"Oportunidades de negocio para las empresas TIC con las Instituciones de la UE"

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The EU and its institutional setup

- *The EU is the result of a number of **international Treaties** since the '50s (end of World War II) (primary legislation)*
- *A unique **economic and political partnership** between 28 democratic European countries aimed at:*
  - **Creating an ever closer union among the peoples of Europe, with decisions taken as closely as possible to the citizens**
  - **Achieving peace, prosperity and freedom for the citizens in a fairer and safer world**
  - **Through its competences in a large number of areas, exercised through secondary legislation (which prevails over national law)**

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EU Institutions

- *To achieve these aims, the Treaties set up a number of* *EU Institutions, Agencies and Other Bodies* *(EUIs):*

- *A "core" of 7 Institutions* *(European Council, Commission, EP, CoJ, CoA, ECB) based in* *Brussels / Luxembourg / Strasbourg / Frankfurt*

- *Various layers of* *other types of EUIs* *(40-80 depending on how they are counted !)* *scattered* *throughout the 28 Member States*

- *Supranational character of the EU: the* *Commission is the "engine" behind European integration.*

European Commission

EU Policies (Lisbon Treaty)

EXCLUSIVE COMPETENCES

Customs Union

Competition

Monetary

Marine ressources

Commercial policy

International agreements (AETR)

SHARED COMPETENCES

internal market energy

social freedom, security and justice

cohesion

agriculture and public health
fisheries (except
where exclusive) **research and technological development**

environment

consumer space
protection development cooperation
transport humanitarian aid

trans-European networks

SUPPORT ACTIONS

Human Health

Industry

Culture

Tourism

Education, vocational training, youth and sport

Civil protection

Administrative cooperation
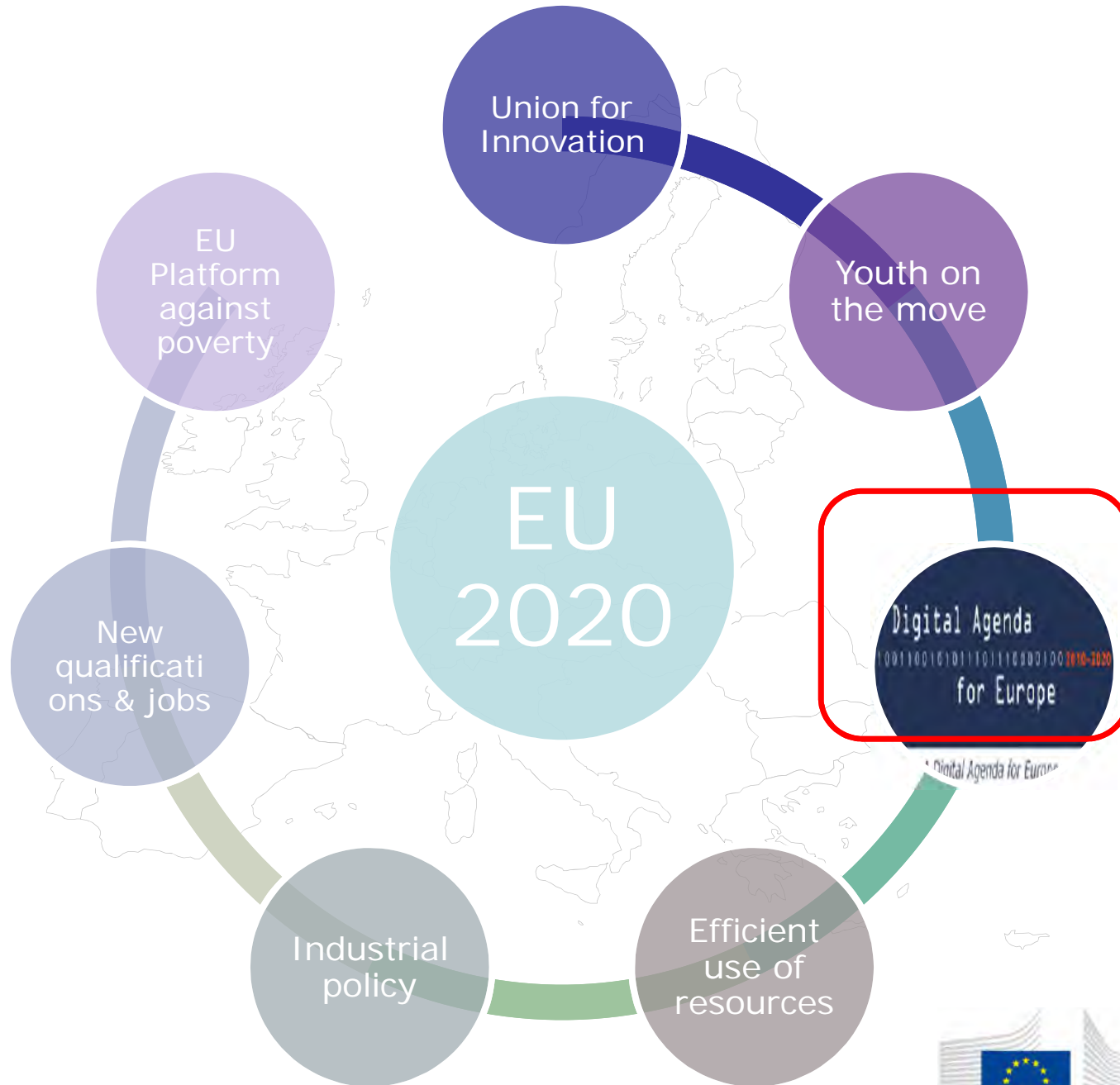
European Commission

