



**Request for Tender
Startup in Residence
programme 1.0**

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I. Background and objective of the request for tender

I.1 Background of Startup in Residence

Startup in Residence is a joint initiative of Founded in Groningen, the City of Groningen, Groningen Seaports and Campus Groningen Management, modelled on a similar programme in San Francisco. After successful Startup In Residence programmes in several cities in the Netherlands, like Amsterdam and The Hague, the City has decided to set up their own Startup in Residence programme in 2018.

Founded in Groningen, a vision and action programme of the City and Province of Groningen and the startup community, aspires to make Groningen one of the prime location for startups in Europe. Founded in Groningen accelerates, strengthens and connects the Groningen innovation ecosystem, through an online portal and offline events, like Founder Talks and workshops. The portal promotes innovative companies, showcases what the Groningen ecosystem has to offer and helps local initiatives with the marketing, connections and budget they need to become successful.

Groningen Seaports is the economic operator and authority of the port of Delfzijl and Eemshaven and the adjoining industrial sites. Groningen Seaports provides the complete package of port services to its industrial and commercial clients, from logistics and infrastructure services to the issue and maintenance of the sites in both port regions.

The Campus Groningen is the Northern Netherland's driver of innovation and has two neighbouring locations; the Healthy Ageing Campus and the Zernike Campus Groningen. It is part of a region of natural cohesion and sectors that reinforce one another; it is a hub within an elaborate network both in the Netherlands and across the borders. The two locations are managed as one ecosystem for public-private collaboration. This makes Campus Groningen one of the larger significant campuses in the Netherlands with currently 190 companies, 3 knowledge centres (RUG, UMCG and HG) and more than 45,000 students.

From an urban economic perspective, the Startup in Residence programme offers several startups the opportunity to test their ideas in the city and develop their business and their product within the municipal organization. The City has identified, in collaboration with Campus Groningen, Groningen Seaports and the Province of Groningen several societal and urban challenges and is now challenging the startup community to propose innovative solutions. Startup in Residence combines these goals into a government accelerator programme, in which the municipality can act as a developing partner, a stakeholder, an intermediary or possibly a launching customer.

The City of Groningen seeks to work with (starting) businesses in a transparent manner to translate good minimum viable products (MVPs) into innovative solutions to social challenges. Via this programme, the City and Province aims to accelerate economic growth, creating jobs, and developing innovative solutions.

1.2. 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 challenges via an 'In Residence' programme within the City. The City has the option to privately purchase or otherwise invest in the approach developed in close partnership as an innovative solution to the challenges facing the City as described in chapter 2.

1.2.1 Language of the tender

In order to attract as many startups as possible, the Startup in Residence programme is open to international startups, which is why this Tender has been published in English. However, some sources and links to certain materials are available only in Dutch. If you are a non-Dutch startup and want to have access to the insights within these materials, the startup is responsible for finding a translation or translator.

1.2.2 What is a startup?

In order to participate in this request for tender, the business must meet the following general (suitability) Requirements:

- The startup must not have been registered with the Dutch Chamber of Commerce or a similar chamber in its country for more than five years;
- The startup must consist of natural persons or a legal entity;
- If the startup consists of a legal entity, the business must have no more than ten salaried employees;
- The startup must not have contracted any subcontractors;
- The startup must own an MVP/prototype/beta version;
- Startups must be able to align their 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.

1.2.3 The Startup in Residence programme and support from the City

In September 2018, the City of Groningen will launch the first Startup in Residence programme. To this end, the City invites (inter)national startups to offer solutions to social and urban challenges. The challenges are described in chapter 2.

The City offers the following support:

- Training/workshops (an incubator programme of the City and its partners) for an average of four hours a week;
- Professional mentoring/coaching;
- The opportunity to benefit from the internal content guidance from the City;
- Peer-to-peer learning;
- The network of the City;
- Process support;
- Product or service development;
- Access to startup events;
- Promotion of the startup and possible media outreach;
- The City can help with finding a Startup Visa Facilitator.

The programme runs from September 2018 through February 2019, with the closing event in March 2019.

A condition of participation in the programme is that the startup must fully participate in the programme. If the startup fails to do so, then the City is entitled to impose consequences, which may include barring the startup from further participation in the programme or project.

