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Request for Proposal (RFP)

European tender

Staff Learning Platform For

Eindhoven University of Technology



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Reader's guide

The purpose of this Request for Proposal is to provide interested market parties all the information they require to be able to participate in this tender. The Request for Proposal also aims to provide insight into the minimum requirements and conditions for entering into and performing the Agreement, the objectives of the Contracting Authority and the planning of the progress of this tender.

Section 1 of this Request for Proposal looks at the background of this tender and gives a general description.

Section 2 provides a brief description of the Tendering Procedure to be followed.

Section 3 sets out the procedural and administrative conditions of this tender. These conditions apply during the entire Tendering Process unless they are departed from in a later tender document.

Section 4 describes the grounds for exclusion and minimum requirements the Contracting Authority will apply.

Section 5 describes the award criteria the Contracting Authority will apply when assessing the Proposals.

The tender is executed on the Tendered-platform. Should there be differences between the provisions in Tendered and the provisions in this Request for Proposal, the provisions in this Request for Proposal prevail unless otherwise indicated.

1 BACKGROUND TO THE TENDER

1.1 Introduction

The purpose of this Request for Proposal is to provide interested market parties all the information they require to be able to participate in this tender. The Request for Proposal also aims to provide insight into the minimum requirements and conditions for entering into and performing the Agreement, the objectives of the Contracting Authority and the planning of the progress of this tender.

The following Annexes are attached to this Request for Proposal (and are described in more detail in this document):

Annex: Glossary

Annex: Agreement

Annex: Data Processing Agreement

Annex: Tender Forms

Annex: Foundational and Functional Requirements

Annex: Functional Desirables

Annex: Use Cases

Annex: Supplier Content Submission Table

Annex: Learning platform envisaged user types

1.2 Contracting Authority

The mission of Eindhoven University of Technology is to educate students and to advance knowledge in science & technology for the benefit of humanity. We intertwine education and research to enable our students and scientists to become thought leaders and to design and achieve the unimaginable. We translate our basic research into meaningful solutions, in close collaboration with our public and private partners. We have the ambition to be among the leading universities in science & technology. With an open eye for developments in the world around us, we aim to be an internationally defining academic institution that pushes the frontiers of science and technology and educates engineers of the future who are ready to face the complex challenges of the world of today and tomorrow including:

- the sustainability transition
- the technological revolution
- the increasing impact of technology on our society

These challenges, combined with other drivers of change, make us take the position: we want to *lead the change* through our education, research, valorization, and impact.

The TU/e Campus is an open and green area with the atmosphere and look of a city park, where people can work, study, live, exercise, and recreate. Of course, education and research are pre-eminent, but within a larger oriented eco system.

TU/e has nine academic departments and ten support services and provides regular and special bachelor programs, various master programs and postgraduate programs and courses. TU/e currently has about 13,000 students and 7,500 employees. Of these 7500 employees around 350 are managers, and 2100 are PhD candidates.



More information is available on the university's website: www.tue.nl.

1.3 Objectives & intended result

The TU/e has an ambition to grow student numbers in key departments while it retains or even improves its ranking as a top technical university. In the current institutional strategy, TU/e aims to become the top ranked university in the Netherlands operationally by 2030. As part of this growth and development, our professional staff will need to continuously learn and upskill and the L&D department will need to meet these needs. L&D will need to offer scalable, effective, and personalized solutions, on-time knowledge and tools, and the latest in learning technology.

The intended deliverable of this project, a Staff Learning Platform, is a key piece of the infrastructure TU/e needs in order to reach these ambitions. The future desired state can be summarized as follows:

‘One online, user-centric, easy-to-use platform for all TU/e staff which hosts all L&D digital content, HR support, safety and compliance trainings, from all service departments, and manages all learning management support systems, data and processes.’

With the staff learning platform, TU/e aims to achieve the following results:

- Provide access to high-quality content across a broad range of topics, delivered in the most effective format to achieve the learning goals. Create efficiencies due to decreased need for classroom learning, and through being able to effectively scale both internally and externally created content.
- Offer a learning portfolio based on skills and topics instead of content providers; leverage large external content library(s) with excellent curation automation and processes.
- Provide learners with a user-friendly and modern interface, including a clear single entrance for all TU/e staff to start searching for their learning and development opportunities. The user experience feels easy to use and personal from the start, encourages regular use, and supports long-term growth in employees' daily work.
- Employees have the resources they need to function effectively in their roles, learn and develop their career. Employees and teams are able to take ownership of their learning & development, and HR is able to provide high quality intervention offerings and advice to employees.
- Provide high quality learning administration including: accurate monitoring of mandatory training completion; management reporting & data analytics on L&D interventions; measurement of learning effectiveness and return on investment (ROI).

Our **ambition for the future**, alongside our needs and expectations, can be better understood by looking from several different perspectives, including:

Users:

Be a **people-centered** employer with **user-centric systems**, so that all staff can continuously develop themselves, with personalized and prioritized learning and development opportunities, and to (indirectly) increase performance, improve culture and retain employees that embody the best in our culture

Save time. Employees currently waste a lot of time looking for solutions or re-making their own solutions. We want to save people time by clarifying and **standardizing repeated processes**.

Improve the **learner experience**. For the future L&D experience at TU/e, **the user** is the most important factor. By gathering all staff learning in one place and providing it in a user-friendly and structured manner, e.g. in the flow of work where they already are (Teams), we aim to provide an easily accessible and uniform high-quality learning experience.

Structure: provide a “one stop shop” with single source of truth and single point of entry into the L&D environment; include both content and learning management support, management, evaluations, certifications; data is secure and integrated; the infrastructure can host a variety of formats and content from multiple sources.

Scale: L&D needs to be able to serve staff that will serve a student population that will grow 20% by 2030. Underpin TU/e strategic goals, including creating “One TU/e” and “4th Generation University.” An aligned, consistent learner experience with automated processes can contribute to this goal.

Learning management and administrative systems:

- **Reliable, automated systems.** Enable **strategic, data-driven decisions** that serve the most employees with the least cost, providing focus and fairness.

Learning science and adult development approach:

- Future-proof our learning and development methodologies, so that **we set the example for what innovation in education looks like** in the university, trying out the latest learning technologies, e.g. applying AI and the latest in curation methodologies, creating dynamic learning pathways, and providing excellent content and opportunities, based on learning science and adult development.
- Leverage the latest learning science for applying blended learning, peer-learning, skills-based learning, micro-learning and coaching. Our approach to development offers a unified approach based on adult development science, best practices in leadership development, TU/e values and strategic goals.

