



**Gemeente  
Amsterdam**



**Request for Tender**

**Startup in Residence Sustainability**

**Programme**

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# 1 Background and objective of the request for tender

## 1.1 Background of Startup in Residence

Startup in Residence, a governmental startup incubator, is an initiative of the Chief Technology Office (CTO) of the City of Amsterdam (hereinafter the City). After three successful Amsterdam programmes in 2015-2016, 2016-2017 and 2017-2018, and one current regional programme (Amsterdam Metropolitan Area) in 2018-2019, the CTO has decided to run a fifth programme, entirely focused on sustainability, in 2019.

Within the context of the Innovation Oriented Procurement Programme of the City, the functions of the CTO include utilising procurement as a tool for innovation, purchasing innovative products and promoting startups and social enterprises by positioning the City as a possible launching customer, an investor or any other form of collaboration partner.

The City seeks to work with (starting) businesses in a transparent manner to translate good minimum viable products (MVPs) or prototypes into innovative solutions for social and urban challenges. With this programme, the City aims to accelerate economic growth, create jobs, and develop innovative solutions.

Through the Startup in Residence programme the City pursues these goals and can act as an investor, launching customer or any other form of collaboration partner.

## 1.2 Sustainability Edition

Because Amsterdam's new city government puts sustainability high on the agenda, and because there are so many innovative initiatives on this theme in and around the city, Startup in Residence is running an edition dedicated entirely to sustainability.

The City of Amsterdam and its partners are working hard on making Amsterdam more sustainable in fields ranging from sustainable energy and the circular economy to area development and climate proofing. Startup in Residence is a good match for these aims and is ideally placed to link up sustainability challenges with entrepreneurs who have innovative solutions.

## 1.3 Objective of the request for tender

The objective of this request for tender is to select a number of Startups for the Programme to further develop innovative solutions to social and urban challenges through an 'In Residence' Programme within the City. The City has the option to privately purchase or otherwise invest in the innovative Solutions.

### 1.3.1 Language of the tender

To attract as many startups as possible, the Startup in Residence Programme is open to international startups. Therefore this Tender has been published in English. However, some sources and links to certain materials are available only in Dutch. Non-Dutch startups requiring access to the insights within these materials are responsible for finding a translation or translator.

### 1.3.2 What is a Startup?

Participation in the Startup in Residence programme ('the Programme') is also open to scale-ups (in the starting phase), social enterprises and innovative small to medium-sized enterprises (SMEs). We use the term 'Startup' as an umbrella term for all these types. All business types will be checked against the selection criteria below.

In order to participate in this tender, the business must meet the following general suitability criteria:

- the business must consist of natural persons or a legal entity;
- if the business consists of a legal entity, the business must not have been registered with the Dutch Chamber of Commerce or a similar chamber in its country for longer than six years;
- if the business consists of a legal entity, the business must have no more than 50 salaried employees;
- the business must own an MVP/prototype/beta version of the Solution;
- the business must not yet have paying customers for the product provided as the Solution by the business. The City has the intention of becoming launching customer;
- the business must be able to align its features set with the market situation. We expect the business to be flexible and open to adjustments;
- the business must not be a startup that has originated from another business that has 250 salaried employees or more.

### 1.3.3 The Startup in Residence Programme and support from the City

In May 2019, the City will launch the fifth Startup in Residence Programme, this time entirely focused on Sustainability. To this end, the City once again invites (inter)national startups to offer solutions to social and urban challenges. These challenges are described in chapter 2.

The City offers the following support:

- Training/workshops for an average of four hours a week;
- Professional mentoring/coaching;
- Internal content guidance from the City;
- Peer-to-peer learning;
- Workspace (at partners and the City);
- Access to the network of the City;
- Process support from the Startup in Residence team;
- Product or service development;
- Access to startup events;
- The City can act as a Startup Visa Facilitator.

The Programme runs from May 2019 through November 2019, with the closing event ('Pitch Forward') taking place in November 2019.

A condition of participation in the Programme is that the Startup must fully engage with all parts of the Programme. If the Startup fails to do so, the City may take measures, which can include barring the Startup from further participation in the Programme.

If the partnership should produce a solution to the respective social and urban challenge ('the Solution'), the City may decide to purchase the Solution privately from the Startup or to otherwise invest in the production of the Solution during a period of four years after the award of participation in the Programme. If the City should decide to invest in the Solution developed by the Startup, the following applies:

- the Startup must base itself in the Amsterdam Metropolitan Area (either its headquarters or a branch office);
- if the City decides to purchase the Solution, the City's General Procurement Terms and Conditions will apply, with the exception of article 8. The City reserves the right to enter into further specific agreements with reference to its General Procurement Terms and Conditions.

The applicable General Procurement Terms and Conditions of the City is published on:  
<https://www.amsterdam.nl/ondernemen/inkoop-aanbesteden/>

## 1.4 Startup in Residence Programme

The request for tender is divided into 19 modules ('the challenges'). You may submit a bid for every challenge, provided you meet the Startup criteria as described in paragraph 1.3.2. Any supplementary criteria you must meet as a Startup in order to bid on the specific challenge are listed as part of the description of the respective challenge in chapter 2.

Your application will only be considered if you meet the general and specific criteria for Startups as listed above and in chapter 2, where specific criteria for the specific challenges are mentioned. The City may request evidence of performance, products or services.

The City can decide to award participation in the Programme to the Startup with the most economically advantageous bid per challenge. The way in which this evaluation will be conducted is described in chapters 4 and 5.

## 1.5 Startup Visa Facilitator

Since 2015, ambitious entrepreneurs can apply for a temporary residence permit for the Netherlands. The residence permit 'scheme for startups' affords entrepreneurs one year to launch an innovative business. A prerequisite is that the startup must be guided by an experienced mentor (facilitator) who is based in the Netherlands.

The City is a recognised facilitator and is qualified to guide startups that would like to apply for a startup (residence) permit in the Netherlands. To qualify for the City's guidance as facilitator, the Startup will have to be a participant of the Programme. When a Startup is selected and accepted to the Programme, it can request that the Startup in Residence organisation act as its facilitator. The Startup in Residence organisation will consider the request and will make the final decision on whether it will take on the role as facilitator.

The City and the Startup in Residence organisation have no obligation to act as a facilitator for Startups participating in the Programme.

For more information about the residence permit for startups and the application procedure, see: <http://english.rvo.nl/subsidies-programmes/residence-permit-foreign-start-ups>.

## 1.6 Social Return

The aim of the City's procurement function is to obtain maximum added social value at market conditions by contracting external parties. By bidding on one of the Challenges, the Startup will support this objective. For more information about the City's strategic objectives and how the procurement function is structured within the City's administration, please download the Procurement Policy of the City of Amsterdam ([www.amsterdam.nl/ondernemen/inkoop-aanbesteden/](http://www.amsterdam.nl/ondernemen/inkoop-aanbesteden/) [in Dutch]).

## 1.7 Integrity

The City's policy on Integrity and Contracts ("BIO") is applicable on this Tender and any subsequent contracts. The BIO can be found and downloaded on: <https://www.amsterdam.nl/bestuur-organisatie/volg-beleid/veiligheid/integer-handelen/beleidsstukken-bibob/> [in Dutch].

