

Tender Document **Advisory Assignments** **Public Infrastructure**

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.

A	
Agreement	A written Agreement/Contract for valuable consideration entered between one or more service providers and one or more Contracting Authorities and relating to the provision of other services.
Appendix	An attachment forming part of any of the Tender Documents.
Assessment committee	A team of individuals who do the substantive evaluation of the bids.
Assignment	The Contract to be put in the market through this Tender Procedure.
Award criteria	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).
Award Decision	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.
C	
Consortium Member	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.
Consortium	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.
Contracting Authority	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.
Contractor(s)	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).
D	
D2B	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.
Data Processing Agreement (DPA)	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.
DRIVE	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.

E	
Economically Most Advantageous Tender (EMAT)	EMAT is the umbrella term for the three award criteria: Lowest price; Lowest cost of living; Best value for money.
ESIA	Environmental and Social Impact Assessment.
European Single Procurement Document (ESPD)	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.
F	
Firm	A Contractor, Supplier, or consultant
FIDIC	<i>Fédération Internationale des Ingénieurs-Conseils</i> is the professional organisation formulating international standards for construction technology and consulting engineering. It produces the contractual models and templates referred to as FIDIC contracts.
Final Award	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.
G	
Ground for exclusion	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.
I	
IESG	Impact, Environmental and Social Governance.
Intention to Award	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.
IIPP	Invest International Public Programmes B.V.
L	
Lead Firm	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.
Lot	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.
M	
Main Contractor	A Contractor who bids together with Subcontractor(s) and is jointly and severally responsible for the performance of the Contract.
Memorandum of Information	Supplement to the previously published Tender Documents, which forms an inseparable part of the Tender File.
P	
Pricesheet	The template on which Contractor enters the rates including all costs (all-in rate) for all requested items.
Procurement Act	Procurement Act 2012

Program of requirements	List of all the requirements related to the tender.
Proposal	The tender submitted by the Contractor.
Public Procedure	Procedure in which all Firms may tender in response to an announcement.
Public Procurement	The Public Procurement Act 2012 (<i>Aanbestedingswet 2012</i>).
S	
Subcontractor	Person or organization who, on the Assignment of a Contractor, without being employed by the Contractor, performs all or part of the Assignment assumed.
Suitability Requirements	This is to determine whether a Contractor is capable of performing the Agreement.
Supplier	Anyone who offers products/services on the market.
T	
Tender	The process by which a Contracting Authority announces that it wishes to have a Contract performed and invites Firms to submit a Proposal.
Tender Documents	All documents prepared or referenced by the Contracting Authority to describe or determine components of the Procurement procedure.
Tender Guide	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.
Tender Platform	The digital platform TenderNed on which the Tender procedure is executed.
Tender Procedure	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.
TOR	Terms of Reference
W	
Work(s)	Work(s) refer to the goods and services that are typically procured for the realisation of infrastructure projects, such as design, construction, commissioning, operations, or maintenance of public infrastructure assets.

1. INTRODUCTION

These are the Tender Guidelines for the European Public Tender Procedure ‘Advisory Assignments’. 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

About Invest International

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.

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

With a targeted date of 1 January 2028, Invest-NL and Invest International will integrate to form a full-fledged National Promotional Institution. This integration increases the effectiveness of public investments and international cooperation, improves access to financing for entrepreneurs, and strengthens the economic resilience of the Netherlands. The new organisation will become a strategic player that enables innovation and future-oriented growth with impact both domestically and internationally.

For more information please visit: <https://investinternational.nl/news-items/invest-nl-and-invest-international-join-forces/>

1.1.2 INVEST INTERNATIONAL PUBLIC PROGRAMMES

Infrastructure Funding Programs of Invest International Public Programmes

This project is funded by Invest International Public Programmes B.V., (IIPP) mandated by the Ministry of Foreign Affairs of the Netherlands to implement the D2B and DRIVE infrastructure programs.

Develop2Build – D2B

With the Develop2Build, the Ministry of Foreign Affairs provides support to national and regional authorities in low-income and Dutch partner countries in converting promising ideas for public infrastructure into viable high-impact projects with positive effects on people, the environment and society.

This support is provided in the form of grants for preparation and feasibility studies that need to be completed before an infrastructure project can be tendered. A D2B funded project must contribute to the development of certain Sustainable Development Goals, in priority SDG8 (Decent Work and Economic Growth) and SDG13 (Climate Action), while promoting private sector development, ultimately improving national economies' ability to provide for themselves.

