

**Invest  
International**

# **Tender Document**

## **International travel services**

**European tender procedure**

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## DEFINITIONS

In this Tender Guide the definitions below are used with an initial capital letter. The definitions may be used in either singular or plural form. The definitions apply to all Tender Documents.

<b>A</b>	
<b>Agreement</b>	A written Agreement/Contract for valuable consideration entered into between one or more service providers and one or more Contracting Authorities and relating to the provision of other services.
<b>Appendix</b>	An attachment forming part of any of the Tender Documents.
<b>Assessment committee</b>	A team of individuals who do the substantive evaluation of the bids.
<b>Assignment</b>	The Contract to be put in the market through this Tender Procedure.
<b>Award criteria</b>	Criteria based on which the Contract will be awarded. There is one main criterion, namely the "most economically advantageous Proposal". Within this criterion, the legislator distinguishes the following three separate award criteria: (a) best value for money, (b) lowest cost calculated based on cost-effectiveness and (c) lowest price (Section 2.114 AW).
<b>Award Decision</b>	The Contracting Authority's choice of the Contractor to whom it intends to award the Contract to which the procedure relates, which shall include the choice not to award a Contract.
<b>C</b>	
<b>Consortium Member</b>	A consulting firm that is empanelled ed jointly with a group of firms in association with a Lead Firm. In this TOR, the term consortium is not used to refer to a particular legal construction but to describe an association of firms irrespective of the legal arrangement between them and the Lead Firm.
<b>Consortium</b>	Two or more Firms who register jointly and cooperate with each other on an equal level. Each Firm in the Consortium is jointly and severally liable.
<b>Contracting Authority</b>	A person who, or a company that, issues an Assignment to a Contractor. For this Assignment: Invest International Public Programmes B.V. This Tender shall be carried out on behalf of Invest International Public Programmes B.V.
<b>Contractor(s)</b>	In this document all Tenderers / Consultants are referred to as Contractor (read: potential Contractor / Consultant). After contracting the party who will implement the contract is the Contractor(s).
<b>D</b>	
<b>D2B</b>	Develop2Build, a development program of the Ministry of Foreign Affairs of the Netherlands executed by the Contracting Authority on behalf of the MoFA to fund studies and consultancy necessary for Project preparation prior to procurement of Works.
<b>Data Processing Agreement (DPA)</b>	If privacy sensitive data shall be processed for the purpose of implementing the Agreement, a Data Processing Agreement is needed to be signed before the contract enters into force.
<b>DRIVE</b>	Development Related Infrastructure Investment Vehicle, a grant funding program of the Ministry of Foreign Affairs of the Netherlands executed by the Contracting Authority on behalf of the MoFA to provide government-to-government grant funding for public infrastructure projects.
<b>E</b>	

<b>EC</b>	Engagement Committee. The EC is an internal body of Invest International which has authority to direct departments and teams to allocate time, resources and staff to a particular Project which may be of interest for Invest International. An approval of the EC to proceed is not a commitment to provide grant funding to a Project, which is subject to its own due-diligence procedure leading to an approval by the subsequent Investment Committee (IC).
<b>European Single Procurement Document (ESPD)</b>	The European Single Procurement Document (ESPD) is the European standard form used in the Netherlands for tenders both above and below the European Tender Threshold.
<b>F</b>	
<b>Firm</b>	A Contractor, Supplier, or consultant
<b>Final Award</b>	The communication of the Award Decision after the objection period, being acceptance as referred to in Article 217, paragraph 1, of Book 6 of the Civil Code of an offer made by a Contractor.
<b>G</b>	
<b>Ground for exclusion</b>	A circumstance applicable to the Contractor or a person affiliated with the Contractor that results in exclusion of the Contractor from participating in the further tendering process.
<b>I</b>	
<b>Intention to Award</b>	Notice to the winning Contractor to whom the Contracting Authority intends to award the Contract. This does not yet entitle the winning Contractor to Final Award of the Contract, as the notice does not constitute an acceptance of the Proposal. Therefore, there is no Contract yet.
<b>IIPP</b>	Invest International Public Programmes B.V.
<b>L</b>	
<b>Lead Firm</b>	In the case of a joint submission in consortium or a group of firms, the party which is mandated to represent and legally bind all parties jointly submit an application to the Framework is the Lead Firm. If submission is made as a sole entity, please refer to the definition of Contractor.
<b>Lot</b>	A part of the Framework tendered together with other parts to create a panel of Contractors. A Lot is based on different requirements and panels can differ between Lots.
<b>M</b>	
<b>Main Contractor</b>	A Contractor who bids together with Subcontractor(s) and is jointly and severally responsible for the performance of the Contract.
<b>Memorandum of Information</b>	Supplement to the previously published Tender Documents, which forms an inseparable part of the Tender File.
<b>MoFA</b>	Ministry of Foreign Affairs of the Kingdom of the Netherlands
<b>P</b>	
<b>Pricing sheet</b>	The template on which Contractor enters the rates including all costs (all-in rate) for all requested items.
<b>Procurement Act</b>	Procurement Act 2012
<b>Program of requirements</b>	List of all the requirements related to the tender.
<b>Proposal</b>	The tender submitted by the Contractor.
<b>Public Procedure</b>	Procedure in which all Firms may tender in response to an announcement.

<b>Public Procurement</b>	The Public Procurement Act 2012 ( <i>Aanbestedingswet 2012</i> ).
<b>R</b>	
<b>Registration</b>	The Proposal submitted by the Contractor based on these Tender Guidelines, including Attachments.
<b>S</b>	
<b>Subcontractor</b>	Person or organization who, on the Assignment of a Contractor, without being employed by the Contractor, performs all or part of the Assignment assumed.
<b>Suitability Requirements</b>	This is to determine whether a Contractor is capable of performing the Agreement.
<b>Supplier</b>	Anyone who offers products/services on the market.
<b>T</b>	
<b>Tender</b>	The process by which a Contracting Authority announces that it wishes to have a Contract performed and invites Firms to submit a Proposal.
<b>Tender Documents</b>	All documents prepared or referenced by the Contracting Authority to describe or determine components of the Procurement procedure.
<b>Tender Guide</b>	The present document, including the associated Appendices, which contains all information, requirements, preferences and conditions relevant to the submission of a Proposal within the context of the European Tender Procedure to which it relates.
<b>Tender Platform</b>	The digital platform TenderNed on which the Tender procedure is executed.
<b>Tender Procedure</b>	The chosen procedure in which the Contract is put in the market, to come to an Agreement with one or more Contractors, as defined in the Tender Document.

