



European Union  
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**Project activities 3.4:** Second iBuy Thematic Seminar in Lisbon

**Title of the deliverable:** Report on best practices and Seminar's conclusions

**Contents of the report:** the report includes best practices and conclusions regarding the second iBUY Thematic Seminar held in Lisbon (October 2019) in which partnership's stakeholders and P2I project – Procure2Innovate-*European Network of Competence Centres for Innovation Procurement*, shared experiences related to " Capacity building a driver for IPP transnational cooperation " with the aim to serve as part of the development of their future action plans.

***A report authored by:***

**Partner: Portuguese National Innovation Agency**

Partnership of the iBuy project

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# 1. Logic of the activity

In the scope of the project mutual learning path, a one-day event with the cooperation of both projects iBuy and the P2I – Procure2Innovate- *European Network of Competence Centres for Innovation Procurement* <http://procure2innovate.eu/> , with the purpose to discuss the relevance of the procurement competences and policy instruments to support capacity building on the implementation of innovation public procurement (IPP). It was open to quadruple helix innovation actors and organised with the aim to share experiences on the issue: " Capacity building a driver for IPP transnational cooperation".

The Seminar offered plenary sessions and discussion panels in which stakeholders from the regions participating in the project and outside of the geographic borders of the project discussed about topics related to capacity building on IPP.

The aim of the activity was to collect a number of best practices and recommendations on how capacity building can be delivered to the public organisations in order to improve their IPP competences, and to discuss public procurers' skills as a critical factor for success.

The iBuy project will use the collected information as a policy learning material both inside the partnership and for the policy makers in the partner regions and countries. Moreover, the information will be useful in preparation of the regional action plans.

## 2. Programme

“Capacity building a driver for IPP transnational cooperation”

Wednesday 16th October 2019

09:00	Seminar registration	
09:30	<p><b>Opening session:</b></p> <p><b>Luís Ferreira</b> - National Innovation Agency, Portugal</p> <p><b>Marlene Grauer</b> - Association for Supply Chain Management, Procurement and Logistics, Germany</p> <p><b>Justė Rakštytė-Hoimian</b> - Lithuanian Innovation Centre, Lithuania</p> <p><b>António Pires de Andrade</b> - President of IMPIC's Board of Directors</p> <p><b>Eduardo Maldonado</b> - President of ANI's Board of Directors</p>	
<p><b>10:00 - SESSION 1 - CASE STUDIES</b></p> <p><b>CHAIRMAN: LUÍS FERREIRA - NATIONAL INNOVATION AGENCY, PORTUGAL</b></p> <p><i>(slots:15 min /presentation. Discussion at the end of all presentations)</i></p>		
10:10	Undervalued procurer competences in innovative public procurement with case examples from Finland	<b>Hannu Latva-Rasku</b> - Industryhack, Finland
10:25	Procurers competences for the successful implementation of the pre-commercial procurement	<b>Jekaterina Govina</b> - Bank of Lithuania, Lithuania
10:40	Digital Innovation Hub speeding up the uptake of digital innovations by Public Authorities	<b>Emanuela Modoran</b> - Digital Innovation Smart eHub, Romania
10:55	FABULOS PCP: A Greek Municipality as an Innovation Procurer	<b>Athanasios Kakarountas</b> - Region of Sterea Ellada / Regional Research and Innovation Council, Greece
11:10	Procurer skills within prior market consultation	<b>Arvis Bernics</b> - Ventspils Reiss, Latvia
11:25	CDTI´s Pre-commercial Procurement Initiative. Selected cases for the preliminary market consultation	<b>Beatriz Torralba</b> , Project manager. Innovation Procurement Office. CDTI. Ministry of Science, Innovation and Universities, Spain
11:40	Coffee break	
12:00	<p>Discussion panel 1: Open discussion of the case studies</p> <p>Moderator: Ashleigh McLennan, ICLEI.</p>	<b>Hannu Latva-Rasku, Jekaterina Govina, Athanasios Kakarountas, Arvis Bernics, Beatriz Torralba</b>
13:00	Lunch	

