

Deliverable 3.1.1

Report on international technical events

WP3 – Studying
Activity 3.1: Establishing
MED PPI Network
Partner in charge: CSTB
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Interreg
Mediterranean



EUROPEAN UNION



Prominent MED

Project co-financed by the European
Regional Development Fund

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Introduction

The main objective of the Prominent MED project is to ensure dissemination and market uptake of Public Procurement of Innovation (PPI). Five international working sessions have been organised in 2016, 2017 and 2018 to exchange knowledge and best practices around PPI. The MED PPI Network which was shaped and launched as an output of those sessions is bringing together all actors with an interest in innovation procurement including local authorities, public bodies, SMEs, experts and academia. It provides a virtual meeting, networking, learning and peer exchange space to enhance understanding and capability, build collaborative partnerships and support the wider uptake of pro-innovation approaches to public procurement in the MED region and beyond.

Constituting the MED PPI network can be done via physical meetings but also online channels such as the [Procurement Forum](#). As of May 2018, the platform has 52 participants. The [LinkedIn](#) social media is also an interesting dissemination channel and exchange platform on PPI, the group created for this purpose has 64 members as of May 2018.

This document shows the progress of the awareness raising on the topic of PPI.

The first international working session took place in Italy (November 2016) with a focus on the discovery of the PPI, its strengths and weaknesses discussed with experts (both Italian and international). It was an interactive workshop with 24 participants from various countries of Europe.

The second international working session took place in Spain (March 2017) and was the opportunity to talk about a pilot experience of PPI taking place in the region and to get knowledge about nearby innovation procurement best practices. The workshop attracted 24 participants from different countries.

The third international working session took place in Portugal (July 2017) and addressed the market consultation phase with various case studies presented by the partners involved in Prominent MED. Experts outside of the projects were invited to get insight on PPI experiences. Their presence highlighted the importance of building a network to raise awareness on PPI for small municipalities. This event gathered 23 participants.

The fourth international working session took place in France (January 2018). The aim of this event was to officially launch the MED PPI network bringing together all actors with an interest in innovation procurement including local authorities, public bodies, SMEs, experts and academia. This international working session provided an opportunity for this embryonic

network to come together, share experience from SMEs and meet experts in innovation procurement. The event attracted 27 participants both from the countries involved in the project and from countries working on other European projects.

The fifth and last international working session consisted in a webinar organised in February 2018. This event gathered 62 participants from Europe around the topic of market engagement in PPI with several case studies.





All the events are contributing to the main objective of the project: creating a community sharing best practices around public procurement of innovation to stimulate innovative solutions for energy retrofit of small Mediterranean communities.

International Working Session
Terni – Sviluppumbria
30 November 2016

Interreg 
Mediterranean

 **Prominent MED**

Project co-financed by the European
Regional Development Fund

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LOCATION AND DATE

Ref. WP: 3.1	Partner: Sviluppumbria	N°. of event: 1
Country: Italy	Place: Terni	Date: 30/11/2016

TYPE OF EVENT

International working session: open interactive session

GOAL OF THE EVENT

The purpose of this event, held during the kick off meeting of Prominent MED project, was to give to all the partners a first overview of what means dealing with and setting up a public procurement of innovation procedure (PPI).

The event was articulated in two phases:

- SWOT analysis: elaborated by project partners divided per country to identify Strengths, Weaknesses, Opportunities and Threats represented by Prominent MED
- The experts respond: in which the invited external experts interacted with project partners, commenting the results of the SWOT analysis and giving suggestions and concrete examples based on their experience on how to deal with PPI.

PARTICIPANTS (A full list of participants is included in Annex 2)

Local authorities

1. City of Koprivnica – Croatia
2. City of Narni – Italy
3. City of Terni - Italy
4. Consorci de la Ribera – Spain
5. CIMBAL – Portugal

Business support organizations/local agencies

6. Sviluppumbria – Italy
7. Regional Energy Agency North – Croatia

Research organisations

8. Polytechnic University of Valencia – Spain
9. Fondation Sophia Antipolis - France

Companies

10. IrRADIARE– Portugal

Experts

11. Francesco Molinari – Expert - Italy
12. Ana Lucia Jaramillo – Corvers Procurement Service BV - Netherlands
13. Simona G. Agger – Ecoquip - Italy

AGENDA

15:00-15:30	Welcome by Sviluppumbria and partners presentation
15:30-15:45	Prominent MED at a glance (Diego Mattioli for Sviluppumbria)
15:45-16:30	Open interactive session: SWOT analysis Each partner will be asked to identify Strengths, Weaknesses, Opportunities and Threats represented by Prominent MED
16:30-16:45	Coffee break
16:45-17:45	The experts respond: (with the participation of) <ul style="list-style-type: none">• Mr. Francesco Molinari• Mrs. Simona Agger• Mrs. Ana Lucia Jaramillo
17:45-18:00	Questions and Answers
18:00	End of the meeting session

SPEAKERS PROFILE

Diego MATTIOLI

Diego MATTIOLI is an expert in European funded projects on sustainable energy, climate mitigation and adaptation, environmental protection, biodiversity and nature conservation. In particular, he is working in the framework of the following EU Programs: Life, H2020, Interreg MED, Europe, Adrion, etc.

Within Prominent MED project, he is following for the LP Sviluppumbria the whole project life cycle from the designing to the technical and financial management and the final reporting and accounting.

He is a lecturer in masters and international workshops and seminars on EU project planning and management with Italian Universities and Master Schools.

Francesco MOLINARI

Francesco MOLINARI is a researcher and an expert on innovation, pre-commercial procurement (PCP) and public procurement of innovation (PPI) supporting public authorities and private entities on these topics.

In particular, it has been the coordinator in 2010-2012 for the Department of Cohesion Policy at the Italian Ministry of Economic Development and the Agency for Innovation of a State Region Working Group aimed at establishing PCP in the government practice.

He was also visiting professor at the University of Ulster, Ulster Business School, Department of Management and Leadership, and Professor in the College of Europe of Parma.

Simona GANASSI AGGER

Simona GANASSI AGGER, Architect and Urban Planner, is an expert of the Italian Health Ministry in Investments.

She has been involved in several EU projects, among them: the IEE – Intelligent Energy Europe Project RES_Hospitals aimed to provide European hospital stakeholders with the tools to make the best energy-related decisions; the EU Project EcoQUIP, co-financed by the DG Growth, focused in giving assistance to the Hospitals Agencies in applying Innovation for advancing functionality and sustainability and the project “Marte” promoting contracts of Energy Performance – EPC, mobilizing investments in healthcare buildings energy retrofiting, in order to reduce the buildings energy demand and disseminate new financing models.

She was also the Chairman of the Board (2015-2016) of EuHPN - European Health Property Network, in which she represents SIAIS, the Italian society of Architecture and Engineering in Health.

Ana Lucia JARAMILLO

Ana Lucia Jaramillo is an expert in alternative dispute resolution with 17 years of experience as facilitator and mediator in public and private cases, at several mediation centers, the chambers of commerce, and as the director of the mediation center in the courts of Ecuador. Since 2013 she is a senior legal researcher at Corvers International, a leading legal dutch company in Europe in the area of procurement, innovation, IPR and contracting and assisting the Dutch government in several large and complex ICT-procurement projects. Since January 2014 she is also a member of the International Council of Commercial Arbitration (ICCA).

She has been a docent and lecturer at the Simon Bolivar Andean University, the San Francisco University of Quito, the Central University of Ecuador, The Hague University of Applied Sciences and the Tor Vergata University of Rome and conducts research on innovation at the University of Leiden in the Netherlands.

CONTENT

During this first International working session the Prominent MED partners met for the first time in Terni (Italy) in the occasion of the kick off meeting.

Considering that dealing with Public Procurement of Innovation (PPI) was an unexplored field of experience for almost all partners, the main idea beyond this first event was to start to examine in depth the matter with an open interactive section during which all partners have the chance to illustrate what they expect from Prominent MED project, to clarify some doubtful points and to find potential opportunities connected to the project.

This process has been facilitated by the presence of three experts in pre-commercial procurements and public procurements of innovation at European and International level that directly interacted with the partnership, underlying the key points of the PPI setting up process to be kept in mind and presenting some best practices experiences as examples.

1) GENERAL OVERVIEW

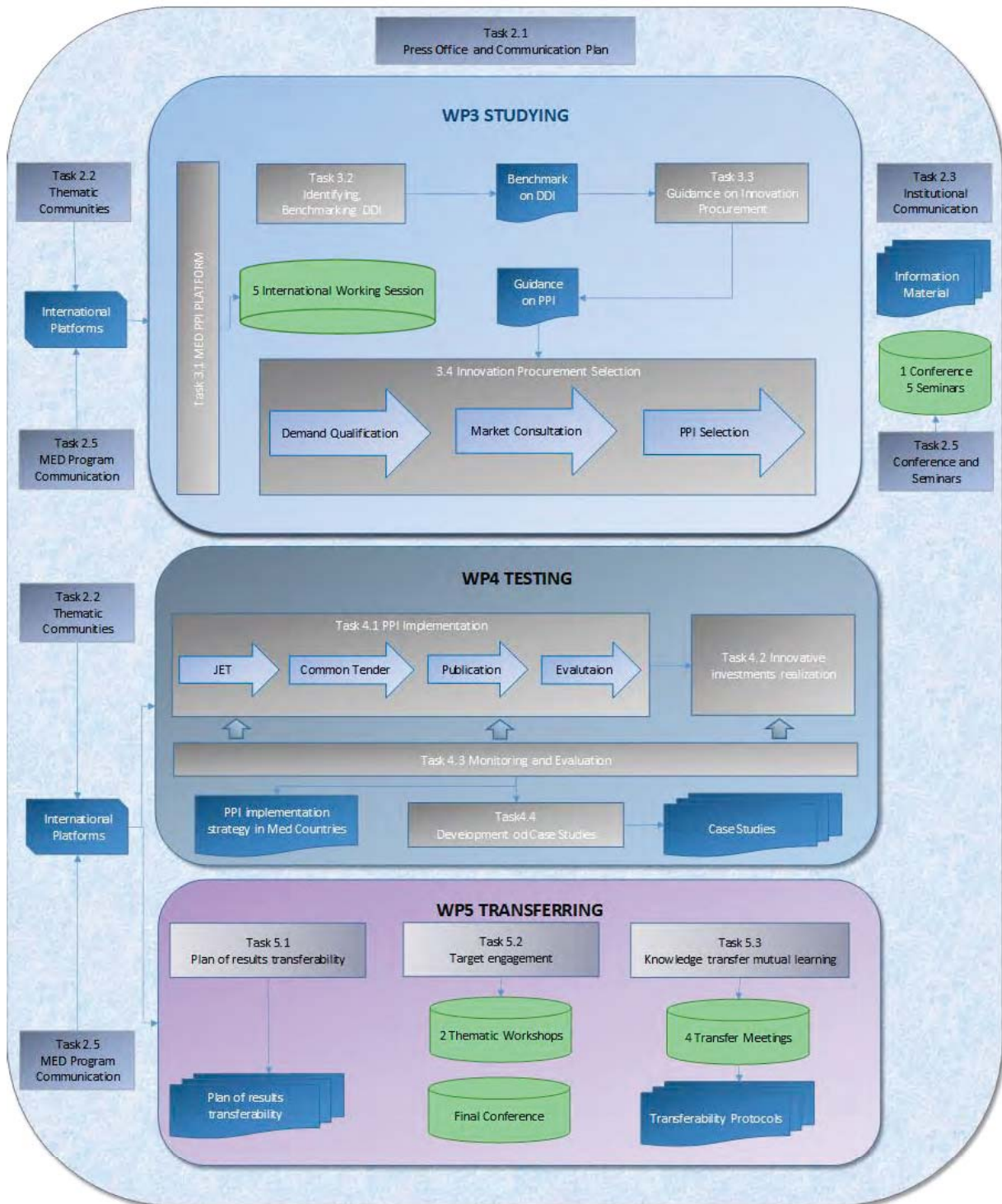
1.1) Prominent MED at a glance

Diego Mattioli, representing the Lead Partner Sviluppumbria, opened the session with a presentation clarifying the subject of Prominent MED project: the public procurement of innovation answering the questions: when, what, how.

- **When:** The PPI challenge requires solution which is almost on the market or already on the market in small quantity but not satisfying public sector requirements for large scale deployment yet.
- **What:** The public sector acts as launching customer/early adopter/first buyer for innovative products and services that are newly arriving on the market (not widely commercially available yet)
- **How:** The public sector acts as facilitator establishing a buyers group with critical mass that triggers industry to scale up its production chain to bring products on the market with desired quality/price ratio within a specific time.

Then he went through the differences between a public procurement of innovation and a pre-commercial procurement, giving a first overview of the main procedures that should be selected to realize the investments foreseen in the project and the main steps that has to be carried out to choose the one that fits each partner needs. These topics have been then examined in depth by the three invited experts.

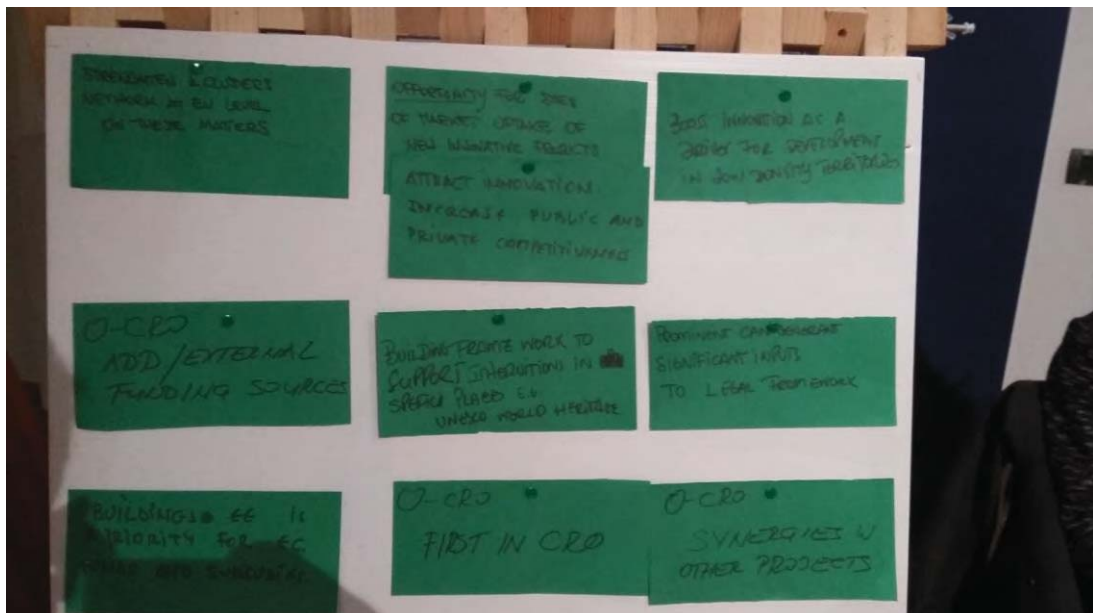
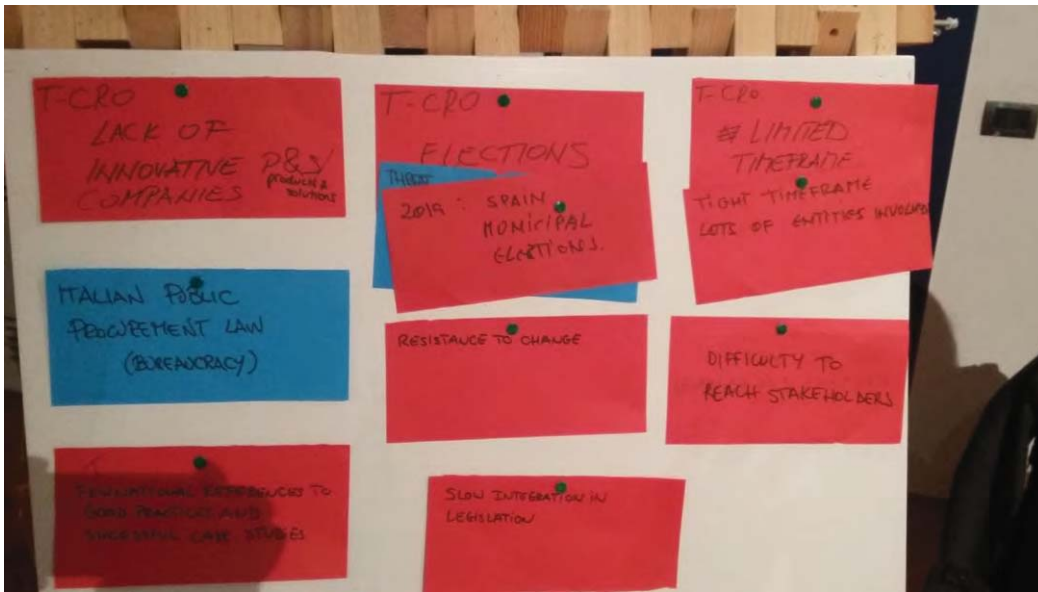
Then he illustrated to the partners a chart-flow with the basic structure of Prominent MED project with a focus on how the Modules composing the project are interconnected with each other and also how the communication activities should be strictly related to the technical steps to be carried out.



2) OPEN INTERACTIVE SESSION: SWOT analysis

During this session partners were divided in groups per country and were asked to perform a SWOT analysis connected to Prominent MED project.

Cardboards of 4 different colours were distributed to each group on which they had to include strengths, weaknesses, opportunities and threats related to the project and also to the specific country context.



After a fruitful discussion with all project partners actively involved, the main results of the SWOT analysis can be summarized as follows:

Strengths

- In each country the National “environment” is in favour of innovation;
- The concerned Regional Authority are open to changes;
- There is a good level of dialogue between universities and other innovation centres.

Weaknesses

- The modernization process of the public sector is slow;
- Typical public procurement processes don’t encourage the innovation;
- The dialogue between public sector and innovation actors is still weak.

Opportunities

- Prominent MED can generate significant inputs for the pre-existent legal framework;
- Innovative procedures could support interventions in specific spots e.g. UNESCO world heritage;
- The boosting of the innovation could be a driver for territories development.

Threats

- There is a lack of consistency in National regulations;
- There is a high resistance in using new public procedures instead of the ordinary/traditional ones;
- There are only a few national references to good practices and successful case studies of public procurement of innovation.

3) THE EXPERT RESPOND

The experts took active part in the SWOT analysis, supported the partners in the whole process, answering to their doubts and giving useful suggestions on how to implement the PPI setting up process. The working session was conceived as a continuous exchange of suggestions and inputs with a direct interaction among project partners and the invited experts.

Mr. Francesco MOLINARI, starting from his own experience for the Italian Government and in support of local authorities, welcomed the ambitious aim of Prominent MED project.

Indeed, he underlined that there is a growing attention in Italy and in the rest of Europe on the strategic use of public procurement to purchase works, goods or services to promote a sustainable, innovative and inclusive growth.

The question is key for the future of Europe, given that public procurement accounts for about 19% of GDP in the EU.

For this reason, fostering the cooperation between universities and research entities, private sector and public administrations, is a key point to favour the use of these new procurement procedures defeating the general scepticism and prudence that pushes local administrators,

in particular in small municipalities, to go on using the traditional procedures even if not exactly responding to their present needs.

Innovation in public purchasing is the best weapon for improving Europeans life and lead the world to a sustainable development.

Mrs. Simona GANASSI AGGER focused her intervention both on the PPI and on the selected field of intervention. Indeed, she has been involved in several projects dealing with new financing model and energy performance of public buildings, in particular in the health sector. She presented two experiences carried out in the framework of European Project: RES-Hospitals (concluded on 2013) and EcoQUIP (Pursuing Efficiency, Quality, Sustainability in Healthcare through Public Procurement of Innovation - 2012-2016).

The example of RES-Hospitals gave to the partners some key elements on how to encourage the small municipalities, in which the pilot intervention will be realized, to be more strategic and sustainable about renewable energy opportunities at community level and on how legislative, economic and technical barriers could be overcome.

The example of EcoQUIP added important information regarding how to deal with Public Procurement of Innovation. There is no “one size fits all” approach to Public Procurement of Innovation. Different steps and procedures will be involved depending on:

- the need,
- the contracting authority,
- and the market sector.

Partners had also the chance to start to get familiar with the main steps of a PPI process setting up which will mark out the work of upcoming months. Indeed, even if the procedure is flexible and can be adapted to the specific features of each pilot intervention, some common features can be identified and summarized as follows:

1. Identification of needs and opportunities;
2. Market Engagement;
3. Developing of a business case;
4. Selection of the PPI procedure that fits the municipality needs.

With **Mrs. Ana Lucia JARAMILLO**, PPI have been addressed also from a legal point of view. Agreeing to what said also by the other experts, she focused the attention on the main features of European Procurement Directives.

The 2014 European Directive included the following provisions that are relevant for PPI:

- Streamlining of documentation requirements at selection stage;
- Exemption for R&D services;
- Rules on preliminary market consultation;
- Functional and performance-based specification;
- Ability to apply environmental and social criteria and take life-cycle costs into account;
- Rules on joint procurement;

- Reporting on public procurement of innovation and SME involvement.

Furthermore, it includes the following innovative procedures:

- Innovation partnership procedure;
- Competitive procedure with negotiation;
- Greater availability of competitive dialogue.

Clearly, for the implementation of Prominent MED project, each country has to comply also with their National regulation and, in particular, on how the Directive has been acknowledged by the National legislation.

Mrs. Jaramillo also introduced the *eafip* “*European Assistance for Innovation Procurement*” initiative, aimed at explaining innovation procurement through the clarification and demonstration of the principles and the benefits of innovation procurement and providing best procurement practices for the implementation of innovation procurement projects.

CONCLUSIONS

This first International Working Session put the bases for all the work that the partners have to carry out within Prominent MED project.

The event stimulated a valuable exchange among project partners and external experts: partners got the chance to solve their first doubts, to have a clear overview of what it is expected from them within this project and to start thinking on how set up all the process in their respective country.

The main lessons learned can be summarized as follows:

- Small Municipalities have lack of knowledge both in legal and technical matters and need specific support from external experts attuned to their needs;
- In particular in Med Countries, the complex regulatory framework may jeopardize the possibility to use innovation procurement;
- Innovation is a key element to boost the development of territories and it is highly recommended by the European Union and related initiatives;
- There isn't a wide knowledge on how to use and set up a PPI procedure, and in this sense, Prominent MED will act as a pilot experiment in the involved countries/partners.

ANNEXES 1 and 2: PRESENTATION and LIST OF PARTICIPANTS

Prominent MED

PPI ...WHAT?

International Working Session
Terni, Italy November 30th 2016

1

Diego Mattioli – Project Manager
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SVILUPPUMBRIA



2

WHEN

Challenge requires solution which is almost on the market or already on the market in small quantity but not meeting public sector requirements for large scale deployment yet.



No R&D involved (R&D already done, or no R&D needed to solve problem)

Terni, 30
November 2016

4

WHAT

Public sector acts as launching customer / early adopter / first buyer for innovative products and services that are newly arriving on the market (not widely commercially available yet)



Temi, 30
November 2016

4

HOW

Public sector acts as facilitator establishing a buyers group with critical mass that triggers industry to scale up its production chain to bring products on the market with desired quality / price ratio within a specific time.

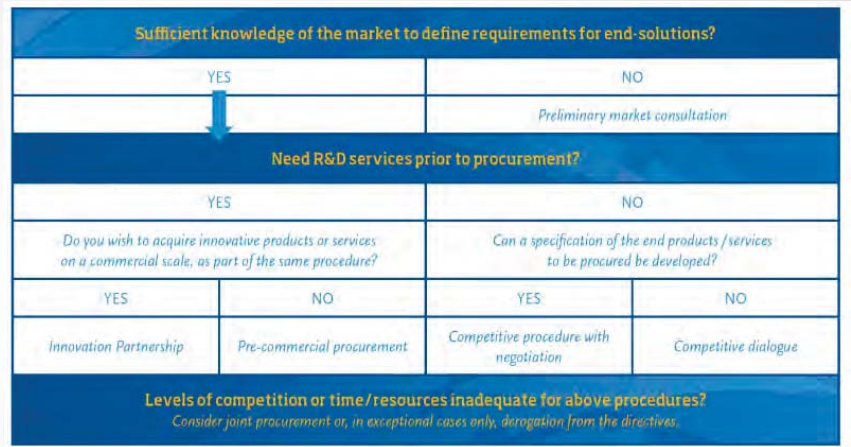


After potentially a test and/or certification, the buyers group purchases a significant volume of products.

Temi, 30
November 2016

CHOISE OF PROCEDURE

5



Terni, 30 November 2016

Steps:



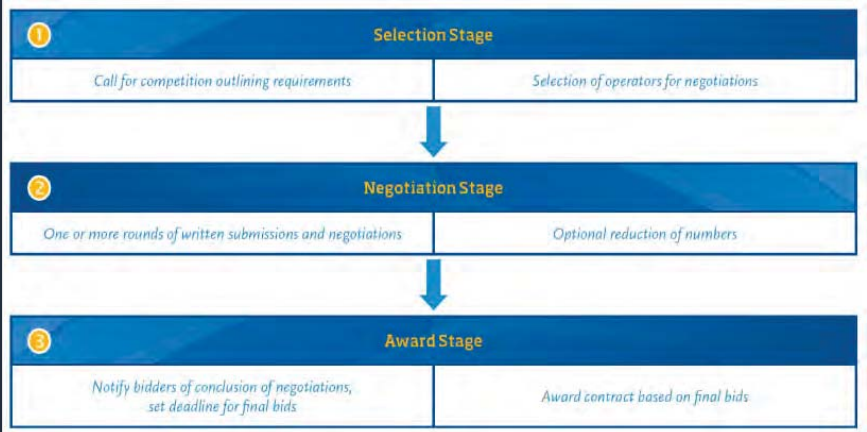
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Preliminary market consultation

Terni, 30 November 2016

Competitive procedure with negotiation

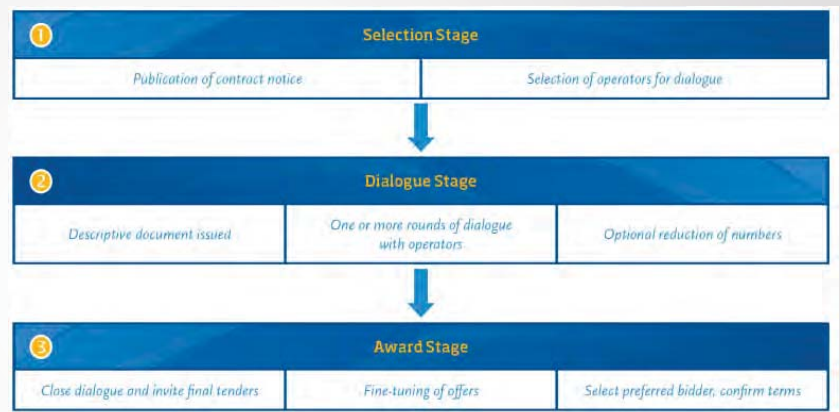
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Terni, 30 November 2016

Competitive Dialogue

8



Terni, 30 November 2016

9

Topics to consider in a PPI

Needs Assessment

e.g. How will you determine which areas are priorities for innovation procurement within your organisation? How should a needs assessment be conducted? Which type of needs may be suitable for PCP and PPI respectively?

Project Team and Steering Group

e.g. Who within your organisation is best-placed to drive PPI and which departments should be involved? Is it worthwhile to include external experts or organisations in the group?

Making a Business Case

e.g. What kind of information will contribute to your business case for PPI and where can it be found? How should future costs and savings/income from PPI be calculated?

Joint Procurement

e.g. Are any of your organisation's needs suitable for joint procurement of innovation? Does it make sense to set up a framework agreement so that others can access the end results?

Termi, 30
November 2016

10

Topics to consider in a PPI

Engaging Suppliers

e.g. Should suppliers be contacted informally prior to starting a procedure? Is it better to meet with suppliers one-on-one or in groups? How will confidentiality and open sharing of information be balanced? How will the outcomes be captured in your specifications?

Legal Considerations

e.g. What kind of contract terms will best support innovation? Are key performance indicators an effective way to monitor performance and should they be linked to incentives or penalties? How can the risk of legal challenge to PPI be minimised?

Whole-life and Life-cycle Costing

e.g. How will the costs of new products and services be assessed across their life-cycle? Have relevant tools for this been developed within the sector(s) you are targeting?

Risks and Financial Support

e.g. What approaches will you take to manage risks? Is external funding or assistance available to help defray the risks and make a stronger business case for PPI?

Termi, 30
November 2016

PPI ...

111



**KEEP
CALM
AND
WHAT
ELSE?**








Diego Mattioli – Project Manager
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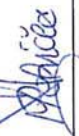

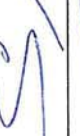





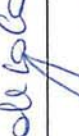


PROMINENT MED
Public procurement of INnovation boosting greEN growTh in MED area

International Working Session

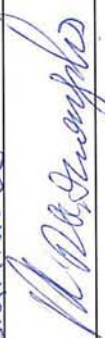




Terni, Italy November 30th

Meeting Venue: CAOS / Centro Arti Opificio Siri, Via Campofregoso, 98 - Terni

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INTERNATIONAL WORKING SESSION

City of Alzira
22 March 2017

Interreg
Mediterranean



EUROPEAN UNION



Prominent MED

Project co-financed by the European
Regional Development Fund

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LOCATION AND DATE

Ref. WP: 3.1	Partner: Ribera Consortium	No. of event: 2
Country: Spain	Place: Alzira (València)	Date: 22/03/2017

TYPE OF EVENT

Thematic workshop

EVENT TITLE

Spain International Working Session - Prominent Med and PPI stakeholders and framework

TOPIC OF THE EVENT

The present event is part of the MED PPI Network creation activities (activity 3.1) and the idea is to bind together different international/national/regional stakeholders working or eager to promote Public Procurement of Innovation (PPI) and to position Prominent Med project as a project/tool to achieve different EC objectives (EE in buildings, innovation,...) and a best practice to replicate in other small municipalities.

This event was the opportunity to raise the voice and let different PPI relevant actors know that a pilot action had been launched in Alzira.

The event programme details were as follows:

- Prominent Med project presentation.
- Public Procurement of Innovation (PPI). National/regional Funding opportunities.
- Regional (Comunitat Valenciana) relevant experiences in PPI framework.
- Experts' panel discussion.

PARTICIPANTS

Local and regional Spanish authorities interested in promoting innovation from the municipal demand side were the main target group.

All Prominent Med project partners were invited to attend the meeting with the aim of getting the knowledge basis about PPI.

SPEAKERS PROFILE

Plàcid Madramany (Energy Department – Consorci de la Ribera)

Consorci de la Ribera Energy Department Director. He is coordinating the PROMINENT MED project action of Spanish pilot. His most relevant experience is focused on designing and management of renewable energy (RES) and energy efficiency (EE) strategies and projects at local (municipal), regional and EU level (e.g IEE or MED programme), as well as promotion

and preparation of sustainable energy strategies. Joint procurement of la Ribera municipalities and Energy Performance Contract (EPC) procedures are some of the innovative solutions developed.

Begoña Serrano (Institut Valencià de l'Edificació IVE – Valencian Building InstituteVE).

Institut Valencià de l'Edificació (IVE) Director. Valencian Institut of Building mission is to facilitate sustainable and smart growth in the built environment of the city, through innovation, to improve the quality of life of citizens. IVE is a foundation of public interest subject to private law. The mission of IVE is: i. To facilitate sustainable and smart growth in the built environment of the city, through innovation, to improve the quality of life of citizens; ii. To improve processes related to building and urban space, promoting research and improving training of professionals to achieve levels of quality, sustainability, safety, accessibility and durability commensurate with the needs of society; iii. To ensure the competitiveness of industry players: institutions, companies and professionals, and; iv. To analyze the building sector, its processes, requirements and costs, to be a center of knowledge of all aspects of building and urban space.

