PROCEDIN

Building Procurement Capability for Embedding and Driving Innovation

D5.3
Ecosystem Building and Impact Report

September 2024

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Dissemination Level and Nature of the Deliverable		
PU	Public	X
SEN	Sensitive, limited under the conditions of the Grant Agreement	
Nature	**R** = Report, **E** = Ethics or, **O** = Other	R

List of Abbreviations and Acronyms	
CA	Consortium Agreement
CE	Circular Economy
CSA	Coordination & Support Actions
D	Deliverable
ERS	Exploitation, Replicability & Sustainability
GA	Grant Agreement
IPTF	Innovation Procurement Task Force
UA IRPP / UAPP	Urban Agenda on Innovative and Responsible Public Procurement
KERs	Key Exploitable Results
UA for the EU	Urban Agenda for the EU

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POI	Procurement of Innovation
SME	Small & Medium Enterprises
TBD	To Be Determined
WP	Work Package

PROCEDIN Consortium			
#	Participant Organisation Name	Short Name	Country
1	UNIVERSITEIT TWENTE	UT	NL
2	PEDAL CONSULTING SRO	PEDAL	SK
3	F6S NETWORK IRELAND LIMITED	F6S	IE
4	GEMEENTE HAARLEM	HAA	NL
5	MUNICIPALITY OF GABROVO	GAB	BG

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Procurement Capability - Embedding and Driving Innovation

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1 Introduction

The PROCEDIN project aims to enhance leadership skills to drive innovation and encourage the use of procurement of innovation (POI) through guidance and resources. It emphasises the need to shift public procurement towards strategic, systemic change by integrating innovation into everyday practices. The project focuses on developing capabilities in key groups and fostering collaboration across various levels, from specific innovations to pan-European networks. By aligning with the Urban Agenda Partnership on Innovative and Responsible Public Procurement (UA IRPP) and the Innovation Procurement Task Force (IPTF), PROCEDIN builds on existing strengths and forges new connections.

This deliverable, D5.3, aims to demonstrate how PROCEDIN has contributed to building a vibrant ecosystem in which stakeholders can unite to address challenges, exchange ideas, and co-create solutions and how synergies with other EU projects and initiatives have been promoted. It illustrates how knowledge has been shared, contents and tools have been created, and animates the debate in public procurement of innovation, leveraging mutual promotion of outcomes through the respective channels and organising joint events. This report focuses on the strategic efforts undertaken to build such an ecosystem, emphasising two main strategies: community building and capacity building, to foster collaboration among diverse stakeholders.

2 Ecosystem building

The image in Figure 1 outlines the PROCEDIN ecosystem-building framework, which focuses on the collaboration and engagement of key stakeholders to foster a sustainable and interconnected community. The framework identifies three primary groups of stakeholders: educators, procurement professionals, and SMEs. As with related projects such as BUILD and Health InnoFacilitator, PROCEDIN's key focus is on procurement and supplier companies, especially SMEs. A particular additional feature of PROCEDIN, in support of the quadruple helix, has been to connect university educators into the ecosystem, as critical gatekeepers who can influence the flow of young talent into the field of strategic procurement. The last critical stakeholder in this triad is the procurement professional, who has a critical influence on the uptake of innovation in procurement. The PROCEDIN project has the opportunity to reach a big European network of practitioners through the Urban Agenda Partnership, an initiative coordinated by the municipality of Haarlem.

PROCEDIN's approach extends beyond only reaching the stakeholders, it includes identifying, clustering, mapping, and connecting them, which has been outlined in the 'what' question of Figure 1. The main focus is, therefore, twofold: **community building** as well as **capacity building.** Focusing on both community and capacity, the PROCEDIN project applied many different methods – which are outlined in the 'how?' question of Figure 1.

Hence, through many community and capacity-building activities, the PROCEDIN project builds a dynamic ecosystem that supports continuous improvement and innovation, creating impact in different ways. In the upcoming two chapters, first, the community-building activities will be explained and linked to the three key stakeholders. After, the POI capacity building activities of PROCEDIN will be elaborated on. The last chapter will conclude on the impact of PROCEDIN.
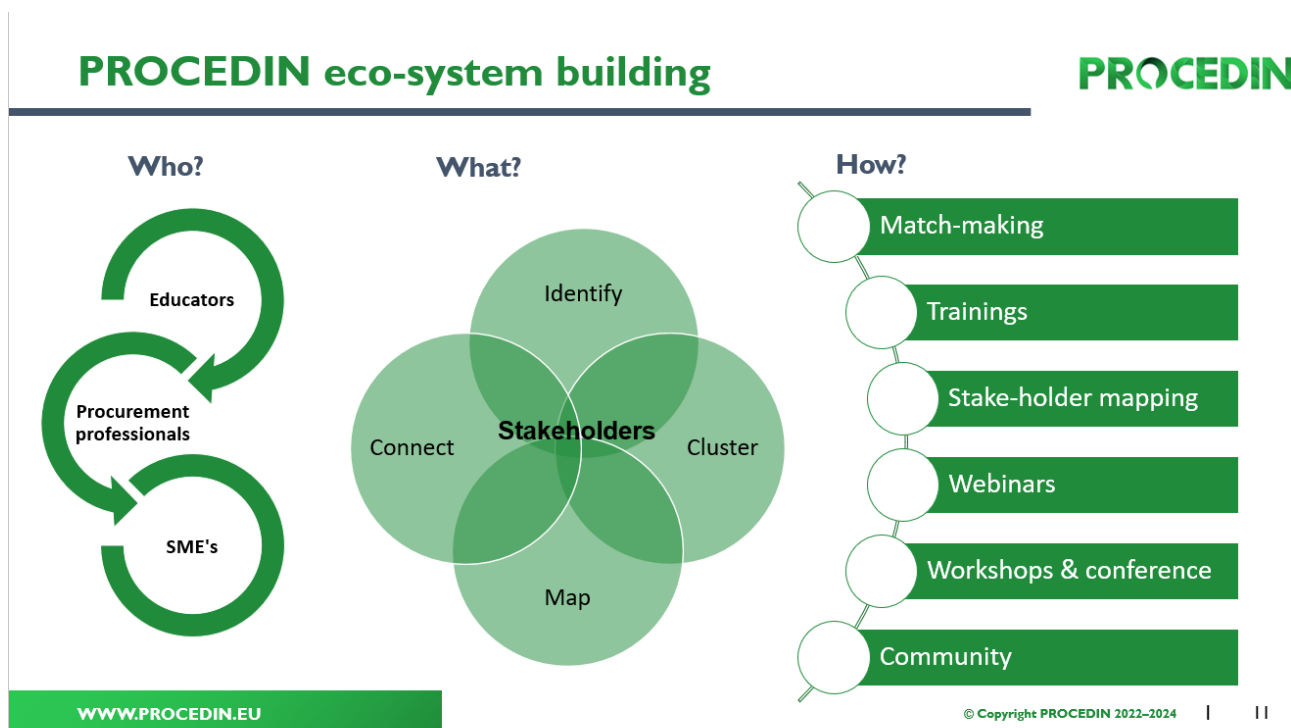
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Figure 1: The PROCEDIN ecosystem building framework

3 Community Building

Community building is a crucial element in ecosystem development, acting as a driving force for growth and innovation. The PROCEDIN project understands that successful ecosystem development relies on creating lively, interconnected communities. The PROCEDIN project holds a vision in which stakeholders unite to tackle (future) challenges, exchange ideas, and co-create solutions and uptake of POI. However, achieving this vision required deliberate efforts to build a strong and involved POI community.