Data, evaluation, knowledge management and user insights: We want to make data-driven decisions based on actionable insights on the impact and effectiveness of our L&D interventions. We want to eventually customize content, or offer curated content that is dynamic and continuously updated. We want to implement robust evaluation and impact metrics, and track them over time for insights. We want a system that helps make good data the default, with user-friendly knowledge management systems.

Employee journey: Provide a clear end-to-end employee journey, offering L&D support at each moment that matters in the employee lifecycle, integrated with HR content. Provide a platform where people can easily and quickly onboard in their role, get needed support in a timely way, e.g. for performance evaluations or hiring, and follow a clear employee journey for each stage of career and talent development. Operate in a way that HR and management know employees have worked through required trainings.

Learning Aligned with TU/e strategy: Able to support the ambitions to **build capabilities and skills** to partner with industry, generate social impact and foster excellent teamwork within the university, and **develop talent and leadership**

Be a **legally compliant** employer, and able to easily provide reliable record keeping via our systems and track completion of trainings

The current situation – where we are and the gap that needs to close:

There is a gap between our needs and ambitions and our current state in several key areas. Namely, we are not replacing an existing system, as much as we are building the infrastructure from scratch, as the current ways of working are outdated. We need a coordinated effort to successfully build a new infrastructure so we can realize the above ambitions.

It is important for suppliers to understand our current situation, in order for them to consider how they are able to help an organization at our level of maturity and capability achieve our goals. Challenges in the current landscape include:

- **Users:** HRM offers & facilitates staff learning at TU/e to all staff and supports others (departments, suppliers) who offer content. The form of our learning is often structured by topic, policy or habit, not a current, user-centric or learner-centric point of view.
- **Structure:** TU/e's current staff learning landscape is **fragmented** with learning offered and administered in several places and systems. It includes multiple applications (Coachview, Canvas, MS Teams, Sharepoint, Articulate, Youtube, Vimeo, etc) to create, store and share learning content.
- **Scale:** We are not able to serve the current demand for learning and development. Our systems require a lot of hands-on work, use minimal automation for repeated tasks, e.g. for enrollment and certification, and are thus prone to error. We do not currently personalize learning to user's skill

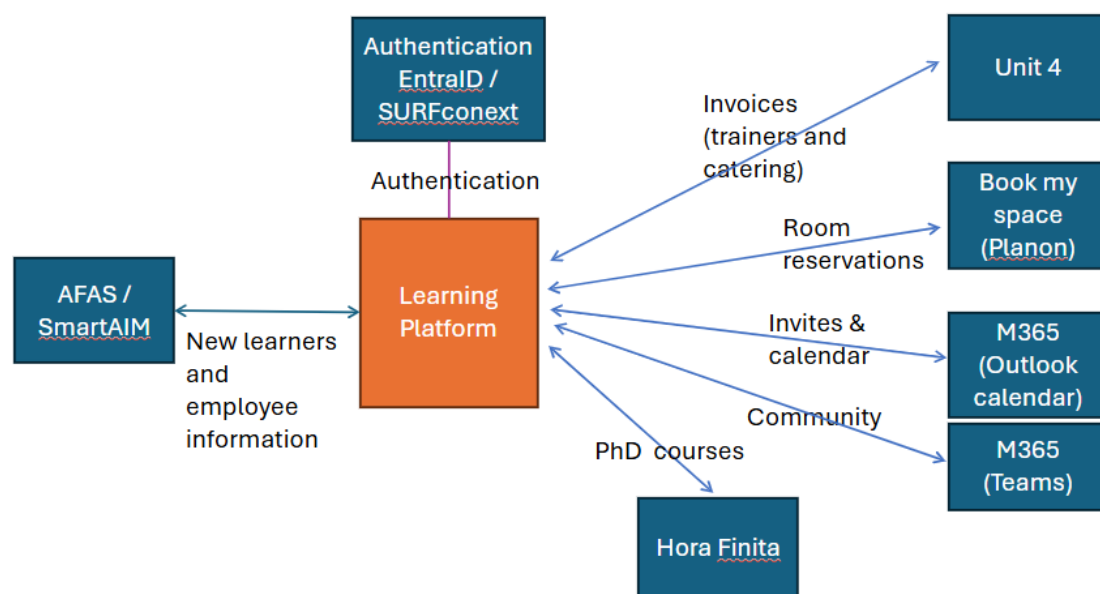
level, capability or experience. We are not future proofed for the scaling in staff and employee numbers project up to 2030.

- **Learning management and administrative systems:** The primary current system used by HRM, Coachview, is a training administration system mainly aimed at the organizational aspects of in-person trainings; in addition to this, Canvas is used for some e-learning.
- **Learning science and adult development approach:** Our offerings are at least 90% in-person-learning (IPL). According to the 2025 Learning Needs Analysis, in addition to IPL, learners want shorter offerings, on-the-go options for immediate problem solving. Currently there is no method applied for discerning what kinds of learning goals are served with what kinds of learning format. We don't leverage the learning science for applying blended learning, peer-learning, skills-based learning, and coaching, for example. Our approach to development is not a unified approach based on adult development science and best practices in leadership development.
- **Data, evaluation, knowledge management and user insights:** We do not have actionable insights on the impact and effectiveness of our L&D interventions. We do not customize content, or offer curated content that is dynamic and continuously updated. We only ask for participant feedback immediately after a program; we do not set up impact metrics in advance and track them. We are developing evaluation metrics currently and would like our staff learning platform to help us apply and scale this in order to make data-driven insights on quality and better serving needs.
- **Employee journey:** Our Employee journey is fragmented. Starting with onboarding, our employees struggle to find what they need, when they need it. Content does not support the culture we want to create, much less reflect the ambitions of being a top technical university.
- **Alignment with TU/e strategy:** currently our L&D portfolio is reactive and unfocused. Many programs have been in place for over a decade without evaluation.

Integrations

We envisage that the learning platform will be connected to a number of other systems, including our HR system (AFAS), our finance system (Unit 4), our room booking system, and Microsoft Outlook and Teams. The diagram below provides an overview of potential integrations.

Staff Learning Platform: Envisaged Integrations



Time frame:

TU/e requires a go-live date of 1st July 2026. All implementation, migrations, and integrations must be complete by this date, including upskilling our staff on necessary skills to run the platform. Required migrations are expected to include a number of e-learning modules from Canvas and several years of historic learning data (e.g. certificates) from Canvas and Coachview.