Rafael Monterde (Las Naves – Centro de Innovación - InnDEA).

Director of InnDEA. InnDEA is an entity promoted by the Valencia City Council, aimed at supporting and encouraging urban development through innovation under its various forms. InnDEA València acts upon the business system by promoting innovation in the city's productive sectors; upon the local administration by boosting the development of innovative apps to update urban services and to offer a more efficient response to the citizenship; finally, upon the city itself by transforming it into a sustainable, livable place, as well as an international benchmark.

Sergio Serna (ENERLIS TECHNOLOGY SL)

An Urban Strategic Planning Expert. Partner-Director of Enerlis Technology SL, is a manager with more than 13 years of experience in the sector of Consulting and Advanced Services, his professional activity experience is based on identification and definition of new projects and opportunities for our institutional and business customers in Competitive Improvement, Innovation and Development of Intelligent Territories. At the project development level, his participation as a Project Manager of the Technical Secretary, this offers technical assistance to the municipalities that take part in Red INNpulso Network. Likewise, in the area of PPI, he leads the team that provides technical advice to the Pilot Group of PPI, consisting of pioneer local governments, such as, the City Council of Málaga, the City Council of Santiago de Compostela, the City Council of Valencia or the City Council of Madrid.CV licitació

María Pilar Batet (Diputació de Castelló – Castelló Provincial Government)

Head of Procurement and Purchasing Service of Castelló Provincial Council. She was responsible of the innovative procurement service launched to improve provincial council buildings energy efficiency by using a competitive dialogue procedure.

Myriam Fernandez (Director for General Financing and European Funds. Valencian Regional Government – GVA). General Director of Financing and European Funds department, she is in charge of coordinating regional state aids in Valencian Autonomous Community and the promotion of regional policy at the European Union framework.

SUMMARY OF THE EVENT

The main objective of the international working session public event was to make regional relevant actors known that a Public Procurement of Innovation (PPI) pilot experience was going to be conducted in the Ribera region and, on the other hand, to get knowledge about nearby innovation procurement best practices.

The event was opened by Plàcid Madramany (Ribera Consortium) who was in charge of detailing the objective and scope of the event and explaining the expected pilot action dealing with PPI and building energy renovation of 'Magatzem de Cucó' from the point of view of small & medium-sized Mediterranean municipalities. Special attention was paid to the procedure to observe in the pilot building whose users' needs and energy consumption baseline didn't exist because 'Magatzem de Cucó' was an abandoned building. He also gave details about the former Spanish cluster members: Politechnical University of Valencia, AVAENSEN and Valencia research centers that would provide an overview of potential innovative actions/materials-processes in the market and finally determining the building renovation state-of-the-art. During the presentation was highlighted the importance of involving regional/national authorities interested in promoting public building refurbishment and/or PPI Funds & subsidies to leverage project own funds and to put together a enough critical mass able to make the project attractive.

Afterwards, Diego Mattioli illustrates the event attendees with the basis of Prominent MED project with a presentation of the focus of Prominent MED on the use of Public Procurement of Innovation (PPI) to stimulate the adoption of innovative products to be able to improve the quality of public services for citizens, emphasizing that PPI will be related to innovative energy efficient solutions and processes for public building energy refurbishment. Then, he made reference to the different pilot buildings selected in every Med country and went into details about the singular roadmap to follow with this typology of public procurement where main phases are as follows: i. Building & users' needs analysis; ii. Open market consultation with a preliminary dialogue with the solutions providers in order to discuss with the market possible technical solutions their feasibility, as well as, possible award criteria for the tender; iii. Identification and launching of the building refurbishment tendering procedure that would be selected according with different criteria: tender specification, scale of investments, possible contractors characteristics, etc, and; iv. PPI contract signature and investment realization and monitoring of the offer selected and the works assigned and realized.

First part of the event was a speech drove by Sergio Serna (Enerlis Technology SL) and Myriam Fenandez (Director for General Financing and European Funds of Valencian Regional Government) who explained the basis of PPI and national/regional existing funding opportunities to carry out innovation procurement purchases of public entities.

Mr Sergio Serna as a Director of Enerlis Technology SL and responsible of 'Red Innpulso' Secretariat (the network of Spanish Science and Innovative cities promoted by the Spanish Science Ministry whose aim is to increase the innovation at local level with municipal policies). He described the 'Red Innpulso' and the title of "City of Science and Innovation" aiming to recognize the leading cities in the creation of competitive advantages thanks to the combination of intellectual capital and knowledge of their human resources with advanced local infrastructures of strong component scientific, technological and innovative.

In addition, this title recognizes the commitment of the city with the R & D & I and its contribution from the local level to the change of the productive model. He also pointed out that the city of Alzira forms part of the "Red Innpulso", which is the Network of Cities of Science and Innovation and works as a meeting forum for the distinguished city councils that allows to define and advance in innovative local policies and underlining that one of the main instruments to raise innovation is from a municipal point of view is PPI.

Ms Myriam Fernandez, Director for General Financing and European Funds of Valencian Regional Government, mainly explicated the relevance of innovation in the global economy and employment context and, concretely, gave details about the different regional supporting instrument such as subsidies and funds to support innovation procedures and specially the Public Procurement of Innovation (PPI). She provided an overview of how different regional and even national & European strategies embraces PPI such as Integrated Territorial Strategies, RIU ('Red de Iniciativas Urbanas') strategies, RIS3 strategy and EU programmes (LIFE, H2020, etc.) and other ERDF supporting tools. As well as, she explained that Valencia Regional Government was going to create the regional innovation agency in order to, among other objective, assist local authorities in attracting and pulling innovation through PPI.

The second part of the event was dedicated to public procurement of innovation best practices with the intervention of Ms M^a Pilar Batet about Castelló Provincial Council energy efficiency on buildings competitive dialogue experience. Ms Batet is the Chief the department of purchasing and contracting of the Castelló Provincial Government and she gave some guidelines about the Spanish procurement regulation framework and how PPI is considered in public procurement laws. She particularly drew the draft of the new regulation of public procurement to be got into force in 2018 that transposed the EU Directives EU/2014/23/UE and EU/2014/24. Ms Batet also showed the experience of Castelló Provincial Government related to PPI/Green public procurement under a competitive dialogue procedure, explaining how the provincial government launched a procedure to increase the energy efficiency of several provincial government buildings following a competitive dialogue with private sector in order to find the most suitable or cost-benefit, economically and environmentally, solutions.

Mr Rafael Monterde introduced InnDEA entity and their role within the València's smart city strategy. Since Valencia's development as a Smart City is one of the main priorities within the Valencia 2020 Strategy, a specific initiative called Valencia Smart City has been widespread among and shared with the city's main actors in the context of the Local Covenant for Innovation, and more specifically of the Objective 4 and the Strategic Thrust 5. The speaker described the approach of Valencia city to innovation as a local authority. Valencia's City Council, coordinated by its ICT service and supported by the InnDEA València Foundation, has been working on the creation of a smart and innovative strategy for the city. This strategy is founded in 6 pillars: Government (electronic administration, big data compilation and Geographic information services), Citizenship (transparenci and citizen participation), Smart Services (public safety and tourism areas), energy & environment (climate change mitigation and adaptation, water saving and environment protection), Mobility (sustainable mobility) and R & D (EU projects, urban labs and local agreement for innovation). The second part of his intervention was focused on the experience of València city with the CEPPI project (acronym of *Energy Efficiency through Innovation Procurement*)

an H2020 programme project aimed to build capacity in cities on how to achieve more sustainable energy solutions through a pro-innovation procurement approach. Particularly, one of the main outputs of the referred project in València city is the launch of a public procurement of innovation to increase the energy efficiency and reduce energy consumption of a fire station facility.

The last speaker was Ms Begoña Serrano, Director of Valencia Institute of Building (IVE) that showed the innovative construction and services developed by IVE and Valencia Regional Government. Ms Serrano explained how and what tools have IVE available for local authorities with the purpose of developing building renovation applicable solutions to the urban and climatic challenges of Valencia Region; ii. To provide with integrated solutions for urban systems, infrastructure and resource flows, helping to establish a climate resilient city.

Finally, a typical time for questions and comments was dedicated.

Conclusions

As it was planned, this working session was the first step of PROMINENT MED Spanish pilot and it was necessary to spread project information away. Most of the local authorities devote to innovation public procurement were attending this public event, so the creation of networking that was one of the most important objective, was achieved.

FEEDBACK BY PARTICIPANTS

At local level, local authorities are showing their interest in PPI procurement tool, as a way of gathering additional funding and subsidies to renovate municipal facilities. So, main interest of local stakeholders was to have an overview of the different financial opportunities that Spanish national or regional government deployed.

On the other hand, Valencia Regional Government innovation priorities embraces the PPI as a tool to increase public services efficiency and are promoting the adoption of PPI as a daily method to purchase works and services.

ATTACHMENTS:

- i. EVENT AGENDA (invitation, programme)**
- ii. LIST OF PARTICIPANTS**
- iii. EVENT PHOTOS**
- iv. OTHERS (media reports: newspapers, web page etc.)**

2ND PROJECT MEETING AND INTERNATIONAL WORKING SESSION

22 & 23 MAR 2017

Interreg
Mediterranean



EUROPEAN UNION



Prominent MED

Project co-financed by the European
Regional Development Fund

About

Public pROcureMent of INnovation boosting greEN growTh in MED area.

Prominent MED focuses on the use of Public Procurement of Innovation (PPI) to stimulate the adoption of innovative products and services that can improve the quality of the services for citizens.

PPI will be related to innovative energy efficient materials and processes for public building energy refurbishment.

The aim is to improve the quality of public services activating a market demand triggering industry to scale up its production chain to bring products on the market with desired quality/price ratio within a specific time.

Prominent MED second project meeting and international working session

9 partners from different regions in the European Union committed themselves to work together for three years in the Public pROcureMent of INnovation boosting greEN growTh in MED area - Prominent MED project.

After a fruitful kick off meeting and 1st international working session the Prominent MED partners will come back together to work actively on PPI with a working session lead by PPI experts in the first day and with stakeholders event with a session to bind together different stakeholders working to promote PPI and to position Prominent Med project as a project/ tool to achieve different EC objectives in the second day.

Hosted by Consorci de la Ribera, the Prominent MED partners will have their 2nd project meeting and international working session on March 21st and 22nd 2017 in Alzira- Valencia - Spain.

Partners



Agenda

March 21st

- 09:00 – 09:30 **IDEA building**
Welcome by Consorci de la Ribera and city of Alzira representatives
- 09:30 – 13:00 **Active working session on PPI lead by PPI experts (ENERLIS)**
- How to Procure Innovation
- PPI Pilot case presentation
A coffee-break is scheduled at 11:00 approximately.
- 13:00 – 14:00 **Lunch**
- 14:00 – 17:00 **Active working session on PPI lead by PPI experts (ENERLIS)**
- Discussion of the planned path with ENERLIS and other partners
- Strengths and weaknesses
- Identification of common activities i.e. market analysis, tendering procedure assesment
A coffee-break is scheduled at 16:00 approximately.
- 17:00 – 18:00 **Active working session on how using communication activities in the framework of Needs analysis and market consultation (IRRADIARE)**
- 20:00 **Social dinner**
Hotel Casa Blava (Alzira) <https://goo.gl/maps/VVHcfDaJA3s>

March 22nd

- 10:00 – 13:00 **Alzira Municipal Museum**
Prominent Med and PPI stakeholders and framework
- Prominent Med project presentation
- Public Procurement of Innovation. Funding opportunities
- Previous experiences in PPI framework
- Panel discussion
A coffee break at 11:15.
- 13:00 – 14:00 **Light lunch**
- 14:00 – 16:00 **Prominent Med Consortium internal issues (SVILUPPUMBRIA)**
- WP1 Management
- Next steps
- 16:00 **End of the meeting**



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Picture 1. Myriam Fernandez and some majors and councillors of la Ribera region during the International Working Session event.



International Working Session attendees.



Picture 3. Opening speech of the event.



Picture 4. Speakers on the floor.

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INICIO NOTICIAS SERVICIOS GUÍA COMERCIAL ARCHIVOS

EL SEIS DOBLE COMARCAL Y TEMÁTICO

EL SEIS DOBLE

Miércoles, 22 de marzo de 2017

Clic en la foto para ampliar

Les jornades del projecte europeu Prominent Med reunixen a Alzira als socis dels distints països europeus

A aquestes jornades, dividides en dues sessions entre ahir i hui, es debatan diferents qüestions i experiències per dur endavant el projecte de la manera més òptima

COMPARTIR

GUIA COMERCIAL DE ALZIRA

-.000452

Ahir van començar les jornades per al desenvolupament del projecte europeu PROMINENT MED (Public pROcureMent of INnovation capacities boosting greEN growTh in MED area) a les instal·lacions d'IDEA. Aquest projecte suposarà una inversió en la ciutat d'Alzira de 386.000 euros, gràcies a la posada en marxa de l'Oficina de Projectes Europeus i la col·laboració amb el Consorci de la Ribera.

L'objectiu del projecte Prominent Med, que té una durada fins el 2019, és incentivar un desenvolupament econòmic més sostenible amb la instauració de la Compra Pública Innovadora, per incentivar la innovació i les tecnologies sostenibles en les contractacions de l'Ajuntament (i té una aportació de 186.000 euros per a la seua implantació), i la inversió en un edifici municipal per millorar l'eficiència energètica amb altres 200.000 euros, que es destinarà al magatzem de Cucó per posar en marxa un Casal Jove a Alzira. El projecte es troba finançat per fons europeus del programa INTERREG MED i en un 15% entre el Consorci i l'Ajuntament d'Alzira.

L'alcalde Diego Gómez i el regidor de Promoció Econòmica i Ocupació, Ivan Martínez, van rebre per el matí als socis d'altres ciutats, regions i entitats europees, també adherides al projecte, entre les que estaven les regions d'Umbria o entitats de Grècia i de Portugal. L'Ajuntament d'Alzira ha sigut seleccionat per l'àrea d'Energia del Consorci de la Ribera; una proposta de projecte aprovada recentment per la Comissió Europea i on participa el Consorci que agrupa les Mancomunitats de la Ribera Alta i Baixa.

A aquestes jornades, dividides en dues sessions entre ahir i hui, es debatan diferents qüestions i experiències per dur endavant el projecte de la manera més òptima.

Nota de premsa del departament de Comunicació de l'Ajuntament d'Alzira.

El Seis Doble no corregix els escrits que rep. La reproducció d'este text és literal; fidel a les paraules, redacció, ortografia i sentit de l'autor/s.

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Compra Pública innovadora estatal y regional

21/03/2017-

El próximo 22 de marzo el **Ayuntamiento de Alzira** organiza una jornada sobre **Compra Pública Innovadora** como herramienta para estimular la investigación y el desarrollo de sistemas y soluciones tecnológicas innovadoras.

Esta jornada está enmarcada dentro del proyecto **PROMINENT MED**, cofinanciado con fondos FEDER a través de la convocatoria **INTERREG MED**, que pretende incentivar un desarrollo económico más sostenible a través del impulso de la Compra Pública Innovadora como herramienta clave para incentivar la innovación y las tecnologías sostenibles en las contrataciones realizadas desde los Ayuntamientos.

Esta jornada pretende establecer un **diálogo y debate entre diferentes actores** locales, regionales, nacionales e internacionales donde se pretende **acercar, en primera instancia, el marco estratégico en el ámbito de Compra Pública Innovadora tanto a nivel estatal como regional**

Programa de la jornada:

- 10:00-10:30h Diego Mattolini. Presentación proyecto PROMINENT ME
- 10:30-11:15h Míriam Fernández, DG Financiación y fondos Europeos Generalitat Valenciana. Oportunidades de financiación en el ámbito de la CPI
- 11:15-11:45h Coffe Break
- 11:45-12:30 Experiencias previas

Detalles

Fecha:

21/03/2017

Hora:

Desde las 10:00 hasta las 13:00

Evento Categoría:

Agenda

Lugar

Museo Municipal d'Alzira

Alzira, España

 Google Map

- 11:45-12:10 Pilar Batet, Jefa del Servicio de Contratación y Central de Compras de la Diputación de Castellón.
Experiencia de la Diputación de Castellón entorno al diálogo competitivo para la mejora de la eficiencia energética en los edificios de Castellón.
- 12:10-12:30 Sergio Serna, Secretaria Técnica Red Innpulso.
Experiencia Grupo Piloto Red Innpulso.
- 12:30-13:00 Panel discussion
 - Moderador: Sergio Serna
 - Participantes: Miriam Fernández, Diego Mattolini, Pilar Batet, Rafa Monterde (Director las Naves) y Begoña Serrano (Directora del Instituto Valenciano de la Edificación)
- 13:00 Conference/Working session closure

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L'Ajuntament d'Alzira, referent en la Compra Pública Innovadora

diarilaveu.com/espai-public/61880/lajuntament-dalzira-referent-en-la-compra-publica-innovadora

Ahir al matí continuaven les jornades per al desenvolupament del projecte europeu PROMINENT MED (Public pROcureMent of INnovation capacities boosting greEN growTh in MED area) al Museu Municipal d'Alzira.

L'alcalde Diego Gómez, i el regidor de Promoció Econòmica i Ocupació, Ivan Martínez, van rebre la directora general de Finançament i Fons Europeus de la Conselleria, Miriam Fernández Herrero, als representants d'Ajuntaments de la comarca o també de l'Ajuntament de Vila-real, així com a tècnics de la Diputació de Castelló, interessats en la instauració de models de Compra Pública Innovadora, en la qual l'Ajuntament d'Alzira es constituirà com a referent gràcies a aquest projecte europeu on participa el Consorci que agrupa les Mancomunitats de la Ribera Alta i Baixa.

L'objectiu del projecte Prominent Med, que té una durada fins el 2019 i està finançat per fons europeus del programa INTERREG MED i en un 15% entre el Consorci i l'Ajuntament d'Alzira, és incentivar un desenvolupament econòmic més sostenible amb la instauració de la Compra Pública Innovadora, per incentivar la innovació i les tecnologies sostenibles en les contractacions de l'Ajuntament (i té una aportació de 186.000 euros per a la seua implantació).



l'eficiència energètica amb altres 200.000 euros, que es destinarà al magatzem de Cucó per a dotar-lo de Casal Jove a Alzira. La participació en aquesta iniciativa de l'Ajuntament suposarà una inversió total per a Alzira de 386.000 euros, gràcies a la posada en marxa de l'Oficina de Projectes Europeus i la col·laboració amb el Consorci de la Ribera.



Ajuntament d'Alzira

INTERNATIONAL WORKING SESSION

Lisbon – 6th July 2017



Interreg
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Prominent MED

Project co-financed by the European
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LOCATION AND DATE

Ref. WP: 3.1	Partner: IrRADIARE	No. of event: 3
Country: Portugal	Place: Lisbon	Date: 06/07/2017

TYPE OF EVENT

International working session

GOAL OF THE EVENT

After two interesting and fruitful international working sessions, the Prominent MED partners got back together to work actively in a working session on the 6th of July. The main goal of this international working session was to discuss about the market consultation phase and the Med PPI Network. The international working session provided an opportunity for the partners to learn about innovation procurement through the presentation of case studies and to share experiences and present the current situation of each country's pilot case. Also, this session was an opportunity to partners to share the main difficulties in this process, and brainstorm on possible ways to overcome these difficulties.

PARTICIPANTS (A full list of participants is included in Annex)

Local authorities:

1. City of Koprivnica – Croatia
2. Sviluppumbria – Italy
3. City of Narni – Italy
4. Consorci de la Ribera – Spain
5. Regional Energy Agency North – Croatia
6. CIMBAL – Portugal

Research organisations:

7. Polytechnic University of Valencia – Spain
8. CSTB – France
9. University of Patras – Greece

Companies:

10. IrRADIARE– Portugal

Experts:

11. AD&C - Portugal
12. Corvers - Netherlands
13. Bizob - Netherlands

AGENDA

- 09:15 – 09:30** Presentation of the International Working Session - 1st Session on Market Consultation Phase
- 09:30 – 10:15** The Market Consultation phase: contents, approaches, key risks and example of success
- 10:15 – 10:30** Q&A
- 10:30 – 10:40** Coffee Break
- 10:40 – 12:00** Open interactive session
- 12:00 – 13:00** Peer review session
- 13:00 – 14:00** Lunch
- 14:00 – 14:15** Presentation of the International Working Session - 2nd Session on PPI MED Network
- 14:15 – 16:00** Introduction to the PPI Network
- 16:00** End of the meeting session

EXPERTS PROFILE

Ana Lucia JARAMILLO

Ana Lucia Jaramillo holds a Master degree in 'International and European Law' from the University of Amsterdam and is a Juris Doctor from the Pontifical Catholic University of Ecuador. She completed the program on leadership and governance at the Business School of Ecuador (IDE), and the program on political sciences of the US-Mexican Studies Centre of the University of San Diego in California. At present, she is a senior legal consultant at Corvers Procurement Service B.V. working in the field of innovation procurement for the last five years, notably supporting the European Assistance for Innovation Procurement (eafip.eu), an initiative of the European Commission. She is also an external PhD at the Center for Law and Digital Technologies (eLaw) of the University of Leiden, conducting research on end-user and open innovation. She is also an expert in alternative dispute resolution with training in the theory and practice of the Harvard Negotiation Project and an experienced mediator in public and private cases at the chambers of commerce, and director of the mediation center in the courts of Ecuador. She was the executive director of the unity for judicial reform in Ecuador, and the deputy director of the specialized unity for public procurement of the Ministry of Interior Affairs. She has been an advisor in the Ministry of Justice and Human Rights, the Ministry of Interior Affairs, the Ministry of Tourism and the Council of the Judiciary of Ecuador. Ana Lucia has been a docent and lecturer at the Simon Bolivar Andean University, the San Francisco University of Quito, the Central University of Ecuador, The Hague University of Applied Sciences and the Tor Vergata University of Rome. As a consultant she has participated in diverse projects of international organizations such as the World Bank and the Inter-American Development Bank. She has provided assistance at the Diplomatic Mission of Ecuador in The Netherlands as a delegate to the Organisation for the Prohibition of Chemical Weapons, the International Criminal Court, the Permanent Court of Arbitration, and the Hague Conference on Private International Law.

Plàcid MADRAMANY

Plàcid MADRAMANY coordinates the PROMINENT MED project action of the Spanish pilot. His most relevant experience is focused on designing and management of renewable energy (RES) and energy efficiency (EE) strategies and projects at local (municipal), regional and EU level (e.g IEE or MED programme), as well as promotion and preparation of sustainable energy strategies. Joint procurement of la Ribera municipalities and Energy Performance Contract (EPC) procedures are some of the innovative solutions developed.

Diego MATTIOLI

Diego MATTIOLI is an expert in European funded projects on sustainable energy, climate mitigation and adaptation, environmental protection, biodiversity and nature conservation.

In particular, he is working in the framework of the following EU Programmes: Life, H2020, Interreg MED, Europe, Adrion, etc.

He is following the whole project life cycle from the designing to the technical and financial management and the final reporting and accounting.

He is a lecturer in masters and international workshops and seminars on EU project planning and management with Italian Universities and Master Schools.

Elsa NUNES

Elsa Ferreira NUNES graduated in Sociology in 1992. She completed an MsC in Sociology. Between 1995 and 2003 her occupation was fundamentally linked to training and training management. After that, she was involved in training and consultancy activity, especially at IAPMEI (the Portuguese national institute to support SME). Since 2003 she performs management functions at IrRADIARE Ltd where she is also in charge of project management.

Denis PREMEC

Denis PREMEC has 24 years of work experience, of which 15+ years of consulting and project management experience. He possesses technical and technology skills from various projects and energy sector, public and private. He has experiences with successful applications for national and EU funds for local and national Energy Efficiency and ReS public projects, including health sector, but also has experiences in the field of implementation and project management of the same projects and energy management consulting in various sectors.

Eric ZWITSERLOOT

Eric Zwitterloot has a Bachelor degree in engineering. He has followed the NEVI purchase training and is a CPD board member. Since 2007 he performs procurement management function at BIZOB. Eric Zwitterloot has a broad experience in purchasing, both in the commercial and public sector. He has mainly worked as a manager within strategic purchasing. His activities included setting up and realizing programs for cost savings and setting up purchasing organizations at home and abroad. On behalf of the Ministry of Foreign Affairs, he gave training courses to potential new EU member states on procurement techniques and legislation and regulations for tendering in the public sector.

CONTENT

The international working session was built in two parts. The first part was dedicated to the market consultation phase and the second part to the Med PPI Network. PROMINENT MED Project Manager introduced each part of session. The first part consisted in a presentation of the market consultation phase where contents, approaches, key risks and a success example was introduced by Eric Zwitserloot from Bizob.

In this first part an open interactive session occurred. A representative of each pilot was asked to present the actual state of the implementation of its pilot presenting a detailed planning of the foreseen activities, for the Market Consultation Phase. In this first part of the session, the Peer Learning Workshop provided an opportunity to go through the key critical aspects of this crucial phase and to activate an interactive dialogue among partner's representatives and international experts, allowing analysis of the specificities of each pilot, identifying common criticalities and discussing possible overcome strategies.

In the second part of the session the PPI Network was introduced and Ana Lucia Jaramillo from CORVERS and representing EASIF Network demonstrated how PROMINENT MED can collaborate with EAFIP and smaller MED municipalities can focus and develop tailored tools. Also, in this part of the session a discussion on the Procurement of Innovation Platform took place, focusing namely on the creation of a steady collaboration among the key EU platforms on innovation procurement and the PPI MED Network

1) Market Consultation Phase and PPI Network

1.1) Public Procurement of Innovation - Eric ZWITSERLOOT (Bizob)

Mr. Eric Zwitserloot started with a presentation of Bizob. After that, Mr. Eric Zwitserloot presented a solar project market consultation phase, highlighting objectives, ambitions and expected results to be achieved. The different phases of the market consultation were presented and also the long terms risks. In this specific point and in what regards the market consultation phase the needs identified consisted mainly in the need for improvement in what regards awareness of the end users, the need for financial means and know how. Regarding the long terms risks the major risk identified was the maintenance cost, the long-term power-output guaranty and the return electricity to energy company policies.

1.2) Innovation Procurement in Action - The Business Case Methodology, & Case Study – Ana Lucia JARAMILLO (CORVERS)

Mrs. Ana Lucia Jaramillo started with the presentation of the business case methodology, namely as a tool to support investment decisions before, during and after the project. The study case present by Mrs. Ana Lucia Jaramillo focused on the business case methodology before the project and in this phase it was presented the

added value of the business case on the support to the project approval and in the best value support, namely in the market/technology potential, in the technical specifications and the identification of key performance indicators. After that a case study was presented were all the steps were identified. Mrs. Ana Lucia Jaramillo finished her presentation with the identification of the different procurement steps.

2) Open interactive session and Peer learning session

The open interactive session aimed at presenting the situation of each pilot. Each pilot region representative presented a detailed planning on the foreseen activities for the Market Consultation Phase

The Peer review session aimed at analyzing the key critical aspects of the current phase of the project and to activate an interactive dialogue among partners and international experts, in order to analyze each pilot, identifying common criticalities and discussing possible overcome strategies.

In what regards the Croatian PPI pilot it consists in an energy efficiency intervention on a prefabricated kindergarten building. The building is approaching its lifetime end and the City administration needs to extend it. The project team identified as an important constraint the fact that the implementation could only be possible during the time frame of two months (summer break). Also, the project teams also identified the building's requirements and the need for scalability and replicability as a requirement to attract nationwide interest. All the developments in this process were identified namely the B2B meetings with technical experts that occurred, the development of a database of prefabricated buildings in the region and the analysis to the building construction characteristics through building construction and static analysis(study) and the thermography analysis (report). Also major constrains were presented and identified by the project team and also communication actions that were developed. A detailed planning of the activities was presented with a special focus in the market engagement phase

Portugal PPI pilot presentation focused on the type of building and in the major constraints it faces due to the fact that is a historical building and subject to specific rules, namely because typical renewable energy interventions are not applicable as measures to be implemented must take into consideration the building heritage. Alteration in the aesthetics of the building is not allowed. The needs analysis and the energy audit results were presented. A planning of the activities was also presented with a special focus in the market consultation phase with the main objectives of facilitating the open dialogue with potential suppliers, present the building's characteristics and organize site visits.

Spanish partner presented the Spain PPI pilot. This pilot consists in an energy efficient refurbishment of the *Magatzem de Cucó* that will be a municipal youth center. The partner explained that the pilot building users' assessment has been conducted by distributing a questionnaire and face-to-face interviews and that 442 replies were

collected and that resulted in a list of need.. Next step is the drawing of the building renovation basic project and this is expected to be completed at the end of the summer period. A planning of the activities was also presented.

In what regards the Italian pilot this will be developed in the Kindergarten “Gianni Rodari” located in Narni Scalo, Terni, Italy. This infrastructure hosts about 200 people (pupils, teachers and assistants). The building presents an area of 1248.83 m² and is built with a structure in reinforced concrete. The presentation focused also in the activities already performed namely building energy analysis, the site inspection and Interviews with final users of the building (teachers, assistants, pupils, parents). A planning of the activities was also presented.

CONCLUSIONS

This meeting was crucial moment as it enabled discussion and brainstorming between partners and experts creating the possibility of a fruitful exchange of ideas and bringing information from the field, brought by each partner and specific know-how on the implementation of PPI, brought by the experts.

It was possible to discuss the best solutions to adopt, given specific and differentiated constraints from partner to partner, analyzing in detail the best ways to overcome these constraints, safeguarding the fulfillment of the project objectives.

The participation of the experts was fundamental to the session namely in supporting the project partners in facing the challenges regarding their pilots. The establishing of PPI Network reveals to be an important step towards raising and building awareness.

