



Rijkswaterstaat  
*Ministry of Infrastructure  
and Water Management*

# Tendering on Best Price-Quality Ratio

Best Value approach  
@SAA A9 Amstelveen

Wouter Smits, Rijkswaterstaat  
Prague, 19-11-2018



# Outline

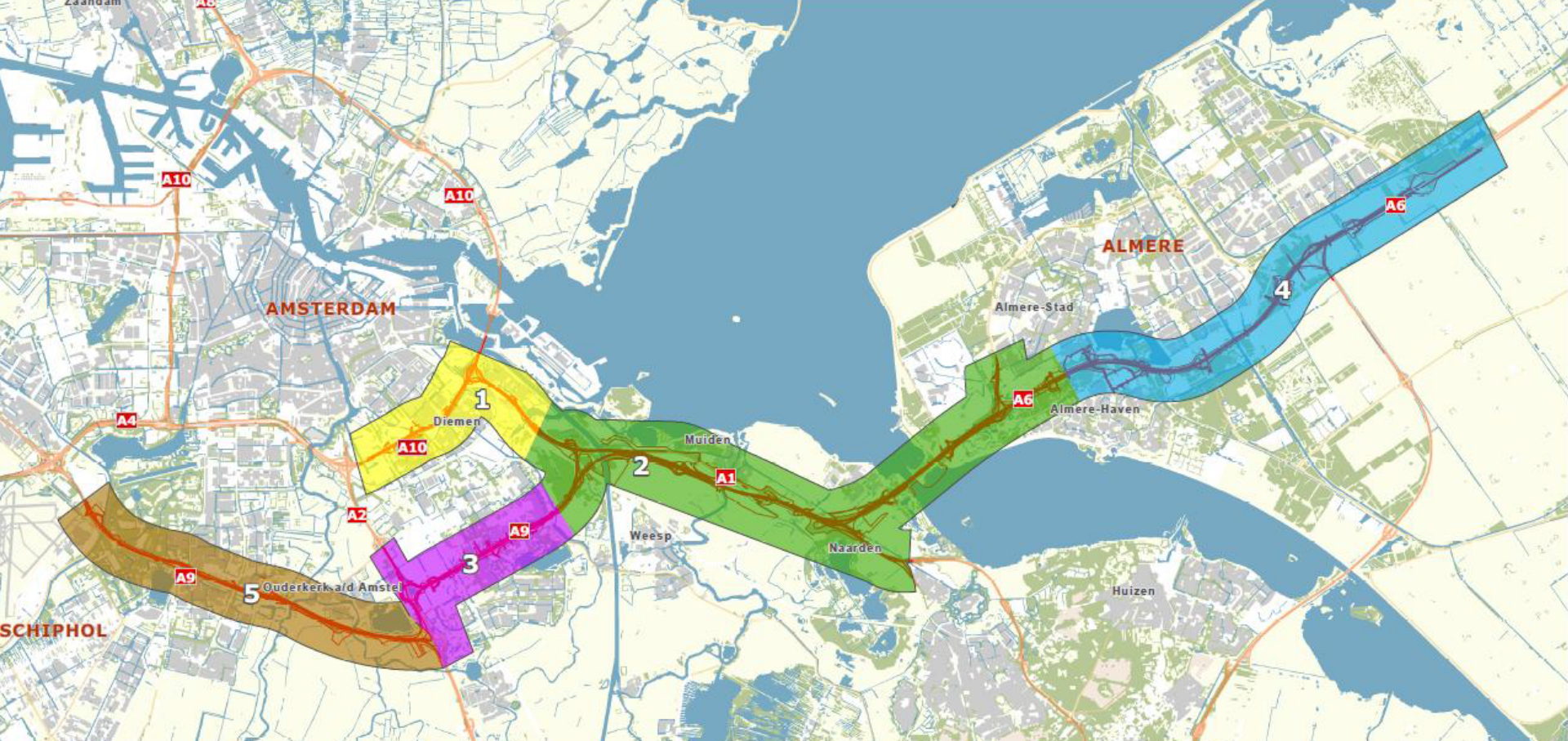
- Project SAA A9 Amstelveen
- Tender process @Rijkswaterstaat
  - Process
  - Results
  - Lessons Learned

PROJECT SAA A9 AMSTELVEEN



# The project

- Part of program Schiphol-Amsterdam-Almere
- Program goals:
  - Improve traffic flow
  - Increase accessibility
  - Increase quality of life
- Project goals A9 Amstelveen:
  - Increase capacity of highway A9 from 2x3 to 2x4 driving lanes
  - Adjust local roads