The TU/e is launching this tender to select and contract the most appropriate and the most suitable party to provide a staff Learning Platform for the next 4 years. This Agreement has an initial term of 4 years. The initial term starts after the Turnkey Delivery of the IT solution and it has been put into operation. After this initial term, the Client has the unilateral option to extend the Agreement 3 times for a period of 2 years. After these extension options have also been purchased by the Client, the Agreement can be extended for a period of twelve months each time by mutual consent of the Parties. These renewals will be evaluated 6 months before ending the term.

Number of users:

The system must be able to support the present number of users, as well as being able to support the ambition of TU/e to increase its staff numbers – therefore increasing the number of learners and administrators on the platform. At go-live we expect there to be 7700 users and this is likely to increase to 8500 users by 2030. The system should support up to 20% of users using the system concurrently. Not all users will be offered full access to the platform and all of its content, as we only require some users (e.g. a short-term contractor) to complete mandatory training. TU/e estimates that 60-70% of users should have full access to the platform's content. For more detail on our envisaged user types please see Annex: Learning Platform Envisaged User Types.

1.4 Programme of requirements and Agreement

Comprehensive information about the Agreement is included in the Annexes in this Request for Proposal. The Programme of Requirements (foundation and functional requirements) and (functional desirables), Price form and Agreements (Including a Data Processing Agreement), included as an Annex, sets out administrative conditions, terms and conditions of performance and preconditions in respect of the performance of the Agreement.

2 BRIEF DESCRIPTION OF THE TENDERING PROCEDURE

2.1 Tendering Procedure

The European tender takes place in accordance with a public procedure as set out in the (amended) Public Procurement Act 2012 (Bulletin of Acts and Decrees 2016, 241). In connection with the Contract intended to be awarded, the Contracting Authority has sent the announcement of the European tender for the Contract for publication on www.Tendered.nl and (via that site) in the Supplement of the Official Journal of the European Union. With the sending of the announcement, the Tendering Procedure has formally started.

2.2 Publication medium and digital documents

This Tendering Procedure is executed on the Tendered-platform. All documents are made available digitally via Tendered. All texts and files on Tendered form an integral part of this Request for Proposal. Should there be differences between the provisions on Tendered and the provisions in this Request for Proposal, the provisions in this Request for Proposal prevail, unless otherwise indicated.

2.3 Planning

The draft tender planning to be applied is included on Tendered under the tab 'schedule'. No rights can be derived from this planning by Tenderers.

If the planning below deviates from the planning on Tendered, the planning on Tendered prevails.

Activity	Date/period
Publish tender on www.tendered.nl	August 8th 2025
Last date for raising questions 1st Memorandum of Information	August 21th 2025
Dispatch 1st Memorandum of Information	September 1st 2025
Last date for raising questions 2nd Memorandum of Information	September 9th 2025
Dispatch 2nd Memorandum of Information	September 18th 2025
Deadline Submission of Proposal	September 29th before 11 a.m.
Use case demonstrations (online via Microsoft Teams, recorded)	October 7th 2025
Finalise assessment process and make provisional contract award	Mid-October 2025
Final award (20 days) after provisional award and	November 1st 2025
Agreement effective date	November 1st 2025
Start of implementation process	November 3rd 2025

2.4 Assessment procedure

The assessment procedure starts after the last date and time on which the Proposals must have been submitted. The assessment procedure consists of:

- Test on procedural/administrative requirements and completeness;
- Test on grounds for exclusion eligibility criteria and minimum requirements;
- Assessment on Award Criteria.

The Contracting Authority intends, on the conditions as included in this Request for Proposal, to award a Contract to the Tenderer with the Best Price-Quality ratio.

If after application of the award criteria, the Proposals of two or more Tenderers are assessed as being the best (calculated on 2 decimal points), it will be decided by drawing lots in whose favour the awarding decision comes down.

During the entire Tendering Process and contract period Tenderers must satisfy all grounds for exclusion, eligibility requirements and minimum requirements.

3 PROCEDURAL AND ADMINISTRATIVE CONDITIONS

This chapter sets out the procedural and administrative conditions of this tender. These conditions apply during the entire Tendering Process unless they are departed from in a later tender document

3.1 Content of the Proposal

The Proposal must be complete. This means that all requested documentary evidence and other information must have been included.

The Tender Forms must be filled in and signed in the requested manner. It is not permitted to add to and/or change the fixed text of the Tender Forms, unless express permission has been granted to this end by the Contracting Authority or it can be indisputably deduced otherwise from the Tender Form.

3.2 Applicability of conditions for this Tendering Procedure

Every Tenderer is expected to have taken notice of the conditions and other content of the Tendering Documents. By submitting a Proposal, the Tenderer declares its unconditional acceptance of the contents and applicability of the Tendering Documents. The Memoranda of Information still to be published form an integral part of these Tendering Documents. If Tenderers act in contravention of, or fail to comply with the Tendering Documents, this may lead to exclusion from (further) participation in this Tendering Procedure.

3.3 Proactive attitude/forfeiture of rights

This Request for Proposal and all accompanying Annexes have been prepared with care. Should a Tenderer nevertheless come across contradictions and/or defects, the Tenderer must notify the Contracting Authority of this in Writing in a timely manner via the contact person referred to on Tendered. If subsequently it becomes apparent that this Request for Proposal contains contradictions and/or defects which have not been reported to the Contracting Authority, these are at the risk of the Tenderer.

(Potential) Tenderers must take a proactive approach during this tendering process. This means that they must notify any lack of clarity and defects in advance so that this Request for Proposal can be amended where necessary. If a (potential) Tenderer fails to report any objections, lack of clarity or defects immediately after publication of this Request for Proposal, but in any case before the end of the term applicable for submission of questions to the Contracting Authority, the (potential) Tenderer forfeits its right to object to such at a later stage.

3.4 Stopping the Tendering Procedure/non-award

The Contracting Authority is free to stop this Tendering Procedure at any time or not award the Contract. The Contracting Authority also reserves the right not to award (parts of) the Contract or to proceed to a provisional award of the Contract.

If the Contracting Authority decides not to award the Contract, it will notify the Tenderers as soon as possible stating the reasons for this. In that case, the Tenderers cannot claim payment of any costs incurred in the context of this Tendering Procedure. No right to any follow-up contracts can be derived from the contract award.