# 2 The Challenges

This request for tender is divided into 19 Challenges. Startups may submit a bid for every Challenge, provided they meet the Startup criteria as described in paragraph 1.3.2. Any supplementary criteria Startups must meet in order to bid for the specific challenge are listed as part of the description of the respective Challenge in this chapter.

Each Challenge is issued by one or more departments or programmes of the City. These departments or programmes are designated as owners of the Challenges and will be represented on the assessment committee of the related Challenge.

## 2.1 Entice locals to compost

### Background

At the moment, a lot of organic household waste in Amsterdam ends up with non-recyclable waste and is incinerated. Garden waste from public green space is currently transported long distances to professional waste processors, often dependent on tenders. But there are

opportunities to process this organic waste in a closed loop locally (by shredding and/or composting) and use it where it is produced.

The municipality is looking for solutions that preferably combine organic waste collection and processing with resident participation, employment and circular aims (such as cutting CO<sub>2</sub> emissions, stimulating local awareness and involvement, improving local soil quality and reducing peat-based compost imports). We favour ideas that include one or more of these solutions. The pros and cons of the various elements of an organic waste scheme (such as continuity, cost, public support) can be analysed, possibly using IJburg as a test location.

#### The Challenge:

Develop an innovative solution for local organic waste collection and processing.

#### Criteria:

- We prefer solutions that stimulate public/civil collaboration, meaning residents and local government participate in a local organic waste scheme.
- People who are disadvantaged in the job market may be included in the solution.
- The pilot can take place in IJburg, then scale to other areas of the city.

Issued by: *Afval en Grondstoffen*

## **2.2 No waste in this household!**

### Background

Among Amsterdam residents, the level of waste separation is low, and this is often attributed to the fact that they don't need to consider how much household waste they're producing. In large parts of the Netherlands, a much higher proportion of household waste is recycled because collection fees are linked to the amount of waste a household produces: the more non-recyclable waste you dispose of, the more you pay. This means that it's in the household's financial interest to throw away as little non-recyclable waste as possible, because waste has a negative value. But household waste can also have a positive value if it can be recycled.

We're looking for an innovative solution to stimulate residents, households and potentially also civil organisations to recycle their own household waste and materials (such as paper, glass, textiles, organic kitchen waste) based on circular motives, and possibly putting their waste on the processing market themselves.

Can technology fulfil a supporting and stimulating role, minimising dependence on the local authority? Central to this issue are the notions of 'ownership', 'responsibility' and 'duty of care'.

The Challenge:

Come up with an innovative solution that motivates residents to recycle their household waste.

Criteria:

- Your solution minimises dependence on the local authority.
- We encourage solutions that use new technologies.

Issued by: *Afval en Grondstoffen*

## 2.3 Collect commercial waste over water

Background

Because commercial waste collection operates in a free market, businesses are free to contract a collector/processor of their choice. As a result, there are multiple collectors in the city all picking up the same kind of waste, and this leads to traffic congestion. The collectors also use heavy lorries, which puts a strain on public space and canal walls. The level of waste sorting is also disappointing. The municipality is investigating possibilities to improve waste collection, cutting the number of heavy lorries and journeys made, and increasing the amount of waste that is sorted. One of the possibilities is to collect and process waste using small electric vehicles, then transfer it to barges for transportation via the waterways.

The Challenge:

Develop a smart solution for waste collection using the waterways for transportation.

Criteria:

- The proposal should use clean, quiet transport.
- The proposal should comprise a business case and a service offered to businesses.
- The proposal should include a monitoring system.
- The solution should make it possible for businesses to separate recyclable and non-recyclable waste as effectively and easily as possible without putting an unnecessary burden on public space.
- The Nine Streets area is excluded.

Issued by: *Afval en Grondstoffen*

## 2.4 Green up our car parks!

### Background:

Amsterdam has big sustainability ambitions: CO<sub>2</sub> emissions will be cut, the city centre will become a low-traffic zone and the number of on-street parking spaces will be reduced. As a municipal organisation, we want to set a good example. The City of Amsterdam encourages its own staff to come to work on public transport, by bike or on foot. Various municipal buildings have garages with parking spaces, which are currently used for a mix of municipal vehicles, cars for official journeys and cars for commuting. There is often also space for bicycle parking.

Because of our efforts to set a good example by cutting our car use, the parking garages under municipal buildings will be left partly or completely empty. The City of Amsterdam is therefore looking to put this space to good use. What's more, by finding a new use for car parks, we at the Facilities Office aim to encourage our own organisation to do away with parking spaces.

### The Challenge:

Come up with an innovative solution to use the municipal car parks for more sustainable purposes.

### Criteria:

- You can look for a solution either within the organisation or externally.
- The level of safety and security at municipal buildings must be maintained.
- The solution mustn't lead to higher costs for the City of Amsterdam.
- Any doors in the space must remain freely accessible.
- Weesperstraat 113 can be used as a test location. In the parking garage, approximately 465 square metres (18 parking spaces) can be made available.

Issued by: *Facilitair Bureau en de Green Office Amsterdam*

## 2.5 Sustainable municipality

### Background:

The City of Amsterdam wants to set a good example to the city by being a sustainable municipal organisation. The Green Office Amsterdam (GOA) is the City of Amsterdam's sustainability platform with the aim of catalysing sustainability within the municipal organisation by initiating and coordinating projects and bringing people in contact with one another. The office also informs the City of Amsterdam's municipal staff about sustainability

and encourages them to implement more sustainability in their own areas of work. The GOA's approach is based on four key activities: catalysing, informing, connecting and activating.

Within the organisation, there is a lot happening in the field of sustainability, but it's still too fragmented and uncoordinated. We're looking for a solution that contributes to raising awareness among municipal employees, accelerating the transition, increasing knowledge and competencies and connecting the various projects in the field of sustainability.

The Challenge:

Come up with an innovative solution to make the municipal organisation more sustainable.

Criteria:

- The solution should help raise awareness among municipal staff, accelerate the transition, boost knowledge and competencies and link up the various projects in the field of sustainability.
- It's possible just to tackle one aspect of the issue.
- Competitions between teams and departments are an option.

Issued by: *Green Office Amsterdam / Facilitair Bureau*

## 2.6 Clean municipal trucks

Background:

Amsterdam has high ambitions for reducing CO<sub>2</sub>, NO<sub>x</sub> and fine particles emissions. The city is at the forefront of the transition to zero-emission mobility.

The City of Amsterdam has about 1200 official vehicles in use, of which they own 600 vehicles that are used to clean the streets, collect waste, tow cars, landscape greens and parks etc. Because of these diverse tasks, the fleet is built up of diverse and sometimes unusual vehicles, such as garbage trucks, road sweepers, mowers and flushing trucks. There are around 130 garbage trucks, 400 cleaning trucks and 70 paving machines in use.

The municipality is a frontrunner for zero-emission mobility. The ambition is currently to have a zero-emission fleet by 2025. However, the market is not yet able to supply zero-emission alternatives for all types of vehicles.

The City of Amsterdam would like to start with a pilot of making their garbage vehicles emission-free.

### The Challenge:

Come up with an innovative solution that make the municipal's (garbage) vehicles emission-free.

### Criteria:

- The solutions can be applied to municipal garbage trucks.
- Preferably the solution for zero-emission garbage trucks can be scaled to other trucks in the city.
- The solution doesn't target the 600 passenger cars that the municipality leases.