If the partnership should produce a solution to the respective social challenge, the City may decide to purchase the solution privately from the startup or to otherwise invest in production of the solution during a period of five years after the publication of this tender. If the City should decide to invest in the solution developed by the startup, the following applies:

- The startup must base itself in in the City of Groningen or in the Province of Groningen, Drenthe or Friesland (either its headquarters or a branch office)".
- If the City decides to purchase the solution, the City's General Purchasing Terms and Conditions (Algemene inkoopvoorwaarden van de gemeente Groningen 2009 or Gemeentelijke Inkoopvoorwaarden bij IT, depending on the product/service to be purchased) will apply. The City reserves the right to enter into further specific agreements in respect of the General Purchasing Terms and Conditions.

The General Purchasing Terms and Conditions as published on <https://gemeente.groningen.nl/aanbestedingen> [in Dutch].

3. Startup in Residence programme

The request for tender is divided into 16 modules ('the challenges'). You may submit a bid for every challenge, provided you meet the startup criteria as described in paragraph 1.2.1. 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.

The City intends to award participation in the programme to a maximum of 16 startups. The City reserves the right to award participation to more or fewer startups. The City is not obliged to award participation to any applicants.

If the City should decide to award participation in the programme to a startup, the City will require those employees involved to sign a confidentiality agreement.

2. The Challenges

This request for tender describes 16 challenges (including a wildcard) for which the City would like to implement a solution developed by a startup. The City has reserved a spot, the wildcard, for a startup to independently propose a solution for a societal challenge we did not define.

2.1. Parking - Way finding

Background:

There are a lot of new developments happening at the Zernike Campus. Both locations are constantly evolving to develop the best environment possible for its community, leading to various new construction projects. The access roads to Campus Groningen are also under construction, sometimes causing a nuisance.

In regards to parking, the construction and temporary housing of the Hanze University of Applied Sciences, causes a decrease of around 100 parking spaces in the P3 area. The decrease in parking spaces and the change in users (the University of Groningen will take back another 150 spaces because of the construction of the Feringa Building after the summer), will lead to a shortage of 250 parking spaces.

This problem can be physically solved using a P&R location where there is enough space. The total campus occupancy is 85% (P&R Reitdiep excluded, 78% when it's included). If the parking lot De Deimten is sold as a property, this will lead to a shortage of 230 parking spaces. Companies located at the campus are also experiencing a shortage and try to solve this by using barriers or gates. The added renovation of the southern ring road will also lead to changes in traffic flow and car use. To keep the campus grounds accessible, a shared and common solution is needed.

Growth and renovation puts increased pressure on accessibility, which is why creative, out of the box and innovative solutions are important. Solid, hospitable traffic routing will contribute to this. A good way to regulate car use and close by parking spaces for campus visitors is what's currently missing.

The challenge:

Find a smart solution to make it easy for campus visitors to find a parking spot.

Requirements:

- Innovative and SMART ((Specific, Measurable, Assignable, Realistic, Time-related)
- Usable for everyone

Map overview Campus: <https://campus.groningen.nl/contact/downloads>

Issued by: Campus Groningen

2.2. Sustainable Campus

Background:

The Campus Groningen is constantly evolving. Students, entrepreneurs and researchers are all part of the innovation engine of the Northern Netherlands, in two different locations; the Healthy Ageing Campus (on the UMCG grounds) and the Zernike Campus.

Campus Groningen focuses on three main themes: Healthy Ageing, Sustainable Society and Energy. Because the Campus not only wants to make a difference in research, but also in daily practice, the campus grounds are a constant breeding ground for different (construction) projects. All the ingredients to create more sustainable and green campus grounds are already here: Energy Academy Europe, Green Metrics (RUG), Green Quest (Hanze University of Applied Sciences), Entrance testing grounds, etc.

With the current trend towards a circular, biobased economy and all the subsequent possibilities, the campus is looking for sustainable ways to create greener campus grounds, without losing sight of the aesthetics, and also in some way connects with the entrepreneurs, students and researchers working there.

The challenge:

Think of an innovative way to visibly create a sustainable Campus Groningen, also focusing on the environmental factors, the present parties concerned, as well as the campus appearance.