This section examines the significant role of community building within the PROCEDIN ecosystem, illustrating how it has encouraged cooperation, stimulated innovation, and enhanced long-term resilience and sustainability. Four key examples of community building within the PROCEDIN project are highlighted: the database of European Education Provision (Educators), the Innovation Procurement Task Force (procurement professionals & SMEs), the stakeholder map (all) and lastly, an extension to the community: the future leaders. Yet, as will become evident in Chapter 4, the capacity-building activities additionally contributed to community building.

3.1 Database of European Education Provision

Since visibility of procurement education is key in the development of procurement and attracting future leaders, PROCEDIN has surveyed European universities to map education in procurement and related fields such as supply chain management, innovation and entrepreneurship. The database of European education provision is created with the goal to map procurement and related education across Europe. PROCEDIN has compiled data on European universities that provide master's or bachelor's level education in procurement, sustainability, and entrepreneurship. In the present database, there are 114 different universities from 27 different countries, which together offer 1679

courses, which can be found at www.PROCEDIN.eu (a screenshot of the website is available in figure 2). To ensure that the courses are updated and kept current, PROCEDIN has published an online survey where respondents can recommend both new courses that should be added to the database and revisions to the database.

We envision that practitioners in procurement, sustainability, and innovation might find the database useful for connecting with educators in their region while also offering students and educators better visibility of procurement courses within Europe. Our research suggests that there may be a need for enhancing these connections, as public procurement is often overlooked in current business-related curricula. While topics like innovation, sustainability, and supply management are commonly covered, public procurement is less frequently addressed, representing a potential area for further capacity-building efforts.

The creation and maintenance of the European education provision database is an essential element in building a maintaining this ecosystem. By providing visibility through systematically mapping procurement-related courses across Europe, PROCEDIN facilitates several key aspects of ecosystem development, including networking and collaboration. The database serves as a tool for procurement, sustainability, and innovation practitioners to identify and connect with relevant educators and academic institutions within their region. This fosters collaboration, knowledge exchange, and partnership opportunities, enriching the overall ecosystem. For educators, peer institutions can be identified for potential collaboration and curriculum development. For students, insights into where they can pursue specialized procurement education is gained, enabling them to make informed decisions about their academic and professional pathways.

Figure 2: Database of European Education Provision on the PROCEDIN website

3.2 Innovation Procurement Task Force (IPTF)

The PROCEDIN project has co-created the Innovation Procurement Task Force (IPTF), which was founded together with the EU-funded projects BUILD, Health InnoFacilitator and InnoBuyer. The task force aims to support and boost innovation in cities, circular economy, green mobility, and healthcare. By bringing together public bodies, SMEs, and organisations, IPTF leverages collective expertise to

improve progress but also to create more sustainable and resilient communities. Through collaboration with other projects and initiatives within the IPTF, the knowledge and tools developed in the PROCEDIN project can reach a broader audience, enhancing its overall impact and facilitating networking and knowledge-sharing.

The IPTF has proven to be successful as over time the taskforce has gained interest from other stakeholders and initiatives such as Procure4Health and Prepare, reflecting continuous expansion and development, welcoming diverse partners. Procure4Health is an EU project designed to promote the adoption of innovation procurement in health and care by building an open community of procurement stakeholders and Prepare aims to create effective and sustainable policies and instruments to promote impactful innovation, including innovation procurement, at the local, regional, and national level with scalability across Europe. The unique expertise of each project adds to the diversity of the IPTF and creates impactful synergies in the field of innovation procurement. The taskforce supports its members and their initiatives through coordinated communication and joint efforts, reaching all combined networks. It is not only a network by itself, but it also unites all the networks of the task force partners. The IPTF is a significant component in the PROCEDIN ecosystem, fostering a collaborative environment that drives innovation and networking in procurement practices. Activities the task force is involved in include webinars, training sessions, articles, matchmaking opportunities, workshops, events, and more.

One important event of the task force was the Scaling-Up Innovation Procurement in Europe Conference that was held on 18th June 2024 in Brussels (see Figure 3). This international conference on the advancement of innovation in public procurement brought together key players from across Europe and offered unique opportunities for professionals in the procurement sector. The IPTF Conference represented a platform for learning, networking, and collaboration. From expert-led panels to interactive sessions, the conference was tailored to cater to the diverse needs of policymakers, practitioners, and private sector stakeholders alike.

Figure 3: The PROCEDIN presentation by Esmee Peters and Valentina Schippers-Opejko during the IPTF Conference

The conference was a success, with more than 56 participants present and actively involved during the different sessions of the conference. Participants were able to gain valuable insights into the latest trends, innovations and strategies from EU Project leaders and European Commission members. Moreover, they were able to connect with a diverse group of professionals and stakeholders in the procurement sector, which provided them with valuable network opportunities. The conference was divided into three parts. In the first part, keynote speeches and presentations, as well as discussions following these, were held on different policy perspectives in the field of procurement. Presentations

were held by EC members and procurement professionals in the field, from both the public and private sector. Topics that were discussed included putting IP higher on the political agenda, encouraging the use of bottom-up approaches in IP, encouraging the need for public procurement ecosystems, and the need for more resources, skills, and collaboration in the field.

The second part of the conference was focused on IP Capacity Building in Action. The questions that were central in this discussion revolved around critical capacity needs as well as barriers that professionals encountered in their work. Other themes that were discussed include the importance of communication and connection to understand all sides of the procurement process, engaging with the community and using tailored best practices, and working collaboratively in IP.

The third part of the conference included interactive sessions in a World Café format, focusing on different relevant themes in which the participants could voice their opinions. These themes included the role of policy in supporting the scaling-up of procurement, the collaboration of procurement organisations to accelerate innovation adoption, outreach to traditional public buyers to engage in innovation procurement, ideas on motivating suppliers and firms to build innovation capacity, and the root causes and solutions for public buyers' risk aversion. At the conference, valuable 'golden nuggets' were gathered, capturing the key insights and takeaways from the attendees. All participants were actively engaged in this process: they could jot down their insights on a post-it note, which were then incorporated into the main document by the designated note takers. Subsequently, the golden nuggets were shared with all participants via email, guaranteeing that everyone had access to the primary takeaways from the conference.