Issued by: *Afval & Grondstoffen*

## **2.7 Connect citizens to gas-free living**

### Background

Amsterdam aims to be gas free by 2040. It's an ambition that affects every household and business in the city. Gas central heating will be a thing of the past, replaced by sustainable systems, and cooking will be electric. Amsterdammers who are aware of the transition are concerned about the affordability and sustainability of the alternatives. What's more, they'd like to know what's going to happen in their neighbourhood and what they can already do themselves – or indeed what they should *stop* doing.

The city is discussing the transition away from gas with the big stakeholders, including housing corporations, energy companies, umbrella organisations and residents' groups. At the same time, there are a lot of individuals who would like more information from the municipality, and the municipality wants to know what they think of the transition away from gas. This varies from input on strategic questions about future neighbourhood heating facilities to the actual date when the gas is going to be turned off in a particular area.

We want a solution to reach and involve a wide spectrum of the Amsterdam population, making a creative and innovative addition to the municipality's current approach. At the moment, the municipality's communications include the website [www.amsterdam.nl/aardgasvrij](http://www.amsterdam.nl/aardgasvrij), an awareness campaign, and monthly information meetings. But we'd like this to be more interactive.

### The Challenge:

Come up with an innovative solution for interaction between Amsterdammers and the municipality about gas-free living in Amsterdam.

Criteria:

- The solution is accessible to all Amsterdammers and everyone can take part – residents and businesses.
- The solution enables two-way traffic.
- The solution provides new insights into Amsterdammers' questions and requests.
- The solution provides a good way for Amsterdammers to find out about the things that are specifically important to individual residents.

Issued by: *Programma Amsterdam Aardgasvrij, Ruimte en Duurzaamheid*

## 2.8 Food from the hood

Background

A food transition is as much needed as an energy transition. A system based on nutritious, sustainable, delicious and affordable products is crucial for a healthy and sustainable city. Much of our food nowadays is shipped in from all parts of the world and often produced with huge negative impact on the ecosystems there. Almost every meal we eat is the result of many thousands of food kilometres travelled. At the same time the direct surroundings of Amsterdam – let's say everything within a radius of 50 kilometres – produces plenty of agricultural produce, most of which is exported. In the city there are a lot of consumers, not just households, but also employees and patients in hospitals and nursing houses, that are willing to eat local, nutritious products and the region of Amsterdam has a lot of agricultural producers, but they are not well connected. That's why the amount of local produce on our plates is still limited.

The Challenge

Find an innovative solution that brings local food producers closer to Amsterdam consumers.

Criteria:

- Include consideration of the distribution of products and financial aspects.
- Involving Amsterdam residents and agricultural producers in Amsterdam region is paramount.
- Take into account the following aspects: consumers' convenience and producers' scale and risk management.

Issued by: *Ruimte en Duurzaamheid*

## 2.9 Green homeowners' association

### Background:

With a total of nearly 230,000 homes, half of all the housing in Amsterdam is administrated by a homeowners' association (*Vereniging van Eigenaren, VvE*). In privately owned apartment buildings, the owners are all automatically members of their homeowners' association, which is responsible for maintaining the shared parts of the building. In Amsterdam, 86,130 homes are owned by owner-occupiers, 76,070 belong to housing corporations and are rented, and 65,209 buildings are privately owned and rented. The occupiers of privately-owned buildings often depend on their homeowners' association not only to maintain the building, but also to take the measures needed to make it sustainable. Amsterdam wants homes to be sustainable, healthy, affordable, gas free and well maintained. What's more, Amsterdammers themselves want their homes to be more sustainable, as a report by Amsterdam's Research, Information and Statistics department shows.

Yet the homeowners' associations are moving relatively slowly on sustainability. They often find it enough of a challenge to keep up regular maintenance. There are various reasons for this: the residents have to get together and agree on the work that needs doing, the decision-making process can be lengthy, different owners in the building may have conflicting interests, the timing for regular work on the building is fixed in a multi-year maintenance plan, some associations don't have enough money in the bank to pay for maintenance let alone improvements, and the necessary measures and legal issues involved are complex.

All in all, making homes sustainable through homeowners' association is a complicated business. How can the associations speed up the transition to sustainability? Amsterdam aims to be a gas-free city by 2040, and this can only happen with the cooperation of homeowners' associations. Housing corporations already have plans, but we also want to help private homeowners to make their homes sustainable.

### The Challenge:

Find a solution to make it easier for the members of homeowners' associations to make their homes sustainable.

### Criteria:

- Make it easier for homeowners' associations to take decisions on making their buildings sustainable.
- Your solution should take account of technical, social, legal and financial aspects.
- At least one person in the startup needs to speak Dutch well.
- The startup needs to be aware of the Dutch rules and regulations for homeowners' associations, especially on deeds of division (*splitsingsaktes*).

- A knowledge of the Dutch housing market is an advantage.
- You should use local insight, expertise and resources as much as possible.
- Make sure the innovation results in an increase in the number of homeowners' associations that take sustainability measures.
- Action in the short term mustn't make it impossible to change maintenance and sustainability plans in the long term. It needs to fit within a multi-year maintenance plan.

Issued by: *Ruimte en Duurzaamheid*

## 2.10 GreenPee's 'liquid gold'

### Background:

In 2018, the City installed four GreenPees around the Rembrandtplein nightlife area: urinals disguised as plant containers. The urinal part on the side of the container can be closed off and is only opened up on Friday and Saturday evenings. The urine is collected in a container filled with hemp fibre, which prevents odour and is then composted. Urine is rich in phosphates; mixed with the mineral-rich hemp it makes an excellent sustainable alternative to artificial fertiliser. At the moment, 250 litres of urine are collected each weekend. The hemp is then taken to a composting plant in Zwijndrecht, near Rotterdam, because there's nowhere to process it nearby.

A lot of people are using the GreenPee urinals, but at the same time the facilities aren't completely solving the problem of people urinating in the streets (people even do that right next to the GreenPees). With a good circular process in place, it will be easier to offer GreenPee as a service in the city, not just as a measure to prevent public urination.

### The Challenge:

Find a solution to use collected urine in the local circular economy

### Criteria:

- The circular process should be local, involving as little transportation as possible.
- The urine can also be collected without using hemp fibre.
- The quality of the solution is demonstrable – this might mean taking measurements, for example, or running trials.
- The solution must comply with existing regulations.

Issued by: *Ruimte en Duurzaamheid, Stadsdeel Centrum*

## 2.11 Green deliveries & waste collection for businesses

### Background:

We want to cut waste and pollution throughout the city and make sure every neighbourhood is liveable for the locals. The municipality wants to push forward faster towards sustainability, but it needs help. Accelerating the transition calls for new ways of thinking and determined cooperation with universities, businesses and Amsterdammers. The Sustainability Agenda sets out the city's aims for a rapid shift towards sustainability:

- 20/20/20: In 2020, 20% more sustainable energy will be generated per member of the population and 20% less energy will be used than in 2013.
- To improve air quality, as much traffic as possible will be zero emission.
- A circular economy will be set in motion with new forms of production, distribution and consumption.
- Amsterdam will be climate-proof by 2020.
- By 2020, 65% of household waste will be sorted.

