

## Algemene informatie

**Aanbesteding:** DAS for Temporary Deployment of External Professionals  
**Aanbestedende Dienst:** Invest International B.V.  
**Referentie:** -  
**Toelichting:** -

## Vraag en antwoord

**Ref.nr.** **Onderwerp:**  
1 Terms & Conditions

**Vraag:**

Which terms & conditions will apply to the Temporary Deployment of External Professionals? Do you have a concept contract which you can share with us?

**Antwoord:**

The draft 'Contract of Service' relating to temporary deployment has been uploaded to the TenderNed platform. Please note that for certain assignments, additional terms and conditions may apply (e.g. ARVODI 2025; see the relevant documents on TenderNed).

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

22 apr 2026

**Percelen:**

P1 Interim Management  
P2 Legal Expertise  
P3 Financial Expertise  
P4 Professionals within Business Operations  
P5 Training, coaching and assessments  
P6 Technical Expertise  
P7 Project Management

**Ref.nr.** **Onderwerp:**  
2 Clarification of scope of the DAS

**Vraag:**

The title of the Dynamic Purchasing System refers to the "Temporary Deployment of External Professionals". Can you clarify whether this DAS may also be used for advisory assignments and other professional services, in addition to the temporary deployment of interim professionals?

**Antwoord:**

We confirm that the DAS is intended for the engagement of external professionals and professional service providers as described in the Tender Documents. The term "Temporary Deployment of External Professionals" should be interpreted broadly and is not limited to interim management positions or temporary staffing assignments. The DAS may also be used for advisory, project based and specialist professional services, including but not limited to legal, financial, technical, project management, training, coaching, assessment and business operations related services, as well as professional services within the field of marketing and communication. Such assignments are permitted if they fall within the scope of the defined categories of the DAS and are awarded through a mini competition in accordance with the applicable DAS rules. The DAS is not intended for the procurement of goods or standard products as such, but for the provision of professional services and expertise on a temporary or project basis.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

2 apr 2026

**Percelen:**

P1 Interim Management

P2 Legal Expertise

P3 Financial Expertise

P4 Professionals within Business Operations

P5 Training, coaching and assessments

P6 Technical Expertise

P7 Project Management

**Ref.nr.**

3

**Onderwerp:**

Training and education

**Vraag:**

If the contractor wishes or expects to provide training and education with a legal component, does this fall under Lot 5, or is registration for Lot 2 sufficient?

**Antwoord:**

This falls under Lot 5: 'Training, coaching and assessments'.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

P2 Legal Expertise

P5 Training, coaching and assessments

**Ref.nr.**

4

**Onderwerp:**

Tender document Art. 5. DOCUMENTS TO BE SUBMITTED

**Vraag:**

A reference is made to a document 'Optional: Guarantee declaration by third parties'. However no reference to this document is included in the Tender document. Are we correct to assume we do not need to submit this document.

**Antwoord:**

See our answer to question 8.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

P1 Interim Management

P2 Legal Expertise

P3 Financial Expertise

P4 Professionals within Business Operations

P5 Training, coaching and assessments

P6 Technical Expertise

P7 Project Management

**Ref.nr.**

5

**Onderwerp:**

Appendix 3 Holding Statement

**Vraag:**

A Holding Statement is included with the tender document. However no reference to this document or the content of the document is included in the Tender document. Are we correct to assume we do not need to submit this document.

**Antwoord:**

An additional requirement has been added on the Tendered platform to submit the Holding Statement (Appendix 3).

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

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**Percelen:**

P1 Interim Management

P2 Legal Expertise

P3 Financial Expertise

P4 Professionals within Business Operations

P5 Training, coaching and assessments

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P7 Project Management

**Ref.nr.**

6

**Onderwerp:**

Planning

**Vraag:**

In between the planning of the memorandum of information on April 24 and submission date of 4 May is a public holiday (April 27) and a holidayweek. Candidate would like Invest Intl to consider extending the submission date of May 4 with one week to May 11. That would enable Candidates for filing there response, and adjust to the memorandum of information.