## 1. INTRODUCTION

These are the Tender Guidelines for the European Public Tender Procedure 'International travel services'. The Award Criterion of best price/quality ratio will be applied. These Tender Guidelines describe the Tender Procedure to be followed.

### 1.1 INVEST INTERNATIONAL

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Invest International supports Dutch businesses in expanding internationally by providing financing solutions when other options fall short. Whether you're looking to enter new markets, scale existing operations abroad, or develop impactful projects, we offer investment loans, export finance, equity, and project development support tailored to your needs. We focus on five sectors where Dutch expertise stands out: Water & Infrastructure, Energy, Healthcare, Sustainable Production, and Agri-food. Backed by the Dutch government we empower Dutch enterprises to grow globally and make a positive impact.

Global challenges such as climate change, resource scarcity, and shifting trade relations are creating challenges that demand action. We believe that Dutch businesses have the expertise and vision to offer solutions to drive meaningful change. As an impact-driven financier, we are relentlessly driven to support their ambitions.

#### **Empowering Dutch businesses to go global**

When traditional financing options fall short, Dutch businesses can turn to us. We provide tailored financial solutions—ranging from investment loans and export finance to equity investments and project development support—that help businesses scale internationally, enter new markets, and develop high-impact projects abroad.

#### **Building vital public infrastructure**

With partner governments we work together to make essential infrastructure projects possible that cannot be financed by the commercial market alone. By de-risking investments, we create the conditions for other financiers to join, expanding the impact of each initiative. Our focus is on sectors like water management and healthcare infrastructure—areas where Dutch knowledge and innovation can drive long-term social and economic development. This not only boosts local economies but also creates opportunities for Dutch companies.

#### **Finance, expertise, impact**

Invest International was established by the Dutch government for sustainable economic growth, and positive social and environmental impact. We combine public purpose with entrepreneurial drive. With our unique setup—blending public and private finance—we can step in where others can't, working flexibly across the financing spectrum. Whether it's enabling a clean water system in a fast-growing city or helping a Dutch company build sustainable supply chains abroad, we bring together finance, expertise and impact.

By the Authorization Act Establishment Invest International, dated July 14, 2021, the Minister of Finance is authorized on behalf of the State to establish the group of companies of Invest International. Invest International is the result of a cooperation between the Ministry of Foreign Trade and Development Cooperation, the Ministry of Finance on behalf of the State, FMO (Dutch Financing company for developing countries) and RVO (the Netherlands Enterprise Agency). The international financing schemes of RVO and the

NL Business activities of FMO are housed in Invest International. Invest International is an Independent Contracting Authority. FMO and the Dutch State are the shareholders.

Invest International was incorporated in July 2021 and on 1 October 2021 Invest International opened its doors. A transfer of business has taken place from both the relevant parts of RVO and FMO. Currently Invest International has about 190 employees.

The 'holding' Invest International B.V. includes four subsidiaries:

- Invest International Public Programmes B.V.
- Invest International Development B.V.
- Invest International Capital B.V.
- Invest International Investment Management B.V.

Together they are referred to as the 'Invest International group'. More information on Invest International can be found on [www.investinternational.nl](http://www.investinternational.nl).

## 1.3 DESCRIPTION OF ASSIGNMENT

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Invest International is seeking to contract a travel agent to support its international travel needs and requirements. Our employees frequently travel to middle- and low-income countries (mainly African- and Asian countries).

### Service Expectations

All travel arrangements must comply with Invest International's Travel Policy. The selected travel agent will be responsible for managing all aspects of business travel for our employees, including:

- **Booking, modifying, and cancelling** international business travel (flights, train- and bus tickets), hotel accommodations, car rental and airport pick-up services, including both standard (AB) and complex (ABC) travel, handled by a dedicated travel agent.
- **Emergency support** for travel and hotel-related issues, ensuring prompt assistance and resolution.
- **Advisory support** on travel options and other travel related inquiries.
- **Providing travel documents and information** to employees of each trip through a mobile app.
- **Access to a booking platform** with direct connectivity to the reservation systems of all airlines and other carriers.
- **Smooth invoicing process:** All travel costs are pre-financed by the travel agent and subsequently invoiced to Invest International.
- **Management reporting:** The travel agent must provide dashboards and reporting functionalities to deliver comprehensive management information on travel activities and real time insight in current and upcoming trips.

Note that domestic business travel is excluded from this Assignment, as Invest International uses the NS Business Card for such trips.

### Travel request process

Travel requests will be submitted through a designated internal travel coordinator. The travel agent will manage bookings, modifications, cancellations, and ensure employees have access to all relevant travel information throughout their journey. The Service covers the entire process, including advisory support, booking, modifications, cancellations and both financial and administrative handling.

Refer to Appendix 1 for the list of requirements to obtain a full understanding of the scope of this contract.

## **Purpose of This Document**

This Tender Document has been prepared to request information and pricing in order to select the most suitable travel agent for handling Invest International's international travel in alignment with the objectives outlined herein. The tender document includes instructions and procedures for preparing and submitting your proposal, as well as the terms and conditions under which the intended agreement will be concluded.

Invest International invites you to participate in this public procurement procedure and submit a proposal. This tender document contains all the information you need to prepare and submit your bid.

## **1.4 LOTS**

This Assignment is not divided into lots and will therefore be marketed as a whole, because the contract is of such a size that it is accessible to a broad market approach size of the Assignment.

## **1.5 THE FRAMEWORK AGREEMENT**

The Contracting Authority intends to enter into a Framework Agreement on with one service provider for arranging travel (air and international train or bus tickets) and hotel accommodations for all employees, which means one provider, one point of contact, and one integrated (financial and operational) process. The Framework Agreement has an initial term of 2 years, with the optional possibility of extending this twice by 1 year. The Framework Agreement therefore has a maximum term of 4 years. The commencement date is currently 1 April 2026.

The estimated annual spend under this agreement is projected at €1 million to €1.5 million, based on historical data (VAT included). No rights can be derived from these amounts.

## **1.6 GENERAL DATA PROTECTION REGULATION (AVG) AND PRIVACY**

Privacy sensitive data shall be processed for the purpose of implementing the Agreement. To this end, a Data Processing Agreement (DPA) shall be entered into with the Contractor for the duration of the performance of the Assignment.

