



Step-by-step plan From idea to procurement

Wow, you've got a great idea! Even better than a good idea: it's an innovation in the making, and you want to take it further. Ultimately, you want to make a difference in the real world. You need new tools, products or services – you want to trigger the development of products and services, or maybe you want to procure them from somewhere. This publication can help you do that. It contains an inspiring step-by-step plan, a detailed process flow and a selection of tools to help you take your innovative idea to the next level.

PHASE 1 Internal

STEP 1 Find allies for your need

With some help, you can assess whether the new technology, process or social innovation you have in mind might also be useful to other parts of the Ministry. Once you know whether your need has wider appeal within the government, you can look for allies. For instance, you could organise a 'technology café' where knowledge institutions, businesses and government bodies can inform you and your colleagues about the possibilities of new and emerging technologies, as well as the things that aren't yet possible. Or you could arrange an expert meeting with knowledge institutions where you and any colleagues with a similar need get a better understanding of your shared needs. At the end of the day you can arrange to join forces with your colleagues. This could also contribute to economies of scale later on in the procurement process.

STEP 2 Formulate and refine your need

The Innovation Team's need format will come in handy here. You may also want to contact the Procurement Office (IUC) in this stage. Formulate your need and specify what you need. Then refine your need. In this stage,

you could work with the innovation liaison officers at embassies to investigate what's already happening in other countries. Seek advice from experts, consider political sensitivities and ask other government bodies for advice. Investigate whether you could form a government consortium to accommodate the need. Or hold a brainstorming session with the Innovation Team and the Ministry's Procurement Office.

STEP 3 Open a technical dialogue

Talk about your plan with experts from the relevant knowledge institutions ('technical dialogue'). These experts will examine your need in advance and provide written feedback. For example, they could look at whether your need description is complete and make suggestions on the specifications. The Innovation Team can help you think about how to set up and organise this technical dialogue.

PHASE 2 External

STEP 4 Consult the market

A market consultation process involves a discussion, free of engagement, with selected companies about the innovative products and services they can develop for your need. Or perhaps they have existing products and

services that could be suitable, after a few adjustments. After the market consultation, you will have a better idea of what options businesses can offer to tackle your need. You can get help from the Information and Procurement Office to set up and organise a market consultation.

STEP 5 Procure your innovation or develop a prototype

Use the tips you received during the market consultation to refine your need even further. You now know whether there's already a product or service on the market which, with some minor adjustments, could meet your needs. If there is, run a tendering procedure. If no suitable solution currently exists, investigate whether there's a prototype. If a prototype exists, develop it further. If there's no prototype yet, you can have one developed.

STEP 6 Hooray!

You're at the end of the journey, and your plan has enabled you to procure an innovative product or service. Share your success with your colleagues!

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Process flow Check your approach

PHASE 1 Internal

STEP 1
Ready to begin?
You have an innovative idea and there is support for it. You want to take your idea further, and maybe even proceed to procurement.
Important: First, contact your Procurement Office and Innovation Team.

Brainstorming
Investigate your requirement in well-managed brainstorming sessions.

- What's the problem we're trying to solve?
- Who needs the solution, who else is facing this issue, and who will be able to apply the solution?
- Are there any conditions the solution has to meet?

STEP 2
Requirement description
Develop the best ideas from your brainstorming sessions into a description of the requirement, for example through:

Desk research:

- Overseas consultation or comparative research
- Analyse patents, technical journals, product information sheets and quality labels
- Study websites and reports

Field research:

- Follow political developments
- Consult hands-on experts
- Attend trade fairs and conferences
- Request the results of practical tests from businesses and suppliers
- Formulate framework conditions

STEP 3
Technical dialogue
Through technical dialogue, consult experts about the technical and legal aspects. Use the output from this dialogue to refine your requirements, and potentially combine them.

Final check!
Check your requirement description one last time and get it approved by the potential end users. Are you sufficiently prepared for your search for a solution to your problem? Criteria:

- Is the wording clear and specific?
- Is it innovative enough?
- Technically achievable?
- Scalable?
- Is there a business justification?
- Do you have commitment from the internal end user?
- What about the financial perspective?

NO

PHASE 2 External

Outside the Ministry
It's time to take your investigation into the outside world. Do you know enough about the problem and the market to devise a solution to the problem?

STEP 4
Market consultation
Organise a market consultation, overseen by the Procurement Office. Contact companies to discuss existing or desired solutions to the problem/requirement, the availability of potential products/services, technical specifications, etc. Is there an existing solution on the market?

YES

YES

STEP 5
Procurement or investigation

Yes, a product or service that meets my needs is available on the market = Procure the product/service.

Yes, there is a product/service on the market, but it needs adjustment = Adjust it.

No, the desired solution is not commercially available = Investigate. Do you want to purchase the solution immediately?

Procure using standard procurement procedures*

The Procurement Office will advise you on which procedure to follow:

- the competitive negotiated procedure*, or
- the competitive dialogue procedure*

YES

Set up an Innovation Partnership to develop the innovation further and commit to purchasing it.