3.5 Confidentiality and intellectual property rights

By participating in this Tendering Procedure, the Tenderer undertakes to keep all information it receives from the Contracting Authority in the context of this Tendering Procedure confidential insofar as this information has not been made public by the Contracting Authority and not to provide this to third parties. Such information may only be shared with employees and, insofar as applicable, with subcontractors involved in the procedure.

The Contracting Authority shall not disclose confidential information it receives from a Tenderer in the context of this Tendering Procedure to other Tenderers without the permission of the first named Tenderer, with the exception of legal obligations of the Contracting Authority. A Tenderer must always indicate which information it considers to be confidential. By submitting a proposal, the Tenderer declares that the Contracting Authority is permitted to disclose the name of the Tenderer.

The Contracting Authority is not obliged to publish internal (tendering) documents, such as results of evaluations, tender comparisons, as well as advice relating to qualification and awarding, to Tenderers.

By participating in the Tendering Procedure, any intellectual property rights of the Tenderers do not transfer to the Contracting Authority unless otherwise determined. Intellectual property relating to the Tendering Documents are and remain the property of the Contracting Authority.

3.6 Information exchange

The Contracting Authority guarantees the equal treatment of all Tenderers during the Tendering Procedure. The Contracting Authority does not provide information that can favour one or more Tenderers over others.

Change in Tendering Documents

During this Tendering Procedure, the Contracting Authority can make additions or changes to the Request for Proposal if new insights or developments require this. These changes will be notified to the Tenderers in Writing in one or several Memoranda of Information.

Insofar as this Request for Proposal does not provide for particular situations, the Contracting Authority decides.

Request for information

All (potential) Tenderers have the opportunity to ask questions. Questions and/or comments can be submitted only via Tendered. In order to ask questions, the (potential) Tenderer must use the provided excel-format. Questions must be submitted no later than on the date(s) and time(s) shown in the planning.

Memoranda of Information

The (anonymised) questions submitted will be included, with answers, in one or more Memoranda of Information. The Contracting Authority can also provide extra information by means of a Memorandum of Information. Memoranda of Information will be published on Tendered.

The Contracting Authority shall provide the last Memorandum of Information at the latest 10 Days before the final date for submitting a Proposal.

The content of the Tendering Documents will, with due observance of that included in the Memoranda of Information, become definitive after publication of the last Memorandum of Information. The memoranda of Information shall prevail over the text of this Request for Proposal, whereby a Memorandum of Information of a later date shall prevail over a Memorandum of Information of an earlier date. Full acceptance of the Tendering Documents is a strict requirement for submitting the Proposal.

All verbal information provided by or on behalf of the Contracting Authority has no legal validity whatsoever unless this information has been confirmed in Writing in an Memorandum of Information.

3.7 Proposal submission process

3.7.1 Only submitting a Proposal once

A Tenderer may only submit one Proposal, independently, as the main contractor with subcontractor(s) or as a Consortium of several other parties. If failing to comply with the above, only the first submitted Proposal will be considered.

It is only permitted to submit a Proposal from several different businesses within the same group if both the Tenderers and the holding or parent company can demonstrate that the Tenderers operate fully independently from each other and made the proposal independently. A group includes: a legal person together with its subsidiaries in the meaning of section 2.24(a) and 2.24(b) Dutch Civil Code.

3.7.2 *Independently or in form of collaboration*

Tenderers may submit a Proposal to this Tendering Procedure independently or in collaboration with other businesses. The following forms of Tenderers can be distinguished:

- Independent Tenderer:
- Collaborative arrangement of businesses as one Tenderer (Consortium);
- Tenderer is the main contractor and will use one or several subcontractors.

3.7.3 *Independent Tenderer*

In the event of a Proposal by an independent Tenderer, the Tenderer states to be able to perform the Contract completely independently (without having to make use of the capacity of third parties). The Tenderer must independently satisfy all the set requirements and submit the requested information.

3.7.4 *Consortium*

In the event of a Proposal by a collaborative arrangement of Economic Operators (Consortium), each business participating in the collaborative arrangement (Consortium Member) must independently submit the "Uniform European Single Procurement Document" and a copy of the Registration in the national professional/commercial register with the Proposal including all the requested relevant statements/Annexes.

Under part II A 'Information concerning the economic operator' of the Uniform European Single Procurement Document it must be stated which businesses are taking part in the Consortium and the role of the business within the Consortium (whereby in any event the lead manager of the Consortium is listed). When putting forward a collaborative arrangement as being the Tenderer, each Consortium member accepts joint and several liability for the performance of the Contract.

Consortium members must independently satisfy the grounds for exclusion. The Consortium must jointly satisfy the minimum requirements and selection criteria (eligibility requirements).

In its Proposal, the Tenderer must clearly state which activities will be carried out by which member or members of the Consortium.

3.7.5 *Main contract / Subcontracting*

In the event of a Proposal by a Tenderer who can independently satisfy the set requirements/criteria but nevertheless, as the main contractor, wishes to engage subcontractors for the performance of the Contract, all the same requirements as for an independent Tenderer apply. The Tenderer must state that it wishes to use subcontractors in part II D 'Information concerning subcontractors on whose capacity the economic operator does not rely' of the Uniform European Single Procurement Document. The Tenderer must also indicate which parts of the Contract it intends to subcontract to third parties and which subcontractors it proposes.

In the event of a Proposal by a Tenderer who cannot independently satisfy the set requirements/criteria and, as main contractor, but can only satisfy the set requirements/criteria by using subcontractors or third parties, the Tenderer must indicate in the Uniform European Single Procurement Document for which requirements it relies on a third party/parties (stating the third party/parties on which it relies - see Part II C 'Information about reliance on the capacities of other entities' - of the Uniform European Single Procurement Document).

Both the main contractor and subcontractor(s) may not be subject to exclusion grounds. The main contractor and subcontractor(s) must jointly satisfy the minimum requirements and selection criteria (eligibility requirements).

The relevant subcontractor/third party must independently submit the “Uniform European Single Procurement Document” with the Proposal submission including the requested relevant declarations/Annexes. A Tenderer must also add a declaration showing that it actually has access to the resources of this third party/parties (subcontractors) required for the Contract. The engagement of subcontractors by the main contractor does not affect the liability of the main contractor towards the Contracting Authority.

3.8 Change of capacity/other changes

After submitting a Proposal, it is in principle not permitted to make changes to the composition of a Consortium and/or the deployment of the subcontractors/third parties put forward in the Proposal.

The Tenderer must notify the Contracting Authority immediately and in full about any changes in its legal form, share capital, capacity, use of subcontractor or other changes which may be important for the Contracting Authority to be able to assess its eligibility for performing the Contract or may be relevant to the Contracting Authority in any other way.

