

Tendering Guidelines Competition: Circular and Digital

A competition held by the Amsterdam Metropolitan Area 'Digital Applications to Stimulate the Circular Economy'



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Summary

On behalf of the Amsterdam Metropolitan Area (AMA), the City of Amsterdam issues a competition in order to choose the best design(s) of digital applications to stimulate the circular economy in the metropolitan area. The AMA aims to be a frontrunner in the field of solutions in the circular economy which can directly become embedded to support the transition from a linear to a circular economy. The implementation of these digital applications in genuinely effective solutions is an important element of the competition. The City of Amsterdam intends to co-finance one or more of these digital applications using public funds. As a condition for this co-financing, the municipality will draw up a written Agreement regarding the realisation of the digital application. The municipality therefore requests that, in addition to the design, candidates should submit a business plan for the realisation of the digital application. The application should be scalable and directly applicable.

An independent jury of experts will evaluate the designs and arrange them in order of merit according to evaluation criteria. Negotiations will then be held with the successful tenderer(s) on the realisation of the digital application. In total, a maximum of €750,000 of public funds is available to help realise the digital applications aimed at stimulating the circular economy. The agreed co-financing will be made available to the successful tenderer(s) in the course of the realisation of the application.



¹ Description of the commission

1.1 The contracting authority and commissioning client

The contracting authority in this tender on behalf of the College of Mayor and Alderpersons is the Engineering Office (*Ingenieursbureau*) of the City of Amsterdam, represented by its director, Weesperstraat 430-432, 1018 DN Amsterdam.

The commissioning client for this project is the City of Amsterdam Department of the Economy, on behalf of the Amsterdam Metropolitan Area (AMA).

1.2 Background

1.2.1 Amsterdam Metropolitan Area (AMA)

The Amsterdam Metropolitan Area (AMA) is an informal partnership of 33 municipalities, the provinces of Noord-Holland and Flevoland, and Transport Authority Amsterdam (*Vervoerregio Amsterdam*). The metropolitan area covers the northern part of the Randstad megalopolis, stretching from IJmuiden to Lelystad and from Purmerend to Haarlemmermeer. See www.metropoolregioamsterdam.nl (in Dutch). The AMA is among the five strongest economic regions in Europe.¹ **The central aim of this economic partnership is to maintain and strengthen the area's international competitive position.**

The economic partnership of the Amsterdam Metropolitan Area is structured by means of the Economic Platform (*Platform Economie*). Thanks to this partnership of regional authorities, a growing

number of economic interventions and policies are implemented at AMA scale, including policy on tourism, education and the labour market, and knowledge and innovation. Primarily in relation to the latter two topics, due to the efforts of the Amsterdam Economic Board (Board) (www.amsterdameconomicboard.com) at regional level there is close collaboration among local authorities, industry, and educational and knowledge institutions. Digital connectivity and the circular economy are focal points for the Board, and both of these fields encompass a variety of issues. Given the major impact of the transition to a circular economy, it has been decided to devote extra attention to stimulating and accelerating the transition by means of digital applications.

1.2.2 Transition to a circular economy

The population of the AMA is expected to have increased by one million by 2040. More inhabitants and additional economic activities mean more consumption, more demand for energy, food and water, more distribution of goods in the city, more tourists, more traffic and more transport journeys – more of everything, in fact, which on the basis of the current system means more waste.

At the same time, global resources such as phosphate and rare-earth elements are becoming depleted. Oil and gas reserves are finite, and the mountain of waste grows ever larger. Our current production processes are primarily linear: from raw material to product to waste. Our present methods of transportation and

¹ PWC-Cities of Opportunity Index, Mori-Global Power City Index and 2THINKNOW-Innovation Cities Index, 2014

consumption are also unsustainable. For the AMA to remain competitive in the long term, we must transform our economy now. By working towards smart, innovative solutions, the AMA aims to be a healthy, green and liveable region in the future.

Our economic system needs to change from linear to circular. According to City of Amsterdam policy, the city's economy is to be entirely circular by 2050. This calls for new ways of thinking and acting, and a system concentrating on the optimal use and recycling of raw materials in the various links of the supply chain: from the extraction of raw materials to consumption. Waste will no longer be worthless refuse, but valuable raw materials.

A circular economy and the transition towards it presents business opportunities. Recycling stimulates innovation and collaboration, reduces the use of raw materials, and cuts waste production.