NO

- Start a contest procedure, for example:
 - SBIR: You organise a contest which will result in a feasibility plan or prototype.
 - PCP: Based on a need shared by multiple Member States you collaborate at an international level, resulting in a prototype.
- Set up an Innovation Partnership to develop the innovation further and commit to purchasing it.

STEP 6
Well done! You have procured innovative products and services!

YES

- * 2018 limits for the procedures mentioned above**
- Up to €50,000: single-party contract by direct agreement;
 - From €50,000 to €144,000 (threshold): multi-party contract by direct agreement or national open or restricted procedure;
 - From €144,000: European invitation to tender for supplies and services.

Important notes:

- Involve the Procurement Office in all stages of the process. They have a wealth of knowledge and experience.
- At every stage, check that your innovation doesn't infringe on intellectual property rights. Is there already a patent for this product?

Inspiration

A selection from the Innovation Toolbox

Project rounds

Twice a year, innovation projects become eligible for financing through project rounds of the Ministry of Justice and Security. This includes experiments, prototype development, the application of new technologies or smarter collaboration. The Ministry's Innovation Team is responsible for the innovation fund, which provides financial incentives for Ministry organisations and security partners to develop innovative projects that benefit public safety. These don't have to be technological innovations; they might also be social, organisational or process innovations. Of course, you can also involve knowledge institutions and companies in these projects. If it is selected, your submitted project will be supervised and monitored by the Innovation Team. Upon completion, the Innovation Team will help publish and distribute the results.

Ministry of Justice and Security Innovation Lab

In 2018, the Innovation Team is launching an actual physical laboratory for 'radical' innovations. The lab serves as a breeding ground for wild plans, some of which will, after a few months, emerge as innovations. It is a place where it doesn't much matter if experiments fail. The Innovation Team is looking for suitable needs to be explored in the Innovation Lab.

Horizon 2020

Horizon 2020 is the largest subsidy programme in the world for research, development and innovation. One of the components is focused on security. The objective is to develop knowledge and technological solutions to fight terrorism and organised crime, and to improve crisis management and border security. Each year, the European Commission publishes calls in which you can participate. In 2017, the total available budget for Horizon 2020 was over 200 million euros. If you want to submit a research proposal, you first need to set up a cooperation project with other public authorities in Europe. The Innovation Team, Netherlands Enterprise Agency, The Hague Security Delta and the collaborative European security clusters can help you with this.

Collaboration with knowledge institutions

You could also consider collaborating with knowledge institutions such as universities, for example through a Design Synthesis Exercise. In the most recent exercise ten students from Delft University of Technology, under the supervision of their own professors, developed a solution to a problem presented by the Ministry of Justice and Security within ten weeks. At the end of this period they presented their options for tackling the problem.

Small Business Innovation Research Programme (SBIR)

An SBIR challenges entrepreneurs to develop new products or services and bring them to market, for example to solve particular Justice and Security issues. It makes use of entrepreneurs' creativity to solve social issues such as your requirement. The SBIR is a competition in which the companies with the best proposals are awarded a contract to perform a feasibility study. Candidates with the most promising feasibility studies are then awarded a contract to develop their product further.

Pre-Commercial Procurement (PCP)

A PCP challenges entrepreneurs to develop new products or services and bring them to market, for example to solve particular Justice and Security issues. Where the SBIR is generally a national programme, PCP is a tool that is primarily used at a European level. Also, unlike an SBIR, a PCP includes a test phase.

Defence Technology Development Budget (3x per year)

The Ministries of Justice and Security and Defence are stepping up their collaboration. Each year, the European Commission publishes calls in which you can participate. In 2017, the total available budget for Horizon 2020 was over 200 million euros. If you want to submit a research proposal, you first need to set up a cooperation project with other public authorities in Europe. The Innovation Team, Netherlands Enterprise Agency, The Hague Security Delta and the collaborative European security clusters can help you with this.

technology development. In principle, these projects are jointly financed with industry and, if possible and desirable, they are run in collaboration with international partners. A distinction is made between National and International Technology Projects (NTPs/ITPs). Proposals for technology development can be submitted at any time of the year. Assessment and decision-making take place three times each year, on 1 February, 1 May and 1 September. Once decisions are made, the Ministry of Defence oversees the tendering procedures for the technology development projects. The Innovation Team can put you in contact with the Ministry of Defence.

Innovation Partnership

This tool is used to purchase products, works or services that are not yet available on the market, or are not yet performing at the desired level. Based on the description of your requirement or of what you need to tackle your problem, companies propose innovative solutions. Once a company has completed the necessary R&D, the Ministry of Justice and Security can purchase the product, work or service in commercial volumes. Of course, this purchase is made on the conditions agreed by the Ministry and the company at the start of the innovation partnership.

Procurement procedure

With an invitation to tender, the Ministry announces that it has a contract that it wants performed and invites companies to submit offers in response to your requirement. These offers specify the price that the company charges for performing the contract. After a pre-determined submission deadline, the Ministry selects the company that wins the contract to develop a product or service for your requirement. See the Innovation Toolbox for more information.

Do you need any help or advice? The Ministry of Justice and Security Innovation Team and Procurement Office (IUC) can help you think through your problem. Contact us at innovatie@minvenj.nl