## **2. SOCIALLY RESPONSIBLE PROCUREMENT**

Socially Responsible Procurement is an effective tool to help reduce CO<sub>2</sub> emissions, environmental impact, and resource use, to achieve an inclusive labor market and to stimulate innovative business activity. By directing its procurement towards social goals, the Contracting Authority contributes to a social, ecological, economic, sustainable, and inclusive society. In this, the implementation of the 3Ps (Planet, People and Prosperity) is central.

The main Sustainable Development Goals for which Invest International stands are:

- Fair work and economic growth (SDG 8)
- Climate action (SDG 13)

In addition, through specific projects in developing countries, attention is paid to:

- No poverty (SDG 1)
- No hunger (SDG 2)
- Good health and well-being (SDG 3)
- Clean water and sanitation (SDG 6)
- Industry, Innovation, and Infrastructure (SDG 9)
- Accountable consumption and production (SDG 12)

By focusing on Socially Responsible Procurement in the tendering process, Invest International contributes both to realizing and where possible accelerating the social objectives of the Contracting Authority and to making the Supplier's business operations more sustainable.

The Contracting Authority hereby calls upon the Contractor to perform the Contract as sustainable as possible.

## 3. TENDER PROCEDURE

This section describes the procedure that the Contractor will go through to participate in this Tender.

### 3.1 EXECUTING THE TENDER PROCEDURE

This European Public Tender Procedure is conducted based on the Dutch Public Procurement Act 2012.

### 3.2 TENDER PLATFORM

This Tender Procedure will be conducted digitally and online through the TenderNed Tendering Platform. Various manuals are available on TenderNed. For questions relating exclusively to the functionality or technology of TenderNed, you can contact the TenderNed Service Desk on working days from 08.30 to 18.00 hours via 0800-TenderNed (0800-8363376) or servicedesk@TenderNed.nl.

### 3.3 E-RECOGNITION

For every TenderNed user of a Dutch company it is mandatory to log in and register with eRecognition. For this eRecognition tool a minimum of reliability level 2 is required. The Contractor is responsible for eHerkenning. The consequences of not having eRecognition (in time) are for the Contractor. For more information see: <https://www.tenderned.nl/cms/voor-ondernemingen/registreren-en-eherkenning>. For foreign company's it is only required to create an account.

### 3.4 TIME SCHEDULE

The indicative time schedule for this procedure is given below. 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.

Process steps	Date
Publishing of Tender Documents	27 November 2025
Deadline for submitting questions	13 January 2025, 10:00 AM
Target date for the issuance of the Memorandum of Information	20 January 2025
Closing date for submitting Proposals	9 February 2025, 10:00 AM
Send Award Decision	27 February 2025
Expiry of objection term and send Final Award	23 March 2026
Contracting	1 April 2026

## 3.5 COMMUNICATION

Communication regarding this Tendering Procedure will take place via TenderNed ([www.TenderNed.nl](http://www.TenderNed.nl)), unless explicitly stated otherwise in these Tender Guidelines.

The Contractor is responsible for consulting the published documents and messages received via TenderNed (or the message inbox) on time. The Contractor is also responsible for setting its personal settings for, among other things, automatic notifications to its own e-mail address and for keeping the right people informed of the messages/documents sent/published by the Contracting Authority about the Tendering Procedure via TenderNed.

It is expressly forbidden, unless arrangements to this effect have been made explicitly and with the permission of the Contracting Authority, on penalty of exclusion, to contact any employees of the Contracting Authority or any other organisation connected to this Tendering Procedure other than the contact person below and/or his deputy about this Tendering Procedure:

Contact details	
Contact person	Ilona van der Kaaij
Second contact person	Angela van der Sluijs
Department	Procurement
Telephone number	+31 (0)6 2530 5011
Address	Bezuidenhoutseweg 12, 2594 AV Den Haag

## 3.7 QUESTIONS IN RESPONSE TO THE TENDER INSTRUCTIONS

If you have any questions and/or comments in connection with the Tender Guidelines including Appendices, the digital requirements and Award Criteria or the other Tender Documents as published on TenderNed, you must submit them no later than the date and time stated in the time schedule.

Contractors can also use the opportunity to ask questions, make comments and submit text proposals for the draft (Framework) Agreement, which includes the General Terms and Conditions (ARVODI version 2025). The Contracting Authority is free to amend these Tender Documents in response to these questions and text Proposals. After the Tender Procedure has been completed, these Tender Documents cannot be amended.

Contractors may also ask individual questions, for example if business-sensitive information is involved that is not supposed to be disclosed in the Memorandum of Information. Individual questions may be rejected by the Contracting Authority. If the question is rejected, the Contractor will receive a substantiation thereof.

The Contracting Authority requests Contractors to ask the questions at the earliest possible stage. The Contracting Authority has the possibility to release answers to the questions already before the publication of the Memorandum of Information.

Questions must be submitted in the "vraag en antwoord module" on the TenderNed platform. Please do not send the questions in a separate file per message or mail.

### 3.8 MEMORANDUM OF INFORMATION

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All questions will be recorded anonymously and answered by the Contracting Authority in one or more Memorandum/Memoranda of Information. The Memorandum/Memoranda of Information will be published via TenderNed at the latest on the date stated in the time schedule of the Tender Guidelines. Questions will be visible to all parties involved from the time of publication, except for individual questions.

The Contracting Authority assumes that there are no uncertainties regarding the parts for which no questions have been asked. The responsibility for the timely and correct request of further information lies with the interested market parties. The Memorandum/Memoranda of Information forms an integral part of the Tender Documents.

For questions relating exclusively to the functionality or technology of TenderNed, the TenderNed Service Desk can be contacted. These questions will not be included in the Tender Documents.

### 3.9 RANKING IN CASE OF INCONSISTENCIES

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In the event of inconsistencies between the various Tender Documents forming part of the Tender Documents, the following ranking will apply, with the higher document listed taking precedence over the lower one:

- a. (Framework) Agreement
- b. Processing Data Agreement
- c. Verification Report
- d. Memorandum of Information
- e. Tender Document with Appendices
- f. Terms and conditions (ARVODI 2025)
- g. Proposal Contractor

If there are several Memoranda of Information, the provisions of the most recent Memoranda of Information will prevail in the event of inconsistencies between the Memoranda of Information.

### 3.10 COMPLAINTS

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In addition to the possibility for Contractors to submit written questions or requests for information through the Memorandum/Memoranda of Information, the Complaints procedure (Appendix 10) may be used.