Every area of Amsterdam is different, so each needs a different approach to boost sustainability. The De Pijp and Rivierenbuurt districts are full of cafes and restaurants, as well as other shops and businesses – particularly in the northern part of De Pijp, but also on streets and squares south of Ceintuurbaan and in the Rivierenbuurt. At the same time, the streets are narrow and there's very little space for all the different functions that are needed: pavement cafes, collections and deliveries, pedestrians, cyclists, cars and green space. With more efficient systems for deliveries and waste collection, businesses can contribute to making the area more sustainable, cutting traffic levels and reducing the need for waste containers taking up pavement space in De Pijp and Rivierenbuurt.

### The Challenge:

Come up with a smart solution for cleaner and more efficient deliveries and waste collection for businesses.

### Criteria:

- Cleaner and more efficient deliveries (a lot of vans drive through De Pijp, producing exhaust fumes and taking up space for loading and unloading) and waste collection (containers are often left blocking the narrow pavements for a long time).
- Explore how to encourage businesses to commit to sustainability. What's in it for them?

Issued by: *Gebiedsteam de Pijp en Rivierenbuurt, Verkeer en Openbare Ruimte*

## 2.12 Sustainable sports city

### Background

In summer 2020, Amsterdam will be one of the twelve countries hosting the EURO 2020 football championship, which is being held in different European cities to mark the championship's 60th anniversary. The Netherlands is providing the venue for three group matches and the round of 16. There will be a big fan zone and side events at various locations around the city. If the Dutch team qualifies for the tournament, two or three of the home matches will be played at the Johan Crujff Arena. EURO 2020 runs from 12 June to 12 July 2020. The City of Amsterdam, the Dutch Football Association (KNVB), the Johan Crujff Arena and Schiphol Airport are jointly responsible for organising EURO 2020 in Amsterdam.

During the event, Amsterdam aims to present itself as a sustainable, innovative, creative and inclusive city. The events during EURO 2020 should be accessible to all and make everyone welcome. Amsterdam isn't aiming at only football fans: the main target group is 'urban people' aged 15 to 30.

### The Challenge

Come up with an innovative solution to connect sport and sustainability during EURO 2020 and beyond.

### Pilot and follow-up possibilities

There are plenty of upcoming opportunities for a startup to test the product/service. Depending on the results and requests, there are a variety of sports events, such as the FIBA 3x3 basketball world cup (June), the Wheelchair Fencing European Championships (September), NextGen Games (May), Amsterdam Sevens rugby tournament (June), the KLM Open golf tournament (September) and Jumping Amsterdam (January). Euro2020 will also be promoted during Pride and ADE, and although these aren't sports events, they also make possible pilot opportunities.

### Scalability

Amsterdam hosts a lot of sports and other events, and sustainability is a top priority, so if the product/service is suitable, it could also be used for other events.

### Criteria

- The product/service doesn't necessarily have to be linked to EURO2020 (it must be usable during EURO2020, but preferably also for other events).
- It's important to note that football fans won't be the only visitors. The events will deliberately be kept open to attract a wide range of people. Ideally the product/service will contribute to this appeal.

- The product/service must be usable during EURO2020, but the theme doesn't have to be sports. The clear focus must be sustainability.
- The form is free (product/service/...).
- The solution is innovative and fun.
- The product/service has a high profile for fans, local residents and the general public.
- The product/service is visible and usable throughout the month of EURO2020.
- The idea is reusable (as befits the theme of sustainability). It should preferably also be usable for other events.

Issued by: *Sport en Bos*

## 2.13 Trees in need

### Background

With more than a million trees, Amsterdam is one of the greenest cities in Europe. The trees aren't just there for aesthetics – they're also crucial to climate proofing: they cool the air, take up rainwater and have a positive effect on wellbeing, health and biodiversity. On a hot day, one tree has the same cooling effect as ten air-conditioning units. Because trees are so valuable to Amsterdam and its inhabitants, they're managed to keep them safe and healthy for as long as possible.

Because of climate change, we are experiencing more extreme weather conditions, and this can drastically shorten the lives of assets like trees, bridges and canal sides. Asset management concentrates on maximising the lifespan of assets, and that also applies to trees. And so, Amsterdam is working to ensure that trees are future proof, and that the city stays pleasant and liveable in a way that keeps the costs low. Various initiatives have already been launched, such as the Rainproof programme, aimed at coping with increasingly heavy rainfall. Drought is another topical climate issue: temperature and drought records were broken over and over again in 2018. We know that trees help to make the city heatproof, but how can we make the trees themselves heatproof?

During the drought in the summer months of 2018, the city districts spent €475,000 on watering plants and trees – around €160,000 a month. At a first rough estimate, because of the drought, the city has lost between 25 to 50 per cent of its planting (shrubs, perennials, hedges, new trees and lawns that are heavily used and are not watered, as in the Vondelpark and Sarphatipark). The cost of replanting next year is estimated at around €1.4 million euros. A more accurate estimate can only be made in spring, when we see whether apparently lifeless plants start putting out new shoots. However, another period of drought or a hard

winter could finish plants off. Apart from the initial expense of replanting, there will also be extra maintenance costs, because new planting needs more weeding and watering.

We're looking for innovative solutions that enable the trees themselves to 'express their needs' so that ultimately we can provide customised care to individual trees. The aim is to enable trees to grow bigger and older, so they're more attractive and more valuable to the city.

#### The Challenge:

Develop an innovative solution to enable trees to 'express their needs'.

#### Criteria:

- We're looking for a solution that will indicate and register exactly when a tree really needs water: 'give the tree a voice'.
- Circular solutions are preferred – for example, collecting rainwater during heavy showers to prevent flooding and using it to water trees during periods of drought.
- Startups that at least have some knowledge of trees in an urban environment are preferred.
- It should be possible to roll the solution out across the entire city, and it should be vandal proof.

#### Aims:

- Tree care in times of drought that is sustainable (no water wastage), efficient (targeted) and effective (amount of water per tree).
- Circular tree management (water recycling).
- Future-proof tree management (such as planting trees that are less sensitive to extreme weather conditions).
- Data collection for risk management.
- The tool must be affordable to use within the regular maintenance budget.
- The City of Amsterdam aims to ensure that by 2025 all public space will have the status of 'well maintained'. This means that at a given location, no more than 10 per cent of certain assets in public space may be classified below CROW standard B.

Issued by: *Assetmanagement, Verkeer en Openbare Ruimte.*

## 2.14 Save our water plants!

### Background:

Amsterdam is one of the cities with the most canals in the world. The quality of the water has vastly improved because we're now keeping the canals much cleaner. These days, houseboats are all connected to the sewer, and the canals are also dredged of rubbish. In fact, the water is now so clean that thousands of people swim in the canals every year. A century ago this would have been unthinkable – sewage used to flow straight into the canals. Today, the Amsterdam canal area is on the UNESCO world heritage list.

The water quality is now good enough to provide a home for a variety of aquatic flora and fauna. However, other factors are standing in the way of a large variety of aquatic plants surviving in the canals. One of them is the propellers of the many boats on the canals, which keep stirring up the canal bed, so the water is constantly cloudy. This prevents aquatic plants from getting established. Other factors are that the water is shaded by all the houseboats and mooring places, and there are no shallow banks, which many species of aquatic and waterside plants need to prosper.