Changes are only permitted with the prior written approval of the Contracting Authority and on the basis of compelling reason(s) which the Tenderer must make plausible. The Contracting Authority may attach conditions to its approval of such changes.

3.9 Proposal submission

The Proposal must be submitted digitally via Tenders. Submission of the Proposal by post, fax, email or otherwise than set out above, is not permitted. The Tenderer ensures that declarations, Annexes and other parts of the Proposal are uploaded to the correct location in Tenders. The digital documents must be submitted in a generally accessible format (preferably an open standard).

All documents and declarations to be signed must be signed by a representative of the company who is authorised to do so. This is demonstrated by the submission of an extract from the Chamber of Commerce, possibly supplemented with a valid power of attorney, showing explicitly that the person and/or persons who have signed the documents are authorised to represent the Tenderer.

The Tenderer is responsible for the timely and complete submission of its Proposal. The Contracting Authority advises to start this process in a timely manner to avoid any unforeseen circumstances. The Proposal of the Tenderer becomes the property of the Contracting Authority.

Opening of Proposals

The digital safe will be opened as soon as possible after release of the digital safe. A public tender hearing will not take place.

Questions for Tenderers

The Contracting Authority is free to request Tenderers to explain, clarify or supplement their Proposal within a period to be determined by the Contracting Authority.

3.10 Conditions, validity and term of validity

The Proposal must be irrevocable and unconditional. Proposals that are not irrevocable and/or have conditions attached in any way (referring to their own general terms and conditions for example) may be invalid and will not be considered. All general conditions on the part of the Tenderer (such as delivery terms and conditions or payment terms) are expressly rejected.

The term of validity is in any event 90 Days from the last date for the submission of the Proposals. If preliminary relief proceedings are pending against the award decision, the term of validity ends 8 Days from the day on which judgement was given in the preliminary relief proceedings.

3.11 Verification

The Contracting Authority can invite the Tenderer who might be eligible for a provisional award to a verification consultation in which the Tenderer must demonstrate how he complies with (specific) parts of the Request for Proposal. Prior to the verification, the Contracting Authority may put forward questions or parts which Tenderer must answer.

If the Tenderer cannot demonstrate that he meets all requirements and/or wishes, the Contracting Authority reserves the right to exclude the Tenderer from further participation in this Tendering Procedure.

3.12 Award decision - Objection clause

The Contracting Authority shall notify all Tenderers in Writing as soon as possible and simultaneously on the award decision.

If a Tenderer disagrees with the award decision notification, the Tenderer, on penalty of the complaint being declared inadmissible and the forfeiture of rights, must have within a period of 20 Days from the date of the sending of the award decision notification, by serving a summons, commenced preliminary relief proceedings against the aforementioned award decision of the Contracting Authority with the (preliminary relief judge) at the District Court of East Brabant.

If preliminary relief proceedings have been commenced within this term of 20 Days, there shall not be a final award of the Contract before a ruling has been given in the preliminary relief proceedings unless a compelling interest commands the immediate awarding. If no preliminary relief proceedings are filed within 20 Days of the dispatch of the award decision notification, the stakeholders can no longer file further objections to the decision and have forfeited their rights in this respect. In that case, the Contracting Authority is therefore free to implement the decision made.

The Contracting Authority is entitled to terminate the Agreement with the favoured party/parties with immediate effect if it follows from a ruling from a court that the award decision is unlawful or that the Agreement is invalid or that, for whatever reason, the Contract must be brought again to the market. The favoured party/parties cannot derive any rights towards the Contracting Authority from such termination decision for reimbursement of tendering costs, loss of reference, loss of profit or other loss.

The Contracting Authority reserves the right to take a decision and make arrangements in cases the Tender documents do not provide.

3.13 Complaints

It is possible that dissatisfaction will arise between contracting authorities and businesses during the Tendering Procedure with regard to the actions of parties in the Tendering Procedure. This could lead to a complaint. In such a case, the Contracting Authority will handle the complaint in accordance with the 'Complaints Settlement in Tendering', dated 7 March 2013. These rules can be found on: <http://www.rijksoverheid.nl/documenten-en-publicaties/regelingen/2013/03/07/klachtafhandeling-bij-aanbesteden.html>

If a stakeholder has a complaint regarding this Tendering Procedure, the following actions are possible.

Complaints can be notified by email to the complaints information point of the Contracting Authority via email address: Tenders.complaintsreportingpoint@tue.nl. A complaint will be dealt with as soon as possible.

If the complainant disagrees with the decision issued by the Contracting Authority on the complaint submitted, the complainant may submit the complaint to the Tendering Experts Committee set up by the Minister of Economic Affairs. If a complaint concerning this Tendering Procedure is submitted to the Tendering Experts Committee, the complainant is requested to send a copy to the contact person of the Contracting Authority referred to in Tendered.

3.14 Other

Language

All information exchange relating to the Tendering Procedure takes place in English. Documents to be submitted by Tenderers must be drawn up in English. If particular documents to be submitted are not available in English, the Contracting Authority will decide whether the submission of the document in another language will suffice (whether or not furnished with a translation into English). A Tenderer wishing to submit a document in a different language than English must submit a request to this end before submission of the Proposal to the Contracting Authority via the message module of Tendered.

Costs

The Contracting Authority does not reimburse costs incurred in the preparation and issue of a Proposal, including any further information to be provided. The Tenderer bears the risk of any costs and/or damage that (may) arise because the contract is not awarded or this Tendering Procedure is (temporarily/permanently) discontinued.

Variations

Variations are not permitted.

Applicable law and disputes

This Tendering Procedure is governed by Dutch law. Subject to the provisions in this Request for Proposal any dispute between the parties involved in this Tendering procedure in relation to this tender shall in the first instance be heard by the (interim relief judge) of the District Court of East Brabant.

4 GROUNDS FOR EXCLUSION, ELIGIBILITY AND MINIMUM REQUIREMENTS

This chapter describes the grounds for exclusion and minimum requirements the Contracting Authority applies.

4.1 Grounds for exclusion

The Contracting Authority wishes only to conduct business with companies whose integrity is established. The Contracting Authority may exclude all Tenderers to which one of the mandatory grounds for exclusion apply, or one of the optional grounds for exclusion which have been declared applicable by the Contracting Authority in the European Single Procurement Document (Annex), such with due observance of Section 2.87a and 2.88 of the (amended) 2012 Tendering Act. In order to show that such grounds for exclusion do not apply to the Tenderer or its sub-contractors, they must complete the European Single Procurement Document on Tendered truthfully and provide it with a legally valid signature and add it to the Proposal.