3.3 Stakeholder map

PROCEDIN has developed an interactive stakeholder map (see Figure 4) to identify and classify various stakeholders crucial to its mission of fostering connections between buyers, suppliers and educators within the PROCEDIN ecosystem. This includes engaging stakeholders involved in innovation procurement, ensuring procurers are open to adopting innovations, and collaborating with organisations supporting the innovation ecosystem. This map aims to serve as a valuable tool for all stakeholders, including educators, project partners and website users. It promotes any type of procurement community building by offering a dedicated section on the website for the stakeholders to contribute their feedback and propose additional stakeholders. This engagement is intended to keep the initiative attuned to the community's needs and ideas, promoting ongoing enhancement and cooperation.

Stakeholders were grouped into a database according to their type, interests, and geographical reach, categorised into four clusters: innovation demand, innovation supply, multipliers, and projects. Innovation demand stakeholders focus on case studies for best practices and practical implementation. Innovation supply stakeholders seek knowledge on procurement processes, legalities, market awareness, and resource management. Multipliers are interested in areas relevant to both demand and supply stakeholders. Projects can access various resources like reports, tools, and events.

The interactive stakeholder map allows users to identify stakeholders in specific geographical areas, filter them by category, and learn about their services through brief descriptions provided, each linked to their respective websites. F6S will continuously update the map beyond the PROCEDIN project's duration, ensuring sustained engagement and utilization of project resources. This initiative aims to

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serve as a valuable resource for stakeholders, facilitating feedback and resource suggestions from both project partners and website users through the dedicated section on the site.

Figure 4:Interactive Stakeholder Map

3.4 Expanding the community: the future leaders

The new generation of MSc and BSc graduates is increasingly concerned with meaningful work. Many business students are passionate about making a tangible difference in society through their future employment. Strategic public procurement is a particularly appealing field of work, with many opportunities. Yet, business and management students often don't see public procurement as a potential career pathway to fulfil these aspirations.

With the University of Twente as part of the PROCEDIN project, PROCEDIN has close access to business students, relevant course materials, and relevant educator networks. Conversely, PROCEDIN is closely connected to practitioner networks through the municipality of Haarlem and Gabrovo. PROCEDIN therefore has a vital infrastructure to both create and facilitate engagement routes between business students, public contracting authorities, and educators.

To broaden the POI ecosystem and community by focusing on the future leaders, the PROCEDIN team focused on three activities:

Creating and facilitating engagement routes. There are multiple routes to engage business students with public procurement, ranging from low (time) commitment (guest lectures) to high (time) commitment (traineeships). We developed advice notes in which we provide a multitude of different routes to enhancing young talent in public procurement, including their relative advantages and commitment, along with guidance for effective outcomes. For each of the stakeholders (business students, educators, and public entities), we have prepared a different advice note to ensure that each

is tailored and to the point, enhancing its readability and, consequently, the ease of adoption. All three advice notes can be found on the PROCEDIN website.

Integrating strategic public procurement in course materials. Another possible way to get students to see public procurement as a potential career path is by offering *strategic public procurement* topics in supply chain management courses or possibly an entire strategic public procurement course. PROCEDIN constructed a report that offers customised learning resources for educational use to promote an understanding of the role, impact and processes of strategic public procurement. It is designed to provide an experienced lecturer with an 'off-the-shelf' course design. While we propose a whole public procurement course, within the report (available on the PROCEDIN website) there is also plenty of guidance that could be used by a lecturer unfamiliar with public procurement to develop a couple of lectures to include in a general course on procurement.

Promoting public procurement career opportunities. To provide visibility of the importance of public procurement and the career and impact opportunities it offers, the first step is to ensure recognition of the significance by all stakeholders (students, public contracting authorities, and educators). In total, PROCEDIN hosted 7 different types of events, with one more upcoming (see Table 1). The purpose of these events was twofold: creating awareness and community building.

Event	Date	# Participants	Type of Participants	Nationality of participants	Type of event
Special Interest Group 'Purchasing and Product Innovation' (Sweden)	December 2023	31	Educators and practitioners	Mainly northern and western European	Interactive workshop
International Purchasing and Supply Education and Research Association conference (Brazil)	April 2023	18	Mostly educators	All of Europe	Presentation with Q&A
Urban Agenda Partnership Meeting (Netherlands)	April 2023	16	Mostly practitioners	High focus on Southern and Eastern Europe	Interactive workshop
Production and Operation Management Society Conference (United States)	May 2023	26	Mostly educators	All of world	Presentation with Q&A
PRECIUS transnational meeting (Finland)	June 2024	76	Educators and practitioners	Mainly northern European	Presentation with Q&A
IPTF Conference: Scaling Up Innovation Procurement (Belgium)	June 2024	56	Mostly practitioners	Western European	Panel discussion

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Webinar: Integrating Strategic Public Procurement of Innovation in Course Materials	September 2024	14	Mostly practitioners	All of Europe	Webinar with Q&A
International Conference for Advancing Public Procurement (Ireland)	November 2024	Expected: 20-30	Mostly educators	All of world	Presentation with Q&A

Table 1: PROCEDIN events organised for creating future leaders' awareness

4 Capacity Building

Capacity building plays a vital role in ecosystem development within the PROCEDIN project and has played its part in fostering stakeholders to acquire POI-related skills, knowledge, and resources. For all types of stakeholders, PROCEDIN provided a wide range of capacity-building events, trainings and resources. This section exemplifies the four main capacity-building activities that have strengthened the project's ecosystem for the three key stakeholders: Resource bank (all stakeholders), Legal trainings (procurement practitioners), webinars (SMEs), and the white paper (procurement practitioners).

4.1 Resource bank

The PROCEDIN Resource Bank plays an important role in ecosystem development by acting as a central repository of resources, tools, and information for all three key stakeholder groups. Crafted by consortium partners, the PROCEDIN Resource Bank, available on the PROCEDIN website, serves as a key source for individuals, public organisations, educators, and SMEs keen on advancing or starting with their journey towards strategic public procurement, circular economy and green mobility.