### 3.11 METHOD OF SUBMITTING THE PROPOSAL

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The Contracting Authority requires the Contractor to provide the information requested in the requirements and Award Criteria on TenderNed. In addition to providing an answer, this may also involve uploading (several) documents. It is important that all requirements and Award Criteria are answered in the manner requested, either in the form of a document or by clicking on the correct answer. If an answer or document is missing, the Proposal is incomplete and may be rejected on that basis. Any information not requested but submitted will not be considered by the Assessment Committee.

### 3.11.1 DOCUMENTS TO BE SUBMITTED

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The Contractor must submit the following documents with his Proposal:

1. European Single Procurement Document (ESPD), signed by an authorised person
2. Pricing Sheet, signed by an authorised person in PDF format and in Excel (appendix 2)
3. Response to the Award Criteria:
  - a. Service quality and responsiveness
  - b. Customer Journey
  - c. Booking platform functionality
4. Reference form (Appendix 8)
5. Holding Statement (Appendix 9)
6. Copy Registration National Professional or Trade Register

### 3.11.2 CLOSING DATE FOR SUBMITTING PROPOSALS

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Only Proposals submitted via TenderNed will be accepted. Proposals must be submitted in the correct manner and before the date and time stated in the schedule. It will not be possible to submit Proposals after this time. The responsibility for timely submission of a correct Proposal via TenderNed always lies with the Contractor.

After the expiry of the deadline for submitting Proposals, these will be opened at TenderNed. This opening is not public.

### 3.12 DOCUMENTS OF EVIDENCE

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The Contractor(s) to whom a positive Award Decision is sent must submit the following evidence within seven (7) calendar days:

- **Extract from the Chamber of Commerce**  
Extract from the trade register of the Chamber of Commerce. This may not be older than six (6) months at the time of submission. This extract must show that the person who signs the Tender Documents is authorized to do so.
- **Declaration of Conduct for Tendering (in Dutch: gedragsverklaring aanbesteden (GvA))<sup>1</sup>**  
The Contractor to whom the Contract is awarded will be requested to submit a GvA. The GvA may not be older than two (2) years before the date of the Tender. When tendering with a Consortium, each Consortium member must be able to submit this evidence. A GvA can be requested from Justis, part of the Ministry of Security and Justice (<https://www.justis.nl/producten/gva>).
- **Tax authority statement<sup>1</sup>**  
A statement from the Tax Authorities, not older than six (6) months at the time of submission, demonstrating that the Contractor has fulfilled its obligations under the legal provisions applicable

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<sup>1</sup> The Contracting Authority also accepts information and documents from another Member State which serve an equivalent purpose or from which it is apparent that the Grounds for Exclusion referred to in Article 2.86 or Article 2.87 Procurement Law, does not apply to the Contractor.

to it with respect to payment of social security contributions or taxes. When tendering with a Consortium, each Consortium member must be able to submit this evidence.

If it transpires that the Contractor is unable, for whatever reason, to submit the requested documentary evidence, the Contractor will be excluded from the Tender Procedure after all.

### **3.13 EUROPEAN SINGLE PROCUREMENT DOCUMENT (ESPD)**

The European Commission has drawn up a European Single Procurement Document (ESPD). The Contractor must complete this for this Tendering Procedure. The ESPD has been added as a separate document to the Tender Documents in TenderNed.

By means of the USPD, the Contractor declares whether the Grounds for Exclusion apply to it and whether it meets the Requirements for Suitability stated in the Appendix 1 (note: this concerns part IV of the USPD. This part states 'selection criteria'. You should read 'Suitability Requirements' there).

The answers to some questions are generated automatically. It remains the responsibility of the Contractor to ensure that the document is completed truthfully.

Opening the ESPD in programs other than Adobe Reader may lead to problems. Contractor is therefore strongly advised to open the ESPD in Adobe Reader. If this does not work, Contractor can print the ESPD and fill it in by hand. Any consequences (e.g. incorrect display) of opening the ESPD in other applications or programs are for the Contractor.

## 4. TENDER REQUIREMENTS

This chapter explains the requirements and obligations imposed on the Contractor.

### 4.1 EUROPEAN SINGLE PROCUREMENT DOCUMENT (ESPD)

The Contractor must submit a fully completed and legally signed ESPD in the TenderNed platform. In case of a Consortium, the fully completed and duly signed ESPD of each participant in the Consortium must be submitted with the Proposal. Failure to do so may result in exclusion from the Tender Procedure.

### 4.2 (SUB)CONTRACTING AND CONSORTIUM

Contractors can register for this Tender in two ways.

1. A Contractor can register independently. This individual Contractor will, if a (framework) Agreement is concluded with it, be the Contracting Authority's (sole) contractual partner.
2. Two or more Firms may jointly tender as a Consortium. The Consortium may tender for one or more lots, whereby all the Consortium members participating in the Consortium become contracting partners of the Contracting Authority and assume joint and several liability. A Consortium is deemed to be one Contractor. The Consortium must jointly submit the requested information and meet the requirements set for the assessment of suitability in accordance with the elaboration in these Tender Guidelines. The Consortium must select one participant to send the invoices to the Lead Firm.

#### Reliance on the capacity of other entities

Firms who rely on the capacity of other entities to satisfy the selection criteria from Part IV (Suitability Requirements) must fill in 'yes' at Part C in the ESPD. This concerns, for example, financial and economic capacity, but also, for example, technical capacity, professional competence or the possession of certificates. The Firms shall state the specific capacity it requires for each of the entities involved. Each of the entities involved fills out a separate ESPD form.

#### Main Contractor

If the Contractor act as main Contractor and state specific Subcontractor(s) in his Tender, he will be bound, upon award, to engage in cooperation with the mentioned Subcontractor(s) in accordance with the provisions of the Tender. As the main Contractor, he bears full responsibility for the activities of his Subcontractor(s). He will be in charge of communication on behalf of and to the Subcontractor(s). Invoicing of subcontracted work will be done by the main Contractor.

## 4.3 REGISTER ONCE

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A Firm can register once, either as an independent Contractor or as a Consortium member. Companies of the same group are considered the same for the purposes of this Tender Procedure, unless they can demonstrate that there is no threat of transparency or distortion of competition. A Contractor or Consortium member cannot also be a Subcontractor of another Contractor or Consortium member.