Requirements:

- In collaboration with stakeholders (occupants, visitors, companies and academic institutions)
- Corresponding with the current appearance, vision and plans of the Campus.
- A sustainable/circular, visible solution

Link overview map and construction plans Zernike Campus: <https://campus.groningen.nl/contact/downloads>

Issued by: Campus Groningen

2.3. Exercise and sports in the public space

Background:

Campus Groningen, the Healthy Ageing Campus and the Zernike Campus, are the places to be for companies and institutions passionate about working closely together to make a real impact. Campus Groningen is rapidly developing, where companies and knowledge institutions meet, work and study and look for new opportunities to collaborate. Sports are also a big part of that, which mostly takes place at the designated sports fields. Exercising or playing sports in public spaces is the current trend, which is of course fun, easy to do, and a healthy, low key way to stay in shape. It also adds to the liveliness of the campus and there are plenty of spaces currently unused that would be ideal locations.

We're looking to challenge startups to find innovative ways to strengthen the community feel and promote more social encounters between students, companies, both universities and the UMCG on campus, as well as make it fun and casual for people to join the various sporting activities. This would be in line with the Healthy Ageing aspect, which is one of the focal points of the knowledge institutions located on campus, but not yet visible enough in public spaces.

The challenge:

Find a way and place that makes playing sports and exercise in public spaces on campus attractive and accessible for everyone.

Requirements:

- Fun, accessible and low key
- In collaboration with stakeholders (occupants, visitors, companies and academic institutions)
- Innovative (link ICT/E-health/data)
- Applicable for both campus locations

Link overview map and construction plans Zernike Campus: <https://campus.groningen.nl/contact/downloads>

Issued by: Campus Groningen

2.4. Talent needed!

Background:

The Northern Netherlands has the largest energy junction in Europe and its chemistry cluster produces 15% of the basic chemicals in the Netherlands. Based on a 2014 agreement, there has been a collaborative effort and ambition to increase jobs, solidify the economy and to innovate in more sustainable ways in the Northern Netherlands. These plans have worked out well, creating 500 jobs in the short term, the majority of which are vocational level (MBO) technical jobs.

The problem:

How can we convince more technical/ICT talent to work in our ports? Is it possible to come up with a creative business model for this, so that you build a company around this?

The challenge:

Attract more technical/ICT talent to come work in our ports (Eemshaven and Delfzijl).

Requirements:

- Recruitment, the business model could be based on regular recruiting models, but the challenge is to develop something creative, nationally and internationally applicable.
- Aside from recruitment, also services for potential employees to find housing and to make them feel at home in the region.
- Company profiling
- Profiling the Groningen region
- A modern way of training

There is an existing idea for a digital campus, meaning training people without the need of a 4 year education. People will be trained in bootcamps (for example electrician or welder), using VR/AR/Simulations. Preferably in consultation with knowledge institutions, so that there is a degree of certification.

Issued by: Groningen Seaports / Sales

2.5. Vibrant city

Background:

Groningen is a vibrant and lively city with a wide and varied range of public events. Some of the parks are used as locations for those events. Despite the fact that we supply terms and conditions to event organizers to protect and maintain public parks, on many occasions we can't prevent events causing damages to the trees and lawns. We notice that:

- Soil compaction leads to (irreparable) damages to trees and lawns.
- Damages to a tree trunk lead to a reduction in vitality, making the tree susceptible to diseases and plagues.
- Closing off the grass leads to barren/dead lawns, usually taking weeks for the lawn to recover enough to be used again.

We also notice increased pressure on usage, especially in the Noorderplantsoen on sunny days. Use of the park by a large number of visitors at once can lead to damages to the flora.

The challenge:

How can we better protect public parks during festivals or sudden increases of visitors?

Requirements:

- Dutch is preferably the main language
- Has to contribute to decreasing maintenance and repair costs

Issued by: Stadsbeheer/Afdeling Stadsprogramma

2.6. Renewable energy

Background:

The Groningse Energie Service Compagnie (Gresco) focuses on making around 250 city government buildings energy neutral. This is also in accordance with the Groningen City ambition to be energy neutral in 2035. Gresco is responsible for the integral energy management of municipal government real estate. Gresco is experimenting with sustainable innovations to find renewable solution. Energy from water is one such solution.