Research2 shows that a circular economy will generate new economic activity and employment in the AMA, have a positive effect on the economy, and directly contribute to a sustainable and liveable society. The AMA is uniquely positioned to become a circular hub for products and raw materials. With a population of 2.3 million, the region has major waste and raw material streams, an excellent logistics network, many innovative and sustainable enterprises, a knowledge infrastructure, and public support for a transition to a circular economy. The AMA therefore presents itself as a European frontrunner in the field of raw material transition.

The transition to a circular economy is only just beginning, which means that ideas are far ahead of practical organisation. The circular economy is hindered by many closely interconnected factors, the most important of which are:

- Many organisations in the AMA find it an organisational challenge to create closed cycles;
- The search for possibilities to close cycles chiefly takes place in-house and in collaboration with known parties, excluding outsiders;
- Business currently operates mainly by means of separate processes of recycling, energy saving and raw material reduction (rather than an entirely circular chain);
- Companies struggle in practice to design specific strategies for circular enterprise;
- Circular enterprise is often still based on traditional revenue models.

At present, circular industry takes place in a dominantly linear environment. To create value, it is possible for parties to collaborate in new ways, not as competitors, but as partners. Competition will therefore make way for new forms of cooperation and transparency. To achieve this, there must be room for people to do things in genuinely different ways, with a complete change in thinking, work and organisation.

The circular issues apply at different scales and within different business sectors, which means that supply chain cooperation and stakeholder dialogue is crucial. Prior market consultation has shown that digital applications contribute to the circular economy by, for example, optimising and providing insight into the use and recycling of raw materials.



1.3 Aim

The aim of this competition is to stimulate the market to design a digital application to facilitate, accelerate and scale up the implementation of solutions (in a variety of sectors, starting within the AMA, and subsequently beyond it), to make products, components, and raw and processed materials both lasting and as high-grade as possible.

The digital applications to be designed should comprise the following functions:

- Providing insight into product, waste and refuse streams in the AMA;
- Enabling access to and providing insight into the associated data/information;
- Organising and scaling of the exchange of raw and processed materials, related data, components and/or products, by means of supply chain cooperation, in the AMA and beyond.

1.3.1 Explanation of the aim

The AMA aims to grow into a fully efficient circular and waste-free region by 2050, and thus become prominent both nationally and internationally in the field of circular economic activity. The region aims to be an international frontrunner in terms of the present range of economic activity, knowledge infrastructure and public support for initiatives in the field of the circular economy as it currently exists. This calls for applications that in the short term can be embedded in the regular practice of ambitions and policy within the AMA, and which can also be used beyond it, both nationally and internationally.

The importance of technological innovation in the development of the circular economy is in line with the trend towards a digital society. This can be seen, for example, in the development of smart cities, in which the use of digital data plays an important role, with the application of digital technology and innovation to social and ecological urban issues. Technological innovation can contribute to the circular economy in the optimisation of products, raw and

processed materials, and supply chains, via digital tools and platforms. Two trends – the transition to a sustainable society and the digital transition – can thus reinforce each other. This confirms the importance of cooperation and shows the potential of creating a future-oriented society.

Why has the AMA decided to hold this competition? Many initiatives and experiments are already taking place, but new economic activities focused on retaining value in supply chains, recycling waste streams, and the associated organisation, do not emerge by themselves.

1.4 Support from the AMA

The AMA wishes to stimulate and support the winning tenderer in the implementation of the digital application. To this end, support will be offered as describe in the following sections. Tenderers should explicitly indicate in their submission what support they wish to receive.

1.4.1 Co-financing

The budget available for co-financing is an amount up to a maximum of €750,000 including VAT (€619,835 plus VAT). After the completion of the competition procedure (when the result of the second round has been announced), negotiations will take place that will result in the realisation of one or more digital application(s). The tenderer must invest at least twice the amount of the requested co-financing, so one euro of requested co-financing requires two euros of investment on the part of the tenderer. A larger investment proportion on the part of the candidate will be viewed positively in the evaluation of the submission. The candidate's contribution may be made in cash or in kind; see appendix 1.

1.4.2 Network

In the realisation of the solution, the AMA can draw on its internal and external network for advice, with the aim of positioning the digital application together and making it successful. Tenderers should indicate explicitly how they wish to make use of this possibility.

