



ORIENTATION PAPER

**** As the EU Urban Agenda has no legal basis and as participation is voluntary, the actions presented in this Orientation Paper are not compulsory. They are recommendations. ****

Date for final submission: 10 October 2017

Topic: Innovative and Responsible Procurement

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1. PARTNERSHIP COMPOSITION

1.1 Partnership members

The partnership consists originally of the following members:

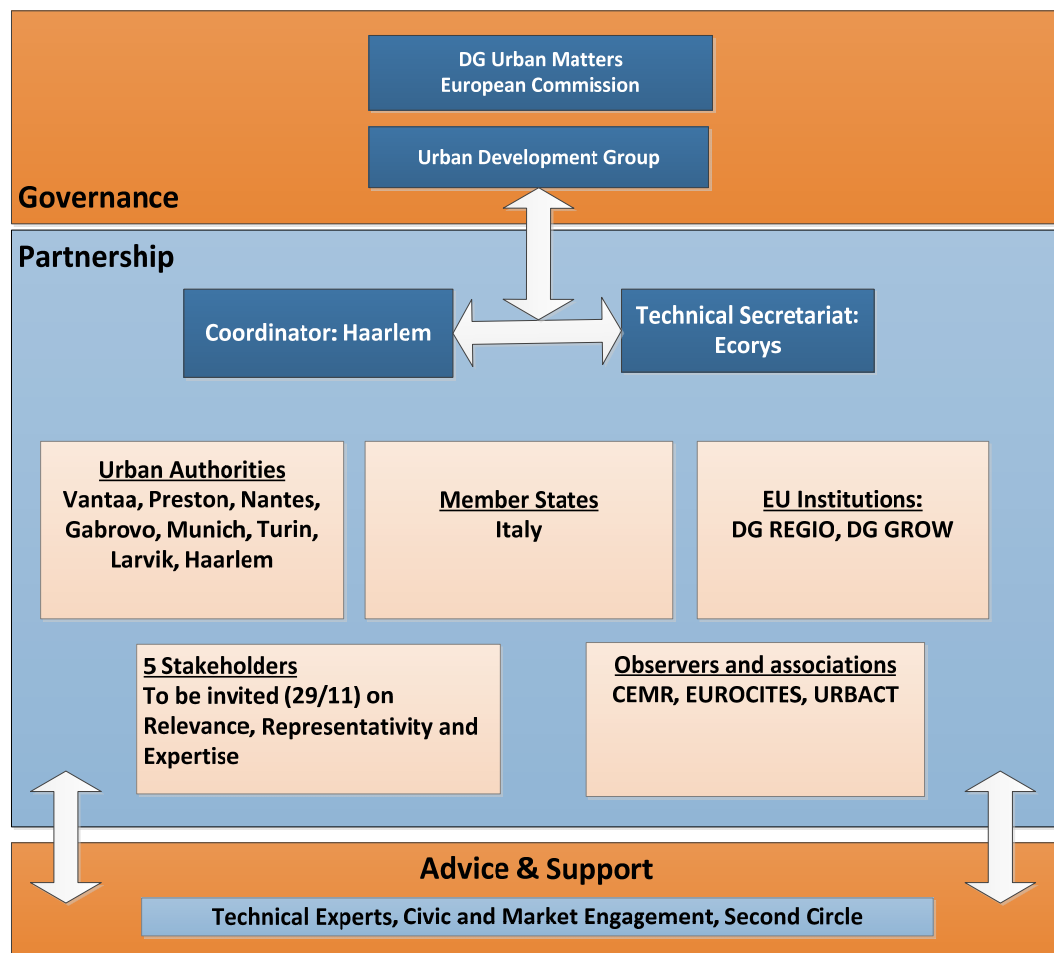
- Urban Authorities: (7) Haarlem (Coordinator), Preston, Garbovo, Larvik, Nantes, Vantaa (Erlangen has left the Partnership);
- Member States: (1) Italy (Digital Italy);
- Observers and Associations: CEMR, Eurocities, URBACT (Observer);
- EC: DG REGIO, DG GROW.

To strengthen its capacity and expertise, the partnership has taken the initiative to expand its original composition and has received successful applications of:

- The City of Turin (Italy);
- The City of Munich (replacing Erlangen).

The coordinator and the partnership welcome the new partners and ask the DG UM meeting to endorse them as full members.

Furthermore, there are talks with the City of Oslo and Member State Finland taking part in this partnership as well, however it is too early for their endorsement.



2. OBJECTIVES OF THE PARTNERSHIP

2.1 General objectives

2.1.1 Providing public services by tendering out public contracts

Cities are responsible for providing public services to ensure a better quality of life for their citizens. There are various ways for cities to deliver these public services. They can decide to perform these services themselves, they can subsidise them, or they can provide the services by tendering out contracts. Once decided to provide public services by tendering out a contract, one enters the realm of this partnership: Public Procurement.