## 4.4 SIGNATURE ON PROPOSAL

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When submitting a Proposal, all documents which require a signature must be signed by an authorized director (natural person) or an authorized representative of the Contractor. The director must be listed as such in the trade register of the Chamber of Commerce.

## 4.5 BRAND NAMES

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At those points in these Tender Guidelines where brand names, types, manufacturing processes, etc. are mentioned and where it may concern a unique case, the provisions of sections 2.76 (3) and (4) of the Dutch Procurement Act 2012 will apply to the relevant part of the text. In such a case, the Contractor should read the phrase "or equivalent" immediately after the relevant part of the text. An exception is made for cases in which brand names are explicitly mentioned for comparison purposes.

## 4.6 RESERVATIONS

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- a. The requirements and Award Criteria in these Tender Guidelines are based on the current and future situation at the Contracting Authority known at this time. Contractors cannot derive any rights from the numbers, solutions or specifications stated in this document, nor can they derive any rights from the time schedule as stated on TenderNed. These serve only as an indication of the services and as a basis for comparison between various Contractors.
- b. The solutions requested in this document are based on the technology known and available at the time of writing. Developments in technology or in the market can be a reason for the Contracting Authority to demand from the Contractor that at the moment of delivery of the performance the then current standards and performances are met.
- c. The Contracting Authority reserves the right to halt the Tendering Procedure temporarily or permanently.
- d. The Contracting Authority always reserves the right not to award the Agreement to the Contractor who intends to sell its business prior to completion of the Agreement. The Contractor must notify the Contracting Authority of any intention to sell its business when submitting the Tender, on pain of a penalty. The Contracting Authority also retains the right to terminate the Agreement in the event of a drastic change in the control over the Contractor's company which means that the Contracting Authority cannot reasonably be expected to maintain the Agreement.
- e. Regarding these risks (c and d) of progress in the Tendering Procedure, the Contracting Authority - for as long as the Agreement has not yet been formally awarded - cannot be held liable for this progress risk in the Tendering Procedure. Contractors cannot derive any rights from this, nor is the Contracting Authority liable in any way whatsoever towards the Contractor for damages. Contractor is aware of this and accepts the fact that it is participating in this Tendering Procedure entirely at its own expense and risk.

## 4.7 CONFIDENTIAL COPYRIGHT AND CONFIDENTIALITY OF THE CONTRACTING AUTHORITY

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The Contractor may only use the information which the Contracting Authority makes available to it in connection with this Tender Guidelines for the purpose for which it was provided. The Contractor shall treat such data confidentially and shall not disclose such data to third parties. The Contracting Authority will treat the Tender with confidentiality. It will only be shown to employees who are directly involved in the Tender Procedure. Correspondence and the received Proposal will not be returned afterwards. Publicity regarding this project, both during the Tender phase and after the Award Decision, is only permitted with the Contracting Authority's written consent.

## 4.8 ACTING WITH INSIDE INFORMATION AND OR CONFLICTS OF INTEREST

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A Contractor may be excluded from the Tender Procedure if acting with inside information or conflicts of interest have affected the level playing field. The Contracting Authority reserves the right to exclude a Contractor if it appears that:

- Contractor and/or Subcontractor/Consortium member is involved as an advisor for the Proposal itself and has previously performed work or services in preparation of the present Tender Procedure or Assignment or is or has been involved in any other way, directly or indirectly, in the preparation of the Tender Procedure and/or Assignment.
- The Contractor may be excluded from participating in the Tender Procedure and/or Assignment if the Contracting authority suspects that he has inside information.

Prior to exclusion, the Contracting Authority shall give the Contractor the opportunity to rebut the suspicion of inside information to the satisfaction of the Contracting Authority and to demonstrate that fair competition and the level playing field are not harmed by the (previous) involvement of the Contractor.

## 4.9 CONTRADICTIONS

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This Tender Document and all accompanying Appendices have been prepared with due care. Nevertheless, these Tender Documents may contain ambiguities, inadequacies and/or contradictions. The Contracting Authority expects a proactive attitude from the Contractor, which means that the Contractor will report any lack of clarity in the Tender Documents to the Contracting Authority at the earliest opportunity, giving reasons, and at a time when this lack of clarity can still be rectified, i.e. by asking questions intended for the Memorandum of Information.

After the deadline for submission of the Proposal, the Contractor can no longer object to any lack of clarity in the Tender Documents. Consequently, the Contractor loses its right to raise objections after the Tender Procedure against any violations of law, including the consequences thereof, insofar as these are referred to in the Tender Documents, and the Contractor is deemed to unconditionally consent to the contents of the Tender Documents. The Contracting Authority will then in no way be liable for the consequences of any ambiguities in the Tender Documents. These will be at the risk of the Contractor.

## 4.10 GENERAL TERMS AND CONDITIONS

This Tendering Procedure and the Agreement (if any) resulting from it are not subject to any terms and conditions of delivery, payment and/or other conditions than the Contracting Authority's General Terms and Conditions (ARVODI version 2025). Delivery, payment, purchasing and other general terms and conditions of the Contractors and third parties are hereby expressly rejected.

If a Contractor nevertheless makes a reservation regarding the applicability of its terms and conditions or otherwise makes a reservation regarding its Proposal or refers to any negotiations, the Contractor will be excluded from further participation in this Tendering Procedure.

## 4.11 PROPOSAL REGULATIONS

By submitting a Proposal, the Contractor unconditionally complies with the following regulations:

- a. The all-in rates used are in euros (€), excluding VAT. Contractor shall state the applicable VAT rates.
- b. Submitting an unrealistic or manipulative tender leads to exclusion. Exclusion concerns the submission of unrealistic or manipulative tenders on parts of the price form. This results in the following: Contractors may not submit prices that manipulate the award system. Contractors must offer a price that is realistic. The following prices are suspected to be unrealistic:
  - Negative prices;
  - Prices of 0 euro;
  - Prices below cost price;
  - Abnormally low prices.This also applies to individual elements.
- c. If the Contracting Authority suspects an abnormally low registration fee, the Contractor shall, at the Contracting Authority's request, submit an open and detailed justification of its registration fee in relation to the Agreement. The Contracting Authority will then use this justification to investigate whether an abnormally low subscription rate is involved and decide whether to reject the Contractor based on this investigation.
- d. The Proposal and any correspondence must be written in English. Further communication after the Award Decision is in English as well. The Contracting Authority uses this language requirement as a minimum requirement when assessing the Tenders.
- e. The Proposal is free of charge for the Contracting Authority. In the pre-contractual phase, the Contractor shall bear its own costs. If no agreement has been reached and a written Agreement signed by both parties has not been drawn up, the Contracting Authority is not bound in any way whatsoever and there is no obligation to compensate for any damage or costs whatsoever.
- h. Contractor agrees that the Contracting Authority reserves the right to ask to provide official proof at a later stage. If these proofs do not correspond with the statements in the Proposal, the Contractor will be excluded from the award without being entitled to compensation of any cost whatsoever.
- i. The Proposal has been submitted in accordance with the instructions included in Section 3.11 of these Tender Guidelines.
- j. Contractor is familiar with and agrees to the valuation and assessment methodology used by the Contracting Authority.
- k. The submitted Proposal will be valid for at least 3 months after the date on which the Proposal must be submitted at the latest. During this period the Proposal has the nature of an irrevocable offer.