There is a wide variety of development materials available, such as training recordings, best practices, case studies, and project outputs that help buyers, sellers and educators of procurement of innovation to build their capacities (see the screenshot of three materials of the resource bank in figure 5). By consolidating these resources into a single online resource bank, existing materials can be bundled together, improving accessibility and enhancing knowledge on responsible, sustainable, and innovative procurement. Enhancing synergies, the Resource Bank is also promoted within the different connected networks of the PROCEDIN ecosystem, which increases its visibility and uptake. For example, within the UAPP E-Learning Module the PROCEDIN Resource Bank is mentioned, and a link is provided to improve accessibility.
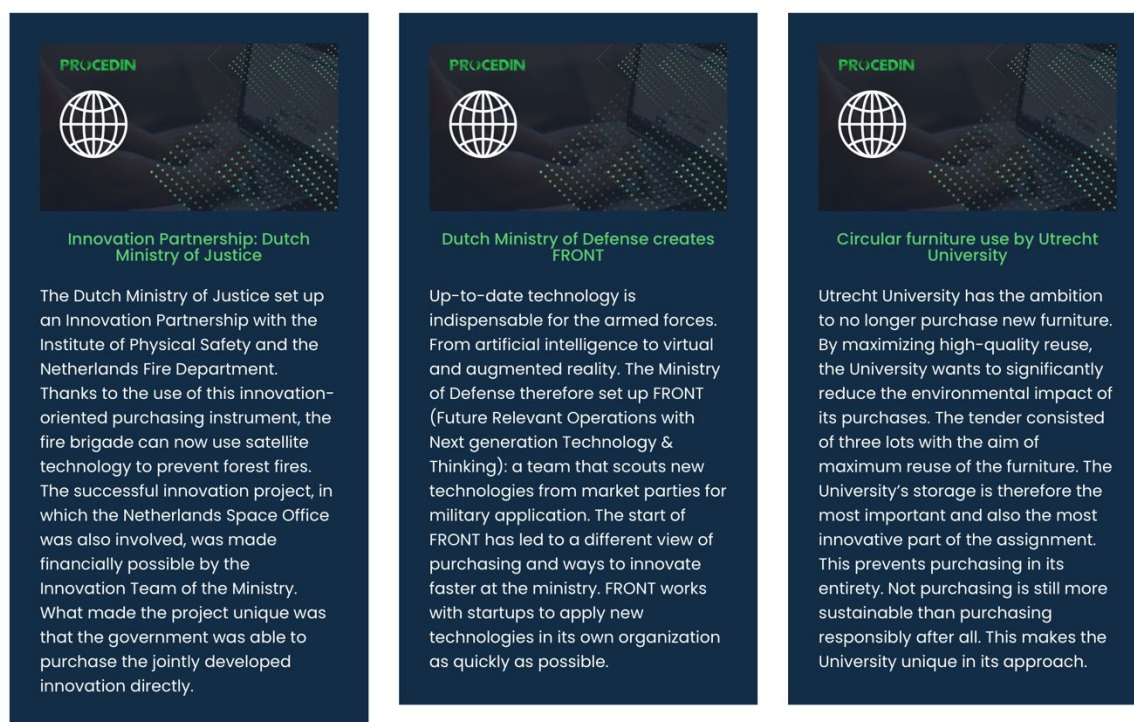
Figure 5: a screenshot of three example resources of the resource bank on the PROCEDIN website

4.2 Legal training sessions

In collaboration with the Urban Agenda Partnership, various legal framework trainings have been developed, both online and offline. Whilst the trainings are focused on public buyers, they are also available and helpful for other stakeholders in the ecosystem, including SMEs and educators. Training sessions are a crucial component in the ecosystem building of the PROCEDIN project, as they provide a structured and effective way to disseminate knowledge, enhance skills, and encourage a culture of continuous learning and collaboration. Legal information is often complicated and can be challenging to grasp. To simplify this, different visual roadmaps have been created to present legal information in a clear and accessible manner (see figure 6). The resources cover different types of innovative procurement, offering explanations and guidance. Users can utilise these tools to select the most suitable procedures and ensure compliance with procurement regulations. Infographics detailing procedures and tools such as innovation partnership, pre-commercial procurement, competitive dialogue, market consultation, the total cost of ownership, award below the threshold, functional specifications, and innovation during the contract period. To increase the uptake of the PROCEDIN trainings, the infographics are also integrated into the E-Learning Module of the Urban Agenda Partnership of Innovative Public Procurement. Public buyers may face challenges in fully understanding the complex web of procurement procedures and legal regulations, which can result in gaps in the implementation. Consequently, these challenges are likely to limit access to financial resources, skilled talent, and getting the best out of the available infrastructure. The legal materials and trainings of PROCEDIN can help public buyers (and other stakeholders) to address these gaps and improve their procurement processes.
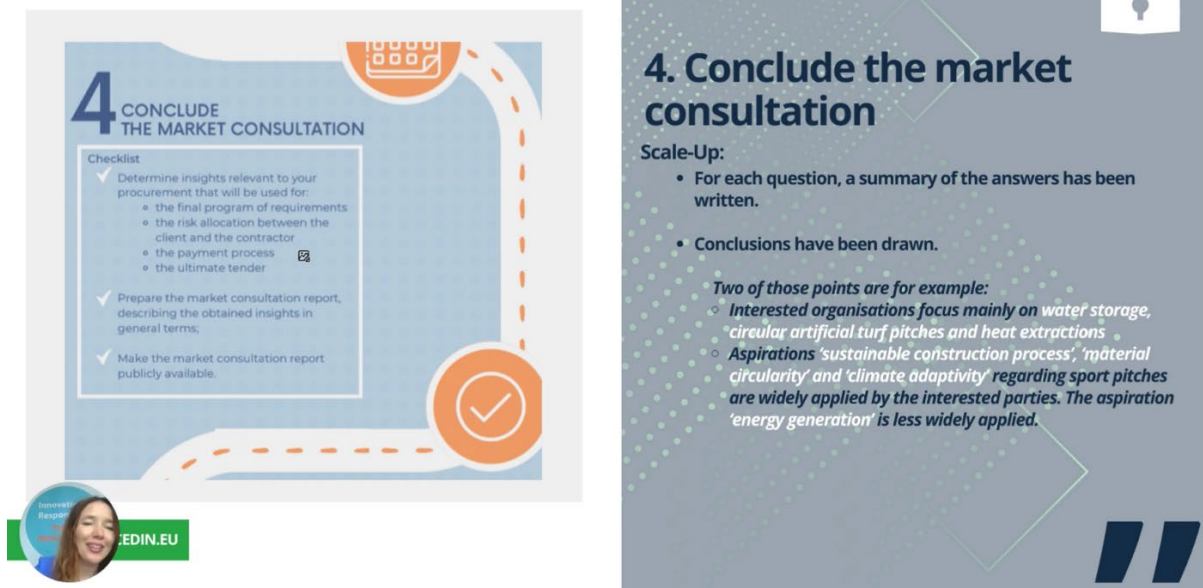
Figure 6: Example of a Legal Training Recording

In addition to the recorded training sessions, there have also been in-person training sessions for interested parties. Four editions of 2-day training sessions on the delivery of legal assistance on innovation procurement have been held for procurement (see figure 7). As per May 2024, 137 practitioners have followed direct legal training sessions from PROCEDIN in-person. These two-day training sessions did not only allow for capacity-building but at the same time allowed for community building as well.