When cities tender out contracts, the procurement practice aims to spend public means efficiently and effectively in such a way that maximum added value is created for the objectives that are pursued in the tender. Public Procurement must comply with EU law. Objectives set out by the EU, such as an EU-wide level playing field, are to be applied. To create a level playing field for all actors across Europe, EU law sets out minimum harmonised Public Procurement rules¹. These rules regulate the way public contracting authorities, and certain utility operators, tender out public contracts. This EU law is transposed into national legislation and applies to procurements whose monetary value exceeds a certain amount (“threshold amounts”). Cities are classified as public contracting authorities and need to comply with this law.

2.1.2 Public Procurement of Innovation (PPI)²

Cities operate in a rapidly changing social and environmental context. This context creates threats as well as opportunities. One aspect impacting this ever-evolving context, for example, is the change in digital technology that started with the invention of the internet and evolved into today’s wider digital revolution. These new technological possibilities create new opportunities for citizens to participate in the governance of cities. In many cases citizens are the end users of public services where the underlying contract have been tendered out. Through these new technological possibilities, there are now ways for the end user to give direct feedback on the public services cities have purchased.

Climate challenge is another example of the rapidly evolving context. Cities find themselves at the crossroads of this climate challenge – which needs to be addressed from an integrated perspective, rather than through a ‘silo-based’ approach. For example, a solution for smart mobility helps to reduce CO2 emissions, while simultaneously addressing issues for the creation of a healthy city, as the chosen solution may also help to reduce pollution levels. At the same time, the solution might even create new opportunities for increasing the mobility of some groups that are receiving additional social support from the city.

Cities are developing new governance strategies to maximise the benefits of these opportunities and mitigate possible threats. Procurement of Innovation is to be

¹ Directives 2014/23/EC, 2014/24/EC and 2014/25/EC of the European Parliament and of the Council

² The title of this partnership is ‘Innovative and responsible procurement’. Innovative can refer to *innovative procurement*. This term is technically used referring to new and innovative ways of procurement, such as new techniques regarding electronic procurement. The term *Public Procurement of Innovation (PPI)* is used to refer to the procurement of innovative solutions. The members of this partnership interpret the word Innovative from the title as a reference to PPI.

considered as an important part of any city's procurement strategy for addressing these challenges.

2.1.3 Two types of Public Procurement of Innovation (PPI)³

The first type of Procurement of Innovation may be called adaptive and responsive procurement. The contracting body is absorbing innovative products and services by purchasing them and diffusing these innovations into the city's ecosystem. The analysis of this type of Procurement of Innovation seeks to assess the business case, including life cycle analysis, for implementing innovative solutions in the city.

A second type⁴ of procurement concerns when, in specific cases, cities need to develop innovative products and services that are not yet readily available on the market. In this case the procurement strategy is important for developing an innovation that is not yet available but is very much needed by the city. The major challenge in this scenario is to understand clearly from all stakeholders – both within and outside the city organisation – the specific need for innovation. From there, city organisation must define and clearly express their future needs to incorporate them in tendering processes to collaborate with economic operators⁵.

2.2 Scope of the partnership

The members of this partnership have expressed a higher ambition than just mere compliance with the procurement rules. The members want to push forward their procurement practice. The aim of its members is to push forward the development and implementation of an ambitious procurement strategy as an integrated and supportive management tool for governance. Using Public Procurement and the Procurement of Innovation as a strategic management tool, cities can increase significantly the positive impact on their social and environmental objectives. When procurement strategies are well aligned in an overall management strategy, procurement has the potential to contribute as a catalyst at all levels of the multi-level governance in the EU Urban Agenda.