- l. The Contractor agrees to extend the period of validity of its Proposal, if summary proceedings are instituted, to a minimum of four weeks after the date of the judgment in the summary proceedings.
- m. All details submitted by the Contractor have been filled in truthfully and can be deemed to be true. The Contracting Authority reserves the right to compensation if incorrect and/or incomplete information has been submitted by the Contractor and/or what has been offered by the Contractor is not fulfilled.

## 4.12 SUBMITTED DOCUMENTS

All documentation submitted by the Contractor as part of the Proposal will become the property of the Contracting Authority and will not be returned but will be treated and stored confidentially. It will be destroyed after the expiry of the legal retention period. The Contracting Authority will treat as confidential information originating from the Contractor of which it knows, or can reasonably be expected to know, that it is confidential and will in any case consider the legitimate (business) interests of the Contractor.

## **5. ASSESSMENT PROCEDURE**

This chapter describes the assessment process for the Proposals submitted for this Tendering Procedure. The Assessment Procedure consists of the following phases:

- Phase 1: Verification of completeness, validity and formal requirements;
- Phase 2: Grounds for Exclusion and Suitability Requirements;
- Phase 3: Assessment of the Program of Requirements;
- Phase 4: Assessment of the Award Criterion 'Best value for money'.

The Contracting Authority has the possibility to ask verification question(s) to confirm that the Contracting Authority has interpreted answer(s) from the Contractor correctly.

### **5.1 PHASE 1 – VERIFICATION OF COMPLETENESS, VALIDITY AND FORMAL REQUIREMENTS**

The procurement advisor will verify that all documents accompanying the Proposal have been submitted in accordance with the applicable terms and conditions and general provisions. An incomplete response may lead to exclusion. Submitting a conditional Proposal result in exclusion from the further Tendering Procedure.

### **5.2 PHASE 2 – GROUNDS FOR EXCLUSION AND SUITABILITY REQUIREMENTS**

The procurement advisor checks whether the Grounds for Exclusion apply to the Contractor and whether the Contractor meets the Suitability Requirements. If the Grounds for Exclusion apply to the Contractor or if the Contractor does not meet the Requirements for Suitability, the Contracting Authority is entitled to exclude the Contractor from the Tendering Procedure.

### **5.3 PHASE 3 – CHECK PROGRAM OF REQUIREMENTS**

This phase assesses whether the Contractor unconditionally meets all the minimum requirements. Only a Contractor that submits a Proposal unconditionally and without reservations is considered to have met the requirements. Where a requirement calls for a reference, this reference may be given. If the Contractor does not unconditionally meet all the requirements, it is excluded from the further Tendering Procedure. If the Contracting Authority draws the conclusion from the Proposal that the stipulated requirements are not yet met, the Contracting Authority shall verify this with the Contractor. If verification shows that the Contractor does not meet all the minimum requirements, the Contractor shall be excluded from the further Tendering Procedure. By submitting the Proposal, the Contractor agrees to the procedures laid down in these Guidelines, including Appendices.

## 5.4 PHASE 4 – EVALUATION OF THE AWARD CRITERION 'BEST VALUE FOR MONEY'

When the Contractor has successfully completed Phase 3, its response to the formulated sub-Award Criteria will be assessed. The assessment of the Proposal will be based on the Award Criterion 'best value for money'.

The following sub-Award Criteria will be used to determine which Contractor provides the offer with the best price/quality ratio. The Contractor will demonstrate its added value and distinctive character based on these Award Criteria.

No.	Award Criteria	Max. number of points to be gained	Further explained in paragraph
1.	Service quality and responsiveness	400 points	5.4.1
2.	Customer journey	150 points	5.4.2
3.	Booking platform functionalities	250 points	5.4.3
4.	Price	200 points	5.5
<b>Total</b>		<b>1,000 points</b>	

### Best value for money

To determining the 'best price/quality ratio', the 'Weighted Factor Method' will be used.

The following scale will be used for the assessment of the sub-Award Criteria 1 through 3.

Score	Explanation of Rating	Percentage of the max. points to be gained
Excellent	In the opinion of the assessors, the Contractor has provided an excellent substantively relevant, concrete and applicable answer to all the elements requested. The method of fulfilment has been excellently demonstrated in the Proposal. It is distinctive, innovative and offers considerable added value to the Contracting Authority.	100%
Good	In the Assessors' opinion, the Contractor has provided a good substantively relevant, concrete and applicable response to all requested elements. The manner of fulfilment has been well demonstrated. In parts, the Proposal is distinctive and/or innovative and offers some added value.	80%
Satisfactory	In the Assessors' opinion, the Contractor has provided a sufficiently substantively relevant and appropriate response to all requested elements in the Proposal. The manner of fulfilment has been sufficiently demonstrated.	60%
Poor	In the Assessors' opinion, the Contractor has not provided a sufficiently substantive and appropriate response to one or more of the requested elements in the Proposal. The manner of fulfilment has not been sufficiently demonstrated.	Will be put aside

The table above shows how the quality added value can be achieved in percentages. For example, if a sub-Award Criterion is assessed as 'good', 80% of the maximum number of points to be awarded will be allocated to this criterion. Formula example:

**Sub-Award Criterion x: Maximum number of points to be awarded x 80% = points obtained**

## 5.4.1 SUB AWARD CRITERION A - SERVICE QUALITY & RESPONSIVENESS

The Contracting Authority seeks a clear understanding of the experience and expertise on the dedicated travel agent(s) available for Invest International and on the internal processes and procedures Contractor has in place to ensure a transparent, proactive and flexible service. Therefore, Contractor must present its proposed travel team and demonstrate expertise, reliability, and innovation in managing complex travel arrangements aligned with Invest International's Travel Policy.