Smart
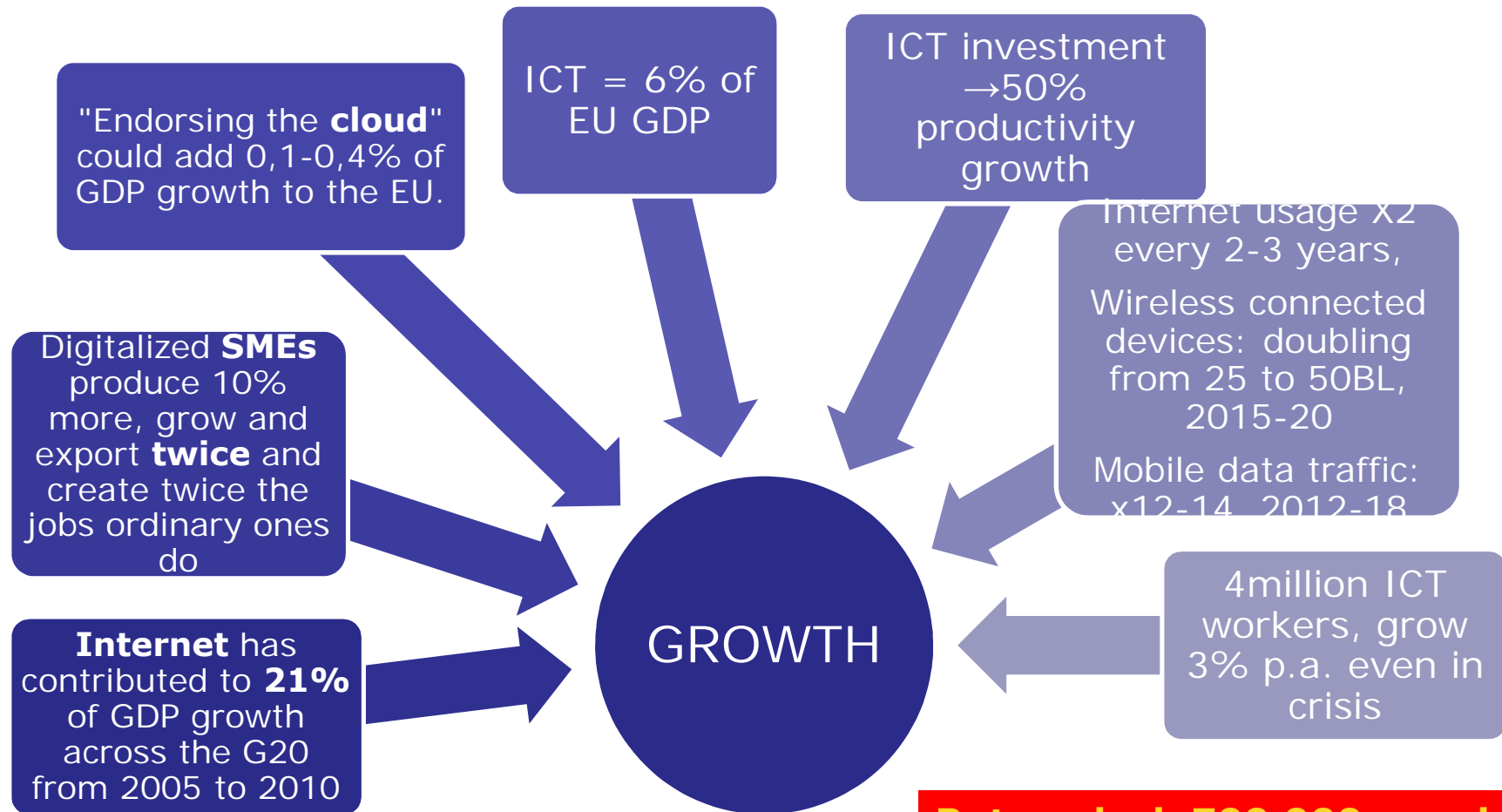developing an economy based on knowledge and innovation

Sustainable
promoting a more efficient, greener and more competitive economy

Inclusive
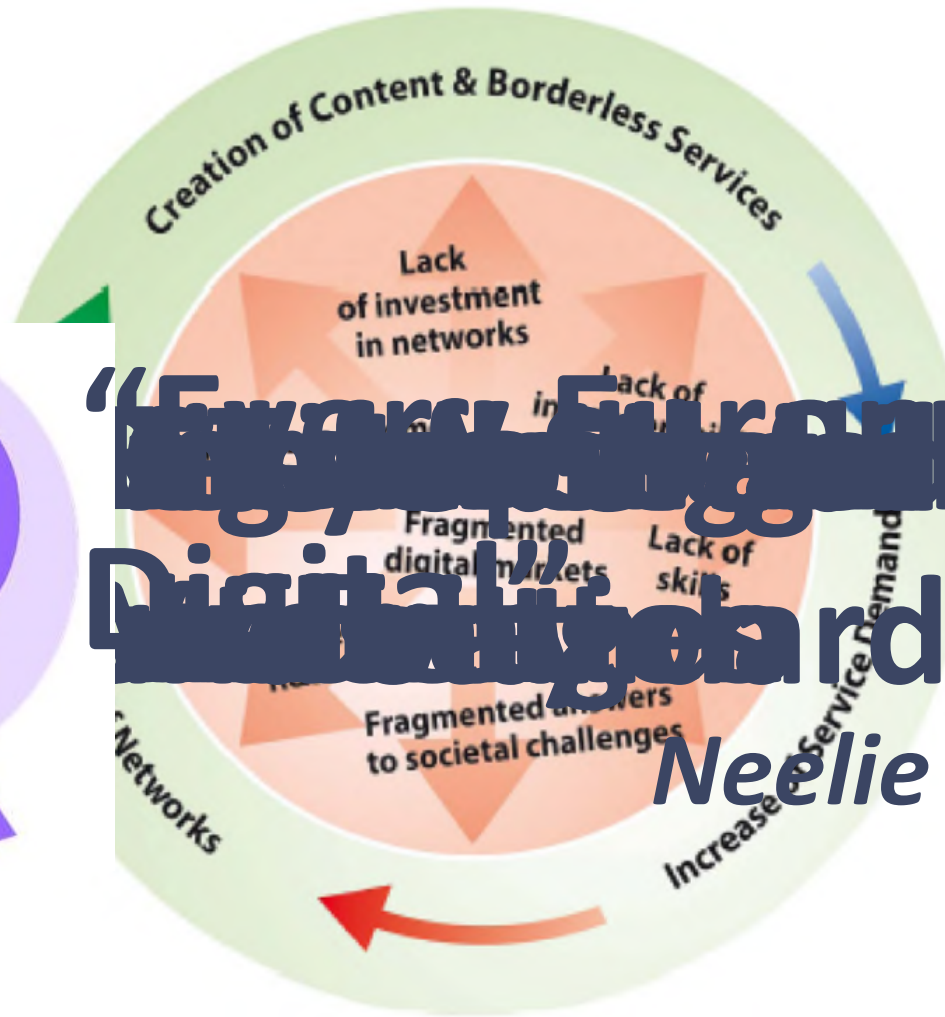fostering a high-employment economy delivering social and territorial cohesion

European Commission

Union for Innovation

EU Platform against poverty

Youth on the move

New qualificati ons & jobs

EU 2020

Digital Agenda

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for Europe

A Digital Agenda for Europe

Industrial policy

Efficient use of resources

European Commission

Does ICT matter ?

"Endorsing the **cloud**" could add 0,1-0,4% of GDP growth to the EU.

ICT = 6% of EU GDP

ICT investment →50% productivity growth

Internet usage x2 every 2-3 years,

Wireless connected devices: doubling from 25 to 50BL, 2015-20

Mobile data traffic: x12-14, 2012-18

Digitalized **SMEs** produce 10% more, grow and export **twice** and create twice the jobs ordinary ones do

Internet has contributed to **21%** of GDP growth across the G20 from 2005 to 2010

GROWTH

4million ICT workers, grow 3% p.a. even in crisis

But we lack 700.000 people!