It may, for example, include the AMA making contacts available in commerce, education and municipal bodies, or the use or organisation of PR, via websites or at events. See www.amsterdameconomicboard.com

1.4.3 Regulatory framework and intelligent regulation

It is assumed that it will be possible to implement the digital application within the framework of present legislation and other municipal regulations and guidelines in the AMA. The tenderer should indicate whether the digital application faces any barriers within the current regulatory framework and guidelines, any areas in which exemptions or permits would be necessary, and any other action that would be expected of a municipality in this respect, either in the AMA or beyond. Should a commission be awarded, no rights can be derived from this indication of necessary exemptions or permits in the submission. It is up to the municipality concerned whether any necessary exemption can be granted. In the realisation of the digital application, the municipality will maintain a constant dialogue with the tenderer to establish where regulations act as an impediment or as a stimulus.

1.5 Business case

The digital application should be able to operate independently of financial support within three years. Subsequent to the co-financing, there should be a positive business case, with revenue at least equal to costs. The tenderer should indicate go/no go milestones for the co-financing: points at which results will be assessed according to criteria set by the tenderer. The tenderer is also expected to keep accounts, in order to account for the financial investments made by the two parties.

1.6 Municipal policy principles

The municipality will apply a number of policy principles regarding the Agreement, which are briefly described in the following sections. For more information on each specific policy principle, please refer to the relevant website.

1.6.1 Integrity and Agreements Provision (BIO)

The money that the municipality spends on its services to the public belongs to all of us. The City of Amsterdam has a duty to handle public money with care, and to make sure it is put to the best possible use. In Amsterdam, integrity is therefore high on the political and municipal agenda. It is therefore a basic principle for the municipality that it should both guarantee the integrity of its own organisation and ensure that it does not facilitate dishonest parties in their activities by entering into or maintaining agreements between these parties and the municipality. For the implementation of its policy on integrity, Amsterdam has established an Integrity and Agreements Provision (*Beleidsregel Integriteit en Overeenkomsten*, BIO). For more information (in Dutch) see www.amsterdam.nl/wonen-leefomgeving/veiligheid/openbare-orde/wet-bibob/beleidsregel/

The BIO is applicable to the municipality's actions both during and after this tender. In making a submission, the candidate indicates that he or she has taken note of the BIO and gives consent for integrity screening to be conducted as part of the procurement procedure, and for the implementation of any ensuing safeguards. The candidate also agrees to any interim screening during the term of the Agreement. In addition, the candidate agrees to the screening of subcontractors and suppliers, and will cooperate with any such screening. The basis for the screening will include the documentary evidence provided for the European Single Procurement Document (ESPD), and other documents which candidates will submit on request, as well as on the basis of public and closed sources. If there is reason for further investigation, it will be

conducted by the City of Amsterdam's specialised Screening Unit. In relation to the investigation, circumstances may arise in which advice under the Public Administration (Probity Screening) Act (Bibob) is requested from the national Bibob Office. In this case, the tenderer will be informed in advance. The result of the screening or of the Bibob advice may result in the exclusion of the tenderer on the basis of the compulsory and/or optional grounds for exclusion, or the inclusion of additional safeguards in the Agreement.

1.6.2 Sustainability

The Amsterdam Metropolitan Area (AMA) has far-reaching ambitions for sustainability. The AMA as a region aims to achieve a circular economy with recycling at the highest grade possible. In the 2015 **Sustainability Agenda**, Amsterdam set out its ambitions to be a frontrunner in the fields of energy, air quality and the circular economy. With the launch of '**The AMA as a raw material hub**' (2015) and the '**MRA raw material implementation programme**' (*Grondstoffen uitvoeringsprogramma*, June 2016), the Amsterdam

Metropolitan Area and the Amsterdam Economic Board have shown that the transition to a circular economy is both necessary and desirable. The signing of the 2017 raw materials agreement (*grondstoffenakkoord*) gave the go-ahead to the development of a programme to make the Dutch economy entirely circular by 2050. The AMA was a signatory both to this agreement and the 'City Deal: Circular City'.

