

**Konkursa procedūra ar sarunām
„Globālā Projekta izmaksu un ieguvumu analīze un ilgtermiņa biznesa plāns”,
identifikācijas numurs: RBR 2021/21,**

**Competitive Procedure with Negotiation
“Global Project Cost Benefit Analysis (CBA) and Long Term Business Plan”,
identification number: RBR 2021/21,**

ZIŅOJUMS / REPORT
Rīgā / In Riga

2023. gada 7. martā

On 7 March 2023

Pasūtītājs: RB Rail AS, reģistrācijas numurs: 40103845025, juridiskā adrese: Satekles iela 2B, Rīga, LV-1050, Latvija.

Contracting authority: RB Rail AS, registration number 40103845025, registered address: Satekles iela 2B, Riga, LV-1050, Latvia.

Iepirkuma procedūra un identifikācijas numurs: konkursa procedūra ar sarunām „Globālā Projekta izmaksu un ieguvumu analīze un ilgtermiņa biznesa plāns”, identifikācijas numurs: RBR 2021/21.

Procurement procedure and identification number: competitive procedure with negotiation “Global Project Cost Benefit Analysis (CBA) and Long Term Business Plan”, identification number: RBR 2021/21.

Pamatojums iepirkuma procedūras izvēlei:

Saskaņā ar Publisko iepirkumu likuma 8. panta sestās daļas 3. punktu (redakcija, kas bija spēkā iepirkuma procedūras izsludināšanas brīdī) - pasūtītājs nevar iepirkuma līguma slēgšanas tiesības piešķirt bez iepriekšējām sarunām īpašu apstākļu dēļ, kas attiecas uz iepirkuma raksturu, sarežģītību vai juridisko un finansiālo struktūru, vai ar tiem saistīto risku dēļ.

Justification of chosen procurement procedure:

According to the Section 8, Paragraph six, Clause 3 of the Public Procurement Law of Republic of Latvia (version that was in force at the time the procurement procedure was announced) – as the Contracting authority cannot award the procurement contract without prior negotiations because of specific circumstances related to the nature, the complexity or the legal and financial make-up of the procurement, or because of the risks attaching to them.

Līguma priekšmets: Globālā Projekta izmaksu un ieguvumu analīze (turpmāk - CBA) un ilgtermiņa biznesa plāns (turpmāk - BP).

Subject-matter of the Contract: Global Project Cost Benefit Analysis (hereinafter - CBA) and Long Term Business Plan (hereinafter - BP).

Datums, kad paziņojums par līgumu publicēts iepirkumu uzraudzības biroja tīmekļvietnē:

2021. gada 28. augusts.

Paziņojums par grozījumiem - 2021. gada 24. septembris.

Contract notice publication date on website of Procurement Monitoring Bureau:

28 August 2021.

Notice on amendments published - 24 September 2021.

Datums, kad paziņojums par līgumu publicēts Eiropas Savienības Oficiālajā Vēstnesī:

2021. gada 31. augusts (2021/S 168-440088).

Contract notice publication date in the Official Journal of the European Union:

31 August 2021 (2021/S 168-440088).

lepirkuma komisija: tās sastāvs apstiprināts ar RB Rail AS valdes 2021. gada 25.augusta rīkojumu Nr. 1.9-2021-23 (ar grozījumiem: 2022.gada 2.marta rīkojums Nr. 1.9-2022-8 un 1.9.-2022-7 un 2022. gada 2. jūnija rīkojums Nr. 1.9-2022-17) šādā sastāvā:

lepirkuma komisijas priekšsēdētāja N.Vjatkina – lepirkumu speciāliste – juriste (līdz 02.06.2022);
lepirkuma komisijas priekšsēdētāja I. Rudzīte – lepirkumu speciāliste (sākot no 02.06.2022);
lepirkuma komisijas priekšsēdētājas vietnieks S. Manzo- Transporta ekonomists;
lepirkuma komisijas locekle A. Čigaka - Jaunākā dzelzceļa ekspluatācijas inženiere;
lepirkuma komisijas loceklis P. Traubergs - Finanšu projektu vadītājs (līdz 02.03.2022);
lepirkuma komisijas loceklis R. Brimerbergs – Finanšu kontrolieris (sākot no 02.03.2022);
lepirkuma komisijas locekle R. Blagnytė – Vadošā vides eksperte (sākot no 02.06.2022).

lepirkuma komisijas piesaistīti eksperti:

RB Rail AS:

K. Briškens - Stratēģijas un attīstības departamenta vadītājs;
K. Piho - Dzelzceļa ekspluatācijas inženieris;
R. Blagnytė – Vadošā vides eksperte;
A. Billington - Inovāciju un ilgtspējas eksperts;
Ģ. Bramans - Sadarbības ar stratēģiskajiem partneriem departamenta vadītājs;
S. Nīgale – Komunikācijas departamenta vadītāja;
I. Degutis - Finanšu direktors;
K. Malnača - Stratēģiskās plānošanas un ekonomikas vadītāja;
I. Jēgere - Teritoriālās plānošanas un vides grupas vadītāja;
K. Tzanakakis - Ekspluatācijas un uzturēšanas grupas vadītājs.

lepirkuma procedūras dokumentācijas sagatavotāji:

lepirkuma komisija;

RB Rail AS:

K. Briškens - Stratēģijas un attīstības departamenta vadītājs;
K. Piho - Dzelzceļa ekspluatācijas inženieris;
R. Blagnytė – Vadošā vides eksperte;
A. Billington - Inovāciju un ilgtspējas eksperts;
Ģ. Bramans - Sadarbības ar stratēģiskajiem partneriem departamenta vadītājs;
S. Nīgale –Komunikācijas departamenta vadītāja;

Procurement commission: composition of which has been approved by the Management Board of RB Rail AS with order No 1.9-2021-23 dated 25 August 2021 (with amendments: order No 1.9-2022-8 and No 1.9.-2022-7 dated 2 March 2022 and order No 1.9-2022-17 dated 2 June 2022), consisting of:

Procurement commission chairperson N. Vjatkina- Procurement Specialist – Lawyer (until 02.06.2022);
Procurement commission chairperson I. Rudzīte- Procurement Specialist (starting from 02.06.2022);
Procurement commission vice-chairperson S. Manzo - Transport Economist;
Procurement commission member A. Čigaka – Junior Railway Operation Engineer;
Procurement commission member P. Traubergs – Finance Project Manager (until 02.03.2022);
Procurement commission member R. Brimerbergs- Finance Controller (starting from 02.03.2022);
Procurement commission member R. Blagnytė - Lead Environmental Expert (starting from 02.06.2022).