"Every European Digital"

Neelie Kroes

Digital Single Market • Interoper. & standards • Trust & security • Very fast Internet • Research & Innovation • Enhancing e-skills • ICT for social challenges
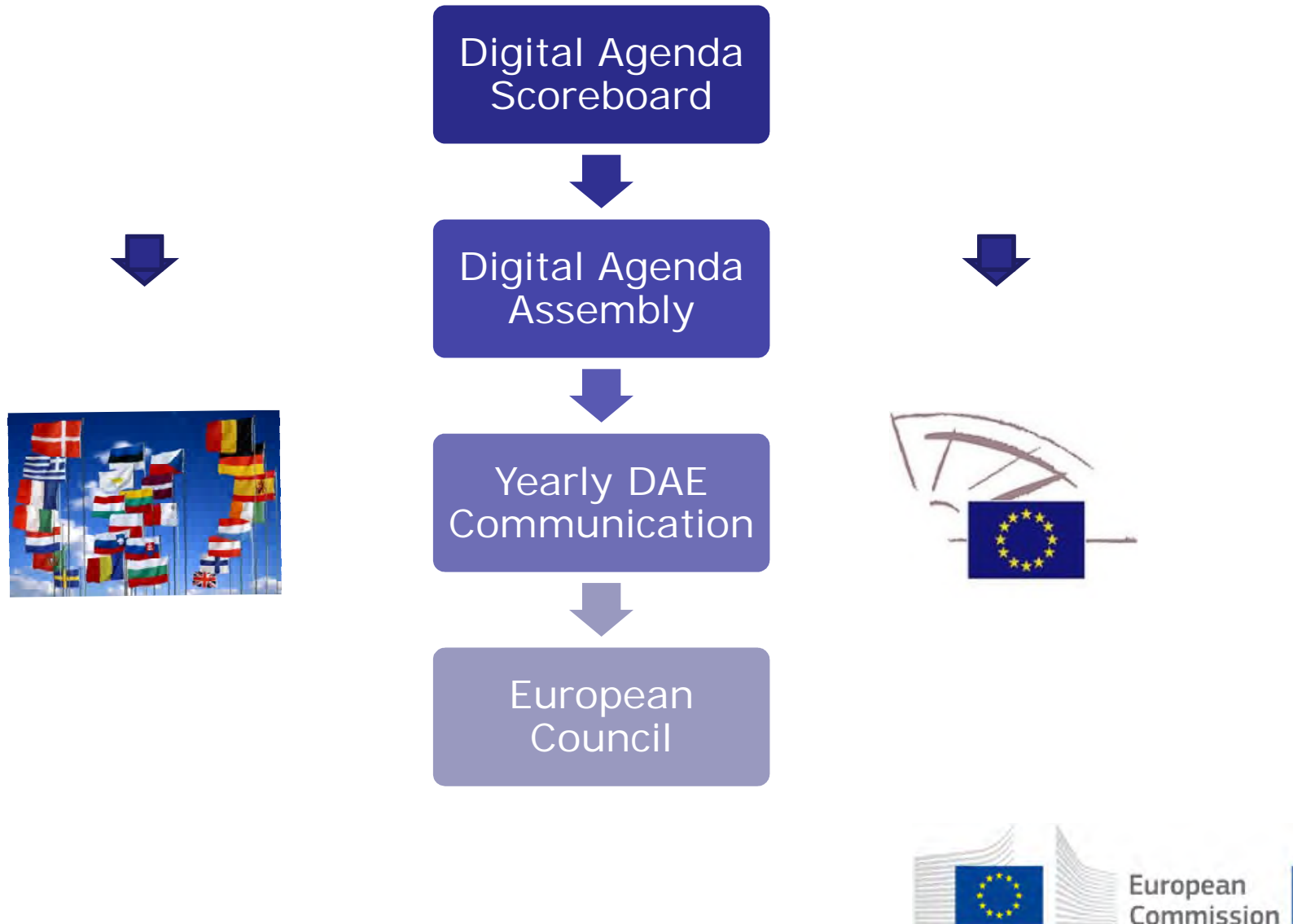
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To whom?

SMEs

Musicians

Workers

Consumers

Doctors

Elderly

Patients

Environment

Researchers

Artists

Authors

Disabled

European Commission

How?

101 actions

31 legal proposals

Governance

Progress to date on the 101 actions

√ • 30 Completed

• Rest on track

• 15 Delayed

But "ticking" the box is not enough

Monitoring country progress – explore open data

Digital Agenda Assembly

Connecting with local stakeholders

Key Transformative actions
(DAE Review 12/2012)

1. Create a new and stable **broadband regulatory environment.**
2. New public **digital service infrastructures** through Connecting Europe Facility (**CEF**) loans
3. Launch Grand **Coalition on Digital Skills and Jobs**
4. Propose **EU cyber-security strategy** and **NIS** Directive
5. Update EU's **Copyright Framework**
6. **Accelerate cloud** computing through **public sector** buying power
7. Launch new **electronics industrial strategy** – an "Airbus of Chips"

European Commission

La organización de las TIC en las Instituciones de la UE

ICT in the European Institutions

Each Institution has its **own IT team & organisation**

- **Responsible for the delivery of their IT services and the development of their information systems**
- **Varying degrees of IT maturity**
- **Shared services on a voluntary basis**

Global **coordination** *by the* **"Comité Informatique Interinstitutionnel"** *on*

- **ITC infrastructure**
- **Common IT services (e.g. product management, IT architecture, Calls for Tenders & Contracts, etc)**
- **Information Systems Hosting**
- **Shared Applications**

Background (1)

- **Mandate**
  - ✓ Exchange of information on IT at top management level
  - ✓ Identify, promote and follow-up synergies
  - ✓ Ensure consistency of platforms

- **Reporting period**
  - ✓ Report on year Y done during Q1 or Q2 in Y+1
  - ✓ Report on 2012 will be done in May 2013

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Background (2)

- **Members**
  - ✓ Three new members added recetly: **EEAS** , **Council of Europe, ESA**
  - ✓ Presently: **9 EU Institutions/Bodies** + **EU Agencies** through a joint representative + **4 non-EU bodies** (Eurocontrol, EPO, Council of Europe, ESA)
  - ✓ *De facto*, the CII is the main platform gathering the CIOs of international organisations in Europe (including outside the EU framework).
  - ✓ Chaired by the Commission

- **Meetings**
  - ✓ **3-4 meetings** per year, mostly monographic (cf. Working method)

- **Subgroups**
  - ✓ Currently 5 +1 temporary Task-Force
  - ✓ Chairpersons distributed across the EU Institutions

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ICT organisation @ EC

- *Hybrid Model:*
- *Directorate-General for Informatics - DIGIT* *(approx. 470 officials and 1000 external staff)*
  - **Corporate IT services**
  - **IT Strategy and Coherence**
  - **Development of Corporate Information Systems (IS)**
  - **IT Support (2nd level), Corporate Logistic Services, Corporate Contracts and Budget Management**
  - **Development of policy oriented IS on request**
- *Local Organisations* *(approximately 650 staff)*
  - **Management of local IT infrastructure**
  - **IT User Support (1st level) (except those in ITIC)**
  - **Development of Information Systems in support of EU operational policies**

European Commission

New governance structure. Who?