1.6.3 Social return

It is a social objective of the City of Amsterdam that an investment by the municipality should generate not only a financial return, but also a concrete social return. The municipality therefore sets social return as a condition for implementation in purchasing and procurement procedures, and expects that contractors should contribute to the creation of employment for people who are disadvantaged in the labour market. Social return contributions take place in consultation with the City of Amsterdam's Social Return Office. For more information on the general guidelines on social return (in Dutch), see <https://www.amsterdam.nl/ondernemen/inkoop-aanbesteden/social-return/>



2 The procedure

2.1 Applicable regulations

The procurement procedure is a European competition procedure in accordance with chapter 12 of the Works Procurement Regulations 2016 (*Aanbestedingsreglement Werken 2016*, ARW 2016), see www.rijksoverheid.nl.

This procurement procedure is subject to the following legislation and regulations:

- Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC (OJ L 94/65, 28 March 2014);
- Act of 1 November 2012 on new rules regarding tendering (Public Procurement Act 2012; *Aanbestedingswet 2012*);
- Works Procurement Regulations 2016 (*Aanbestedingsreglement Werken 2016*, ARW 2016);
- Proportionality Guide (*Gids Proportionaliteit*), first revision, April 2016;
- In article 12.22.1 of the ARW 2016, after the word 'judge', the words 'in Amsterdam' have been added.

2.2 Conditions of tender

- a) All correspondence, with the exceptions of complaints, must take place via TenderNed, see www.tenderned.nl. If you are not yet familiar with digital tendering via TenderNed, we would ask you to familiarise yourself with this portal in good time (well before the closing date);
- b) The procurement procedure will be conducted in Dutch. Unless explicitly stated otherwise, all documents submitted by the candidate to the contracting authority must be in Dutch;
- c) This is an English translation of the original Dutch version of these guidelines. The legally valid version of these guidelines is the Dutch version;
- d) The candidate is not permitted to communicate with staff of the contracting authority, or with parties concerned with or acting on behalf of the contracting authority, in any other way than that which is described in these guidelines, unless written permission has been obtained from the contracting authority. Candidates should submit requests for such written permission as an inquiry to the contracting authority. Candidates who fail to act in accordance with the provisions of this section may be excluded from further participation in the tender;
- e) A submission that does not meet the requirements and conditions may be rejected as invalid;
- f) In making a submission, the candidate agrees to the procedure, rules and requirements, as set out in the guidelines and the Agreement;
- g) The contracting authority points out that parties are not permitted to enter into agreements with the intention or effect of impeding, restricting, or falsifying competition in the Dutch market in whole or in part;
- h) The tender documents have been drawn up with care. Should a candidate nevertheless encounter inconsistent or incomplete information, the

candidate should inform the contracting authority by means of a message or question via TenderNed. Once a submission has been submitted, the candidate may not refer to previously unreported inconsistencies in an appeal;

- i) The contracting authority retains the right to end the procurement procedure, with no obligation to compensate candidates for expenses made, with the exception of the amount mentioned in relation to round 2;
- j) The municipality will treat information received from the candidate confidentially;
- k) Candidates may make use of information made available to them by the contracting authority in connection with these guidelines only for the purpose for which it has been provided.

2.3 Complaints and disputes in relation to the procurement procedure

Complaints relating to this procurement procedure may be submitted via the e-mail address: klachten.IB@amsterdam.nl.

Complaints may relate to failures to abide by the legal provisions or violations of general tendering principles. Complaints must be made in writing, clearly indicating the grounds for the complaint and the aspect of the procurement procedure to which it relates. This complaints procedure has no suspensive effect. Complaints will be dealt with by an official with appropriate expertise who is not and will not be involved in the procurement procedure concerned. Complaints will be dealt with as swiftly as possible; the person submitting the complaint will be kept informed.

2.4 Schedule of the procurement procedure

The procurement procedure will take place according to the following schedule. The contracting authority may change the scheduled dates during the course of the procedure.

Round 1	Date / time
Publication of invitation to tender	1 June 2018
Information session	4 July 2018
Deadline for submission of questions/inquiries	13 July 2018
Publication of final Memorandum of Information	20 July 2018
Deadline for submissions for round 1	24 August 2018, 12:00 PM
Announcement of selection for round 2	12 September 2018
Round 2	Date / time
Invitations sent to selected candidates	19 September 2018
Deadline for submission of questions/inquiries	1 October 2018
Publication of final Memorandum of Information	9 October 2018
Deadline for submissions for round 2	19 November 2018, 12:00 PM
Presentations to the jury	week 48 2018
Announcement of the intended award	week 50 2018
Start of negotiation procedure	week 02 2019

2.5 Inquiries

Candidates may make inquiries for additional information regarding the tender. Questions may only be submitted via TenderNed until the date specified in Section 2.4. The questions will be answered in anonymised form in one or more Memorandum(s) of Information.