A Project ready to be tendered at the end of the Develop2Build cycle may ideally be (partly) funded by a contribution from the DRIVE programme, described hereafter.

Development Related Infrastructure Investment Vehicle – DRIVE

With DRIVE, the Ministry of Foreign Affairs aims at facilitating investments in public infrastructure projects that contribute to conducive business climate and entrepreneurship in four priority infrastructure sectors out of the five sectors of focus of Invest International, namely water, renewable energy, agriculture and healthcare. Public infrastructure projects that have a high impact relevance in other sectors also can apply for DRIVE support for specific consideration.

Projects must be supportive of and built on the Dutch agenda for aid, trade and investment, for example by joining initiatives that have already been developed as part of Dutch development policy.

The overall objective of DRIVE is to contribute to inclusive and sustainable growth in 40 selected emerging countries. DRIVE supports investments in expansion and/or quality improvement of public infrastructure that stimulates the development of the private sector by promoting entrepreneurship, productivity and employment opportunities, including by lifting wages level.

1.2 CAUSE

As our current Framework Agreements for 'Advisory Assignments' have ended, we need to retender them.

1.3 DESCRIPTION OF ASSIGNMENT

The Assignments under these Framework Agreements are related to Sectorial Expertise & Financial/Economic Advisory and Procurement Advisory for Public Infrastructure projects. The Assignments can be executed at different stages of a project; at the project application stage, but also throughout the development and procurement stages of the infrastructure project up until the closing of contracts (for execution). More information about the Work relating to the different types of assessments can be found at the Terms of Reference (Appendix 5).

1.4 CONFLICT OF INTEREST

Assignments awarded under the Framework Agreement may include preparatory or advisory activities for a Feasibility Study that will subsequently be tendered through a separate open tender procedure. Contractors should therefore be aware of the potential risk of a conflict of interest. Such a conflict of interest may arise where a Contractor participates in a call-off under the Framework Agreement and:

- has been directly or indirectly involved in the preparation of the tender documents for a subsequent tender procedure relating to that assignment; or
- has otherwise obtained access to confidential or non-public information (inside information) that could provide an unfair competitive advantage in that subsequent tender procedure.

In such situations, the Contractor may be excluded from participation in the relevant tender procedure, in accordance with applicable procurement legislation.

1.5 PROCESS CALL OFF'S

When requesting a Proposal for a Call-Off, the Contracting Authority shall send a form (see Appendix 6a) containing information on, among other things;

- A description of the Assignment and the result.
- The Contracting Authority's contact person.
- Important deadlines for the Assignment.
- Requirements for submission of the detailed Proposal (with dates).
- Frequency, coordination & communication with the Contracting Authority.
- Any preliminary studies or reports that must be included.
- The Contractor will submit the Proposal; the time for response will be depended on the Assignment.
- The rates submitted by the Contractor for the Framework Agreement apply as maximum hourly rates for the Proposals.
-

1.6 REVISION CLAUSE

The Contracting Authority reserves the right, during the term of the Agreement, to amend the content, scope, phasing and/or budget of the Assignment, provided that such amendments do not alter the overall nature of the Contract.

The Contracting Authority may decide, at its sole discretion, to make use of one or more opportunities, optimisations or alternatives proposed by the Contractor in its Proposal or during the execution of the Assignment. The implementation of such opportunities may result in modifications to the scope of services, deliverables, planning and/or budget of the Assignment. Any such modifications shall be subject to prior consultation with the Contractor and shall be formalised in writing.

Furthermore, the Contractor may submit well-reasoned and technically sound comments on the Terms of Reference (Appendix 5), including proposals for deviations or refinements. Where such proposals necessitate reallocation of budgetary items, the Contracting Authority may consider such reallocations, without any obligation to do so.

In addition, the services specified in the Framework Agreement may be subject to change in the event of political, budgetary, administrative or organisational developments within the (Dutch) government, including but not limited to changes in policy priorities, available funding, organisational structure, statutory tasks or the position of the Contracting Authority within the government.

In such cases, the Contracting Authority shall consult with the Contractor in good faith to determine whether and how the Assignment should be adjusted. Any amendments pursuant to this Revision Clause shall be implemented through a written amendment to the Agreement and shall not entitle the Contractor to any compensation other than as expressly agreed in writing.