SG,DIGIT,BUDG,HR + 5
DGs at Director level

ABM + IT Steering Group

chair: Secretary General

SG,DIGIT,BUDG,HR + 5
DGs at DG level

High Level Committee on IT

chair: Director-General DIGIT

Collaboration
& Communication

Information Systems
Project Management
Board

chair:
(Director-General DIGIT)

Special IT working groups

SG,DIGIT,BUDG,HR + 3
to 5 DGs at Director
level

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IT Governance Tools

Portfolio& Project Management

Enterprise Architecture

IT Product&Service Management

IT Development methodology

European Commission

EC's Internal Core Competences

- *ITC Strategy*
- *Enterprise Architecture*
- *Project Management*
- *Service Management*
- *Technology/Product Management*
- *Contract Management*
- *Customer Relationship Management*

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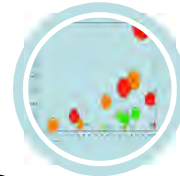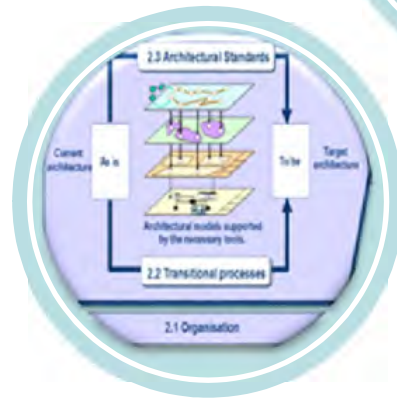
IT Dashboard

IT Product & Service
Management

Enterprise
Architecture
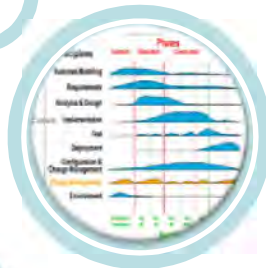
IT Development
Methodologies

Portfolio & Project
Management

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Product Management

To define, implement,

support and continuously improve

the IT infrastructure

for the computing and office automation systems of the Institution.

Commission Enterprise Architecture Framework (CEAF)
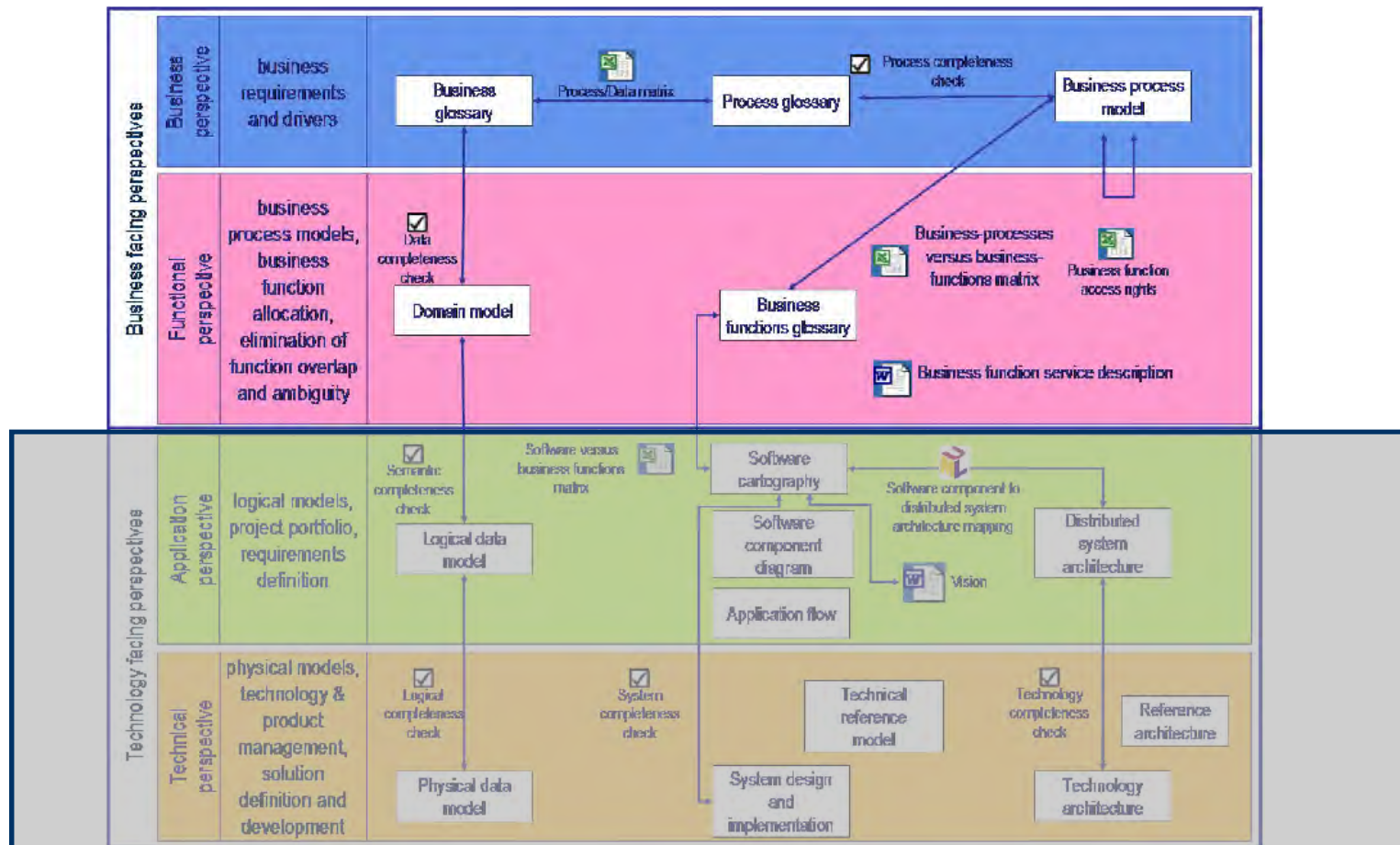
Product Management Services