Documentary evidence

The Contracting Authority reserves the right to request the Tenderer to submit further documentary evidence or declarations. In connection with the application of this paragraph, the Contracting Authority can request the Tenderer to submit documentary evidence or declarations as set out in section 2.89 of the (amended) 2012 Tendering Act in order to be able to establish whether or not the Tenderer finds itself in any of the above-mentioned circumstances.

By submitting the European Single Procurement Document, the Tenderer also declares that it is able to provide the requested documentary evidence and declarations within the reasonable term indicated by the Contracting Authority. If the Tenderer fails to provide the documentary evidence and declarations within this term to the Contracting Authority, it is deemed not to be able to do so and the Proposal may be invalid. A Tenderer with an invalid Proposal will be excluded from further participation in this Tendering Procedure.

The following documentary evidence relating to Grounds for Exclusion is eligible:

- Certificate of conduct for procurement;
- Payment history report of Tax and Customs Authority;
- Commercial Register extract.

4.2 Selection criteria (eligibility requirements)

Tenderer must satisfy the prescribed selection criteria (eligibility requirements) below as a minimum. If the Tenderer does not satisfy one or several of these minimum requirements, the Proposal may be invalid and the Tenderer may not be eligible to be awarded the Contract.

4.2.1 Professional qualifications

Registration in the national professional/commercial register

By signing the European Single Procurement Document the Tenderer declares to satisfy the following minimum requirement:

Requirement: The Tenderer is registered in the professional register or in the commercial register in accordance with the regulations of the Member State in which it is based.

Documentary evidence: A registration in the Commercial Register of the Chamber of Commerce (or equivalent) not older than 6 months calculated from the latest date of submission of the Proposal.

4.2.2 Technical and professional competence

The Tenderer must demonstrate, by means of the submission of reference projects, that it has the competences as set out below to realise the current Contract.

It is permitted to use the same reference project to demonstrate various (or all) competences.

It applies for all reference projects that:

- (1) The service has been carried out to the full satisfaction of the relevant client for a period of three (3) years.
- (2) The delivery date is no longer than three (3) years ago.

The aforementioned three (3) years are calculated compared to the latest date of submission of the Proposal.

To realise the current Contract, the Tenderer must have the following competences:

Core competency A. Experience with delivering a Staff learning platform comparable in size

Knowledge and experience in configuring and implementing a staff learning platform with at least 1000 platform users.

Core competency B. Experience with delivering a Staff learning platform comparable in complexity

Knowledge and experience in configuring and implementing a staff learning platform with at least the following components:

- E-learning
- Skills and competency-based learning
- Modularization and individual learning paths
- Administration of in-person training and events

Evidence

The Tenderer must demonstrate these experiences by means of at least 1 and maximum 2 references showing that the Tenderer and/or third parties on whom the Tenderer relies, has acquired demonstrable experience in the performance of the abovementioned experience requirements. To demonstrate this competency, use the Reference form on Tendered.

4.3 Minimum requirements in respect of the Contract

A Tenderer must in any event satisfy the minimum requirements set out below to be able to submit a conformal Proposal. The following minimum requirements are set:

4.3.1 Statement of Agreement to Tendering Documents

The Tenderer must unconditionally agree and comply with all the requirements and conditions set out in the Request for Proposal and its Annexes, with due observance of any changes which arise from the Memoranda of Information. The Tenderer must indicate on the Tender Form Agreement on Tendering Documents to this unconditionally.

4.3.2 Statement of Agreement to draft Agreement

The draft Agreement is included in this Request for Proposal as an Annex. On submission of a Proposal, the Tenderer must unconditionally agree with all provisions of the draft Agreement with due observance of any changes which arise from the Memoranda of Information. The Tenderer must indicate on the Tender Form Agreement on Tendering Documents to agree to this unconditionally.

4.4 Verification by the Contracting Authority

The Contracting Authority is authorised to verify the information provided by the Tenderers, by asking the Tenderers to provide documentary evidence or declarations for example or by making enquiries at the clients of (or other stakeholders of) the reference projects.

5 AWARD CRITERIA

5.1 Overview of the criteria

This chapter describes the award criteria the Contracting Authority will apply when assessing the Proposals.

The Contracting Authority intends to award the Contract, under the conditions as included in this Request for Proposal, to the Tenderer with, from the point of view of the Contracting Authority, the Most Economically Advantageous Proposal.

Award-criteria	Maximum score
G1 Price	250
G2 Quality	750
G2.1 Implementation plan	(250)
G2.2 Functional Desirables	(100)
G2.3 Use cases and user experience	(300)
G2.4 Variety of content	(100)
Total	1000
Award-criteria	Maximum score

5.2 Price (G1)

The award criterion Price will be assessed on the basis of the Total Sum, as submitted by Tenderer in its Price Form (Annex) and is based on the description as written in this Request for Proposal and the Annexes, whereas:

Total Sum = A. Total price for implementation (as described in Price Form)+ B. Total price for recurring costs (as described in Price Form).

The Tenderer with the lowest offered Total Sum receives the maximum points score available. A Tenderer scores on this criteria in accordance with the following formula:

$(\text{Lowest offered Total Sum} / \text{Total Sum offered by the Tenderer}) \times 250$.

The Total Sum is in euros and exclusive of VAT. The Total Sum must include all costs of the Tenderer for the performance of the Contract as described in the Tendering Documents. Any discounts must also be included in the Total Sum.

The maximum available budget for the Total Sum = A. Total price for implementation + B. Total price for recurring costs (Year 1 till Year 4) is EUR 600.000,- excluding VAT. If the Total Sum is higher than this available budget the Proposal will be laid aside. For the assessment of this criterion, the Tenderer must add the fully completed Price Form to its Proposal. As indicated in the checklist. If this form, which is part of this Request for Proposal, is not complete, this may result in exclusion from further participation.

All the amounts referred to in this Request for Proposal or Annexes are indicative only and no rights can be derived from such.

5.3 Quality (G2)

With this tender, Tenderers are challenged to offer the most efficient solution for the best possible price. The condition is that the solution meets the requirements, as described in the Tendering Documents and that the objectives can be achieved.