ANNEX: PRESENTATIONS, LIST OF PARTICIPANTS AND PHOTOS

Public Procurement of Innovation

Project : 3RD PROJECT MEETING INTERNATIONAL
WORKING SESSIO STEERING COMMITTEE

Authors : H.C.A Zwitterloot (BEng)

Date : 06 & 07 JUL 2017



Personal introduction

- Name: Eric Zwitterloot
- Procurement manager BIZOB
 - Collaborate procurement organisation of municipalities
- Board member Nevi CPD
 - Nevi Leading institute of procurement supply professionals
 - CPD Senior professionals
- Procurement experience
 - Private and public
 - > 20 years
 - Candidate EU member states



Agenda

- Introduction
- Professional procurement organisation
- Best practices
 - Solar Panels
 - MFA
 - Health Care
 - Hiring flexible staff/capacity

Bizob

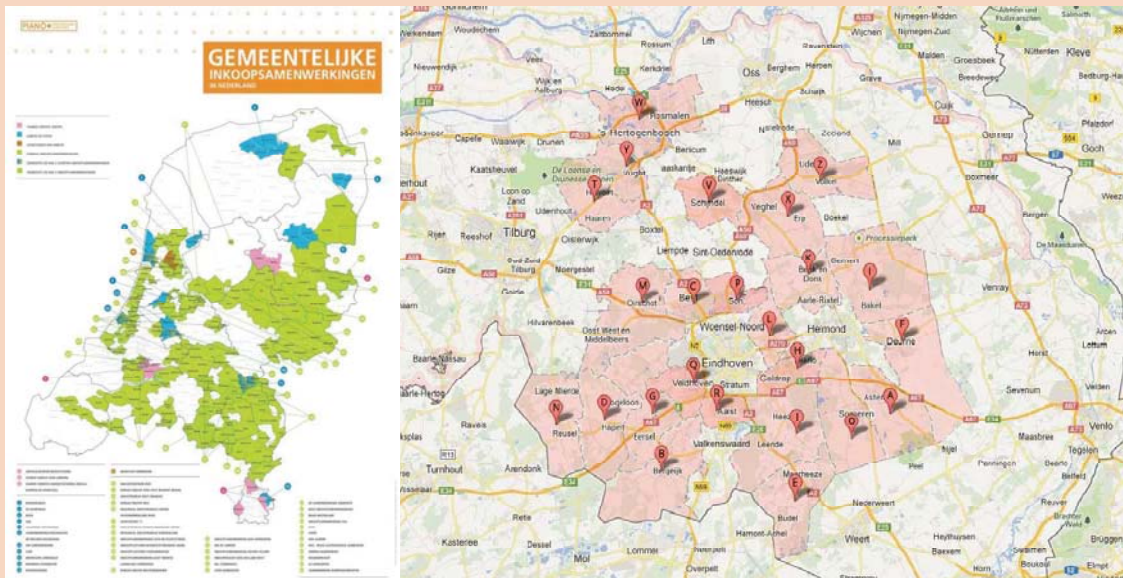
- Foundation of collaborating municipalities in the area of procurement
 - Spending taxpayers money at de most cost-effective and efficient way to reach the goals within the directives
 - Tendering, (joint) Procurement
 - Advise about out- or insourcing
 - Analyse of product and market development
 - Knowledge sharing
 - Secure procurement capacity
 - Investing in collaboration between municipalities, education of employees (education, skills and attitude, drive) and application/software/tools

Bizob

Together
Everyone
Achieves
More

- Owned by municipalities
- Serving 57 public organisations
- Spend of 1,7 billion
- 48 procurement professionals
- Commodity specialists
 - infra-structure works, goods and services, healthcare
 - ECB expertise centre
 - Legal

Bizob work area



Solar project

- Paris Agreement (Climate accord)
- Local ambitions Alderman for sustainable environmentally friendly solutions & developments.
- Extensive use of solar energy
 - Municipal owned buildings
 - Building regulations social housing
 - Promotion, easy access for homeowners



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Solar project

- National energy agreement – In 2023 16% of houses generating own electricity
- Ambition in region higher
 - Faster, earlier results and more, higher participation
- How to accomplish higher ambition
 - Market consultation
 - Meetings homeowners
 - Consultation financial institution
 - Identify issues
 - Find solutions
 - Make solar energy become attractive



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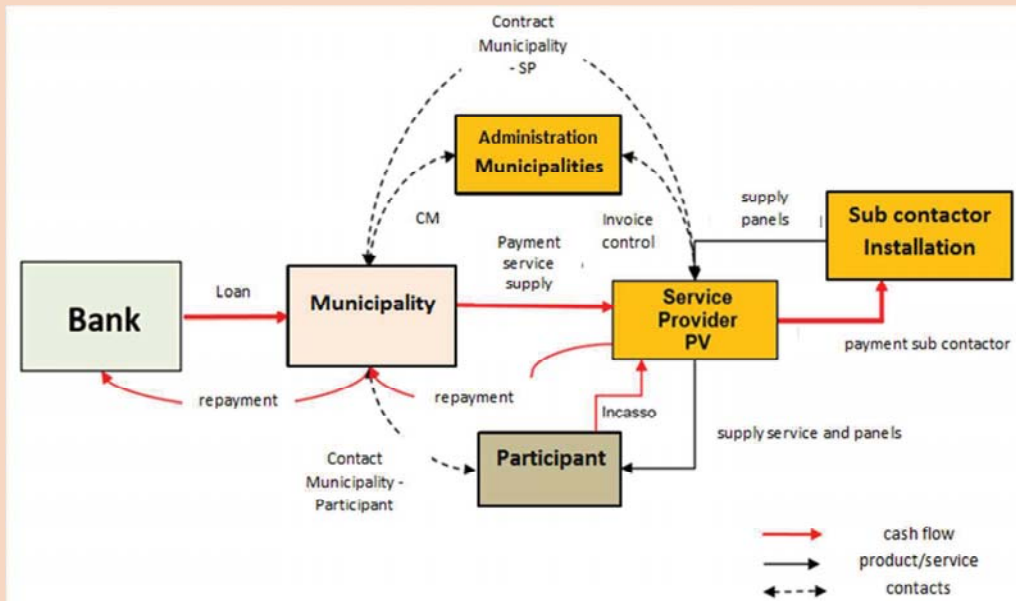
Solar project

- Starting points project
 - Increase use of solar energy in the region
 - No costs municipalities
 - Awareness of residents for sustainable energy
 - Example function for other regions
 - Make participation easy accessible
 - Homeowners
 - Schools
 - Associations, Clubs
 - Potential 7000 participants

Solar project

- Feedback market consultations and meetings end users
 - Awareness end users
 - No financial means available
 - Not know how, what to install
 - Risks long-term
 - Cost maintenance
 - Power-output guaranty on long-term
 - Policies about return electricity to energy company

Approach Solar project



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 Zuidoost-Brabant

Service Provider (SP)

- Municipality has framework agreement with SP
- SP will promote project
- SP is contact point for potential participant (resident)
- SP takes care of all paperwork/administration
- SP takes care of invoicing, payments and takes over debtor risk
- SP advises about specific installation and carries responsibility during lifetime about offered solution
 SP takes care of supply, installation and maintenance

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Market and end user involvement

Recent projects

- MFA
- Health Care
- Hiring flexible staff/capacity

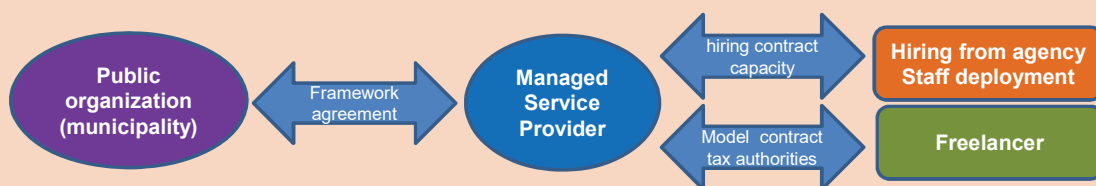


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Overview contracts



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Innovation Procurement In Action

*The Business Case Methodology,
& Case Study*

Corvers Procurement Services & Vtrek

Outline

- The Business Case methodology
 - Introduction to
 - Operationalization
- Case study
 - Public procurement of innovation (PPI)
- Steps during the procurement



Business Case Methodology - Review

- A **tool** to support investment decisions before, during and after the project:
 1. **before the project:** to determine whether there are enough economic reasons to start the project;
 2. **during the project:** to decide whether or not to proceed with changes to the project content, the environment, or the pattern of the project phases; and
 3. **after the project:** to assess whether the results achieved meet the public procurer's goals and, if needed, make adjustments accordingly.
- The following case study will focus on the business case methodology before the project

Benefits of the Business Case – Before & During

1. Support for **project approval** – internally and externally
 - Outline alternatives
 - Define potential cost savings, benefits
2. Support **best value**
 - Become informed on market/technology potential
 - Translate **learnings** to improve:
 - Technical specifications
 - Key Performance Indicators (KPI)

Business Case Methodology

- Business case development
 - Define the problem to be addressed
 - Gather information to understand potential solutions
 - Compare costs, benefits, and risks
 - Decide on purchasing strategy
 - Create the right conditions for competition
- Inform the business case via
 - Stakeholder consultation – user needs, market consultation
 - Technology assessment – prior art analysis, IPR search
- Next we examine application of the business case methodology in a PPI
- Case gathered under the eafip initiative

Case Study – Business Case Methodology in PPI

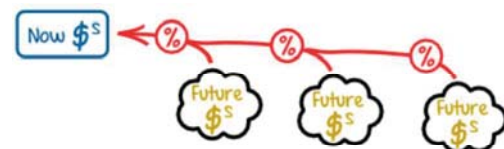
Case Study PPI – Problem Introduction

- Purchase of energy-efficient lighting
- Transport for London, 2014-2016
- For installation in 5 different areas
- Option of different lighting technology
 - **Current:** T8 Linear fluorescent lights (LFLs)
 - **Potential:** Light Emitting Diodes (LEDs)



Case Study PPI – Cost Breakdown

- Capital costs (CAPEX) - Costs of the product
- Operation expenses (OPEX) / Operations and maintenance (O&M)
 - Installation costs
 - Energy costs
 - Carbon tariffs
 - Cleaning costs
 - Storage costs
 - Maintenance costs
- Upfront vs future costs – discounting can apply



Case Study PPI – Exploring Feasibility

- **First cost comparison** (“back-of-the-envelope”) – for each area
 1. Calculate costs of current solution
 2. Calculate costs of a (typical) LED solution
- Estimate cost savings – **benefits**
- Found overall cost savings
 - Significant in two areas in particular
 - From **reduced maintenance** requirements
 - Overall benefit outweighed higher CAPEX

Case Study PPI – Informing Strategy

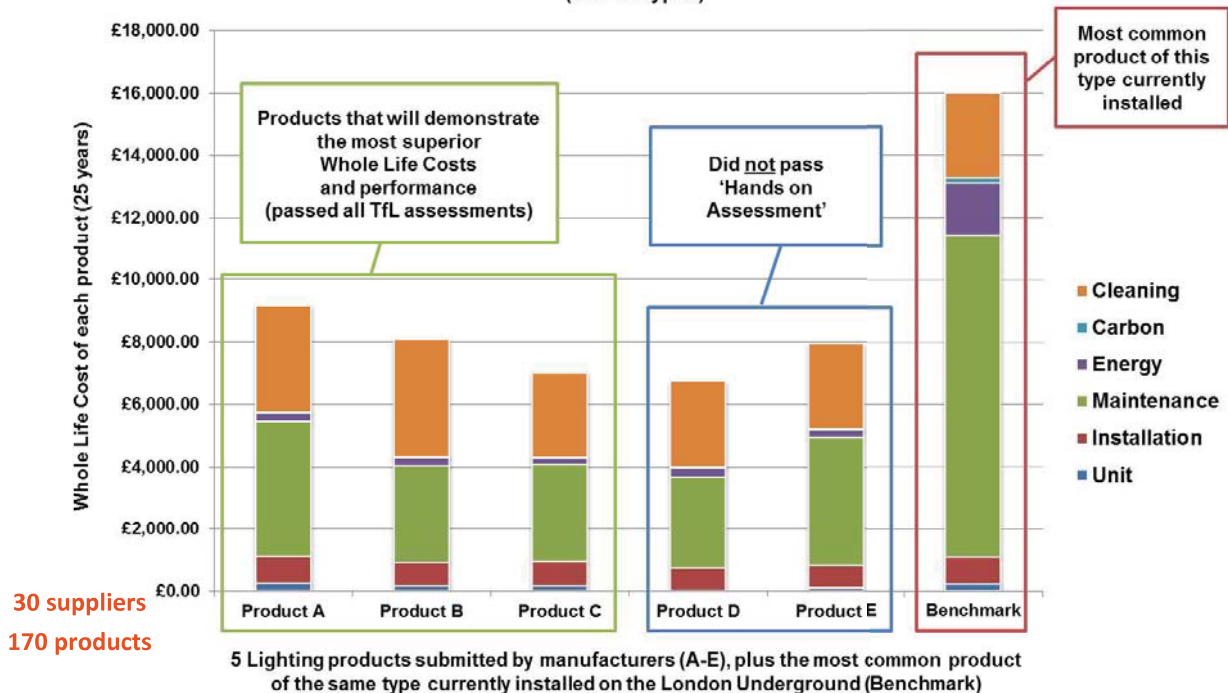
- Developed an implementation strategy to capture **highest short-term benefit**
- For areas with highest OPEX costs
 - **Shorter pay-back time**
 - **Higher Return on Investment (ROI)**
- Savings from this strategy could help cover higher upfront costs of the product
 - Made installation in other areas more attractive

Case Study PPI – Market Consultation & Internal Assessment

- Compared between **different LED technologies**
- Potential suppliers submitted **product** and **cost** information
- **Scored** potential solutions
- **Benchmarked** by comparing with current solution
- Predicted an average of 50% total cost savings over 8 years



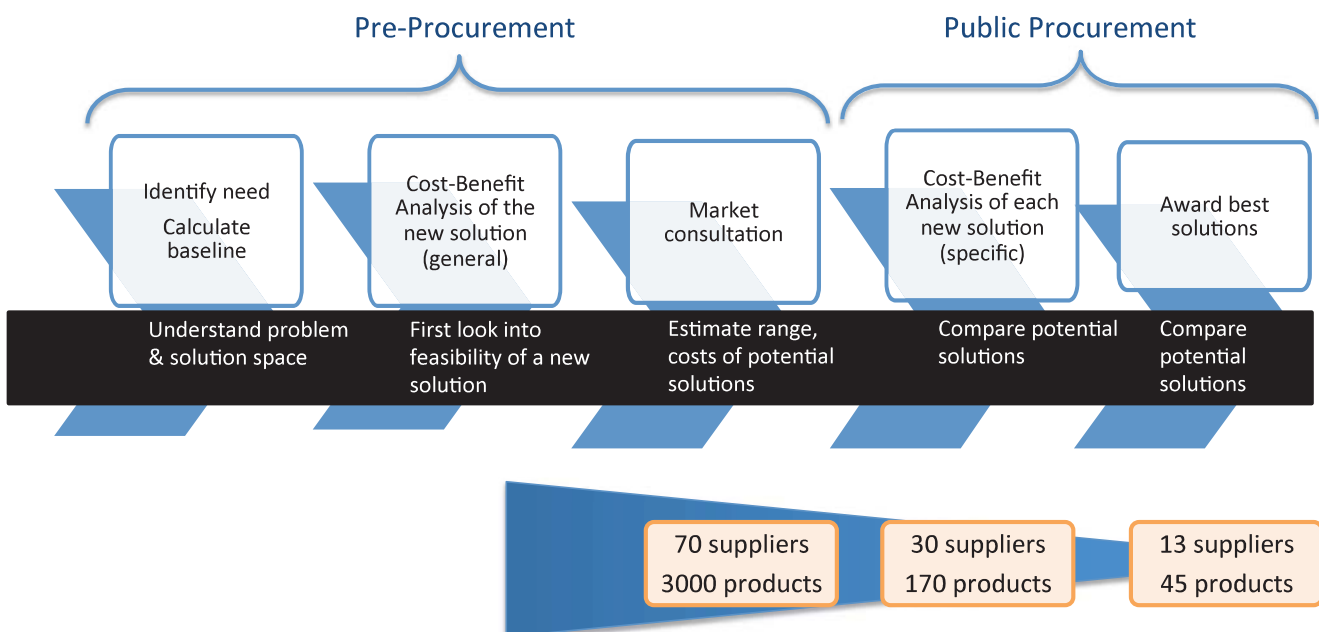
Whole Life Cost comparison of Lighting Product Type 1
(1 of 16 types)



Case Study PPI – Outcome

- Awarded by Transport for London in June 2016
- Covered by 8 million euro framework contracts
- Eight-year long contracts were awarded to **13 manufacturers** to supply **45 products**
 - Incentives to keep improving over the contracting period
- New solution will save **25% of life cycle costs**
 - 75% on maintenance costs

Case Study PPI – Summary



Take-Aways

- Focus on pre-procurement
 - Make **informed** purchasing decisions
 - Maximize **value** of a purchase
- Business case methodology
 - Compare between **competing needs** for problem selection
 - Compare values of **possible solutions**
 - Inform implementation strategies
 - Based on cost/benefit analysis
- Outcomes can be highly dependent **on interactions with suppliers**

Steps during the procurement

During Procurement *Conducting a PPI*

a) **Drafting the PPI tender documentation**

- ❖ PPI Contract Notice – PIN (published in TED)
- ❖ PPI Request for tenders (ITT / Tender Regulation)
- ❖ PPI Procurement Contract (PC)

b) **Conducting the procurement procedure**

- ❖ Publication of the contract notice
- ❖ Selecting suppliers and awarding the PC
- ❖ Monitoring implementation of the PC

During Procurement *Conducting a PPI*

- ❖ **Description of the procurement object and of the context of the procurement**
 - Technical specifications described in terms of outcome-based requirements/ functional specifications
- ❖ **Description of the procurement process**
- ❖ **Description of the legal, economic, financial and technical information** (e.g., monetary value, payment info, language of proposals etc.)
- ❖ **The terms of presentation of the tenderers' offers and tendering requirements**
 - ✓ Exclusion, selection and award criteria
 - ✓ Allocation of the weightings based on the importance of the criteria

During Procurement *Technical specifications*

*“The technical specifications drawn up by public purchasers need to allow public procurement to be open to competition as well as to achieve objectives of **sustainability**. To that end, it should be possible to submit tenders that reflect the diversity of technical solutions standards and technical specifications in the marketplace, including those drawn up on the basis of performance criteria linked to the life cycle and the sustainability of the production process of the works, supplies and services.” (R74&R83)*

Sustainability included in the tender specifications – **3P**

- **People** – social sustainability & ethical considerations (e.g., labor conditions & standards)
- **Planet** – environmental sustainability (e.g., product life cycle analysis)
- **Profit** – economic sustainability (e.g., value for money)

Thank you!

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Discussion

Current situation of Croatian pilot & Foreseen activities plan for the Market Consultation Phase

Denis Premec, Ivan Simic
REA North

Maja Balasko, Ines Horvatic Jambor
City of Koprivnica

Lisbon
July 6th, 2017

Short reminder on Croatian pilot

- PPI pilot through retrofitting project of prefabricated kindergarten building
- The building is near lifetime end, LAs want to extend the lifetime with simultaneous improvement of building, processes and services
- Important constraint – implementation possible only during the time frame of 2 months (summer break)



Short reminder on Croatian pilot

- In Croatia quite a number of kindergartens built using prefabricated solutions, the majority 30+ years old
- Emphasize scalability and replicability
- Interesting and big enough market, suppliers will have an opportunity to pay off innovation investment costs and earn on future projects
- We hope these facts will attract suppliers to the pilot
- Fact: weak domestic market → must go international
 - Slovenia, Austria, Italy, Germany

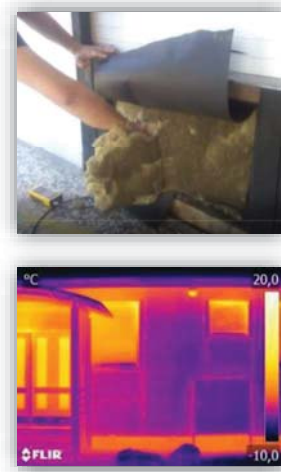


Identification of needs

- User needs
 - Second focus group carried out (parents) / weak benefit
 - Architectural and child-care development consulting carried out / identification of innovative solution content
 - improvement proposals in the interior & exterior, innovative recommendations (didactical, child-care)
- Retrofitting & refurbishment needs
 - The list of needs → future procurement specifications
 - Preliminary supplier's offers for complete interior refurbishment, cost tables
- Future development of kindergarten (anticipation)

Building the Credibility – contributions

- B2B meetings with technical experts (conferences)
 - possible prefabrication solutions and directions of development
- Database of prefabricated buildings in region
 - Visit to Marles (manufacturer of our and most kindergartens in Croatia and region)
 - Potential number of buildings – customers
- Building construction analysis
 - Building construction and static analysis (study)
 - Thermography analysis (report)



Project co-financed by the European
Regional Development Fund

Presentation title

Hot problems (*for cool solutions*)

- Interior reconstruction
 - preliminary design planning
 - decision regarding future development of kindergarten
- Budget for energy efficiency retrofitting (less worried)
- Additional budget for interior reconstruction (not existing)
 - Ministries as stakeholders (pilgrimage) – successful presentation of this new kind of a concept and its benefits will "sell" the project / How?
 - It could take time for ministries to find a legal way to fund the interior reconstruction

EVERY PROBLEM HAS
ITS SOLUTION; THE
PROBLEM IS WHERE TO
FIND IT.

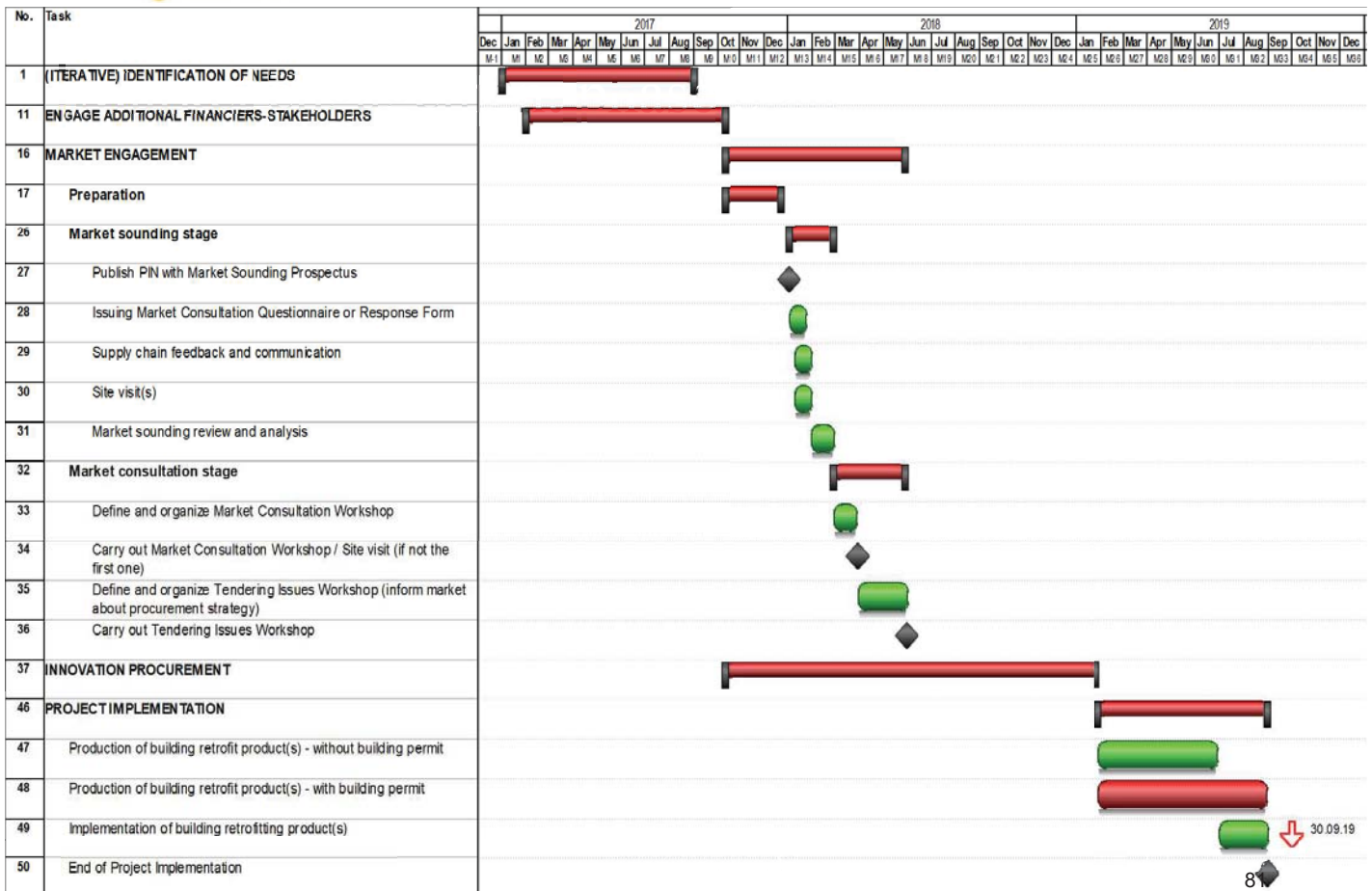
Market engagement activ. / Communication done

- Participated on 4 conferences/events, web & press articles released, radio interviews
 - PPI4Waste conference, Rasing awareness with local businesses conference, PPI2Innovate conference, Energy Days
- Established cooperation with Croatia Green Building Council (external contractor), Croatian Economic Ch.
 - professional market engagement support, supply side communication and connection, public relations
- Prepared project time plan
 - Useful recommendations from our PPI mentor (*G. Whyles*)
 - "Do not plan in details"

Project co-financed by the European Regional Development Fund

Presentation title

Slide number



Market engagement phase – upcoming tasks

- Analysis of market potential regarding existing prefabricated buildings in Croatia
- Description of current situation in plain language, completion of project technical documentation
- Define genuine, accurate and credible outcome-oriented requirements (*important for procurement ph.*)
 - Firmly define specification **frames** through goals to be achieved, do not stuck with concrete things (~~10-cm mineral wool insulation on internal walls~~ → insulation solution for X% less consumption and according to technical standard No.123)

Market engagement phase Oct 2017 – Jan 2018



Market engagement phase Feb 2018 – Apr 2018



What could supplier side receive as an information

- building and project description, construction documents, construction static and thermography materials,...

Thank you for your concentration!

Denis Premec
REA North

Pilot - Mértola City Hall

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Description

The municipality's city hall is located in Praça Luís de Camões, in municipality of Mértola. It operates as a services building, inserted in the urban area of the city, with moderate traffic.

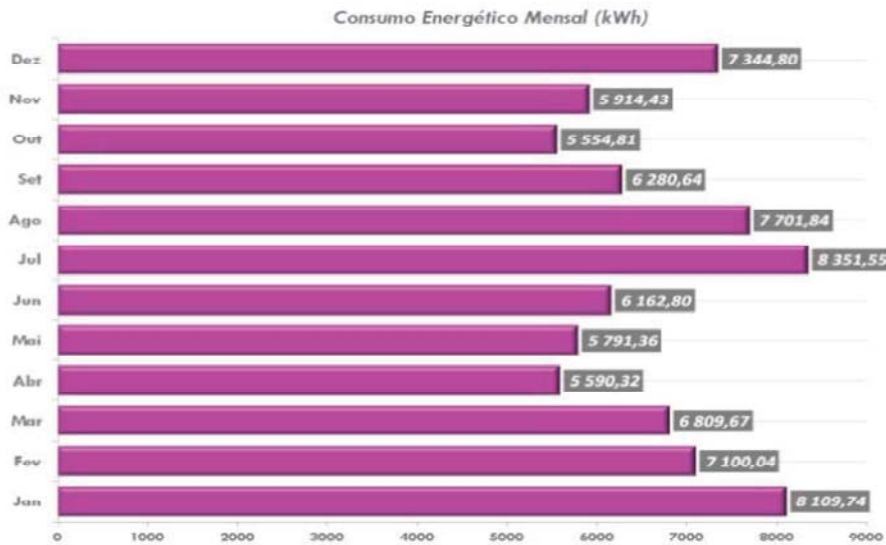
Located at an altitude of 135m, the building has work areas, meeting rooms, toilets and support zones distributed over 2 floors above ground and presents itself without significant solar and wind obstacles, with large exterior areas and with no significant shading.

Description

Mértola's Museum was created in 2004, it's a group of geographically scattered museums, most of which are located in Mértola's historical centre. The Roman part of the Museum is installed under the Mértola City Hall.

There are people in the building all the time, city hall personnel and museum visitors. The building has an area of 685.40m² and high energy consumptions.

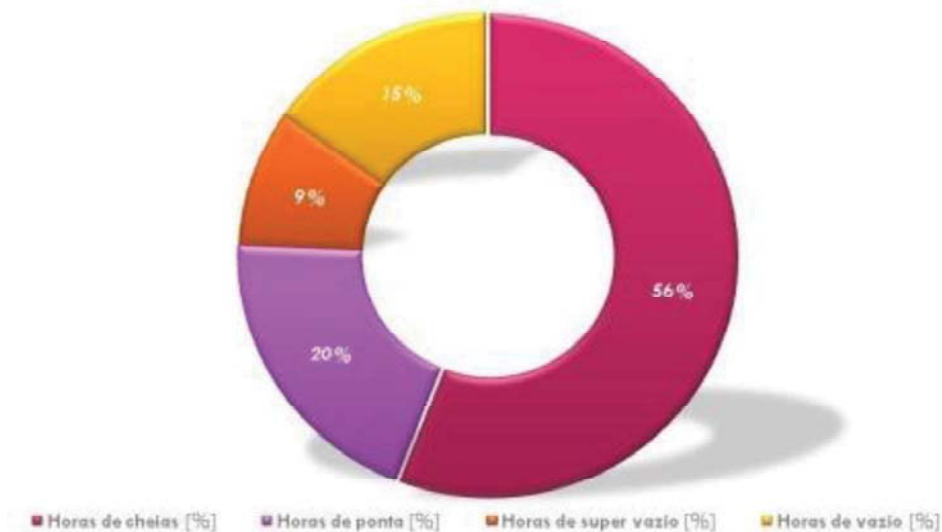
Energy Consumption



Energy consumption of 80.712,00 KWh/year, representing 31,5 tCO₂/year.

Energy Consumption

Energia Ativa (%)



Specific needs analysis

- City hall workers
- Citizens (users of the city hall services)
- Overall population
- Museum workers
- Museum visitors
- Building limitations
- Surrounding limitations
- Energy consumption profiles
- Energy supply

Regulation

- In the field of energy efficiency, the performance in Portugal is mainly based upon the targets defined in the National Action Plan for Energy Efficiency (PNAEE) and in the National Strategy for Energy 2010-2020 (ENE).
- However, there are more programs directly or indirectly related to energy efficiency, such as the Consumption Efficiency Promotion Plan (PPEC) created by the Energy Services Regulatory Agency (ERSE), the National Program for Climate Change (PNAC), the National Plan for Renewable Energy (PNAER) and the 2015 National Strategy for Sustainable Development (ENDS).

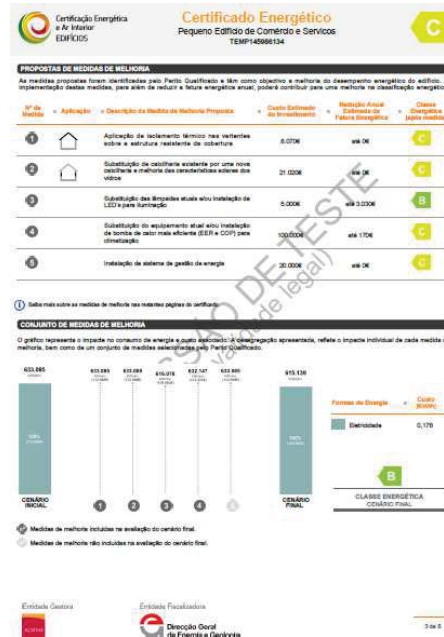
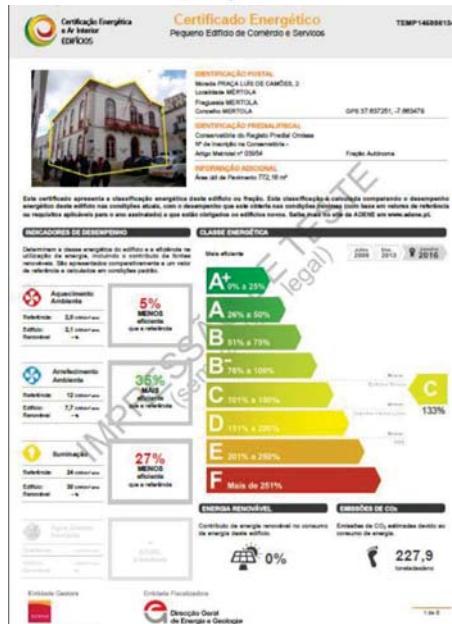
Regulation

- In terms of Energy Efficiency, the Directive 2002/91/CE established a set of goals and specific measures to be adopted by each of the member states of the European Union which, in the case of Portugal, has resulted in the creation of the National Energy Certification System and Quality Indoor Air in Buildings (SCE).
- Laws No 79/2006 and No 80/2006, both dated 4 April, provided that buildings subject to major intervention should comply with energy efficiency requirements identical to those applied to new buildings.