### The Challenge

Develop an innovative solution to enable more aquatic plants to grow and prosper in the Amsterdam canals

### Criteria:

- Include in the solution a way to contribute to improving biodiversity in Amsterdam's canals – meaning they can be home to a larger variety of plants and animals.

Issued by: *Waternet*

## 2.15 Re-use our sewer trash

### Background

Waternet's goal is to be climate-neutral by 2020. The re-use of residual streams that are released from the production of drinking water or the cleaning of waste water is one of the main targets.

Currently, calcite used for softening drinking water is treated in such a way that it can be used again for the same purpose – but it can also be used as a material for the production of glass, paper, plastic, carpets or cosmetics.

In Amsterdam, struvite is extracted from wastewater, which is then used as raw material in the fertiliser industry. Screened material (cellulose) is recovered from the influent and used as paving fibres (*afdrui-premmer*) in asphalt.

Annually, about 2.500 tons of coarse waste from the bar screens are taken out of the influent of the two waste water treatment plants in Amsterdam. Coarse waste are objects that people flush through the sewer or that otherwise end up there and that accumulate behind the grates on wastewater treatment plants. Think of leaves, twigs, bags, sanitary towels, condoms, telephones, toys etc. Currently, this coarse waste is incinerated in accordance with laws and regulations.

In addition, about 1.000 tons of a mixture of fat, grease and fibres are annually taken out of the primary settling tanks of the two waste water treatment plants in Amsterdam.

Currently coarse waste from the bar screens is incinerated. We want a better use of this waste than incineration with energy recovery. Prevention is not achievable but re-use is our goal!

The fat/grease/fibre mixture is currently composted. What else can we do with this?

#### The Challenge:

Find an innovative solution to re-use coarse waste and fat/grease/fibre from residual streams.

#### Criteria:

- Your solution should consider hygiene and legal implications.

Issued by: *Waternet*

## **2.16 Clean & Green Energy**

### Background

The City of Amsterdam invites startups to re-think how we produce, distribute and use energy in our cities. Fossil fuels are the biggest cause of climate change and are still our primary source of energy. The world's cities emit 70% of the world's carbon dioxide – and that figure is probably even higher when consumption emissions are included. We need to end our reliance on fossil fuels, while also ending energy poverty by providing access to reliable and affordable energy to everyone. To achieve this, we need to generate more clean, green energy, meaning renewable, passive or kinetic energy – or simply anything but fossil fuels. We will also need to use energy more wisely: more efficiently and less wasteful. We have to think differently about how we source our energy and how we use it.

Transitioning away from fossil fuels with today's technology means changing our cityscapes: retrofitting existing buildings to reduce energy consumption and integrating energy infrastructure much more seamlessly across the metropolitan landscape, in our neighbourhoods, and in our homes. But strict regulations, a lack of space and the perceived ugliness of clean energy interventions have become a barrier to their adoption in the Amsterdam Metropolitan Area.

We invite startups to rethink how energy can be saved, generated, transported and stored in a way that aligns with the cultural and historic values of the city and its surrounding landscape. That's why, for Amsterdam, we are calling for creative spatial interventions, products, services, systems and stories that reconcile liveability with the need to transition to renewable energy.

Clean forms of electricity generation work well as decentralised, small-scale installations. Consider neighbourhood-level interventions to generate and supply energy in the form of electricity, heat or cooling, in beautiful, inspiring and educational ways.

We encourage solutions that can modify footpaths, squares, bicycle parking, tram stops, public gardens, parks and community centres to generate, save or store clean energy.

#### The Challenge:

Come up with an innovative solution to embed clean energy in the Amsterdam cityscape.

#### Criteria:

- Integrate sustainable energy solutions into the urban landscape. This can concern buildings, public space or the underground, as long as it is 'smart' with space. Focus must be on a) maintaining spatial quality, b) function stacking and c) realising minimal spatial impact.
- In your clean energy solution, involve at least one of the following aspects: energy generation, saving, storage, infrastructure, management and sharing, applications.

Issued by: *Ruimte en Duurzaamheid, Amsterdam Metropolitan Area & Chief Technology Office*

## **2.17 Heat for later**

### Background:

The City of Amsterdam invites startups to re-think how we produce, distribute and use energy. Fossil fuels are the biggest cause of climate change and are still our primary source of energy. The world's cities emit 70% of the world's carbon dioxide – and that figure is probably

even higher when consumption emissions are included. We need to end our reliance on fossil fuels, while also ending energy poverty by providing access to reliable and affordable energy to everyone. To achieve this, we need to generate more clean, green energy, meaning renewable, passive or kinetic energy – or anything but fossil fuels. We will also need to use energy more wisely: more efficiently, and with less waste. We have to think differently about how we source our energy and how we use it.

Each year, Amsterdam is getting hotter in the summers and some may even call it an 'urban heat island'. This excess heat from the summer can be used as a green energy source. Capturing this heat and storing it for the winter can help cut off natural gas. Doing so can even serve as a way to cool down the city in a more sustainable way. Hence, the City of Amsterdam is interested in innovative interventions, products, systems or services that can capture or utilise heat locally, while also lowering temperatures.

The Challenge:

Find an innovative solution to capture or utilise heat locally (for example, from surface water, air, soil or bricks)

Criteria:

- Come up with a way to match the heat surplus in the summers with the heat demand in the winters. We are looking for solutions that on the one hand contribute to using more local sustainable energy, and on the other hand serve as a smart way to limit excess heat.
- In your clean energy solution, involve at least one of the following aspects: energy generation, saving, storage, infrastructure, management and sharing, applications.

Issued by: *Ruimte en Duurzaamheid, Amsterdam Metropolitan Area & Chief Technology Office*

## **2.18 ArenaA's circular trash**

Background

The Johan Crujff Arena opened in 1996 as a multifunctional stadium for the area and the district of Zuidoost. Since then the stadium's appeal has generated so much growth and innovation that the surrounding area now ranks number one on the 'Highest Economic Added Value Per 1 km<sup>2</sup>' list for 2017/2018.

The challenge the Johan Crujff ArenA faces to keep the area liveable (read more below) is the following: how can we reduce the burden caused by two million visitors a year in terms of safety, accessibility, hospitality, noise and waste? Of course, we want to process litter and

waste sustainably – according to circular principles – and the challenges at the Johan Cruijff Arena offer opportunities for innovation:

Litter around the Johan Cruijff Arena:

- Would more or larger rubbish bins cut the amount of litter in the area at peak times? Is waste sorting in public space a possibility?

Waste sorting in hallways and on bridges in the stadium:

- We now have three waste streams: paper, plastic and non-recyclable waste. Can we sort waste into more different streams? Do we have enough litter bins to do this, or the right kind?

Waste stream in the stadium:

- This ought to be made up almost entirely of pure PET, but in practice this isn't the case. How can we survey the problem and improve the situation if possible?

Plastic waste from the stadium:

- Our plastic waste stream is nearly always rejected and processed as non-recyclable waste. Investigate the composition of our plastic waste and seek innovative solutions in collaboration with the company Renewi.

#### The Challenge:

Develop an innovative solution to improve waste sorting and processing in and around the Johan Cruijff Arena.