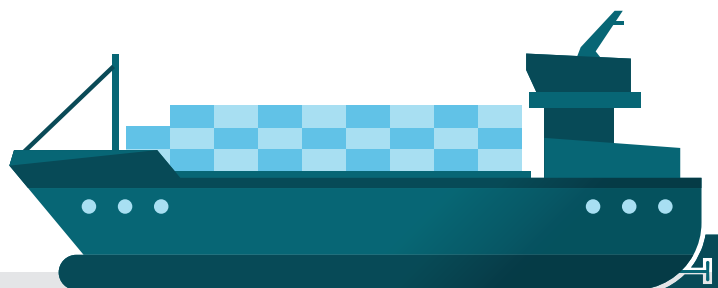
2.6 Evaluation and selection

Each submission will first be assessed by municipal staff with regard to validity on legal or other grounds, grounds for exclusion, and completeness. The jury will then evaluate the content of the submission (unless the submission has been found to be invalid).

Once the submissions have been made, each member of the jury will receive the documents to be evaluated, and the jury will then convene to make a joint evaluation. The conclusions will then be set out in writing, and the jury will arrange the submissions in order of merit.

The independent jury, which will evaluate the submissions in both the first and second round, will comprise representatives of commerce, science and/or the start-up and smart city ecosystem. The composition of the jury will reflect the different fields that are necessary for the evaluation. The names of individual jury members will not be revealed.

The jury will receive administrative support from a number of municipal staff members, who will have no vote. Tenderers are expressly forbidden, on penalty of exclusion, to make contact in any way regarding this competition either with members of the jury or with municipal staff concerned.



3 Competition round 1

3.1 Information session

To provide interested candidates with additional information about the competition, an information session will be held (location to be announced; for the date, see Section 2.4). Those wishing to participate in the information session may register via the messaging module of TenderNed, by submitting a name and telephone number. After the session, the presentation will be made available via TenderNed.

During this information session, there will be an opportunity to ask questions. However, answers, undertakings or information given verbally have no legal validity, unless the questions are subsequently submitted again in writing via TenderNed and/or are answered in writing in the Memorandum of Information.

3.2 European Single Procurement Document

To demonstrate that there are no grounds for exclusion, the candidate must submit the attached European Single Procurement Document (ESPD), completed in full and signed by an authorised representative. Where applicable, if the candidate is participating in the procurement procedure together with others, each participating company must submit a separate ESPD form (in accordance with Part II, Section C). See appendix 2.

For the grounds for exclusion applicable to this procedure, please refer to Section 3.13 of the ARW 2016 and Part III of the ESPD. If the candidate is unable to demonstrate that the grounds for exclusion as described in Section 3.13 of the ARW 2016 and the ESPD are applicable neither to the candidate nor to subcontractors, the candidate maybe excluded from further participation in the procurement procedure. In the case of a consortium, these requirements apply to each member of the consortium.

To provide evidence that no such grounds for exclusion are applicable, at the request of the contracting authority, the following documents must be submitted:

- a valid Certificate of Conduct for Procurement (Gedragsverklaring Aanbesteden, GVA) as described in Article 30 of the Judicial Data and Criminal Records Act (Wet justitiële en strafvorderlijke gegevens). For more information on the GVA, see <https://www.justis.nl/producten/gva/gva-aanvragen/index.aspx>;
- a declaration from the tax collector to which the candidate is subject for collection of taxes.

Until the contracting authority makes a request for these documents, it is sufficient for the candidate to submit an ESPD to demonstrate the absence of grounds for exclusion.

3.3 Digital application – design in outline

In the first round, the design of the digital application should be described in outline. The better the design is substantiated, the more likely it is to receive a positive evaluation. After the first round, for those candidates selected by the jury, a second round will follow, in which the tenderers will be asked to develop the plan in detail. In the first round, it is important to indicate how the design meets the aims of the competition, and how it will be applied in the AMA.