**Antwoord:**

The submission date of 4 May will not be extended, as the requested documents to be submitted in phase 1 are limited. We also refer to the answer of question 8.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

P1 Interim Management

P2 Legal Expertise

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P4 Professionals within Business Operations  
P5 Training, coaching and assessments  
P6 Technical Expertise  
P7 Project Management

**Ref.nr.**

7

**Onderwerp:**

Terms &amp; Conditions

**Vraag:**

The terms & conditions for DAS are not shared in Phase 1. Can you confirm that this will be part of phase 2?

**Antwoord:**

See our answer to question 1.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

P1 Interim Management  
P2 Legal Expertise  
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P6 Technical Expertise  
P7 Project Management

**Ref.nr.**

8

**Onderwerp:**

Tender document Art. 5. DOCUMENTS TO BE SUBMITTED

**Vraag:**

"The Candidate must submit the following documents:

1. European Single Procurement Document (ESPD), signed by an authorised person
2. Extract registration Chamber of Commerce (Suitability Requirements Appendix X);
3. Cover Letter: Letter in which you submit your Request to Participate. The letter must specify the Lot(s) to which your Request to Participate relates.
4. Optional: Guarantee declaration by third parties (Suitability Requirements Appendix X);
5. Copy liability insurance (Suitability Requirements Appendix X);
6. Format Reference 1, 2, XXX (Appendix Xa, Xb). "

"Can you explain what you expect from candidates to hand in as documents with regards to nr 6. Format reference 1, 2, XX?"

In the appendixes there is no format (template) attached, besides a description of what you expect from candidates in the respective lot, including o remarks that verification is yet to come in phase 2. "

**Antwoord:**

This article will be adjusted (see appendix 1). The Candidate must submit the following documents:

1. European Single Procurement Document (ESPD), signed by an authorised person;
2. Extract registration Chamber of Commerce; and
3. Holding Statement.

In case of using a subcontractor, every subcontractor needs to submit an ESPD and a 'Declaration by Third Parties (Terbeschikkingstelling), see Appendix 5.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

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P1 Interim Management

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P5 Training, coaching and assessments

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P7 Project Management

**Ref.nr.**

9

**Onderwerp:**

Cover letter

**Vraag:**

Can you confirm that we need to include in the cover letter for which lots we would like to be admitted? If yes, can you also confirm that listing the lots where we would like to be admissioed is sufficient?

**Antwoord:**

Submission of a cover letter is not required; please see our response to question 8.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

- P1 Interim Management
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- P6 Technical Expertise
- P7 Project Management

**Ref.nr.**  
**10****Onderwerp:**

Reference

**Vraag:**

Appendix 1 refers to a "Reference Format". Could you please clarify:

1. How many references per lot must be submitted at a minimum in the Selection Phase?
2. Which format should be used for submitting the references?
3. What substantive requirements must the references meet in order to demonstrate suitability?

**Antwoord:**

Submission of references is not required. See our answer to question 8.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

- P1 Interim Management
- P2 Legal Expertise
- P3 Financial Expertise
- P4 Professionals within Business Operations
- P7 Project Management

**Ref.nr.**  
**11****Onderwerp:**

Suitability Requirements

**Vraag:**

Is the tenderer required, during the Admission/Selection Phase, to submit CV's of specific professionals in order to demonstrate that we can have access to persons who meet the suitability

requirements set out in Appendices 2a through 2g? If so:

- a) How many CVs per lot must the tenderer submit at a minimum?
- b) On which aspects will the CVs be assessed? What minimum information must each CV contain in any case (for example: start/end date per position, FTE commitment, reference projects, role and responsibilities)?
- c) The different lots mention different functions/roles. Is the tenderer free to determine which CVs are submitted?

**Antwoord:**

Submission of CVs is not required during this phase. See our answer to question 8.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

P1 Interim Management

P2 Legal Expertise

P3 Financial Expertise

P4 Professionals within Business Operations

P7 Project Management

**Ref.nr.**

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**Onderwerp:**

Suitability Requirements

**Vraag:**

Could you specify in concrete terms which evidence must actually be submitted in Phase 1 (Admission/Selection Phase) in order to meet the Suitability Requirements? Appendix 1 provides an overview of documents (ESPD, Chamber of Commerce extract, cover letter, optional declarations, copy of liability insurance, and reference formats), but it does not explicitly state whether and how these documents should substantiate the suitability requirements set out in the Appendix 2 documents. Could you please confirm whether it is sufficient to submit only the documents listed in Appendix 1 during this phase?