Procurement commission's invited experts:

RB Rail AS:

K. Briškens - Head of Strategy and Development Department;
K. Piho - Railway Operation Engineer;
R. Blagnytė – Lead Environmental Expert;
A. Billington - Innovation and Sustainability Expert;
Ģ. Bramans - Head of Strategic Stakeholders Management Department;
S. Nīgale –Head of Communication Department;
I. Degutis - Chief Financial Officer;
K. Malnača - Head of Global Project Strategy and Economics Department;
I. Jēgere - Spatial Planning and Environmental Team Leader;
K. Tzanakakis - Operation and Maintenance Team Leader.

Persons preparing the procurement procedure documentation:

Procurement commission;

RB Rail AS:

K. Briškens - Head of Strategy and Development Department;
K. Piho - Railway Operation Engineer;
R. Blagnytė – Lead Environmental Expert;
A. Billington - Innovation and Sustainability Expert;
Ģ. Bramans - Head of Strategic Stakeholders Management Department;
S. Nīgale – Head of Communication Department;

I. Degutis - Finanšu direktors;
K. Malnača - Stratēģiskās plānošanas un ekonomikas vadītāja;
I. Jēgere - Teritoriālās plānošanas un vides grupas vadītāja;
K. Tzanakakis - Eksploatācijas un uzturēšanas grupas vadītājs.

I. Degutis - Chief Financial Officer;
K. Malnača - Head of Global Project Strategy and Economics Department;
I. Jēgere - Spatial Planning and Environmental Team Leader;
K. Tzanakakis - Operation and Maintenance Team Leader.

Kandidātiem noteiktās kvalifikācijas prasības: noteiktas konkursa procedūras ar sarunām „Globālā Projekta izmaksu un ieguvumu analīze un ilgtermiņa biznesa plāns” kandidātu atlasē nolikumā.

Qualification requirements for candidates: stipulated in candidate selection regulations of the competitive procedure with negotiation “Global Project Cost Benefit Analysis (CBA) and Long Term Business Plan”.

Pieteikumu iesniegšanas termiņš: 2021. gada 7. oktobris, līdz plkst. 15:00.

Submission date of applications: 7 October 2021 till 15:00.

Paredzētā pieteikumu atvēršanas vieta, datums un laiks: Elektronisko iepirkumu sistēmas E-konkursu apakšsistēma, 2021. gada 7. oktobris, plkst. 15:00.

The planned place, date and time for the opening of applications: E-Tender subsystem of Electronic Procurement System, 7 October 2021, at 15:00.

IESNIEGTIE PIETEIKUMI:

Nr.	Kandidāts
1.	The Boston Consulting Group Servicing Limited Liability Company
2.	DB Engineering & Consulting GmbH
3.	Personu Ingeniería y Economía del Transporte S.M.E. M.P., S.A. un RAILISTICS apvienība
4.	KPMG Baltics AS
5.	L.E.K. Consulting LLP

SUBMITTED APPLICATIONS:

No	Candidate
1.	The Boston Consulting Group Servicing Limited Liability Company
2.	DB Engineering & Consulting GmbH
3.	Partnership of Ingeniería y Economía del Transporte S.M.E. M.P., S.A. and RAILISTICS
4.	KPMG Baltics AS
5.	L.E.K. Consulting LLP

NORĪDĪTIE KANDIDĀTU PIETEIKUMI:

- KPMG Baltics AS pieteikums - kā neatbilstošs 1. posma nolikuma 4.1.1., 4.1.2., 4.1.3. un 4.1.4. punktu prasībām;
- L.E.K. Consulting LLP pieteikums - kā neatbilstošs 1. posma nolikuma 4.1.1. un 4.1.2. punktu prasībām.

REJECTED CANDIDATES' APPLICATIONS:

- Application of KPMG Baltics AS - as non-compliant to Sections 4.1.1., 4.1.2., 4.1.3. and 4.1.4. of the 1st stage regulations;
- Application of L.E.K. Consulting LLP - as non-compliant to Sections 4.1.1. and 4.1.2. of the 1st stage regulations.

Piedāvājuma izvēles kritērijs: saimnieciski visizdevīgākais piedāvājums.

Selection criteria: the most economically advantageous proposal.

PIEDĀVĀJUMU IESNIEGŠANAS TERMIŅŠ:

- Sākotnējo piedāvājumu iesniegšanas termiņš – 2022. gada 1. augusts līdz plkst. 15:00;
- Galīgo piedāvājumu iesniegšanas termiņš – 2023. gada 12. janvāris.

SUBMISSION DATE OF PROPOSALS:

- Submission date for initial proposals – 1 August 2022 till 15:00;
- Submission date for final bids – 12 January 2023.

Paredzētā sākotnējo piedāvājumu atvēršanas vieta, datums un laiks: Elektronisko iepirkumu sistēmas E-konkursu apakšsistēma, 2022. gada 1. augusts plkst. 15:00.