<b>14:30 - SESSION 2 - COMPETENCE CENTRES</b> <b>CHAIRMAN: FERNANDO BATISTA - INSTITUTE OF PUBLIC MARKETS, REAL ESTATE AND CONSTRUCTION, PORTUGAL</b> <i>(slots: 15 min /presentation plus 5 min discussion)</i>		
<b>14:35</b>	The PPPI Service Center - the Austrian Competence Center for Public Procurement of Innovation	<b>Stefan Maier</b> , Head of the PPPI Service Center, Austria.
<b>14:55</b>	The Swedish Competence Centre on Innovation Procurement	<b>Johanna Enberg</b> , The National Agency for Public Procurement, Sweden.
<b>15:15</b>	Support for innovation public procurement in Germany	<b>Marlene Grauer</b> , International Project Manager, Association for Supply Chain Management, Procurement and Logistics, Germany. <b>Doris Scheffler</b> , Senior Consultant, ZENIT GmbH, Germany
<b>15:35</b>	Spanish Competence Centre in IP. Pre-commercial Procurement Initiative.	<b>Beatriz Torralba</b> , Project manager. Innovation Procurement Office. CDTI. Ministry of Science, Innovation and Universities, Spain
<b>15:55</b>	History and current IPP program in The Netherlands	<b>Jacobien Munt-Beekhuis</b> ; <b>Baldwin Henderson</b> , PIANOo, The Netherlands
<b>16:15</b>	<b>Coffee break</b>	
<b>16:30</b>	Discussion panel 2: New competence centres, the visions and implementation state of play.  Moderator: Ashleigh McLennan, ICLEI.	<b>Luís Ferreira</b> - National Innovation Agency, Portugal <b>Lidia Capareli</b> - Consip, Italy <b>Tiiu Treier</b> - Enterprise Estonia, Estónia <b>Konstantinos Tzanetopoulos</b> - General Secretariat of Commerce and Consumer Protection, Greece
<b>17:30 - 17:45</b>	<b>Closing session</b>	

## **Session 1**

Six national case studies were presented illustrating IPP implementation projects reflecting the relevance of the skills of the procurer involved and national support service established, or in the process to be established.

### **Discussion panel 1 - topics**

(1) Are all public procurers able to perform IPP? ; (2) Minimum skills requirements can be indicated? ; (3) Which models of policy support better result for the achievement of these skills requirements?

## **Session 2**

The five existing European IPP competence centres (CC) presented their own background, present activities, and envisaged new services.

### **Discussion panel 2 - topics**

The visions of the new competence centres.

## **3. Main topics, learnings and achievements**

### **Session 1**

#### **Brief description of the six case studies (CS)**

##### **CS1-Undervalued procurer competences in innovative public procurement with case examples from Finland**

*Hannu Latva-Rasku, Industryhack, Finland*

Industryhack is a leading European co-creation and open innovation expert running an industrial internet programme that helped over 30 large Finish corporations in their digitalization efforts by making the link between their customers and the solvers. Industryhack presented lessons learned from 5 procurements with innovation partnership procedure, focusing their intervention in the “undervalued procurer competencies in innovative public procurement”:

- Competence 1: Organizational decision-making
- Competence 2: Facilitating negotiations or co-creation
- Competence 3: Substance expertise
- Competence 4: Procurement expertise
- Competence 5: Ability to understand different views and the whole process

##### **CS2-Procurers competences for the successful implementation of the pre-commercial procurement**

*Jekaterina Govina - Bank of Lithuania, Lithuania*

The BoL implemented an innovation policy confirmed by their Board, established an Innovations Committee and has active collaboration with other public institutions and businesses in order to promote innovative procurements. Examples:

- LBCoin Hackathon was organized in order to select the best proposed idea. GovTech Lab Lithuania is an in-house government GovTech center of excellence.
- GovTech Lab Lithuania is an in-house government GovTech center of excellence that identifies public sector challenges, open call for proposals and serves as incubator to develop ideas into products.
- LBChain PCP aims at accelerating the development and application of blockchain based solutions in the financial sector and to improve the quality of regulation in the financial sector.