Future developments in ‘Advisory Assignments’

A proposed merger between Invest-NL and Invest International is currently underway, which is expected to result in a single organization as of January 1, 2028. This development may have implications for the organizational structure, housing arrangements, and the number of employees. The Contractor should consider that the number of users of the ‘Advisory Assignments’, and consequently the number of ‘Advisory Assignments’ to be provided, may increase due to a growth in staff. Furthermore, it is currently unknown whether the new organization will wish to continue the existing ‘Advisory Assignments Framework Agreement’. Therefore, the Contractor should consider that the current contract may end no later than the end of 2027.

1.7 LOTS

This Mini-Tender is divided into two (2) lots:

1. Sectorial Expertise & Financial/Economic Advisory, based on the following sectors:

- a. Water and Logistic
 - Water technology (drinking water)
 - Delta technology
 - Maritime sector
 - Energy

- Waste Management

- b. Energy & Climate
- c. Agri-food
- d. Health
- e. Sustainable Manufacturing

Based on past experiences and pipeline development, most advisory Assignments have been in the Water & Logistics sector and more is foreseen in Energy & Climate sector. This lot has an estimated total contract value of max EUR 2,000,000 based on a contract period of 4 years.

2. Procurement advisory.

This lot has an estimated total contract value of max EUR 1,200,000 based on a contract period of 4 years.

The estimated total contract values per lot are indicative only and based on current insights and expectations. No rights can be derived from these estimated amounts.

The content information per lot is described in the ToR (Appendix 5).

1.8 THE AGREEMENT/CONTRACT

The Contracting Authority intends to conclude the Framework Agreement with one (1) Contractor per Lot. The Framework Agreement is non-exclusive and does not entail any obligation for the Contracting Authority to award a minimum number of Assignments, nor does it grant the Contractors any right or entitlement to be awarded Assignments.

Each Framework Agreement has an initial term of two (2) years, with the option of extending it two (2) times by one (1) year. Each Framework Agreement therefore has a maximum term of four (4) years. The starting date of each (framework) Agreement is currently 1 November 2026.

1.9 NON-EXCLUSIVITY

The Framework Agreement is non-exclusive. While the Contracting Authority anticipates that Assignments within the scope of the relevant Lot will in principle be awarded pursuant to the Framework Agreement, the Contracting Authority is not obliged to source any services exclusively under the Framework Agreement, nor does the Framework Agreement confer any right to the Contractor to be awarded Assignments.

The Contracting Authority expressly reserves the right to procure similar or identical services outside the Framework Agreement at any time, including through a separate procurement procedure or by making use of another existing agreement. Such situations may arise, inter alia, where specific or specialised expertise is required, where the Assignment overlaps with the scope of another agreement, where continuity with an existing supplier is required, where local presence is considered essential, or for other objectively justified operational or strategic reasons.

The decision to procure services outside the Framework Agreement remains solely at the discretion of the Contracting Authority.

1.10 MONITORING THE AGREEMENT/CONTRACT

During the execution of the Agreement, it will be monitored whether the contractual agreements are met and the performance will be monitored. To monitor these contractual agreements and to assess performance, a monitoring tool can be used. This tool can be compared to a traffic light report, a dashboard or something similar.

2 SOCIALLY RESPONSIBLE PROCUREMENT

Socially Responsible Procurement is an effective tool to help reduce CO₂ 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.

To achieve the objectives set out in this chapter, more is required than simply applying sustainability criteria in the tendering process. It is also about the choices in the primary processes that are translated into the services to be purchased.

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 Tender Procedure is conducted based on the Dutch Public Procurement Act 2012. The Public procedure will be followed.

3.2 TENDER PLATFORM

This Tendering 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	1 June 2026
First closing date for submitting questions	1 July 2026
Target date for the issuance of the Memorandum of Information	9 July 2026
Closing date for submitting Proposals	24 August 2026: 09.00 hrs A.M.
Send Award Decision	10 September 2026
Verification meeting	14 – 18 September 2026
Expiry of objection term	1 October 2026
Send Final Award	1 October 2026
Contracting	1 October 2026
Start implementation of the Agreement	1 November 2026

3.5 COMMUNICATION

Communication regarding this Tendering Procedure will take place via TenderNed (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 person	Angela van der Sluijs
Second contact person	Ilona van der Kaaij
Team	Procurement
Telephone number	+31 (0)6 – 31675906
Address	Bezuidenhoutseweg 12, 2594 AV Den Haag

3.6 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.

3.7 MEMORANDUM OF INFORMATION

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.

3.8 RANKING IN CASE OF INCONSISTENCIES

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. Memorandum of Information
- e. Program of Requirements
- f. Tender Guidelines with Appendices
- g. General terms and conditions of purchase (ARVODI 2025)
- h. 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.

3.9 COMPLAINTS

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 8) may be used.