The planned place, date and time for the opening of initial proposals: E-Tender subsystem of Electronic Procurement System, 1 August 2022, at 15:00.

lesniegtie divi sākotnējie piedāvājumi un Submitted two initial proposals and the proposed prices:

Nr.	Pretendents	Piedāvātā līgumcena (EUR bez PVN)
1.	The Boston Consulting Group Servicing Limited Liability Company	1 395 000,00
2.	Personu Ingeniería y Economía del Transporte S.M.E. M.P., S.A un RAILISTICS apvienība	1 288 000,00

No.	Tenderer	Proposed agreement price (EUR without VAT)
1.	The Boston Consulting Group Servicing Limited Liability Company	1 395 000,00
2.	Partnership of Ingeniería y Economía del Transporte S.M.E. M.P., S.A. and RAILISTICS	1 288 000,00

Nr.	Pretendents	Vidējā eksperta dienas likme (EUR bez PVN)
1.	The Boston Consulting Group Servicing Limited Liability Company	11 060,00
2.	Personu Ingeniería y Economía del Transporte S.M.E. M.P., S.A un RAILISTICS apvienība	784,00

No.	Tenderer	Average Expert's daily rate (EUR without VAT)
1.	The Boston Consulting Group Servicing Limited Liability Company	11 060,00
2.	Partnership of Ingeniería y Economía del Transporte S.M.E. M.P., S.A. and RAILISTICS	784,00

Sarunu posmi un to rezultāti:

Pēc iepirkuma komisijas organizētajiem diviem sarunu posmiem ir iesniegti divi galīgie piedāvājumi par šādām piedāvātajām līgumcenas un saņemto punktu skaitu:

Negotiations rounds and the results:

After the two rounds of negotiations organized by the Procurement commission, two final bids have been submitted for the following contract prices and the number of points received:

Nr.	Pretendents	Piedāvātā līgumcena (EUR bez PVN)
1.	The Boston Consulting Group Servicing Limited Liability Company	1 380 000,00
2.	Personu Ingeniería y Economía del Transporte S.M.E. M.P., S.A un RAILISTICS apvienība	1 288 000,00

No.	Tenderer	Proposed Agreement price (EUR without VAT)
1.	The Boston Consulting Group Servicing Limited Liability Company	1 380 000,00
2.	Partnership of Ingeniería y Economía del Transporte S.M.E. M.P., S.A. and RAILISTICS	1 288 000,00

Nr.	Pretendents	Vidējā eksperta dienas likme (EUR bez PVN)
1.	The Boston Consulting Group Servicing Limited Liability Company	11 060,00
2.	Personu Ingeniería y Economía del Transporte S.M.E. M.P., S.A un RAILISTICS apvienība	784,00

No.	Tenderer	Average Expert's daily rate (EUR without VAT)
1.	The Boston Consulting Group Servicing Limited Liability Company	11 060,00
2.	Partnership of Ingeniería y Economía del Transporte S.M.E. M.P., S.A. and RAILISTICS	784,00

Pretendents, ar kuru tiks slēgts līgums, un pamatojums lēmumam piešķirt līguma slēgšanas tiesības:

Pamatojoties uz uzaicinājuma iesniegt sākotnējos piedāvājumus (turpmāk - Uzaicinājums) 16.1. punktu, iepirkuma komisija nolēma līguma slēgšanas tiesības piešķirt The Boston Consulting Group Servicing Limited Liability Company kā saimnieciski visizdevīgākajam piedāvājumam ar kopējo punktu skaitu 90,49.

Pretendenta The Boston Consulting Group Servicing Limited Liability Company galīgā piedāvājuma vērtēšanas kopsavilkums

Nr.	Vērtēšanas kritērijs	Maksimālais punktu skaits	Saņemtais punktu skaits
1.	Tehniskais piedāvājums	75	69,75
1.1	CBA & BP servisa sniegšanas kvalitātes apraksts	50	47,75
1.2	Piedāvāto ekspertu pieredze	25	22
2.	Finanšu piedāvājums	25	20,74
2.1	CBA & BP serviss, EUR bez PVN	22	20,53
2.2	Vidējā eksperta dienas likme, EUR bez PVN	3	0,21
Kopā:		100	90,49

Pretendenta personu Ingeniería y Economía del Transporte S.M.E. M.P., S.A. un RAILISTICS apvienības galīgā piedāvājuma vērtēšanas kopsavilkums

Nr.	Vērtēšanas kritērijs	Maksimālais punktu skaits	Saņemtais punktu skaits
1.	Tehniskais piedāvājums	75	60,25
1.1	CBA & BP servisa sniegšanas kvalitātes apraksts	50	35,25
1.2	Piedāvāto ekspertu pieredze	25	25
2.	Finanšu piedāvājums	25	25
2.1	CBA & BP serviss, EUR bez PVN	22	22

The tenderer awarded the contract rights and justification for the decision to award the contract rights:

In accordance with Section 16.1 of the Invitation to submit initial bids (hereinafter - Invitation) the Procurement commission decided to award the contract rights to The Boston Consulting Group Servicing Limited Liability Company as most economically advantageous proposal with total score 90,49 points.

Summary of tenderer's The Boston Consulting Group Servicing Limited Liability Company final bid evaluation

No	Evaluation criteria	Maximum possible score	Obtained score
1.	Technical proposal	75	69,75
1.1	Quality of the description of provision of CBA & BP services	50	47,75
1.2	Experience of proposed Experts	25	22
2.	Financial proposal	25	20,74
2.1.	Price of the CBA & BP services, EUR excl. VAT	22	20,53
2.2.	Average Experts` daily rate	3	0,21
Total:		100	90,49

Summary of tenderer's Partnership of Ingeniería y Economía del Transporte S.M.E. M.P., S.A. and RAILISTICS

Nr.	Vērtēšanas kritērijs	Maksimālais punktu skaits	Saņemtais punktu skaits
1.	Technical proposal	75	60,25
1.1	Quality of the description of provision of CBA & BP services	50	35,25
1.2	Experience of proposed Experts	25	25
2.	Financial proposal	25	25
2.1	Price of the CBA & BP services, EUR excl. VAT	22	22

2.2	Vidējā eksperta dienas likme, EUR bez PVN	3	3
Kopā:		100	85,25

2.2	Average Experts` daily rate	3	3
Kopā:		100	85,25

Subcontractors of the tenderer awarded the contract rights and description of the services assigned to them: -

Pretendenta, ar kuru tiks slēgts līgums, piesaistītie apakšuzņēmēji un tiem nododamo darbu apraksts:

-

Noraidītie piedāvājumi: -

Rejected proposals: -

Konstatētie interešu konflikti un pasākumi, kas veikti to novēršanai: nav konstatēti.

Identified conflicts of interest and measures taken to prevent them: not detected.

Piedāvājumu vērtēšanas kopsavilkums un pamatojums: pievienots pielikumā.

