



**PROCURE2
INNOVATE**

Exploitation Strategy

Procure2Innovate
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DELIVERABLE 2.3
ICLEI Europe
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PROJECT PARTNERS

1. BME: ASSOCIATION FOR SUPPLY CHAIN MANAGEMENT, PROCUREMENT AND LOGISTICS (DE)
2. BBG: FEDERAL PROCUREMENT AGENCY (BUNDESBESCHAFFUNG) (AT)
3. ZENIT: CENTRE FOR INNOVATION AND TECHNOLOGY IN ZENTRUM FUR INNOVATION UND TECHNIK IN NORTH RHINE-WESTPHALIA (DE)
4. ICLEI: ICLEI EUROPEAN SECRETARIAT
5. UHM: NATIONAL AGENCY FOR PUBLIC PROCUREMENT (UPPHANDLINGSMYNDIGHETEN) (SE)
6. LEGAL, FINANCIAL AND ADMINISTRATIVE SERVICES AGENCY (KAMMARKOLLEGIET) (SE)
7. CONSIP (IT)
8. PIANOO: MINISTRY OF ECONOMIC AFFAIRS AND CLIMATE POLICY (NL)
9. MNEC: MINISTRY OF ECONOMY AND DEVELOPMENT (GR)
10. EAS: ENTERPRISE ESTONIA (ETTEVOTLUSE ARENDAMISE SIHTASUTUS) (EE)
11. BMWI: MINISTRY FOR ECONOMY AND ENERGY (DE)
12. CDTI: CENTRE FOR THE DEVELOPMENT OF INDUSTRIAL TECHNOLOGY (ES)
13. INTA: NATIONAL INSTITUTE OF AEROSPACE TECHNOLOGY (ES)
14. SARA BEDIN
15. PROCUREMENT TRANSFORMATION INSTITUTE (FORMERLY ARVO: R&D SLUA LIMITED (IE))
16. ANI: NATIONAL INNOVATION AGENCY (PT)
17. ISCIII: CARLOS III HEALTH INSTITUTE (ES)

FACT SHEET

This document is one of three closely related documents. The purpose of each document, and their interrelation is described below.

<p>Terms of Reference and Application for Network Membership</p> <p>This internal document explains who can become a member of the P2I Network, the admission process, and the benefits and obligations of membership.</p> <p>Deliverable 2.2</p>	
<p>Recruitment Strategy</p> <p>This internal planning document explains how new members will be recruited and incorporated into the P2I Network during the life of the project.</p> <p><i>Deliverable 2.2 annex</i></p>	
<p>Exploitation Strategy</p> <p>This internal planning document describes planned mechanisms for continued cooperation (and expansion) after the end of the project (i.e. from 2022 onwards)</p> <p>Deliverable 2.3</p>	

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Authors: Ashleigh McLENNAN, Meritxell DÍAZ SANTOS – ICLEI Europe, Marlene GRAUER - BME

Main contact person for further information: Philipp Tepper, philipp.tepper@iclei.org

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PU = Public

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1. INTRODUCTION

1.1 PURPOSE OF THE EXPLOITATION STRATEGY

One of the objectives of the Procure2Innovate project is to create a self-sufficient network of competence centres for innovation procurement which will last and grow beyond the end of the project.

To do so, an appropriate governance mechanism needs to be designed and put in place to ensure the network can continue to operate beyond the Procure2Innovate project funding horizon. **This document provides a plan of how the network will be continued after the end of the project (from June 2022).**

1.2 DEVELOPMENT OF THE EXPLOITATION STRATEGY

The Exploitation Strategy was developed in three phases. Each phase was informed by workshops with ‘founding members’ (see 3.1), organised as part of the Procure2Innovate project, and each draft was circulated to members for feedback and approval.

Phase 1: In month 24 (December 2019) a first draft version of the Exploitation Strategy was finalised, providing an early opportunity to plan lasting impact for the Procure2Innovate project. It set out agreed principles for future collaboration. It was foreseen that Network members would continue to revisit this plan as the Network continued to develop, and revise it as necessary to meet their long-term collaboration objectives, as assessed and agreed as part of the wider Procure2Innovate project work plan.

Phase 2: The second draft version, due in month 36 (December 2020) updated this initial plan. During this period, it was agreed that the Network should appoint a professional secretariat, and that competence centres should commit to the Network via the signing of a Memorandum of



Understanding (MoU). An ‘associate partner’ mechanism for engaging regional competence centres (in line with the Network Terms of Reference) was agreed (see 3.2), and a Network exit strategy (see 5.5) defined.

Phase 3: In this third (and final) version, due in month 48 (December 2021), details of the Network were finalised, including: the content of the MoU (see Annex V); the responsibilities of the co-chairs, the secretariat and the members (see Section 5); and, a provisional work plan for the first two years of the Network (Annex IV).