**Antwoord:**

See our answer to question 8.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

-

**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

P1 Interim Management

P2 Legal Expertise

P3 Financial Expertise

P4 Professionals within Business Operations

P7 Project Management

**Ref.nr.**

13

**Onderwerp:**

Question #3

**Vraag:**

Appendix 1 refers to a "Reference Format". Could you please clarify:

How many references per lot must be submitted at a minimum in the Selection Phase?

Which format should be used for submitting the references?

What substantive requirements must the references meet in order to demonstrate suitability?

**Antwoord:**

See our answer to question 8. You don't need to submit references.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

P1 Interim Management

P2 Legal Expertise

P3 Financial Expertise

P4 Professionals within Business Operations

P5 Training, coaching and assessments

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P7 Project Management

**Ref.nr.**

14

**Onderwerp:**

Question #2

**Vraag:**

Is the tenderer required, during the Admission/Selection Phase, to submit CVs of specific

professionals in order to demonstrate that we can have access to persons who meet the suitability requirements set out in Appendices 2a through 2g? If so:

a) How many CVs per lot must the tenderer submit at a minimum?

b) On which aspects will the CVs be assessed? What minimum information must each CV contain in any case (for example: start/end date per position, FTE commitment, reference projects, role and responsibilities)?

c) The different lots mention different functions/roles. Is the tenderer free to determine which CVs are submitted?

**Antwoord:**

Submission of CVs is not required during this phase. See our answer to question 8.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

P1 Interim Management

P2 Legal Expertise

P3 Financial Expertise

P4 Professionals within Business Operations

P5 Training, coaching and assessments

P6 Technical Expertise

P7 Project Management

**Ref.nr.**

15

**Onderwerp:**

Question #1

**Vraag:**

Could you specify in concrete terms which evidence must actually be submitted in Phase 1 (Admission/Selection Phase) in order to meet the Suitability Requirements? Appendix 1 provides an overview of documents (ESPD, Chamber of Commerce extract, cover letter, optional declarations, copy of liability insurance, and reference formats), but it does not explicitly state whether and how these documents should substantiate the suitability requirements set out in the Appendix 2 documents. Could you please confirm whether it is sufficient to submit only the documents listed in Appendix 1 during this phase?

**Antwoord:**

See our answer to question 8.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

-

**Vragenronde:**

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P1 Interim Management

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**Ref.nr.**  
**16**

**Onderwerp:**

Assignments

**Vraag:**

Can assignments be:

1. extended without a new mini competition?
2. expanded in scope?

**Antwoord:**

1. Assignments can be extended without launching a new mini#competition. Where possible, the option for extension(s) will be included in the original assignment.
2. Expansions will remain within the original scope, objectives and character of the assignment and won't constitute a material change.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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P4 Professionals within Business Operations

P7 Project Management

**Ref.nr.**

**Onderwerp:**

17	<p>Changes in scope</p> <p><b>Vraag:</b> Who bears the risk of changes in scope not initiated by the contractor?</p> <p><b>Antwoord:</b> See our answer to question 16. Consequently, we consider this question (nr. 17) to be irrelevant.</p> <p><b>Fase:</b> Aanmeldfase</p> <p><b>Inschrijfronde:</b> -</p> <p><b>Vragenronde:</b> Vragenronde 1</p> <p><b>Beantwoord op:</b> 23 apr 2026</p> <p><b>Percelen:</b> P1 Interim Management P2 Legal Expertise P3 Financial Expertise P4 Professionals within Business Operations P7 Project Management</p>
<b>Ref.nr.</b> 18	<p><b>Onderwerp:</b> Estimation mini-tenders</p> <p><b>Vraag:</b> How many mini tenders are expected per year, per lot (realistic estimate)?</p> <p><b>Antwoord:</b> It is not possible to provide a realistic answer to this question, due to various upcoming developments within the organisation of which the scope is unknown at this point of time.</p> <p><b>Fase:</b> Aanmeldfase</p> <p><b>Inschrijfronde:</b> -</p> <p><b>Vragenronde:</b> Vragenronde 1</p> <p><b>Beantwoord op:</b> 23 apr 2026</p> <p><b>Percelen:</b> P1 Interim Management</p>