Summary of proposal evaluation and justification: enclosed in annex.

Iepirkuma komisijas priekšsēdētāja
Procurement commission chairperson

I. Rudzīte

ŠIS DOKUMENTS IR PARAKSTĪTS AR DROŠU ELEKTRONISKO PARAKSTU UN SATUR LAIKA ZĪMOGU/
THIS DOCUMENT HAS BEEN SIGNED WITH A SAFE ELECTRONIC SIGNATURE AND CONTAINS A TIME-STAMP

Evaluation summary for competitive procedure with negotiation
 "Global Project Cost Benefit Analysis (CBA) and Long Term
 Business Plan"
 (ID NO RBR 2021/21)
Selection of the most economically advantageous proposal

No.	Criteria	Maximum possible score (points)	Points assigned									
			THE BOSTON CONSULTING GROUP SERVICING LLC				Ingenieria y Economia del Transporte S.M.E. M.P. S.A.					
			Procurement commission member I	Procurement commission member II	Procurement commission member III	Procurement commission member IV	Procurement commission member I	Procurement commission member II	Procurement commission member III	Procurement commission member IV		
14.5.1	Technical proposal	75										
A	Quality of the description of provision of CBA & BP services	50										
A1	CBA Model description and methodology											
	<p>Outstanding level of detail The content of the Technical proposal conforms with the Scope of Services with respect to the CBA Model description and methodology. All topics, described in Section 5.1 (A1) of the Invitation, are outlined in outstanding level of details: detailed and well-structured description follows the best practice of industry, offers a detailed insight about the way and means of provision of the Services and it is based on previous experiences. The description includes:</p> <ul style="list-style-type: none"> a critical discussion of the assumptions proposed to be used in the development of the CBA model, including motivating the choices, as based on best practices and comparative analysis of previously developed experience; description of the risks and mitigation measures suggested; description of each item mentioned above contains reference/s to previous experience of the Tenderer concerning the application of 	10	10	10	10	10	10	10	10			

**Evaluation summary for competitive procedure with negotiation
 "Global Project Cost Benefit Analysis (CBA) and Long Term
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<p>the EU CBA Guidelines to railway transport project/s¹ of minimum CAPEX of 500 (five hundred) million Euro and presents how the experience gained, and lessons learnt apply to the Rail Baltica Global project. The description of all items mentioned above includes references to at least 3 (three) relevant projects.</p>									
<p>Good level of detail The content of the Technical proposal conforms with the Scope of Services with respect to the CBA Model description and methodology. All topics, described in Section 5.1 (A1) of the Invitation, are outlined in good level of details: detailed and structured description follows the best practice of industry, offers a clear idea about the way and means of provision of the Services and it is based on previous experiences. The description includes:</p> <ul style="list-style-type: none"> • a critical discussion of the assumptions proposed to be used in the development of the CBA model, including motivating the choices, as based on best practices and comparative analysis of previously developed experience; • description of the risks and mitigation measures suggested; • description of each item mentioned above contains reference/s to previous experience of the Tenderer concerning the application of the EU CBA Guidelines to railway transport project/s of minimum CAPEX of 500 (five hundred) million Euro and presents how the experience gained and lessons learnt apply to the Rail Baltica Global project. The description of all items mentioned above includes references to 2(two) relevant projects. 	7		7				7		
<p>Satisfactory level of details The content of the Technical proposal conforms with the Technical Specification with respect to the CBA Model description and methodology. In general, all topics, described in Section 5.1 (A1) of the Invitation, are outlined in satisfactory level of details: the</p>	5								

¹ Here and henceforth, for transport projects we refer to projects that relate to physical transport infrastructures (as defined in the footnote 3) or supply of transportation and mobility services.

**Evaluation summary for competitive procedure with negotiation
 "Global Project Cost Benefit Analysis (CBA) and Long Term
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<p>description offers an idea about the way and means of provision of the Services and it is based on previous experiences. The description includes:</p> <ul style="list-style-type: none"> • a critical discussion of the assumptions proposed to be used in the development of the CBA model, including motivating the choices, as based on best practices and comparative analysis of previously developed experience.; • description of item mentioned above contains reference to previous experience of the Tenderer concerning the application of the EU CBA Guidelines to 1 (one) railway transport project of minimum CAPEX of 500 (five hundred) million Euro and presents how the experience gained, and lessons learnt apply to the Rail Baltica Global project. 									
<p>Poor level of details The Technical proposal consists of unanswered or significantly inadequate and incomplete solutions to the required specific tasks. A failure to grasp the intended requirements of tasks outlined in the Scope of Services. Topics, described in Section 5.1 (A1) of the Invitation, covered partly. The Technical proposal conforms with the Scope of Services and practice of the industry only partly, the description of provision of services does not provide an idea about the way and means of provision of these services and project in general and does not offer a sufficient description (description is in insufficient level of detail) of the specific task and execution methodology, of the structure and methodology of the proposed model, of the critical discussion of the list of quantitative as well as qualitative assumptions, including motivating the choice, as based on best practices and comparative analysis of other transport infrastructure² projects.</p>	0,5								
<p>Unacceptable level of detail</p>	0								

² Here and henceforth, for transport infrastructure we refer to physical infrastructure functional to the deployment of transportation and mobility services, in its entirety or limited to functional parts of it, such as ports, roads, railways, stations, logistic areas, airports, etc.