#### Criteria:

- Ultimately, we aim to achieve positive behavioural change among visitors.
- Preferably, the solution is also applicable and scalable, so the design can be included in new processes and systems (also known as Liveable Smart Cities by Design).
- In your solution consider how we can collect relevant, situational data and integrate it into other processes to improve service and the customer journey for visitors.

*\*The Amsterdam Innovation Arena (AIA) is a public and private initiative, founded by the City of Amsterdam and the Johan Cruijff Arena in 2015. An ecosystem of frontrunners who innovate by bringing and testing new solutions and technologies to our rapidly changing environment to help solve social challenges. The biggest living-lab in the metropolitan area of Amsterdam where ideas from all of our partners grow into innovative Smart and Livable City products and services. Together with strategic and project partners at the AIA we innovate on themes such as: Fan Experience, Sustainability & Circular Economy, Customer Journey, Facility Management, Safety & Security and Digital Connectivity.*

Issued by: Chief Technology Office (CTO)

## 2.19 The Wildcard

For the Startup in Residence Sustainability programme, the City has reserved a spot for Startups to independently propose a solution for a sustainability challenge that we did not pre-define. In their bid the Startup must define both the challenge and the solution.

### Criteria:

- The solution must fit the City's policy objectives as described in the Coalition Agreement: [https://assets.amsterdam.nl/publish/pages/703778/coalitieakkoord\\_amsterdam.pdf](https://assets.amsterdam.nl/publish/pages/703778/coalitieakkoord_amsterdam.pdf) [in Dutch], <https://www.amsterdam.nl/en/policy/ambitions/coalition-agreement> [in English], the *Agenda Duurzaamheid (Sustainability Agenda)*: <https://www.amsterdam.nl/bestuur-organisatie/volg-beleid/duurzaamheid-energie/> [in Dutch], municipal tasks, and must comply with relevant laws and regulations: [www.regelgeving.amsterdam.nl](http://www.regelgeving.amsterdam.nl).
- The solution must have a societal goal, meaning that it must offer added value and be relevant for the city's residents or municipal organisation.

## 3 The procedure

### 3.1 Contracting authority and general information

#### 3.1.1 Contracting authority

The City of Amsterdam (in this document referred to as 'the City').

#### 3.1.2 Contact

Information on this request for tender can only be requested through [startupinresidence@amsterdam.nl](mailto:startupinresidence@amsterdam.nl).

### 3.2 Questions

The City answers questions asked by Startups by publishing a Summary of Information on TenderNed and on [www.startupinresidence.com/amsterdam](http://www.startupinresidence.com/amsterdam) (on the FAQ page); all personal information will be removed and all questions will be anonymised. Questions can only be asked on [www.startupinresidence.com/amsterdam](http://www.startupinresidence.com/amsterdam), [startupinresidence@amsterdam.nl](mailto:startupinresidence@amsterdam.nl) or at the information meeting as described in 3.4.

The deadline for submitting questions and the publication date of the final Summary of Information on TenderNed and the website are included in the schedule below.

Startups are responsible for downloading this Summary of Information from TenderNed or viewing it on [www.startupinresidence.com/amsterdam](http://www.startupinresidence.com/amsterdam). After its publication, the Summary of Information will form an integral part of the presented guidelines that apply to your bid.

### 3.3 Plan

The plan for this request for tender is as follows:

Activity	Date
Date announcement of this request for tender on TenderNed and publication of the Guidelines (at 12:00pm)	5 February 2019
Application open at <a href="http://www.startupinresidence.com/amsterdam">www.startupinresidence.com/amsterdam</a> (at 12:00pm)	5 February 2019
Final date application information meeting (at 11:59pm)	20 February 2019
Confirmation Information Meeting	21 February 2019
Information meeting	27 February 2019
Final date for submitting questions for the Summary of Information	3 March 2019
Publication of Summary of Information on TenderNed & <a href="http://www.startupinresidence.com/amsterdam">www.startupinresidence.com/amsterdam</a>	11 March 2019
Final registration date at <a href="http://www.startupinresidence.com/amsterdam">www.startupinresidence.com/amsterdam</a> (at 11:59pm)	24 March 2019
Pitches by the best three applicants per challenge	8 April 2019 – 19 April 2019
Delivery of letters of award or rejection (via email) to selected and rejected Startups	22 April 2019 – 26 April 2019

Standstill term (20 days), any rejection meetings will also be held in this term	26 April 2019 – 16 May 2019
Begin third Startup in Residence Programme	16 May 2019

This plan is provisional and no rights can be derived from it.

### 3.4 Information Meeting

To give startups a better understanding of the social and urban challenges, depending on the interest, the City will organise one information meeting. This meeting will take place on 27 February 2019. Startups are asked to communicate their interest in attending the information meeting before 21 February 2019, via the website [www.startupinresidence.com/amsterdam](http://www.startupinresidence.com/amsterdam) or by email to [startupinresidence@amsterdam.nl](mailto:startupinresidence@amsterdam.nl). The City will confirm the information meeting on 22 February 2019 on the website [www.startupinresidence.com/amsterdam](http://www.startupinresidence.com/amsterdam). On that occasion, the City will also specify the procedure of the meeting and the agenda. The information meeting is optional and will take place only if there is sufficient interest.

### 3.5 Other Conditions

1. Any remarks, suggestions or complaints from Startups regarding the request for tender need to be submitted to the contact, as mentioned in paragraph 3.1.2. Submitting remarks, suggestions or complaints does not in any way extend the deadline for this request for tender.
2. The City has taken great care in drafting the tender documents. Should there nevertheless be any contradictions and/or flaws, the Startup must inform the City by e-mail to [startupinresidence@amsterdam.nl](mailto:startupinresidence@amsterdam.nl) as soon as possible. The Startup cannot invoke unreported contradictions after submitting its bid.
3. The oral and written communication in this contract is in English.
4. The City will not reimburse any costs incurred in submitting a bid. The bid will not be returned after the end of the procedure.
5. The bid will meet all requirements, regulations, and provisions stated in the tender documents. By submitting a bid, the Startup agrees to the procedure, regulations and set requirements as stated in the guidelines and the agreement. The Startup also agrees to undergo an integrity screening and any resulting control measures.
6. The City reserves the right to stop the tendering process at any time without being obliged to reimburse the costs of entrepreneurs or Startups.