Thermal energy generated from water could be an alternative for heating and cooling buildings with surface water. Storing heat or cold from water is also possible. One possibility is making the buildings near water and canals sustainable, like the Oosterpoort, City Theatre or the Groninger Museum. We want to research how we can generate power out of water in an urban environment.

The challenge:

Come up with an innovative idea, concept or technology to create sustainable city government buildings using water generated energy.

Requirements:

- Technical knowledge of installations in urban areas
- Scalable and applicable for several buildings
- Achievable within 2 years (positive business case)

Issued by: Vastgoed/Gresco

2.7. Smoke-free city

Background:

Early 2017, the City of Groningen joined several partners like the UMCG, the University of Groningen, the Hanze University of Applied Sciences and Addiction Care North Netherlands, in the Alliance Smoke-free Netherlands. The following summer, it was publicly announced in various

media that Groningen will be the first smoking-free city and now that more organizations have joined, this goal is getting closer. Currently 27 different organizations have joined and a lot of schoolyards, sports clubs, playgrounds etc. are already smoke-free, which of course we full heartedly support.

There is a downside however: smokers are looking for other places to light up their cigarettes, mostly in the neighbourhoods surrounding smoking-free zones. Residents now see people smoking in their street and can smell it in the porticoes of their homes. The City of Groningen does not want to enforce smoking bans in residential areas. For residents experiencing nuisances, another solution is needed.

The challenge:

Come up with an innovative solution for the displacement of smokers from smoke-free areas to the surrounding areas.

Requirements:

- Dutch speaking, because of the contact with residents
- The solution is not to enforce in residential areas or give out fines
- The solution has to fit with the positive message of the Alliance Netherlands Smoke-free: we're doing this together for the coming generations.

Issued by: Healthy Ageing, Concernstaf, gemeente Groningen

2.8. Improve sports participation for youth

Background:

Sports and exercise serve an important role in our society. Which makes sense. Sports are fun and contribute to social encounters, integration and healthy ageing. The foundation of healthy ageing is based on a healthy upbringing and youth sports participation. Sport050 is the sports counter of the City of Groningen and promotes healthy exercise for residents. One of the focal points is improving participation in general, but particularly for young people.

Social media and modern technology play an important part in the “modern child's” daily life, which also means that, in order for kids to stay in shape, a different approach is necessary. We're looking for an innovative solution to raise the percentage of kids playing sports by making sports more attractive, by making it a part of their digital lives. Examples could be sensor driven sports in swimming pools or ice skating rinks, linking to smartphones, interactive activities and gaming.

The challenge:

How do we improve sports participation for young people?

Requirements:

- Familiarity with the sports sector in terms of culture, interests, agreements.
- Applying modern technology: promoting exercise because of and with technology

Issued by: *Directie Sport050, Meerjarenprogramma Sport*

2.9. Sustainable sports parks and accommodations

Background:

The City of Groningen is constantly looking for ways to enhance sustainability across all sectors and policies, sports being one of those. There are plenty of ways to reduce the energy consumption or generate renewable energy for sports parks, hall and gyms. The City Government is responsible for managing and utilizing those sports accommodations, like the Kardinge Sports Centre and the Helper Swimming Pool. Both locations consume a lot of energy and, aside from getting in the way of the City's environmental goals, are also a hefty expense on the City's budget. In recent years, various sustainability initiatives have been set up, such as replacing field lights with energy efficient LED lights. But there is far more the City can do in terms of sustainability, for example:

- Reducing the energy consumption of the Kardinge ice skating rink. The rink opens in September, when temperatures of 25 degrees celsius are not uncommon, and the ice requiring a temperature of -8 degrees. This is no longer environmentally acceptable.
- Improving the energy efficiency of swimming pools. Reducing the amount of water needed for recirculation and filtration, which currently unnecessarily ends up in sewage systems.

The challenge:

There is lots to be gained and lots to do, which is why we're looking for innovative solutions to enhance the sustainability of sports accommodations. Reduce the energy consumption or generate renewable energy for sports parks, halls and gyms.

Requirements:

- Familiarity with the sports sector in terms of culture, interests, agreements.

Issued by: *Directie Sport050, Meerjarenprogramma Sport*

2.10. Optimizing the use of sports facilities

Background:

The City of Groningen aims to promote regular exercise and having fun playing sports for its residents. Accessibility and affordability of sports facilities and accommodations are of course important conditions for this.