The Network was also piloted in 2021 under the leadership of pilot co-chairs Greece and the Netherlands. As part of this pilot year, two key activities were carried out:

- The development of the Joint Declaration for Innovation Procurement, led by Greek co-chair.
- The organisation of three online Knowledge Exchange events, led by the Dutch co-chair.

➤ **See Annex III for an overview of the outcomes of the pilot year**

2. PURPOSE OF NETWORK

2.1 OBJECTIVES OF PROCURE2INNOVATE NETWORK

The purpose of maintaining a network of competence centres beyond the Procure2Innovate project funding period is to:

1. Facilitate networking, knowledge sharing, collaboration and best practice exchange on innovation procurement;
2. Improve support for public authorities to improve capabilities to implement innovation procurement strategies, processes and practices
3. Help national competence centres keep track of the latest good practice, tools, methods, initiatives, policy and legislation on innovation procurement in other European countries and at the European level;
4. Provide a voice for public authorities in the sustainable innovation procurement policy making process, and emphasise the role of procurement within other key policy areas.
5. Continue to develop the capacity of existing competence centres, and undertake further steps for supporting the creation of new competence centres.

➤ **More detail on how the network will achieve the above is provided in Section 6 'Core Network Activities'.**

2.2 BENEFITS FOR COMPETENCE CENTRES AND SERVICE USERS

Benefits for Network members:

- By continuing to exchange, the Network will grow the current collaboration between competence centre practitioners, who can share experience and expertise on day-to-day management issues as well as increased access to expertise and experience in innovation procurement.
- As a network, Procure2Innovate can address common challenges and share practical learning, as well as provide a strong united voice for promoting innovation procurement and highlighting challenges and opportunities to policy-makers. The Network also provides a contact point for European policy makers to consult regarding upcoming initiatives, policy and legislation at the European level.

Benefits for Competence Centre service users:

- Building on resources collected as part of the project (Task 3.4), the Procure2Innovate Network can signpost relevant services or resources available at a national or international level, or where appropriate, provide direct support for innovation procurement.
- By sharing information and opportunities to relevant stakeholders (procurers and suppliers), such as procurement challenges or innovation procurement calls across a European Network, opportunities for cross-border procurement can be made more visible to public procurers and innovative suppliers.
- By exchanging knowledge on the state-of-the-art in innovation procurement, competence centres can build their expertise and provide better support to service users (mainly public procurers).

3. WHO CAN JOIN?

3.1 WHO CAN BE A MEMBER OF THE PROCURE2INNOVATE NETWORK?

The definition of a competence centre, the process for joining the Procure2Innovate Network, and the obligations of network members have been defined in **D2.2 'Terms of Reference and Application for Network Membership'**.

All consortium partners of the Procure2Innovate project are considered “Founding Members” of the Procure2Innovate Network, and as all have completed the Terms of Reference, they are automatically included in the Network. It was also planned that by the end of the project (June 2022) the Procure2Innovate Network will have expanded from the initial five established competence centres and five new competence centres to include other European competence centres for innovation procurement. Recruitment activities during the course of the project were guided by the **Recruitment Strategy** (see Annex III to D2.2) and the **Recruitment Working Group**, which was set up at the end of 2020 with representatives from five competence centres: Ireland, Italy, Greece, Portugal, and Sweden.

In line with the Terms of Reference (D2.2), full Procure2Innovate Network members need to meet the following requirements:

- Have an official mandate from their national government to run a competence centre for innovation procurement, at either a national or regional level.
- Have a dedicated budget and other resources (such as staff, a website and offices) for the competence centre.
- Be able and willing to invest additional time and budget into the participation in the Procure2Innovate network
- Be committed at an institutional level to future participation in the Procure2Innovate Network.

3.2 HOW CAN REGIONAL COMPETENCE CENTRES ENGAGE WITH THE PROCURE2INNOVATE NETWORK?

To date, the Procure2Innovate Network only includes national competence centres, however, it is recognised that in many countries, regional governments also have relevant competencies and play an important role in the innovation procurement support ecosystem.

The Procure2Innovate members' views on this proposal were collected in May-June 2020, and at the June 2020 partner meeting, it was agreed that regional competence centres can be included in the Network as 'associate members'. This solution allows regional competence centres to participate in knowledge-sharing activities, while reducing risks to the governability of the Network (by maintaining the current voting rights system of one vote per country) as well as avoiding any potential dilution of the strategic purpose of the Network.

➤ **See Section 5.4 for more detail on voting rights**

As the number and role of regions varies greatly between countries, the decision to include regional CCs as associate members should be taken by the relevant national CC. In practical terms, this means that only regions from countries already represented in the Network can join as associate members.

