

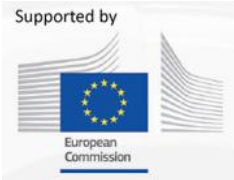


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Lessons Learned by Barcelona City Council TMB

24 March 2015

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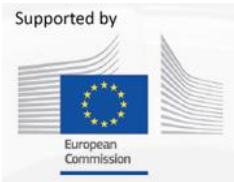
Our Role in the Project



- **Ajuntament de Barcelona (City Council of Barcelona)** promotes the environmental policies in the City of Barcelona, including the air-quality improvement actions
- **Transports Metropolitans de Barcelona (TMB)** is the main public transport operator in the Metropolitan Area of Barcelona and it is in charge of executing specific actions oriented to satisfy the city hall policies.

One of these actions are the development and execution of a Strategic Plan of Innovative Fuels that includes:

- Use of CNG fuel vehicles
- R&D project related with the conversion of Diesel and CNG vehicles to hybrid technology
- Test of 100% electrical vehicles
- Improvement of current actual vehicles with Particle s' and NOx 's filters installation



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First Step:

- Identification of operational leader of project
 - Department of Procurement of General Services lead other European projects and it assumed the administrative management and coordination
 - Decentralized service sectors such as transport. Transports Metropolitans de Barcelona (TMB)
- Operational leadership of the project was entrusted to TMB

TMB is responsible for carrying out the procurement of public transport. It was therefore identified as the operative leader in the first instance of project development, had to work the exercise of market sounding and workshops with needs related to transport clean in the city, following a quality policy that promotes mainly efficiently manage the expectations of citizens.

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Second Step

Unmet Needs

1. Vehicles under sustainable criteria for connect the neighborhoods
2. To buy low-energy vehicles
3. Have sustainable economy and generate zero carbon
4. To be a replicable model
5. To create market sounding as a innovative model

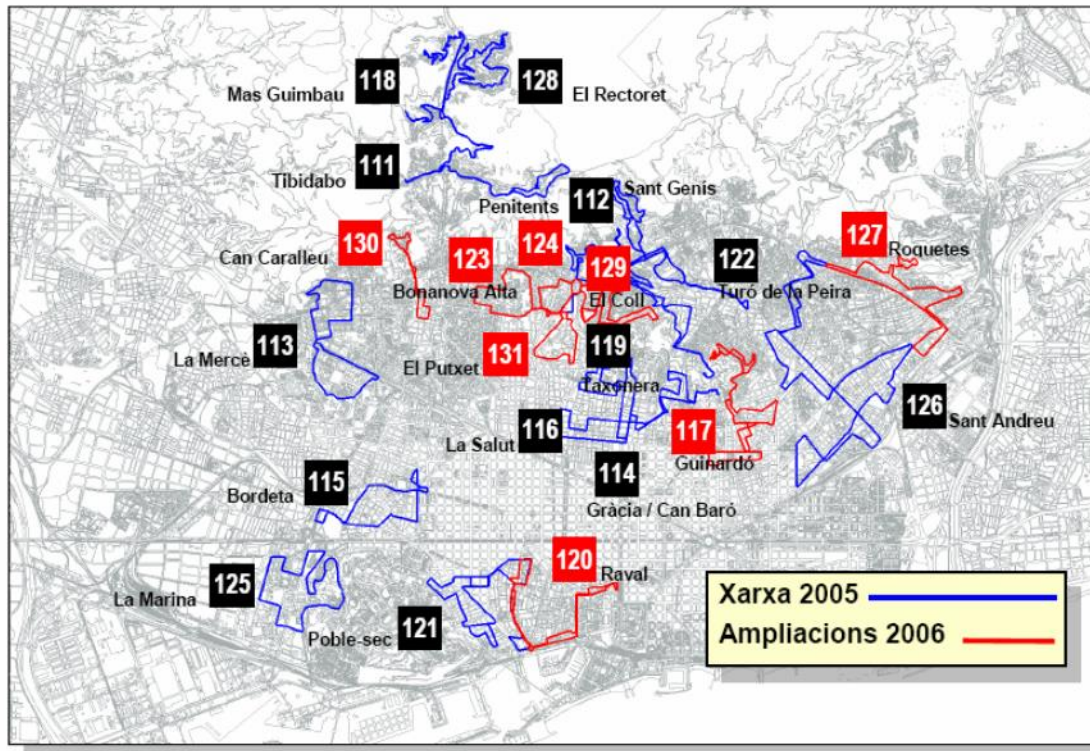
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Needs :

- Proximity bus service in the neighborhood



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- **Bus characteristics:**
 - 7 meter-long bus
 - 100% electric or, a least, low-carbon vehicle
 - 100% low-floor
 - 100% Air-conditioned
 - Life cycle of the vehicle: 10/12 years.
 - Time operating: 16 hours.
 - Air Conditioning: 16h/day during 5 months a year.
 - Distance: 166 km/day
 - Time operation: 50 minutes. Maximum Time waiting: 10 minutes.
 - **Power adequately for hilly areas**

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The present Bus Market doesn't offer favorable solutions to the need so it was decided to go to the **Market Sounding**

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For the PIN preparation process, TMB has worked in:

- **Legal side:**
 - A complete evaluation of the impact of this process with the present legislation and rules.
 - Several consultations to other companies of similar cases
- **Engineering side:**
 - Organization of internal workshop to prepare the needs
 - Attendance to different workshops to get further information and to share the needs with other stakeholders like Policy-makers, Researchers, Industry and Academia
 - Attendance to different Trade-Fares of the Bus Sector to Forecast the market
 - Attendance to different UITP-Forums to discuss the needs with other urban bus operators and to evaluate previous experiences and solutions

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Unfortunately the process of **PIN** was suspended due to the reluctance to publish a process without clear continuity. The lack of clear further steps is not acceptable for the legal departemnt.

The complexity of the legislation on public procurement and the lack of knowledge about innovative procedures for the award of public contracts, make unfeasible the execution of a purchase innovative process as proposed in the project.

Good Practice Lessons

- Need for strengthen commitment after Identification of the operative team
- Necessary change of administrative culture on approaching steps toward market
- Difficulties into market making. Not commitments to models not tested
- Difficulties with the publication of PIN / Legal advice is traditional and is complicated to modify the routine system innovation in the contract and market approach.
- Necessary increased awareness on Mainstreaming innovative language
- Financial commitment to innovation in purchasing strategies
- Policy Management circumscribed technology innovation and less on services.

Reflections

Become aware:

Buyer Attitude: Unwillingness of buyers to buy products that have not been previously tested and consolidated. It is little willingness of buyers to take risks.

Reflection: More knowledge and dissemination of PPI to leaders level

Legal framework: The complexity of the legislation on public procurement, and lack of knowledge about innovative procedures for awarding public contracts by legal departments, including the delimitation of the evaluation criteria and scale of legal assessment without a clear identification of the purchase to make.

Reflection: Increased awareness, recognition and political endorsement for Legal departments

Lack of knowledge of the buyer of trends in the markets and the latest technologies and the boost to the efficiency of prices as a general objective rather than any other criteria

Reflection: Expanded criteria and create market of innovation

Closed markets in which enterprises are protected by fragmented market and is unusual a real competition in award

Reflection: Innovative procedures and /or new contract models implementation



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Good Practice Messages

- Early engagement market
- Market consultation/dialogue
- Define a clear Unmet Needs owner
- Create a methodology to work into the administration

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