- *Product Management is*
  - **Select, procure, implement and support (technical and contractual)**
  - **the hardware & software tools needed to**
  - **build the reference platforms**
  - **for developing & deploying Information Systems &**
    office and collaborative solutions;
- *Reference Configurations: Secure, Robust & Easy to Deploy*
- *Objectives for building*
  - **Manageable**
  - **Interoperable**
  - **Homogeneous IT platforms**

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Product Management Elements

- **In / Out Scope**
  - End User
  - Building Blocks
  - Building Tools
  - Standards, protocols, interfaces, profiles
  - No Information Systems Custom Development

- **Why : multi-criteria optimisation**
  - Functional requirements
  - International standards
  - Architecture at EC
  - Integration & Complementarity
  - User Friendliness & Multilingual & WAI
  - Strategy
  - Financial & Contractual
  - Services
  - …

Product Governance & Taxonomy

- *Organisation*
  - **Product Manager (DIGIT)**
  - **Ad-hoc work group (DG's) during selection, phase-out, changes of specs**
  - **Product Family Management (Product Meetings) : (Co-Mgt : DIGIT + DG)**
  - **DIGIT management**
  - **CTI (Comité Technique Informatique : all EC Information Resource Managers)**
  - **HLCIT : Business Impact**

- *Classes*
  - **Class A : protocols, interfaces, norms, standards**
  - **Class B : General interest, Economy of scale, Common IT culture, Central support**
  - **Class C : specific needs , no guaranteed support**

- *Status*
  - **EV : evaluation**
  - **OP : operational**
  - **PO : phase out (functional, technical, economical) (extended support, migration)**

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Product Life Cycle Phases

- *Selection*
  - **Needs analysis Requirements gathering**
  - **Market Survey**
  - **Specifications**
  - **Evaluation (criteria)**
  - **Procurement Procedure (call-for-tender, …)**
  - **Shortlist + Proof of concepts**
  - **Contracting (framework + specific)** → **Key enabling driver for implementation**
  - **Pilot Use**
  - **Acceptance**
- *Operational*
  - **Order Process : Acquisition**
  - **Planning (phase-in) + Implementation**
  - **Installation & Logistics**
  - **Training**
  - **Support**
  - **Security**
  - **Documentation**
  - **Maintenance**
  - **Quality Assurance & Follow Up**
  - **Communication – User Group – Vendor Meetings**
- *Phase-out*
  - **Migration + extended support + declassification**

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Assessment Criteria

Characteristic	Sub-Characteristic	Relevance (High/Medium/Low)
1.Functionality	1.1 Suitability	H
	1.2 Accuracy	M
	1.3 Interoperability	H
	1.4 Compliance	M
	1.5 Security	M
2.Reliability	2.1 Maturity	M
	2.2 Fault tolerance	M
	2.3 Recoverability	H
	2.4 Compliance	M
3.Usability	3.1 Understandability	L
	3.2 Learnability	M
	3.3 Operability	H
	3.4 Attractiveness	L
	3.5 Compliance	L
4.Efficiency	4.1 Time behavior	M
	4.2 Resource utilization	M
	4.3 Compliance	L

Characteristic	Sub-Characteristic	Relevance (High/Medium/Low)
5.Maintainability	5.1 Analyzability	L
	5.2 Changeability	M
	5.3 Testability	L
	5.4 Compliance	L
6.Portability	6.1 Adaptability	M
	6.2 Installability	H
	6.3 Replaceability	M
	6.4 Co-existence	H
	6.5 Compliance	H
7. Quality in use	7.1 Effectiveness	H
	7.2 Productivity	M
	7.3 Safety	M
	7.4 Satisfaction	M

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Procurement (see later !!!)

The authorising officer, the accountant the verifier and the initiator

Product Management : Product Families

- *Hardware and Operating Systems*
  - **Servers, Desktops, Laptops, PDA's, printers, scanners, ...**
  - **Unix, Linux (Red Hat), MS-Windows**
  - **Storage Configuration + Backup**
  - **Anti-virus, pc-configuration**
  - **Web browers, plug-ins**
- *Office Automation and Document Management*
  - **Documents + OCR + PDF**
  - **Multilingual tools + HTML authoring**
  - **Web content mgt, collaboration, communication**
  - **Project mgt, speech recognition ...**
- *Information Systems Infrastructure*
  - **Database Servers**
  - **Document Management, Search Tools**
  - **Programming Languages (3th ,4th), Frameworks, Case Tools**
  - **Web Servers, Application Servers, Portal and Workflow Servers**
  - **Reporting, XML Tools, Electronic Forms, Geographical IS, Packages**

Commercial, OSS and mixed solutions

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Product Family : Hardware

- *PDAs*
- *Notebooks*
- *Desktop PCs*
- *Printers, copiers*
- *Servers, Storage*

Product Family : Basic Software

Product Families : IS Infrastructure & Office Automation

- *Technology Watch*
  - **Database**
  - **Web Development**
  - **Search Technology**
  - **Knowledge Management**
  - **Geographical Information**
  - **Business Intelligence**
  - **Document Automation**
  - **Collaboration**
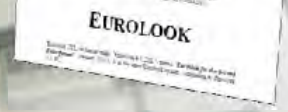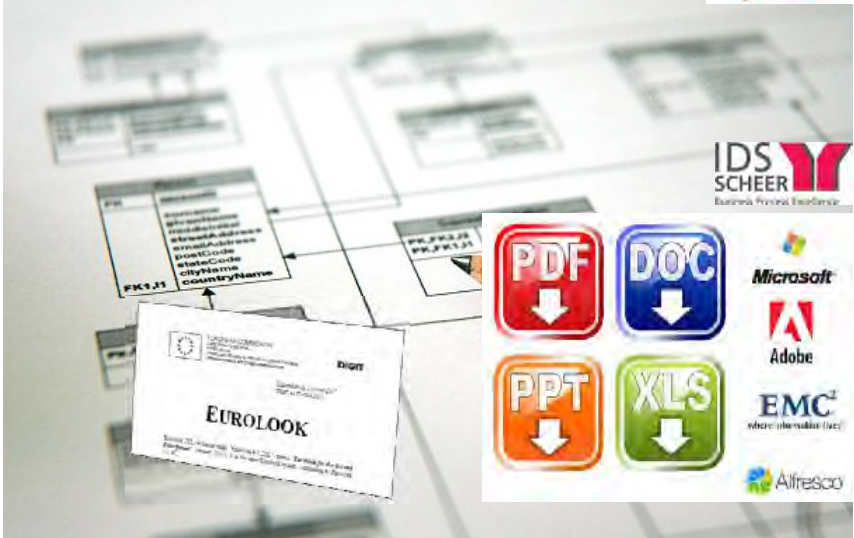
The Reference Configuration Service