Contract shall address at least the following elements:

- **Responsiveness and dedicated travel team**
  - Provide a clear description of your travel team structure, including the dedicated travel agent(s) available for Invest International, who will be responsible for composing, booking, and managing (complex) travel arrangements. Explain how backup arrangements are organized.
  - Explain how the team operates and what is expected of Invest International. Indicate how you will capture and understand employee preferences, respond effectively to customer needs, and ensure compliance with Invest International's travel policy.
  - Describe your process for managing claims related to delays and other travel disruptions.
  - Specify your lead times (Service Levels) for the following aspects, considering the minimum requirements listed in appendix 1:
    1. Initial response to travel requests.
    2. Provision of quotations.
    3. Handling urgent and out-of-hours requests (24/7 support).
    4. Resolution of disruptions, such as flight cancellations.
  - Describe proactive communication measures and escalation procedures.
  - Explain how you will ensure traveler safety in high-risk countries (defined as those with a red travel advisory according to the Ministry of Foreign Affairs).
- **Implementation & transition**
  - Provide a detailed transition plan that outlines the steps and timelines to ensure a smooth and uninterrupted transfer of services from the current travel agent, considering a **maximum implementation period of three weeks**. Clearly define roles and responsibilities of both Contractor and Invest International during each phase of the transition.
- **Sustainability**
  - Describe your approach to sustainable travel, CO2 compensation methods and reporting capabilities.

- **Airline and hotel Partnerships**
  - Specify with which airlines and hotel chains you have partnerships with.
  - Indicate any countries within Invest International's operational scope, where you are unable to organize travel.

Your proposal will be evaluated based on:

- **Clarity and Completeness:** How clearly and comprehensively your services are described.
- **Responsiveness & Availability:** Speed of handling requests, availability of dedicated agents, and proactive communication.
- **Expertise & Service Quality:**
  - Experience and qualifications of the proposed travel team.
  - Ability to manage complex itineraries and urgent requests.
  - Clarity and efficiency of internal processes, including escalation and disruption handling.

The elaboration of this sub-Award Criterion may consist of a maximum of six A4, Arial 10 font. This number of pages is exclusive of images, tables and figures. Any references to media will not be assessed. If the maximum number of pages is exceeded, only the first six pages will be assessed.

## 5.4.2 SUB AWARD CRITERION B - CUSTOMER JOURNEY

Invest International seeks a clear understanding your complete travel request workflow. Please describe your process from initial request to final resolution, step-by-step, including lead times, and aligned with Invest International's Travel Policy. Apply this to the two use cases below. Your explanation should provide a detailed view of how you organize trips and what Invest International can expect in terms of service delivery and problem-solving.

### Case 1 - Client visit

- **Destination & Route:** The Netherlands → Zambia, via Uganda and Kenya
- **Travel Dates:** 8–14 February 2026
  - Arrival in Entebbe, Uganda: 8 February
  - Departure to Nairobi, Kenya: 11 February
  - Departure to Lusaka, Zambia: 13 February
  - Return to the Netherlands: 14 February
- **Number of Travelers:** 4
- **Accommodation:** Hotels within the daily allowance under the Dutch Civil Service CAO
- **Transport:** Airport pick-up and drop-off services at each destination
- **Problem Scenario:**
  - Flight Nairobi to Lusaka on 10 February is cancelled.
  - Luggage from the Netherlands is missing.
- **Task:** Describe the full customer journey, including how you ensure seamless coordination across multiple destinations while prioritizing traveller comfort. Indicate how you would resolve these issues while minimizing disruption to the travellers and maintaining service quality.

## Case 2 - EU congress

- **Destination & Route:**
  - Amsterdam → Brussels: 15 December
  - Brussels → Vienna: 16 December
  - Vienna → Paris: 18 December
  - Paris → Amsterdam: 19 December
- **Travel Dates:** 15–19 December 2025
- **Number of Travelers:** 3
- **Mode:** Travel by train wherever feasible
- **Accommodation:** Hotels within the daily allowance under the Dutch Civil Service CAO
- **Transport:** Pick-up and drop-off services between train stations and hotels
- **Task:** Describe the full customer journey, including how you ensure seamless coordination across multiple destinations and modes of transport, while prioritizing traveller comfort and sustainability.

Your responses will be evaluated based on:

- **Clarity and Completeness:** How clearly and comprehensively the customer journey is described.
- **Problem-Solving Approach:** Effectiveness and practicality of solutions for disruptions and contingencies.
- **Communication & Responsiveness:** Proactive updates, escalation procedures, and transparency throughout the journey.

The elaboration of this sub-Award Criterion may consist of a maximum of two A4, Arial 10 font. This number of pages is exclusive of images, tables and figures. Any references to media will not be assessed. If the maximum number of pages is exceeded, only the first two pages will be assessed.

### 5.4.2 SUB AWARD CRITERION C - BOOKING PLATFORM FUNCTIONALITY

The Contractor must provide a booking platform with direct access to airline and other carrier reservation systems. Invest International may choose to use this platform in the near future, enabling the internal travel coordinator to book travel independently. This will only be feasible if the platform supports booking different travel classes for outbound and return journeys. In addition, the Contractor shall provide access to a mobile application that delivers real-time updates, alerts, and travel status notifications throughout the journey.

- At the time of submission, the Contractor provides Invest International with access to a demo environment of the booking platform for a **5-working-day testing period**.
- Submit a detailed description of how your booking platform operates and demonstrate the following capabilities using screenshots:
  - Self-service options for cancellations, changes, and refunds
  - Real-time travel status updates and alerts
  - Reporting and dashboards functionalities
  - Display of CO<sub>2</sub> emissions and other sustainable travel options.
- Provide a detailed description of how the mobile app operates, including screenshots that illustrate its functionalities.
- Describe the availability of user support, training materials, and onboarding assistance.
- Describe how you ensure data security and GDPR compliance.
- Indicate whether the platform currently supports the possibility to book different travel classes for outbound and return journeys or if this functionality will be available in the near future.
- Outline future development plans for enhancing platform functionality.