3.3 WHO ELSE IS ELIGIBLE FOR ASSOCIATE MEMBER STATUS?

The status of "Associate Member" should be reserved for organisations who do not meet the definition of a national competence centre, but who are nevertheless able to contribute the network. As well as regional competence centres this can include international organisations or experts with innovation procurement expertise. The number of the latter should be highly restricted and is dependent on the strategic priorities of the network.

This category was developed specifically to enable the continued participation of Procure2Innovate partners ICLEI and Sara Bedin, in recognition of their contribution to the development of the Network.

Associate Members will not carry voting rights.

4. HOW TO JOIN

4.1 MEMORANDUM OF UNDERSTANDING

Institutional commitment to the Network will be renewed periodically through the signing of an MoU every two years.

The MoU is based on the Terms of Reference (D2.2) developed during the Procure2Innovate project.

The MoU should be signed by a departmental head or above, to ensure decision-makers are aware and committed to the participation in the network of their staff members.

Signing the MoU every two years allows more frequent opportunities for existing members to review and reconfirm their commitment to the Network. If necessary, this provides an opportunity for the Network to update the Exploitation Strategy and the content of the MoU.

The (re)signing of the MoU will also act as a point at which new members can join the Network. Prior to this point, candidate members can engage with the network but do not carry any voting rights (in the same way that Finland and Lithuania have done so during the project period).

The (re)signing of the MoU also provides members with the chance to leave the network, by choosing not to recommit.

The signing of the MoU will act as a 'joyful moment' for the Network i.e. it will be publicised, renewing interest and awareness of the Network to a wider audience, increasing transparency for new members. It will be an opportunity to review past activities, and adjust the governance mechanisms and strategic direction of the network where necessary. In particular, MoU will also provide legitimacy to the Network, strengthening members remit to continue to participate in collaborative activities, particularly following any political changes within member countries.

➤ **See Annex V: Memorandum of Understanding template**

5. NETWORK GOVERNANCE: RULES AND RESPONSIBILITIES

5.1 RESPONSIBILITIES OF THE CO-CHAIR

At Procure2Innovate partner meeting in Lisbon, October 2019, it was agreed that a rotating chair will be established, meaning each Network member will be responsible for managing the Network for a period of six months. Following discussion at the June 2020 partner meeting, this was amended to become a co-chair structure, where co-chairs are jointly responsible for managing the Network for a period of one year. Co-chairs will work together to plan knowledge exchange activities and the strategic objectives for the Network.

This model makes use of the expertise and resources available to each CC, ensures they each get the opportunity to be in the 'driver's seat' of the network and encourages deep buy-in to the Network's goals and success. By having a co-chair system, the objective of international collaboration is strengthened, plus, it builds in safeguards against the failure of one of the chairs to fulfil their responsibilities (for example, due to sickness, staff changes, shifting priorities or workload). It also promotes better continuity of the network, by ensuring a better transition between chairs.

A schedule for co-chairs will be proposed by the Secretariat and agreed by vote ahead of the signing of the MoU. Each member of the Procure2Innovate Network will be provided with the opportunity to act as co-chair, and is indeed obliged to take on this responsibility at least once during each full rotation of the Network (i.e. each member should perform this role once before any member is asked to co-chair the Network for a second-time).

CO-CHAIRS	
Year 1 (2022-2023)	Greece (tbc)
Year 2 (2022-2023)	Germany
REVIEW AND RE-SIGN MoU	

The co-chairs are responsible for the below:

- Setting strategic priorities for the network over the next period, in agreement with Network members.
- Facilitate networking, knowledge sharing, collaboration and best practice by ensuring at least two knowledge exchange meetings take place (see below), including providing a venue and preparing an agenda.
- Provide a voice for public authorities in the sustainable and innovation procurement policy making process, and emphasise the role of procurement in other key policy areas.
- Internal report of groups activities at end of period (see Annex I for template).
- Ensuring hand-over to next chair.

It is recommended that co-chairs split these responsibilities, as done in the pilot year, when the Netherlands took responsibility for knowledge exchange meetings, and Greece took responsibility for the policy-related activities via the Joint Declaration on Innovation Procurement. This division of responsibilities should be agreed on ahead of the (re)signing of the MoU.

This model relies on Competence Centres to commit additional staff resources to ensure effective organisation of network activities, as well as any additional costs related to venue hire and catering for in-person meetings.

In order to ensure effective management, **it is reasonable to expect chairs to commit at least four staff days per 6-month period** to arrange meetings, chair them, respond to ad hoc enquiries on behalf of the group (collecting feedback from other members as appropriate), completing the internal report of group activities, and handing over to the next chair.