From	To
	A toolkit to set up easily all devices… and solutions for automated mass installation
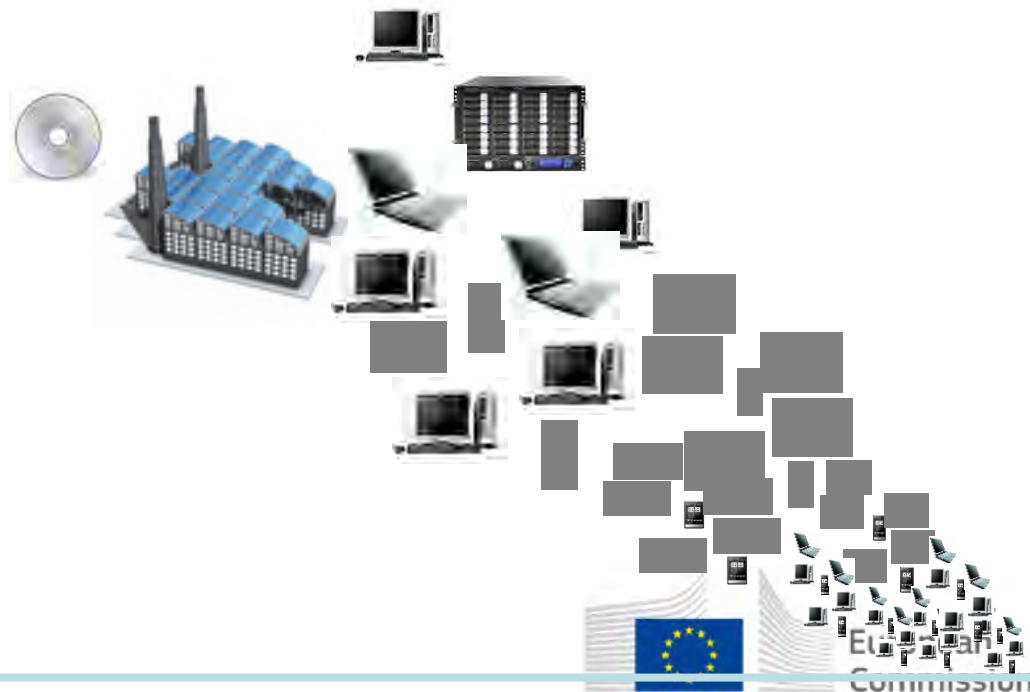
2nd Level helpdesk (HD) support

Product Management: Conclusions

- *The EC's PM service has been an excellent tool in order to harmonise IT Infrastructure*

    - **Product/Solutions with a very high internal acceptance (Oracle, BO, Powerbuilder, ColdFusion, ...)**
    - **The deployment of a product/solution needs to be accompanied with a good service**

- *PM has to be understood within the following context*

    - **A decentralised administration**
    - **A public administration**
    - **The constraints imposed by the financial regulations (always a challenge !)**
    - **The efficient instrument of framework contracts**

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Open Source Software

Open-source software (OSS) is computer software that is available in *source code* form and is provided under a *software license* that permits users to study, change, and improve the software.

Open source software is very often developed in a public, *collaborative* manner where a programmer creates a program and makes it *available* for others to use, as well as modify the source code and *redistribute* the modifications to the software user/developer community.

Open Source does not mean *FREE OF COST!*

Open source strategy

- *Use OSS if a benefit is expected.*
- *Consider OSS solutions next to the commercial ones.*
- *OSS preferred for information systems deployed outside the EC infrastructure.*
- *Strategy available at:*
  http://ec.europa.eu/dgs/informatics/oss_tech/index_en.htm

2001 ... 2010

... Software Park ("*blend and co-exist*")

Contratar con la Instituciones de la UE

Current legal framework for procurement

For Members States

- Directive 2004/17/EC ("Utilities")
- Directive 2004/18/EC ("Public Sector")
- Directive 2007/66/EC ("New Remedies")
- ✚ International agreements (WTO / GPA, etc.)

For EU Institutions

- Included in the general EU budgetary package : Financial Regulation and its Rules of Application
- Inspired by the "Public Sector" and the "New Remedies" Directives

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Future legal framework for procurement

For Members States

Directive 2014/25/EU ("Utilities")

Directive 2014/24/EU ("Public Sector")

Directive 2007/66/EC ("New Remedies")

➕ International agreements (WTO / GPA, etc.)

For EU Institutions

Included in the general EU budgetary package :

Financial Regulation and its Rules of Application

Expected to enter into force as from January 2016

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Legal framework for joint procurement ?

And what legal framework for <u>joint</u> procurement ?

