mentality;

- Evidence demonstrating that the candidate is an entrepreneur (registered at the Dutch Chamber of Commerce, having other clients, willingness to enter Invest International's standard contract for interim staff (Appendix 2).

Required Service:

1) Finance Team Development & Organizational Alignment Strengthening and professionalizing the finance team to ensure it is equipped to meet strategic, tactical, and operational objectives. This includes defining clear roles and responsibilities, supporting team development, and aligning the finance function with the growth ambitions of Invest International B.V. The current team, which includes several external professionals, will be further stabilized by transitioning to a more permanent structure through the appointment of fixed internal roles and a more sustainable team composition.

2) Financial Operations, Control & Reporting Overseeing the relevant and/or material spectrum of financial processes, including accounting, budgeting, forecasting, internal controls, and reporting. Emphasis will be placed on optimizing workflows, enhancing efficiency, and ensuring timely, accurate, and high-quality financial reporting in compliance with both internal standards and external requirements.

3) Compliance & Risk Management Supporting compliance with relevant laws and regulations, including tax-related matters. This includes facilitating interactions with internal and external auditors and contributing to the alignment of financial activities with applicable compliance, tax and/or control frameworks.

4) Strategic Alignment & Future Readiness Aligning the financial organization with the broader strategic direction of Invest International, ensuring readiness to support future growth, structural developments, and ongoing compliance in a dynamic regulatory environment.

5) Stakeholder Coordination Acting as a key liaison for financial and strategic topics with internal and external stakeholders, including the Management Team (MT), Management Board (MB), Supervisory Board (SB), the Dutch Tax Authorities, external auditors, and representatives of the Ministry of Finance and the Ministry of Foreign Affairs.

6) Experience with merger processes (*fusies*).

These services will be carried out with a strong focus on stability, continuity, and long-term value creation. The aim is to strengthen the financial foundation of Invest International by supporting key areas such as team development, operational excellence, compliance, strategic alignment, and stakeholder coordination, ensuring the organization is well-positioned for sustainable growth and future success.

1.3 CONTRACT OF SERVICE

The Contract of Service will commence on 1 January 2026, has a duration of two (2) years, and will therefore end on 31 December 2027. The Contracting Authority reserves the right to extend the Contract up to two (2) times, each for a period of one (1) year, under the same conditions as the original Contract of Service.

The candidate must be available for 36 hours per week.

The work will be performed at Invest International's office in The Hague or from home. Workdays in the office (at least three (3)) will be determined in consultation.

2. AWARD CRITERIA

2.1 EVALUATION OF THE AWARD CRITERION 'BEST VALUE FOR MONEY'

The candidate's response to the formulated Award Criteria will be assessed. The assessment of the Proposal will be based on the Award Criterion 'best value for money'. The following Award Criteria will be used to determine which candidate has the best price/quality ratio.

Weighted Factor Method

No.	Award Criteria	Max. number of points to be gained	Further explained in paragraph
1.	Knowledge/Experience and Competencies	700	2.1.1 and 2.2.1
2.	Price	300	2.1.2 and 2.2.2
Total		1,000	

2.1.1 AWARD CRITERION 'KNOWLEDGE/EXPERIENCE AND COMPETENCIES'

Curriculum Vitae

The CV should clearly demonstrate how the candidate meets the required competencies and experience outlined in this document. A maximum of two (2) references may be included to substantiate relevant work experience.

Motivation Letter

The motivation letter (maximum three (3) A4 pages) should explain how the candidate will approach the requested service as mentioned in article 1.2. The letter must be authored by the candidate.

2.1.2 AWARD CRITERION 'PRICE'

The candidate specifies the hourly rate on the price sheet (Appendix 1). The price sheet must be fully completed and signed by an authorized representative. The hourly rate stated in the price sheet has a maximum of € 130/hour exclusive of VAT and include any additional costs, including travel expenses. The hourly rate provided is fixed until 1 January 2028 (covering the full duration of the Contract of Service). The proposed rate corresponds to the candidate's level of experience, and includes the use of the candidate's own laptop and phone.