##### **CS3-Digital Innovation Hub speeding up the uptake of digital innovations by Public Authorities**

*Emanuela Modoran – Digital Innovation Smart eHub, Romania*

Romania created a Digital Innovation Hub (DIH) within the scope of the Digitising European Industry strategy (DEI) – Smart eHub. Smart eHub aims to stimulate innovation through digitalization by enabling collaboration with different sectors of activity, including regional capacity building for digital transformation of private and public sectors. The role of Smart eHub is to act as a catalyser between innovative companies, academia, local communities and research organisations in order to be a real support in the digital transformation journey of the public authorities and of the new governance frameworks.

## **CS4-FABULOS PCP: A Greek Municipality as an Innovation Procurer**

*Athanasios Kakarountas, Region of Sterea Ellada / Regional Research and Innovation Council, Greece*

The FABULOS (Future Automated Bus Urban Level Operation Systems) is a Horizon 2020 project focused on how cities can use automated buses in a systematic way. Novel transport solutions will be developed and acquired by utilizing a Pre-Commercial Procurement (PCP). Six procuring partners from 6 countries joined with a technical partner and will drive a PCP in order to design, develop and test smart systems capable of operating a fleet of self-driving minibuses in urban environments. The Municipality of Lamia integrates the project with the future goal of developing a line to connect the city center with the intercity bus station and sports centers. The Municipality highlighted the most fundamental skills and competences that had to be demonstrated so far:

- Clear Vision
- Market Knowledge
- Legislation and Regulation
- Capacity Building
- Innovation Culture

## **CS5-Procurer skills within prior market consultation**

*Arvis Bernics - Ventspils Reiss, Latvia*

Ventspils Municipality supports a comfortable model of public transport and decided to find a solution to buy an innovative electric bus adapted for the needs of Ventspils City. They are implementing a cohesion fund cofund project «Develop environmentally friendly public transport infrastructure in Ventspils». The public procurement is planned to open on October 2019 and conditions of the tender require that a prototype must be in place by the time the offer is submitted. Previous consultations indicate at least 2 offers 100% compliant are expected to be received.

## **CS6-CDTI's Pre-commercial Procurement Initiative. Selected cases for the preliminary market consultation**

*Beatriz Torralba, Project manager. Innovation Procurement Office. CDTI. Ministry of Science, Innovation and Universities, Spain*

CDTI is partnering with public authorities in order to help them to procure R&D services and/or prototypes that solve a public need. The initiative targets 7 Spanish regions and has an initial budget 100 M€ (ERDF + CDTI funds). After a call for ideas is launched, the best ideas are selected and CDTI signs a collaboration agreement with the selected public users (7 finalist ideas are already working on the signing of the collaboration agreement). The public users can take advantage of CDTI support and after signing the collaboration agreement they need to contribute with in-kind resources (for market consultation, drafting tendering, documents, bids evaluation, certifications and follow up) and to be responsible for prototype reception & validation).

## **Sum up of the discussion on the three topics**

The debate session tried to clarify and provide answers to some questions, namely: are all public procurers able to perform IPP? Is there a set of minimum skills required to perform IPP and, if so, which models of policy support better result for the achievement of these skills requirements?

The answers were not obvious as it was recognized that each country has its own legal frameworks, market ecosystems, working cultures, bureaucracy levels and institutional arrangements and motivations that can become drivers or barriers to the implementation of IPP policies. Nevertheless, some countries have developed Action Plans and dedicated budgets for the implementation of IPP and have management authorities with a mandate assigned to implement and monitor these processes.