The quality of the Proposal will be assessed based on the following sub-criteria:

5.3.1 Implementation Plan (G2.1)

The contracting Authority wishes to obtain more insight into the approach of the Tenderer to implement the Staff Learning Platform at the TU Eindhoven. This implementation plan submitted by the Contractor during the tender procedure will serve as the basis for the implementation. The content of the implementation plan and the information provided are not without obligation, the execution of the contract must be in accordance with this and options offered will be part of the Agreement. It is important to realize that TU/e has a deadline to Go Live as of July 1st, 2026. The implementation plan should - at least - provide clear phases and milestones for both the Tenderer and the Contracting Authority.

Milestone	Subject	Done
1	Award Staff Learning Platform contract	November 2025
2	Design and Setup Staff Learning Platform	Please suggest in Plan
3	Connection Middleware	Please suggest in Plan
4	Chain integration test	Please suggest in Plan
5	Migration/upload data & content	Please suggest in Plan
6	User Acceptance Test	Please suggest in Plan
7	Go Live	Deadline 1st of July 2026

The implementation plan should contain the following:

1. Describe the project organization that the Tenderer believes is necessary for realization and describes this according to the milestone-schedule above. Indicate the functions and resources from the Tenderer in the project team and the responsibilities and associated resources you expect the Contracting Authority to require during the various milestone phases of the project. Provide a clear schedule outlining the milestones for completing this project on time. Also indicate what the critical milestones, risks and mitigating actions from you as the tenderer may be.
2. Indicate how you will achieve the integrations/links from the Programme of Requirements, what approach you will take to do so, and substantiate this with concrete examples from the past.
3. Indicate how you will train TU/e staff (online or onsite and in what way) with the purpose of ensuring that they have an understanding of the new system and all possibilities and functionalities. The Contractor provides all standard training materials (in a regular editable format in standard Office applications) such as Quick Reference Cards, Manuals and work instructions available at the time of commencement of implementation. We want to have training for the following roles:
 - Admins (10 persons)
 - Functional support and super users (10 persons)
 - Content-owners (15 persons)

The Implementation plan may contain a maximum of 6 pages A4 (single-sided). In addition, the Tenderer may substantiate the Implementation plan with supporting annex(s). If supporting annexes are used, you must refer to the relevant attachment(s) in your plan. There is no limit to the appendices in number of pages or in size. However, the annexes provided should be relevant and relatively limited in scope.

Assessment

The Implementation plan is assessed by the assessment committee on the basis of:

- The quality of the content of all aspects and the extent to which the elaboration is complete, transparent, tailored, unburdens the Contracting Authority and the way the tenderer demonstrates its added value on the mentioned themes.

- The concreteness of the Implementation plan and the extent to which it has been made plausible by substantiation.

5.3.2 Functional Desirables (G2.2)

The Tenderer is asked to indicate whether they are able to satisfy functional requirements which TU/e has designated 'desirable' (non-essential).

In Annex Functional Desirables are mentioned 34 Desirables for functional requirements for the Staff Learning Platform. These Desirables are separated in 3 different types: High, Medium and Low.

The maximum score that can be achieved for each desirable is:

- High (maximum of 5 points per desirable)
- Medium (maximum of 3 points per desirable)
- Low (maximum of 1 points per desirable).

Please describe shortly if each desirable is operational from the start of the contract:

- If Yes, please describe shortly in a smart way. You receive full maximum points per desirable.
- If the Desirable is on roadmap and the functionality will be enrolled within 2 years after the start of the contract, you receive half points per desirable. Please describe shortly in a smart way.
- If Not, or is not on roadmap within 2 years after start of the contract, you receive 0 points per desirable.

5.3.3 Use cases and user experience (G2.3)

The Tenderer is asked to provide an in-depth demonstration of the usability of the functional requirements, demonstrated through four use cases (see Annex: Use Cases). Each use case contains a series of actions which should be demonstrated in the platform. The Tenderer will be invited to present demonstrations online via Microsoft Teams. These demonstrations can last up to 75 minutes, including questions. The demonstrations will be recorded.

Following this, evaluators from TU/e will attempt to perform these actions (where relevant) in a test environment; the tenderer is requested to provide logins for this test environment and to ensure that the environment is designed and populated in such a way as to allow the evaluators to perform as many actions from the use cases as possible.

The quality of user experience will be assessed during the supplier demonstrations, and also through the evaluators' own experience when attempting to perform the actions from the use cases in the test environment. Evaluators will assess the user experience based on the below three criteria.

- **Effectiveness:** accuracy and completeness with which users achieve specified goals
- **Efficiency:** resources expended in relation to the accuracy and completeness with which users achieve goals
- **User-friendliness:** freedom from discomfort and intuitive feeling towards the use / design of the platform

5.3.4 Variety of Content (G2.4)

TU/e desires the platform provider to provide some platform content at the point of the go-live. In the long term, TU/e also expects to buy/license additional content from a variety of suppliers as well as developing content internally.

TU/e has five priority content areas which it has determined to be appropriate for the platform supplier to provide content for. These are described in the below table.

Content Area	Definition
Leadership	Develops leadership skills across all levels - from emerging leaders to senior leaders. Focuses on three key dimensions: Leading Myself (emotional intelligence, self-awareness), Leading Others (team dynamics, feedback, coaching), and Leading the Organization (strategic thinking, change leadership). Tailored content supports both academic and professional leaders.
Wellbeing, Social safety & Health	Promotes a healthy, safe, and supportive work environment. Encourages resilience, balance, and sustainable work practices.
Communication & Collaboration	Helps employees communicate clearly and work well with others. Focuses on speaking, writing, listening, and giving feedback in a way that builds understanding and trust. Supports effective teamwork, whether in person or online, and encourages working together across roles, teams, and cultures.
Project Management & Change Management	Equips employees with practical tools and frameworks to plan, execute, and lead change initiatives and projects. Builds skills and knowledge of time management, adaptability, and navigating complexity - skills essential for thriving in dynamic academic and professional environments.
Digital Literacy	Supports employees to confidently and responsibly use digital tools, platforms, and technologies in their daily work.

The Tender is asked to complete a template (see Annex: supplier content submission table) which provides detail on the content they are able to offer with a maximum of 5 titles per content area. When assessing submissions evaluators will consider:

Aspects	Description
Content Volume	Number of content items provided per content area.
Content Format Variety	Number of distinct content formats among the items in the content area.
Content Source Quality	The extent to which content is based on evidence, best practices, and sound learning principles.
Content Freshness	The frequency at which content is reviewed and updated
Availability Period / Licensing	Guaranteed minimum availability period across the items in the content area.
Content Roadmap	The clarity and priority of future content development as outlined by the supplier
Content Coverage & Personalization	Whether content is tailored to different experience levels and user needs

Assessment

The Variety of content is assessed by the assessment committee on the basis of:

- The quality of the content of all aspects and the extent to which the elaboration is complete, concrete, correct and tailored.