2.2.1 The concept: integration of the procurement strategy in the overall governance strategy

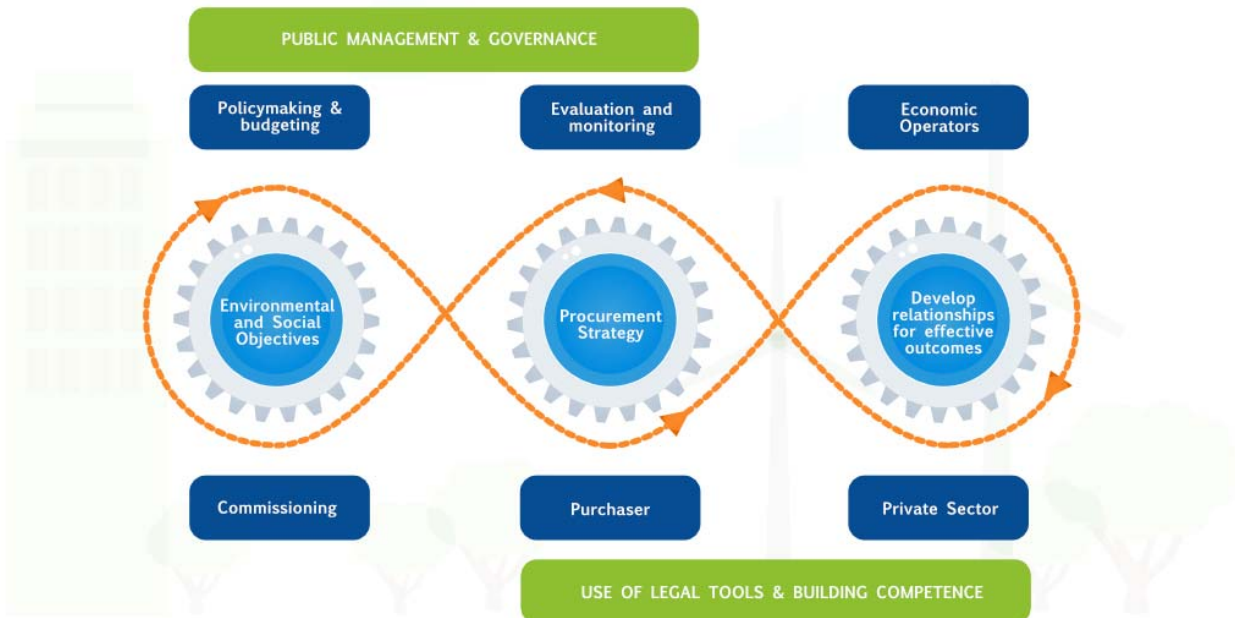
This partnership creates the opportunity for cities and Member States to work closely together with the European institutions to research and assess how the procurement strategies of cities can be aligned with local, regional, national and European policy objectives and priorities. In their procurement practice today, cities need to prepare for future challenges requiring innovation. Such additional demand for innovation asks for a more dynamic and integrated approach in Public Procurement. Key to this integrated

³ Connecting demand and supply: The role of intermediation in public procurement of innovation, Jakob Edler, Jillian Yeow, 21 November 2015, Manchester Institute of innovation research, AMBS, University of Manchester, United Kingdom

⁴ Within the European Commission this type of procurement is called 'pre-commercial procurement' (PCP). Subsidies to implement this action are available through call for proposals within the research and innovation budget (Horizon 2020). For more information on PCP please consult for example: <https://ec.europa.eu/digital-single-market/en/pre-commercial-procurement> // <https://ec.europa.eu/digital-single-market/en/news/calls-eu-funding-opportunities-pre-commercial-procurement-and-public-procurement-innovative> // <https://ec.europa.eu/digital-single-market/en/node/68524> Procurement of sustainable goods and services and procurement of innovation

⁵ In the Directives on Public Procurement, economic operators are defined as any legal person or public entity or group of such persons and/or entities, including any temporary association of undertakings, which offers the execution of works and/or a work, the supply of products or the provision of services on the market.

approach, budgeteers, commissioners and economic operators need to work closely together for the outcomes of the tendering process to be efficient and effective. After all, procurers rely on them for their professionalism. This interaction is visualised in the following graphic:



There are two possible perspectives on this interaction within the cycle: inward-looking or outward looking. The inward-looking perspective poses the question: ‘How do cities organise innovative and responsible procurement to get the strategic attention and commitment from management that procurement deserves?’ The outward looking perspective asks: ‘Which policy challenges are the cities facing? How are economic operators responding to these dynamics? And how can cities work with each other, and work with each other and with the economic operators, to address the challenges mentioned?’

A quick initial analysis made by the members of this partnership in the meetings of 26 June 2017 and 18 September 2017, has indicated five bottlenecks⁶ to focus on within three main areas, which the participants will work on during this partnership. The three working areas are: Public management and governance (2.2.2), Develop relationships for effective outcomes (2.2.3), and Use of legal tools and competence building (2.2.4).

2.2.2 Public management and governance

2.2.3.1 Building of procurement strategies (bottleneck 2)

The tool of Public Procurement is a strategic lever to address the challenges that many cities face across Europe. The first topic identified by the partnership is that the *procurement process should be a part of the overall public management and governance strategy*. To build procurement strategies as part of an overall management strategy,

⁶ The five bottlenecks are presented below. During the Orientation stage of the work, they have been inserted into the three working areas.

procurement policies must be intrinsically linked to wider policies, priorities and strategies. A clear policy mandate for these prioritised long-term goals is a pre-condition to organise and focus tenders around the mandate. The partnership will investigate how to organise policy mandates for building procurement strategies and how to align them in an overall management strategy.