Evaluation summary for competitive procedure with negotiation
 "Global Project Cost Benefit Analysis (CBA) and Long Term
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No description at all, or information provided in the description is totally un-assessable and/or incomprehensible.									
A2	CAPEX validation methodology description								
Outstanding level of detail									
<p>The content of the Technical proposal conforms with the Scope of Services with respect to the description of the CAPEX validation methodology. All topics described in Section 5.1 (A2) of the Invitation are outlined in outstanding level of details: detailed and well-structured description follows the best practice of industry, offers a detailed insight about the way and means of provision of the Services and it is based on previous experience.</p> <p>The description includes:</p> <ul style="list-style-type: none"> • a critical discussion of the assumptions proposed to be used in the development of the CAPEX validation, including motivating the choices, as based on best practices and comparative analysis of previously developed experience; • description of the risks and mitigation measures suggested; <p>description of each item mentioned above contains reference to previous experience of the Tenderer concerning the application of the CAPEX validation to at least 1 (one) railway transport project of minimum CAPEX of 1 (one) billion Euro and presents how the experience gained and lessons learnt apply to the Rail Baltica Global project.</p>									
	5	5	5	5	5	5	5	5	5
Good level of detail									
<p>The content of the Technical proposal conforms with the Scope of Services with respect to the description of the CAPEX validation methodology. All topics described in Section 5.1 (A2) of the Invitation are outlined in good level of details: detailed and structured description follows the best practice of industry, offers a clear idea about the way and means of provision of the Services and it is based on previous experience.</p> <p>The description includes:</p> <ul style="list-style-type: none"> • a critical discussion of the assumptions proposed to be used in the development of the CAPEX validation, including motivating 									
	3								

Evaluation summary for competitive procedure with negotiation
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<p>the choices, as based on best practices and comparative analysis of previously developed experience;</p> <ul style="list-style-type: none"> description of the risks and mitigation measures suggested; description of each item mentioned above contains reference to previous experience of the Tenderer concerning the application of the CAPEX validation to at least 1 (one) railway transport project of minimum CAPEX of 500 (five hundred) million Euro and presents how the experience gained and lessons learnt apply to the Rail Baltica Global project. 									
<p>Satisfactory level of details The content of the Technical proposal conforms with the Scope of Services with respect to the description of the CAPEX validation methodology. In general, all topics, described in Section 5.1 (A2) of the Invitation, are outlined in satisfactory level of details: the description offers an idea about the way and means of provision of the Services and it is based on previous experience. The description includes:</p> <ul style="list-style-type: none"> a critical discussion of the assumptions proposed to be used in the development of the CAPEX validation, including motivating the choices, as based on best practices and comparative analysis of previously developed experience; description of item mentioned above contains reference to previous experience of the Tenderer concerning the application of the CAPEX validation to at least 1 (one) railway transport project of minimum CAPEX of 200 (two hundred) Euro and presents how the experience gained and lessons learnt apply to the Rail Baltica Global project. 	1								
<p>Poor level of details The Technical proposal consists of unanswered or significantly inadequate and incomplete solutions to the required specific tasks. A failure to grasp the intended requirements of tasks outlined in the Scope of Services. Topics, described in Section 5.1 (A1) of the Invitation, covered partly. The Technical proposal conforms with the Scope of Services and practice of the industry only partly, the</p>	0,5								

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description of provision of services does not provide an idea about the way and means of provision of these services and project in general and an insufficient description of the execution of the specific tasks of the CAPEX validation methodology including a critical analysis of alternative available methods and a discussion on the rationale for the selection of the methods proposed for RB case.									
Unacceptable level of detail No description at all, or information provided in the description is totally un-assessable and/or incomprehensible	0								
A3 Financial model description and methodology									
Outstanding level of detail The content of the Technical proposal conforms with the Scope of Services with respect to the financial model description and methodology. All topics, described in Section 5.1 (A3) of the Invitation, are outlined in outstanding level of details: detailed and well-structured description follows the best practice of industry, offers a clear idea about the way and means of provision of the Services and it is based on previous experience. The description includes: <ul style="list-style-type: none"> - methodology proposed to implement the financial model aimed to deliver the services required under corresponding work package. - the structure of the model, the functionalities of the model, the list of the input required, the list of the output produced. - best practices, business stream level of detail, level of detail regarding project implementing bodies and geographic aspect, model flexibility for future use, depth of alternative scenario consideration (both pre-operations and operational phase). - risks and mitigation measures suggested; - Description of each item mentioned above contains reference/s to previous experience of the Tenderer concerning the implementation of a financial model regarding railway transport project/s of minimum CAPEX of 500 (five hundred) million Euro and presents how the experience gained and lessons learnt 	5				5	5			5

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<p>apply to the Rail Baltica Global project. The description of all items mentioned above includes references to at least 2 (two) relevant projects.</p>									
<p>Good level of detail</p> <ul style="list-style-type: none"> The content of the Technical proposal conforms with the Scope of Services with respect to the financial model description and methodology. All topics, described in Section 5.1 (A3) of the Invitation, are outlined in good level of details: detailed and structured description follows the best practice of industry, offers a clear idea about the way and means of provision of the Services and it is based on previous experience. <p>The description includes:</p> <ul style="list-style-type: none"> methodology proposed to implement the financial model aimed to deliver the services required under corresponding work package. the structure of the model, the functionalities of the model, the list of the input required, the list of the output produced. best practices, business stream level of detail, level of detail regarding project implementing bodies and geographic aspect, model flexibility for future use, depth of alternative scenario consideration (both pre-operations and operational phase). risks and mitigation measures suggested; Description of each item mentioned above contains reference to previous experience of the Tenderer concerning the implementation of a financial model regarding at least 1 (one) railway transport project of minimum CAPEX of 500 (five hundred) million Euro and presents how the experience gained and lessons learnt apply to the Rail Baltica Global project. 	3	3	3	3		3	3		
<p>Satisfactory level of details</p> <p>The content of the Technical proposal conforms with the Scope of Services with respect to the financial model description and methodology. All topics, described in Section 5.1 (A3) of the Invitation, are outlined in satisfactory level of details: the</p>	1								