5.2 RESPONSIBILITIES OF THE SECRETARIAT

The decision to appoint a permanent secretariat was made in July 2020, when a majority share voted in favour of this proposal. It was also agreed by a majority that ICLEI could act as a suitable secretariat, due to the consistency it would offer, their knowledge of the Network and their experience of providing such services.

The role of a professional, permanent secretariat is to support the Network and the co-chairs with administrative tasks and digital support. The objective of the secretariat is to ensure continuity in the administrative functions of the network while freeing-up time for co-chairs to focus on thematic topics and strategic activities. The secretariat will help ensure all CCs get equal opportunity to take on the role of chair, regardless of their different organisational capacities.

Two levels of secretariat support (full and minimised) were proposed, and Members voted on their preferred option (minimised) in October 2021.

Description of Secretariat Responsibilities

Secretariat Services
Manage the P2I mailing list, and act as the initial contact point for external enquires, fielding and forwarding these as appropriate.
Ensuring smooth transition between Network co-chairs, in accordance with the agreed schedule, and appropriate documentation of network activities
Providing administrative assistance to Chairs during Network events (for example, online meeting support, minute taking, etc.)
Ensuring network rules are adhered to (i.e. MoU signing, recruiting new members, voting, and network exit and expulsion)
Updating the P2I Network Exploitation Strategy (i.e. governance rules) as required
Maintaining and updating the Procure2Innovate website

5.3 RESPONSIBILITIES OF MEMBERS

The effective functioning of the Network requires the active participation of all members. By signing the MoU (see Annex V), members commit to:

- Contribute financially to the running of the Network.
- Contribute to the strategic objectives of the Network, for example inputting into policy documents, and promoting these at a national level.
- Participate in at least two Knowledge Exchange events per year.
- Update the Network on the latest good practice, tools, methods, initiatives, policy and legislation on innovation procurement.
- Support public authorities to develop capabilities to implement innovation procurement strategies, processes and practices, including seeking opportunities to do so via cross-border collaboration with other national competence centres
- Engage in peer-2-peer exchange with other members of the PROCURE2INNOVATE Network in order to support the establishment and further development of competence centres.

The following obligations exist for Associate Members:

- Attend network meetings on request, and provide additional opportunities for competence centres (for example, speaking and workshop slots at relevant events).
- Offer support to network members where these arise

- If a member's obligations are not met, the network reserves the right to exclude a member pending a vote from the full network. Further information on these procedures are set out in 5.5 'Network Exit and Expulsion'

5.4 VOTING RIGHTS TO MAKE DECISIONS

The Procure2Innovate Network is operated on a **‘one vote per country’** system. For countries where the competence centre is made up of more than one organisation, an internal voting process should be agreed.

All full members of the Procure2Innovate network have the right to vote on the following:

- Admittance of a new member to the Network
- Expulsion of an existing member from the Network
- Agreement of co-chairs for the following two-year period
- Changes to the governance rules as set out in this Exploitation Strategy, specifically changes pertaining to the:
 - Terms of Reference (who is eligible to join the Network);
 - co-chair structure;
 - the content of the MoU;
 - the provision of a professional secretariat.

Votes can be made either at a full meeting of the network (via video link or in person) or by email. Each mandated national competence centre receives one vote (i.e. one vote per country).

Consensus should be sought where possible. When not, it is the responsibility of the co-chairs to account for differing opinions and finalise a solution adequate to all group members.

For a proposal to be accepted, the agreement of two-thirds of existing members is required.

Associate members do not carry voting rights.

5.5 NETWORK EXIT AND EXPULSION

The process for joining the Procure2Innovate Network, and the obligations of network members are listed in Deliverable 2.2 ‘Terms of Reference and Application for Network Membership’.

The (re)signing of the MoU provides members with frequent opportunities to reconfirm their commitment to the network. This also provides a natural opportunity for members to exit, if they feel they can no longer participate in the Network.

Members intentions to exit the Network should be provided 6 months' in advance of re-signing the MoU via formal announcement. This should be signed by the same person or equivalent who signed the MoU, and sent to all Network members. Members are asked to provide 6 months' notice before exiting, so that the Network has time address any issues which may have prompted their decision to withdraw, or reorganise any planned activities which are impacted by such an exit.