New trends and societal changes require a new and fresh way of looking at how we can better utilize those facilities and accommodations. We're noticing a rise in new and different ways of exercising and playing sports, and we're dealing with a change in demands and needs, as well as change in demographics.

Using the City's available sports facilities and accommodations in an optimal way, is quite a challenge for Sport050. Facilities are very intensively used (sometimes overused and too crowded) during peak hours, and unused and empty during other hours of the day. We're incentivizing clubs to avoid peak hours, as well as promoting more collaboration and coordination between clubs. However, as an organization, we're constantly looking for new and creative ways to optimize the use of sports facilities.

The challenge:

Come up with a novel way to optimize the use of existing sports facilities, as well as increasing their level of occupancy in total.

Requirements:

- Familiarity with the sports sector in terms of culture, interests, agreements.
- Efficient use of sports facilities and accommodations are paramount.

Issued by: Directie Sport050, Meerjarenprogramma Sport

2.11. Reduce waste

Background:

The City of Groningen, together with its inhabitants, aims to sort waste even better, process it more responsibly, and recycle the internal waste flows as efficiently as possible. The City of Groningen is known for being a frontrunner in the field of waste. In 2017, inhabitants of Groningen recycled 56% of their domestic waste. Between 2016 and 2020, we focus on producing as little waste as possible as well as recycling as much as possible. Reducing residual waste starts with preventing its production.

Additionally the City of Groningen wants to be leading when dealing with reducing and preventing waste flows in its own office buildings. Dealing with raw materials more economically, consume more consciously, and wasting less are of central importance here.

The challenge:

Present an innovative solution for reducing the production of internal waste flows in the City's office buildings.

Requirements:

-The solution should be applicable to the City of Groningen's office buildings (core real estate)

*The General and technical services and Accommodation department of the City of Groningen strives to be a circular department, where sustainable materials (products with a long lifespan) as well as saving and recycling materials are of central importance. The department aims to **reduce waste flows in the offices of the City of Groningen**. The City of Groningen's City Management department collects most of the waste produced in the City's office buildings and transports it to its processing companies.*

Issued by: Facilitaire services en Huisvesting (FSH) /Shared Service Center (SSC) & Stadsbeheer

2.12. Waste away

Background:

The City of Groningen, just like its inhabitants, aims to sort waste even better, process it more responsibly, and recycle the internal waste flows of its government buildings as efficiently as possible. What is waste to one, can be used to make new products by another. The transition to a circular economy is of major importance to the City of Groningen. We no longer want to consider waste a burden, but see it as raw material for new products instead. In this way, we create new value.

More than half of all the waste in the city already is being recycled. This is in compliance with the target we set in 2011 and it puts Groningen in a leading position among big cities in the Netherlands. Our next target is to be a wasteless city in 2025. Furthermore, we want Groningen to be carbon neutral in 2035. To achieve this, we for example deploy sustainable sources of energy. When setting our targets with regard to reducing CO2 emissions, waste plays a prominent part. Recycling paper and cardboard, biodegradable waste, and textiles provides a substantial decrease in CO2 emissions compared to burning residual waste. We challenge startups to present innovative solutions for dealing with waste in our city.

The challenge:

Come up with an innovative solution and marketable product for recycling the city's internal waste flows.

Requirements:

- A concrete way to deal with our waste flows smarter and more efficiently.

Issued by: Stadsbeheer en Facilitaire services en Huisvesting (FSH) & SSC (Shared Service Center)

2.13. Urban Mobility

Background:

Groningen is one of the fastest-growing cities in the Netherlands and is developing constantly. In some 10 to 15 years, the municipality will have grown with 25% and might have as many as 250,000 inhabitants. We are therefore faced with a tough development task: a lot has to happen in the limited space we have. One of the challenges is to keep the pressure on the city's public space manageable. To improve the safety, flow, and appeal of the city center, measures should be taken to make sure the limited space for pedestrians, cyclists, and vehicles is used as efficiently as possible.