Figure 7: PROCEDIN Session during the Urban Agenda Planning Meeting in April 2024

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4.3 SME webinars

For SMEs and startups seeking to thrive in POI, it is very important to understand the dynamics of Business-to-Government (B2G) engagement. To facilitate SMEs' who wish to manoeuvre in this challenging landscape, PROCEDIN provided four webinars focused on demystifying B2G processes and empowering participants to engage in public procurement of innovation. The webinars have been organised by the project partners in collaboration with other projects and have featured presentations by experts in the field of innovative procurement. PROCEDIN hosted the following four webinars:

- **Unlocking B2G: From Startup to Supplier through Innovation Procurement.** After a general introduction on PROCEDIN and POI from project coordinator Louise Knight, Valentina Schippers-Opejko provided valuable insights on how Innovation Procurement works in practice. Followed by Vassilis Tsanidis, from the European Innovation Council, who emphasised the importance of startups exploring business opportunities in the public sector.
- **Demystifying B2G: how to do business with the government.** Guest speaker Sanne van Kamp, Strategic Procurement Officer and Procurement Lawyer from the Municipality of Haarlem, delivered a comprehensive speech on demystifying public procurement, with many practical insights and tips.
- **Building Partnerships: Consortium Building in Innovation Procurement**. Guest speaker Emily Even, from the Municipality of Amsterdam, shared firsthand experiences and insights from the project "LIFE Innovative Green Public Procurement for Sustainable and Future-proof Artificial Turf Pitches", a POI project with many project partners and stakeholders.
- **Legal Insights**. Project partners Todor Popov from the municipality of Gabravo and Valentina Schippers-Opejko from the municipality of Haarlem provided practical insights into how innovation procurement regulations work in practice, particularly concerning pre-market engagement and tendering processes, for SMEs to be able to position themselves strategically to leverage opportunities and drive innovation forward.

Webinars featured interactive components like Q&A sessions and discussion forums, engaging participants and promoting active learning whilst also providing them with the opportunity to engage with any of the PROCEDIN community-building activities (network map, resource bank, database of European Education Provision, LinkedIn community).

The webinars will remain accessible for everyone and are beneficial to a wide range of stakeholders, including policymakers, procurement practitioners, academics, and industry professionals. They have been recorded and made available on the project's website, ensuring that stakeholders who are unable to attend the live event can still access the information. So far, more than 172 people have watched our online webinars.

4.4 White paper on capacity building for cities

Drawing on the PROCEDIN consortium's research on procurement of innovation (POI) practices, the aim of PROCEDIN's published white paper is to facilitate the adoption of POI across European cities. This white paper, specifically for public procurement practitioners, emphasises how various forms of innovation are achievable through public procurement—both with and without using European public procurement procedures specifically designed for innovation. The study presents insights gathered from interviews with 15 public procurement leaders across Europe, shedding light on barriers, enablers, and strategies for successfully leading POI projects. The recommendations within the paper

are designed to serve as a useful starting point for newcomers to POI, to support procurement leaders in their efforts to scale up and embed POI practice in their team, and effectively highlight the importance of aligning and integrating strategic procurement and innovation with complex, pressing challenges such as the energy transition, circularity, climate issues and sustainability. Below, we highlight three capacity-building aspects of the report:

- **Pathways.** Through exploring eight different cities' implementation journeys, the pathways highlight the overall journey of cities, including the motivation driving cities to embark on their POI journeys, such as *financial incentives*, *personal ideologies*, and *evolving municipal needs*. It emphasises the diverse starting points of these cities, as well as where POI is headed. The cases offer lessons and inspiration for municipalities navigating the complexities of innovation-driven procurement.
- **Starting points.** The white paper delineates three distinct starting points through which cities can initiate procurement of innovation: *finding synergies* between personal and procurement objectives (personal or procurement) and city strategies, *seeking external help* through national competence centres or European funding, and *starting small* with incremental changes in routine procurement. Through descriptions and advice from cities that have successfully navigated these routes, the document offers practical insights for municipalities aiming to embark on their POI journey.
- **Overcoming barriers.** The white paper outlines the barriers cities face in implementing procurement of innovation but also offers guidance in overcoming these most common barriers. The three key constraints mentioned by practitioners were: (1) *capacity* constraints, the need to (2) enhance *capability* in understanding complex procurement procedures, and a reluctance to change driven by (3) *risk aversion*.

5   Conclusion & impact

Through community building the PROCEDIN project identified, clustered, mapped, and connected key stakeholders for POI. Additionally, through capacity building, PROCEDIN played its part in fostering stakeholders to acquire POI-related skills, knowledge, and resources. Combined, the PROCEDIN project has built and will continue to build and support a dynamic ecosystem that supports continuous improvement and innovation within public procurement of innovation. The combined effect of community and capacity-building activities on ecosystem development can be measured and understood through the extension of the PROCEDIN network and the impact of PROCEDIN. As such, in the next sections, how the PROCEDIN project extended its ecosystem and networks is explained in 5.1, whereas PROCEDIN's impact is summarised in 5.2. Some final remarks are offered in section 5.3.

5.1 Network maps

5.1.1 The PROCEDIN network

Figure 8 visualises the network PROCEDIN built over the duration of the project, as reported above. It summarises the different stakeholders PROCEDIN reached (from academic networks to universities to public procurement practitioners, to procurement networks, to other EU projects, and SMEs), the different community- and capacity-building activities, and the outcomes achieved. The impact of these achievements is discussed in section 5.2.
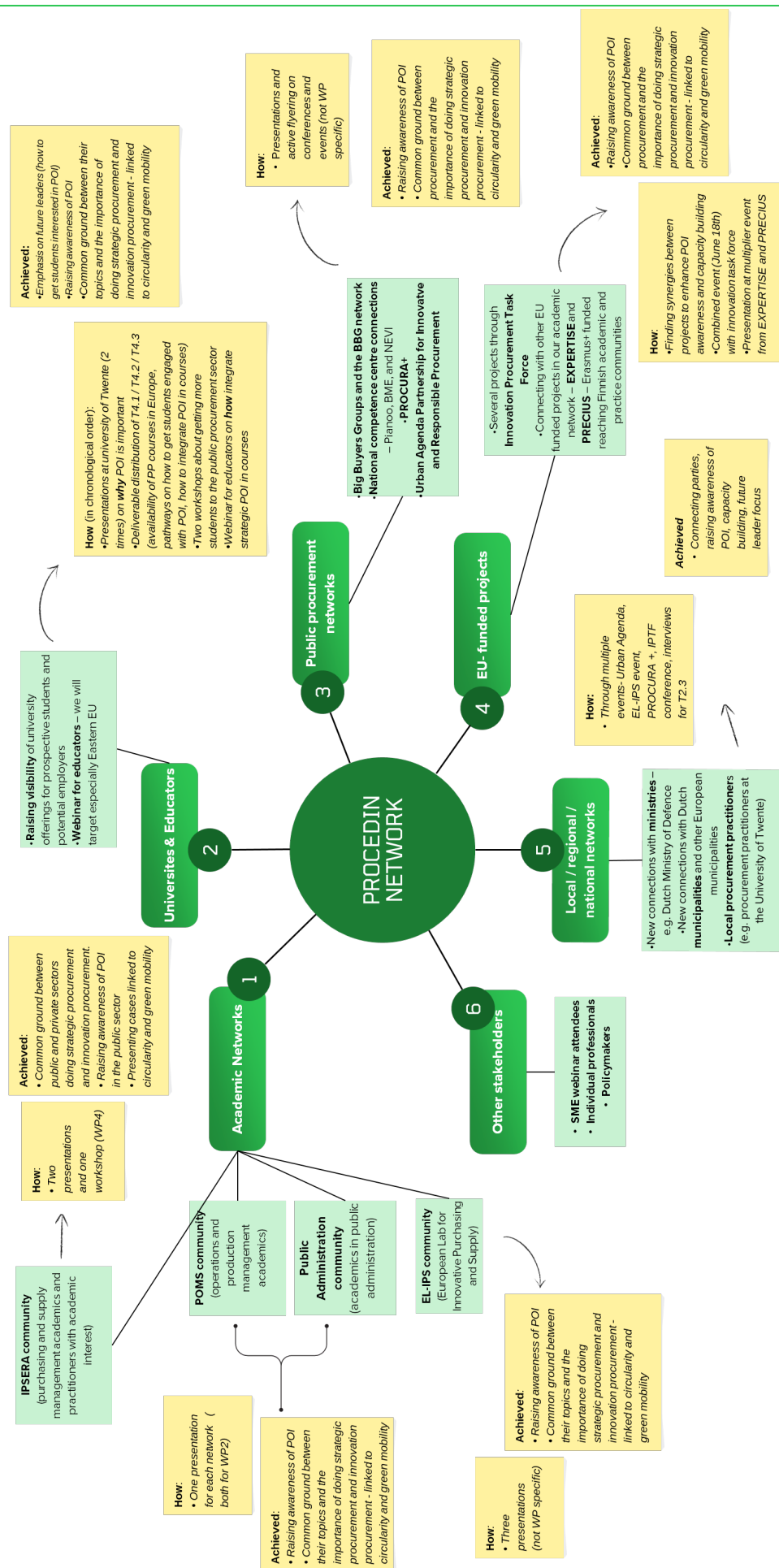
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PROCEDIN NETWORK