Your booking platform will be evaluated against the following assessment criteria:

- **User Experience & Accessibility:**
  - The extent to which the platform is intuitive, user-friendly, and easily accessible for the internal travel coordinator of Invest International.
  - How well the platform performs during the 5-day demo period (speed, reliability, ease of booking).
- **Functional Capabilities:**
  - Availability and quality of real-time travel status updates and alerts and reporting and dashboard functionalities.
  - Ability to book different travel classes for outbound and return journeys (higher score if currently available or planned for near-term development).

The elaboration of this sub-Award Criterion may consist of a maximum of two A4, Arial 10 font. This number of pages is exclusive of screenshots, images, tables and figures. Any references to media will not be assessed. If the maximum number of pages is exceeded, only the first two pages will be assessed.

## 5.5 AWARD CRITERION 'PRICE'

Submit your services fees (in Euro's excluding taxes) for the fulfilment of this assignment by using Appendix 2 'Pricing sheet'. The price is assessed according to the 'weighted points method'. In this method, the price offered by the Contractor is converted into a score.

### Maximum price

The Contracting Authority applies a minimum and maximum price as outlined in the Pricing Sheet. Proposals submitted exceeding the maximum price will be discarded. If the total price is equal or higher than the indicated maximum price, the Proposal will be excluded from the Tender Procedure.

### Calculation of the score

The formula to determine the score is as follows: The Contractor whose total price is lowest will get the maximum score of 200 points. The remaining Contractors will be scored pro rata according to the formula: **(Lowest total price / Total price Contractor) X (max. number of points) = score Contractor price**

Instructions for filling in the Appendix 2, 'Pricing sheet':

- Prices are expressed in Euros (excluding VAT), rounded to no more than two decimal places;
- The prices are all-in rates;
- A possible graduated discount has been deducted from the total price.

## 5.6 METHOD OF ASSESSMENT

The Contracting Authority has appointed an Assessment Committee for the evaluation of the qualitative (sub-)Award Criteria of the Proposals. The Assessment Committee consists of 3 members. The assessment of the qualitative criteria takes place without knowledge of the prices submitted. The assessors will initially

assign a score per sub-Award Criterion individually. After completing the individual assessment, the Assessment Committee will determine the final value per Proposal, per Award Criterion, based on consensus.

## 5.7 HOW IS THE WINNING CONTRACTOR DETERMINED?

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Adding up the scores of all qualitative sub-Award Criteria will result in the total score for the 'quality' element. Adding the score for the 'price' component to this will produce the total score for the Proposal.

The Contractor with the highest number of points has offered the best price-quality ratio and will be designated the winner of the Award Phase. This Contractor is eligible for the award of the Contract.

If Proposals end up with the same total score after the assessment, the Proposal with the highest score for the Award Criterion A - Service Quality & Responsiveness will be ranked as the highest of those equally ended Proposals. If the score for the Award Criterion A of these Proposals is also equal, the score for the Award Criterion C 'Booking Platform Functionalities' will determine the rank order. If this score is also equal, a new ranking by lot will be drawn among the Contractor eligible for the award, with the winning Contractor receiving the Award Decision.

## **6. AWARD PROCESS**

This chapter describes the process from dispatch of the Award Decision up to and including signing of the Agreement. The Award Procedure consists of the following phases:

Phase 5: Award Decision

Phase 6: Objection period

Phase 7: Verification

Phase 8: Final Award

### **6.1 PHASE 5 - AWARD DECISION**

Following the evaluation of all Proposals, the Contracting Authority will inform all Contractors in writing by way of an Award Decision which Contractor(s) the Contracting Authority intends to award the Agreement to, the reasons for the Award Decision and - to the extent relevant for the 'provisional' Award Decision - the characteristics and the advantages of the Proposal on the basis of which the relevant Contractor(s) will be awarded the Agreement.

The Award Decision does not yet entitle the successful Contractor(s) to award the Agreement, as the communication does not imply acceptance of the Proposal. In other words, there is not yet an Agreement between the Contracting Authority and the intended winning Contractor(s). The Contractor(s) to whom the Award Decision has been issued will be invited for a meeting about his/their Proposal, the verification of data and the discussion of the possible Agreement to be concluded.

### **6.2 PHASE 6 - OBJECTION PERIOD**

Contractors who do not agree with the Award Decision and wish to object to it must lodge civil proceedings to this end with the civil court in The Hague within twenty calendar days after the date of the award advice, by serving a summons.

Any requests for a further (verbal) explanation of the Award Decision shall not suspend this period. If interim injunction proceedings are instituted in the prescribed manner, the Contracting Authority shall await the outcome of the interim injunction proceedings before proceeding with the Final Award. The Contracting Authority shall also reserve the right to await any appeal or to proceed with the Final Award in the event of a favourable decision by the Interim Injunction Judge of the Court.

If a proper writ of summons is not issued within this period of twenty calendar days, the Contracting Authority will in principle proceed to Final Award, subject to the right not to award the Agreement (in accordance with Section 4.7-d). If an unsuccessful Contractor fails to issue a summons in time or correctly, it will be deemed to have expressly waived its right to have the lawfulness of the Award Decision and/or the

Tendering Procedure conducted reviewed by the court and its claim will be inadmissible if it lodges a legal remedy after all.

## 6.3 PHASE 7 - PROCEDURE OF VERIFICATION

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Prior to the award of the Agreement, the winning Contractor will be invited for a meeting about its proposal, verification of any outstanding questions and the discussion of the possible agreement to be concluded. The verification meeting will assess whether the Contractor has correctly interpreted the Tender Document including the appendices.

If it emerges that this Contractor has provided incorrect information in his Proposal, or that there are insurmountable objections on other points, or that no agreement can be reached on the Contract to be concluded, the relevant Proposal may be rejected. If this Proposal is excluded from the tender process, the Award Decision will be sent to the next highest-ranking Contractor.

In case of remaining suitable Contractors with equal scores, in order to determine which of these suitable Contractors will be awarded (part of) the Contract, a lot will be drawn in accordance with the draw procedure described in Section 5.7.

## 6.4 PHASE 8 - FINAL AWARD

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If no objections are received, the Contracting Authority will proceed with the Final Award. The Contracting Authority will send a Final Award letter to the successful Contractor(s).

## 6.5 SIGNING THE AGREEMENT/CONTRACT

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After the award is final, the Agreement will be signed between the Contracting Authority and the winning Contractor.

## **Final word**

We would like to thank you in advance for making the effort to read this Tender Document. If, after reading this document, you wish to participate in this Tender Procedure, we wish you every success in compiling your Proposal and we look forward to receiving your Proposal!

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sustainable markets  
of tomorrow together.

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