Regulation

- The Energy Certification System requires that new buildings or large rehabilitations reach minimum quotas for efficient classes (B- to A +). In addition, under specific regulations, mechanisms can be developed to enhance the improvement of energy class in buildings.
- The objective is to certify, by 2020, about half of the service buildings as energy class B- or higher.

Energy Audit



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Audit – Improvement measures

The building was subject to a study of improvement measures aimed at identifying opportunities in order to optimize energy performance, increase thermal comfort and promote healthiness of the space.

In particular:

- 1) Correction of constructive pathologies;
- 2) Reduction energy need by intervention in the surroundings;
- 3) Use of renewable energies;
- 4) Improving systems efficiency.

Audit – Priority measures

Reduction energy need by intervention in the surroundings:

- Roof Insulation
- Replacement of windows frames

Improving systems efficiency:

- LED systems
- Replacement of air conditioning system
- Monitoring system installation

Audit – Priority measures



Certificação Energética e Ar Interior
EDIFÍCIOS

Certificado Energético
Pequeno Edifício de Comércio e Serviços
TEMP145986134



PROPOSTAS DE MEDIDAS DE MELHORIA

As medidas propostas foram identificadas pelo Perito Qualificado e têm como objectivo a melhoria do desempenho energético do edifício. A implementação destas medidas, para além de reduzir a fatura energética anual, poderá contribuir para uma melhoria na classificação energética.

Nº da Medida	Aplicação	Descrição da Medida de Melhoria Proposta	Custo Estimado do Investimento	Redução Anual Estimada da Fatura Energética	Classe Energética (após medida)
1		Aplicação de isolamento térmico nas vertentes sobre a estrutura resistente da cobertura	8.070€	até 0€	C
2		Substituição de caixilharia existente por uma nova caixilharia e melhoria das características solares dos vidros	21.020€	até 0€	C
3		Substituição das lâmpadas atuais e/ou instalação de LED's para iluminação	5.000€	até 3.030€	B
4		Substituição do equipamento atual e/ou instalação de bomba de calor mais eficiente (EER e COP) para climatização	100.000€	até 170€	C
5		Instalação de sistema de gestão de energia	20.000€	até 0€	C

Users Needs

- Through Surveys, Meetings, Interviews:

- Improve the environment quality of the building
- Reduce Energy Consumption
- Reduce energy costs
- Improve overall quality of the building
- Modernize, but maintaining its history

Users Needs

- Through Surveys, Meetings, Interviews:

- Improve building attractiveness
- To have a monitoring system
- To become a smart building
- To become an example

Constraints

- Actions based on typical renewable energy are not applicable to the building and new solutions must be found;
- Other measures must take into consideration the building heritage. Alteration in the aesthetics of the building is not allowed;
- Budget for the implementation of the measures;
- High payback;
- Suppliers available.



Next steps

- Market analysis on energy refurbishment
- Specification on intervention in historic areas
- Identification of PPI practices (benchmarking)
- Stakeholders to be involved, besides people from the municipalities
- Final requirement definition
- Present the pilots to the market
- Launching market consultation

Next steps

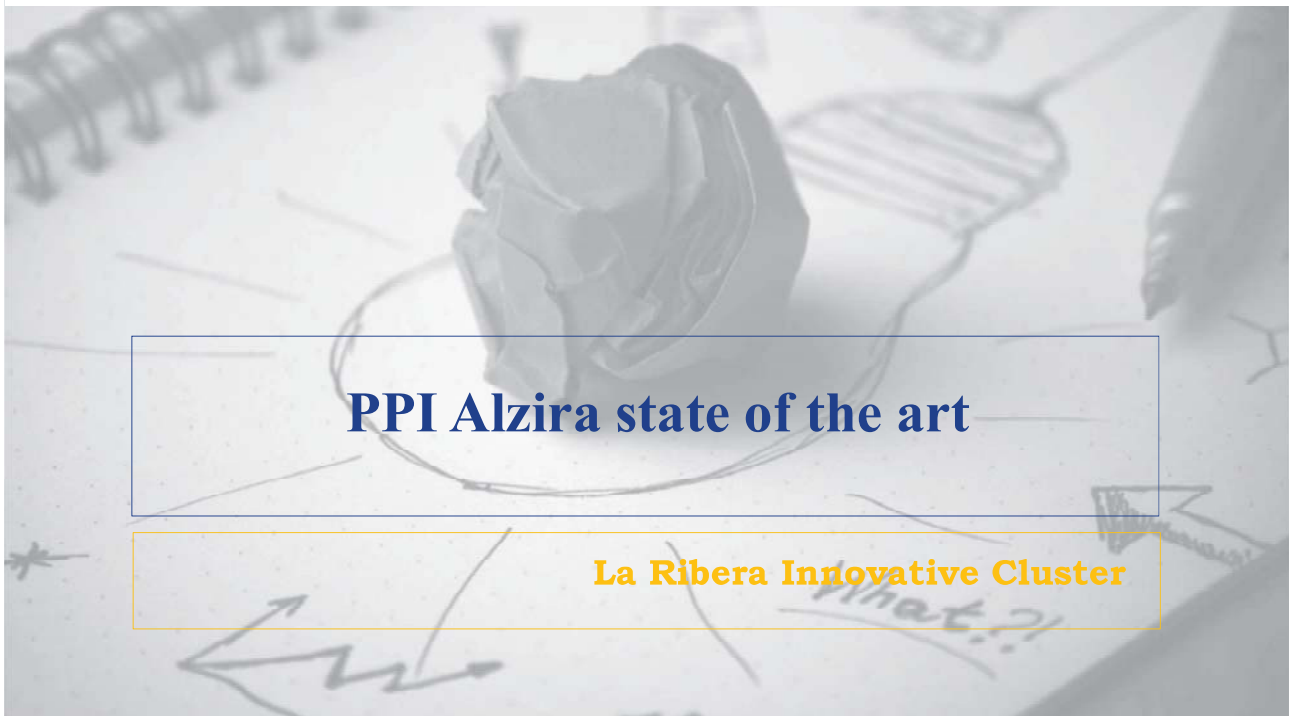
Activities	July	August	September	October	November	December
Market analysis on energy refurbishment						
Specification on intervention in historic areas						
Identification of PPI practices (benchmarking)						
Stakeholders to be involved, besides people from the municipalities						
Final requirement definition						
Present the pilots to the market						
Launching market consultation						



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La Ribera Innovative Cluster growth

- From the end of March on, mainly putting efforts on 2 action lines:
 1. Feeding la Ribera cluster and setting up Alzira municipal working group.
 2. Acquiring PPI local technical assistance
- Alzira PPI working group was constituted the 24th May by organising a meeting among UPV and Consorci with different municipality departments:
 - ✓ Territory management dept
 - ✓ Infrastructures & projects
 - ✓ Procurement & contracting office
 - ✓ European projectes dept
 - ✓ Employment & economic development office (IDEA)
 - ✓ Education & youth councillor
- PROMINENT MED project was presented and a first list of basis activities were trusted regarding PPI project implementation:
 - i. Users' needs identification
 - ii. Basic refurbishment project of pilot building

1. Laying the ground of pilot building renovation

- Pilot building users' assessment has been conducted by distributing a questionnaire & face-to-face interviews
- 'Magatzem de Cucó' is about to be municipal youth center.
- 442 replies were collected and relevant youth local organisations.
- As a result a list of needs and spaces.



- With the info gathered the Infraestructure & Projects dept. must draw a building renovation basic project
- Those first strokes are expected to be ready before the end of summer.

1. Laying the ground of pilot building renovation

- Furthermore, UPV and Consorci participated in a seminar about LIFE+ 2017 presentation.
- Regional government presented PPI funding opportunities at regional & national level.
- On the other hand, the 30th May, during the meeting have the opportunity to present PROMINENT MED project to AIMPLAS Head of Sustainability and industrial Recovery.
- AIMPLAS is the Regional Technological Institute of Plastics.

PROGRAMA LIFE 2017
INFODAY REGIONAL
Martes, 30 de mayo de 2017
Escuela de Negocios Lluís vivés
Salón de Actos
C/ Benjamin Franklin, 8
Parque Tecnológico de Paterna - Valencia



PROGRAMA

El Programa LIFE es el único instrumento financiero de la Unión Europea dedicado, de forma exclusiva, al medio ambiente y a la acción por el clima. Su objetivo general para el periodo 2014-2020 es contribuir al desarrollo sostenible y al logro de las metas y planes pendientes de la Estrategia Europa 2020.

En 2017 se iniciará la ejecución de la convocatoria 2017 del Programa LIFE con un presupuesto que supera los 200 millones de € para financiar soluciones y tecnologías medioambientales, medidas que el cambio climático, proyectos para la conservación de la naturaleza y de la biodiversidad e iniciativas para la gobernanza y la información sobre clima y medio ambiente.

La comunicación de los resultados de dichos proyectos es fundamental para que empresas y organizaciones conozcan las novedades en cuanto a tecnologías, materiales y procesos relacionados con el medio ambiente, y poder aprovecharlos.

En este contexto y celebrando el 25 ANIVERSARIO DEL PROGRAMA EUROPEO LIFE, REDT y Cámara Valenciana organizan esta jornada donde el Ministerio de Agricultura y Pesca, Alimentación y Medio Ambiente presentará la **última convocatoria 2017** y participaciones de convocatorias anteriores, resultados destacados de sus proyectos LIFE.

Además, la Dirección General de Fondos Europeos explicará las posibilidades de financiación de la Cámara Pública Innovadora mediante Fondos FEDER.

Durante la jornada los participantes podrán realizar las oportunidades de colaboración con socios internacionales expuestas en el MARKET PLACE de RED/SEMED.

La jornada está dirigida a empresas, organismos públicos y privados que quieran presentar propuestas y participar en proyectos susceptibles de recibir apoyo financiero del programa.

INSCRIPCIÓN GRATUITA en este enlace:

Organizan



9:30h Bienvenida y presentación de la jornada.
Manuel García Perillo, Presidente de la Comisión de Industria, Energía y Medio Ambiente, Cámara Valenciana.
Cristina Del Campo, Directora General, Red de Institutos Tecnológicos de la Comunidad Valenciana (REDT).
Mynram Fernández, Directora General de Financiación y Fondos Europeos, Conselleria de Iniciativa y Modelo Económico.

9:45h La Cámara Pública Innovadora y su financiación vía FEDER.
Mynram Fernández, Directora General de Financiación y Fondos Europeos, Conselleria de Iniciativa y Modelo Económico.

10:15h Presentación Programa Innovaciones FEDER.
Agha Múslim, Coordinador del Departamento de Competitividad de la Cámara de Comercio de Valencia.

10:30h Programa LIFE y Convocatoria 2017: Novedades, tipos de proyectos y áreas prioritarias.
Eneko Barrios, Coordinadora de Área - Punto de Contacto Nacional del Programa LIFE en España, Ministerio de Agricultura y Pesca, Alimentación y Medio Ambiente.

11:30h Turno de preguntas.

11:45h Pausa Café + Market Place RED/SEMED.

12:15h Presentación de resultados de proyectos LIFE por parte de entidades de la Comunidad Valenciana.

13:45h Debate, comentarios y preguntas.

14:00h Cierre de la jornada.

2. PPI establishment & pilot

- The main second project action line was the PPI local technical assistance hiring.
- The 15th May, a call for PPI proposers were launched and ending the 1st June.
- The contract award procedure was closed the 30th May.
- La Ribera PPI pilot technical assistance will be provided by the association of companies Enerlis-Tecnalia.
- A proposal of main activities timetable was done.

2. PPI establishment & pilot



2. PPI establishment & pilot

ACTIVIDAD	2017					2018												2019										
	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10
PROPUESTA DE INTERVENCIÓN																												
F0.1. Estudios previos de reconocimiento del edificio																												
F0.2. Diagnostico																												
F0.3. Definición de soluciones																												
F0.4. Participación para definición ideas de uso																												
F0.5. Estudio de viabilidad																												
BLOQUE 1: FOMENTO Y BENCHMARKING																												
FASE 1.1: establecimiento del clúster para el fomento de la CPTI																												
FASE 1.2: identificación y benchmarking																												
FASE 1.3: diseño de la guía para la implementación de la CPTI																												
BLOQUE 2: ASESORAMIENTO TÉCNICO PROCESO DE CPTI																												
FASE 2.0: constitución del equipo de trabajo																												
FASE 2.1: evaluación de las necesidades																												
FASE 2.2: dialogo con el mercado																												
FASE 2.3: implementación de la licitación																												
FASE 2.4: evaluación de las ofertas																												
FASE 2.5: ejecución de contrato																												
BLOQUE 3: DIFUSIÓN Y TRANSFERENCIA DE LA CPTI																												
FASE 3.1: estudio de caso																												
FASE 3.2: presentar los resultados y/o productos obtenidos																												
FASE 3.3: transferir el know-how																												

Project co-financed by the European Regional Development Fund

PPI establishment

Slide number 7

Prominent MED

**Public pROcureMent of INnovation
boosting greEN growTh in MED area**

Municipality of Narni

PILOT CASE

The building

The identified building is the **Kindergarten “Gianni Rodari”** located in Narni Scalo, Terni, Italy. It hosts about 200 people (pupils, teachers and assistants).

- The building is all at **ground floor** (net floor area 1248.83 m²), built with a structure in **reinforced concrete** and the slab is in *laterocemento*: brick blocks combined with reinforced concrete.

Project co-financed by the European
Regional Development Fund



Project co-financed by the European
Regional Development Fund



Project co-financed by the European
Regional Development Fund

3

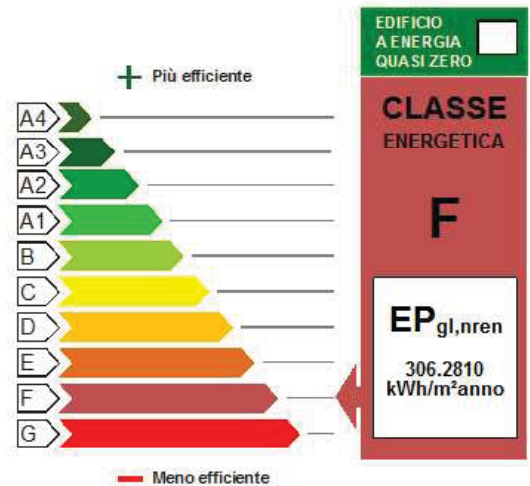
Building features

- The kindergarten operates up to the entire month of July, so it has the great problem of the high summer temperatures due to a **limited thermal insulation**;
- Currently the building has a traditional plant powered by **natural gas** (methane).
- In 2006 a **photovoltaic system** has been installed (19,3 kWp - 23.000 kWh/y produced)



Edificio di classe: F

Prestazione energetica Globale



Project co-financed by the European
Regional Development Fund

5

Building features

- The kindergarten operates up to the entire month of July, so it has the great problem of the high summer temperatures due to a **limited thermal insulation**;
- The refurbishment has to be made combining **energy efficiency with interventions securing the kindergarten against earthquake.**

Traditional intervention

Funding Source:

- *ERDF R.O.P. Axis IV Action 4.2.1 "Smart Building"*

Interventions foreseen:

- *Roof Insulation*
- *External Envelope*
- *Heating and cooling equipment*

Overall Investment:

- *330.000,00 Euro*

Traditional intervention

Foreseen Results

- *Improvement in EPGL (Global Energy Performance Index) from 306.28 kWh/mq annually to 161.52 kWh/mq annually*
- *Improvement percentage of 47.3%*
- *From energy class F to class A2*
- *Total parametric expenditure of less than 300 €/sqm.*

How to proceed in setting up the PPI process?



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7

Needs identification

Step done

- *Studying of the building energy analysis already carried out;*
- *Site inspection to deep analyze building features;*
- *Interviews with final users of the buildings (teachers, assistants, pupils, parents)*

Needs identification

ENGAGED ACTORS:

- *Municipality technicians*
- *Energy and Innovative materials experts (i.e Innovation Pole of Umbria in Advanced Materials and Micro and Nano- Technologies)*
- *Teachers*
- *Assistants*
- *Parents*

Needs verification

ON-GOING ACTIONS:

*Focus groups/meetings with energy expert,
innovative material research centres*

Needs verification

ENGAGED ACTORS:

- *Municipality technicians*
- *Energy and Innovative materials experts (i.e Innovation Pole of Umbria in Advanced Materials and Micro and Nano- Technologies)*
- *Engineering Dept. University of Perugia;*
- *ESCOs (i.e AzeroCO2)*
- *.....*

Feasibility analysis and concept viability

PLANNED ACTIONS:

- *desk analysis of scientific technical and policy publications on PPI;*
- *analysis of regulatory framework in deep and potential constraints (legal and environmental);*
- *patent searching;*
- *check of financing feasibility (developing a business specific case)*

Feasibility analysis and concept viability

ENGAGED ACTORS:

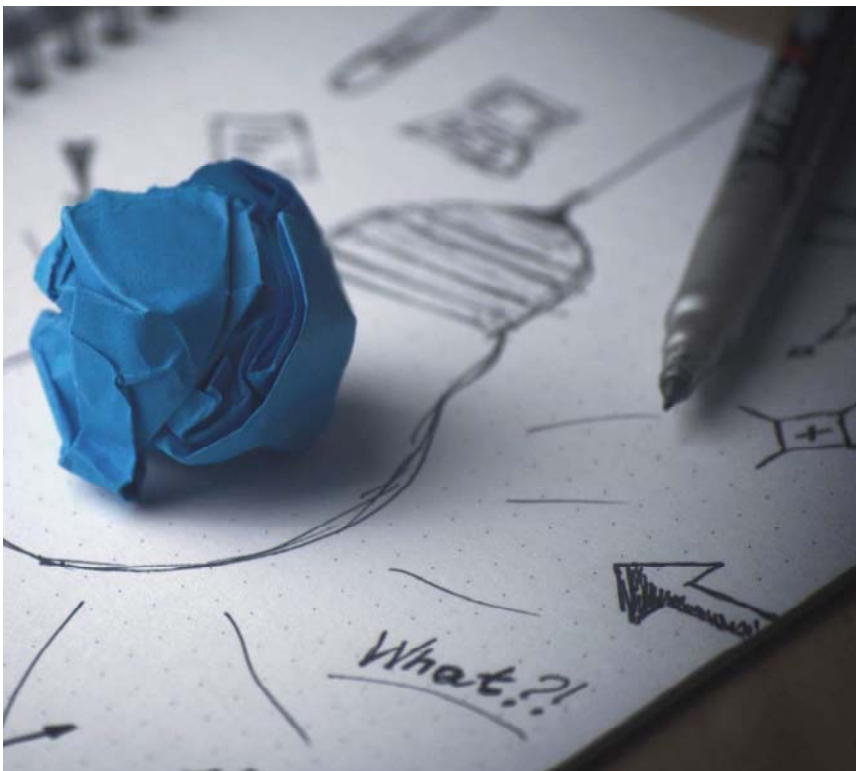
- *Municipality technicians,*
- *ESCOs,*
- *Engineering Dept. University of Perugia*
plus:
- *contacts established through synergy activities with MED horizontal projects i.e technicians from **Apulia Region** already working on PPI; partners and networks within **Co-CREATE MED project**, in particular the **Chamber of Commerce of Venezia** and the **Region of Veneto**;*
- **ATC Torino**, already working on Papyrus project

Key criticalities

- Legal Procedures
- SME's Interest
- Integration of measures on the building
- Other L.As engagement
- ESI found M.A. engagement

PLANNED ACTIONS





- *P.I.N. designing*
- *Workshops organization*
- *Meetings with LAs*
- *Meetings with MA*
- *Networking at National Level*



Thank you!

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**MED PPI NETWORK
LAUNCH WORKSHOP**
International Working Session
Paris – CSTB
18 January 2018

Interreg
Mediterranean



EUROPEAN UNION



Prominent MED

Project co-financed by the European
Regional Development Fund

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LOCATION AND DATE

Ref. WP: 3.1	Partner: CSTB	N°. of event: 4
Country: France	Place: Paris	Date: 18/01/2018

TYPE OF EVENT

International working session: MED PPI Network Launch Workshop

GOAL OF THE EVENT

The aim of this landmark event was to launch the Prominent-MED PPI network.

The MED PPI Network aims to bring together all actors with an interest in innovation procurement including local authorities, public bodies, SMEs, experts and academia “to enhance understanding and capability, build collaborative partnerships and support the wider uptake of pro-innovation approaches to public procurement in the MED region and beyond”.

This international working session provided an opportunity for this embryonic network to come together and share experience and learning concerning innovation procurement.

The event brought together people, representing municipalities, government departments, academia, EC projects, DG Grow, and SMEs together with experts and in the field of innovation procurement. The event was an opportunity to share learning and insights into innovation procurement as a tool for demand side innovation to meet the needs of public authorities.

PARTICIPANTS (A full list of participants is included in Annex 2)

Local authorities

1. City of Koprivnica – Croatia
2. Sviluppumbria – Italy
3. City of Narni – Italy
4. Consorci de la Ribera – Spain
5. Regional Energy Agency North – Croatia
6. CIMBAL – Portugal

Research organisations

7. Polytechnic University of Valencia – Spain
8. CSTB – France
9. University of Patras – Greece

Companies

10. CampoSPHERE – France
11. YPREMA – France
12. IrRADIARE – Portugal

Experts

13. Directorate of State Procurement – France
14. DG Grow – European Commission
15. JERA Consulting – UK

AGENDA

10.00 Introduction to the Med PPI Network. Frédéric BOUGRAIN, CSTB

10.15 Innovation Procurement: What, why and how? Gaynor WHYLES, Director, JERA Consulting

10.45 Public procurement of innovation: the strategy of the French national administration
Samira BOUSSETTA, Directorate of State Procurement

11.05 Guidance for Public Procurement of Innovation – Matija MATOKOVIĆ, European Commission,
DG Grow

11.25 Break

11.45 How purchasing process can foster innovation: the Grand Paris Express case? - John TANGUY,
director of the Innovation Department at “Société du Grand Paris”¹

12.05 Public procurement as a barrier to innovation and the reuse of modular buildings? The case of
the start-up CampoSPHERE, Antoine PLANE, technical director at CampoSPHERE

12.20 Green Public procurement: challenges for suppliers of the circular economy - Audrey
BERTRAND, YPREMA

12.45 Lunch and networking

13.45 International working session

Tour de table - PPI Peer Learning Exchange: presentation of major challenges faced by European
projects dealing with Public Procurement of Innovation

- Yorgos STEPHANEDES, University of Patras (Greece), GRASPINNO project leader
- José BADIA, Polytechnic University of Valencia (Spain)
- Diego MATTIOLI, PROMINENT MED coordinator (Italy)
- Elsa NUNES, IrRADIARE (Portugal)
- Denis PREMEC, Regional Energy Agency North (Croatia)
- Gaynor WHYLES, Director, JERA Consulting, representing CEPPI (Expert)

15.00 Break out discussion: How can the Med PPI Network help you? Gaynor WHYLES, Director
JERA Consulting

15.30 Feedback from break out discussions

16.00 Close

¹ Unfortunately John Tanguy was excused at the last minute. Even though he could not attend, his presentation is available in the annex 1

SPEAKERS PROFILE

José BADIA

Dr. José BADIA holds a M.Sc. in Chemical Engineering, a M.Sc. in Mechanics and Materials Engineering, an international M.Sc in Materials and Sensor Systems for Environmental Technology and a Ph.D. in Industrial and Production Engineering. He has worked as a researcher and manager of research, development and innovation in the Institute of Technology of Materials of the Polytechnic University of Valencia for 10 years. His research field is focused in the interaction between polymer materials and service conditions, in order to set up sustainable innovations that provide better durability towards degrading agents such as temperature, sunlight or weather; as well as is focused on the degradation pathways of polymer wastes via material, energetic or biological valorisation. He is currently working as research and teaching staff of the Department of Chemical Engineering of the School of Engineering at the University of Valencia. He is in charge of the teaching of Innovation for chemical engineers, where future professionals in the field learn and train techniques of creativity, the keys of technological watching, the main funding programs and schemes for innovation, strategies for protection and exploitation of research, and entrepreneurship skills.

Audrey BERTRAND

In 2013, Audrey BERTRAND received a Ph.D. degree in geoscience from the Freie Universität of Berlin (Germany). After 2 years as a post-doctoral researcher at the University of Innsbruck (Austria) and later at the Hungarian Academy of Sciences Academy of Budapest, she joined YPREMA in May 2016 as a sustainable development engineer. YPREMA is a French SME leader in recycling construction and demolition waste, incinerator bottom ashes and inert soils. Audrey promotes recycling by raising awareness amongst school, public actors or projects managers. She is also in charge of promoting environmental factors such as circular economy and biodiversity within the company.

Frédéric BOUGRAIN

Frédéric BOUGRAIN works as a researcher for CSTB in France. His research interests range across construction economics and management with a particular focus on innovations, energy saving performance contracts, public procurement and more recently circular economy. He previously lectured at the University of Orléans (France) where he defended a thesis on innovation, small and medium-sized enterprises and the consequences for regional technology policy. Frédéric has published papers on public private partnerships, energy saving performance contracts, innovation in small and medium sized enterprises and the social housing sector.

Samira BOUSSETTA

Holder of a master's degree in European law and a PhD in public law, Samira BOUSSETTA is in charge of innovation at the Directorate of State Procurement. She began her career by practicing first at the law firm Simmons & Simmons, then as head of the public procurement of the City of Meaux and the urban community of the « Pays de Meaux ». It allowed her to acquire an expertise in public contract law and public procurement. Then, she developed her

skills in the practice of innovation procurement by working for many years as head of legal affairs and in charge of purchasing innovations in a central purchasing body specialized in the health sector (RESAH).

Matija MATOKOVIĆ

As a European official in DG GROW, Matija MATOKOVIĆ is responsible for analysis and development of technology public policies for digital transformation of public procurement in the EU and leveraging the strategic potential of public procurement in commercialization of innovation through public procurement of innovation and cooperative procurement."

Diego MATTIOLI

Diego MATTIOLI is an expert in European funded projects on sustainable energy, climate mitigation and adaptation, environmental protection, biodiversity and nature conservation. In particular he is working in the framework of the following EU Programmes: Life, H2020, Interreg MED, Europe, Adrion, etc.

He is following the whole project life cycle from the designing to the technical and financial management and the final reporting and accounting.

He is a lecturer in masters and international workshops and seminars on EU project planning and management with Italian Universities and Master Schools.

Elsa NUNES

Elsa Ferreira NUNES graduated in Sociology in 1992. She completed an MsC in Sociology. Between 1995 and 2003 her occupation was fundamentally linked to training and training management. After that, she was involved in training and consultancy activity, especially at IAPMEI (the Portuguese national institute to support SME). Since 2003 she performs management functions at IrRADIARE Ltd where she is also in charge of project management.

Antoine PLANE

Antoine PLANE has been Technical Director at CampoSPHERE, French SME, since 2013.

Denis PREMEC

Denis PREMEC has 24 years of work experience, of which 15+ years of consulting and project management experience. He possesses technical and technology skills from various projects and energy sector, public and private. He has experiences with successful applications for national and EU funds for local and national Energy Efficiency and ReS public projects, including health sector, but also has experiences in the field of implementation and project management of the same projects and energy management consulting in various sectors.

Yorgos STEPHANEDES

Professor Yorgos STEPHANEDES is an expert in Intelligent Energy and Transport, specialising in Smart Cities. Following 20 years of working at the University of Minnesota (in the USA), Professor Stephanedes is now the Director of the Environmental Engineering and Transportation Division, and of the Intelligent Transportation Systems (ITS) Programme at University of Patras (Greece). One of his areas of focus is green public procurement (GPP).

Gaynor WHYLES

Gaynor WHYLES is Director of JERA Consulting; a UK based consultancy specialising in innovation, and is passionate about the role of innovation procurement in improving public services and stimulating economic opportunities.

As an independent consultant in the field of innovation procurement for the UK Department for Business Innovation Skills (2005-2012) she was responsible for developing the Forward Commitment Procurement concept into a practical tool for innovation procurement. She has subsequently initiated, facilitated and managed a number of successful and award winning FCP demonstration projects in UK and Europe and provides expert advice and training in innovation procurement for a number of organisations, including the European Commission, most recently as one of four experts supporting the DG Research 'Mutual Learning Exercise' in innovation related procurement.

CONTENT

The international working session organised by the Prominent MED project partners was built in four parts. Firstly, the Med PPI Network was introduced and formally launched, this was followed by a key note presentation introducing participants to the principles and practices of innovation procurement. Secondly, the French and European strategy and implementation of public policies in favor of innovation procurement was presented. Third, the supply demand represented by two French start-ups testified to illustrate challenges faced by public procurers who wish to invest in innovative solutions. Finally, the Peer Learning Workshop provided an opportunity for practitioners to share their experience and learning in implementing innovation procurement on the ground and discuss common issues, concluding with a discussion on how the Med PPI Network could further facilitate this peer learning exchange.

1) GENERAL OVERVIEW

1.1) Introduction to the Med PPI Network – Frédéric BOUGRAIN, CSTB

The MED PPI Network aims to bring together all actors with an interest in innovation procurement including local authorities, public bodies, SMEs, experts and academia (the “quadruple helix”) to enhance understanding and capability. Among the actors of the quadruple helix, local authorities and suppliers are the main targets.

Public procurers (e.g. small municipalities) frequently lack expertise and experience with complex purchases. There is frequently a gap between the capabilities held by public authorities and the skills required for procuring innovative solutions. There is no need to gather specific competence when procuring off-the-shelf goods while greater competences are required when procuring innovative solutions.

Due to this lack of knowledge, aspects such as delivery period and price become priority when awarding contracts for equipment or designing new public buildings. This way of operating hinders the diffusion of innovation. On the other side, suppliers regularly face difficulties to take part to public procurement. They frequently consider that public procurement is more complex and reserved to large established firms. Innovative SMEs / start-ups without past records are not well positioned in call for tenders compared with established firms. Indeed, public authorities frequently require references based on previous work to select companies.

Finally, it appears that there is a lack of interaction between suppliers and public authorities. This Peer Learning Workshop provides an opportunity to share experiences among members of the quadruple helix and to build collaborative partnerships. In the longer term, the MED PPI Network intends to propose solutions to support the wider uptake of pro-innovation approaches to public procurement in the MED region and beyond.

1.2) Innovation Procurement: What, why and how? Gaynor WHYLES, JERA Consulting

In this presentation, Gaynor Whyles challenged the sometimes narrow view of ‘what is innovation procurement?’ and concludes that there are many ways we can stimulate and support innovation in the supply chain. We need to remember that the use of innovation procurement the *raison d’être* of procurement, which is that a public organisation purchases

goods and services that it needs to perform its function. It is certainly not innovation for the sake of innovation, rather innovation to meet genuine needs. Above all, innovation procurement is about securing the goods and services you need, when you need them, at a price that reflects their value.

The first rule of innovation procurement is to understand the perspective of the customer and supplier – it takes two to tango! Innovation is of course risky, but sometimes *not* innovating is costs more. From the point of view of the supplier it is all about a credible, genuine market demand.

A number of case examples showed how innovation procurement can offer real benefits to the customer – better outcomes and better value and also how procurement practices present unintentional barriers to suppliers of innovative solutions. These examples also highlighted different approaches to innovation procurement, drawing from both the public and private sector.

In particular, the Forward Commitment Procurement methodology was introduced, being specifically designed to manage the risk of innovation on the part of the customer and supplier. The presentation concluded that procurement is overlooked as a strategic tool; You can always do something to support, stimulate and enable innovation in your procurement process, but “You can’t out-source thinking”.