**Legenda**

- Project 1: A10-Oost + A1 (Watergraafsmeer - Diemen)
- Project 2: A9 (Diemen) + A1 (Diemen Muiderberg) + A6 (Muiderberg - Almere Havendreef)
- Project 3: A9 Gaasperdammerweg (Holendrecht - Diemen) + A2 (Amstel - Holendrecht)
- Project 4: A6 (Almere Havendreef - Almere buiten-oost)
- Project 5: A9 Amstelveen (Badhoevedorp - Holendrecht)



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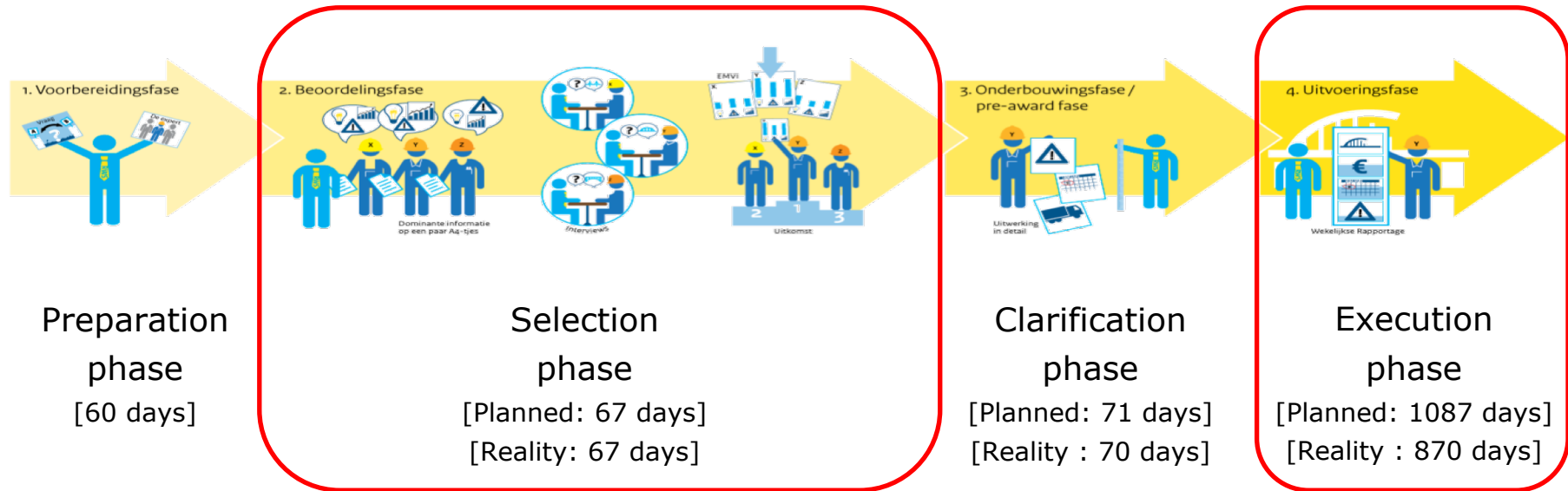
# The project

- Project phase: spatial planning
- Goal of this project phase:
  1. Spatial planning and effects
  2. Feasibility
- Use of Best Value approach

TENDER PROCESS @RIJKSWATERSTAAT



# Tender process







## Selection phase - process

- Publication: 18-4-2014
- Training "Best Value approach for vendors": 22-4-2014
- Bidder inquiries: 22-4-2014 – 27-5-2014
  - 40 general questions
  - 17 individual questions
- Training client "Scoring RAVA plan": 26-5-2014
- Training client "Scoring interviews": 15-6-2014
- Scoring RAVA plan & interviews: 4-6-2014 – 25-6-2014
- Award: 26-6-2014



## Selection phase – results (1)

- Ceiling price: 2,57 €M
- Winning bid:
  - 13% lower than average bid
  - 33% lower than ceiling price
- Tendercosts: 0,9% to 1,8% of av. bid



## Selection phase – results (2)

|                    | Arcadis     | Witteveen+Bos | Arup/Nebest |
|--------------------|-------------|---------------|-------------|
| Bid                | € 2.100.000 | € 1.764.500   | € 2.199.851 |
| Total quality      | € 105.000   | € 1.244.725   | € 1.073.743 |
| Bid minus quality  | € 1.995.000 | € 519.775     | € 1.126.109 |
| Ranking BPQR       | 3           | 1             | 2           |
|                    |             |               |             |
| Risk Assessment    | 6           | 8             | 8           |
| Value added        | 8           | 8             | 8           |
| Level of expertise | 6           | 8             | 8           |
| Interview 1        | 6           | 8             | 8           |
| Interview 2        | 4           | 10            | 8           |