But most of the participants agreed that not all public procurers are prepared/capacitated to perform IPP, concluding that there are several critical competences necessary to implement an effective and transparent IPP process, namely:

a) **Communication skills:** public procurers need to be capacitated on how to communicate the goals of IPP processes and how to define technical/functional specifications of the product or service procured to potentially interested stakeholders.

b) **Procurement expertise:** public procurers' technical staff that will be leading IPP processes need to have intensive knowledge on procurement law, and a legislative and regulatory background expertise.

c) **Market knowledge:** when identifying one problem to be solved through an IPP process, public procurers need to have deep knowledge of the market stakeholders and industry sectors they are addressing and inviting to participate.

d) **Technology knowledge:** not all public procurers have a deep knowledge of the technologies that will be the basis of the solutions procured so, when this intelligence does not exist within the public services, it should be sub-contracted to some experts or consultants. Prospective technology studies and technology roadmaps of some technologies that support some critical public administration services, should be implemented or sub-contracted.

e) **Innovation culture, strategic vision when defining the critical needs, and long-term budgetary commitment:** it has proven difficult to implement an effective IPP process if the leader of this process does not have an innovation culture, a clear vision of what is the problem to be solved and the solution required and a long-term budgetary commitment to support the several stages of the solutions' design and development.

Throughout the session, some innovative models of implementing and speeding up IPP processes in existing CCs were identified such as: 1) the hackathon contests promoted by the Bank of Lithuania for the development of services or products in fintech where procurers award the winners with prizes; 2) the dynamics of communication between IPP stakeholders put in place in Finland for the co-creation of new solutions to answer to concrete IPP goal-oriented challenges, helping to build mutual trust and equality between the different stakeholders; 3) the "Digital Innovation Hub" developed in Romania as a good model for innovation procurement, involving consortia between 2 clusters and one university, plus a network of investors, and finally 4) in Spain, where the Pre- Commercial Procurement Programs "Innocompra" and "Innodemanda" provides funding (national budget managed by CDTI and Regions with ESRDF funds available) to both the procurers and the suppliers for the development and validation of prototypes to solve public needs. The IP rights belong to the companies, but companies cannot use the prototype for commercial activities. Technology consultation is hired for the process. The prototypes are then assigned to the public entity (public final user) that have signed a collaboration agreement with CDTI.

Finally, some **main bottlenecks** were identified in these processes:

For public procurers:

Preliminary market consultation is a hard procedure as communicating with companies is a difficult process, especially when communicating technical/functional specifications of the solution needed and trying to raise their interest in participating it what could turn out to be a long process without any guarantees of success (e.g. the state can decide not to buy the final solution). How can you interest potential suppliers? (awarding prizes, attracting venture capital for potential suppliers...).

The legal part in setting up a tender has also proven difficult considering both the high level of legal expertise needed, the bureaucracy involved, the difficulty in defining technical specifications and the uncertainty of budget definition for each stage of the IPP process.

For potential suppliers:

It was also recognized that capacity building for potential suppliers is needed, (especially small companies) as they lack the skills to make a good writing offer. As such, it is advised that in IPP processes more than one round of offer should be implemented in order to give time for companies to present a good proposal.

Training /advisory services on IPR for potential suppliers were also identified as a great need.



## **Session 2**

### **Brief description of the five existing competence centres (CC)**

1. **PPPI Service Centre – Austria** (presented by Stefan Maier, Head of the PPPI Service Centre)

The PPPI Service Centre was developed through IÖB Leitkonzept 2011 (Strategic Concept for public procurement promoting innovation) and was established within the Federal Procurement Agency (BBG - the central purchasing body for the Federal Government of Austria) in 2013. It is financed by the Austrian Ministry of Digital and Economic Affairs (BMDW) and by the Austrian Ministry for Transport, Innovation and Technology (BMVIT).

The PPPI Service Centre or (national competence centre for innovation procurement) acts as the single point of contact for pre-commercial procurement and innovation procurement issues in Austria. It connects public procurers and innovative companies to achieve a Modern, efficient and service oriented administration. The main customers are Federal, Regional and municipal administrations, public held companies, publicly organized organizations and associations. It also initiates and conducts pilot projects and offers services in the fields of further education and training.