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<p>description offers an idea about the way and means of provision of the Services and it is based on previous experience. The description includes:</p> <ul style="list-style-type: none"> • methodology proposed to implement the financial model aimed to deliver the services required under corresponding work package. • the structure of the model, the functionalities of the model, the list of the input required, the list of the output produced. • best practices, business stream level of detail, level of detail regarding project implementing bodies and geographic aspect, model flexibility for future use, depth of alternative scenario consideration (both pre-operations and operational phase); • description of each item mentioned above contains reference to previous experience of the Tenderer concerning the implementation of a financial model regarding at least 1 (one) rail transport project of minimum CAPEX of 200 (two hundred) million Euro and presents how the experience gained and lessons learnt apply to the Rail Baltica Global project. 									
<p>Poor level of details The Technical proposal consists of unanswered or significantly inadequate and incomplete solutions to the required specific tasks. A failure to grasp the intended requirements of tasks outlined in the Scope of Services. Topics, described in Section 5.1 (A3) of the Invitation, covered partly. The Technical proposal conforms with the Scope of Services and practice of the industry only partly, the description of provision of services does not provide an idea about the way and means of provision of these services and project in general, a description is insufficient in terms of the specific task and execution methodology, a structure and methodology of the proposed model, a critical discussion of the list of quantitative as well as qualitative assumptions, the choice is not supported by comparative analysis of other transport infrastructure projects, or its number and type is not sufficient.</p>	0,5								
<p>Unacceptable level of detail</p>	0								

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No description at all, or information provided in the description is totally un-assessable and/or incomprehensible.									
A4	Business plan proposed content structure and description								
<p>Outstanding level of detail The content of the Technical proposal conforms with the Scope of Services with respect to the business plan methodology. All topics, described in Section 5.1 (A4) of the Invitation, are outlined in outstanding level of details: detailed and well-structured description follows the best practice of industry, offers a clear idea about the way and means of provision of the Services and it is based on previous experience. The description includes:</p> <ul style="list-style-type: none"> - content and structure of the BP based on comprehensive elaboration of best practices and previous experience and works developed on similar subject. - Demonstration of a deep understanding of the following key areas for business plan/strategy (including but not limited to): <ul style="list-style-type: none"> • infrastructure megaproject³ delivery and development; • development of a well-functioning competitive market for services and investment; • passenger business development (in a greenfield environment), covering high-speed, regional, night trains etc.; • freight business development (in a greenfield environment), covering intermodal/piggyback, project cargo, value-added logistics services and industrial zone development etc.; • multimodal integration (air-rail, road-rail, sea-rail, rail-rail, micro-mobility, etc.); 		25	25	25	25	25			

³ Here and henceforth, for megaprojects we refer to large-scale, complex infrastructures typically with a CAPEX of over 1 billion EUR, requiring many years to be built, involving multiple public and private stakeholders, with the capacity of producing transformation in the socio-economic system, and impacting a large number of people.

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<ul style="list-style-type: none"> • development of ancillary services & maximization of GVA, for example, property development, digital and energy services, industrial connections, terminal operation, maintenance etc.; • mobility & logistics digitalization and innovation; • market analysis, including customer segmentation, value proposition, strategy, competition analysis, pricing strategies etc.; • regulatory & compliance, including administrative measures to promote the use of rail; • sustainability (in the broader sense); • risks and mitigation measures suggested. <p>Description of each item mentioned above contains reference/s to the previous experience (2011-2022 Year) of the Tenderer concerning the implementation of business plan regarding transport project/s of minimum CAPEX of 500 (five hundred) million or development project for transport company with an annual turnover⁴ of at least 1 (one) billion EUR and presents how the experience gained and lessons learnt apply to the Rail Baltica Global project. The description of all items mentioned above contains references to 10 (ten) relevant projects which includes at least 5 (five) cross-border projects/or railway projects.</p>									
<p>Good level of detail The content of the Technical proposal conforms with the Scope of Services with respect to the financial model description and methodology. All topics, described in Section 5.1 (A4) of the Invitation, are outlined in good level of details: detailed and structured description follows the best practice of industry, offers a clear idea about the way and means of provision of the Services and it is based on previous experience. The description includes:</p>	12				12	12	12	12	12

⁴ Here and henceforth, annual turnover actual at the beginning of the project implementation.

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<ul style="list-style-type: none"> - content and structure of the BP based on comprehensive elaboration of best practices and previous experience and works developed on similar subject. - Demonstration of a deep understanding of the following key areas for business plan/strategy (including but not limited to): <ul style="list-style-type: none"> • infrastructure megaproject delivery and development; • development of a well-functioning competitive market for services and investment; • passenger business development (in a greenfield environment), covering high-speed, regional, night trains etc.; • freight business development (in a greenfield environment), covering intermodal/piggyback, project cargo, value-added logistics services and industrial zone development etc.; • multimodal integration (air-rail, road-rail, sea-rail, rail-rail, micro-mobility, etc.); • development of ancillary services & maximization of GVA, for example, property development, digital and energy services, industrial connections, terminal operation, maintenance etc.; • mobility & logistics digitalization and innovation; • market analysis, including customer segmentation, value proposition, strategy, competition analysis, pricing strategies etc.; • regulatory & compliance, including administrative measures to promote the use of rail; • sustainability (in the broader sense); • risks and mitigation measures suggested; <p>Description of each item mentioned above contains reference/s to previous experience (2011-2022 Year) of the Tenderer concerning the implementation of business plan regarding transport project/s of minimum CAPEX of 500 (five hundred) million or development project for transport company with an annual turnover of at least 1 (one) billion EUR and presents how the experience gained and</p>									
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<p>lessons learnt apply to the Rail Baltica Global project. The description of all items mentioned above contains references to 7 (seven) relevant projects which includes 1 (one) cross-border projects or railway project.</p>									
<p>Satisfactory level of details The content of the Technical proposal conforms with the Scope of Services with respect to the financial model description and methodology. All topics, described in Section 5.1 (A4) of the Invitation, are outlined in satisfactory level of details: the description offers an idea about the way and means of provision of the Services and it is based on previous experience. The description includes:</p> <ul style="list-style-type: none"> - content and structure of the BP based on comprehensive elaboration of best practices and previous experience and works developed on similar subject. - Demonstration of a deep understanding of the following key areas for business plan/strategy (including but not limited to): <ul style="list-style-type: none"> • infrastructure megaproject delivery and development; • development of a well-functioning competitive market for services and investment; • passenger business development (in a greenfield environment), covering high-speed, regional, night trains etc.; • freight business development (in a greenfield environment), covering intermodal/piggyback, project cargo, value-added logistics services and industrial zone development etc.; • multimodal integration (air-rail, road-rail, sea-rail, rail-rail, micro-mobility, etc.); • development of ancillary services & maximization of GVA, for example, property development, digital and energy services, industrial connections, terminal operation, maintenance etc.; • mobility & logistics digitalization and innovation; 	5								