A second potential topic lies in gaining *a clear understanding of the interplay of roles* within the procurement practice, and the necessity of early engagement of the purchaser’s expertise in the internal process. The Ministry of Infrastructure and Environment in the Netherlands, for example, has researched how roles interact for their Action Plan on social and green procurement⁷ and defined the following roles:

Function	Activities
Public Management	<ul style="list-style-type: none"> ✓ Sponsor and managerial responsible for sustainable procurement in a public organisation ✓ Encourages budget holders / internal clients to choose for sustainable solutions ✓ Provides support to procurement officers with policy frameworks, knowledge and capacity ✓ Creates awareness for best practises
Budget holder or internal client	<ul style="list-style-type: none"> ✓ Owner of the sustainable procurement ✓ Challenges the procurement officer on sustainable procurement ✓ Informs public management on the risks associated with sustainable procurement ✓ Complies with sustainable procurement policies (or explains why these are not followed)
Procurement officer	<ul style="list-style-type: none"> ✓ Facilitates budget holder / internal client with their sustainable procurement needs ✓ Advises budget holders / internal clients how to create (more) sustainability impact ✓ Stimulates real action on sustainable procurement among budget holders / internal clients ✓ Provides management with monitoring information on sustainable procurement
Facility manager, end-users, contract manager	<ul style="list-style-type: none"> ✓ Emphasize the importance of sustainability among shared services centres ✓ Ensures / stimulates the availability of more sustainable solutions for their internal clients
Policy advisors, experts	<ul style="list-style-type: none"> ✓ Ensures the policy advisor have up to date knowledge on sustainable procurement ✓ Provide a toolbox for budget holders or internal clients and procurement officers

Source: Netherlands Ministry of Infrastructure and Environment

When it comes to using procurement to address wider social and environmental challenges, procurement officers should be integral part of the entire process. Instead of waiting until these considerations are embedded in the procurement process, they must influence both design and commissioning of the service. All internal stakeholders’ interests must be aligned at an early stage for the procurement process to have impact. The challenge is to *coordinate and match between those actors* who conduct the purchase in technical terms, those who are responsible for commissioning it, those who have overall responsibility for delivering the service, and those who might be internal users of the purchased solution. This internal differentiation can lead to silo-budgeting, where budgetary responsibilities on the one hand, and the locus of the actual use and benefit of a product on the other hand, do not match. Additionally, budgetary rules do not always incentivise and support the integrated approach that is needed for the Procurement of Innovation. The partnership will consider methods and models that support this early engagement of internal stakeholders.

A third topic arises from the *challenge of operating in a rapidly and constantly changing context*. While building procurement strategies and collaboration models as a tool for public management, cities need to be flexible enough to adapt to the rapidly changing ecosystem they operate in. The rapid changes can come from internal stakeholders within the city itself or external stakeholders in the city ecosystem. They can also come from

⁷ <https://www.pianoo.nl/sites/default/files/documents/documents/manifest-mvi-actieplan-ministerie-infrastructuur-milieu.pdf>

unexpected innovations on the market that suddenly become available. How can contracting bodies use agile working methods in their tendering processes?

2.2.3.1 A need for objective data feedback loops (bottleneck 4)

The next bottleneck regards the needs of cities for *objective data feedback loops* for their procurement strategies in general to be accountable and evidence based. The partnership's brief analysis indicated an inability to communicate the positive effects of tenders. Through data, cities can confirm if their aligned procurement strategy has led to smart, sustainable and inclusive growth, by using public funds innovatively and effectively. At present, it is not always clear which European data standards cities can use when collecting and processing procurement data from spend analysis. To create feedback loops in Public Procurement, benchmarks and shared data on spending between contracting authorities in the EU must be inter-operable and comparable. When building procurement strategies, cities need to understand where procurement spending goes geographically and by industrial sector. The partnership will investigate the data standards available, and methodologies for expenditure analysis for exchange of procurement data between contracting authorities.

2.2.2 Develop relationships for effective outcomes (bottleneck 3)

One of the challenges in relation to effective outcomes of procurement procedures – particularly in Procurement of Innovation – is *pre-procurement engagement of the economic operators involved*. Providing public services by tendering out contracts should not be an isolated activity performed by the city. It is an activity where a wider range of organisations have a stake in place. Developing relationships for more effective outcomes is an important part of the preparation of the tendering process. There is a strong interaction with the issues to be addressed in the working area of public management strategy. These synergies will be investigated by the partnership through research and analysis. In this working area, the partnership will mainly focus on the economic operators on the supplier's side.