PPPI offers, besides Open Innovation Challenges, Innovation Consulting, Platform for innovative Solutions fit for public entities, training courses (in cooperation with the Federal Administrative Academy): Basic, Advanced/Practical application and a special course on the application of the innovation partnership.

2. **The Swedish Competence Centre for Innovation Procurement** (presented by Johanna Enberg, The National Agency for Public Procurement)

The Swedish Competence Centre on IPP consists of two agencies: The National Agency for Public Procurement and the National Procurement Services at Kammarkollegiet (a central purchasing body), and it is embodied at the National Agency for Public Procurement. The agency was established in 2015, but since 2007 several government agencies have been working on innovation procurement (for example: Vinnova – The Swedish Innovation Agency, the Swedish Energy Agency, the Swedish Association of Local Authorities and Regions, the Confederation of Swedish Enterprise, the Association of Swedish Engineering Industries).

The aim of the competence Centre is to give support to contracting authorities and suppliers on innovation procurement, and in particular, to take steps towards improving competencies in innovation procurement to meet societal challenges. These steps include:

- “procurement which promotes development” where the public procurer requests fresh solutions and asks for suppliers’ ideas of development (not necessarily new on the market, but new for the procurer);
- “procurement of new solutions” (where the innovation is new on the market and new for the procurer) as a formalized way of promoting development in and through public procurement. Innovation procurement can use a broad range of methods and procedures;  
The competence centre: disseminate experiences through trainings, workshops and seminars; provide support to innovation procurement projects and buyers networks; disseminate and spread knowledge through examples, guidelines and videos on the web.
- purchasing goods and services that are not available on the market – therefore requiring research and development. This can be done using pre-commercial procurement as well as other approaches.

3. **Support for innovation public procurement in Germany – Koinno** (presented by Marlene Grauer, Associationn for Supply Chain Management, Procurement and Logistics, and Doris Scheffler, Zenith GmbH)

The German Competence Centre for innovation procurement, KOINNO, was established by the Federal Ministry of Economic Affairs and Energy in 2013. The centre is driven by two executive organisations: the Association for Supply Chain Management, Procurement and Logistics (BME), and the Innovation Agency ZENIT. BME works to reach procurers in rural and economically disadvantaged regions within Germany, finding solutions for the challenges these

procurers face. ZENIT functions as the EU Contact Point for public procurements of innovative solutions in Germany. It assists German procurers to apply for EU funding for innovation procurement, including also pre-commercial procurement (PCP) actions.

KOINNO explores the use of financial incentive schemes, and in-house training seminars for innovation procurement, and, it has different services as strategic workshops, expert panels, online platform, regional exchange events, consulting, finding funding, networking, best practices, and publications & guidance.

#### 4. **General situation of innovation procurement in Spain, Spanish Competence Centre in IP - CDTI**

*(presented by Beatriz Torralba, Innovation Procurement Office. CDTI, Ministry of Science, Innovation and Universities)*

The Spanish competence centre for innovation procurement is established under the Spanish Ministry for Economy, Industry and Competitiveness (and the Secretariat General for Science and Innovation – which holds the responsibility of fostering innovation procurement in Spain).

The Centre is represented by the Centre for the Development of Industrial Technology (CDTI), with support from both, the Carlos III Health Institute and the National Institute of Aerospace Technology. This structure is geared towards a more concerted national effort towards effective innovation procurement in Spain, and with the goal of providing better access for public and private companies, especially in the fields of information and communication technologies (ICT) and health.

The Centre offers several services as legal IP advice, strategic advice, design and management of own PPI and PCP instruments (INNOCOMPRA-FID, INNODEMANDA & PCP INITIATIVE), promotion & training services, H2020 NCP for IP and participation in P2I network. Also aims to develop a central web page that provides all relevant information on IP, permanent training service for public procurers and companies, monitoring system for IP, establish a network nationwide of stakeholders/competence centres, reinforce existing activities, collaborate and interchange best practices with other countries.