Members are obligated to pay a membership fee and to actively participate in the network. If a member's obligations are not met, the network reserves the right to exclude a member pending a vote from the full network. This should only occur after an escalating series of actions:

1. If a member has failed to engage in Network activities for a period greater than 6 months, the current co-chairs should write to the member on behalf of the Network, asking justification for lack of participation, and requesting a timescale and steps for re-engaging with the network.
2. If the member fails to respond to the co-chair's first contact within six weeks, the co-chairs should follow-up with warning that a vote will be taken at the next meeting regarding the continuation of their membership. This warning should be sent at least six weeks in advance of the vote being taken.
3. If the member fails to respond, a vote should be taken at the next in-person meeting of the Network, in accordance with the voting procedure set out in 4.2.
4. If the member does respond to first contact or the first warning, but again fails to engage in the subsequent 6-month period, a second warning should be sent, and a vote taken at the next in-person meeting.

6. CORE NETWORK ACTIVITIES

6.1 ACTIVITIES IN RELATION TO CORE AIMS OF THE NETWORK

The Procure2Innovate Network plans the following activities, in line with its core aims.

Aim	Activity
Facilitate networking, knowledge sharing, collaboration and best practice exchange on innovation procurement.	CCs will meet in-person or online as appropriate at least once every six months to network, share knowledge and exchange best practice from their respective countries.
Keep track of the latest good practice, tools, methods, initiatives, policy and legislation on innovation procurement.	Members commit (via the MoU) to keep the MoU updated on the latest developments at a national level. The Secretariat is tasked with tracking European developments and disseminating these as appropriate. Internal and external experts will be invited to present to the Network in capacity building workshops, which aim to update members on the latest good practice, tools, methods, initiatives, policy and legislation at the European level.
Support public authorities in developing capabilities to implement innovation procurement strategies, processes and practices.	Exchange between CCs and experts will facilitate joint activities targeted at public procurers, including events, opportunities to participate in calls, and access to a wider range of tools and services.
Provide a voice for public authorities in the sustainable and innovation procurement policy making process, and emphasise the role of procurement within other key policy areas.	The Network will provide a forum for CCs to discuss recent policy developments and develop joint responses. The co-chairs are responsible for steering the Network's contribution at a strategic policy level.

Undertake further steps for supporting the creation of new competence centres

Members commit (via the MoU) to engage in peer-2-peer exchange with other members of the Network in order to support the establishment and further development of competence centres.

- **See Annex IV for an indicative plan of activities in Y1-2 of the Network**

6.2 KNOWLEDGE EXCHANGE MEETINGS

Every six months, the network should meet at least once in-person or online (as deemed appropriate by the co-chairs).

It is recommended that at least one in-person meeting takes place per year, when possible, in order to support the closer integration of new members. However, as demonstrated during the COVID-19 pandemic, online meetings also provide an effective forum for exchange, while saving time and resources (both financial and environmental). When in-person meetings take place, remote access for those who are not able to travel at that time should also be provided, in order to maximise the inclusion of Network members.

During the pilot year of the Procure2Innovate Network in 2021, the Dutch co-chair developed the Knowledge Exchange Meeting format. From this, some suggestions on organising Knowledge Exchange meetings has been derived:

How to organise a Knowledge Exchange Meeting

- Try to involve the network, for example by proposing topics, asking for feedback and providing the possibility for all members to raise other points of interest.
- Compile the input, analyse the needs, and set-up an indicative plan for the year. Remember to keep in mind the holiday season! For example, in 2021 the meetings were planned in mid-March, mid-June, and late September.
- Prepare each meeting well and on-time, and brainstorm about interesting perspectives for the network members. In case there is a diversity of interest between members (the competence centres have diverse backgrounds, and different scopes of interventions and service offers). Also think of ways how to facilitate the meeting, e.g. separate groups by means of breakout rooms. In the event there is any pre-work to be done by the members, ask for it upfront and send a reminder at a later stage.
- Structure the meeting with an agenda, see an example agenda in **Annex II**.
- After a meeting, send around the presented slides (if any) and try to retrieve some outcomes/lessons learned from the knowledge exchange, so to publish on the PROCURE2INNOVATE website and share with other organisations (such as the European Commission).

6.3 POLICY RELATED INITIATIVES

The Network is well placed to advocate for innovation procurement and to engage with policy-related initiatives at the European level.

At the beginning of each year, the co-chairs should define at least one strategic priority for the next period. This could include continuing the work of a previous co-chair, or starting a new policy related initiative.

In the Network's pilot year, under the leadership of the Greek co-chair from the Ministry of Development and Investments (previously named Ministry for Economy and Development), a Joint

Ministerial Declaration on Innovation Procurement was developed by the Network, and shared by members with their own country's relevant Ministries ahead of a meeting of the European Commission's Competitiveness Council.

The declaration aims to strengthen political commitment to innovation procurement at a European, national and regional level, and strengthen cooperation between Member States and the European Commission.