2006

PAST

PRESENT

Until 2006

- ⊙ **"awarding sovereignty"**
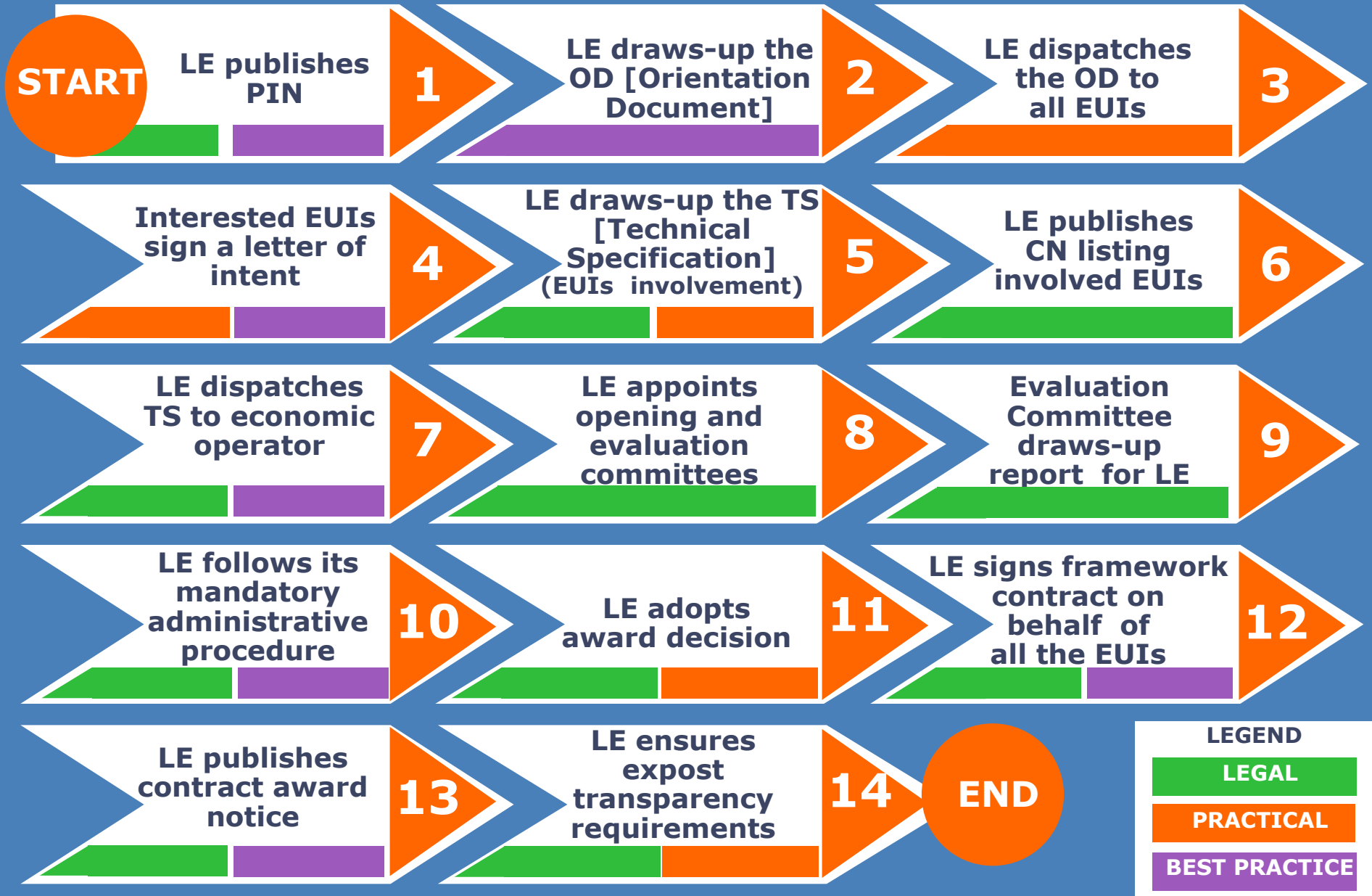- ⊙ **Collaboration existed but is based on pragmatic approaches**

Since 2006-2007

Legal texts are updated and take into account the collaboration between EU institutions for procurement.

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The structures for co-operation

7 "core" EUIs

Non-EU International organisations in Europe

Coordination

College of Heads of Administration

Interinstitutional Committee on Informatics (CIOs)

Interinstitutional group of contact on IT procurement

(Some of) the other EUIs

The structures for co-operation

European Commission

A "typical" joint IT procurement procedure

START | LE publishes PIN | **1** | LE draws-up the OD [Orientation Document] | **2** | LE dispatches the OD to all EUIs | **3**

Interested EUIs sign a letter of intent | **4** | LE draws-up the TS [Technical Specification] (EUIs involvement) | **5** | LE publishes CN listing involved EUIs | **6**

LE dispatches TS to economic operator | **7** | LE appoints opening and evaluation committees | **8** | Evaluation Committee draws-up report for LE | **9**

LE follows its mandatory administrative procedure | **10** | LE adopts award decision | **11** | LE signs framework contract on behalf of all the EUIs | **12**

LE publishes contract award notice | **13** | LE ensures expost transparency requirements | **14** | **END**

LEGEND

| LEGAL |
| PRACTICAL |
| BEST PRACTICE |

A "typical" joint IT procurement procedure

1. LE publishes PIN with "early interinstitutional warning"
2. LE draws up "Orientation Document" (OD)
3. LE dispatches OD to all EUIs
4. EUIs willing to participate sign a letter of intent laying down explicitly their rights and obligations
5. LE draws up Technical Specifications (TS) with help from other EUIs
6. LE publishes CN listing participating EUIs
7. LE dispatches TS to economic operator including full volume breakdown and details per EUI
8. LE appoints opening and evaluation committees including members from the other EUIs
9. Evaluation Committee draws up report for LE
10. LE follows its mandatory administrative procedure (plus optional steps, e.g. opinion of an external advisory group)
11. LE adopts award decision, valid for all EUIs, stating their respective market volumes
12. LE signs framework contract on behalf of all the EUIs
13. LE publishes contract award notice with total interinstutional volume
14. LE aggregates information from other EUIs at regular intervals to ensure quality performance (e.g. on liquidated damages ...) and consumption follow-up

European Commission

what about contract performance?

A "typical" joint IT procurement procedure (2)

- ✪ **A priori impossible for an EUI to commit credits for another EUI**
- ✪ **But framework contracts are a very suitable instrument which enables an essentially decentralised performance, e.g.:**
  - ✪ Placement of orders
  - ✪ Payment of invoices
  - ✪ Dealing with (local / minor) performance problems
  - ✪ Transparency requirements
- ✪ **Yet keeping a central overview: reporting obligations to LE at regular intervals**

European Commission

what about Framework Contracts (FWC's)?

A "typical" joint IT procurement procedure (2)

- ✪ **In principle, all interinstitutional contracts are FWC's, i.e.: unit prices are defined, but quantities are not.**
- ✪ **FWC's can be:**
  - ✪ With one contractor (=consortium) **or**
  - ✪ With several contractors (min. 3):
    - ✪ In a cascade **or**
    - ✪ With reopening of competition
- ✪ **In "cascade" FWC's, contracting authority must follow call order fixed at the moment of contract award. Thus, typical share of contract volume:**
  - ✪ 1st contractor: ≈70%
  - ✪ 2nd contractor: ≈20%
  - ✪ 3rd contractor: ≈10%

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Some significant achievements

Hardware

Convergence

Software

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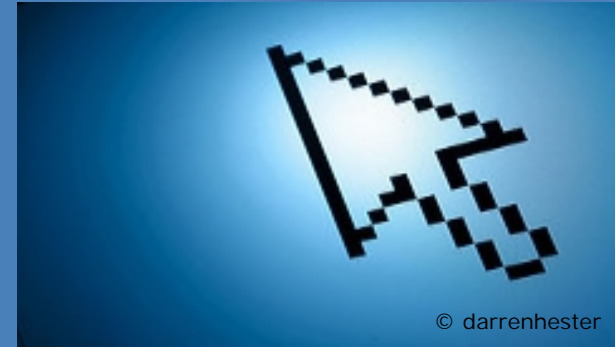
Unity

Telecom

Major saving

Services

Emerging benefits

BENEFITS

What's next ?

A paperless procurement cycle

Reducing manual interactions

Saving time

Reducing payment delays

Encouraging businesses to participate

DIGIT's e-procurement Project

Some Statistical Data

But do not forget what said this man ….

There are three kinds of lies: lies, damned lies, and statistics.