Procurement officers should have a clear understanding of who their potential suppliers are. Similarly, the economic operators should have sufficient knowledge of what types of works, goods and services municipalities are looking to procure. On the supplier's side, early interaction with the contracting authority and the explicit communication of a clear demand for innovation in procurement documents are indicated as success factors. Moreover, in a tender situation, suppliers often do not get enough time to react, particularly if contracting authorities ask for innovative products. The partnership will investigate the specific need for innovation brokerage between demand and supply-side and will investigate how open data policies can support this interaction between public buyers and economic operators.

A second topic highlighted by the partnership in relation to this bottleneck is a *lack of understanding of how market dialogue* in the tendering process itself can support more collaborative models between contracting authorities and economic operators. Especially in the case of triggering innovation, contracting authorities and economic operators need to work closely together to develop innovative products and services that are not yet available on the market. This issue seems to have a strong relation with the third working

area - legal tools and competences that can be used for market dialogue and collaborative models for tendering.⁸

There is a third topic – or better put, opportunity – indicated by the partnership. The economic operators have often put *corporate social responsibility* in place within their organisation, addressing the social and environmental effects of their services. Can contracting authorities facilitate these private dynamics in their procurement strategy? The partnership will investigate this opportunity in this working area.

2.2.3 Use of legal tools and competence building

2.2.3.1 Use of legal tools (bottleneck 1)

The challenge for many cities in the EU seems not necessarily to be the EU law on procurement, but rather how to apply the Directives that are transposed in national laws at their local level. The European Directives seem to provide the right balance between compulsory minimum requirements, and opportunities for flexibility and collaboration with economic operators. There are legal tools created to innovate on social and environmental challenges through Public Procurement. Cities in general have a desire to address wider challenges through tendering out contracts for public services, yet see the process as uncertain, complex and thus risky. Legal and other types of risk aversion within contracting authorities play an important role in Procurement of Innovation. Innovation also requires mitigating risks and reducing legal and other uncertainties where possible. An important question to answer is the following: ‘Is there real legal uncertainty related to procurement rules or do other legislations and regulations (e.g. State Aid rules) play a role?’ The perception of legal uncertainty in the Directives on Public Procurement seems to prevent cities from using these legal tools strategically. The partnership aims to analyse this perception of legal uncertainty and/or complexity.

Public Procurement of Innovation is enhanced by the smart and effective use of quality-price ratios⁹. An important question that arose from the quick analysis is how to comply with integrity rules within the process of Procurement of Innovation. If cities start using quality criteria to enhance innovation opportunities in the tendering process, how can purchasing bodies at the same time avoid the suspicion that they do not apply rules on integrity properly? Are there best practices available to address these challenges? And if so, what are these best practices? The partnership will investigate this indicated bottleneck in this working area, and will research possible solutions for alleviating suspicion.

2.2.3.2 Competence building (bottleneck 5)

The *fragmentation of procurement competence and capacity* is a topic for medium-sized cities in general. Large cities (> 500,000) seem to have the right scale – and therefore the right capacities – to invest in their procurement strategy and competence building. In theory, a lot of knowledge is available, but it is fragmented across various places. Needing more than just theoretical knowledge on the subject, medium-sized cities search for techniques, competence, required skills and capacity to implement their own strategies and practices. Procurers in such cities often do not have the right support available to

⁸ An example of such a legal tool is the innovation partnership (art. 31 Directive 2014/24/EC)

⁹ Article 67 paragraph 2 Directive 2014/24/EC

embed such considerations, and therefore need more help to do so. This partnership will investigate opportunities for medium-sized cities to interconnect in supportive regional competence centres, where such competence can be developed and shared. In addition, theoretical knowledge can be supported through practical training to become part of the integrated strategy of medium-sized cities. These regional competence centres can also form the entry point for intermediation activities. If successful, from there the partnership can additionally investigate a second objective: to interconnect the regional competence centres with regional, national and European networks on procurement already available. Through their local network and their local knowledge, these regional network centres offer a great opportunity to help to contribute on policy goals at local, regional, national and European levels. The partnership will investigate both steps, keeping the different institutional landscapes of its members in mind.

A second issue related to in competence building that came out of the partnership's initial analysis, is that the competence needed for a professional procurement practice in general is *underestimated and undervalued* by almost all actors. The competence that is needed for a professional procurement practice needs recognition and leverage. This partnership will investigate a long-term plan of a pan-European MBA programme, where national universities function as entry points and share resources. In the short term, appropriate learning can be established via trainer-to-trainer education in the regional competence centres, guiding the procuring unit through methods, and providing public management with targeted information.

2.3 Specific objectives of the partnership

Innovative and responsible procurement is a smart, impactful matter that cuts across all other themes. This partnership will work closely together with the other priority themes to investigate the inward and outward looking perspectives and ways of answering the question: 'Which policy challenges are the cities facing?'