2) The demand side

2.1) Public procurement of innovation: the strategy of the French national administration. Samira BOUSSETTA, Directorate of State Procurement

Samira BOUSSETTA presented the strategy of the French national administration in the field of Public Procurement of Innovation. Every year, the state's purchases amount is over €26 billion (€16 billion for government services, excluding defense and security purchases, and €10.5 billion for state institutions). The main missions of the Directorate of State Procurement (DAE – Direction des Achats de l’Etat) are to promote inter-ministerial tenders, play the role of a purchasing organization, improve the professionalization of purchasers and develop purchasing tools and e-procurement system. The goal is to respect the objectives of sustainable development and social development, to facilitate the access by SMEs to procurement markets and to integrate more innovative solutions (target set for 2020 is 2% of innovative purchases). At the regional level, procurement platforms have been created. These are attached to the prefects of regions and headed by purchasing managers.

Moreover, several tools have been developed to create synergies and promote exchanges of know-how between buyers: a "Professional Social Purchasing Network of the State and its Public Institutions"; an innovation purchasing platform where firms can present innovative solutions; an interview grid for innovative firms in order to qualify the firms and their innovations; a co-contracting exchange platform to help firms to pool their human resources, equipment, financial capabilities and know-how and to increase the number and quality of their references.

Alongside this policy, different laws were enacted to stimulate PPI. Order No. 2015-899 of 23 July 2015 on public procurement and Decree No. 2016-360 of 25 March 2016 on public procurement transposed into French law Directive 2014/24 / EU of the European Parliament and of the Council of 26 February 2014 on the award of public contracts.

The efficiency of the procurement function through the professionalization of various players in the procurement process should help firms to answer to the needs of public procurers and save money. Expectations for the ministries and the public institutions are respectively 375 M€ and 275 M€ in 2017, 400 M€ and 300 M€ in 2018.

2.2) Guidance for Public Procurement of Innovation – Matija MATOKOVIĆ, European Commission DG Grow

Matija MATOKOVIĆ presented the different initiatives launched by the European Commission's (DG GROW) to support public procurement of innovation:

- A public procurement package to improve the efficiency of public procurement. Public procurers are encouraged to develop a strategic approach to their procurement policies. It includes the promotion of innovative, green and social criteria in awarding public contracts; the professionalisation of public buyers, the access by SMEs to procurement markets in the EU, the cooperation among public buyers across the EU;
- The removal of barriers for startups to scale-up in the Single Market;
- The development of partnerships with large public buyers that have substantial impact on their local public procurement market through the size of their procurement budgets and/or policy impact (identification of potential synergies, exchange of best practices, etc.);
- The improvement of the draft guidance on Public Procurement of Innovation by integrating practical experience from the projects funded by DG GROW and comments, suggestions, challenges from stakeholders;
- The promotion of innovation brokers as facilitators of public procurement of innovations.

3) The supply side

3.1) Public procurement as a barrier to innovation and the reuse of modular buildings? The case of the start-up CampoSPHERE, Antoine PLANE, CampoSPHERE

CampoSPHERE is a French SME involved in the reuse of modular buildings. This is not common practice: nowadays modular buildings are bought then demolished when they are not needed anymore. Only very small surfaces are rented and reused (1,5% of the market).

There is therefore a need and opportunity for a second-hand market of modular buildings for medium and big surfaces. This would have the following benefits:

- Saving resources in steel and panels as modular buildings have a 30-year lifetime
- Avoiding 70 000 tons of waste each year and their associated costs (landfill)

- Saving money for modular buildings users as new module is more expensive

CampoSPHERE is developing a user-to-user market, bringing together companies willing to dispose of their modular buildings with those that need some. This could be very interesting to public procurers (35% of the market) who currently do not use second hand modular buildings.

To change the practices towards the reuse of modular buildings, the following topics need to be addressed:

1. Scope of work

Public procurers need to avoid describing in a very detailed way the amount of panels they require and instead focus on the outcome (surface, number of rooms etc.)

2. Innovations and opportunities

Public procurers need to be made aware that technologies exist. They can help them save money if they change their procurement behavior.

3. Foresight

Public procurers need to think in global cost terms and communicate among each other regarding their modular buildings needs.

The key messages for public procurers are:

- Plan ahead and think about reuse from the project design phase. It is highly unlikely that the project is that unique that it would require new modules.
- Compare: a second-hand building (shaped as required) can meet the same expectations as a new building.
- Anticipate the end of life and plan a dismantling rather than a demolition.

3.2) Green Public procurement: challenges for suppliers of the circular economy - Audrey BERTRAND, YPREMA

YPREMA is a French SME and leader in recycling construction and demolition waste, incinerator bottom ashes (the main residue from household waste incineration) and inert soils. It selects, recovers and transforms waste in high quality recycled gravels that are used for roads constructions. Using bottom ashes gravels derived from their own household is a common sense circular economy solution for public authorities as it saves precious natural resources, reduces costs, and decreases environmental impacts as using bottom ashes for local constructions avoids landfilling and long distance transportation.

This common-sense approach can only be successful if public authorities are involved and committed.

YPREMA presented two contrasting cases: one public procurer committed to using its own bottom ashes coming from 250 000 inhabitants and another that is not willing to reduce the environmental or economic impact of its 450 000 inhabitants. In the first case, the commitment of the public procurers led to the possibility to open a new recycling plant

nearby. In the second case, the recycling plant will have to be closed as it cannot sell the bottom ashes gravels anymore, which brings ecological (landfilling) and economic negative impacts (costs of road materials and reduction of job opportunities).

YPREMA emphasised that public procurers are key players in the development of circular economy industries: their commitment is necessary to sustain and develop innovations.

4) Peer learning session

The peer learning session chaired by Gaynor Whytes started with a little video entitled [Three Little Procurers](#) published for the conference on Innovation Procurement held under the Estonian EU presidency on 17th and 18th of October 2017 in Tallinn, Estonia.

4.1) Input from the GRASPINNO project. Prof. Yorgos STEPHANEDES, University of Patras

GRASPINNO: Transnational model, strategies and decision support for innovative clusters and business networks towards green growth, focusing on green e-procurement in energy efficiency/renewable energy sources (EE/RES) for energy refurbishment of public buildings

The MED area faces a transnational challenge that has resulted from the low energy efficiency of a large number of older public buildings. GRASPINNO provides innovative green procurement solutions for energy saving and efficient refurbishment of public buildings, focusing on smart cities and communities. There are three main goals: (a) Improve the capacity of Public Authorities (PAs) to use green solutions in managing the energy efficiency of buildings, (b) Strengthen SMEs to enter the green energy market, and (c) Facilitate the interactions between PAs and SMEs in the procurement process.

Public buildings are among the largest consumers of energy, many requiring refurbishment in order to comply with regulations and, primarily, to optimise the use of energy resources. GRASPINNO responds to this need by providing green procurement EE/RES solutions for the energy refurbishment of these buildings, while also improving their energy profile and supporting their path towards green growth.

From a lifetime (cradle-to-grave) perspective, the positive environmental results from GRASPINNO output are numerous, and influence several sectors of the economy. For instance, green RES procurement can result to optimal use of resources and reduction in CO₂ emissions and greenhouse gases. Green procurement solutions can also improve the health and safety of people who use and work in the refurbished public buildings.

First, the project has designed a unified platform that integrates three tools: GRASPINNO PAs/SMEs databases, e-GPP tool, and LCC tool. The platform provides its users with information on green products and solutions, support for publishing a tender, and recommendations based on the Life Cycle Cost (LCC) calculation.

Toward its second main goal, GRASPINNO has already involved many SMEs in its activities and events. The project supports training in the use of the developed tools, while educating them in the procurement policy framework, involving them in the Living Labs, and informing them about Med opportunities in public procurement for energy refurbishment.

In pursuit of its third goal, the project uses the Transnational Mediterranean Network (TMN), a second platform that complements the unified platform. Stakeholders of the energy sector are invited to join the TMN, exchange knowledge and experiences, and are informed about news and events. Both platforms are expandable and transferable to other topics of interest to private companies and public institutions.

Based on its findings, GRASPINNO plans to systematise its accumulating knowledge in building refurbishment, SEAPs, eGPP, and the financing opportunities and technical/non-technical barriers in the procurement process, and provide guidelines and practical recommendations for Public-Private partnerships for procurement in public buildings.

4.2) The PPI case in Spain. José BADIA, Polytechnic University of Valencia

Dr. Jose BADIA focused his presentation on three lessons learnt during the implementation of the initial stages of the Public Procurement of innovation for the Purchase and Installation of innovative windows in an old storage which is going to be refurbished in Alzira, Spain.

The first lesson was ‘Divide et impera (divide and conquer)’:

The first big doubt was to understand how to start dealing with the whole problem. Then the system under study was subdivided into 3 subsystems of analysis, namely floor, walls and windows, since the roof was already fixed.

Then, the team decided to carry on market analysis of windows, which were redivided into glasses, frames and shadowing elements. The outcome oriented requirements were also classified to better express the needs, and thus more specific key performance indicators were found, which helped improve the dialogue with the market and somehow represented a guidance for the future procurement. In addition, in order to snoop the market, it was segmented by producers, suppliers and installers, and complemented by the consideration of influencers, i.e., those agents than can multiply the message and knock on the right market door.

The system of influencers was re-divided taking into account the type of agent (association, federation, technological centres and platforms...) and sector of influence (architecture, energy, materials...). This way, the communication strategy was more effective, incrementing the opportunities of getting more market participation and competition to get the best value for the invested money. “Divide and conquer” therefore stands as a mantra that should be taken into account during the whole PPI process.

The second lesson was ‘From needs to outcome-oriented requirements’:

The needs analysis revealed that the building was going to be the future youth municipal house and therefore it was planned to be diaphanous, acoustically-insulated, and thermally comfortable and energy efficient.

These needs were transformed into the following outcome-oriented requirements:

- Maximize the use of natural light
- Minimize heat gains in summer, to avoid overheating in summer and take advantage of solar gains in winter

- Minimize heat losses
- Provide ventilation (either by opening windows, or by integrated ventilation system)
- Soundproofing (Acoustic insulation)
- Ensure the quality of the assembly with the opaque envelope.
- Easy maintenance and cleaning
- Sustainable product, guarantee to minimize waste, use of sustainable materials, consider the life cycle of the installation.
- Provide security against vandalism.

The third lesson was: ‘Share your best, fight your doubts’:

Every single taskforce is usually composed by different persons who have different background, is used to different procedures and probably understand the challenge in a different expectation framework. Even more, when different partners come into the procurement, no matter if they are external or internal (i.e. staff from different departments), the challenge becomes even harder. Therefore, internal communication channels, tools and procedures have to be agreed and frequently used in order to share the best of every person, and fight the doubts into the teamwork to find common solutions. Only if the challenge is common, the internal credibility for the group will be mirrored into the external credibility for the market, so the opportunities of success are empowered.

Every single lesson learnt was relevant as a mindset for the implementation of PPI procedures in small municipalities in the MED area, which have to share resources and knowledge in order to obtain best value for money and therefore better municipal services.

4.3) The PPI case in Croatia - Major challenges with Public Procurement of Innovation – Denis PREMEC, REA North

Denis PREMEC introduced the Croatian PPI pilot that involves the energy efficient renovation of a prefabricated kindergarten building. The building is approaching its lifetime end and the City administration needs to extend the lifetime. The project team identified the requirements as simultaneous improvement of the building (exterior + interior), implementation time window possibility only during the summer break (2 months), need for scalability and replicability as a requirement to attract nationwide interest.

Major challenges like small municipalities and insufficient market demand, innovation procurement as a huge cultural and political challenge resulted with no success stories and partners without any experience in PPI. Additional challenges identified include the fact that the project team has no relevant data on successful refurbishment of prefab buildings in Croatia and neighbouring countries, and the project requires also to break up the usual process hierarchy (project designer - contractor - industry) in order to stimulate innovation.

The team sees the PPI Network as a help to stimulate the supply side because currently there is no such formal or informal network. The Med PPI Network could be a trigger to form some kind of regional network as a stimulus for various stakeholders. It is an opportunity to build an ecosystem which currently does not exist.

4.4) The PPI case in Italy – the case of Narni, Diego MATTIOLI, NOESIS

The innovation procurement in the Narni pilot case is applied for the refurbishment of a kindergarten hosting children from 6 to 36 months.

The needs analysis carried out with parents, teachers and the other kindergarten support staff identified the following needs: thermal insulation, improvement of seismic resilience, improvement of learning environment through sensory learning internal wall, acoustic insulation.

The Narni municipalities launched an Open Market Consultation in order to discuss with the market possible technical solutions, their feasibility, as well as, possible award criteria for the tender i.e. life cycle assessment (LCA).

The steps followed were:

1. PIN Publication on TED,
2. Web page in municipality institutional website informing procurers
3. Designing of a questionnaire gathering market inputs
4. Information action through institutional channels

The market consultation will close on February 23rd. Afterwards, a specific business case will be designed aimed at supporting investment decisions before, during and after the project, which will deal with the following 5 topics:

1. Outline alternatives
2. Define potential cost savings, benefits
3. Better market knowledge
4. Define technical specifications
5. Identify KPI

At the present state of implementation of the pilot the first lesson learnt are:

- Small Municipalities have lack of knowledge both in legal and technical matter, and need specific support attuned to their needs
- Particularly in Med countries the complex regulatory framework jeopardises the possibility to use innovation procurement
- The low scale of investment implies the low interest of the market
- It is only through demonstrating the scalability of the proposed investment that the market can be attracted.

4.5) The PPI case in Portugal. Elsa NUNES, IrRADIARE

The presentation focused on CIMBA's major challenges dealing with Public Procurement for Innovation and with the actual state of the pilot action namely in what regards the Market Consultation Phase. A detailed planning of the activities was presented with a special focus in the market consultation session that will take place in Beja in February with the main objectives of facilitating an open dialogue with potential suppliers, presenting the building's characteristics and organizing the visits to the building. Another important issue presented was the possibility of replication of the project results into processes regarding other buildings, namely museums in the region.

4.6) Feedback from the CEPPI project – Gaynor WHYLES, CEPPI Coordination Team

CEPPI is supported by the European Commission and brings together the Cities of Birmingham (UK), Budapest (Hungary), Castelló & Valencia (Spain) and Wrocław (Poland) with expert partners and together they are joining efforts to look for more sustainable energy solutions through a pro-innovation procurement approach.

Gaynor Whyles reflected on the following lessons learned: Don't mention innovation (it is scary), rather find out what motivates the buyer; you can always do something to support innovation in the supply chain and encourage suppliers to bring forward more energy efficient solutions that better meet the needs of customers and end users – the CEPPI PPI Action Planning Tool provides a template to decide what actions are possible; change is hard in complex and political organisations – and many reasons we have all heard why it is not possible; we need to stop the procurement conveyor belt – and think! do I want an energy efficient widget – or is the most energy efficient widget one that doesn't exist?; energy efficiency is not the whole story - innovation can deliver so much more; the nature of the procurement interventions in any single organisation will be determined by the framework conditions in that organisation.

A pioneering tool 'the flexible framework for energy innovation' is being developed to provide a pathway for organisations to progress their energy innovation procurement. Visit the CEPPI website: <http://www.ceppi.eu>.

CONCLUSIONS

In the concluding session, the participants reflected on what they had gained from the event.

The event stimulated a valuable exchange between a diverse group of participants all with a common aim – to be better at opening up the market to innovation and embracing new solutions that can add real value for society.

While PPI is still in its infancy phase in the MED area, establishing MED PPI Network is an important step toward raising awareness and building awareness, understanding and capacities of stakeholders. We should continue to share case examples, lessons and examples of out innovation procurement in practice through the network.

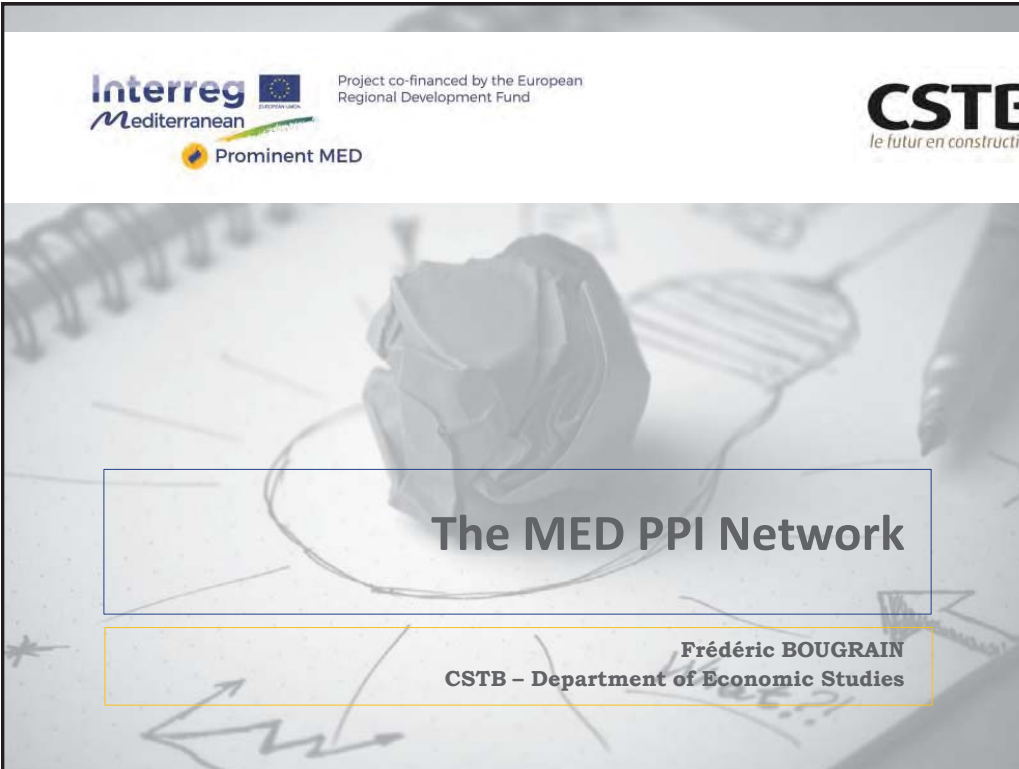
It was clear that there were challenges in common across the network, and the contribution from the supplier perspective provides important learning and insights for the public procurer. All were keen to maintain and develop this learning opportunity. Again, the network could help to support this process.




There is more than one way to support innovation in the supply-chain – customers need room to explore and experiment with different approaches.


While innovation was agreed to be 'scary' for customers – and with good reason, it was also felt that the focus on the risks of innovating were often considered – while the risks of *not* innovating were less widely acknowledged.

ANNEX 1: PRESENTATIONS

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 Project co-financed by the European Regional Development Fund
 Prominent MED







 le futur en construction

The MED PPI Network

Frédéric BOUGRAIN
 CSTB – Department of Economic Studies





 Project co-financed by the European Regional Development Fund
 Prominent MED



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The actors involved

The MED PPI Network brings together all actors with an interest in innovation procurement:

- Local authorities / public bodies,
- Suppliers (mainly SMEs and start-up),
- Universities / research centers
- Experts.

Project co-financed by the European Regional Development Fund

International Working Session – 18 January 2018 - Paris

Main goals of the MED PPI Network

- **For local authorities:**
 - To propose guidance on the legislative, administrative and regulatory frameworks;
 - To develop concrete solutions;
 - To facilitate return of experiences.
- **For suppliers:**
 - To provide knowledge on market access, financial opportunities;
 - To build collaborative partnerships;
 - To organise virtual meeting, networking, learning and peer exchange space and to enhance understanding and capability.



To support the wider uptake of pro-innovation approaches to public procurement in the MED region and beyond.

The social networks

Information concerning the project is diffused through several networks:

- Facebook: <https://fr-fr.facebook.com/ProminentMED/>
- LinkedIn: <https://www.linkedin.com/groups/12084513>
- Procurement Forum: <https://procurement-forum.eu/group/1866048/med-ppi-network>
- PROMINENT Med Interreg website: <https://prominent-med.interreg-med.eu/>

Agenda of the MED PPI Network Launch Workshop

- 10.20 Innovation Procurement - What, why and how? - Gaynor WHYLES, Director, JERA CONSULTING
- 10.50 Public procurement of innovation: the strategy of the French national administration - Samira BOUSSETTA, Directorate of State Procurement
- 11.10 Guidance for Public Procurement of Innovation - Matija MATOKOVIC, DG Grow, European Commission
- 11.30 *Break*
- 11.45 How purchasing process can foster innovation: the Grand Paris Express case? - John TANGUY, director of the Innovation Department at "Société du Grand Paris"
- 12.05 Public procurement as a barrier to innovation and the reuse of modular buildings? The case of the start-up CampoSPHERE, Antoine PLANE, technical director at CampoSPHERE
- 12.20 Green Public procurement: challenges for suppliers of the circular economy - Audrey BERTRAND, YPREMA
- 12.45 *Lunch and networking*
- 13.45 **International working session**
 Tour de table - PPI Peer Learning Exchange: presentation of major challenges faced by European projects dealing with Public Procurement of Innovation
 José BADIA, Polytechnic University of Valencia (Spain) / Diego MATTIOLI, PROMINENT MED coordinator (Italy) / Elsa NUNES, IRADIARE (Portugal) / Denis PRÉMEC, Regional Energy Agency North (Croatia) / Yorgos STEPHANEDES, University of Patras (Greece), GRASPINNO
 Coordinator Gaynor WHYLES, representing CEPPI (UK)
- 15.00 Break out discussion: How can the Med PPI Network help you? - Gaynor WHYLES, director of JERA CONSULTING

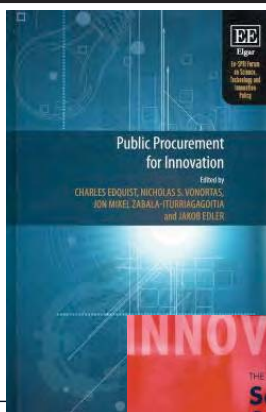
Innovation Procurement: what, why, how?

Experience and perspectives

Gaynor Whyles
Director, JERA Consulting
Paris, January 2018

About JERA

Projects and publications



EcoQUIP

Delivering Efficiency, Quality and Sustainability in Healthcare

CEPPI

TRANSFORM

EPP eHealth

INNOCAT
PROCUREMENT OF ECO-INNOVATIVE CATERING

LCB-HEALTHCARE
Procuring better building solutions

Innovation Procurement: What and Why?

What do we mean by innovation procurement?

- “Undertaking the procurement process **in a way** that stimulates the supply chain to invest in developing better and more innovative goods and services to meet the **unmet needs** of an organisation”
- Procurement **in a way** that unlocks the creativity and innovation potential of suppliers to deliver better patient outcomes, cost effectively
- This means changing the way we think about and undertake procurement - changing the way we do things



What do we mean by innovation procurement?

- “The use of innovation procurement must accommodate the *raison d’être* of procurement, which is that a public organisation purchases goods and services that it needs to perform its function” *ref Georghiou, Edler et al.*
- **Not** innovation for the sake of innovation – innovation to meet genuine unmet needs, to enable an organisation to fore fill its function effectively.
- The goods and services you **need**, when you need them, at a price that reflects their value.



The procurers view of innovation

- Sensible procurers worry when they hear the word “new”
- New products and services have **risks**.
- They might.....
 - not work as expected
 - not be delivered on time
 - cost more and anyway, have no track record
- We try to avoid innovation because it is **risky**



The procurers view of innovation



- **But** in some cases (more than we admit) we have no choice – the old solutions don't work.....
 - Many existing products and services cannot deliver what we need.
 - If we keep buying them we will fail
 - New challenges need new solutions
 - New technology offers new opportunities
- People often reflect on the risk of innovating.....yet
- The cost of NOT innovating is rarely considered

How can we buy innovative goods and services sensibly?

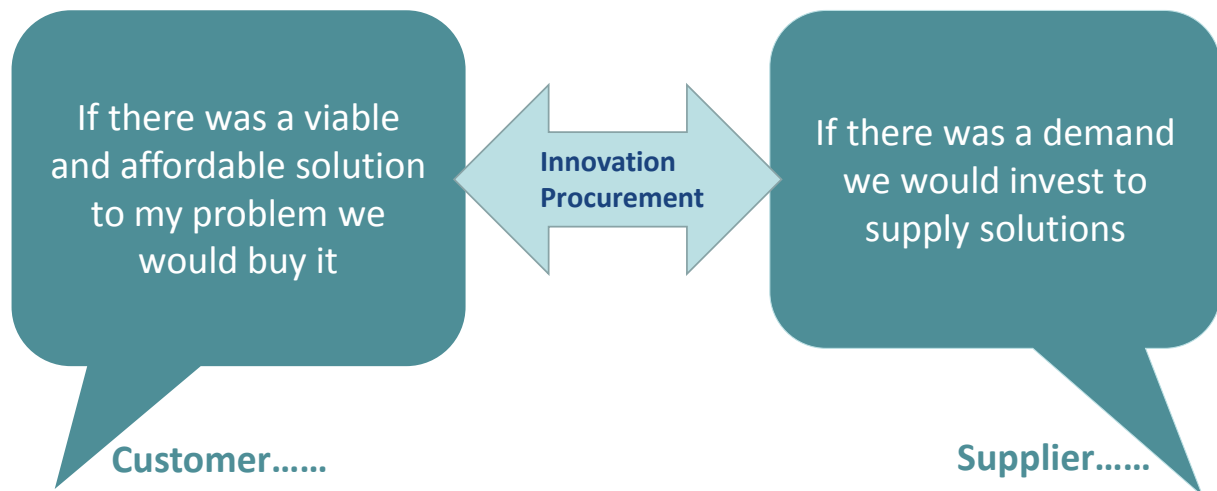
The suppliers view of innovation



- Developing new products incurs technical risk and requires investments of time and money
- Rational suppliers innovate and develop new products only if they have to, e.g.
 - to protect margins
 - to win business
 - to retain business
- Technical and resource risks are under the control of the supplier and can be managed
- The risk that the supplier cannot control is:
 - Having developed the product will someone **buy** it?
 - Is there a **genuine and credible demand**?

How can we encourage and enable suppliers to innovate?

The buyer supplier paradox



From the suppliers point of view, its all about a credible demand.

- **Customers** tend to buy what is available – rather than asking for what they need.....
- Suppliers respond to customer and market demand
- In the absence of a clear demand suppliers **push** ideas, services and products

“My team has created a very innovative solution but we are still looking for a problem to go with it”

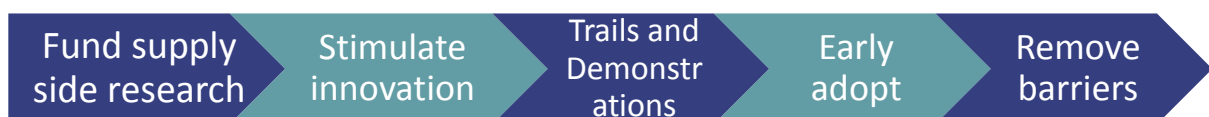


From the suppliers point of view,
its all about a credible demand.



- What suppliers 'push' is not always what is needed by the customer
- It would be better for everyone if customers expressed their needs to suppliers
- And having done so.....
- They then **create the conditions for innovation** to compete on an equal playing field within the procurement process
- **How?**

- A spectrum of innovation procurement

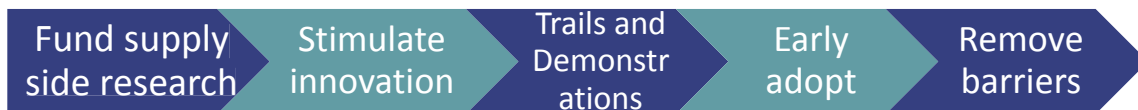


- A spectrum of innovation procurement



PCP = Pre-Commercial Procurement
 Customer funds / directs **research** towards developing essential goods and services to meet an unmet need / requirement

- A spectrum of innovation procurement



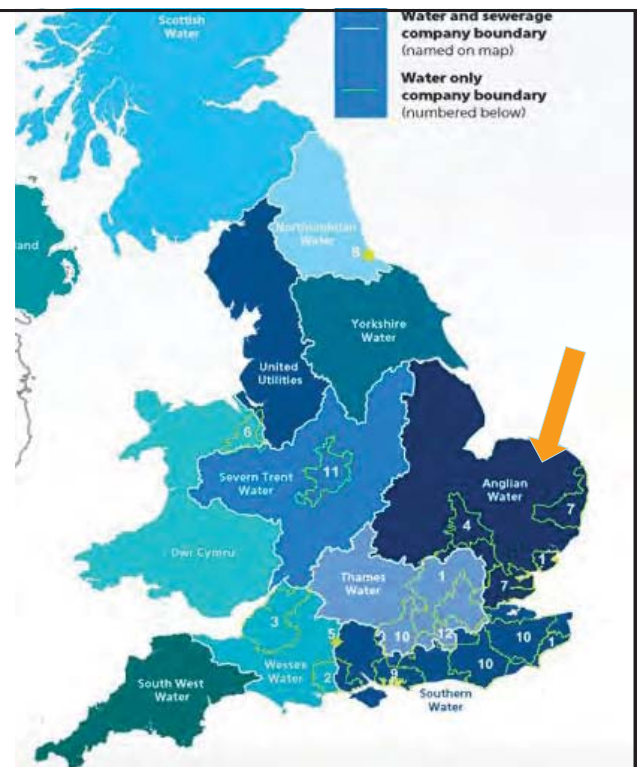
PCP = Pre-Commercial Procurement
 Customer funds / directs **research** towards developing essential goods and services to meet an unmet need / requirement

PPI = Public Procurement of Innovation
 Creating opportunities and market conditions for suppliers to develop and / or supply innovative or new to market **goods and services**

Innovation Procurement in practice (How)

- **Anglian Water:** A challenged based approach
- **Ministry of Justice:** Changing the procurement approach
- **Smart Water by In-touch:** Procurement barriers to new solutions
- **Rotherham Hospital:** Demand led innovation (if time)

- The case of **Anglian Water** ...
- A challenge based approach
- Stimulating suppliers to innovate to enable the organisation to deliver its goals



Our goals

- No accidents.
- No incidents.
- No pollutions.
- 100% of our customers very satisfied with our service.
- Frontier performer in the UK.
- Employer of choice.
- Lead and champion the effective management of the impact of growth and climate change.
- Zero waste. Get it right first time, every time.
- To deliver a 70% reduction in capital (embodied) carbon by 2030 from a 2010 baseline.
- To exceed a 7% reduction in real terms in gross operational carbon by 2020 from a 2015 baseline.
- Make a positive difference to the communities we serve.
- Pioneer responsible water stewardship.

Organisational goals:

- To deliver a 70% reduction in capital carbon by 2030
- To exceed a 7% reduction in gross operational carbon by 2020

Cannot deliver these alone – need the help of our supply chain

Communicated a challenge to their suppliers

“Help us to deliver these targets and reduce costs. We will share the benefits with you”.