#### 5. **History and current IPP program in The Netherlands – PIANOo** *(presented by Jacobien Munt-Beekhuis and Baldwin Henderson, PIANOo)*

PIANOo, the Dutch Public Procurement Expertise Centre, was set up in 2005. It started out as a knowledge network for government procurement officers and contracting authorities. The name PIANOo stands for: Professioneel en Innovatief Aanbesteden, Netwerk voor Overheidsopdrachtgevers (Professional and Innovative Tendering, Network for Government Contracting Authorities).

The Centre was set up to professionalize procurement and tendering in all government departments, with a view to improving efficiency and compliance with the rules. Professional procurement can contribute to successful policy and offers value for taxpayers' money.

The PIANOo activities are: Web portal (daily 1.200 visitors); Biweekly Newsletter (6000) (PIANOo-alert); Yearly congress (800 visitors); Answering questions contracting authorities and companies (1500 yearly); Guidelines, manuals, best practices; Regional workshops; Training; Learning labs; Expert practitioner group.

The Centre has several objectives as further professionalization, value for public money, exchange of knowledge, support of new and innovative developments, enhance strategic use Public Procurement, enhance market knowledge and interaction, enhance e-Procurement (TenderNed), disseminate expertise eg Rijkswaterstaat, responsible public procurement (Biobased products, Circular procurement, Procurement of innovation, Social conditions in the supply chain, Environmental criteria).

## Sum up of the Visions of the New Competence Centres

### **PORTUGAL** – presented by Luis Ferreira (the National Innovation Agency (ANI))

In order to create the Competence Centre (CC) in Portugal, ANI established a partnership with the Institute of Public Procurement, Real Estate and Construction (IMPIC) - public procurement regulatory institute in Portugal.

Good references from other countries were sought first, so benchmarking of policy instruments and international studies is a continuous activity. For the implementation of the centre, ANI and IMPIC engaged a first community of those in Portugal who were involved in Horizonte 2020 IPP projects, developed guidelines, setup workshops and have identified the stakeholders with interests in the CC value proposition. The new competence centre in Portugal seeks to start simple but effective, offering a central website, a handbook highlight, assistance to Horizon 2020 calls, legal assistance and training and workshops.

### **ITALY** – presented by Lidia Caparelli (Consip)

Innovation procurement in Italy is set to receive a boost from its soon-to-be-established competence centre Consip; already a public joint stock company held by the Italian Ministry of Economy and Finance. Consip's involvement in Procure2Innovate will ensure that Italy will strengthen its international network on innovation procurement, professionalise its consulting services and explore the use of financial incentive schemes.

Consip primarily undertakes consulting and assistance in procuring goods and services for public administrations. In fact, the company is especially active as a central purchasing body. Other activities for Consip include managing complex and innovative projects in the sphere of public administration and supporting individual public administrations throughout procurement processes as a way to achieve sustainability and a more efficient procurement through strategic tools aiming good resources allocation and prevent climate changes.

### **ESTONIA** – presented by Tiiu Treier (Enterprise Estonia)

Enterprise Estonia was established in 2000 under the Estonian Ministry for Economic Affairs and Communication which holds the responsibility of fostering innovation procurement in Estonia.

The aim of the Enterprise Estonia is to coordinate the area based collaboration with contracting authorities and suppliers on innovation procurement to increase the impact of public services and create demand for new products and services for businesses to provide a reference.

Innovation procurement (IPP) is a new concept in Estonia, brought from the European Union, and since September 2019 the agency has begun to take the first steps towards "IPP" and the creation of a competence centre. In order to do this, a team of 3 people will be formed with legal support and an innovation expert.

### **GREECE** - presented by Konstantinos Tzanetopoulos (General Secretariat of Commerce and Consumer Protection)

Greece's national competence centre for innovation procurement is to be established under the country's Ministry of Economy and Development; specifically, under the Directorate General of Public Contracts and Procurement (which is the national central purchasing body responsible for supplies and services). The centre will mainly aim to expand innovation procurement practices within the Greek public sector, but also has more specific objectives.