Developing a Joint Ministerial Declaration on Innovation Procurement

- The Greek co-chair initiative was first agreed between the co-chairs and the partners of the network to follow a top down procedure from the European Commission (EC) to Member States (MS). The entry point to the EC would be the Procure2Innovate project officer. A meeting was organised between the project officer and the partners to present the initiative, which was welcomed by the project officer with positive comments.
- The Greek co-chair prepared a draft of the Joint Declaration on Innovation Procurement in Europe, including commitments for both MSs and the EC to promote innovation procurement in Europe. The partners made comments and the final version of the document was sent to the EC (DG CONNECT) for discussion, in order to start the top down procedure.
- After discussing the draft declaration at a middle management level in DG CONNECT, there were two proposals: 1) to propose from the Member State side the version with just cosmetic changes to the PT/SI presidencies, or 2) to take more time for substantive changes in the draft to make the commitments concrete goals and then restart the top down procedure.
- Regarding the first option, the Joint Declaration initiative as a Ministerial Declaration was forwarded to the MS Permanent Representatives in Brussels to follow a bottom up procedure and to be included in the agenda of the Competitiveness Council of the Slovenian Presidency until the end of 2021.
- Regarding the second option, the partners should discuss the possibility to set strong concrete quantitative goals as action plan in order to include them in a revised Joint

Declaration on Innovation Procurement and discuss it with the EC into a top down procedure in the first year of the Network, as the next step to a policy related strategic plan of the network.

7. FUNDING OPTIONS FOR ADDITIONAL ACTIVITIES

In order for the PROCURE2INNOVATE Network to be successful in meeting its core objectives, much depends on the financial commitment of members to fund core activities i.e. the existence of a permanent secretariat, travel participation in key in-person events, and, when co-chair, the hosting of at least one network meeting. Staff participating in the PROCURE2INNOVATE Network also require time in order to adequately participate and benefit from the Network.

Beyond core activities, external funding should also be sought in order to develop specific activities or to support joint procurement initiatives. Several options for accessing future funding could be considered:

- Horizon Europe: launched January 2021
- TAIEX: The Technical Assistance and Information Exchange instrument of the European Commission supports public administrations with regard to the approximation, application and enforcement of EU legislation as well as facilitating the sharing of EU best practices. [More information.](#)
- Innovation Fund: support for demonstration of innovative low-carbon technologies, including small-scale projects under €7.5 million. First call to be launched in 2020. [More information.](#)
- EU Technical Support Instrument: A European funding instrument that provides support to reform related activities in Member States. Applications can be made annually (until the end of October). [More information.](#)

- National funding opportunities

ANNEX I. MONITORING TEMPLATE

Monitoring Template to be completed at end of each Chair period.

Chair:

Period:

Joint activity	Date	Involved Members	Description	Outcome
<i>Including workshops, seminars, training or other cooperation between two or more network members</i>			<i>What took place and who was involved. Include helpful links to further information.</i>	<i>What was the impact of activities? Would you recommend repeating this activity?</i>

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ANNEX II. EXAMPLE MEETING AGENDA

In relation to paragraph 6.2, below an example structure of knowledge exchange meetings, with some breaks between the parts, depending on the duration of the meeting.

Part	Purpose	Duration (indicative)	Structure	Responsible
1. Opening of the meeting + topic	Chair provides update and introduces the topic. Optional: presentation by internal or external speaker(s)	20-40 minutes	Plenary	Chair
3. Presentations by CCs – Round A	CCs are invited to present their views/experiences on the topic.	1 hour (e.g. each CC 10 min max)	Plenary	All
3. Presentation by CCs – Round B	CCs are invited to present their views/experiences on the topic.	1 hour (e.g. each CC 10 min max)	Plenary	All
4. Breakout sessions	Special topics of interest can be discussed in smaller groups.	40 minutes	Breakout/ One-to-one meetings	Group-hosts (with breakout topics)
5. Open discussion + wrap up	Feedback from breakout sessions. Conclusions and insights are discussed. Brainstorm on lessons learned, to be	40+20 minutes	Depending on the programme	Chair

published or for other initiatives. Next meeting and topic announced.

ANNEX III. OUTCOMES FROM PILOT YEAR

Co-chairs: GREECE & NETHERLANDS				
Period: Jan 2021 – Dec 2021				
Joint activity	Date	Involved Members	Description	Outcome
Joint Declaration on Innovation Procurement	Ongoing	Led by GR. Involved: All	Under the leadership of co-chair Greece, a Joint Declaration was drafted and approved by Network members, and circulated to relevant national ministers.	Joint Declaration on Innovation Procurement
Knowledge Exchange - Implementation of innovation procurement	17 March 2021	Led by NL. Involved: All	This knowledge exchange focused on innovation procurement strategy in represented countries, the barriers to these strategies, and the specific policy-instruments implemented. CCs reflected on their role in stimulating innovation procurement, their biggest mistakes and key learnings from recent years.	Expert Opinion Paper on Strategies to Stimulate Innovation Procurement