One of these measures is setting up so-called 'shared spaces' for pedestrians and cyclists, where behavior on the road is determined by social rules instead of traffic rules. Consequently, people show more consideration towards each other. An example of such a shared space is the Folkingestraat, one of the busiest roads in the city center. Especially cyclists and pedestrians occupy a lot of the limited space here. It is the most important route from the station towards the center, is part of the main shopping area, and also constitutes an important city cycling route.

Though first experiences show that the relatively unclear situation stemming from a shared space leads to more careful behaviour and therefore to an increase in traffic safety, conflicts can still arise, particularly on busy days.

The challenge:

Help us to improve the interaction between cyclists and pedestrians in shared spaces, such as in the Folkingestraat.

Requirements:

- A smart solution to facilitate the combination of cyclists and pedestrians even better
- Positively contributes to the residential climate of the city centre, regarding aesthetics, safety and accessibility.
- Efficient use of the limited space in the inner city for accessibility of shops and hospitality sector, taking into account conflict avoidance between visitors.
- Scalable and flexible. Applicable in multiple spaces, while minimizing the impact on physical space, transportation and costs.

Issued by: Ruimtelijke beleid en ontwerp

2.14. Smart purchasing and procurement

Background:

The municipality of Groningen purchases many kinds of services, supplies and goods every year. This involves a lot of relationships with suppliers as well as contracts.

With our purchasing policy and our contracts, we want to add societal value. We want, for example, to purchase locally. Additionally, this entails encouraging innovation, sustainability, and social return. We are ambitious; For instance, we intent to achieve carbon neutrality in 2035 and stop producing waste from 2025 onwards. The manifest 'Maatschappelijk Verantwoord Inkopen (MVI) [Socially Responsible Purchasing]' contributes to realizing these ambitions. For us, purchasing and tendering are about more than just the product's price and quality. In our assignments and requests, we therefore explicitly ask how suppliers can contribute to these goals and we try to reward such contributions

This is why it's important to comply with, as well as monitor these agreements made in the tendering procedure, and comply with agreements properly during the contract period. A good connection between the organization parts in which the agreements are requested (procurement) and executed (contract management) is therefore of great importance.

What's the problem?

Currently, we believe we're not making adequate use of our purchasing potential, in the sense that we're making insufficient use of our contracts and agreements to contribute to our organizational goals. As it turns out, it's difficult and strenuous to set up the entire process of drafting, requesting and checking our requirements and to monitor and measure the formulated KPIs during the contract period. Consequently, we suspect that:

1. contracts are not adequately utilized.
2. suppliers are not (enabled to be) supplying what they agreed to during the tendering process. Possibly they therefore should not have been offered the tender.

We are looking for approaches that enable us to run our purchasing and CM process more efficiently and more reliably.

The challenge:

Develop a smart solution that enables us to easily organize our process of drafting, requesting, checking, measuring and supervising contract agreements and, where possible, automating this process.

Requirements:

- We are not looking for new Contract Management tools.

Issued by: Afdeling / programme: SSC, afdeling Inkoop

2.15. Urban Logistics

Background:

The city centre of Groningen will see a lot of positive developments in the coming years; more space for pedestrians and cyclists, an even more charming look and better accessibility. It's also getting more crowded, which means we'll have to find smarter ways to use the available space. This also concerns the logistics and transportation sector, because loading and unloading will be more difficult in a crowded inner city. Together with transportation and shipping companies, we're working on a new way to tackle urban logistics. The goal is to supply the inner city completely free of emissions by 2025 (electric, hydrogen, bicycle). We're working together on innovative solutions focusing on organization, technology, regulations and behavior. Starting with incentivizing the use of zero emission vehicles, but working towards Smart Logistics. How can we combine, set up and use logistical hubs, new transportation methods and alternative fuels in innovative ways?

The challenge:

Come up with a way to reduce logistics and transportation traffic flows in a specific sector (for example retail, catering/bars/restaurants, package delivery, waste collection or government services). Needless to say, we expect solutions to improve the quality of life in the city centre, and at the same time will streamline the transportation and logistics sector).

Requirements:

- Solutions have to take the Green Deal ZES into account: zero emission city distribution by 2025
- Solutions taking into account the use of logistical hubs are very welcome
- Proof of efficacy and concept for solutions
- International teams (English language) are welcome
- Collaboration with various stakeholders, including the City, is a must

Issued by: Afdeling Stadsontwerp

2.16. Wildcard

Background:

For the first programme, the City has reserved a spot for a startup to independently propose a solution for a societal challenge. In their bid they must both define the challenge and their solution. The solution must have a societal goal, meaning that it must offer added value and be relevant for the city's residents or municipal organization.