- **Suppliers innovated**
- **Engaged their supply chains**
- **Found ways to reduce carbon footprint and costs**

- *Example: Blue plastic water pipes*
- Blue dye is carbon intensive – now only used on the outside of the pipe
- Water pressure means pipes have to have a certain thickness – but now thinner where there is low water pressure - less plastic
- 90% reduction in carbon. Lower costs. Shared benefits

Clear goals to which the organisation is committed

Connecting up policy objectives with the procurement process

Suppliers innovated to keep business

Anglia Water shared the benefits

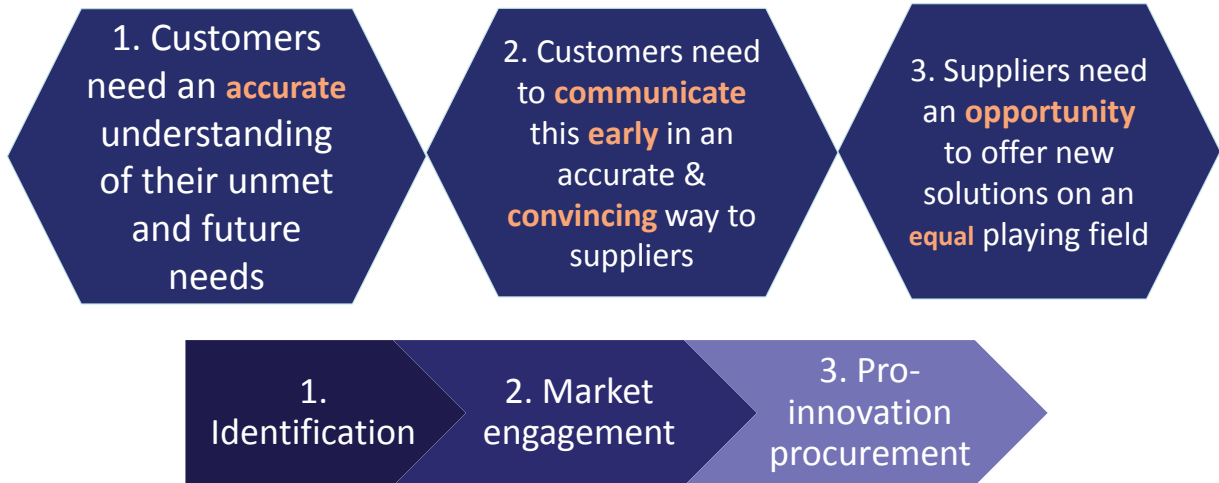


The case of the Zero Waste Prison Mattresses

Changing the procurement approach: Forward Commitment Procurement

- Stopping the 'procurement conveyer belt'
- Single supplier of a highly specified mattress created to address the prison riots of the 1980's.
- 40,000 + waste foam mattresses plus pillows went to landfill every year.
- This conflicted with the organisations sustainability policy and targets
- Many mattresses disposed as clinical waste (expensive).

An innovation procurement process needs three things.....



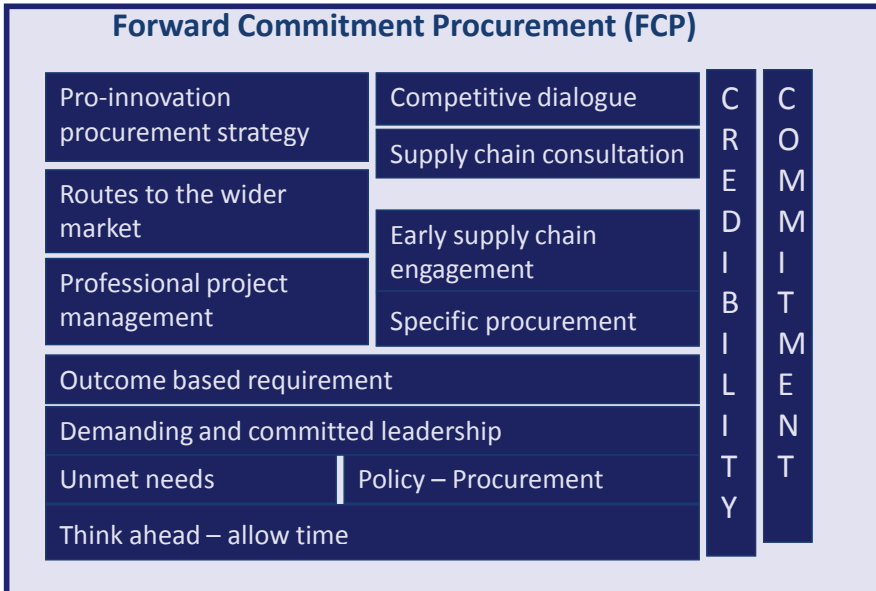
The development of a methodology.....

Take the key features of innovation procurement.....

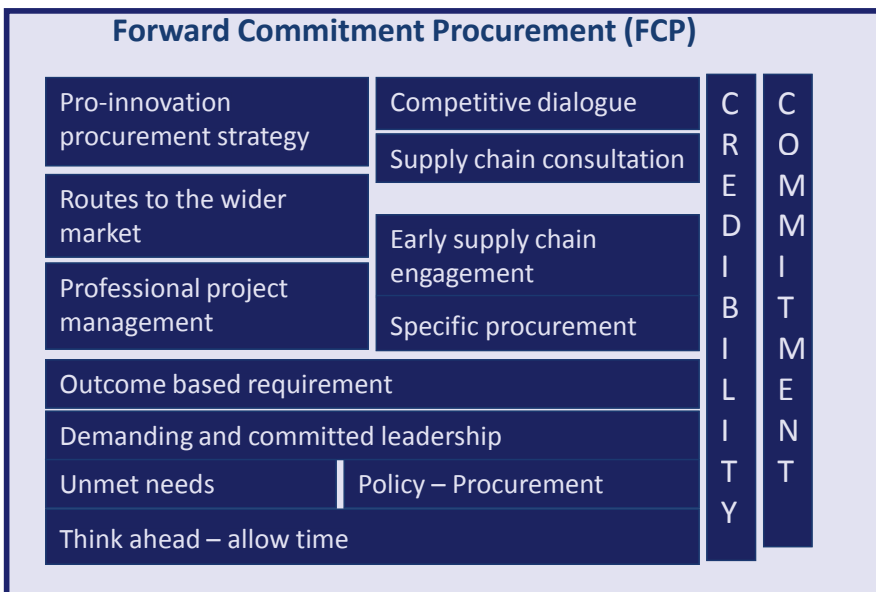
Pro-innovation procurement strategy	Competitive dialogue	C R E D I B I L I T Y	C O M M I T M E N T
	Supply chain consultation		
Routes to the wider market	Early supply chain engagement		
Stakeholder engagement	Specific procurement		
Outcome based requirement			
Demanding and committed leadership			
Unmet needs	Policy – Procurement		
Think ahead – allow time			



Integrate them into a process:



Integrate them into a process:



Specifically designed to manage the risk of innovation for the customer and the supplier

Methodology

Forward Commitment Procurement (FCP)



The case of the Zero Waste Prison Mattresses

1. Identification stage

- An assessment of the full and (hidden costs) of the mattress life cycle included disposal
- High volumes of landfill waste **and increasing** cost of disposal
- Difficult to clean (so threw away)
- Time consuming for staff
- Unpopular with prisoners
- Popular with security

1. Customers need an **accurate** understanding of their unmet and future needs

2. Market engagement

- Unmet need communicated to the market pre-procurement
- 45 responses
- Concept viability workshop with suppliers:

**The same supplier
won the new
contract**

aged service

3. Pro-

- "ze
- auc
- req

ears,
security

Outcome.

- No mattresses to landfill (recycled as carpet underlay)
- Cost saving €5 million based on whole life costs

IF YOU DON'T
ASK
YOU DON'T
GET

Success factors?

- **Genuine need to address policy and cost problems**
- **Thorough analysis of the current situation**
- **Involved all stakeholders**
- **Understood the whole life cost**
- **Outcome based specification**
- **Allowed TIME for innovation**
- **Evaluated on whole life costs**

The case of SmartWater by Intouch Ltd

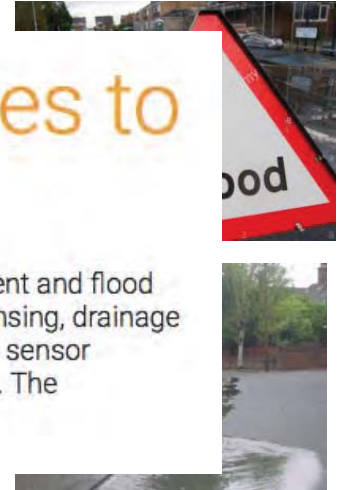
How the tendering process can block the adoption of new technology



Target your problem gullies to help prevent flooding

InTouch SmartWater is an innovative approach to drainage asset management and flood prevention. Our solution provides a staged, managed approach to gully cleansing, drainage information gathering and management of gully cleansing. The system uses sensor technologies and real time weather data to help predict and prevent flooding. The system also provides automated flood alerts.

to oversee and manage. Used to make sense.



The case of SmartWater by Intouch Ltd



- Local Authorities were historically buying a maintenance regime *rather* than outcomes, that is:
 - “Visit and clear gullies once a year”
 - *Versus*
 - “Provide a cost effective gully maintenance service to ensure drains are kept clear and risk of flooding eliminated”.
- **Implications?** The (30-40%) cost benefits of the smart technology is eliminated and invisible in the procurement process
- In one example, the customer was aware of the solution and had tested it, but the specification **still** required a strict regime (used the same specification as previously)

Increasingly the word 'innovation' may appear in a tender document but then the solution is over specified allowing no room for alternative approaches.

A large number of regular public procurements are perfunctorily conducted (i.e. the procuring agency or unit describes the same product as in previous procurements in a routine manner). A routine of simply describing the previously procured products makes it difficult or impossible for new products (innovations) to be accepted. (Jon Mikel Zabala)

Tenders should be open to innovation in constructing to operate on the outcomes rather than regimes of inspection

for delivering are savings offered frequent cuts in risky – what if the solution doesn't work and we have to go back to traditional gully management?

Case example: Ultra Efficient Lighting for Future Wards

- **Opportunity:** Refurbishment planned over 8 years: CEO Vision for 'hospital of the future'
- **New approach (FCP)** = ambitious leadership, engaged all the key stakeholders, ambitious requirement, market engagement, pro-innovation tendering
- **Outcome based requirement?**
- 'smart, ultra efficient lighting, future ready, progressive improvements, cost effective, replicable, improves the patient environment'



Communicate the need to the supply chain **in a way they can understand and that stimulates a response.....**

We need to deliver these **outcomes**.
 We need **to buy** a solution within 3 years.
 We can make a **forward commitment** to buy. **Other hospitals** are interested.

What are our options?




Is it worth my investments?




Ultra Efficient Lighting for Future Wards

- Outcome requirement communicated in market sounding and consultation workshop
- Supply chain feedback led to a revised **outcome based** specification



www.jeraconsulting.com



Innovative, value added, smart, ultra efficient lighting systems that can deliver

- Outcome specification
 - Patients first, and *of course solution* needs to be sustainable and energy efficient
 - Progressive improvements
 - Future ready
 - Affordable
 - Replicable

A demonstrable **step change in energy efficiency** with **progressive improvements** in energy efficiency and operational performance over the life of the project;

A fully installed and **future-ready** solution.

Not Ambitious

Ambitious

Pro-Innovation Procurement

- A ‘pro-innovation procurement strategy’ creates a sound basis for the procurement process
- Key features:
 - Outcome based specification
 - Pro-innovation specifications
 - Competitive Dialogue
 - **Emphasis on innovation maintained**
 - e.g. Pre-qualification Questionnaire (PQQ)
 - Demanding and committed customers
 - Forward commitment
 - Balanced evaluation criteria
 - Whole-life costing / TCO
 - Stimulating wider demand



- New to market solution developed
- No cost to the customer
- Multiple benefits
- Future ready
- SAME COST as traditional refurbishment
- Lower operational costs

“From the start we said that the solution had to be cost effective and affordable. We have not been disappointed.

The outcome shows that better and more sustainable does not have to cost more”. *Steph Holmes, Head of Procurement.*

The IMI ward is an off site fabricated, modular, future ready, integrated patient environment, improving the efficiency of the lighting and energy use.

The IMI Ward - Design Benefits

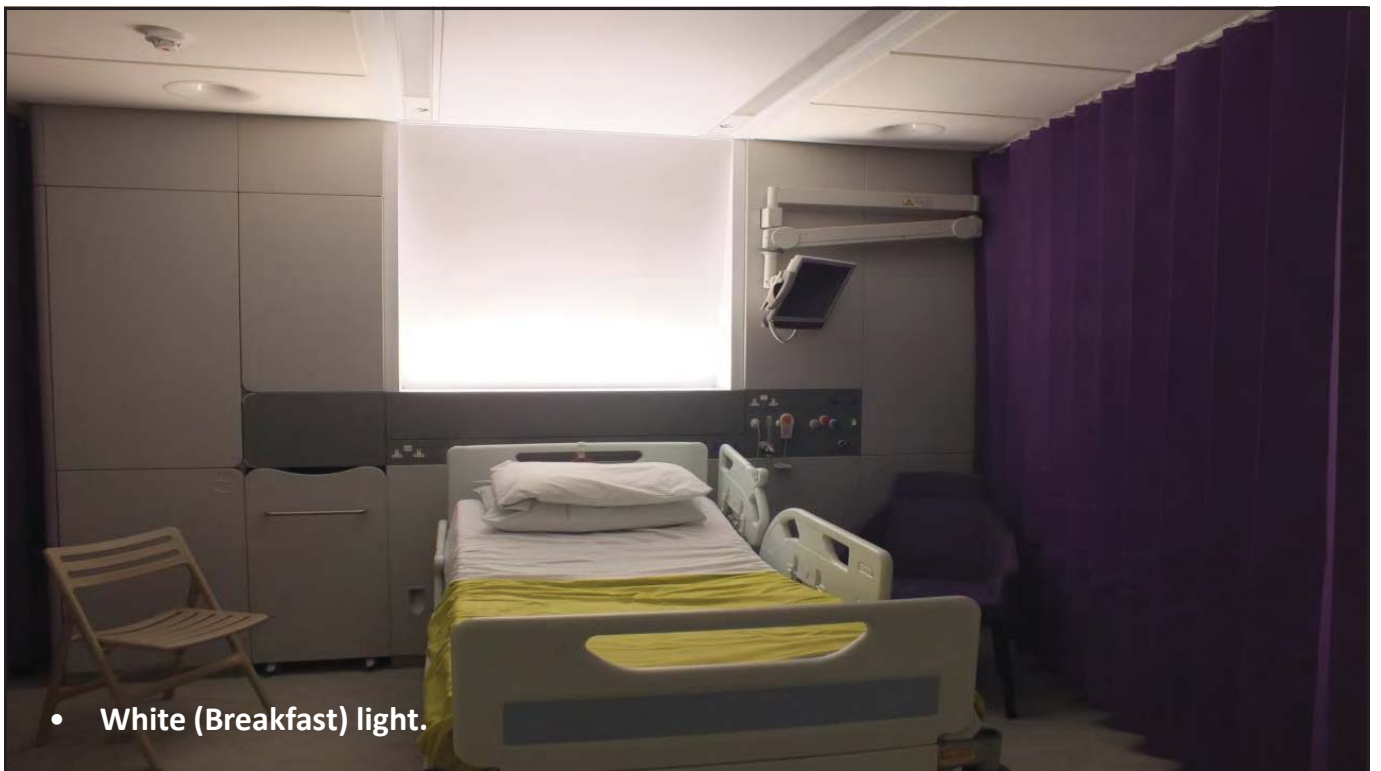
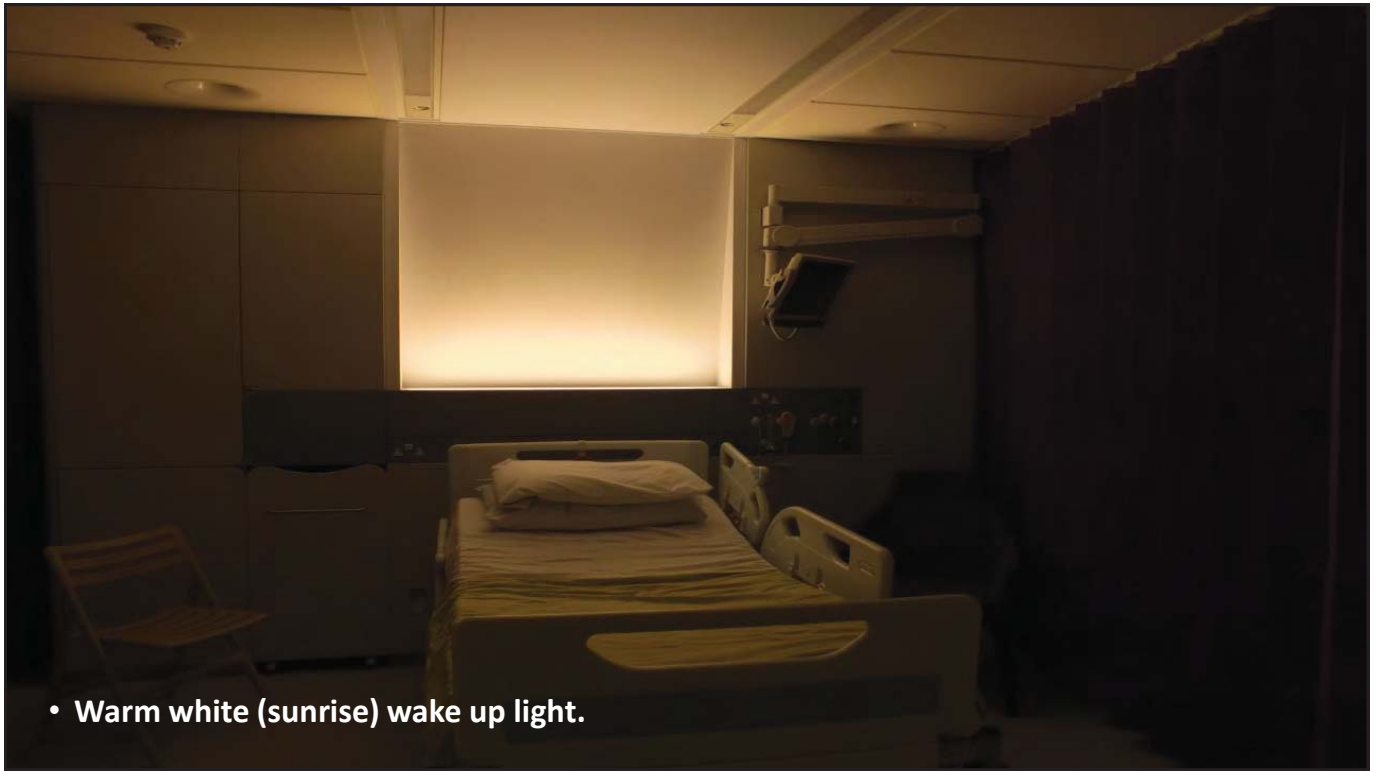
- Personal space and privacy
- Increased storage
- Bio-dynamic lighting
- Intuitive icon lighting control
- Modular and flexible solutions

The IMI Ward - Construction Benefits

- Off-site fabrication
- Factory made quality
- Quick installation
- Same cost as traditional
- Fewer suppliers and trades to coordinate

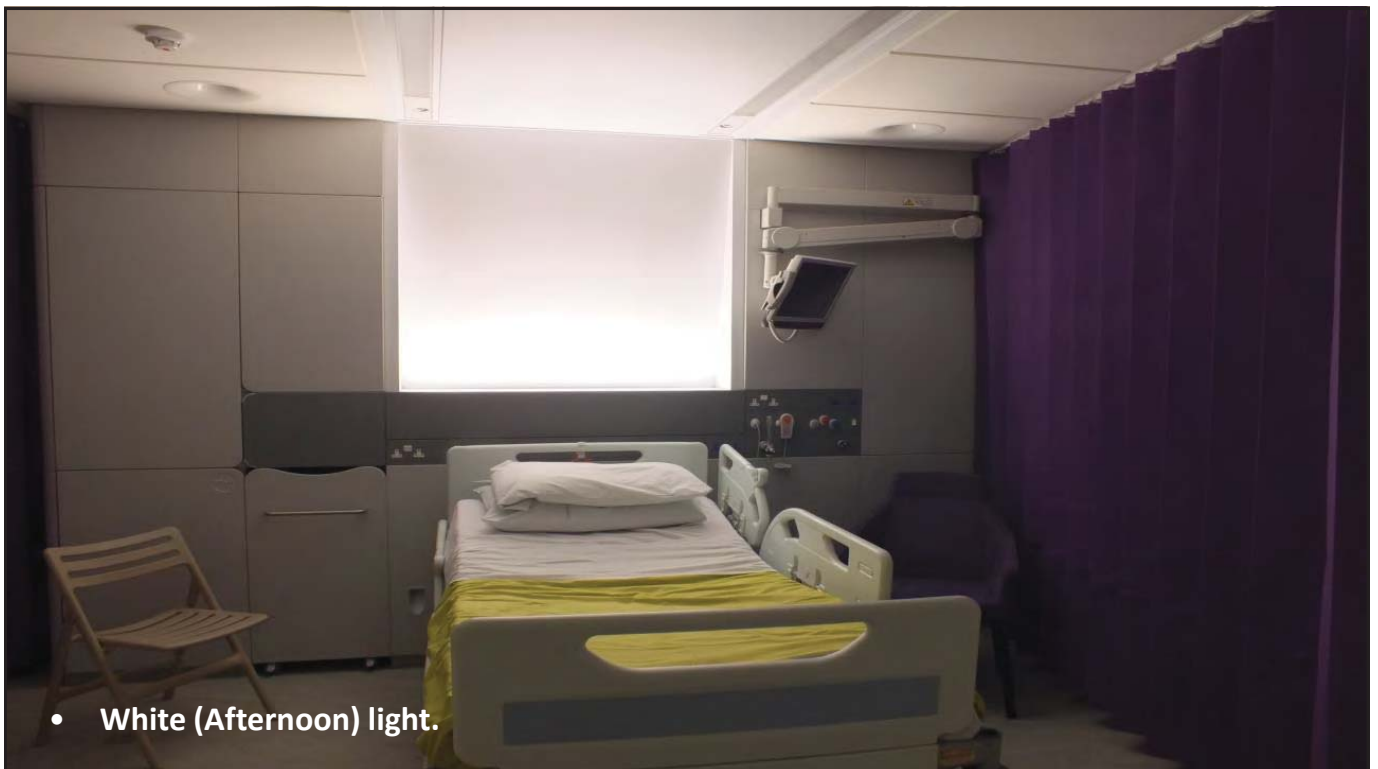
The IMI Ward - Operational Benefits

- Reduced patient anxiety
- Local linen storage
- Easy to clean and maintain
- Reduced energy consumption / cost
- Reduced maintenance time / cost





- Crisp White (Mid day) light. [Blue light to reset body clock]



- White (Afternoon) light.



- Red sleep light prevents production of cortisol to aid sleep.

You get what you ask for.....



An energy efficient bed lamp



Step change in the patient experience and energy efficiency, future-ready bio-dynamic lighting



Efficiency
Quality AND
Sustainability



(future ready for
Organic LEDs)

Tools of the trade: summary

Pre-procurement		In Procurement	
Stakeholder Engagement	Signposting a wider market		
Outcome Based Requirement	Sign posting progressive improvements		
Market Sounding	Outcome Based Specifications		
Market Consultation Workshops	Competitive Dialogue	Wider Market Development	
	Trials in the Procurement Process	Innovation Partnerships ?	
	Whole life costing TOC	Balanced Evaluation Criteria	
	Progressive improvements / standards		

Final message

- Procurement is overlooked as a strategic tool
- You can always do **something** to support, stimulate and enable innovation in your procurement process
- “You can’t out-source thinking”



Thank you!



Gaynor.whyles@jeraconsulting.com
 Connect via the Procurement Forum
 MED PPI Network
 or via Linked-in



Direction des Achats de l'État

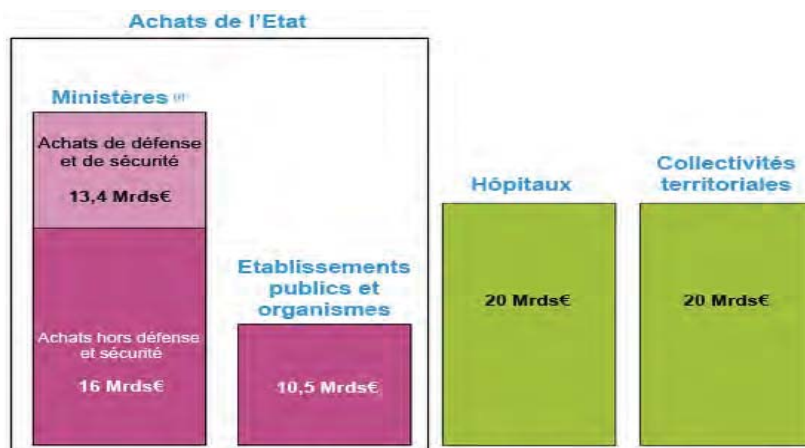
Public procurement of innovation: the strategy of the French national administration

Samira BOUSSETTA,
Ministry of action and public accounts



Direction des Achats de l'État

Key figures on State purchases



■ Périmètre d'intervention de la DAE

(1) Source Cartographie 2015



Direction des Achats de l'État

The scope of the Directorate of State Procurement (“DAE”)

- **A real challenge for public finances:**
 - The state's purchases amount to over €26 billion per year (€16 billion for government services, excluding defense and security purchases, and €10.5 billion for state institutions).
- **The decree of 3 March 2016 establishing the “DAE” affirms its inter-ministerial field and defines precisely its four major missions:**
 - Inter-ministerial tenders;
 - The purchasing organization;
 - The professionalization of purchasers;
 - Purchasing tools et e-procurement system
- **The creation of the “DAE” come with a reinforced regional level by the creation of the regional procurement platforms (“PFRA”) attached to the prefects of regions and headed by purchasing managers.**

3



The strategic orientations 2016-2019 for the purchases of the French state and its public institutions

- **To increase purchasing savings across the entire perimeter (ministries and public institutions):**
 - For the ministries: 325 M€ in 2016, 375 M€ in 2017, 400 M€ in 2018 ;
 - For the public institutions: 250 M€ in 2016, 275 M€ in 2017, 300 M€ in 2018.
- **To respect the objectives of sustainable development and social development.**
- **To increase the share of state purchases from SME's, in particular at the territorial level.**
- **To increase the volume of purchases integrating an innovative solution.**
- **To reinforce the efficiency of the procurement function through the professionalization of various players in the procurement process.**

The “DAE” submit an annual report to the Prime Minister and the Minister in charge of the action and public accounts which describes the actions implemented (state & public institutions) and the outcomes.

4



Innovation in state purchases

The context :

- Measure 32 of the 2012 National Pact for Growth, Competitiveness and Employment set a trajectory for the dissemination of innovative purchases in public procurement, targeting purchases from SMEs and mid-cap companies;
- The target set for 2020 is 2% of innovative purchases compared to the overall annual volume of purchases by the State and its public institutions.

Goals :

- Respond to need by substituting new processes, when they are sources of value creation and the buyer can demonstrate that they generate direct savings or overall cost;
- Improve service to users or agents and the effectiveness of missions and trades.
- Grow SMEs and midcaps by allowing them, through the award of public contracts, to have references to open new markets for them in private or export orders;



Innovation in state purchases

The 4 axes: an action plan presented during the conference of the secretaries general of October 13th, 2016 which defined 4 main axes and which was then validated by the DAE

- Better structure at the level of the ministries the approach for the development of the innovative purchases as well as the follow-up of the objective of 2% ;
- Give a role to regional procurement platforms ("PFRA") on behalf of the State in detecting innovative solutions brought by SMEs in the regions;
- Strengthen collaboration between buyers and the regional directorates for enterprise, competition, consumer affairs, labor and employment (DIRRECTE) in the approach of innovative SMEs;
- Overcoming reluctance (especially those of prescribers) and ensure a more systematic use of innovative purchasing.



Legal tools or soft law

- Order No. 2015-899 of 23 July 2015 on public procurement and Decree No. 2016-360 of 25 March 2016 on public procurement transposed into French law Directive 2014/24 / EU of the European Parliament and of the Council of 26 February 2014 on the award of public contracts
- Decree n° 2014-1097 of 26 September 2014 on simplification and innovation partnership
- Prime Minister's circular of 25 September 2013 describing the organization of support for innovation through public procurement
- Innovative Purchasing Guide published by the Directorate of Legal Affairs of the Ministry of Economy
- Factsheet on the Innovation Partnership published by the Legal Affairs Directorate of the Ministry of the Economy



Completed actions

Since 2012, new tools and methods have been implemented by DAE, Ministries and their public institutions

- An awareness and communication campaign was launched with the organization of two major national conferences in 2012 and 2013
- Each Ministry has published its 2013-2020 Innovation Procurement Strategy Roadmap
- Each department must detail in its annual procurement schedule the projects that are open to innovation
- At the regional level, innovation referents have been appointed in the PFRA and the DIRRECTE to better coordinate the sourcing of innovative companies with state purchasing projects.



Tools for buyers

- ✓ Provision of the "Professional Social Purchasing Network of the State and its Public Institutions" RESPAE and its Purchasing Innovation Community: creating synergies, know-how and exchanges between buyers

Tools for buyers

- ✓ The innovation purchasing platform of the State and its public institutions (with SME Pact): Spontaneous contact of companies to present innovative solutions and Call for skills to question the supplier market on a complex and innovative

<http://www.achatspublics-innovation.fr/>

Tools for buyers

- ✓ 13 fact sheets to facilitate innovation purchases
- ✓ Focus on the interview grid with innovative companies :
Objective → to qualify the company and its innovation

The grid is structured in three parts:

- Typology of the company, year of creation, workforce, CA references, ...
- Innovation: Integration into the ecosystem of innovation and description of the type of innovation
- Summary and actions to be carried out

Tools for buyers

- ✓ Co-contracting exchange

Benefits of co-contracting :

- Pooling their human resources, equipment, financial capabilities and know-how
- Access to contracts where, separately, they would not have had the technical and / or financial capacity to respond
- Increase the number and quality of their references

La bourse à la cotraitance sur la Place

Mode d'emploi



La bourse à la cotraitance est un outil de mise en relation pour faciliter la création de groupements momentanés d'entreprises (GME) de compétences et/ou de moyens.

Tools for buyers

- ✓ Sourcing support: meeting of start-ups and participation in events organized by DAE partners
- ✓ Professionalization of buyers: organization of an acculturation seminar on innovation for state buyers

Thank you for your attention





Adresse de l'extranet :

- Pour les ministères financiers : <http://dae.alize>
- Pour les autres ministères : <http://www.dae.finances.ader.gouv.fr>

Site internet : <http://www.economie.gouv.fr/dae>



Overview of European Commission's (DG GROW) support for public procurement of innovation

Matija Matoković
DG GROW – G4

PPI MED Network
Paris, 18 January 2018



Content

- Public procurement package & Start up initiative
- Partnerships with large buyers
- Guidance on public procurement of innovation
- Innovation brokers



EC Communications related to public procurement of innovation (non-legislative)

- **Public procurement package (October 2017):** initiative for carrying out public procurement more efficiently with a strong emphasis on strategic (including innovative) procurement¹
- **Start up and Scale up initiative (November 2016):** role of public procurement in helping innovative start ups²

¹ https://ec.europa.eu/growth/content/increasing-impact-public-investment-through-efficient-and-professional-procurement-0_en

² <https://ec.europa.eu/DocsRoom/documents/20262>

3



Partnership with large buyers

- **Motivation:** engage with public buyers that have substantial impact on their local public procurement market through the size of their procurement budgets and/or policy impact (green, social, innovative procurement)
- **Objective:** create a partnership relationship
- **State of affairs:** preparatory meeting held in December 2017 with interested large buyers. Strategic public procurement high on the agenda

4



Partnership with large buyers – next steps

- Define existing initiatives and potential synergies with partners
- Policy dialogue on issues related to strategic public procurement
- Exchange of best practice (especially on innovation) via trainings and topical coalitions
- Collaboration on specific topics (joint cross-border procurement)
- Meeting in June 2018

5



Guidance on innovative procurement

- **Motivation:** expressed need by numerous public buyers for a clear and practical guidance on innovative procurement
- **Objective:** write a guidance based on practical experience from the projects funded by DG GROW and intended to be used by public buyers with different levels of ambition and appetite for public procurement of innovation
- **State of affairs:** targeted consultation completed. Analysis of input.