Knowledge Exchange: Impact of a Competence Centre: (self-) evaluations	16 June 2021	Led by NL. Involved: All	Members presented the results of recent (self) evaluations of the performance of their CC. What were the main lessons learned? What impact is easy to measure, and what impact more difficult to detect? Discussion focused on the methodology used to evaluate performance.	Expert Opinion Paper on Impact of a Public Procurement Competence Centre: Internal and External Evaluations
Peer2peer exchange workshop	13 October 2021	Led by NL. Involved: All	<ul style="list-style-type: none"> • Exchange on challenges platforms and features for success. • Austria approach as one of the leading member states in Europe with regard to innovation procurement projects. • Discussion on Horizon Europe Lighthouse projects and how to use them for innovation procurement. 	

ANNEX IV. INDICATIVE WORK PLAN

The following indicative workplan has been developed for the first two years of the project (as well as the run-up to the official launch of the Network).

Updating the workplan will be the responsibility of the Co-chairs and Secretariat at the beginning of each new MoU period.

Co-chairs: (Greece, Germany)

Period: Y1 – Y2 (July 2022 – June 2024)

Activity	Planned for: [date]	Members involved	Description	Expected Outcome
P2I Final Event	Spring 2022	All	Final event of P2I project organized in collaboration with PIANOo	Signing of MoU and official launch of P2I Network
Event: Procura+ Conference	Autumn 2022	All	Opportunity for in-person Knowledge Exchange event as part of the Procura+ conference (Lisbon, Portugal) Topic: TBC	Knowledge exchange and potential P2I Expert Opinion Document

Event: European Innovation Procurement Awards	Autumn 2022	Where relevant	Members (especially those with finalists from their country) are encouraged to attend. Attendees are asked to report back to the Network.	Exchange and learning on latest best practice
Event: online meeting	Spring 2023	All	Online Knowledge Exchange Meeting Topic: TBC	Knowledge exchange and potential P2I Expert Opinion Document
Event: online meeting	Autumn 2023	All	Online Knowledge Exchange Meeting Topic: TBC	Knowledge exchange and potential P2I Expert Opinion Document
Event: European Innovation Procurement Awards	Autumn 2023	Where relevant	Members (especially those with finalists from their country) are encouraged to attend. Attendees are asked to report back to the Network.	Exchange and learning on latest best practice



Event: online meeting	Spring 2024	All	Online Knowledge Exchange Meeting Topic: TBC	Knowledge exchange and potential P2I Expert Opinion Document
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ANNEX V. TEMPLATE MOU

PREAMBLE

The Procure2Innovate Network aims to enhance international bonds between competence centres for innovation procurement.

Improving support for innovation procurement is important. It can result in innovative solutions to societal challenges, while also supporting the launch and growth of start-ups and SMEs, and it is a proven and effective tool for improving the effectiveness and efficiency of public services.

The Procure2Innovate Network will:

- Facilitate networking, knowledge sharing, collaboration and best practice exchange on innovation procurement;
- Improve support for public authorities to improve capabilities to implement innovation procurement strategies, processes and practices
- Help national competence centres keep track of the latest good practice, tools, methods, initiatives, policy and legislation on innovation procurement in other European countries and at the European level;
- Provide a voice for public authorities in the sustainable innovation procurement policy making process, and emphasise the role of procurement within other key policy areas.
- Continue to develop the capacity of existing competence centres, and undertake further steps for supporting the creation of new competence centres.

PURPOSE OF THE MOU

This MoU between the members of the Procure2Innovate Network (individually referred to as 'Party' and together as the 'Parties') sets out the conditions for co-operation of the Parties.

Any activities conducted under this MoU are subject to their inclusion in the Parties respective programmes of work and budgets and to the availability of funds. They shall be carried out in accordance with their respective rules and practices.

FORMS OF CO-OPERATION

By signing this MoU, the parties commit to co-operate by various means, which will include, but not be limited to:

- Contributing to the strategic objectives of the Network, for example inputting into policy documents, and promoting these at a national level, in so far as these are in line with and do not exceed limits set by internal guidelines and national legislation by which the parties are bound.

- Participating in at least two Knowledge Exchange events per year.
- Updating the network on the latest good practice, tools, methods, initiatives, policy and legislation on innovation procurement.
- Seeking opportunities for cross-border collaboration with other national competence centres
- Engaging in peer-2-peer exchange with other members of the P2I Network in order to support the establishment and further development of competence centres.

FUNDING

The Procure2Innovate Network will be funded by its members. Each member of the network is required to fund the Network with €800 per year.