Bringing innovation to the public sector is very difficult, so the centre wants to improve increasing the number of Greek contracting authorities participating in pre-commercial procurement and innovation procurement, but also map the Greek procurement market with relevant players and perform co-operation and joint actions with them, in order to bring the needs to the market. The centre aims to exercise successful joint procurement with another national competence centre, as well as more generally exchanging best practices on how to perform innovation procurement tenders, make guidelines with a practical guide and information.

## 4. General conclusions

### LIC

Competences is one of the key elements for the success of PPI. PPI is a complex process with different stages which requires knowledge, experience and skills from individuals and procuring team in general. These include market knowledge, understanding of legislation and regulation, decision making, negotiations skills, substance expertise. For this reason, competence building is a vital process and competence building centers is a great measure for it. These institutions should provide different kind of support: disseminate experiences through trainings, workshops and seminars; provide support for innovation procurement projects; disseminate knowledge through good practices, guidelines, videos or webinars. Currently, Science, Technology and Innovation agency (MITA) is responsible for the competence building in Lithuania, however good practices from other countries indicate that there should be a separate institution for this purpose. In such case, institution devotes its full potential to promote IPP, including competence building, while currently MITA is also responsible for a variate of other activities which requires financial and human capital.

Another important take – success of PPI project strongly depends on a complexity of aspects. It is important to understand that procurement involves various internal and external project participants, different stages, procedures and they all have to work as a unit. In order to achieve this, procuring organizations should seek external support from various organizations. These could be useful by showing good practices, helping to perform in-depth market analysis, providing financial support and so on. Variety of support measures should stimulate the integration process of various procurement processes and actors in order to avoid possible bottlenecks of the project.

### ARDBI

A key issue brought into attention during the seminar organised by ANI in Lisbon is the complex one of competency versus responsibility.

One of the complaints raised by the public authorities that are supposed to organise public procurement processes meant to bring innovation on the markets is the lack of knowledge and experience. Indeed, since we are speaking of a new introduced legislation there has been no time or framework for training processes or creation of a data base with good practices. So, what to rely on when a public authority is in the position to start an innovative procurement process?

The *competence centre* idea sounds like a promising one and indeed there are a lot of strengths incubated within. Nevertheless a public procurement process – innovative or not, but in particular in this case – withstand the burden of responsibility of public funds and therefore these questions:

- how to define a framework suited for sharing technical and legal competencies and responsibilities between the public procurer and the competence centre?
- to what extend should be these shared and assumed?
- should be such issues be a question of legislation, individual specific contract or both?

Maybe after a consultation process with the regional stakeholders we shall be able to start finding some solid ground on such a slippery territory.

## **RGCG**

It is common for public authorities to be generally considered not experienced, not flexible and not technically skilled enough in order to utilize and benefit from innovation procurement processes. However, one of the key takeaways from the 2nd Thematic seminar in Lisbon was the message that despite a possible underperformance of the respective innovation programmes, there are hidden and undervalued competences among public procurers that could be leveraged to succeed in innovation procurement. In this context, good problem and sector understanding, organizational skills and complementary expertise which represent existing virtues of public procurers can form the basis for the execution of successful innovation procurement.

Apparently, the enhancement of underlying skills and expertise and a change in the general innovation culture and mind set of the public sector as inflicted by old regulation and traditional practices is still required. Still, public authorities need to be trained and motivated in embracing innovation and grasping relative procurement opportunities. To this end, Competence and Excellence Centres, thematic Innovation Hubs and other Capacity Building measures can assist public authorities to overcome their initial barriers and accelerate their training and expertise gaining processes towards utilizing innovation procurement programmes. Moreover, being engaged and active in Procurement Networks, such as in the case of PIANOo can further assist public procurers and provide them with valuable lessons learnt, best practices, guidelines and manuals.