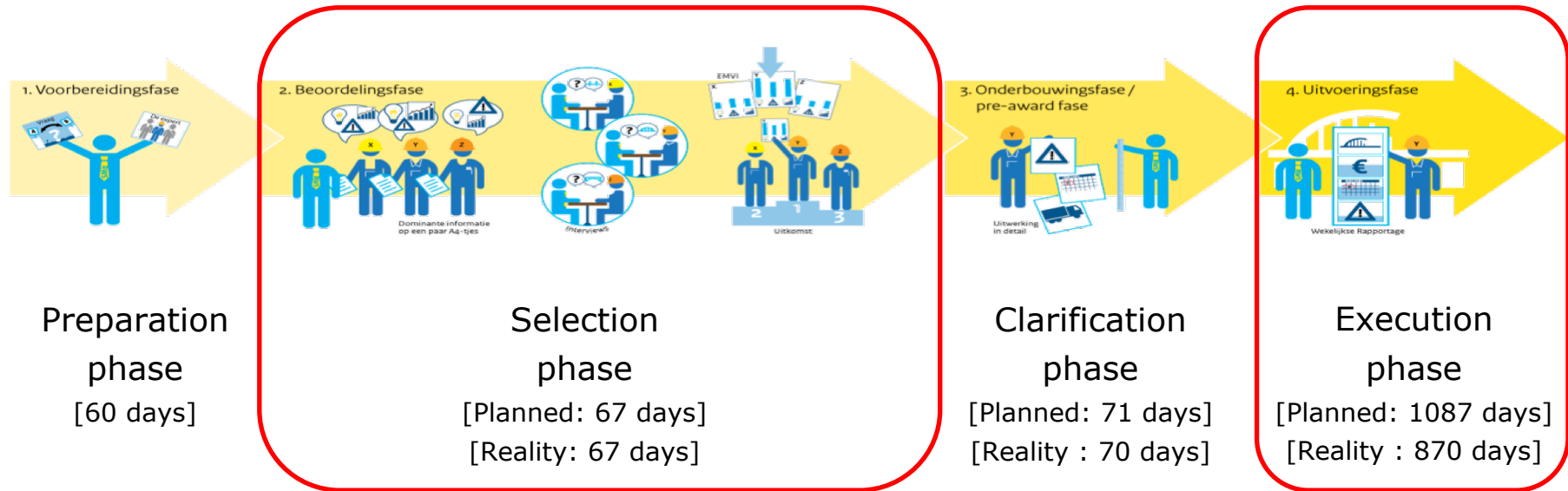


## Selection phase – lessons learned

- Objectivity
  - Separation of:
    - price – Rijkswaterstaat tender team
    - quality – Projectteam SAA A9 Amstelveen
  - Projectteam: 3/4 assessors, 1 Best Value advisor
  - Best Value advisors checks process & content
  - Award letter: 4 eyes principle
- Education is key!