7. The means the City possesses for the execution of its public tasks are means belonging to 'us all'. The City must take care in using these means and ensure that they are spent as well as possible. The City truly values integrity. This not only regards its own actions, but also those of third parties to which the City has granted licenses and/or subsidies or with whom the City enters into a contract. The integrity of the City can be harmed if it facilitates unethical conduct and/or parties or goes into business with unethical contractors. As a result, the City wishes to prevent this as much as possible. By submitting a bid, the Startup agrees to the execution of an integrity screening and to any resulting additional control measures. By submitting a bid, the Startup agrees to the *Gemeentelijke Integriteitsbeleid* (Municipal Integrity Policy) at: <https://www.amsterdam.nl/bestuur-organisatie/volg-beleid/veiligheid/integer-handelen/beleidsstukken-bibob/>.
8. In order to execute the Municipal Integrity Policy, the Startups with whom the City intends to enter into an agreement will be screened in terms of their integrity. The screening will be risk-oriented. This means that the extent of the risks related to the agreement, the industry or field within which the agreement is entered, as well as the Startup, will determine the severity of the screening. The screening will take place based on the European Single Procurement Document (hereinafter ESPD) and documents that will be supplied by the Startup (upon further request). Should there be any cause for further investigation, additional screening will be performed by the City's specialised screening department. In the context of the screening, it is possible under certain circumstances that 'Bibob' advice (a Public Administration Probity Screening) is requested from Bureau Bibob (the National Public Administration Probity Screening Agency). If this is the case, the Startup will be informed of this in advance. The result of the screening or the 'Bibob' advice can lead to the possible exclusion of a Startup based on the mandatory and/or optional grounds for exclusion or the inclusion of additional control measures in the agreement.
9. Dutch law applies to the Tendering Process. Disputes must be presented to the responsible court in Amsterdam.
10. Startups will have 20 calendar days to object to the announcement of the ruling of the City's assessment committee by bringing preliminary relief proceedings before the District Court of Amsterdam. Preliminary relief proceedings must be brought before the court within 20 calendar days after the delivery date of the results of the request for tender by the City. A copy of the summons must be emailed to the contact for this request for tender as soon as possible. If preliminary relief proceedings have not been brought before the court within 20 calendar days after delivering the results of the request for tender or is not brought before the court at all, the Startup is considered to have relinquished its rights to defend against the results of the request for tender. As a result, all of the Startup's rights resulting from this request for tender expire.

11. The City keeps the Startup's information confidential. The entrepreneur and the Startups may only use the information provided to them by the City in the context of these guidelines for the purpose for which they have been provided.

## 4 Requirements for submitting a bid

In this chapter, the City describes the administrative requirements the Startups must meet in order to participate in this request for tender.

### 4.1 Deadline for the submission of bids

A bid can only be submitted via [www.startupinresidence.com/amsterdam](http://www.startupinresidence.com/amsterdam) between 12:00pm on 5 February 2019 until 11:59pm on 24 March 2019. Bids that are received after the above date and time will not be accepted. We require the Startup to answer a maximum of 25 questions. These will concern the Startup, the Solution they offer to the social or urban Challenge, the approach and the business model.

### 4.2 Submission requirements

When submitting a bid, the following formal regulations apply:

1. The bid must be based on the guidelines of the tender documents and the Summary of Information.
2. The bid and any corresponding documents and appendices must be signed by an authorised representative and be offered digitally as a single copy. The bid consists of a fully completed web form, the ESPD and the required references/additions of the Startup.
3. The web form must be filled in completely. All requested information must be provided and the bid must answer all questions.
4. The Startup needs to fill in the ESPD and add or upload it to the bid. The ESPD needs to be signed by an authorised representative of the Startup.
5. The City of Amsterdam reserves the right to not consider a bid if:
  - it does not meet the procedure regulations – including the submission regulations and requirements set in these guidelines, and/or
  - not all required information is provided.

### 4.3 Assessment method of the bid

The City will decide to award participation in the Programme to the Startup with the most economically advantageous bid per challenge. All information provided by the Startup can be checked by the City. Providing incorrect information and/or not providing information in time, as well as not cooperating with the inspection of the provided data after the City has requested it, can lead to exclusion from the Tender.

The City intends to award participation in the Programme to nineteen Startups – one Startup per Challenge. The City reserves the right to award participation to more or fewer Startups per Challenge. The City is not obliged to award participation to any applicants.

In the event that the City decides to award participation in the Programme to a Startup, the City will require Startup employees involved in the Programme to sign a non-disclosure agreement.

The City will assess the bid on the following points:

1. Is the bid complete and in accordance with the rules and regulations as stated in these guidelines?
2. Does the Startup, upon inspection by the City of Amsterdam or the contractor, meet the requirements outlined for a Startup as intended in paragraph 1.3.2 and any additional requirements in chapter 2?
3. Assessment of all bids based on the assessment criteria by the assessment committee
4. Ranking of all the bids by the assessment committee
5. Selection of the best three bids per Challenge by the assessment committee that will be invited to give a pitch to the assessment committee.
6. Assessment of the best three bids per Challenge based on the pitches and responses to the questions asked by the assessment committee.

The City may request evidence of performance, products or services.

#### 4.3.1 Assessment of completeness and compliance with the requirements

The City will first assess the bid on completeness. It will be checked against the requirements as set in these guidelines. If the bid is incomplete or if it deviates from the suitability requirements, the City will determine whether the omissions in the bid can be repaired. If this is not possible, the City may decide to exclude the bid from assessment.

## 4.4 Grounds for exclusion

### 4.4.1 Professional qualification

If the Startup consists of a legal entity, the Startup must be registered in the Dutch Commercial Register or the commercial register of their country. Based on the Commercial Register, the City will inspect whether or not the bid, including the ESPD, has been lawfully signed. If the person signing the bid is not the Startup's authorised representative based on the information in the Commercial Register, a copy of the power of attorney signed by the authorised representative must be added to the bid.

### 4.4.2 ESPD

In the event that a Startup submits a joint bid with another company as a collaboration or partnership, each party must submit a separate completed and signed ESPD together with the bid. In Dutch the ESPD is called the *Uniform Europees Aanbestedingsdocument* (UEA). Legally this is the same form: the UEA is just a Dutch translation of the ESPD to make it easier for (Dutch) startups to submit a bid.

If the Startup relies on one or more Subcontractors for compliance with the suitability requirements stated in the contract, then the Subcontractor(s) must (each) also submit a separate completed and signed ESPD.

Each ESPD must be signed by the authorised representative for that purpose as stated in the company register, or by a person legally authorised to act in that capacity by the authorised representative.

By completing and legally signing the ESPD, the Startup is not required to submit all official evidence of suitability and compliance together with the bid.

In order to determine whether a bid can be presented for assessment to the assessment committee, the City will first determine whether the Startup meets the general eligibility requirements as intended in 1.3.2 and the set eligibility requirements for the specific Challenge as intended in chapter 2. In the context of articles 2.101 and 2.102 of the Public Procurement Act and on the basis of the ESPD submitted by the Startup, the City will check the accuracy of the provided information and other requested documentation. The signed bid and associated documents are checked for legal compliance with information of the Chamber of Commerce. Therefore, please ensure that the signature on the bid is legally valid, and be aware that power of attorney may be required.

#### 4.4.3 Download instructions ESPD

You can [download the Dutch version of the ESPD here](#). Please make sure you download and open the form in Acrobat Reader and don't forget to fill in and sign the document before you upload it. If you don't understand Dutch, please [download the English manual here](#).

The PDF can only be used with Acrobat Reader, preferably version 11.05. Only that way, the security and the extrusion functions that are included in the interactive pdf will work. You must save the document directly to your computer and not open it in your browser. After downloading, you can open the document via your computer with Acrobat Reader. If you open and fill in the PDF document directly via a web browser it may cause problems.

### 4.5 Assessment by the assessment committee

If the Startup meets all eligibility requirements, regulations and minimum requirements in these guidelines, its bid will be eligible for assessment by the assessment committee.