1 Academic Networks

IPSERA community (purchasing and supply management academics and practitioners with academic interest)

POMS community (operations and production management academics)

Public Administration community (academics in public administration)

EL-IPS community (European Lab for Innovative Purchasing and Supply)

How:
• Two presentations and one workshop (WP4)

Achieved:
• Common ground between public and private sectors doing strategic procurement and innovation procurement.
• Raising awareness of POI in the public sector
• Presenting cases linked to circularity and green mobility

How:
• One presentation for each network (both for WP2)

Achieved:
• Raising awareness of POI
• Common ground between their topics and the importance of doing strategic procurement and innovation procurement - linked to circularity and green mobility

How:
• Three presentations (not WP specific)

Achieved:
• Raising awareness of POI
• Common ground between their topics and the importance of doing strategic procurement and innovation procurement - linked to circularity and green mobility

2 Universites & Educators

• Raising visibility of university offerings for prospective students and potential employers
• Webinar for educators – we will target especially Eastern EU

How (in chronological order):
• Presentations at university of Twente (2 times) on why POI is important
• Deliverable distribution of T4.1 / T4.2 / T4.3 (availability of PP courses in Europe, pathways on how to get students engaged with POI, how to integrate POI in courses)
• Two workshops about getting more students to the public procurement sector
• Webinar for educators on how integrate strategic POI in courses

Achieved:
• Emphasis on future leaders (how to get students interested in POI)
• Raising awareness of POI
• Common ground between their topics and the importance of doing strategic procurement and innovation procurement - linked to circularity and green mobility

How:
• Presentations and active flyering on conferences and events (not WP specific)

3 Public procurement networks

• Big Buyers Groups and the BBG network
• National competence centre connections – Pianoo, BME, and NEVI
• PROCURA+
• Urban Agenda Partnership for Innovatve and Responsible Procurement

Achieved:
• Raising awareness of POI
• Common ground between procurement and the importance of doing strategic procurement and innovation procurement - linked to circularity and green mobility

Achieved:
• Raising awareness of POI
• Common ground between procurement and the importance of doing strategic procurement and innovation procurement - linked to circularity and green mobility

4 EU- funded projects

• Several projects through Innovation Procurement Task Force
• Connecting with other EU funded projects in our academic network – EXPERTISE and PRECIUS – Erasmus+ funded reaching Finnish academic and practice communities

How:
• Finding synergies between projects to enhance POI awareness and capacity building
• Combined event (June 18th) with innovation task force
• Presentation at multiplier event from EXPERTISE and PRECIUS

Achieved
• Connecting parties, raising awareness of POI, capacity building, future leader focus

5 Local / regional / national networks

• New connections with ministries – e.g. Dutch Ministry of Defence
• New connections with Dutch municipalities and other European municipalities
• Local procurement practitioners (e.g. procurement practitioners at the University of Twente)

How:
• Through multiple events - Urban Agenda, EL-IPS event, PROCURA +, IPTF conference, interviews for T2.3

6 Other stakeholders

• SME webinar attendees
• Individual professionals
• Policymakers

Figure 8: PROCEDIN network map

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5.1.2 Stakeholders from different levels