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<ul style="list-style-type: none"> • market analysis, including customer segmentation, value proposition, strategy, competition analysis, pricing strategies etc.; • regulatory & compliance, including administrative measures to promote the use of rail; • sustainability (in the broader sense); • risks and mitigation measures suggested; <p>Description of each item mentioned above contains reference/s to previous experience (2011-2022 Year) of the Tenderer concerning the implementation of business plan regarding transport project/s of minimum CAPEX of 500 (five hundred) million or development project for transport company with an annual turnover of at least 1 (one) billion and presents how the experience gained and lessons learnt apply to the Rail Baltica Global project. The description of all items mentioned above contains references to 3 (three) relevant projects.</p>									
<p>Poor level of details The Technical proposal consists of unanswered or significantly inadequate and incomplete solutions to the required specific tasks. A failure to grasp the intended requirements of tasks outlined in the Scope of Services. Topics, described in Section 5.1 (A4) of the Invitation, covered partly. The Technical proposal conforms with the Scope of Services and practice of the industry only partly, the description of provision of services does not provide an idea about the way and means of provision of these services and project in general, a description is insufficient in terms of the specific task and execution methodology, a structure and methodology of the proposed model, a critical discussion of the list of quantitative as well as qualitative assumptions, the choice is not supported by comparative analysis of other transport infrastructure projects or its number and type is not sufficient.</p>	0,5								
<p>Unacceptable level of detail No description at all, or information provided in the description is totally un-assessable and/or incomprehensible.</p>	0								

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A5	Organization for CBA & BP services								
<p>Good level of details Tenderer has proposed clear and highly detailed organization model and dedicated expert`s team is convincing that CBA and BP services will be delivered in excellent quality. Proposed Lead - experts complies to the requirements of Section 4.8 of the Scope of Services. The Tenderer provided:</p> <ul style="list-style-type: none"> • schedule, which demonstrates Tenderer`s clear understanding of volumes, resources and timing necessary for the provision of the services (specifically each WP⁵ delivery) for Rail Baltica Global project. • relevant description of proposed team of experts in terms of qualification, skills, experience, suitability for the proposed role and availability. • Measures to have sufficient personnel capacity and sufficient competence in order to ensure high quality services and to perform the services according to schedule, assessing possible risks and risk mitigation measures specific for Rail Baltica Global project. 	5	5	5	5	5	5	5	5	5
<p>Satisfactory level of details Tenderer has proposed clear organization model and dedicated expert`s team is convincing that CBA and BP services will be delivered in excellent quality. Proposed Lead - experts complies to the requirements of Section 4.8 of the Scope of Services. The Tenderer provided:</p> <ul style="list-style-type: none"> • schedule, which demonstrates Tenderer`s understanding of volumes, resources and timing necessary for the provision of the services. • relevant description of some proposed team experts in terms of qualification, skills, experience, suitability for the proposed role and availability. 	3								

⁵ Workpackage (WP1-WP6) according to Scope of Services (Annex No1 of Invitation).

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<ul style="list-style-type: none"> Measures to have sufficient personnel capacity and sufficient competence in order to ensure high quality services and to perform the services according to schedule. 											
Poor level of details Tenderer has proposed general organization and proposed team of involved personnel, proposed Lead - experts complies to the requirements of Section 4.8 of the Scope of Services. Tenderer's proposed organization model and dedicated expert's team corresponds to scope of CBA and BP services, however living open risk and issues that CBA and BP services will be delivered in expected quality.		1									
Unacceptable level of detail No description at all, or information provided in the description is totally un-assessable and/or incomprehensible or Lead-expert's qualification is not compliant to the requirements of Section 4.8 of the Scope of Services.		0									
Total points for description of provision of CBA & BP services		50	48	48	45	50	37	35	32	37	
			47,75				35,25				
No.		Criteria	Maximum possible score (points)	Points assigned							
				THE BOSTON CONSULTING GROUP SERVICING LLC				Ingenieria y Economía del Transporte S.M.E. M.P. S.A.			
14.5.4.4.	Team of experts		25								
B1	Project manager Within the previous 10 (ten) years (2011-2021) until the date of submission of the Bid the expert has gained experience as project manager of at least 2 (two) transport projects which meet the following criteria: <ul style="list-style-type: none"> each of the projects has an underlying investment value of at least 1 (one) billion EUR or it is developed for a transport company with an annual turnover 1 		Max 3 points 1 (one) point if requirement is covered. 1 (point) for each additional project that is compliant to first and second bullet-point (o). Maximum 2 (two)	3	3	3	3	3	3	3	3

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	<p>(one) billion EUR⁶, preferably involving CBA and/or Business plan/strategy development;</p> <ul style="list-style-type: none"> ○ project manager's responsibilities in each of the projects include at least: <ul style="list-style-type: none"> a) overseeing project delivery; b) quality control of delivered service; c) client orientation and conflict resolution. • at least 1 (one) project refers to a dual-use (passenger and freight) railway infrastructure equivalent to the Infrastructure TSI's⁷ categories of line P1, P2, P1-F1 or P2-F1). 	points can be obtained.								
B2	<p>Lead expert in the field of CBA implementation Within the previous 10 (ten) years (2011-2021) until the date of submission of the Bid the expert has gained experience as lead expert of CBA modelling and economic analysis project, related to railway infrastructure project with investment value of at least 500 (five hundred) million EUR, which meets at least one of the following requirements:</p> <ul style="list-style-type: none"> a) The CBA modelling project is based on EU CBA guidelines; b) The project includes the assessment of the Wider Economic Benefit/Impact⁸ and/or GDP multiplier calculation stemming from the project. 	<p>Max 4 points 1 (one) point per each compliant project were requirement "a)" is covered. Maximum 2 (two) points can be obtained.</p> <p>1 (one) point per each compliant project were requirement "b)" is covered. Maximum 2 (two) points can be obtained.</p>	4	4	4	4	4	4	4	4
B3	Lead expert in the field of business planning	Max 4 points	4	4	4	4	4	4	4	4

⁶ Annual turnover actual at the beginning of the project implementation.