3.10 METHOD OF SUBMITTING THE PROPOSAL

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.

3.10.1 CLOSING DATE FOR SUBMITTING PROPOSALS

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.

3.11 EUROPEAN SINGLE PROCUREMENT DOCUMENT (ESPD)

The European Commission has drawn up an 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.

3.11.1 DOCUMENTS OF EVIDENCE RELATED TO ESPD

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))¹**
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 statement¹**
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 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.

¹ 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.

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.

4. TENDER REQUIREMENTS

4.1 EUROPEAN SINGLE PROCUREMENT DOCUMENT (ESPD)

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

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

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

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

- 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.
- f. 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

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

A Contractor will 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

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. These Tender Guidelines are not an Assignment, nor can they be interpreted as such.
- g. 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 three (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 Contractors have the best price/quality ratio. The Contractor will demonstrate its added value and distinctive character based on these Award Criteria.

5.4.1 LOT: SECTORIAL EXPERTISE & FINANCIAL/ECONOMIC ADVISORY

	Award Criterion	Sub-Award Criteria	Max. number of points to be gained	Further explained in paragraph
1.	Sectorial Expertise &	Quality and continuity of the proposed team	500	5.4.1.1
2.	Financial/Economic Advisory	Collaboration, responsiveness and fit with Invest International's way of working	200	5.4.1.2
3.	Price		300	5.4.1.3
Total			1,000	

5.4.1.1 QUALITY AND CONTINUITY OF THE PROPOSED TEAM

The Contractor proposes a team of maximum 5 key experts and provide:

- A brief explanation of the team composition and roles.
- A description of how continuity will be ensured.
- CVs of the proposed key experts (using Appendix 10).

Assessment criteria: to what extent:

- The proposed team is suitable for the scope (see Terms of Reference: Appendix 5) of this lot.
- The key experts demonstrate relevant seniority and experience.
- The team combines sector knowledge and financial/economic appraisal capability.

- Continuity and replacement arrangements are credible and proportionate.
- The Contractor is likely to deploy a stable and workable team for recurring assignments.

Based on past experiences and pipeline development, most advisory Assignments have been in the Water & Logistics sector, and more is foreseen in Energy & Climate sector. Sector knowledge of 'Water & Logistic' and 'Energy & Climate' will therefore be more appreciated.

The elaboration of this sub-Award Criterion may consist of a maximum of two (2) A4 pages, Arial 10 font. This is also applicable for the CVs (Appendix 10). References to other sub-Award Criteria are not permitted. Any references to media will not be assessed. If the maximum number of pages is exceeded, only the first two (2) pages will be assessed.

5.4.1.2 COLLABORATION, RESPONSIVENESS AND FIT WITH THE CONTRACTING AUTHORITY'S WAY OF WORKING

The Contractor describes how it will ensure:

- timely mobilisation and delivery
- effective communication with Invest International
- efficient handling of short, review-based assignments
- consistency and quality control across assignments

Assessment criteria: to what extent the Contractor demonstrates:

- A practical and realistic approach to planning and responsiveness.
- Understanding of the need for short lead times and efficient execution.
- Ability to work in a concise, appraisal-driven environment.
- A collaboration model that fits the nature of the assignments under this lot.

The elaboration of this sub-Award Criterion may consist of a maximum of one (1) A4 page, Arial 10 font. References to other sub-Award Criteria are not permitted. Any references to media will not be assessed. If the maximum number of pages is exceeded, only the first page will be assessed.

Scoring scale and qualitative interpretation

Score	Explanation of Rating	Percentage of the max. points to be gained
Excellent	The response is highly relevant, specific, convincing and fully tailored to the assignment. It provides strong assurance that the Contractor can deliver the required services at a high level of quality.	100%
Good	The response is relevant and well developed, with only minor weaknesses. It provides good assurance that the Contractor can deliver the required services.	80%
Satisfactory	The response is acceptable and broadly relevant, but remains generic or lacks depth in certain areas. It provides reasonable assurance, but with some reservations.	60%
Insufficient	The response is only partly relevant or insufficiently developed. Important aspects are missing, unclear or weakly substantiated. It provides limited assurance.	Will be put aside

5.4.1.3 PRICE

Fill in your price rate per function (in Euro's excluding taxes) for the fulfilment Assignment under this Framework Agreement in Appendix 7 'Pricesheet'.

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 300 points. The remaining Contractors will be scored pro rata according to the formula:

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

Instructions for filling in the Appendix 7, 'Pricesheet':

- 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;
- Changing the prescribed text in the price Appendix (Appendix 7) is not permitted and can lead to exclusion of the further Tender Procedure.