2.3.1 Better regulation

"The Urban Agenda for the EU focuses on a more effective and coherent implementation of existing EU policies, legislation and instruments. Drawing on the general principles of better regulation, EU legislation should be designed so that it achieves the objectives at minimum cost without imposing unnecessary legislative burdens. In this sense, the Urban Agenda for the EU will contribute to the Better Regulation Agenda. The Urban Agenda for the EU will not initiate new regulation, but will be regarded as an informal contribution to the design of future – and revision of – existing EU regulation, in order for it to better reflect urban needs, practices and responsibilities. It recognises the need to avoid potential bottlenecks and minimise administrative burdens for urban authorities."¹⁰

The European co-legislators recently revised the Public Procurement rules and modernised them to increase the efficiency of public spending in the European internal market, and to enable public procurers to make better use of Public Procurement tools in support of societal goals. The partnership will therefore focus on ways of applying EU Directives, and in so doing, the partnership will research the integral approach that is needed from the perspective of cities. The partnership will focus on a more effective and

¹⁰ Urban Agenda for the EU – Pact of Amsterdam, Article 5.1

coherent implementation of existing (procurement) policies, legislation and instruments, keeping an urban and regional perspective in mind.

2.3.2 Better funding

“The Urban Agenda for the EU will contribute to identifying, supporting, integrating and improving traditional, innovative and user-friendly sources of funding for urban areas at the relevant institutional level, including from European structural and investment funds (ESIF) (in accordance with the legal and institutional structures already in place) in view of achieving effective implementation of interventions in urban areas. The Urban Agenda for the EU will not create new or increased EU funding aimed at higher allocations for urban authorities. However, it will draw from and convey lessons learned on how to improve funding opportunities for urban authorities across all EU policies and instruments, including Cohesion Policy.”¹¹

This partnership will contribute to identifying, supporting, integrating and improving traditional, innovative and user-friendly sources of funding for urban areas at the relevant institutional level, to be used by cities that are facing challenges as mentioned in the working areas that are to be investigated by this partnership. The European Commission aims to stimulate the use of the new Directives and make funds available in a demand-driven fashion. This partnership will research what the funding needs for cities to make the required transformation entail.

The partnership will investigate the various sources of funding available at the European and national level to specifically support the development of Procurement of Innovation. Funding instruments to support collaborative models will also be explored by the partnership. The research can, for example, focus on advance payments (to stimulate access of innovative start-ups and SMEs), stage payments at pre-agreed milestones (innovative projects are sometimes not fully successful from the beginning) and the insurance of innovative projects (this could enable medium-sized cities to undertake projects at minimal risk).

2.3.3 Better knowledge

“The Urban Agenda for the EU will contribute to enhancing the knowledge base on urban issues and exchange of best practices and knowledge. Reliable data is important for portraying the diversity of structures and tasks of urban authorities, for evidence-based urban policy making, as well as for providing tailor-made solutions to major challenges. Knowledge on how urban areas evolve is fragmented, and successful experiences can be better exploited. Initiatives taken in this context will be in accordance with the relevant EU legislation on data protection, the re-use of public sector information and the promotion of big, linked and open data.”¹²

The need for better knowledge to be accessible at a regional level is evident, as mentioned in 2.2.3.2. There is a need for sharing best practices and sharing tools. A regional competence centre through which procurers, innovation brokers and legal counsels can