# Tender process



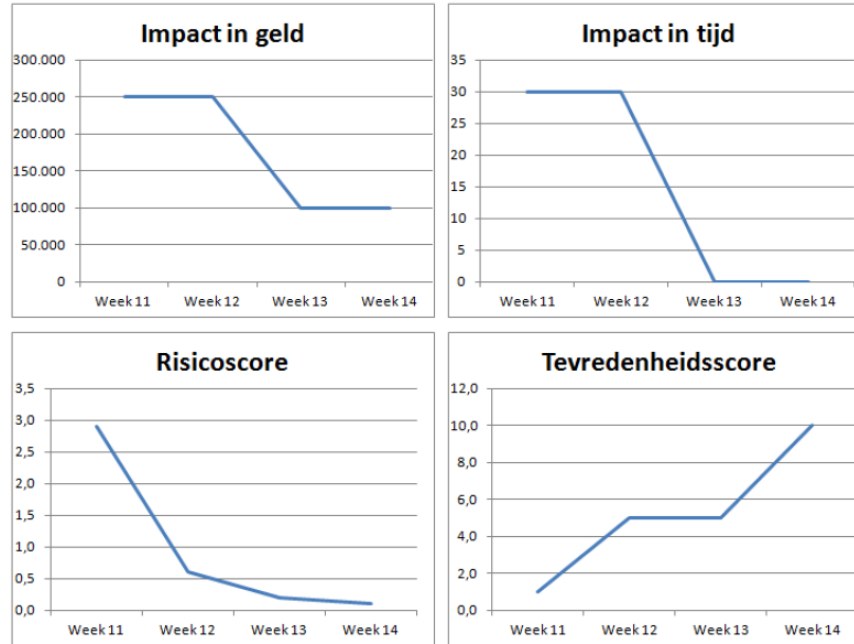


## Execution phase – process (1)

- Both client and vendor use the Weekly Risk Report (WRR) to increase predictability and transparency
  - Deviations in scope caused by undesired events for client
  - Deviations in scope caused by client and deviations in scope caused by orders to other contractors in WRR by opinion of contractor
- Separate list
  - Optimisations caused by of process & product
  - Claims of vendor



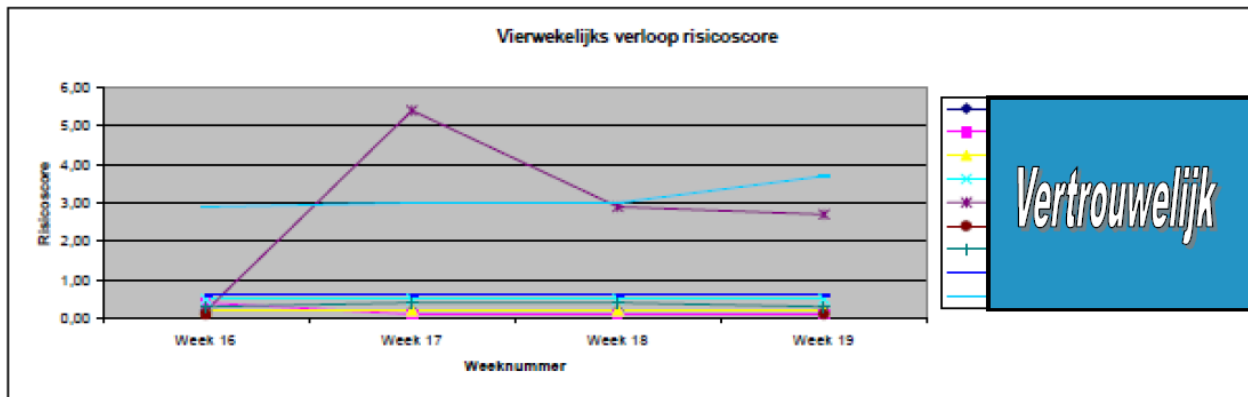
# Execution phase – Weekly Risk Report (WRR)





# Execution phase – Directors Report

| Sector                | Projectnaam   | Opdrachtnemer        | Aanneemsom inclusief overeengekomen wijzigingen (€) | Overeengekomen wijzigingen (€) | Overeengekomen wijzigingen (%) |
|-----------------------|---|----------------------|---|--------------------------------|--------------------------------|
|                       |   |                      |   |                                |                                |
| Stuurdatum oplevering | Oplevering inclusief overeengekomen termijnsverlening | Verwachte oplevering | Planning overschrijding (%)                         | Tevredenhedsscore OG           | Risicoscore                    |
|                       |   |                      |   |                                |                                |

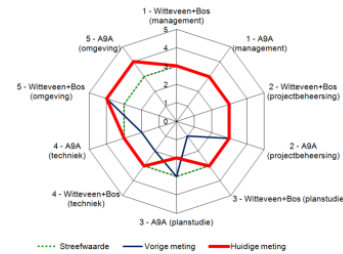






## Execution phase – process (2)

- Mid Term Reviews & End Term Review
  - Measuring Key Performance Indicators (KPIs)
  - Increasing transparency of both client and contractor by use of metrics
  - Focus on:
    - improving cooperation and trust
    - reducing Management, Direction and Control by client
    - increasing efficiency and productivity





## Execution phase – lessons learned (1)

- Project manager of contractor at weekly team meeting of client
- Development of lean supply chain of both client and contractor
- Creation of a mutual language by:
  - Fact sheets
  - Risk based design
  - Acceptance criteria
  - Communication
  - Behaviour based on the Best Value approach



## Execution phase – lessons learned (2)

- Best Value approach ensures vendors keep interest in the client in mind (goal alignment and client's risks)
- Paradigm change is needed, this takes time to implement: core team & Best Value team
- Transparent communication and thorough preparation (training) is essential from beginning till the end





# Information

[www.rijkswaterstaat.nl/zakelijk](http://www.rijkswaterstaat.nl/zakelijk)

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