6



Guidance on innovative procurement – next steps

- Adoption expected in February 2018
- Ongoing effort to gather good examples
- Finalise targeted consultation:
https://ec.europa.eu/growth/content/targeted-consultation-draft-guidance-public-procurement-innovation_en

7



Innovation brokers

- **Motivation:** public procurement of innovation has been possible for a long time but has not picked up, despite the economic potential
- **Objective:** showcase an example of facilitation of PPI through an innovation broker. Topics related to energy efficiency and sustainability.
- **State of affairs:** selection of broker in progress (COSME funded)

8



Innovation brokers – next steps

- Pilot: active mid-2018-approx.mid-2020
- Funding for public procurement of innovation projects: COSME WP 2018 (call expected in mid-2018)

9



Contacts

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grow-g4@ec.europa.eu

10

INNOVATION BY PURCHASING

GPE CASE : FOSTER INNOVATION BY REINVENTING PURCHASING PROCESS

John TANGUY, Innovation Director at Société du Grand Paris



@GdParisExpress

THE GRAND PARIS EXPRESS

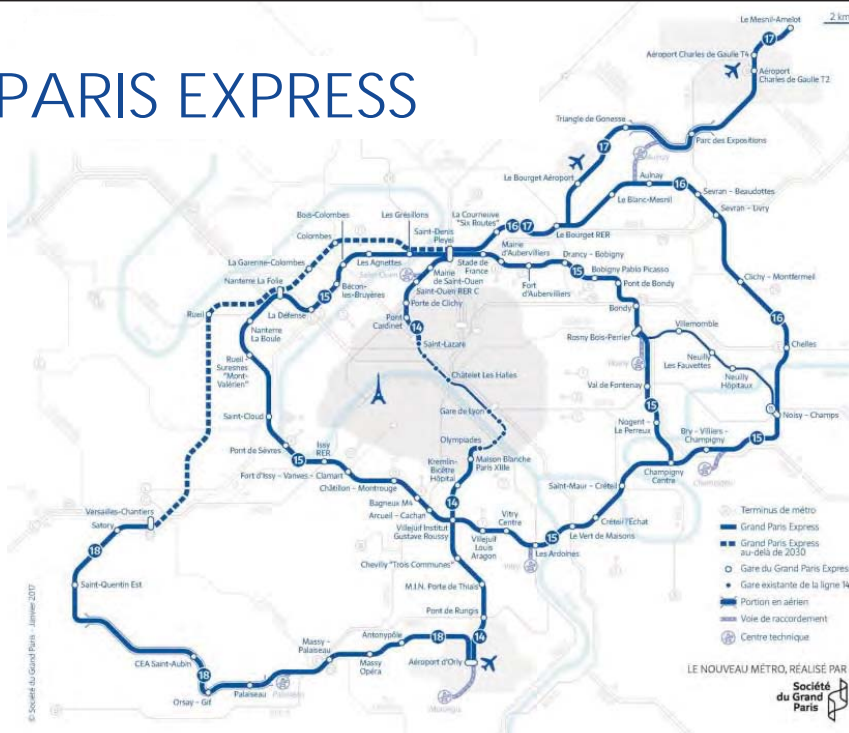
200km
of new railway

68
new train stations
in Ile-de-France

35 billion €
of investment



@GdParisExpress



LOOK FOR
EMERGING SOLUTIONS
WITH POSITIVE IMPACTS

Société
du Grand
Paris

&

CONNECT
INNOVATION WITH
OUR CORE BUSINESS

@GdParisExpress

3

Société
du Grand
Paris

**TRADITIONAL
PURCHASING PHASE**

STRICT SPECIFICATIONS

LIMITED PROCESS

NO VALORIZATION

INNOVATION

@GdParisExpress

4



OUR CHALLENGE :

TURN THE PURCHASING PROCESS INTO AN INNOVATION DRIVER

INVOLVE OUR SUPPLIERS



SCORE INNOVATION



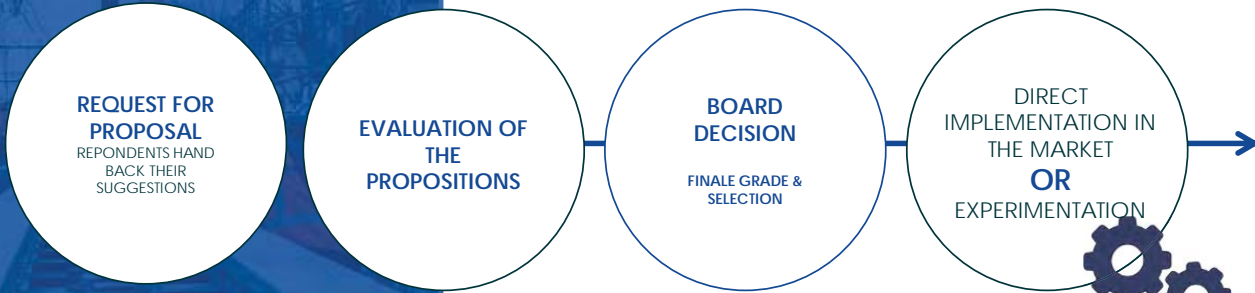

SHARE THE PROFITS



 @GdParisExpress

5

CONSULTATION PROCESS





REQUEST FOR PROPOSAL
REPRESENTS HAND BACK THEIR SUGGESTIONS

EVALUATION OF THE PROPOSITIONS

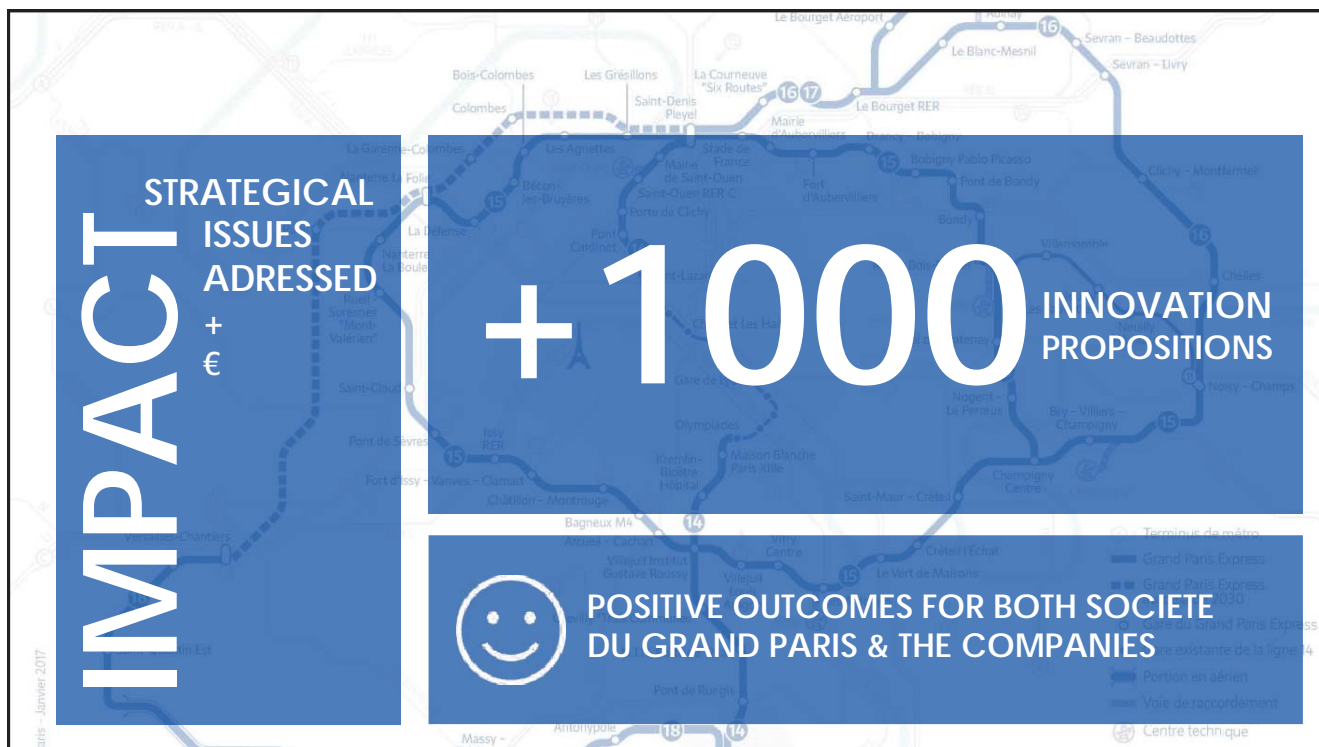
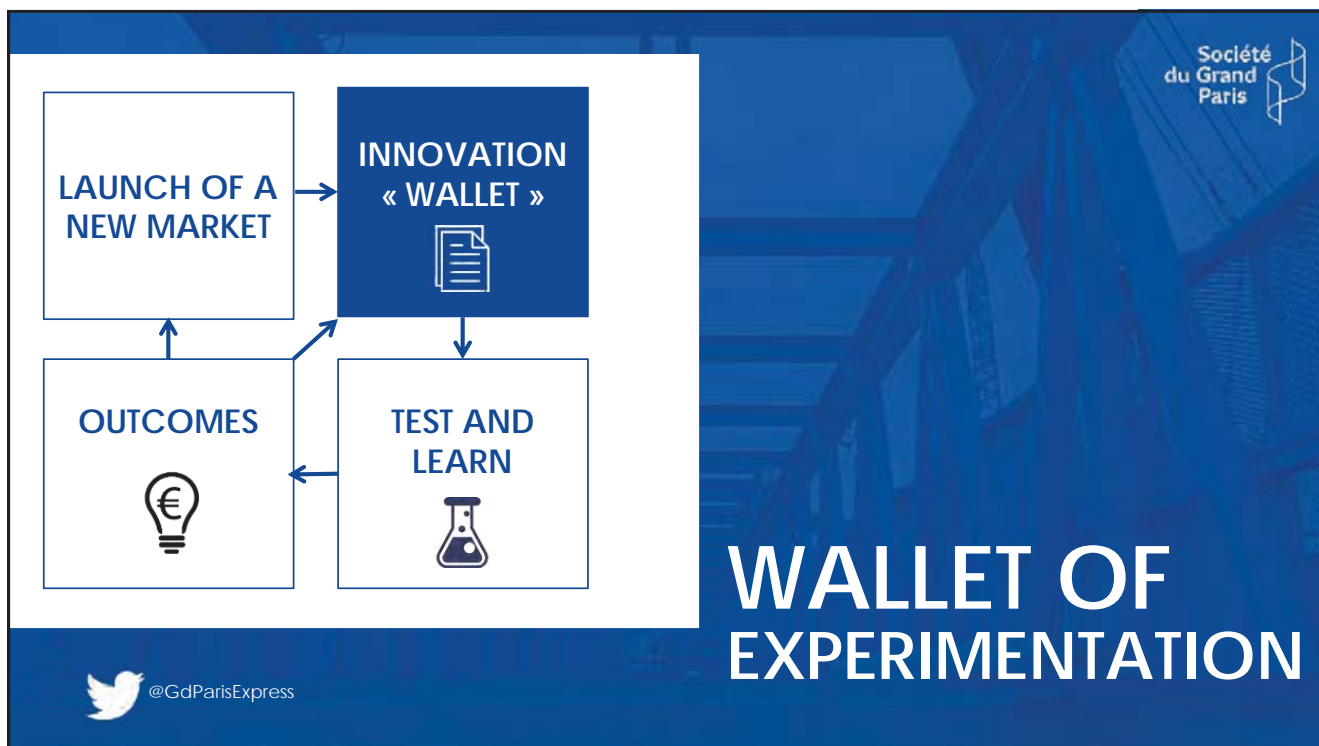
BOARD DECISION
FINALE GRADE & SELECTION

DIRECT IMPLEMENTATION IN THE MARKET OR EXPERIMENTATION



 @GdParisExpress

6



* **THE SGP** BENEFITS FROM STRATEGICAL INNOVATIONS

* THE PROJECT WILL **REINVENT** ITSELF EACH YEAR UNTIL DELIVRY

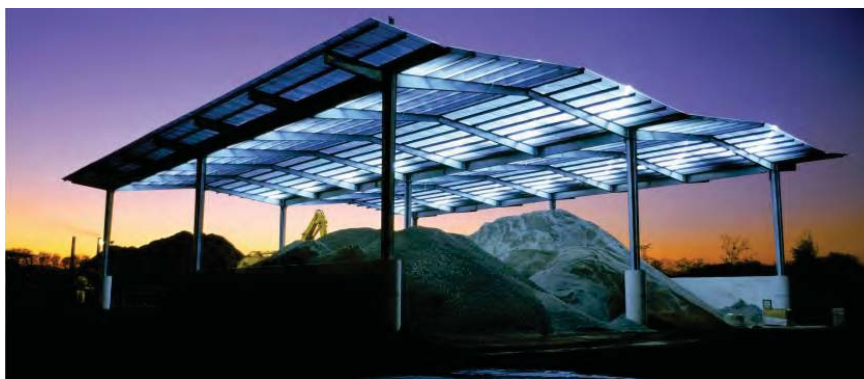
* THIS PROCESS **IMPULSES INNOVATION** IN THE CONSTRUCTION MARKET



THANK YOU

YPREMA

« Green public procurement:
challenges for suppliers of the circular economy



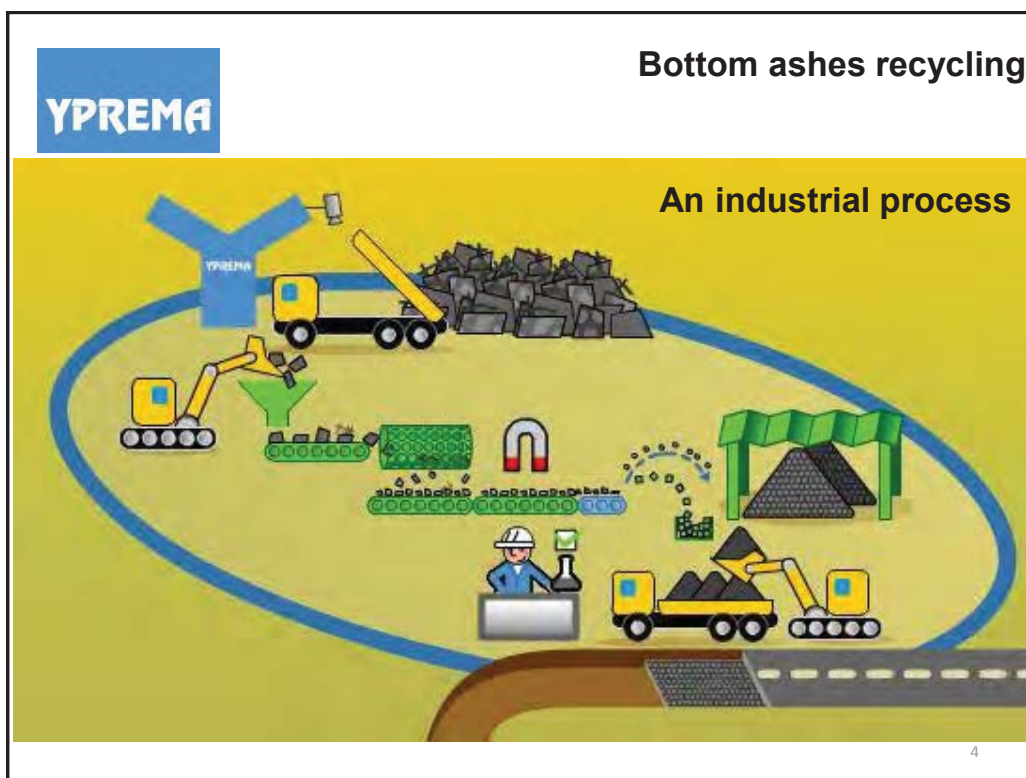
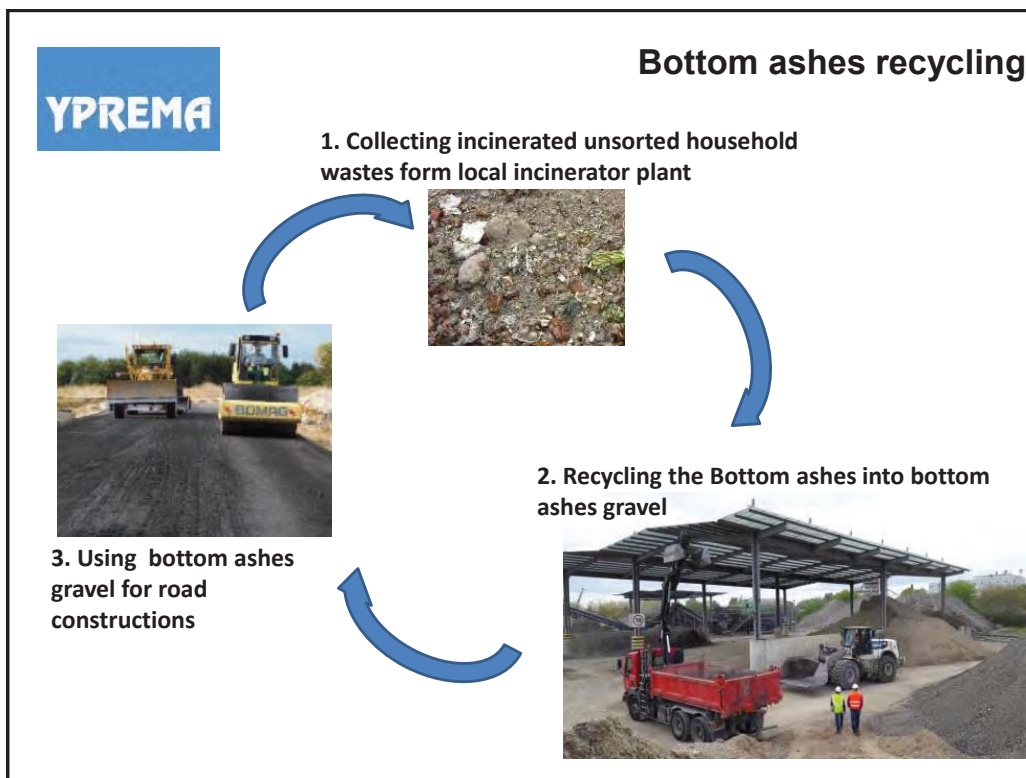
Dr. Audrey Bertrand


PROMINENT MED - 18/01/2018

YPREMA

YPREMA : Key figures


- independent company created in 1989
- 27 years in circular economy
- 10 recycling plants in France
- 1 million of tonnes of wastes deriving from building and roads dismantling are recycled every year
- 4 types of wastes : concrete, soil and bottom ashes deriving from the incineration of unsorted household wastes
- 80 employees






Uses of bottom ashes gravels in road construction

Trench backfill




1 m
3 cm en enrobé
15 cm en grave ciment
45 cm en ECO GRAVE
Enrobage du fourreau en PVC Ø 45 mm
et lit de pose en sable 0/4
Géotextile

Backfill adjacent to construction




6 cm en enrobé
30 cm en grave ciment
1 m en ECO GRAVE

Roadway




grave bitume
12 cm en Grave Industrielle 0/31,5
30 cm en ECO GRAVE
Plate-forme traitée à la chaux


Riding centers




25 cm en sablon
40 à 50 cm en ECO GRAVE




Bottom ashes recycling : a common sense




A circular economy logic



Preserve the natural resources



Reduction of CO₂ from reduction of transportations



Reduction of cost : recycle bottom ashes costs 3 times less than to landfilling

6



Bottom ashes recycling : a common sense

... But only if public authorities are involved and committed

2 contrasting examples :

- case 1 → public authorities, represented by 1 metropolis, which **committed itself to using its own bottom ashes. 250 000 inhabitants**

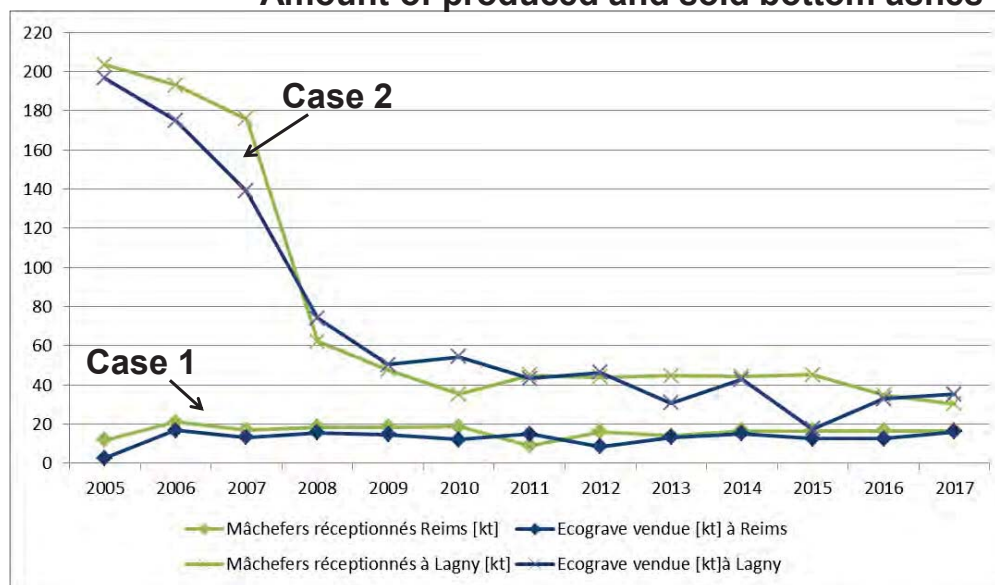
- case 2 → public authorities, that **do not care about environmental or economical issues. 450 000 inhabitants**

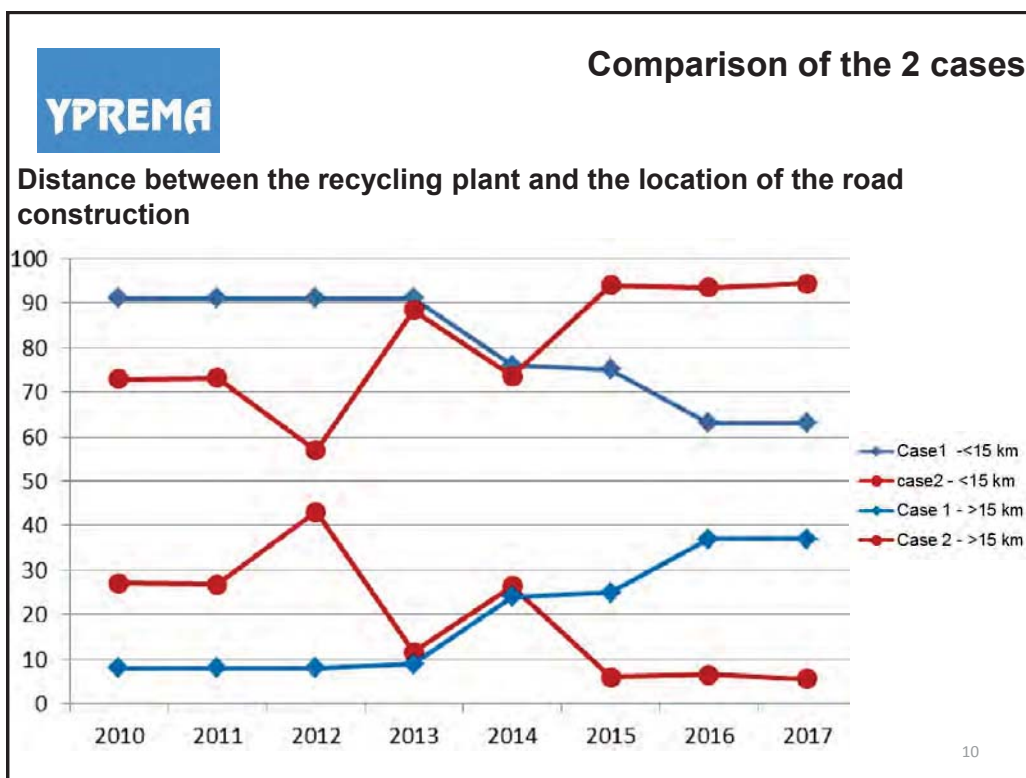
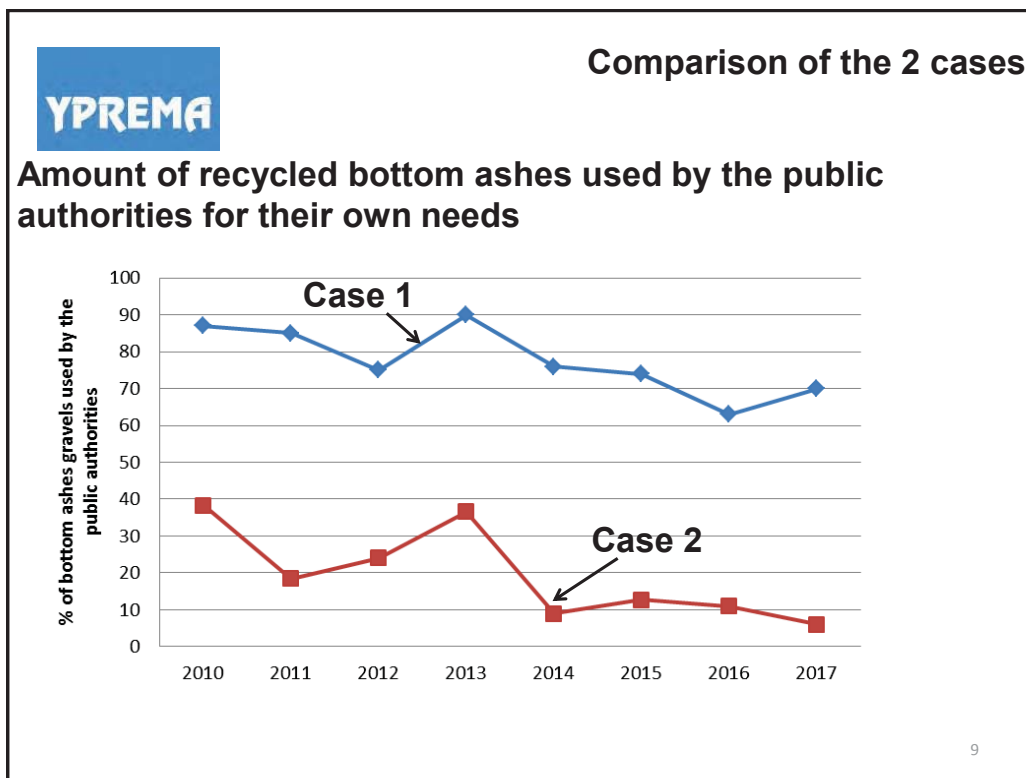
7




Comparison of the 2 cases


Amount of produced and sold bottom ashes





		Summary	
	Case 1	Case 2	
Committed authorities	YES	NO	
Inhabitants	250 000	450 000	
Possible development	Yes : possible opening of a new recycling plant in the nearby town	Closure of the recycling plant	
Solution	Yes : road constructions	No : landfilling	
ecological consequences	- saving natural resources - reducing CO ₂ emissions because short distances	disturbance of landscape and ecosystems	
economical consequences	Spare money	waste of money : 3 times more expensive and reducing the amount of employed people on the territory	


11

		Conclusion	
The commitment of public authorities is of first order to sustain and develop new and already approved methods			

12







Gaynor Whyles, JERA Consulting




ABOUT THE PROJECT

Coordinated energy-related PPI actions for cities

 <p>5 CITIES AND 4 EXPERT PARTNERS</p>	 <p>LOOKING FOR SUSTAINABLE ENERGY SOLUTIONS</p>	 <p>THROUGH PUBLIC PROCUREMENT OF INNOVATION</p>	 <p>TO ACHIEVE ENERGY SAVINGS OF 33 GWH PER YEAR</p>
---	---	---	---

Birmingham (UK), Budapest (Hungary), Castelló & Valencia (Spain) and Wrocław (Poland) are joining efforts to look for **more sustainable energy solutions through a pro-innovation procurement** approach.



WHO ARE WE?

City Authorities supported by enabling partners with expertise in innovation procurement, energy efficiency and a European local authority network

City Authorities

- Birmingham
- Budapest
- Castelló
- Valencia
- Wrocław

Enabling Partners

- JERA
- Optimat
- STZ
- ICLEI European Secretariat



“There is talk of innovation out there. Winds of change are headed our way. Lock your door, pull the shades and hide under your desk”.


1. DON'T MENTION INNOVATION



2. YOU CAN ALWAYS DO SOMETHING

to support innovation in the supply chain and encourage suppliers to bring forward more energy efficient solutions that better meet the needs of customers and end users”

CEPPI PPI Action Planning Tool – provides a template to decide what actions are possible.



CEPPI PPI ACTION PLAN

	Pro-innovation procurement	
	Procurement strategy	
Preparation Actions		Outcome based specification
		Evaluation on whole life costing / Total cost of ownership
Preparation and support actions		Non cost based evaluation criteria
Identify procurement and secure permissions for intervention		Competitive Dialogue
		Wider market development
	Research forthcoming tenders	Engaging the procurement suppliers
	Determine tenders with energy saving impact	
Alternatively - Identify PPI Actions	Supporting innovative solutions	
	Identification of requirement	Market Demonstration site
	Stakeholder consultation	Joint Procurement First adopter
	Review of current offering	Individual Early adoption of a new technology
	Review of case studies	Simple Wider market development
Enrolment	Cross departmental procurement	Market Monitoring of energy and cost savings
Benchmarking	Outcome based requirement	Market Pounding Prospectus
	Requiring progressive	Market Sounding Response form
	Direct	Communication plan
		Analysis of market sounding responses
	Embedding in the organisation	Company Directory
Wider market development	Market Consultation	
		Market workshop
		Site visits
		Technical Dialogue
	Market engagement report	

CEPPI
ENERGY EFFICIENCY THROUGH INNOVATION PROCUREMENT

3. CHANGE IS HARD

This really is an interesting approach, but I'm afraid we can't consider it. It's never been done before

CEPPI
ENERGY EFFICIENCY THROUGH INNOVATION PROCUREMENT

50 Reasons Not To Change



4. STOP THE PROCUREMENT CONVEYER BELT



The most energy efficiency MFD is one
that doesn't exist

(And printing costs a lot of money)

Not a more energy efficiency MFD.
Innovative solutions to reduce the
need to print

Make the printing we do highly
resource efficient



5. ENERGY EFFICIENCY IS NOT THE WHOLE STORY

- Innovation can deliver much more than energy efficiency
- What customers and end users really need, and *of course* it has to be energy efficient
- *Eg Street lighting.....security, maintenance, light pollution, culture, architecture, finance, sustainability, integration with smart city technology..... many stakeholders*
- The conversation is moving beyond energy efficiency – energy transition in Cities (see Foresighting report)
- Technical AND financial innovation

18-03-19

Name of the event

6. FRAMEWORK CONDITIONS

- The nature of the interventions determined by the **framework conditions** within the municipal authorities
- Policy, leadership and vision
- Energy strategy
- Attitude to innovation and risk
- Alignment with, and recognition of, procurement
- Roles and responsibilities
- Capacity and capability

18-03-19

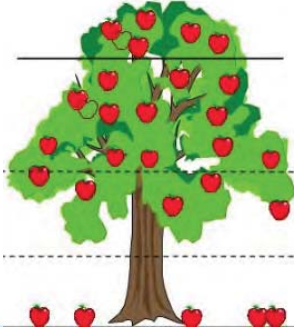
Name of the event

CEPPI ENERGY EFFICIENCY THROUGH INNOVATION PROCUREMENT

ENERGY POLICY ROADMAP

From day to day operations to strategic interventions

1. Operational. All about energy efficiency, operational consumption.
2. Hot spots, renewables. Those more tricky issues, easy opportunities
3. Embedded. Looking beyond immediate energy use.
4. Influencing. Recognising the wider network of stakeholders and leadership role
5. Strategic. Longer term picture and more sophisticated options.



18-03-19

CEPPI ENERGY EFFICIENCY THROUGH INNOVATION PROCUREMENT

INNOVATION ROADMAP

From allowing innovation to market transformation

1. Allows. Removes barriers to innovation
2. Encourages. Provides incentives
3. Demands. Requires innovation
4. Drives. Recognising the wider network of stakeholders and leadership role
5. Transform. Longer term picture and more sophisticated options.