The ecosystem created by PROCEDIN on procurement of innovation not only includes many different stakeholders, such as educators, suppliers and public practitioners, but also stakeholders on many different levels (see figure 9). On local and individual levels, different types of stakeholders were reached through various activities reaching, for example, entrepreneurs interested in B2G procurement through the webinars, as well as local educators and local procurement practitioners through match-making events. On a more regional level, ministries were reached (e.g. through the IPTF conference) as well as municipalities (e.g. through the legal training). On a national level, national procurement competence centres, such as BME (Germany), were reached through the IPTF conference. Setting up IPTF ensured international outreach by connecting with different EU-funded projects (BUILD, Health InnoFacilitator, InnoBuyer, Procure4Health and Prepare), all of which are contributing directly to scaling up innovation procurement in Europe. By coordinating our efforts, we amplify our impact. Internationally, academic networks and universities were also reached, mainly through the events of work package 4: Future Leaders. This includes big international networks such as the International Purchasing and Supply Education and Research Association (IPSERA) and the Production and Operations Management Society (POMS). Hence, PROCEDIN included not only many different stakeholders but also stakeholders on many different levels.
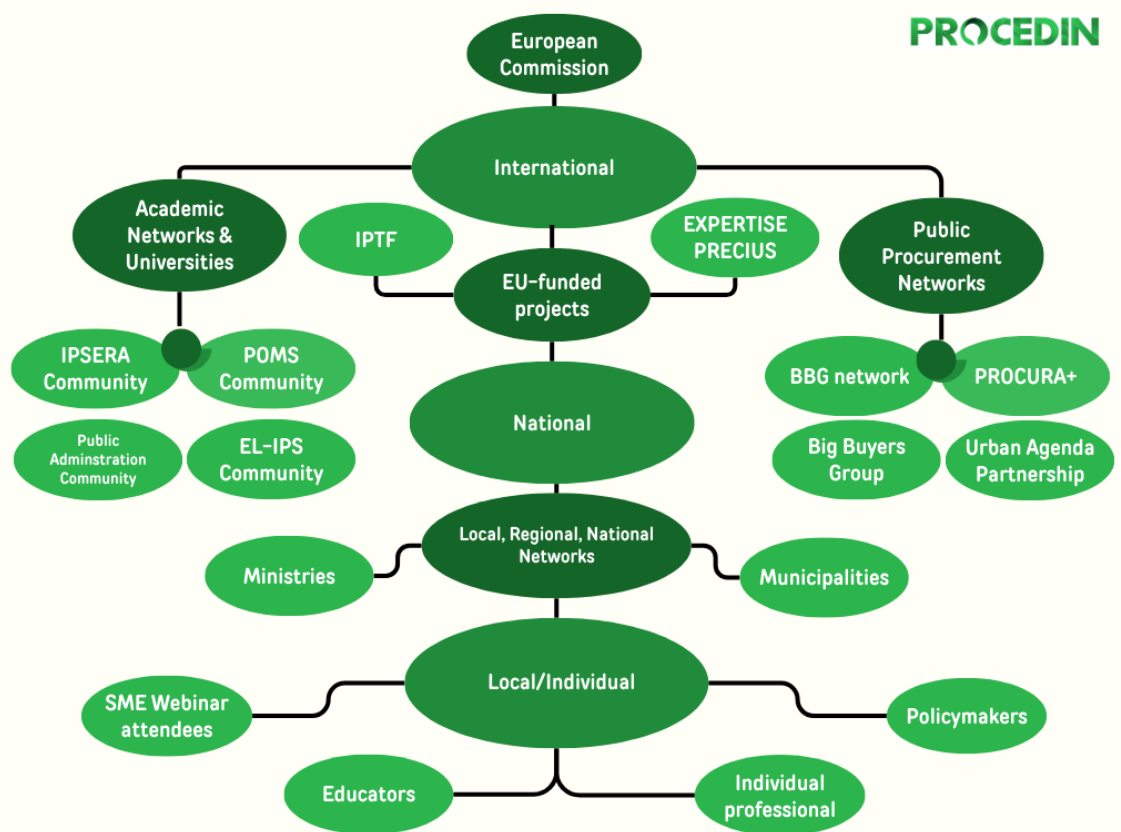

Figure 9: Summary of the network map per level of analysis

5.1.3 Zooming in: PROCEDIN's presence at conferences

In the previous chapters, we have emphasised many events organised by the PROCEDIN team. This includes (but is not limited to) eight events for future leaders, four webinars for SMEs, and four editions of 2-day training sessions for public procurement practitioners. These activities have helped PROCEDIN to expand and broaden its network. Yet, these events above do not yet include PROCEDINs

presence at practitioner driven conferences, such as the PROCURA+ conference, the Big Buyer's annual convention, and the European Urban Resilience Forum. In these additional conferences, the PROCEDIN team was present to network, collaborate and integrate with other eco-systems, as visualised in Figure 10.
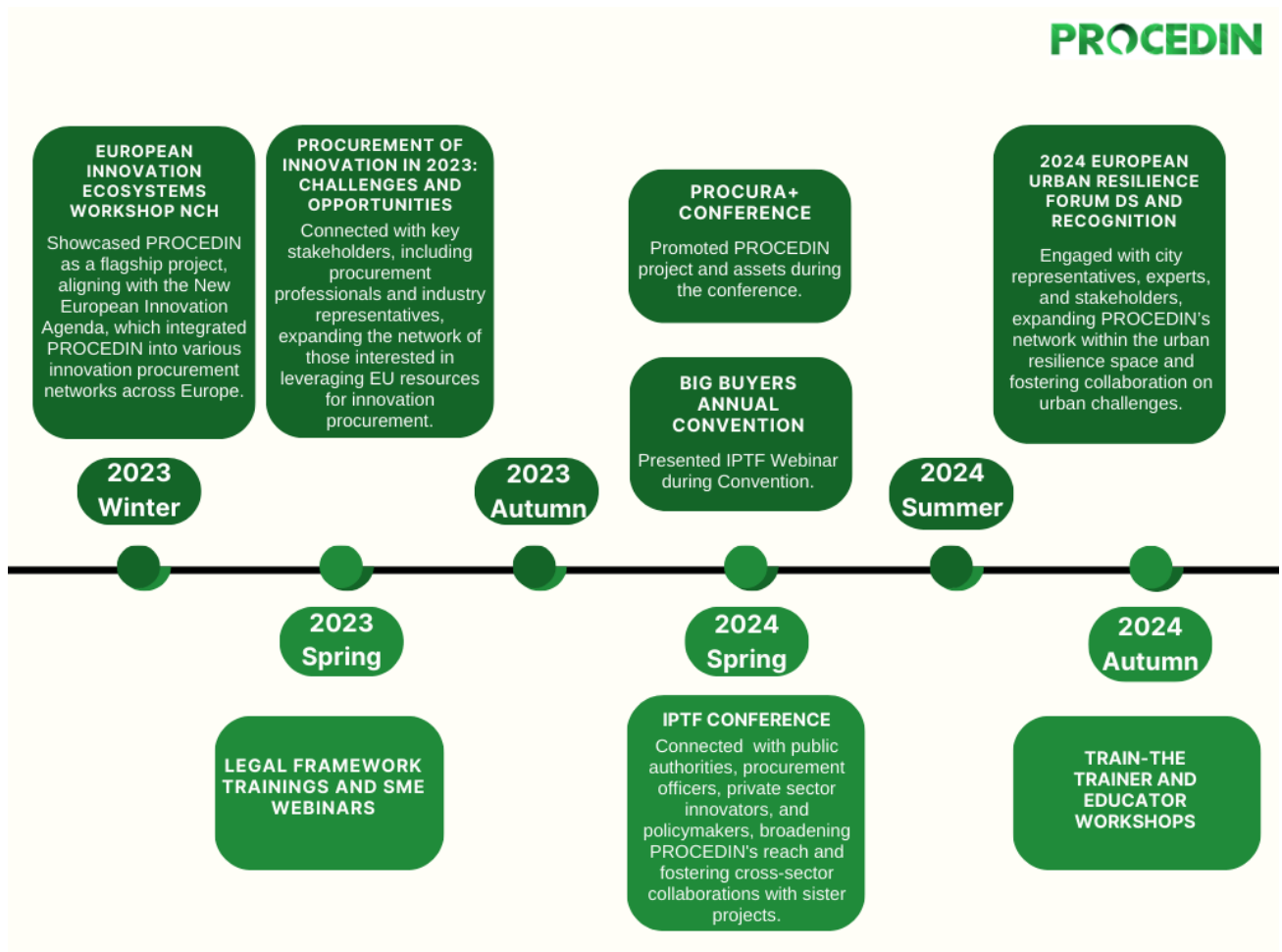

Figure 10: Timeline showcasing the conferences attended by the consortium (above) and events (co)-organised by PROCEDIN

5.1.4 Zooming out: PROCEDIN's continuing presence

The main goal of PROCEDIN is to create a lasting impact beyond the project's official end. To achieve this, the PROCEDIN website and Resource Bank will stay active, allowing interested parties continued access to the knowledge and tools developed during the project. This will be supported by the active involvement of partner networks, such as the Urban Agenda Partnership and the innovation procurement task force. The project's open-access deliverables will continue to be used by partners, public authorities, academic institutions, and industry stakeholders in their future work and collaborations.