In the evaluation in the first round, the jury will take the following matters into consideration:

- a) Vision: How the design relates to the big picture of a circular economy, and how it contributes to an acceleration of the transition to a circular economy;
- b) The digital application: A description of the application and how it functions, with the main objectives/results;
- c) Innovation: The extent to which the design is innovative, thus contributing to new insights and new connections between the circular and digital economies;
- d) The economy of the AMA: How the digital application specifically strengthens/stimulates the economy of the AMA.

3.3.1 Form requirements

The design document for round 1 should comprise a maximum of 2,500 words, including cover and appendices, not including illustrations and tables. The document should be completely anonymous and the tenderer should therefore not be identifiable. The tenderer should only be referred to in general terms, such as 'we' or 'the tenderer'. Finally, the design should be written according to 'SMART' principles: Specific, Measurable, Achievable, Realistic and Time-bound.

3.4 Submissions for round 1

Submissions for the first round should be received via TenderNed no later than the date and time specified in Section 2.4. No submissions will be accepted after the appointed time.

Submissions for round one should comprise the following documents:

- The European Single Procurement Document (ESPD) (see Section 3.2);
- The design for the digital application in outline (see Section 3.3).

The ESPD should be signed by one or more persons who are authorised to represent the enterprise or consortium of enterprises. The authorisation should be demonstrable on the basis of a certificate or certificates from the Trade Register and accompanying letters of authorisation where necessary.



4 Competition round 2

The contracting authority will invite a maximum of five candidates to participate in the second round.

4.1 Digital application – design developed in detail

In the second round, the design for the digital application should be presented in greater detail. The better the design is substantiated, the more likely it is to receive a positive evaluation.

In the evaluation in the second round, the jury will take the following matters into consideration:

- a) Effects/impact: The anticipated effects with regard to the implementation of the design, in particular in relation to raw material conservation;
- b) Scalability: The extent to which the design is applicable and scalable across different sectors, nationally and internationally;
- c) Financial feasibility: The extent to which the design is financially sound (operating independently within three years), demonstrated by means of a detailed business case;
- d) Prior conditions: What conditions are necessary for the application to succeed?
- e) Timeline: An overview of the plan from design to realisation, for example on the basis of milestones.

4.1.1 Form requirements

The design document for round 2 should consist of a maximum of 2,500 words, including cover and appendices, not including illustrations and tables. The document should be completely anonymous and the tenderer should therefore not be identifiable. Tenderers should refer to themselves only in general terms, such as 'we' or 'the tenderer'. Finally, the design should be written according to 'SMART' principles: Specific, Measurable, Achievable, Realistic and Time-bound.

4.2 Submissions for round 2

Submissions for the second round should be received via the e-mail address inkoopfysiek@amsterdam.nl no later than the date and time specified in Section 2.4. This is because it is not possible to make a submission for a public procurement procedure to TenderNed more than once. Submissions received after the deadline, or by different means, will not be accepted. For submissions for round 2, tenderers are requested to include a director's declaration of the lawfulness of the tender submission (model K).

Submissions for round two should comprise the following documents:

