



Rijkswaterstaat  
Ministry of Infrastructure and the  
Environment

Report  
Market Day 26 November 2015

# A look back on Rijkswaterstaat Rijksrederij Market Day

## Contents

David van Baarle officially opens Market Day |  
Rijksrederij Fleet Programme | Tendering rules |  
Workshops | Market Day results | Moving on..



David van Baarle. Photo: Rolf Resink

## David van Baarle opens Market Day

At the invitation of Rijkswaterstaat representatives of around 40 shipyards, shipbuilders, engineering firms and suppliers of marine equipment attended Market Day on 26 November to learn more about the Rijksrederij's Fleet Replacement Programme. They engaged in dialogue with Rijkswaterstaat at the Media Plaza in Utrecht on the best way to collaborate under the rules of public tendering.

David van Baarle, Director of Rijksrederij, made clear in his opening speech the importance of such dialogue for Rijkswaterstaat: 'In coming

years, Rijkswaterstaat will be carrying out a replacement programme for the Rijksrederij fleet. This will result in tenders that we wish to launch in the market in a qualitative manner. That is what we'd like to talk about with you today. After all, we need the market - and vice versa. If we better understand each other's working methods and approach, we will be able to ensure the best possible ships for Rijksrederij.'

This kind of unifying collaboration means that the Rijksrederij will be more of an entrepreneur, one that forges alliances with market players and seeks contact with the market. This requires a different approach on the part of the commissioning parties: no longer meeting the demands of Rijkswaterstaat, but brainstorming on the requirements at an early stage and based on the functional specifications. A tender is then submitted based on combined knowledge and experience. David shared his ambitions for the event: 'I'm satisfied if, after today, greater mutual understanding has been achieved and that we take better advantage of each other's strengths in the future.'



## Rijksrederij Fleet Programme

Pieter Johannes Steenbergen is Programme Manager for the Rijksrederij Fleet Programme. He talked about Rijksrederij's ambitions and plans. Rijksrederij has set itself the goal of creating an efficient, effective and sustainable fleet. The fleet is deployed for the Ministry of Economic Affairs, the Coast Guard, Customs and Rijkswaterstaat itself. The ultimate goal is to carry out more tasks with fewer ships. Pieter Johannes appealed to those in attendance to challenge Rijkswaterstaat to genuinely listen to them in order to increase market insight and so that Rijkswaterstaat can stimulate the market in a proper manner to come up with good and smart solutions in terms of sustainability, effectiveness and efficiency.

He also explained why there is such an urgency to replace the fleet: 'Much of the current fleet has become outdated. In the future, the risk of ship failure will increase and parts are becoming increasingly difficult to obtain. To prevent that reliable execution of tasks comes in danger, the Fleet Programme has been developed: in some cases, this involves adaptations to existing ships while, in others, new ships like Multi Purpose Vessels (MPVs) or high-speed intervention vessels.'



Rijksrederij has a short-term investment plan. This provides enough flexibility to continuously anticipate the changing needs of our clients and new clients. With the new ships, Rijksrederij aims to invest in sustainable technology and systems without compromising on deployability. Pieter Johannes emphasised the role for the market: 'Although we are looking for technology with proven robustness and reliability, we want to encourage you at the same time to come up with clever, innovative and sustainable solutions, so that we can create added economic value during the entire service life of a ship.'



Pieter Johannes Steenbergen. Photo: Rolf Resink



Market Day 2015. Photo: Rolf Resink

## Tendering rules

The collaboration between Rijkswaterstaat and the market is arranged formally within the framework of the Public Procurement Act (Aanbestedingswet). The tendering processes are complicated and demand a great deal of the market and contracting authority. Rijkswaterstaat would like all market parties to be able to prepare thoroughly for tenders, so that the market can respond adequately to tenders. This requires familiarity with the rules. These were explained by André Cijssouw, Frits Houtman and Johan Kessels. Throughout the day, they also sought out feedback from the market in order to be able to structure the tenders as practically as possible in the future, so that as many suitable parties as possible can participate and to create a genuinely connecting partnership.

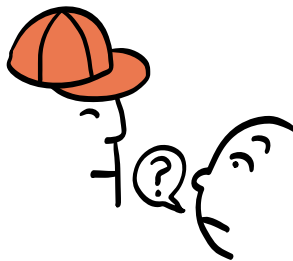
André Cijssouw, Departmental Head of Purchasing & Contract Management, explained the functioning of the chain for Rijksrederij contracts. 'Rijkswaterstaat is part of Rijkswaterstaat Sea and Delta, one of the seven regional organisational departments. The Rijksrederij Fleet Programme will be placing a number of contracts in coming years for maintenance, renovation, redevelopment and new construction work on the fleet, as well as for marine equipment. These contracts are launched on the market by Programmes, Projects and Maintenance (PPO), one of Rijkswaterstaat's national organisational departments. They take care of contract preparation, the market strategy and the awarding and supervising of the contract.' Information meetings are also organised for every contract, where interested market parties can get answers to content and process-related questions. These questions are officially answered via TenderNed in order to provide those parties not present at the meeting with the same information.