While PROCEDIN has laid the foundation for an innovative ecosystem in public procurement, the efforts—especially through IPTF—will continue to grow. Figure 11 illustrates the ongoing expansion of IPTF and the broader Procurement of Innovation (POI) ecosystem. Originally launched by four European projects, IPTF has grown by adding five more projects and networks over the past year, continually raising awareness and both widening and strengthening connections across the procurement of innovation community.

Figure 11: Expansion of the IPTF network

5.2 Impact

The PROCEDIN project is aimed at fostering innovations and enhancing capacities within its ecosystem. Throughout the duration of the project, PROCEDIN has improved knowledge on POI and has strengthened stakeholder networks, driving collaborative solutions and awareness for green circular principles and practices. As such, PROCEDIN has had, and will continue to have, significant impact across various domains:

Raising Awareness: PROCEDIN has reached and engaged with over 1200 stakeholders via its dissemination and communication activities as well as events.[1] The 1200 stakeholders at large have directly benefited from PROCEDIN's work on raising awareness on POI. Yet, other Horizon Europe projects and EU initiatives, such as PROTECT, BUILD, InnoBuyer, and Health InnoFacilitator, could indirectly benefit from this awareness-raising, eco-system building and can, for example, through IPTF, continue this work.

Skill Enhancement: Through extensive training sessions, webinars, and best practices, PROCEDIN has significantly improved the accessibility of the needed skills and knowledge of POI for individuals and organisations. With our many events, we hope to have empowered stakeholders to either start, adapt and/or implement new or incremental changes to the procurement of innovations. At least 137 participants have attended in-person trainings, over 172 people have watched the webinars, and more than 498 individuals have accessed the E-learning Module of the Urban Agenda Partnership (UAPP)[2] which include best practices provided by PROCEDIN.

Community Building: The project has built a strong community of practitioners, researchers, policymakers, and other stakeholders, enhancing networking and cooperation both across and within sectors and disciplines. As visualised in the network map, PROCEDIN has created a wide network by bundling its forces with influential partners in the field such as IPTF and UAPP, resulting in over 38

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[1] As per July 2024.
[2] As per July 2024.

activities and connections made.[3] By participating in UAPP and IPTF, PROCEDIN is ensuring its outputs and knowledge will continue to be shared in the future, not only with other EU-sister projects such as BUILD and Innobuyer, but also within their networks.

Facilitating Collaboration: The training sessions, webinars, and events organised by PROCEDIN bring together diverse stakeholders, including SMEs, public authorities, procurement officers, and innovators. It adds to collaboration and learning from others by making use of existing knowledge that every individual holds. This collaboration was particularly evident during the IPTF Conference, during which a total of 56 participants from different stakeholder groups collaborated together in sessions and working groups.

Advocacy and Policy Development: PROCEDIN has contributed to the key recommendations of the Policy Position Paper of the UAPP which was presented to European Committee members and other participants on the 18th of June during the IPTF Conference. Additionally, in the white paper and the upcoming academic paper, as part of the findings of the interviews, PROCEDIN critically assesses the uptake and scaling-up possibilities within POI policy and tools. Arguing that POI in practice, is seen as a means to an end, and not an end in itself. As such, PROCEDIN provides evidence-based recommendations to policy, with the aim to contribute to shaping supportive regulatory and policy environments for procedural innovations.

Adaptability to Changing Regulations: The policy landscape is dynamic, with regulations evolving over time. Therefore, the legal training sessions of PROCEDIN include the most up-to-date information and help buyers and sellers with the adaptability of innovation when regulations change.

Research: PROCEDIN has contributed to the European knowledge base on POI. The project has contributed to the aggregation and classification of existing (scientific) knowledge. Over 98 POI resources for buyers and 23 resources for vendors were identified and developed, as well as a white paper. [4] Additionally, a scientific article built on white paper is in the making.

Innovation Promotion: The project has encouraged, and will keep encouraging, continuous learning on POI by providing resources and case-studies on POI, both within the PROCEDIN events and in the resource bank. Both buyers and sellers of innovation are encouraged to explore innovative solutions, and over 48 innovative best practices were added to the PROCEDIN database to encourage innovation promotion.

Long-term Sustainability: By encouraging a culture of constant learning and adaptation, the project has ensured that the innovations and practices it promotes are sustainable in the long term. Moreover, the PROCEDIN website and Resource Bank, which has drawn over 1043 views[5], will remain online after the conclusion of the project, ensuring that the gained knowledge and outputs remain widely available for interested parties. The networks of PROCEDIN's partners will continue to be used to promote PROCEDIN outputs, directly and by leveraging PROCEDIN assets in new POI projects. In addition, the PROCEDIN outputs serve as a springboard for new, related initiatives, for example for further research by the University of Twente, and for a new platform to reach SMEs led by F6S.

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[3] As per August 2024.
[4] As per July 2024.
[5] As per July 2024.

5.3 Concluding remarks

The PROCEDIN project showcases how strategic community and capacity building can significantly impact the procurement of innovation (POI). By focusing on ecosystem building, PROCEDIN has created awareness, facilitated collaboration, and provided opportunities for capacity building among many stakeholder groups. Key initiatives, like establishing the database of European education provision, developing a comprehensive Resource Bank, and the various sets of training sessions and webinars, have provided and will continue to provide assistance for buyers, vendors and educators alike. Establishing the IPTF has been a key success in particular, as it has significantly expanded PROCEDIN's impact by fostering collaboration and networking among multiplier stakeholders. The IPTF's growing and continuing influence, seen through its continuous expansion, highlights its continuous role in scaling up the awareness and uptake of POI.

Moving forward, the sustainability of PROCEDIN's accomplishments will be secured through the continuous availability of its resources and the ongoing engagement of its partner networks, such as the Urban Agenda Partnership and the Innovation Procurement Task Force. The project's open-access deliverables will be carried forward by project partners, public authorities, academic institutions, and industry stakeholders, who will utilise PROCEDIN's outputs in their future endeavours. As such, the PROCEDIN project has established a solid foundation for an innovative ecosystem that will continue to drive strategic change in public procurement, with the aim to leave a lasting impression on the POI uptake within Europe.

PROCEDIN