⁷ Commission Regulation (EU) No 1299/2014

⁸ Wider Economic Impacts to be intended as the economic impacts of transport (e.g. on labour, product and land markets, agglomeration economies) that are additional to the transport user benefits (e.g. travel time savings).

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	<p>Within the previous 10 (ten) years (2011-2021) until the date of submission of the Bid the expert has gained experience as lead expert of strategic business planning project, related to railway infrastructure with investment value of at least 500 (five hundred) million EUR, which meets at least one of the following requirements:</p> <p>a) projects in the domain of Long-Term Business Plan⁹ development related to railway infrastructure;</p> <p>b) projects related to Long-term business plan¹⁰ development for a single or dual-use (passenger and freight) railway infrastructure development project equivalent to TSI P1, P2, P1-F1 or P2-F1.</p>	<p>1 (one) point per each compliant project were requirement "a)" is covered. Maximum 2 (two) points can be obtained.</p> <p>1 (one) point per each compliant project were requirement "b)" is covered. Maximum 2 (two) points can be obtained.</p>								
<p style="text-align: center;">B4</p>	<p>Railway passenger business expert Within the previous 10 (ten) years (2011-2021) until the date of submission of the Bid the expert has gained:</p> <p>a) at least 5 (five) years of experience in a senior position related to business development in an organization involved in the management of passenger mobility services for a single or dual-use (passenger and freight) railway infrastructure equivalent to TSI P1, P2, P1-F1 or P2-F1; or/and</p> <p>b) at least 5 (five) years of experience in a senior position related to business development in an organization involved in the management of</p>	<p>Max 3 points 2 (two) points if requirement "a)" and "c)" are covered.</p> <p>1 (one) point if requirement b)" and "c)" are covered.</p>	0	0	0	0	3	3	3	3

⁹ Document that describes in detail how a business defines its objectives covering it from marketing, financial, and operational standpoints. Long-term meaning that the plan covers a minimum of 10 years of fully operational stage of the business.

¹⁰ ibid

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	multimodal passenger mobility services with a significant railway component; c) experience in the railway infrastructure project with investment value of at least 500 000 000 EUR ((five hundred million euro).									
B5	<p>Multimodal logistics expert Within the previous 10 (ten) years (2011-2021) until the date of submission of the Bid the expert has gained:</p> <p>a) experience as Senior Multimodal logistics expert in project related to railway infrastructure commercialization and business development from an infrastructure manager or operator perspective (including, but not limited to, freight Railway Undertakings, terminal operator, logistics provider/forwarder, logistics division at a major freight owner) with project investment or asset book value of at least 200 (two hundred) million euro; or/and</p> <p>b) at least 5 (five) years of experience in a senior position related to business development in an organization involved in multimodal logistics and supply chain development.</p>	<p>Max 3 points 2 (two) points if requirement "a)" is covered. 1 (one) point if requirement "b)" is covered.</p>	3	3	3	3	3	3	3	3
B6	<p>Railway technical/operational expert Within the previous 7 (seven) years (2014 until the date of submission of the Bid) the expert has gained at least 5 (five) years of experience in a technical role overseeing the process of construction and operation of a single or dual-use (passenger and freight) railway infrastructure equivalent to TSI P1, P2, P1-F1 or P2-F1 with focus on activity timing and costs.</p>	<p>Max 2 points 2 (two) points if requirement is covered.</p>	2	2	2	2	2	2	2	2
B7	Railway finance expert	Max 2 points	2	2	2	2	2	2	2	2

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	Within the previous 10 (ten) years (2011-2021) until the date of submission of the Bid the expert has gained experience as Railway finance expert in at least 3 (three) projects related to the financing of railway infrastructure projects (with no less than 40% of public funding) with project investment or asset book value of at least 200 (two hundred) million EUR each.	2 (two) points if requirement is covered.								
B8	Innovation and sustainability expert Within the previous 7 (seven) years (2014 until the date of submission of the Bid) the expert has gained: a) experience of at least 3 projects related to development of sustainable solutions for mobility and logistics services of a single or dual-use (passenger and freight) railway infrastructure equivalent to TSI INF P1,P2,P1-F1 or P2-F1; or/and b) experience in developing innovation and digitalisation solutions addressing both - infrastructure and operations in a railway environment, including service introduction/development and Lifecycle cost optimisation.	Max 2 points 1 (one) point if requirement "a)" is covered. 1 (one) point if requirement "b)" is covered.	2	2	2	2	2	2	2	2
B9	Environmental transport expert Within the previous 7 (seven) years (2014 until the date of submission of the Bid) the expert has gained experience in at least 3 projects related to implementation environmental impact assessment of railway infrastructure construction and operation.	Max 2 points 2 (two) points if requirement is covered.	2	2	2	2	2	2	2	2
Total points for proposed experts		25	22	22	22	22	25	25	25	25
			22				25			
Total points for Technical proposal		75	70	70	67	72	62	60	57	62
			69,75				60.25			

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No.	Criteria	Maximum possible score (points)	Points assigned	
			THE BOSTON CONSULTING GROUP SERVICING LLC	Ingeniería y Economía del Transporte S.M.E. M.P. S.A.
14.6.1.2.	Financial proposal	25		
	Price of the CBA & BP services, EUR excl. VAT	22	1 380 000 EUR (excl. VAT) 20,53	1 288 000 EUR (excl. VAT) 22
	Average Expert`s daily rate, EUR excl. VAT	3	11 060 EUR (excl. VAT) 0,21	784 EUR (excl. VAT) 3
	Total points for Financial proposal	25	20,53 + 0,21=20,74	22 + 3 = 25
	Total points for Technical and Financial proposal	100	69,75+20,74=90,49	60,25+25=85,25

The evaluation of proposals was carried out in accordance with Section 14 of the competitive procedure with negotiation "Global Project Cost Benefit Analysis (CBA) and Long Term Business Plan"(ID NO RBR 2021/21) regulations.

Procurement commission member I

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Procurement commission member II

[signature]

Procurement commission member III

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Procurement commission member IV

[signature]

In Riga, 3 February 2023