G1 - Price

Assessment of the award criterion Price (G1) takes place under the direction of the Procurement Department of the Contracting Authority.

G2 - Quality

Assessment of the qualitative assessment criteria is undertaken by an assessment committee, in which in any event the following are represented: employees of the department of HRM (Human Resource Management), LIS (Library and Information Services), and end users from within departments.

The Tenderer will be invited to verbally explain criterion G2.3 to the assessment committee. These use cases (demo) take place on October 7th, 2025 online via Microsoft Teams. The verbal explanation may only last 75 minutes, including questions.

The verbal explanation serves to clarify / provide further explanation on the demonstration on Use Cases. The focus of the assessment committee is on the content so no attention will be paid to presentation skills or other appearances. The assessors will judge individually. The scoring will be added up and averaged.

Determination of score G2.1, G2.2, G2.3 and G2.4.

The assessment committee gives its view on the basis of expert opinion and a comparison of the Proposals received. The assessors will assess and appraise the (sub) criteria by means of a rating figure ranging from 0 to 10, whereby

Rating figure	Description
0	no input
1	very bad
2	Bad
3	more than insufficient
4	insufficient
5	moderate / weak
6	Sufficient
7	more than sufficient
8	Good
9	very good
10	Excellent

Individual ratings are expressed in whole figures.

The assessors base their ratings on the overall picture for each award criterion. The parts for each criterion and the accompanying elements referred to are only listed in explanation for the benefit of the Tenderer and cannot be viewed as further “sub-criteria”. The listed subject matters and elements are not included in order of importance and are also not exhaustive.

The individual ratings are subsequently discussed in a plenary meeting after which individual ratings can possibly still be adjusted.

The ratings allocated by the assessors to each (sub) criterion are added up and subsequently averaged. This results in an average rating for each (sub) criterion. Finally, the average rating point for each sub-criterion is multiplied with the stated weighting factor.

Calculation example

The calculation of the points score for implementation plan will take place as follows;

Ratings given by individual assessors:	6.0, 7.0, and 8.0
Average rating	$21/3=7$
Points score	$7/10 * 250 = 175$
In this example the score for implementation plan = 175 points	

After this, all point scores for all Wishes are added up and there follows a total points score for the Award Criterion Quality (G2).

Minimum score on (sub) award criterion G2.1 en G2.3

A Tenderer must achieve a minimum score of 150 points on the sub-criterion G2.1 implementation plan, and 180 points on the sub-criterion G2.3 use cases and user experience. In the event of a lower score on either of these award criteria, the Proposal is declared invalid and put aside.

Determination of total score

Finally, the achieved points scores of the Award Criterion Price (G1) and Quality (G2) are added up. The Tenderer who after the point allocation achieved the highest overall total score will be considered by the Contracting Authority as the Tenderer with the Most Economically Advantageous Proposal from the point of view of the Contracting Authority.

After the assessment, the Tenderers will receive notification about the intended award and the intended rejections. The Tenderer cannot derive rights from the intended award in respect of the final award. If it turns out that there have been invalid Proposal(s) that could influence the ranking of the party eligible for award, a reassessment will take place.

Annex: GLOSSARY

A list of definitions of a number of terms that are capitalised in the Request for Proposal is presented below. Defined definitions may be used both in the singular and the plural.

Tendering Documents: All documents in the Tendering Procedure provided by the Contracting Authority to the interested businesses/Tenderers.

Tendering Procedure: The procedure as set out in paragraph 2.1 of this Request for Proposal.

Annex: An Annex to this Request for Proposal

Campus: University site containing facilities for students and employees.

Days: Calendar Days.

Request for Proposal: Tendering document containing the conditions/provisions for the Proposal, as well as the award method of this Tendering Procedure. In addition, the Request for Proposal contains Annexes such as an Agreement on the basis on which a Proposal must be submitted.

Tenderer: An economic operator having submitted a Proposal.

Proposal: The offer submitted by the Tenderer for the performance of the Contract on the basis of the conditions included in the Request for Proposal.

Tender Form: The Tender Forms and other information as indicated in the Annex to this Request for Proposal.

Tendered: The digital tendering platform on which this Tendering Procedure is carried out and which is used to exchange information.

Memorandum of Information: Information memorandum in which the Contracting Authority replies to anonymised questions asked by businesses and in which extra information may be provided if necessary.

Contract: A public contract as referred to in the (amended) Public Procurement Act 2012 related to Staff Learning Platform software application tool for the Contracting Authority, as described in this Request for Proposal.

Contracting Authority: The Contracting Authority is Technische Universiteit Eindhoven. The abbreviation TU/e and the English translation Eindhoven University of Technology, are also used in the Tendering Documents.

Contractor: The Tenderer to whom the Contract shall be awarded.

Agreement: An agreement between the Contracting Authority and a Contractor with the aim to lay down the conditions in respect of the Contract(s) to be awarded.

Writing: Every unit consisting of words or figures that can be read, reproduced and then notified, that may contain information transferred or saved by electronic means.

European Single Procurement Document (ESPD): The standard form for the Tenderer's Statement as referred to in section 2.84 of the (amended) Public Procurement Act 2012.

Annex: CHECKLIST

The Proposal must consist of the undermentioned documents:

Description	Specific information
Cover Letter	Optional, not mandatory
European Single Procurement Document	PLEASE NOTE: To be submitted by the tenderer, each consortium member, and each subcontractor
Registration in the national professional/commercial register	In accordance with the provisions of paragraph 4.2.1
Reference forms	See Tender Forms size and complexity
Agreement on Tendering Documents	See Tender Form Agreement on Tendering Documents
Input regarding the Award criteria quality and sustainability impact	Per award criterion in a separate file
Price form	Legally signed and in a separate file

Annex: Agreement

Separate document.

Annex: Data Processing Agreement

Separate document.

Annex: Tender Forms

Separate annexes in Tendered, including the European Single Procurement Document, Reference form, Format questions, Agreement on tendering documents and the Price form.

Annex: Foundation and functional requirements

Separate excel document in Tendered.

Annex: Functional desirables

Separate excel document in Tendered.

Annex: Use Cases

Separate document.

Annex: Learning platform envisaged User Types

Separate document.

Annex: Supplier content submission table

Separate document.