The aim of the City's purchasing function is to obtain maximum added social value at market conditions by contracting external parties. By bidding on one of the above challenges, the Startup will support this objective. For more information about the City's strategic objectives and how the

purchasing function is structured within the City's administration, please download the Procurement Policy of the City <https://gemeente.groningen.nl/aanbestedingen> (in Dutch). On this website you will also find the general information about procurement in the Groningen Area.

3. The procedure

3.1. Contracting authority and general information

3.1.1 Contracting authority

Municipality of Groningen (in this document referred to as 'the City').

3.1.2 Contact

Information on this request for tender can only be requested through startupinresidence@foundedingroningen.com

3.2. Questions

The City answers questions asked by startups by publishing a Summary of Information on TenderNed and on www.foundedingroningen.com (on the FAQ page); all personal information will be removed from any question we receive. Questions can only be asked via startupinresidence@foundedingroningen.com (Dutch or English) 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.foundedingroningen.com/startupinresidence. After its publication, the Summary of Information will form an integral part of the presented guidelines which applies to your bid.

3.3. Complaints

If you do not agree with the reply to your question, comment or request, you can make this known by submitting a complaint to e-mail address: aanbestedingen@ groningen.nl

The Candidate must clearly state which aspect of the tender the complaint concerns and provide supporting argumentation. The full complaints procedure can be found on the website: <https://gemeente.groningen.nl/aanbestedingen>

3.4. 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	May 15, 2018
Application open at www.foundedingroningen.com/startupinresidence	May 15, 2018
Final date application information meeting (at 11:59pm)	June 1, 2018
Confirmation Information Meeting	June 4, 2018
Information meeting	June 5, 2018
Final date for submitting questions for the Summary of Information	June 13, 2018
Publication of Summary of Information on TenderNed & www.foundedingroningen.com/startupinresidence	June 20, 2018
Final registration date at www.foundedingroningen.com/startupinresidence (at 12:00am)	July 02, 2018
Pitches by the best three applicants per challenge	July 9, 2018 – July 17, 2018
Delivery of letters of award or rejection (via email) to selected and rejected Startups	July 18, 2018 – August 23, 2018
Standstill term (20 days), any rejection meetings will also be held in this term	August 24, 2018 – September 12, 2018
Begin first Startup in Residence Programme	September 14, 2018

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

3.5. Information Meeting

To give startups a better understanding of the social challenges, depending on the interest, the City will organise one information meeting. Startups are asked to communicate their interest in attending an information meeting before 1 June 2018, via the website www.foundedingroningen.com or by email to startupinresidence@foundedingroningen.com. The City will confirm the information meeting at least one week before the scheduled date (see 3.3. Schedule) on the website www.foundedingroningen.com/startupinresidence and by an

announcement on TenderNed. On that occasion, the City will also specify the procedure of the meeting, the agenda and the time.

3.6. 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 through the contact, as mentioned in 3.1.2. 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.
8. 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 (ESPD) and documents that will be supplied by the Startup (upon further request). 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. All disputes related to this procurement and the agreement or agreements related to it, will be settled by the competent court in Groningen.
10. The intellectual property of the tender documents lies with the City. Subject to exceptions identified by law, no part of the tender documents may be duplicated other than for the purpose of this European tender, without written permission of the City.
11. 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 Groningen. 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.
12. 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

Submitting a bid is possible until 12:00 am on July 2 2018. Bids submitted after the deadline will be rejected.

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 any 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.
5. The City 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. The bid

A bid can only be submitted via www.foundedingroningen.com/startupinresidence from May 15 2018 up to July 2 2018 at 12:00am. Bids that are received after the above-mentioned date and time will not be accepted. We require the startup to answer a maximum of 20 questions. These will concern the startup, the solution they offer to the social challenge, the approach, and the business model.

4.4. Assessment method of the bid

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 bidding process.