P2 Legal Expertise  
P3 Financial Expertise  
P4 Professionals within Business Operations  
P7 Project Management

**Ref.nr.**  
**19**

**Onderwerp:**  
indexation

**Vraag:**  
If applicable. Is indexation allowed for:  
1. long running assignments?  
2. extensions?

**Antwoord:**  
This will be determined for each individual assignment and, where applicable, included in the relevant contract or order confirmation.

**Fase:**  
Aanmeldfase

**Inschrijfronde:**  
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**Vragenronde:**  
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P1 Interim Management  
P2 Legal Expertise  
P3 Financial Expertise  
P4 Professionals within Business Operations  
P7 Project Management

**Ref.nr.**  
**20**

**Onderwerp:**  
Liability

**Vraag:**  
How are the following regulated:  
1. liability caps and exclusions of direct damage?  
2. liability caps and exclusions of indirect damage?  
3. indemnities?  
4. early termination by the contracting authority (notice periods, compensation)?

**Antwoord:**  
This will be determined for each individual assignment and, where applicable, included in the relevant contract or order confirmation.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

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P1 Interim Management

P2 Legal Expertise

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P7 Project Management

**Ref.nr.**  
**21**

**Onderwerp:**

Contract model

**Vraag:**

If a model contract is available. Can the model contract be shared in advance, before the first mini competition?

**Antwoord:**

See our answer to question 1.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

**Beantwoord op:**

23 apr 2026

**Percelen:**

P1 Interim Management

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**22**

**Onderwerp:**

ARVODI- terms

**Vraag:**

As ARVODI-terms do not apply. Which contractual terms apply to a specific assignment in Phase 2?

1. A standard framework contract?
2. A separate contract per assignment?

**Antwoord:**

See our answer to question 1.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

Vragenronde 1

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**Percelen:**

P1 Interim Management

P2 Legal Expertise

P3 Financial Expertise

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**Ref.nr.**

23

**Onderwerp:**

ESPD

**Vraag:**

Given that all procurement documents are issued in English, is it possible to submit the European Single Procurement Document (ESPD) in English instead of the Dutch Uniform European Procurement Document (UEA) generated via TenderNed?

**Antwoord:**

We have uploaded an English version of the UEA (ESPD) in the folder 'Documents'.

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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**Vragenronde:**

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23 apr 2026

**Percelen:**

P1 Interim Management

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**Ref.nr.**  
**24**

**Onderwerp:**  
Subcontractor: Appendix 1, page 2-3

**Vraag:**

Our understanding of those pages is that an entity on which the Supplier relies for certain financial or technical capabilities needs to fill in and submit an ESPD form next to the Supplier as main contractor.

We intend to apply together with a subcontractor we want to engage for specific legal expertise. Our understanding of the tender documents is that the subcontractor needs to submit a completed and signed ESPD form plus a completed and signed "guarantee declaration by third parties" (in Dutch: "terbeschikkingstellingsovereenkomst"). Could you please confirm that these are all the documents a subcontractor needs to submit or, if this is not the case, could you please provide an overview of the documents that need to be submitted by the subcontractor?

**Antwoord:**

If a Contractor relies on the financial, economic or technical capacities of a subcontractor in order to meet the selection criteria, that subcontractor is required to submit:

(i) a completed and signed European Single Procurement Document (ESPD); and (ii) a completed and signed guarantee declaration by third parties ("terbeschikkingstellingsovereenkomst"), confirming that the relevant capacities will be made available to the Contractor for the performance of the Assignment(s).

**Fase:**

Aanmeldfase

**Inschrijfronde:**

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