5.4.2 LOT: PROCUREMENT ADVISORY

No.	Award Criterion	Sub-Award Criteria	Max. number of points to be gained	Further explained in paragraph
1.	Procurement Advisory	Quality and continuity of the proposed team	500	5.4.2.1
2.		Collaboration, responsiveness and fit with Invest International's way of working	200	5.4.2.2
3.	Price		300	5.4.2.3
Total			1,000	

5.4.2.2 QUALITY AND CONTINUITY OF THE PROPOSED TEAM

The Contractor proposes a team of maximum 3 key experts and provide:

- A brief explanation of the team composition and roles.
- A description of how continuity will be ensured.
- CVs of the proposed key experts (using Appendix 10).

Assessment criteria: to what extent:

- The proposed team is suitable for the scope (see Terms of Reference Appendix 5) of this lot.
- The key experts demonstrate relevant seniority and experience.
- The team combines public infrastructure procurement and procurement appraisal capability.
- Continuity and replacement arrangements are credible and proportionate.
- The Contractor is likely to deploy a stable and workable team for recurring assignments.

The elaboration of this sub-Award Criterion may consist of a maximum of two (2) A4 pages, Arial 10 font. This is also applicable for the CVs (Appendix 10). References to other sub-Award Criteria are not permitted. Any references to media will not be assessed. If the maximum number of pages is exceeded, only the first two (2) pages will be assessed.

Scoring scale and qualitative interpretation

Score	Explanation of Rating	Percentage of the max. points to be gained
Excellent	The response is highly relevant, specific, convincing and fully tailored to the assignment. It provides strong assurance that the Contractor can deliver the required services at a high level of quality.	100%
Good	The response is relevant and well developed, with only minor weaknesses. It provides good assurance that the Contractor can deliver the required services.	80%
Satisfactory	The response is acceptable and broadly relevant, but remains somewhat generic or lacks depth in certain areas. It provides reasonable assurance, but with some reservations.	60%
Insufficient	The response is only partly relevant or insufficiently developed. Important aspects are missing, unclear or weakly substantiated. It provides limited assurance that the required services can be delivered.	Will be put aside

5.4.2.3 PRICE

Fill in your price rate per function (in Euro's excluding taxes) for the fulfilment Assignment under this Framework Agreement in Appendix 7 'Priceshet'.

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 300 points. The remaining Contractors will be scored pro rata according to the formula:

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

Instructions for filling in the Appendix 7, 'Priceshet':

- 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;
- Changing the prescribed text in the price Appendix (Appendix 7) is not permitted and can lead to exclusion of the further Tender Procedure.

5.5 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 a minimum of 3 persons.

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.

5.6 HOW IS THE WINNING CONTRACTOR DETERMINED?

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 Contractors with the highest number of points have offered the best price-quality ratio and will be designated the winners of the relevant Lot. These Contractors are eligible for the award.

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 (20) 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 (20) 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

Prior to awarding the Agreement, the Contracting Authority can conduct a verification interview with the Contractor(s) to whom the Award Decision has been sent. In preparation for the verification, the Contracting Authority shall establish the points on which the information provided by the Contractor(s) must be verified or the documents or further information which the Contractor must submit. It is also determined which questions still require clarification and which points need to be coordinated.

The verification interview will also assess whether the Contractor(s) has/have correctly interpreted the Tender Guidelines including the Appendices.

If it emerges that the Contractor(s) to whom the Award Decision has/have been sent has/have provided incorrect information in the Proposal, or that there are insurmountable objections on other points, or that no agreement can be reached on the Agreement to be concluded, the relevant Proposal(s) may be rejected. If this Proposal(s) is discarded, the Award Decision will be sent to the next highest-ranking Contractor.

In the event that the Contract or part of the Contract is awarded to several Contractors and the number of Contractors eligible for the award exceeds the maximum number, the Contracting Authority will award (part of) the Agreement to the next best-qualified Contractor, if a Contractor that has received the Award Decision is excluded from the Final Award in accordance with this Section.

In case of remaining suitable Contractors with equal scores, to determine which of these suitable Contractors will be awarded (part of) the Contract, a lot will be drawn.

6.4 PHASE 8 – FINAL AWARD

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

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 these Tender Guidelines. If, after reading this document, you wish to participate in this Tendering Procedure, we wish you every success in compiling your Proposal and we look forward to receiving your Proposal!

Let's build the sustainable markets of tomorrow together.

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