¹¹ Urban Agenda for the EU – Pact of Amsterdam, Article 5.2

¹² Urban Agenda for the EU – Pact of Amsterdam, Article 5.2

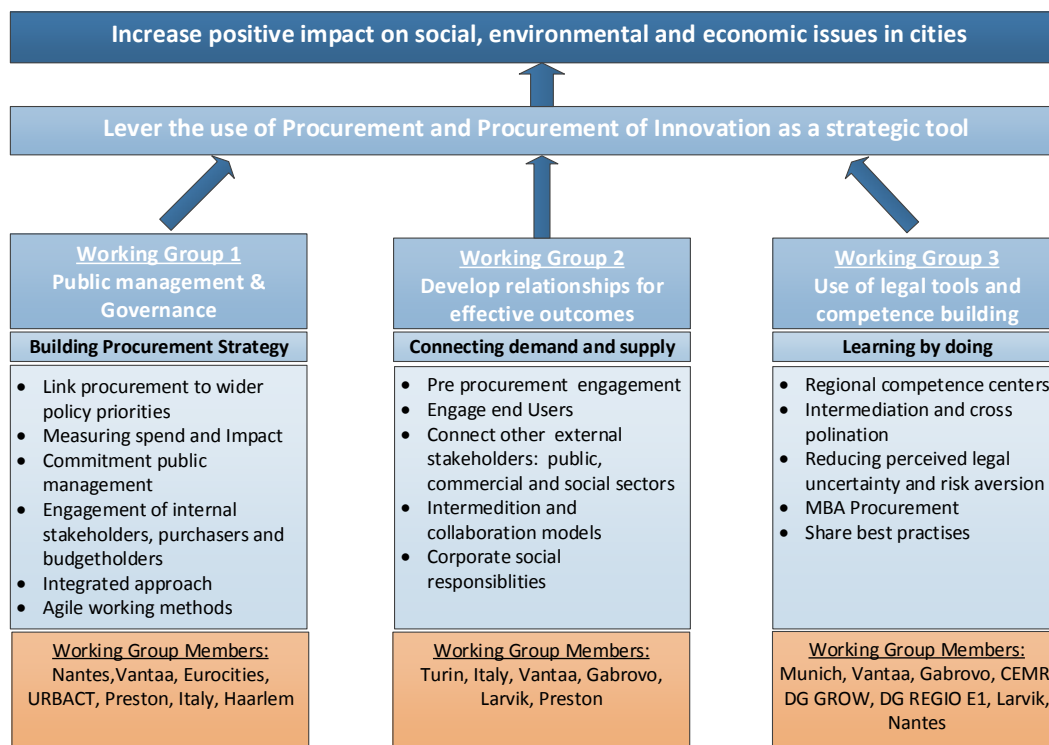
easily find the relevant information, contact other cities about their projects, and access experts on the subject in question is relevant.

There is a greater overall goal to be achieved in the European perspective: stimulating the internal market and stimulating more innovative and effective use of public funds available in the European market. There are knowledge networks available. To prevent these networks and incentives becoming too fragmented and too spread out for procurement experts working in cities, this partnership will research the specific need for such an integrated knowledge network from a city perspective.

3. FUNCTIONING

3.1 Working arrangements

The partnership established a working group structure and named a leader for each of the working groups. Each working group will research, analyse and prepare solutions that can be transposed into draft Actions for the Action Plan for their specific working area. The coordinator – together with the Technical Secretariat – will coordinate in close collaboration with the working group leaders and the European Commission’s representatives during the partnership toward the Action Plan, integrating the outcomes in an overall strategy for Action.



The working group structure needs to be enriched with experts and stakeholders. The partnership will hold a meeting on 29 November 2017 to achieve this (see meeting schedule). After this meeting, the working structure will be updated with experts and stakeholders.

3.2 Role of the coordinator and working group leaders

3.2.1 The role of the coordinator

The partnership is coordinated by the city of Haarlem with the support of the Ecorys Secretariat and the European Commission’s representatives of DG REGIO. The responsibilities of the coordinator include:

- Coordinating and organising the partnership’s work
- Setting-up working structures (management team, working groups, involvement of stakeholders and experts)
- Coordinating and monitoring work progress
- Allocating the work among the partners and management team

- The integration of outcomes of working groups in an overall Action Plan
- Defining and, if necessary, adapting the work plan and timetable
- Informing about deliverables, ensuring that deliverables are to deadline
- Organising, preparing and chairing partnership meetings
- Communication of progress (via website, articles, etc.)
- Representing the partnership
- Contact with the European Commission; regular reporting on progress of work
- Representing the partnership at EU Urban Agenda Coordinators' meetings
- Representing the partnership at Urban Development Group and DG Urban Matter meetings
- Cooperating with other EU Urban Agenda partnerships
- Animating the 'second circle' (via website, workshops, conferences, etc.)

Coordinator Haarlem:

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Valentina Schippers-Opejko: vopejko@haarlem.nl

3.2.2 The role of the working group leaders

The partnership established a working group structure and named a working group leader for each of the issues to be researched, analysed and prepared for solutions that can be transposed into Actions for the Action Plan. The coordinator – together with the Secretariat – will coordinate in close collaboration with the working group leaders and the European Commission's representatives during the partnership.

The responsibilities of a working group leader include:

- Organising, preparing and chairing working group meetings (face-to-face, phone/sky conferences);
- Defining and allocating the work among working group members;
- Reporting on progress towards coordinator and the Secretariat to prepare upcoming partnership meetings;
- Report on progress on the specific working group in the partnership meetings;
- Delivering work results according to the partnership's timetable;
- Delivering information for communication on the work of the partnership;
- Communicating and exchanging information with other EU Urban Agenda partnerships on relevant topics.