The City will assess the bid on the following points:

1. Is the bid complete and in accordance with the regulations as stated in these guidelines?
2. Does the startup, upon inspection by the City or the contractor, meet the requirements outlined for a startup as intended in paragraph 1.2.1 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.
7. Announcing the tender results and subsequent measures.
8. Verification and screening of the startups that, according to the assessment committee, have been awarded the programme.

4.4.1 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 determine to put the bid aside and not include it in the assessment.

4.5. Grounds for exclusion

4.5.1 Certificate of Conduct for Procurement

By lawfully filling in and signing the European Single Procurement Document over the European procurement threshold (hereinafter: ESPD), the startup is not required to include (all) official documents, such as the Certificate of Conduct for Procurement (*Gedragsverklaring Aanbesteden*), in the bid.

After the assessment committee's decision has been sent, the startup that is eligible for the programme will present the official Certificate of Conduct for Procurement or a copy of the request of the Certificate before the start of the programme. The certificate cannot be older than

two years at the time of the bid. The Certificate of Conduct for Procurement must be requested at the Ministry of Justice (www.justis.nl/producten/gva/). The startup must take into account that obtaining this certificate can take between 4 and 16 weeks. If these documents do not correspond to statements made in the ESPD, the City may decide to exclude the bid if there is cause for it.

4.5.2 Professional qualification

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.

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 1.2.1 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.

4.6. 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.

If the assessment committee is of the opinion that the bid does not meet the minimum requirements, then they will exclude the bid and not assess it.

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 10 minutes.

Based on the bid, the pitch, and the responses to the questions 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 challenges, who can consult a team of experts at any time.

4.6.1 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. To this decision applies section 3.5.10 of this document.

4.6.2 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 4.5.2., and requests them to sign a confidentiality 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, 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 challenge and to what extent does it contribute to solving the social challenge?
- How unique is the design of the concept in the short and long term?
- 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 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.

- The use of manpower, scope and task distribution across the startup will be examined.
- What possible impacts 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 challenge in question?

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 instils, 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?
- Who maintains it?
- What does this require in terms of cooperation with another department of the City 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, the assessment committee also considers the scalability of the offered products and services and how they can be replicated in other cities.
- The startup has a clear expectation regarding the City's role in order to realise its solution.

6. Glossary

Agreement	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.
Announcement	Decision of the City relating the results of the request for tender.
Assessment committee	The independent assessment committee formed by the City that assesses the submitted bids on the basis of these guidelines.
Assessment criteria	The assessment criteria as intended in section 5.1.
Bid	A startup's application for this request for tender.
Certificate of Conduct for Procurement (gedragsverklaring aanbesteden)	A Certificate of Conduct for Procurement is a statement of the Ministry of Justice declaring that, as a result of an inquiry, there are no objections for the startup to engage in this tender due to the exclusion grounds as mentioned in article 2.86 Procurement Act. The Certificate of Conduct for Procurement must be requested at the Ministry of Justice (www.justis.nl/producten/gva/).
The City	The public legal entity the Municipality of Groningen, the legal entity who organizes this request for tender and who is a party in the eventual agreement.
Contact	The contact appointed by the City for this request for tender.
Eligibility requirements	The requirements set for the startup.
European Single Procurement Document (ESPD)	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. When the startup is selected for the programme, they are obliged to present the official Certificate of Conduct for Procurement or a copy of the request of the Certificate before the start of the programme as well.

FAQ (Frequently Asked Questions)	All the questions the City receives concerning (the challenges of) the third programme. The questions and answers will be published on the FAQ page of www.foundedingroningen.com/startupinresidence and on the Summary of Information on TenderNed (nota van inlichtingen).
Grounds for exclusion	The mandatory grounds for exclusion of participation in this request for tender as described in article 2.86 of the Public Procurement Act.
Guidelines	These tendering guidelines.
Public Procurement Act	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.
Request for tender	The request for tender as further described and explained in these guidelines and as registered with the European Union.
Startup	A startup in general terms; which doesn't necessarily imply a participating startup.
Startup	As defined in section 1.2.1 of this document.
Startup in Residence programme (or the programme)	Defined in section 1.2.2 of this document.
Startup Visa Facilitator	Defined in section 1.4 of this document.
Summary of Information	The document that serves as an addition to or change of the guidelines and which are an integral part of these guidelines.
TenderNed	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.