2.1.3 AWARD CRITERION 'INTERVIEW'

Qualified candidates will be invited for an initial interview. No more than four (4) candidates will be invited to attend.

2.2 METHOD OF ASSESSMENT

The following Award Criteria will be used to determine which candidate has the best price/quality ratio.

2.2.1 AWARD CRITERION 'KNOWLEDGE/EXPERIENCE AND COMPETENCIES'

An Assessment Committee consisting of two (2) members will evaluate the candidate. The assessment Committee will assign a score based on the extent to which the candidate meets the required service as mentioned in article 1.2, as evidenced by the submitted Curriculum Vitae and the Motivation Letter.

Scores for this criterion range from 'Poor' to 'Excellent'. A score below 'Satisfactory' will result in disqualification from further consideration.

Score	Explanation of Rating	Percentage of the max. points to be gained
Excellent	Experience, knowledge and competencies are perfectly aligned (concluded from the CV and motivation letter) with the required service as mentioned in article 1.2. The candidate is considered highly suitable for the position.	100%
Good	Experience, knowledge and competencies are well aligned (concluded from the CV and motivation letter) with the required service as mentioned in article 1.2. The candidate is considered suitable for the position.	80%
Satisfactory	Experience, knowledge and competencies are aligned (concluded from the CV and motivation letter) with the required service as mentioned in article 1.2. The candidate is considered likely to be suitable for the position.	60%
Poor	Experience, knowledge and competencies are insufficient aligned (concluded from the CV and motivation letter) with the required service as mentioned in article 1.2.	Will be set aside

2.2.2 AWARD CRITERION 'PRICE'

The scoring formula is as follows: the candidate offering the lowest total price will receive the maximum score of points. All other candidates will be awarded points proportionally, based on the formula below.

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

2.2.3 AWARD CRITERION 'INTERVIEW'

After evaluating the criteria 'Knowledge/Experience and Competencies' and 'Price', the total scores will be calculated. The candidates with the highest combined scores will be considered for an interview, with a maximum of four (4) candidates invited. All remaining candidates will be excluded from the procurement procedure.

The interviews will be conducted by the assessment committee. The assessment committee will discuss the evaluations to reach a consensus on the final score.

Criteria	Weight in %
Technical/professional skills	20
Problem-solving ability	15
Communications skills	15
Cultural fit	30
Motivation/enthusiasm	10
Leadership/initiative	10
Total	100

- Each criterion is scored on a scale of ****1-10**** (1 = poor, 10 = excellent).
- The score is multiplied by the weight to get the weighted score.
- The weighted scores are added up to determine the final score. Weighted scores are rounded to two decimal places.

Example:

Criteria	Score	Weight in %	Weighted score
Technical/professional skills	8	20	1,6
Problem-solving ability	8	15	1,2
Communications skills	7	15	1,05
Cultural fit	9	30	2,7
Motivation/enthusiasm	7	10	0,7
Leadership/initiative	8	10	0,8
Total		100%	8,05

2.3 HOW IS THE WINNING CANDIDATE DETERMINED?

The candidate with the highest score for the 'Interview' will be ranked highest among those tied. If a tie persists between the two (2) best scored candidates, the Contracting Authority reserves the right to conduct a second interview with those two (2) candidates concerned to determine the final ranking.

2.4 AWARD OF THE ASSIGNMENT

The Contracting Authority intends to award the final Contract of Service on 19 December 2025. The award consists of a confirmation of assignment referring to these tender documents, including the Q and A, with the corresponding principles and conditions. In addition, the Contract of Service will be concluded. (in accordance with the format in Appendix 2).

The rejected candidates will receive a message via TenderNed explaining why they were not selected.

The assignment will commence on 1 January 2026. After the contract has been awarded, the candidate's relevant diplomas must be submitted.

Let's build the sustainable markets of tomorrow together.

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