André Cijssouw. Photo: Rolf Resink

### Division of roles between the commissioning party and the contractor

André also explained that the division of roles between the commissioning party (Rijkswaterstaat) and the contractor (market party) is very different today than in the past. 'In the past, Rijksrederij used to personally take care of the design, specifications and drawings for every new ship. The Rijksrederij staff worked out the technical specifications and requirements in detail. A shipyard was then commissioned to build the ship based on a quotation. Rijkswaterstaat ultimately assessed whether the final product fulfilled the requirements and speci-



**VRAAG OOK ADVIES  
AAN REDERIJEN**

cations. That was how it used to be done. Since our organisation is much smaller now, we assume that the necessary knowledge and innovation strength can be found in the market and only describe the ship requirements in functional terms. We let the market come up with a suitable, innovative and sustainable design. During the design and implementation phase, Rijkswaterstaat assesses whether the ship fulfils these functional requirements and whether it satisfies the shipyard's own quality assurance system.'

Frits Houtman, a Rijkswaterstaat adviser specialising in the application of legislation and regulations, provided a clear outline of the tendering process. 'This process consists



Frits Houtman. Photo: Rolf Resink

of three phases: preparation, market strategy & contracting and, finally, implementation. For Rijksrederij, the preparation phase is now in full swing: we have a purchasing strategy, planning for 2017 and 2018, and are currently preparing a purchasing plan for every contract. The next phase entails our market strategy and the awarding of the contract. We need to continuously justify all of our decisions, ensuring that we do not impose any unnecessary requirements, split up the contracts as much as possible and keep the administrative burden to a minimum for all those involved.'



### Suitability requirements

Frits then explained the process steps involving market strategy and contracting in more details and talked about the requirements companies must meet in order to submit a tender. 'A minimum requirement for all contracts is ISO 9001 certification. We also define requirements for every contract pertaining to management and implementation experience with similar types of activities. Although experience is definitely a requirement, we make sure that the requirements we define are realistic and in proportion to the contract, so that as many suitable companies as possible can submit a tender. This definitely benefits the quality of the fleet.'

Johan Kessels, TenderNed specialist, explained the functionality of TenderNed to all those present. 'Since January 1, 2015 Rijkswaterstaat tenders are 100% digital and take place via TenderNed, the online mar-

ketplace for government tenders. All information on Rijkswaterstaat and Rijksrederij contracts, from advance notice to contracting, are only available on TenderNed. This information is available free of charge. But to register on TenderNed as a company, you need eHerkenning (eRecognition), which needs to be obtained as early as possible in the process.' Johan had yet another tip. 'If you see a contract on TenderNed for which you'd like to submit a tender, you will also need a valid, qualified, electronic signature. This digital signature is the legal equivalent to a regular signature and, of course, the application must be submitted by the right authorised signatory in the company. If the wrong person signs the tender - also digitally - it will be considered invalid.' As regards the functioning of TenderNed, Johan refers to the step-by-step plan for submitting a digital signature in TenderNed.



Market Day 2015. Photo: Rolf Resink

## Workshops

The dialogue continued in the afternoon during three discussion rounds. Everything asked and discussed here helps Rijkswaterstaat develop the final tendering requirements and procedures for the Fleet Replacement investment planning. We talked about awarding contracts based on price and quality, about TenderNed and about whether or not ship maintenance costs should be included in the tendering requirements.



Workshops Market Day 2015. Photo: Rolf Resink

### Workshop 1 – EMVI, how important are price and quality?

During this workshop, the discussion revolved around awarding a contract based on quality. How is quality defined in terms of the design and construction of a ship and how do you assess this? And how does it affect the tendering process if you deliberately consider not only the purchase price, but also maintenance and operational costs? How do you ensure comparable tenders that meet the functional requirements, but in which the tendering party demonstrates its distinctive creativity and innovation strength without pricing itself out of the market?

### Workshop 2 – Public tendering, pros and cons

The public tendering process is a careful one. TenderNed digitalises the entire process, but this does not alter the fact that this costs both Rijkswaterstaat and the market a considerable amount of time, money and effort. The discussion was about the obstacles the market meets when participating in a public tender. And about those aspects that the commissioning parties would like to see in the tender, such as detailed information, clear requirements, genuine answers in the Information Note, established procedures, low transaction costs, reimbursement of the tender on being awarded the contract and opportunities for dialogue during the tendering process.

