





# Strategic Procurement for Innovation: the local perspectives

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The training has been organised by EIPA and CPVA  
under the Framework Contract Nr 2023CE160AT004.

26 January 2024

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## Haarlem - Innovative city



10 "Innovation-friendly buyers" public sector (December 2019):

Top 10 Public organizations that used the most innovation-friendly procurement instruments \*

1. Schiphol Netherlands \*\*\*\*
2. Municipality of Haarlem \*\*\*\*
3. Dutch Gasunie \*\*\*\*
4. Port of Rotterdam Authority \*\*\*\*
5. NS Group \*\*\*\*
6. Division of Forensic Care / Custodial Institutions for Youth \*\*\*
7. Rijkswaterstaat \*\*\*
8. Saxion Foundation \*\*\*
9. Foundation for Fundamental Research on Matter (NWO) \*\*\*
10. Radboud University Medical Center




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## Haarlem - winner of the Procura+ Award 2020 in the category 'Procurement Initiative of the Year'



**PROCURA+ AWARDS**

REWARDING SUSTAINABLE AND INNOVATIVE PROCUREMENT

**WINNER**  
**HAARLEM THE NETHERLANDS**

*A cooperative approach to supplier management to achieve a circular and sustainable city*



The Procura+ participant **City of Haarlem** aims to procure green, fair and circular. The city is also committed to transition into a gas free city with a circular economy in which cooperation between businesses, government, knowledge institutions and citizens ensures effectiveness, innovation and sustainability. Throughout its procurements, the city aims for a cooperative approach with its suppliers, that makes sure suppliers and contractors are aligned with Haarlem's vision of a green and circular city.

Wherever possible, Haarlem opts for functional requirements that allows suppliers to develop their own solutions, while helping Haarlem to achieve its goals. For a recent framework agreement for public space maintenance and construction work execution, after the selection stage, the city asked bidders to submit proof of how they would collaborate with the city and its inhabitants (participation in decision making), how they would implement sustainability and circularity, cost effectiveness and political sensibility.

Haarlem also includes so called social return on investment clauses in all its contracts. The contract partners have the obligation to spend 4% of their yearly revenue on including vulnerable to exclusion groups in their workforce. Among others, Haarlem's initiative has led to decreased traffic congestion, a local hub for raw materials, and increased cooperation with its citizens on major reconstruction works.




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## Haarlem – Winner Rising Innovation City Award 2022




**Haarlem**

#iCapitalAwards

European Innovation Council

**WINNER**  
**European Rising Innovative City**




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## Polling question 1:

What procurement challenges does your organisation experience due to current situation in the world?



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## City of Haarlem: innovative energy contract

Issues as a reason to procure in a different way:

- Big regulated market;
- in public opinion sometimes compared with greenwashing... time and place of production are not in sync with the use: problems like energy congestion are not been tackled and not a direct incentive for building new renewable energy production facilities.
- No influence on direct production of green energy.

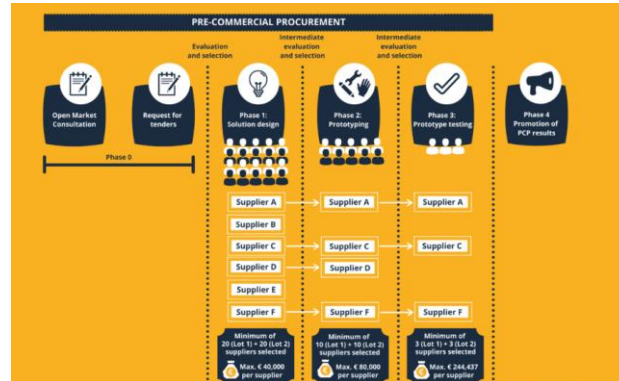
Procure energy as a service and not as a product!



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## City of Haarlem: innovative energy contract



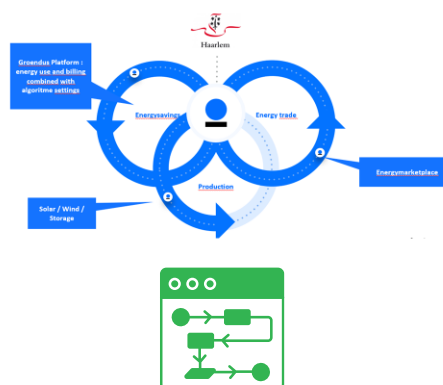
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## Example City of Haarlem: innovative energy contract



On the way towards 100% renewable energy  
Use of smart data-driven technology and advice to 100% clean energy