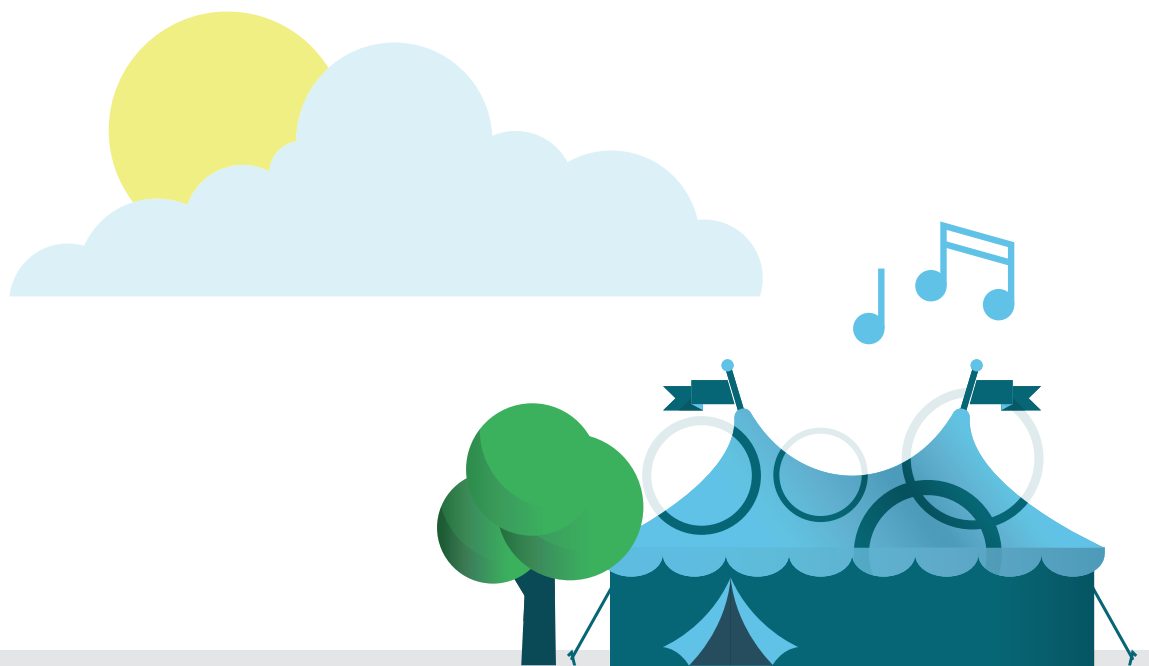
- A signed director's declaration of the lawfulness of the tender submission (*Model K – Verklaring bestuurder omtrent rechtmatigheid inschrijving*)
- The design for the digital application developed in detail (see Section 4.1).

4.3 Presentation

Following a submission in round 2, each tenderer may explain their digital application verbally in a presentation lasting no more than 45 minutes, and the jury will have the opportunity to ask questions. The presentations will take place in the week specified in Section 2.4. The presentation is only for the purpose of clarification, and new topics will not be taken into consideration in the evaluation. However, the jury will take the presentation itself into consideration in the evaluation.

4.4 Remuneration

Candidates whose submission in the second round meets the requirements will be entitled to a remuneration of €10,000 (including VAT).



5 Subsequent procedure

5.1 Results of the competition

The successful candidate(s) in the second round will be requested to submit the additional documents referred to in Section 3.2. If these documents are found to be satisfactory, as soon as possible, an announcement of the award decision will be made. If a candidate is unable to provide the necessary documents, or they are found to be invalid, the result of the competition may be annulled, and the candidate will not be eligible to participate in the negotiation procedure.

5.2 Negotiation procedure

Once the result has been announced, the contracting authority will open negotiations with the candidate that has finished in first place, regarding the co-financing to be provided for the realisation of the digital application. If financial resources remain once negotiations with this candidate have been concluded, negotiations may be opened with the candidate in second place. The same applies to the candidate in third place, and so on until the budget is fully expended. Depending on the quality of the submissions, the AMA may therefore support more than one digital application.

Appendix



Appendix 1 Information on in-kind contributions

In-kind contributions include the deployment of personnel for the benefit of the project, in order to make effective use of the available knowledge, technologies and concepts of the collaborating partners. Evaluation of in-kind contributions will be made on a case-by-case basis, which means that prior to the signing of the Agreement, the commissioning client and tenderer will agree on the value of the contribution. This case-by-case solution departs from the principle that the rates charged do not have a profit motive. In addition, it is important that in-kind contributions are always clearly related to the project and the achievement of the objectives.

In this regard:

- The value of the in-kind contribution must be verifiable by an accountant;
- The value of the in-kind contribution must be part of the (annual) budget of the project;
- The value must be fair, reasonable, and justifiable to third parties. By 'fair valuations', the commissioning client understands valuations that are based, for example, on catalogue values, market prices and licensing fees;
- The tenderer must avoid double counting, which occurs for example by applying full-cost accounting and valuing the individual contributions of personal, infrastructure or facilities;
- For labour costs, the hourly rate must be made up of direct annual salary costs divided by the annual number of productive hours, increased by a maximum of 25% for overheads. A maximum rate is applicable within the City of Amsterdam.
- For physical contributions (such as hardware or machines), the value may be entered as the value of the item pro rata with its utilisation for the project.

Appendix 2 - Explanation UEA

Appendix 2 is only available in Dutch.



Colofon

Vormgeving Veenhuizen Vormgeving

Versie 28 mei 2018

Uitgave Gemeente Amsterdam
(namens de Metropoolregio Amsterdam)