### Workshop 3 – Design, execution and maintenance in a tender: realistic or impossible

Whether or not to include maintenance in the tender led to quite a few questions. Can the market handle this, are market parties willing and able to take the maintenance risk and how do you determine the price? What does that risk shifting mean for the commissioning party? Other topics discussed were risk-driven maintenance, performance contracts and the crew's role in maintenance. The market parties indicated that, as regards offering full Life Cycle Costs (LCC), developments are ongoing.

### Unique workshop - Marine equipment

Keeping the vessels and their crews in service requires a wide range of equipment and supplies. This workshop entailed discussions with market parties on the possibilities to ensure that the supply of this equipment for both seagoing and inland navigation takes place as efficiently as possible. What is important for the Rijksrederij and what for the market? The market is now primarily focused on business-to-business dealing and not on public tenders. Why falls equipment under public tenders and is it not bought through actual procedure? How can we meet each other's demands in contracts? The dialogue led to better mutual understanding.



Workshops Market Day 2015. Photo: Rolf Resink

## What were the results of the Market Day?

During a lively discussion with all those in attendance, the most important results of the day were summarised during a final session. In order for Rijksrederij to achieve its goal - genuine collaboration on an efficient, effective and sustainable fleet - the following are important:

- **Involving market parties in the process early on**  
For every contract, it is essential that the market be involved as early as possible in the discussion on the functional requirements of that contract. This facilitates the inclusion of innovative technical developments in the functional requirements.
- **Continuous dialogue**  
Rijkswaterstaat and the market also need to stay in contact during the tendering process and within the legal framework.
- **Clear framework for innovation**  
The market demands a clear framework for innovation. How innovative does the tender need to be? What is Rijkswaterstaat looking for? The more detailed the description, the better. The market would very much like to brainstorm on this.
- **Transparency in tender assessment**  
The market would like to clearly see in the tender documents how Rijkswaterstaat will be assessing their tender, so that they know which aspects should receive their focus, especially when it comes to creative solutions. What are the minimum requirements the tender should meet and how can extra points be earned?
- **Recognition of the market's commercial interests**  
Ensure that there is the opportunity to ask questions and obtain information that is not shared with the entire market. This refers to questions aimed at clarification of the requirements.
- **Striking a balance between the abstract and the concrete**  
It is important that a good balance is found for every contract between the abstraction level of Rijkswaterstaat's functional requirements and the market's need for as concrete a description as possible.
- **Ensuring that the market can submit a tender**  
Determine whether what you are asking of the market is realistic. Keep in mind, for instance, the time needed to form the right alliances and do not introduce several contracts in the market simultaneously.

### Moving on...

Duco Crommelin concluded the day on behalf of the central purchasing department at Rijkswaterstaat (PPO). He stated how the envisaged connecting collaboration is an important component of the Rijkswaterstaat's new market vision. A start was then made to that partnership. Much of what was discussed during Market Day is also included in that market vision: the changing relationship between Rijkswaterstaat and the market, the joint responsibility of the commissioning party and contractor, combined knowledge and skills and asking the market to brainstorm on the contracts in an innovative manner.

In preparing the purchasing plans for the Fleet Replacement Programme contracts, Rijkswaterstaat will continue its dialogue with the market in several ways. The final contracts will be posted on TenderNed.

## More information online

### **TenderNed**

[www.tenderned.nl](http://www.tenderned.nl)

### **eHerkenning (eRecognition)**

[www.ondernemersplein.nl/regel/eherkenning](http://www.ondernemersplein.nl/regel/eherkenning)

[www.eherkenning.nl](http://www.eherkenning.nl)

### **Digital signature**

[www.pkioverheid.nl](http://www.pkioverheid.nl)

### **Rijksrederij buying policy**

[www.rijkswaterstaat.nl/zakelijk/zakendoen-met-rijkswaterstaat/inkoopbeleid/aanbestedingen/](http://www.rijkswaterstaat.nl/zakelijk/zakendoen-met-rijkswaterstaat/inkoopbeleid/aanbestedingen/)

### **Rijkswaterstaat methods**

[www.rijkswaterstaat.nl/zakelijk/zakendoen-met-rijkswaterstaat/werkwijzen/werkwijze-in-gww/systeemgerichte-contractbeheersing/](http://www.rijkswaterstaat.nl/zakelijk/zakendoen-met-rijkswaterstaat/werkwijzen/werkwijze-in-gww/systeemgerichte-contractbeheersing/)

### **Rijksrederij**

[www.rijkswaterstaat.nl/water/waterbeheer/beheer-en-ontwikkeling-rijkswateren/rijksrederij/](http://www.rijkswaterstaat.nl/water/waterbeheer/beheer-en-ontwikkeling-rijkswateren/rijksrederij/)

Published by **Rijkswaterstaat**

For more information go to [www.rijkswaterstaat.nl/en](http://www.rijkswaterstaat.nl/en)

Tel. 0800 - 8002 (free within the Netherlands)

December 2015 | ZD1215LC121B