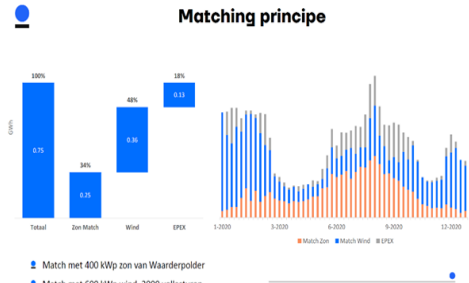
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European Commission



## Example City of Haarlem: innovative energy contract

- Data from smart meters is combined with production
- Forecast of use and production is being used (weather conditions, or specific use case) based on machine learning software
- If there is no match, electricity is procured on the energy spotmarket

**Matching principle**



■ Match met 400 kWp zon van Waarderpolder  
■ Match met 600 kWp wind, 2000 vollosturen

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European Commission

## Example City of Haarlem: Sustainable road- and water works: Sustainable and Green aspects



Testing of innovative, sustainable electrical equipment



App for re-use of material



Innovative noise control barriers, placed alongside a water pump




Local hubs help to reduce carbon emissions




Self-sufficient shacks with solar panels



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European Commission


## Example City of Haarlem: Sustainable road- and water works: *Involve stakeholders*




A new innovative and sustainable cycle path construction on the Rijksweg was developed. Also a digital communication platform (Houtplein-inbeeld) developed to get stakeholders – **inhabitants** and **market parties** aligned in de future plans for creating a innovative and sustainable solution for traffic and safety on Houtplein (one of the main squares in Haarlem).



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European Commission

## Example City of Haarlem: Sustainable road- and water works

 **Lessons learnt**

- Involvement of the market parties should be earlier. The market is able and willing to invest time and energy in delivering innovative and sustainable solutions. Bringing client, engineering company and contractor together would result in smoother performance and better results.
- It is essential to remain focused on the main goals and not to fall back on old and familiar ways. This requires time, energy and constant evaluation of applied methods.
- It is difficult, especially in the current market in which prices increase at a very high rate, to quantify the cost benefit obtained from these contracts. Working with different scenario's could help.
- Capacity and competencies of the procurers are essential. Invest in the competences of the procurement employees.

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## Examples City of Haarlem:

Koningstein: dismantling instead of demolishing



- Koningstein is a former local government building (offices) of the City of Haarlem.
- The building dates from 1967, asbestos has been found and the building stands in a built environment.
- After a tender, the company was selected for the dismantling of the building because of its circular approach:
  - During the demolition, a recycling container was lifted up by an aerial platform in order to clear the floors of materials in the most efficient way.
  - All eligible useful parts of the building have been removed and reused, such as doors, window frames, kitchens or installations.
  - Some parts of the demolition received extra attention.



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## Examples City of Haarlem:

Free energy scan for companies in the Waarderpolder



### Innovative solutions for challenges of the City of Haarlem!

- Energy scan worth €375 for free. With this scan, entrepreneurs gain insight into opportunities to save energy and money at their company.
- Implementation of savings measures, advice on sustainable investments, requesting and assessing quotations and the tax options and subsidies.
- Opportunities for energy saving and sustainable energy generation: **savings of 20% are realistic!**



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## Examples City of Haarlem: working in ecosystems

DeZonnet



Innovative heating system in the neighbourhood through ecosystem collaboration between citizens, municipality, university, market parties.

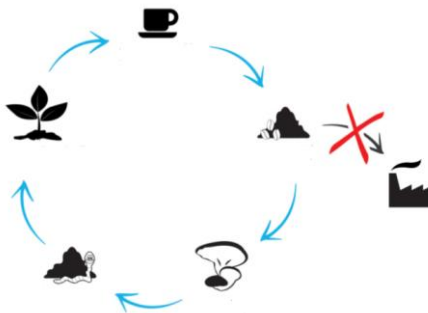


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## Example City of Haarlem: closing loop with coffee

Circularity through collaboration!



### Advantages:

- Waste reduction
- Local Food Production
- Short food chains
- Reduce CO2 emissions and energy consumption
- Protein transition (meat replacement)
- Deployment of people with a distance to the labor market / participation (Social Return)
- Soil improvement



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## Polling question 2:

Which of the Haarlem examples inspire you to implement in your own organization?



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## E-learning module and Online Course

E-Learning Innovative and Responsible Public Procurement



Link to the E-Learning module: [Urban Agenda - Public Procurement \(maester.com\)](https://urbanagenda.maester.com)

Free online Course on Strategic Procurement



Free Course on Strategic Procurement: [Procurement | URBACT](https://procurementurbact.com)

Would you like receive a newsletter on Strategic Procurement (5 times a year)? Register here: [Procurement sign up form \(sibforms.com\)](https://procurementurbact.com/sign-up-form)



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Which of the products of the Urban Agenda could be useful for your organisation?



# Thank you for your attention!

## Any questions?



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