## **FBIT**

The seminar organized by ANI under the umbrella of “Capacity building a driver for IPP transnational cooperation” was interesting in the sense of being able to observe different instruments and competence centres promoting IPP in different countries and notice the difficulties that they have had to overcome. Many of them common to all regions and some of them, with certain peculiarities due to the legislation of the country or its own structure.

However, since the Balearic Islands are trying to give a great boost to IPP at a strategic and operational level, we were very interested in the CDTI’s presentation as a competence centre and the services offered. In this sense, we believe that we can establish a collaboration that allows complementing the training actions developed within the framework of the project.

On the other hand, and very important, for the Balearic Islands, given the national context, it is necessary to make a forecast of the structural funds to be used in IPP/PCP since there is no national policy structured with own funds. Co-financing of projects with European funds (50%) can represent a great incentive for administrations. Finally, the actions and projects led by some regions such as Galicia, Andalusia and Catalonia are great examples that adapting them to the particularities of our region, can be a good starting point in some potential areas such as Health and well-being and ICT.

## **BIF**

The procurer competences are important to acknowledge and they were highlighted in the iBuy Thematic Seminar in Lisbon. Innovative public procurement is a process that nobody, no matter the organisation, can do alone. IPP is team play and to be able to do successful innovative public procurement there has to be a versatile and competent team to do it. The other success factor in successful IPP implementation is smooth and coherent organisational support and decision-making process. The ground rule is to have compact and predictable timetable for all participants. When this is applied, the commitment of all participants is easier.

The whole IPP process can and should be facilitated and neutral party is most often the best pick for this. The neutral party guarantees mutual equality of participants and is very often a person who tackles the overall picture of the whole process.

Both procurement and substance expertise is needed in the IPP process. The substance expert guarantees that the innovative solutions actually answer to end users' needs, work in practice and are realistic. Procurement expert guarantees smooth and well-organised procurement that gives not only the best result but also the possibility to the other persons to concentrate on their fields of knowledge.

The other part of the seminar concentrated on the competence centres of innovative public procurement and services they provide. Some competence centres have been operating already several years as in Finland the competence network was established only two years ago.

## **MIN ECO LV**

One of the main conclusions has been made based on the shared experience of the Procure2Innovate project partners. The concept of establishing the competence centres in each region in order to support innovation procurement is valuable in terms of the process support as such. The concentration of the competence and knowledge in a one-stop-shop agency is a great solution for the "soft" support tools of the innovation procurement activities.

The site visit to Parques de Sintra cultural park has given a different perspective on the use of innovation procurement. The main goal of the integration of the innovative solutions within the park infrastructure is aimed towards the better cultural experience of the visitors with different kinds of disabilities. An example has provided a perception of the other fields to be implementing innovation procurement, apart from the IT solutions and medical application.

## **ANI**

It was easily concluded from the seminar in Lisbon that the success of IPP processes implementation requires the convergence of many factors, but definitely the existence of a complexity of different skills within public procurement units and all public organisation or gathered from external support organisations.

It was recognised by the great majority of the attendees that a minimum of competencies are required to perform this more sophisticated acquisitions. Therefore, it cannot be expected that all public buyers are able to do it, before reaching a certain level of professionalization. However, from the case studies the message of "learning by doing and trying" was encouraged by different examples. Meaning that even with external support of competences the real knowledge of "how to do it" comes with the exercise of a procurement case, based in the conduction of a challenge to the market.

Another conclusion is that there is a common will to develop or exploit new policy instruments, financial or suasive to support IPP. An example of the first, was the case of new funding schemes to amplify the possibilities of public buyers to test prototypes in real operation conditions. But the model of competence centre (CC) on IPP to support public procures showed to be of most value.

There are few examples of IPP-CC already well established (Austria, The Netherlands, Germany, Sweden, Spain), all of them different with respect to the services delivered. The implementation experiences shared, revealed that all have national recognised value propositions, but also political mandates from the national governments to operate, which is a sign that IPP has already in the respective countries a strong political commitment.



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