SECRETARIAT

Once funding is secured, ICLEI – Local Governments for Sustainability is the appointed Secretariat for two years.

DURATION

This MoU will enter into effect upon the signature of all Parties for a period of two (2) years. It may be renewed for further periods, subject to the Parties' written agreement.

VOTING RIGHTS

Parties of the MoU will have the right to vote on the following:

- Admittance of a new member to the P2I Network
- Expulsion of an existing member from the P2I Network
- Agreement of co-chairs for the following two-year period
- Changes to the governance rules as set out in the 'Exploitation Strategy', specifically changes pertaining to the:
 - Terms of Reference (who is eligible to join P2I);
 - co-chair structure;
 - the content of the MoU;
 - the appointment of a professional secretariat.

Consensus should be sought where possible. When not, it is the responsibility of the co-chairs to account for differing opinions and finalise a solution adequate to all group members.

For a proposal to be accepted, the agreement of two-thirds of existing members is required.

APPLICABLE LAW

Should the Parties have diverging views, they will first engage in amicable negotiations to settle any dispute relating to the interpretation or application of this MoU.

The place of litigation is Frankfurt am Main, Germany. The law of the Federal Republic of Germany shall apply.

NETWORK EXIT AND EXPULSION

If a Party decides to exit the Network, notice should be provided 6 months' in advance of re-signing the MoU via formal announcement. This should be signed by the same person or equivalent who signed the MoU, and sent to all Network members. Members are asked to provide 6 months' notice before exiting, so that the Network has time address any issues which may have prompted their decision to withdraw, or reorganise any planned activities which are impacted by such an exit.

If a Party does not fulfil the obligations set out in the MoU, the Network reserves the right to exclude that Party, pending a vote from all Parties. This should only occur after an escalating series of actions:

5. If a member has failed to engage in Network activities for a period greater than 6 months, the current co-chairs should write to the member on behalf of the Network, asking justification for lack of participation, and requesting a timescale and steps for re-engaging with the network.
6. If the member fails to respond to the co-chair's first contact within six weeks, the co-chairs should follow-up with warning that a vote will be taken at the next meeting regarding the continuation of their membership. This warning should be sent at least six weeks in advance of the vote being taken.
7. If the member fails to respond, a vote should be taken at the next in-person meeting of the Network, in accordance with the voting procedure.
8. If the member does respond to first contact or the first warning, but again fails to engage in the subsequent 6-month period, a second warning should be sent, and a vote taken at the next in-person meeting.

INTELLECTUAL PROPERTY

Nothing in the MoU shall be construed as granting or implying rights to, or interest in, intellectual property of the Parties.

In the event that the Parties foresee that intellectual property that should be protected in relation to a particular activity, project or programme to be carried out under this MoU, the Parties shall negotiate and agree on terms of its ownership and use an appropriate legal instrument.

DISCLOSURE

The Parties may disclose to the public this MoU and information with respect to activities carried out under this MoU in accordance with the Parties' relevant policies.

Any sharing of confidential information between the Parties will be subject to their respective policies and procedures relating to the disclosure of confidential information. Each Party will take any action, within the means available under their respective national legislation, to protect confidential and/or classified information of the other Party.

KEY POINTS OF CONTACT

Each Party designates below its representative with overall responsibility for implementing this MOU, including responsibility for formulating work plans for activities to be undertaken pursuant to it:

1. [Party Name]: [Contact Name]



2. [Party Name]: [Contact Name]
3. [Party Name]: [Contact Name]
4. [Party Name]: [Contact Name]
5. [Party Name]: [Contact Name]
6. [Party Name]: [Contact Name]
7. [Party Name]: [Contact Name]
8. [Party Name]: [Contact Name]
9. [Party Name]: [Contact Name]
10. [Party Name]: [Contact Name]
11. [Party Name]: [Contact Name]
12. [Party Name]: [Contact Name]



SIGNATORIES	
<p>Organisation name and country:</p> <p>Name and position of organisation representative:</p> <p>Signature (place and date):</p>	<p>Organisation name and country:</p> <p>Name and position of organisation representative:</p> <p>Signature (place and date):</p>
<p>Organisation name and country:</p> <p>Name and position of organisation representative:</p> <p>Signature (place and date):</p>	<p>Organisation name and country:</p> <p>Name and position of organisation representative:</p> <p>Signature (place and date):</p>
<p>Organisation name and country:</p> <p>Name and position of organisation representative:</p> <p>Signature (place and date):</p>	<p>Organisation name and country:</p> <p>Name and position of organisation representative:</p> <p>Signature (place and date):</p>
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PROCURE2 INNOVATE

CONTACT

Philipp Tepper
ICLEI Europe
+49-(0)761-368920
philipp.tepper@iclei.org

www.procure2innovate.eu



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