The results of the working groups will be discussed with all partners at the partnership's meetings. Together with the working group leaders, the coordinator will prepare at least four partnership meetings per year to discuss the progress of the partnership in terms of coordination, monitoring and allocating tasks. More partnership meetings can be planned if necessary. The Meeting Schedule in chapter 4 contains the meeting plan. When possible, partnership meetings will be linked to other relevant conferences or workshops. The discussion on the working group leaders is at the time of this orientation paper still ongoing. For the phase of research and analysis the work has been divided among the working group members.

3.3 Role of the Technical Secretariat

Support to this will be provided by a dedicated project manager and junior coordinator, together with experts and support staff by Ecorys. The tasks of the Technical Secretariat are fivefold, namely:

Tasks	Explanation
Support of the Coordinators	<ul style="list-style-type: none"> • Assist Coordinators in setting up the Partnerships • Organise mailing lists for each Partnership • Creation and update of a calendar of events • Assist the Coordinators with organising meetings • Participate in all meetings and drafting of minutes
Provide expertise to the Partnerships	<ul style="list-style-type: none"> • External expert with EU experience on the topic • Analytical work, review documents, draft documents, etc. • Does not replace the expertise of members! (Only if needed!) • Contract with the Secretariat
Outreach and Communication	<ul style="list-style-type: none"> • Prepare information material • Maintain the collaborative platform (website/Futurium) • Organise one-day workshop/ partnership/ year • Assist Coordinators in a workshop at the European Week of Regions and Cities (October)
Reimbursement of travel costs in exceptional cases	<ul style="list-style-type: none"> • Reimbursement of costs is only possible for cities and stakeholders (not for MSs and Coordinators) • In exceptional cases only • Has to be duly justified • The member is really needed (he has already contributed in the past) • The reimbursement will not be structural • Has to be approved by the Coordinators + COM • Not more than 5 travels / Partnership / year
Support of the Commission	<ul style="list-style-type: none"> • Monitor the progress of each Partnership • Identify bottlenecks and areas for improvement • Report back to the COM and to the UDG/ DGUM • Draft guidelines and templates (if needed) • Organise two Coordinators' meetings per year • Provide assistance to the COM in managing UA

4. WORK PLAN

4.1 Deliverables, milestones and timing

Specific deliverables that are part of the scope of this partnership are mentioned in the working group structure. In the research and analysis phase, the partnership will identify the specific roadmaps, milestones, planning, and timing for delivery in preparation of the Action Plan.

The general deliverables of this partnership are:



4.2 Next meetings

The partnership will meet on the following dates:

- Thursday 29th November (back-to-back to the Cities Forum, Rotterdam)
- Monday 26/2
- Monday 28/5
- Monday 24/9
- Monday 26/11

In principle, the partnership has indicated to be willing to meet in Haarlem due to the excellent connectivity (proximity to Schiphol) as well as the good meeting conditions. So, meetings take place in Haarlem, unless agreed in a later stadium otherwise.

ANNEX 1 - CONTACT DETAILS OF PARTNERSHIP MEMBERS

Partnership Public Procurement

Coordinator

NL: Haarlem

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ANNEX 2 - SOURCES

Public Procurement of Innovation has already been the subject of a variety of studies and guidance materials. Useful references can also be drawn from past pilot projects organised at the European and national level. The non-exhaustive list of sources provided in this section should be used to take stock from previous efforts, identify specific issues that can be further developed, or adapted to the Urban Agenda context to avoid duplication of work.

On the 3th of October the European Commission launched a new initiative on increasing the impact of public investment through efficient and professional procurement: http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_id=9272

1. Guidance material

- **Public Procurement of Innovation Guidance**, <http://www.innovation-procurement.org/about-ppi/guidance/>
- **Public Procurement as a driver of innovation in SMEs and public services**, <https://publications.europa.eu/en/publication-detail/-/publication/f5fd4d90-a7ac-11e5-b528-01aa75ed71a1>
- **European Assistance for Innovative Procurement (EAFIP) toolkit**, <http://eafip.eu/toolkit>
- **The Procura+ Manual**, <http://www.procuraplus.org/manual/>

Moreover, the Commission is currently preparing a Guidance on Public Procurement of Innovation. A stakeholders' consultation will be launched soon.

2. Public Procurement of Innovation projects

- Public Procurement of Innovation platform, listing *inter alia* projects where Public Procurement of Innovation was piloted in various sectors, https://www.innovation-procurement.org/home/?no_cache=1
- <https://rio.jrc.ec.europa.eu/en/policy-support-facility/mle-innovation-procurement>

3. EU funding schemes

- <https://ec.europa.eu/easme/en/cos-linkpp-2017-2-02-innovation-procurement-broker-creating-links-facilitation-public-procurement>
- https://ec.europa.eu/growth/industry/innovation/policy/public-procurement_en
- http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/innovation-procurement_en.htm