Based on the assessment of their submitted bids, the assessment committee ranks the Startups per challenge on the basis of the assessment criteria stated in chapter 5. The three highest ranked Startups per challenge, provided they meet the minimum criteria, will be selected to give a pitch for a maximum of 10 minutes to the assessment committee. Subsequently, the assessment committee will get the opportunity to ask questions for 40 minutes, in which the Assessment Committee will conduct an interview about the proposed Solution, the Pitch, the team and the motivation of the Startup for the Programme and the Challenge.

Based on the bid, the pitch, and the responses to the questions (after the pitch and during the interview) asked by the assessment committee, the assessment committee will determine which Startup is eligible to be awarded participation in the Programme. The assessment committee consists of representatives from the Programme, experts on innovation and entrepreneurship, and the civil servants responsible for the specific social and urban challenges, who can consult a team of experts at any time.

As the sole exception in the selection process, the wildcard is assessed differently. The highest ranked submissions that also meet the minimum criteria will be passed to the assessment committee, with a maximum of three startups per round. However, based on the amount of received bids, the City reserves the right to do five rounds of three bids for the Wildcard. This means that the City can select a maximum of 15 of the highest ranked bids for the pitch, questions and interview.

#### **4.5.1 Announcing the tender results and subsequent measures**

The assessment committee will draw up an overview of its assessment and advise the City on which Startups are eligible to be awarded the tender. The City makes a decision regarding which Startups are awarded participation in the Programme per challenge based on the assessment committee's advice. Section 3.5.10 of this document applies to this decision.

##### **4.5.1.1 Verification phase and screening winning Startups**

In the verification phase, the City requests Startups that have been awarded participation in the Programme to provide all documentation as mentioned in paragraph 4.4.1 and requests them to sign a non-disclosure agreement in order to start the process.

## **5 The Assessment of the bids by the assessment committee**

### **5.1 Assessment criteria**

The assessment committee will arrive unanimously at one integral score based on the three criteria described below. The three aspects will be assessed conjointly, where each criterion has an equal weight. The assessment committee will give one integrated score because the integration of these criteria and the way they strengthen and positively affect another is an important part of the assessment.

Based on the Startup's bid, the (optional) subsequent pitch and the round of questions and the interview, the assessment committee will consider the following areas as part of the assessment:

#### **1. Vision and innovation**

The assessment committee will look at the following aspects of vision and innovation. The more persuasive the vision and innovation, the higher the assessment.

- What is the company vision in tackling the social or urban Challenge and to what extent does it contribute to solving the social or urban Challenge?
- Is (the design of) the concept in the short and long term unique?
- How creative and innovative is the bid (whilst not losing sight of the chosen Solution method)?
- To what extent does the product already exist and to what extent is the product innovative?

- Is the technology innovative and can it be used for implementation with respect to the social and urban Challenge?

## **2. Impact**

The assessment committee looks at what the positive impact on the City and/or its inhabitants could be. The bigger the expected positive impact, the better the evaluation of the committee. Aspects considered include:

- The use of manpower, scope and task distribution across the Startup;
- Which possible results will the product or service have in the short and long term?
- How can the currently available prototype or beta be further developed?
- To what extent does the product or service contribute to the Solution of the social and urban Challenge in question?
- What are the impact goals and how do you intend to achieve them?
- Why is it likely that your Solution will succeed?

## **3. Realisation and implementation**

The assessment committee will look at the following aspects of the realisation and implementation of the Solution. The more specific the proposal for realisation and implementation and the more confidence this instills, the higher the assessment.

- How feasible is the Solution?
- How easily will the product/service be deployed and implemented?
- Is the timeline realistic and is it financially feasible?
- Who implements the Solution?
- How many hours per week is the team available?
- Does your team have all the necessary know-how? What is missing?
- Who maintains the Solution?
- What does this require in terms of cooperation with other departments of the participating municipalities or external suppliers?
- What will the product or service look like in the short and long term and what are the future prospects if it becomes a success?
- Taking into account broader future implementation, what is the scalability of the offered products and services and how can they be replicated in other cities?
- Does the Startup have a clear expectation regarding the municipality's role in order to realise its Solution?

# **6 Glossary**

<b>Agreement</b>	The agreement that may be entered into as a result of this request for tender, including the corresponding appendices; the agreement is focused on the implementation of the project plan.
<b>Announcement</b>	Decision of the City relating the results of the request for tender.
<b>Assessment committee</b>	The independent assessment committee formed by the City that assesses the submitted bids on the basis of these guidelines.
<b>Assessment criteria</b>	The assessment criteria as intended in section 5.1.
<b>Bid</b>	A Startup's application for this request for tender.
<b>The City</b>	The public legal entity City of Amsterdam, the legal entity who organises this request for tender and who is a party in the eventual agreement.
<b>Contact</b>	The contact appointed by the City for this request for tender.
<b>Eligibility requirements</b>	The requirements set for the Startup.
<b>European Single Procurement Document (ESPD)</b>	The ESPD is the statement in which the Startup declares it complies with the eligibility requirements, technical specifications and execution conditions as stated in this document. More information about the ESPD can be found at <a href="http://ec.europa.eu/growth/single-market/public-procurement/e-procurement/espdl">http://ec.europa.eu/growth/single-market/public-procurement/e-procurement/espdl</a> . In Dutch the ESPD is called the <i>Uniform Europees Aanbestedingsdocument</i> (UEA) . This document is issued by the Dutch Ministry of Economic Affairs and Climate Policy. Legally this is the same form: the UEA is just a Dutch translation of the ESPD to make it easier for (Dutch) startups to submit a bid. More information about the UEA can be found at: <a href="https://www.pianoo.nl/nl/regelgeving/aanbestedingswet/uniform-europees-aanbestedingsdocument/interactieve-pdf-uniform">https://www.pianoo.nl/nl/regelgeving/aanbestedingswet/uniform-europees-aanbestedingsdocument/interactieve-pdf-uniform</a> [in Dutch].
<b>FAQ (Frequently Asked Questions)</b>	All the questions the City receives concerning (the challenges of) the fifth Programme. The questions and answers will be published on the FAQ page of <a href="http://www.startupinresidence.com/amsterdam">www.startupinresidence.com/amsterdam</a> and on the Summary of Information on TenderNed.
<b>Grounds for exclusion</b>	The mandatory grounds for exclusion of participation in this request for tender as described in article 2.86 of the Public Procurement Act.

<b>Guidelines</b>	These tendering guidelines.
<b>Public Procurement Act</b>	Also called Public Procurement Act 2012. A law from 1 November 2012, entered into effect on 1 April 2013, regarding new rules with respect to requests for tender.
<b>Request for tender</b>	The request for tender as further described and explained in these guidelines and as registered with the European Union.
<b>Solution</b>	Innovative solution for a sustainability Challenge provided by a Startup.
<b>startup</b>	A startup in general terms; this doesn't necessarily imply a participating startup.
<b>Startup</b>	As defined in section 1.3.2 of this document.
<b>Startup in Residence Programme (or the Programme)</b>	Defined in section 1.3.3 of this document.
<b>Startup Visa Facilitator</b>	Defined in section 1.5 of this document.
<b>Summary of Information</b>	The document that serves as an addition to or change of the guidelines and which are an integral part of these guidelines.
<b>TenderNed</b>	TenderNed is the Dutch government's online tendering system. All Dutch authorities are obliged to publish their national and European tenders on TenderNed's announcement platform, so businesses can access all public publications from a single webpage.