18-03-19

Name of the event



CEPPI
ENERGY EFFICIENCY THROUGH INNOVATION PROCUREMENT

BARRIERS?

- Annual budgets
- Elections
- Changing councillors
- Changing policies and priorities – organisational flux
- Very different approach to procurement - unfamiliar
- Resistance to change - “Not invented here”
- Time and resource pressures
- Policy- procurement gap
- Is innovation procurement really needed...more later ...



ENABLERS?

- Starting small.....but also
- Ambition!
- Incremental approach “you can always do something”
- Action learning - doing not talking
- Case examples
- Capacity building and peer learning events
- Technical support
- New procurement regulations
- External facilitators



THANK YOU

We will be happy to answer your questions.

E-mail us to: info@ceppi.eu



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 649720.
 Disclaimer: The sole responsibility for any errors or omissions made lies with the editor. The content does not necessarily reflect the opinion of the European Commission. The European Commission is also not responsible for any use that may be made of the information contained therein.

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ENERGY EFFICIENCY THROUGH INNOVATION PROCUREMENT

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The screenshot shows the CEPPI website interface. At the top, there is a navigation menu with links for HOME, ABOUT, NEWS, CONTACT, PARTNERS & CLIENTS, and TESTIMONIALS. Below the navigation is a large banner image of a city street with the word "BIRMINGHAM" overlaid. Underneath the banner are four icons representing different services: "CITIES AND EXPORT PARTNERS", "LOOKING FOR INNOVATIVE ENERGY SOLUTIONS", "INNOVATIVE PUBLIC PROCUREMENT OF PERFORMANCE", and "INNOVATIVE ENERGY EFFICIENCY SOLUTIONS". Below these icons is a paragraph of text starting with "Birmingham City Council is looking for innovative energy solutions through a performance procurement approach...". At the bottom of the screenshot is a "NEWSLETTER" sign-up form with fields for "Name" and "Email", and a "Subscribe" button. The European Commission logo is visible in the bottom right corner of the screenshot.

CEPPI
ENERGY EFFICIENCY THROUGH INNOVATION PROCUREMENT

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The screenshot shows a Storify story titled "CEPPI Project". The story features a video thumbnail showing a group of people in a meeting room. Below the video is a text description of the project, starting with "Birmingham City Council (Birmingham, United Kingdom) is looking for innovative energy solutions through a performance procurement approach...". The European Commission logo is visible in the bottom right corner of the screenshot.



Project Facts

- **Title:** Transnational model, strategies and decision support for innovative clusters and business networks towards *greengrowth*, focusing on green e-procurement in EE/RES for energy refurbishment of public buildings
- **Priority Axis 1:** Promoting MED innovation capacities to develop smart and sustainable growth
- **Programme Sp Obj 1.1:** Increase transnational activity of innovative clusters & nets of key MED sectors
- **Countries:** Greece, Italy, Slovenia, France, Cyprus, Spain, Bosnia Herzegovina



The Consortium (1/2)

- **University of Patras - Lead Partner** (Greece)
- **Atlantis Consulting SA** (Greece)
- **Terre di Siena Lab** (Italy)
- **Mountain Community Alto Basento** (Italy)
- **University of Maribor** (Slovenia)
- **Inter-District Ass. Electrification & Lightening Haute-Corse** (France)
- **Ass.Chambers Commerce Veneto Region** (Italy)



The Consortium (2/2)

- **Veneto region** (Italy)
- **Dept. of Public Works, Min. of Transport, Communications & Works** (Cyprus)
- **General Secretariat for Commerce & Consumer Protection** (Greece)
- **Chamber Commerce/ Industry Terrassa** (Spain)
- **Dept. for Development & International Projects Govt. Zenica-Doboj Canton** (Bosnia Herzegovina)



Project Modules

Module 2

- Test widely instruments, policies, strategies and joint plans from previous initiatives through pilots -- ensuring transferable solutions

Evaluation

- At end of each module, MA/JS verifies activities & deliverables



Module 3

- Capitalise on results from Module 2 of project




Project Goals

- **Improve capacity of PAs to**
 - manage energy efficiency of their buildings
 - move towards nearly zero energy buildings
- **Strengthen SMEs to enter the green energy market**
- **Validate integrated framework of strategies, methods, dbases, tools**

Target groups

- SMEs in involved MED territories
- Local/Regional/National PAs
- Business support organisations
- Academia and technological institutions
- Local policy makers
- General public

Project Results (1/2)

- 1) Unified eGPP platform for PAs and SMEs includes DBs w green criteria, eGPP, LCC tool
- 2) TMN (Transnational Med Network): e-Network where stakeholders of E sector communicate/xchange knowledge, while supporting SMEs w mentoring & business angels.

Project Results (2/2)

- 3) Living Lab leads to dynamic training sessions w active participation by stakeholders → transfer knowledge, e.g. financing, SEAPs, PPIs(35%), PCPs(90%)
- 4) Innovative transnational solutions with practical recommendations to EU decision makers



Barriers

- **Challenge:** Persuade PAs to involve green criteria in tenders
- **Challenge:** Active participation by SMEs
- **Challenge:** Interaction btw public & private stakeholders
- **Lacking:** E audit measurements pb buildings
- **Lacking:** €€ financg solns for E refurbishment of pub buildings



Opportunities

- Innovation Procurement
- Pre-Commercial Procurement



Thank you for your attention

Name: Konstantina Marousi
PP: University of Patras
e-mail: markwnna@gmail.com





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Prominent MED in Croatia Major challenges with Public Procurement of Innovation

PPI Peer Learning Exchange

Denis Premec, Ivan Simic – REA North
 Paris, January 18th, 2018





Croatian pilot

- PPI pilot through retrofitting project of prefabricated kindergarten building
- The building is approaching its lifetime end
- City administration tends to extend the lifetime
- Main stakeholders: KG management, City of KC, Hamag-Bicro (Cro Agency for SMEs, Innov. & Investm.)



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Prominent MED

2





Identification of needs

- Simultaneous improvement of building (exterior + interior), processes and services
- Important constraint – implementation of any refurbishment measures possible only during the summer break (2 months)
- Anticipate future development of the KG as an institution
- Scalability and replicability as a requirement to attract nationwide interest
- Solutions need to achieve minimum requirements set by the National energy efficiency improvement programmes for public buildings financed by the structural funds

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Major challenges

- Small municipalities and sufficient market demand (MED countries known for extremely fragmented public administration hierarchy)
- Innovation procurement as a huge cultural and political challenge, no success stories
- Partners w/o any experience in PPI
- Market demand challenges: poor info about prefabricated public buildings
- Forced to do market research, cities all over Croatia
- 30 similar prefab buildings found → attractive enough to suppliers?

Croatia  Population 4,2 mil

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What about supply side


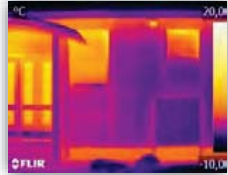
- No relevant facts on successful refurbishment of prefab buildings in Croatia and neighbouring countries
- Prefab buildings industry – only 2 producers of family houses → Engage with neighbouring markets
- B2B meetings with technical experts (conferences)
 - possible prefabrication solutions and directions of development
- Special challenge: breaking up the usual process hierarchy (project designer → contractor → industry)

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Building the Credibility

- Building details
 - Energy audit + Specific data collection
 - Building construction analysis
 - Building construction and static analysis (study)
 - Thermography analysis (report)
- Budget construction challenges
 - Prominent MED (200 k€)
 - Own budget (mayor persuaded)
 - Structural funds – meeting with the ministry
- 60+ letters of interest collected
- In process of market engagement activities (profess. support form CGBC, CChE)

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Interreg Mediterranean Prominent MED | Regional Energy Agency North

Market engagement preparation Oct 2017 – Feb 2018

Identify communication channels, supply-chain contact list	Outcome based requirements MSP - Market Sounding Prospectus
Create Market Consultation Questionnaire / Response Form for suppliers to complete	Development of web presence / site

National announcement – no joint PIN | **Write down PIN - Prior Information Notice** | Other partner's countries PIN mentioned as a fact

PUBLISH MSP & PIN




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Interreg Mediterranean Prominent MED | Regional Energy Agency North

Market sounding Feb 2018 – Apr 2018

Supply chain feedback and communication	Market sounding review and analysis
Define and organize Market Consultation Workshop(s)	Carry out Market Consultation Workshop(s) / Site visit(s)

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Med PPI network as a tool to increase understanding and facilitate innovation procurement

- **How could the Med PPI network help to increase awareness and understanding and facilitate innovation procurement going forward?**

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Thank you for your concentration!

Denis Premec & Ivan Simic
REA North

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 Società regionale per lo sviluppo economico dell'Umbria



PROMINENT MED

Public pROcureMent of INnovation boosting greEN growTh in MED area

Innovation Procurement in small MED municipalities: challenges and opportunities

DIEGO MATTIOLI



 Project co-financed by the European Regional Development Fund

FOCUS 1: ITALIAN PILOT



The kindergarten operates 11 months per year and due to the limited thermal insulation the building cannot ensure adequate conditions for the hosted children (6-36 months)

The Kindergarten “Gianni Rodari” located in Narni hosts about 200 people (children, teachers and assistants).

- The building is all at ground floor (net floor area 1248.83 m²), built with a structure in reinforced concrete

Edificio di classe: F


Prestazione energetica Globale




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NEEDS ANALYSIS RESULTS



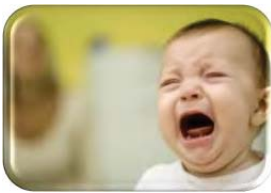
Thermal Insulation



Seismic resilience




Sensory Learning



Acoustic insulation


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WHAT WE ARE GOING TO DO?

STEP ①




Open Market Consultation

Why: in order to discuss with the market possible technical solutions their feasibility, as well as, possible award criteria for the tender i.e. LCA

How: 1) PIN Publication on TED,
2) Web page for informing procurers
3) Questionnaire for gathering Mkt input
4) Info action through institutional channels

Period: 60 days

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WHAT WE ARE GOING TO DO?

STEP ②


Business Case

- **Why:** to support investment decisions before, during and after the project
- **How:**
 - 1) Outline alternatives
 - 2) Define potential cost savings, benefits
 - 3) Better Mkt knowledge
 - 4) Define Technical specifications
 - 5) Identify KPI

Period: 30 days



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WHAT NEXT

STEP ③

Identification and launching of the tender



The procedure will be selected according with different criteria: tender specification, scale of investments, possible contractors characteristics, etc

STEP ④

Contract signing and investment realization

Within October 2019 the offer will be selected and the works assigned and realized.



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FIRST LESSONS LEARNT

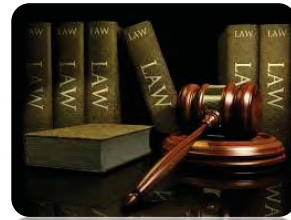


Lack of knowledge and technical expertise:

Small Municipalities have lack of knowledge both in legal and technical matter, and need specific support attuned to their needs

Uncertain legislative framework

In particular in Med Countries the complex regulatory framework jeopardize the possibility to use innovation procurement



FIRST LESSONS LEARNT



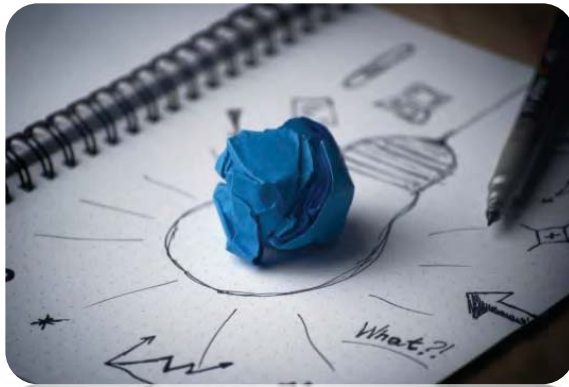
Attract the Market

The low scale of investment imply the low interest of the market

Scalability of the solution

Only demonstrating the scalability of the proposed investment the market can be attracted





d.mattioli@noesisonline.eu



<https://prominent-med.interreg-med.eu/>



Prominent MED



prominentmedproject

**DIEGO MATTIOLI
PROJECT MANAGER**







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 UNIVERSITAT POLITÈCNICA DE VALÈNCIA




PROMINENT MED: PUBLIC PROCUREMENT OF INNOVATION BOOSTING GREEN GROWTH IN THE MED AREA (1MED15-M12-070)

TOUR DE TABLE
PARIS, 18th JANUARY 2018, PPI Peer Learning Exchange





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 UNIVERSITAT POLITÈCNICA DE VALÈNCIA






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1. PROJECT CONTEXT
2. LESSONS LEARNT
3. HOW CAN MED PPI HELP BOOST INNOVATION PROCUREMENT?

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1. PROJECT CONTEXT

A SHORT RECAP









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1. PROJECT CONTEXT

1.1. PPI SPANISH CLUSTER

- **PROMINENT MED PARTNERS**
 - CRIB: Consorci de la Ribera
 - UPV: Universitat Politècnica de València
- **IMPLEMENTING MUNICIPALITY**
 - ALZIRA: Ayuntamiento Alzira
- **TECHNICAL ASSISTANCE**
 - ENERLIS (hired by CRIB): Expert assistance in PPI framework
 - TECNALIA (hired by CRIB): Expert assistance in PPI + Energy efficiency / Market analysis
- **THIRD PARTIES**
 - AVAESEN: Energy Companies Cluster of Valencian Region (Associated Partner – Companies)
 - GV: Generalitat Valenciana (Associated Partner - Municipalities)

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1. PROJECT CONTEXT

1.2. SPANISH PPI CASE




**REFURBISHMENT OLD (1891)
ORANGE STORAGE BUILDING
(MAGATZEM DE CUCÓ), Alzira,
Spain**



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2. LESSONS LEARNT...

...TO KEEP ON WALKING



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2. LESSONS LEARNT

2.1. DIVIDE ET IMPERA

2.2. SHARE AND DIALOGUE

2.3. INVEST TIME TO GET VALUE AND IMPACT

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2. LESSONS LEARNT

2.1. DIVIDE ET IMPERA

DIVIDE THE SYSTEM OF ANALYSIS INTO ACHIEVABLE SUB-SYSTEMS

CHALLENGE

Floor Walls Windows → Glass → Frames → Shadowing

OUTCOME-ORIENTED REQUIREMENTS / INDICATORS

Uses? → Natural light, Orientation → Key Performance Indicators
 Energy efficiency? → Impact? → Ventilation → Heat gains / losses
 Assembly → Acoustics
 Cleaning, security → Sustainability → Dialogue with market

MARKET ANALYSIS

WIDE MARKET → Producers → Suppliers → Installers → Influencers

Future guidance for the procurement

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2. LESSONS LEARNT

2.2. SHARE AND DIALOGUE

TASK FORCE

CHALLENGE

SHARE YOUR BEST FIGHT YOUR DOUBTS

- ENERGY
- MATERIALS
- ARCHITECTURE
- PROCUREMENT
- POLITICS
- MANAGEMENT
- PEDAGOGY

COMMON TERMINOLOGY, PROCEDURES, EXPECTATIONS, CHALLENGE

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2. LESSONS LEARNT

2.3. INVEST TIME TO GET MORE VALUE

TRADITIONAL PUBLIC PROCUREMENT

BACKGROUND DOES NOT GUARANTEE KNOWLEDGE

TIME-TO-MONEY CONVERSION

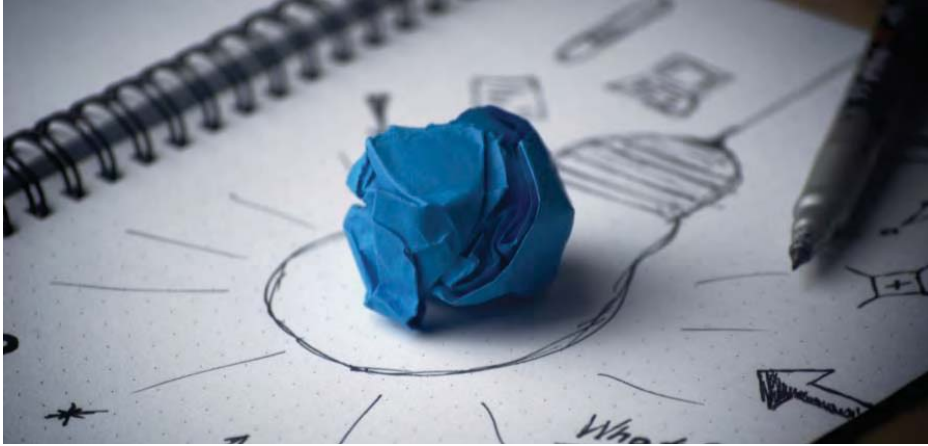
MAXIMISES THE BACKGROUND

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3. HOW CAN MED PPI HELP BOOST INNOVATION PROCUREMENT?

SHOWCASES IN SMALL MED MUNICIPALITIES



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3. HOW CAN MED PPI HELP BOOST INNOVATION PROCUREMENT?

SHOWCASE YOU CAN

ASSISTANCE



BACKGROUND



PROCEDURES



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 **UNIVERSITAT
POLITÈCNICA
DE VALÈNCIA**

 **CONSORCI
DE LA RIBERA**

 **Ajuntament d'Alzira**

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PROMINENT MED: PUBLIC PROCUREMENT OF INNOVATION
BOOSTING GREEN GROWTH IN THE MED AREA (1MED15-M12-
070)

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KEEN ON SHARING!

ANNEX 2: LIST OF PARTICIPANTS

MED PPI Network Launch Workshop

International Working Session


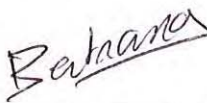
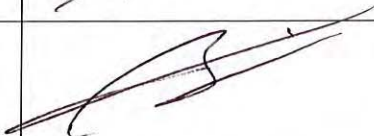
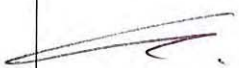

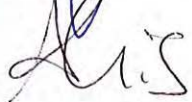
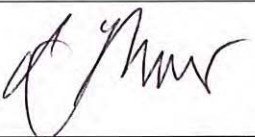



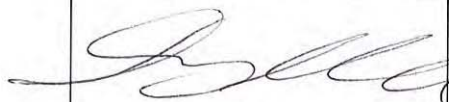
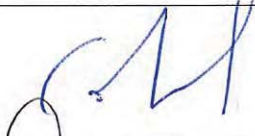
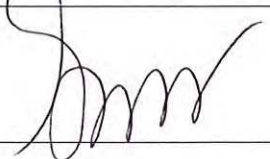
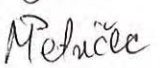
18 January 2018


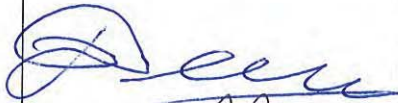


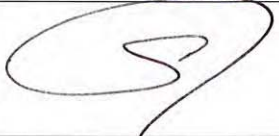
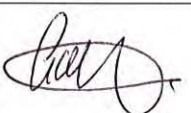
09.30-16.00

CSTB - 4 avenue du Recteur Poincaré - 75016 Paris

Feuille de présence

	NAME	FIRST NAME	ORGANISATION	COUNTRY	SIGNATURE
1	ARSENIO	Paulo	CIMBAL	Portugal	
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3	BALASKO	Maja	Grad Koprivnica	Croatia	Maja Balasko
4	BALDASSARRI	Giuseppina	Sviluppumbria	Italy	Giuseppina Baldassarri
5	BENEDETTI	Consuelo	NOESIS	Italy	

6	BENNOUNA	Yacine	CSTB	France	
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15	MATOKOVIC	Matija	European Commission (DG GROW)	Belgium	
16	MATTIOLI	Diego	NOESIS	Italy	
17	MOREL	Christophe	CSTB	France	
18	NUNES	Elsa	IrRADIARE	Portugal	
19	PETRICEC	Maja	Regional Energy Agency North	Croatia	

20	PLANE	Antoine	CampoSPHERE	France	
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23	ROMBA	Fernando	CIMBAL	Portugal	
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27	TANGUY	John	Société du Grand Paris	France	
28	WHYLES	Gaynor	JERA Consulting	England	

29. Marousi Konstantina University of Greece
Patras



MED PPI NETWORK INTERNATIONAL WEBINAR

Market engagement in innovation
procurement:

practices, tools and experiences

22 February 2018

Interreg
Mediterranean



EUROPEAN UNION



Prominent MED

Project co-financed by the European
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LOCATION AND DATE 3
TYPE OF EVENT 3
GOAL OF THE EVENT 3
AGENDA..... 3
PARTICIPANTS..... 3

LOCATION AND DATE

Ref. WP: 3.1	Partner: CSTB	N°. of event: 5
Country:	Place: web	Date: 22/02/2018

TYPE OF EVENT

International webinar

GOAL OF THE EVENT

Market engagement is a cornerstone of innovation procurement.

This webinar considered the context and perspectives of customers and suppliers engaged in innovation procurement, it took a practical look at the different tools and approaches that can be used, and considered the benefits, challenges and success factors of effective engagement with the market.

The main speaker in this workshop was Gaynor Whyles of JERA Consulting, a leading European expert on innovation procurement.

AGENDA

10.30-10.45 Joining the webinar

10.45 Welcome note - **Diego MATTIOLI**, Prominent MED coordinator

10.55 Market engagement: context and perspectives - **Gaynor WHYLES**

Questions and discussion

11.15 The practices and tools of market engagement - **Gaynor WHYLES**

Questions and discussion

11.45 Case examples from Prominent MED including the Spanish case of Alzira - **Plàcid MADRAMANY, Consorci de la Ribera**

Questions and discussion

PARTICIPANTS

The event attracted 62 registrations from across Europe, mainly from public sector organisations, innovation agencies and cities.

SUMMARY

The MED PPI Network aims to bring together all actors with an interest in innovation procurement including local authorities, public bodies, SMEs, experts and academia “to enhance understanding and capability, build collaborative partnerships and support the wider uptake of pro-innovation approaches to public procurement in the MED region and beyond”.

Market engagement: context and perspectives

The webinar first set the context; innovation procurement must accommodate the role of procurement, namely to deliver what is needed to fulfil the function of an organisation. Innovation for the sake of innovation must be avoided.

We define innovation procurement here as: Undertaking the procurement process in a way that stimulates the supply chain to invest in developing better and more innovative goods and services to meet the unmet needs of an organisation OR simply removing barriers to innovative solutions”.

Innovation procurement means changes to the way we normally do things. Part of this change is the way we communicate and engage with suppliers (but only a part.....other change is needed too).

An innovation procurement approach needs: a genuine unmet need and procurement opportunity; effective and early communication to the market; follow through into a pro-innovation procurement strategy, allowing innovation to compete on a level playing field.

The purpose of pre-tender market engagement is to understand the capacity, capability and appetite of the supply chain to deliver a solution. It is not an evaluation or assessment of suppliers.

Understanding the perspective of suppliers is a key to effective market engagement. Innovation is not only risky for customers, it is risky for suppliers. Market engagement helps you to present a genuine, credible and convincing requirement to the market - if there is a need suppliers are ready to respond. The market engagement process needs to convince suppliers that this is something worth investing in. How can you convince suppliers that you are a credible buyer?

- The DEMAND must be genuine
- The organisation must be (demonstrably) committed
- Professional and thoughtful market engagement process
- Show you understand suppliers – for example by demonstrating a wider market
- Inspire confidence that the tendering process will allow innovative solutions to compete equally
- Realistic timeframes

Typically and historically the public sector was not good at communicating with the market. This makes no sense. Market engagement breaks down barriers between customers and suppliers to the benefit of all concerned. Market engagement:

- Brings the supply-side perspectives to a procurement process
- Gives the supply chain advance information about forthcoming procurements (suppliers need time to innovate)
- Tests the reaction of the market to a proposed requirement
- Helps you to design an effective pro-innovation procurement approach
- Provides invaluable insights to potential suppliers – helps them to differentiate their offering on factors other than price

Market Engagement process, practices and tools

Part two of the webinar considered tools and methods – how might we approach market engagement in practice?

A range of market engagement tools were presented and discussed:

- Communication tools: here are a few commonly used.....
- Market Sounding Prospectus (MSP)
- Prior Information Notice (PIN) in the OJEU
- Market Response Form
- Web-page
- Market Consultation Workshops and Site visits
- Directory of companies responding
- Prepare briefing note to suppliers in advance of the workshop
- Technical Dialogue – usually with individual suppliers

A market engagement process might begin with market sounding: “Market sounding is the process of assessing the reaction of the market to a proposed requirement. Market sounding should begin at the earliest possible stage in the procurement process”.

A market sounding prospectus (MSP) can be a valuable tool for communication. Some example MSPs were shown and the typical contents were discussed.

It can be helpful to standardise responses from the market using a response form – this needs to be simple and user friendly! Remember – it is not asking for suppliers solutions – it is information to get an overview of what the supply chain is capable of, the timeframes involved, the market conditions needed etc. It is important to read the responses!

A Prior Information Notice is now an established mechanism to launch a market sounding or consultation. It is helpful in terms of coverage of suppliers and to show that the exercise is ‘official’. But you cannot rely on a PIN. Proactive communication is vital.

Web pages are a helpful way to keep suppliers up to date and engaged, creates a paper trail and facilitates transparency to maintain a level playing field.

Market consultation workshops tend to be popular with suppliers. Always provide enough time for networking. They are invaluable- for suppliers and customers. For customers, helps to:

- Understand the range of views present in the supply chain and ID perceived barriers
- Assess first-hand the appetite and mood of the market
- Get advice on the procurement strategy

Several examples of such events were discussed.

This session concluded with a recap of the main points covered.

Case example: P-Med market engagement in Valencia – the case of Alzira

The presentation aimed at delivering the following information:

- 1) To present the Spanish Public Procurement of Innovation (PPI) cluster;
- 2) To show the ground of the Spanish pilot project and how the needs identification;
- 3) To explain how the market has been engaged within the project, and finally;
- 4) Spanish pilot 'lessons learnt'.

The speaker webinar intervention started with an explanation about the PPI Spanish cluster with a brief introduction of its most relevant members and role: Consorci de la Ribera (Ribera Consortium), Politechnical University of València (UPV) and the city of Alzira. Then, a short review about the Spanish building case study was conducted. Concretely, the pilot case study is focused on 'Magatzem de Cucó' building, an old and abandoned agroindustry building (built in 1891) owned by the city of Alzira in which a municipal youth centre is going to be created.

The second part of the intervention was focused on the identification of building/users needs and requirements. It is relevant to highlight the procedure carried out to face such this troubled building where the cluster decided to divide the construction in its different parts in order to reduce the scope of the challenge and, finally, center the attention in the element 'windows' and its compenends: glaze, carpentry and shadowing. Therefore, it was explained how the needs were transformed into the building outcome-oriented solutions requirements and the analysis of potential solutions preliminary state of the art and, at the end, the analysis of the innovative solutions to building challenges based on the solution maturity (typologies: well-known technology, with less than 3 years and has not reached yet the market).

The next part was dedicated to the dialogue with the wider market and the organisation of the Spanish open market consultation. This part of the webinar tried to provide an overview about the resources used to exchange information with the market, with the potential

suppliers, paying special attention to the market sounding prospectus, the tools performed to manage the contact with the market and the Spanish pilot website. The follow-up was dedicated to the organization of the Spain Market Consultation Workshop that will occur in Alzira the 8th of March 2018.

The last speaker intervention part was oriented to underline the lessons learnt by the Spanish team up to now. It might be identified 3 main lessons:

- A. 'Divide et impera': The energy efficiency improvement of 'Magatzem de Cucó' building was such a huge and expensive challenge that was a crucial lesson to divide the system of analysis into more attainable sub-systems that let us to identify, firstly the needs, secondly the outcome-oriented requirements and, finally, to establish the correct dialogue with the wider market.
- B. 'Share and dialogue': It is important the exchange of information among the partners team because the necessary skills to face a PPI challenge and, even, the different expectations of the partnership. Furthermore, to gain wider market credibility is necessary to channel the information through only one 'voice' and with a common terminology and procedures.
- C. 'Invest time to get more value': It is needed to emphasize that a PPI procedure requires is time demanding during the dialogue with the market phase. But, on the other hand, PPI let us to have a better and closer knowledge of the state-of-the-art of the market, the technologies and the potential solution of pilot building needs. So, as a conclusion, the time dedicated to desing a PPI procedure is a more profitable time.

Questions and discussion sessions

Credibility and small municipalities: Small municipalities have a small budget, they are small players. Thus, what signals can they send to appear credible and to attract innovative suppliers?

Small municipalities can in fact have advantages over larger city councils when it comes to innovation. Their size means that can be more agile, for example make decisions and act to respond to innovation opportunities, leadership can be more easily accessed and engaged, there may be fewer organizational 'silos' and greater communication and cooperation between departments. Scale of demand is often a highlighted a concern – but this need not necessarily be a problem; the first customer is a big hurdle for any innovation and this in itself will increase the marketability of a new product; small municipalities can also join forces to express their common needs to the supply chain in the form of 'joint statements of demand'.

Suppliers and confidentiality: How to deal with supplier concern due to the fact they may not feel confident to disclose some 'confidential' aspect of their potential offering (i.e. we may not get the full picture from public workshop)"

No supplier will disclose information that they consider commercial in confidence in a market sounding exercise, nor is it necessary for them to do so. The question may be 'are innovative

solutions available or could they become available? To which an answer would be yes, solutions could be available given a first customer demand that could deliver benefits in terms of performance and cost... etc. this gives you valuable information, but needs to explain what the innovative detail is. I would always include a disclaimer saying that suppliers should not provide information they consider commercial in confidence.

Definition of Innovation: Did you encounter the question from suppliers "What do you consider innovation?"

Never.

Market sounding:

What happens if the market sounding doesn't give the result we expect?

Market sounding, like any research, will always provide useful information. For example, if you do everything you can to communicate clearly and effectively to the market, show that you understand and respect suppliers and you get a lukewarm response, then this tells you the degree to which the supply-chain has an appetite, capacity or capability to supply a solution. This briefing note should be prepared for the suppliers, in advance of the workshop, what should it say? Does it say something different of what has been explained in the prospectus? It sets the scene for people attending the event or workshop, explaining the purpose of the occasion, I would include a summary of what the market sounding has shown you, highlight follow up or remaining questions that you would like to discuss in the workshop, and of course the agenda.

CONCLUSION

Market engagement is a cornerstone of innovation procurement. There is no 'one way' to 'do' it, but as we have highlighted in this webinar there are certain principles and helpful practices that will help to ensure that the time spent in preparing and undertaking a market engagement process yields valuable information and insights to inform your subsequent procurement process.

ANNEX

Documents presented during the webinar are available on the procurement forum [here](#).

Video recording of the webinar: [click here](#).

Conclusion

All the five events organised as part of the Prominent MED project were the basis to set up a network of professionals. Academia, municipalities, public bodies and SMEs shared their feedbacks, identifying best practices and hurdles in the implementation of PPI.

The main lessons learned are the following:

- On one hand the idea of innovation procurement remains risky and hazardous for some public players due to their lack of knowledge on the legal and technical aspects of PPI.
- On the other hand, several municipalities and local authorities have been committed to innovation in energy retrofit of public buildings and wish to push practices towards PPI.
- Creating a community around PPI is very much expected by small municipalities when facing PPI for the first time. Of course, a Mediterranean community created for the project is interesting but a local community in a local language is necessary to enable easy replicability in the future. Local networks have been created thanks to the organised events in Italy, Spain and Portugal, which are countries with pilot projects on PPI in the frame of the Prominent MED project.
- The MED PPI network is crucial to raise awareness and facilitate implementation of PPI in the region.
- Pilot cases are expected to contribute to the awareness building on PPI in the MED area.