Benjamin Disraeli

everis
attitude makes the difference

I want to thank you for sharing the work ………

Disclaimer: Figures are of the sole responsibility of the provider

0. Goals of the Study

European Authorities are one of the biggest Europe buyers of IT services. With the aim of satisfying their IT needs, every year they manage a **billionaire budget** and award contracts to its different suppliers.

With this study we try to analyse the potential of the market, observing its **evolution** throughout the years and identifying the main **characteristics** and **trends** that can be figured out from it.

In this presentation we will introduce the different European Authorities and analyse their **behaviour** when awarding, obtaining **useful data** from it regarding the number of contracts per year, volume and main actors of the market.

This study will also give us an idea of the main suppliers working for the European Institutions and their position in the market.

Last, this study analyses the concrete situation of Spain, its Regions and suppliers.

1. Introduction

Data source- Collection data procedure

The information has been gathered from the website "TED – Tender Electronic Daily" http://ted.europa.eu

Research criteria:

- **Dates**: from 1st of January 2009 to 31th of December 2012

- **Type of authority**: European Institution DG's, Agencies and International Organisations such as OPOCE, European Parliament, European Council, European Investment Bank, European Central Bank.

- **Countries**: Belgium, Luxemburg, Netherlands, Spain, Portugal, Italy, United Kingdom, Germany, Poland, Sweden and Finland. Those are the countries where the main European institutions are located.

- **Type of document**: Only contract award documents has been analysed.

- **Type of Services**: (by CPV code*)

  - CPV 72: IT services: consulting, software development, Internet and support

  - CPV 48: Software package and information systems (it will be treated as CPV 72)

  - CPV 73: Research and development services and related consultancy services

*CPV: "Common Procurement Vocabulary" (European Community)

1. Introduction

Statistical Data Treatment

With the aim of homogenize the collected data, a set of rules have been defined. This guideline proposes different formulas, for every situation, for splitting the total amount of the contract among its awarded participants

- For contracts in <u>cascade</u>, the next formula has been applied:

    - Contracts with a value < 15 million euro:

        - 95% for the first contractor
        - 5% for the second awarded

    - Contracts with a value > 15 million euro:

        - 80% for the first contractor,
        - 15% for the second one and
        - 5% for the 3rd awarded

        in case of 4 contractors the formula is 80%-10%-5%-5%

- In case of call for tenders with <u>several winners in competition</u>, the amount awarded has been divided and assigned in an equitable proportion among the different parties.

- For <u>Consortiums</u>, the amount has been split in a equitable way between all the companies.

Since we want to show the most accurate picture of the market, the contracts awarded to **everis** shows the **real** amounts and distribution awarded to the company and the Consortium members if applicable.

Observations to take into account:

- Subcontractors have not been taken into account as the information is not provided in the contract award.

- Companies' origin is based on how they have bid for the tender and not on where its real headquarters are located.

- Contracts are classified according Contract award publication date in TED (not contract notice publication date).

2. By Authority

Amounts awarded by authority

During the period 2009-2012, European Authorities have awarded a total of **4.760.107.998 €** for contracting IT and consulting services.

Over **85%** of this budget, belongs to services that encompass **CPV 72**: IT & consultancy services + software packages, while the remaining **15%** concerns to **CPV 73,** R&D and consultancy services.

- The **European Commission**, which is composed of 33 DGs with separate competences, is the largest contractor of IT services. It has assigned more than **3.000 M€,** which represents around **65%** of the total value of the contracts.

- **Agencies** represent almost the **20%** of the total amount awarded, followed by the **European Parliament** (**8%**).

DGs and agencies represents **83%** of funds, leaving in the background the rest of the authorities which bring together **17%** of the contracts

73 M €; 1%

75 M €; 2 %

27 M €; < 1%

113 M €; 2%

131 M€; 3%

16 M €; < 1%

374.452.266 €
8%

910.948.483 €
19 %

3.048.428.458 €
64 %

- European Commission
- Agency
- European Parliament
- OPOCE
- European Council
- European Central Bank
- European Investment Bank
- Court of Justice
- Others
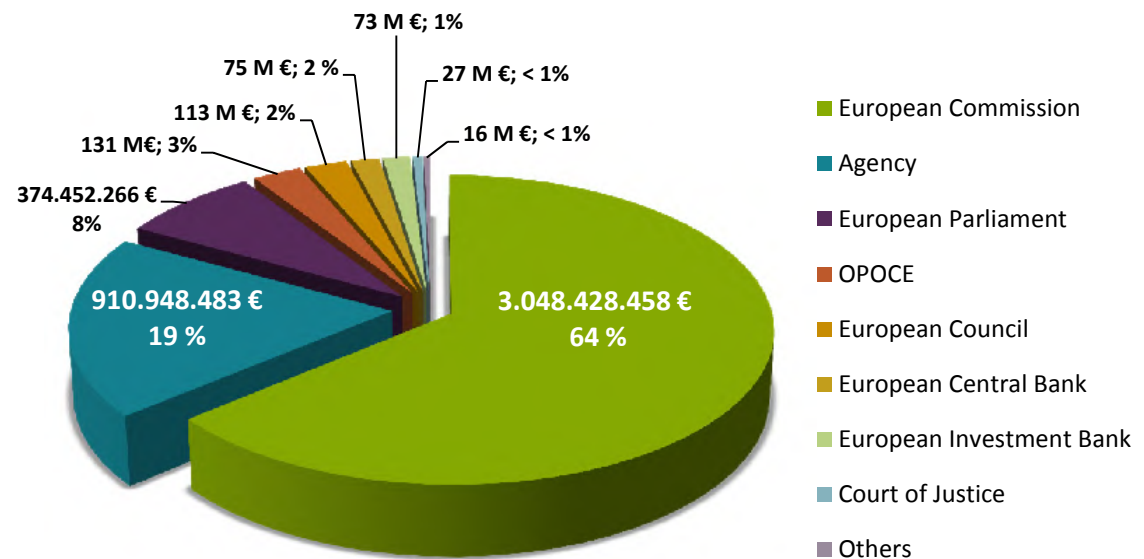
*Others includes: ANTSO-E, Committee of The Regions, European Economic and Social Committee, European Court of Auditors, Financial Mechanism Office, Fuell Cells , Hydrogen Joint Undertaking, Institute for Health and Consumer Protection and SNV Nederlandse Ontwikkelingsorganisatie

2. By Authority

Awarded Countries

🟦	€ abroad
🟪	€ inside
⬜	everis office
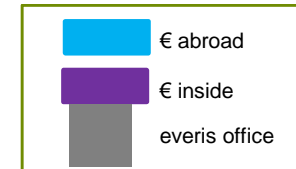
Thanks to this map we can view the **flow of money** from the analysed authorities to the country where contracts are awarded.

We have find out that there are some countries that award most of their contracts to local companies, while some at some other countries tend to import services from abroad. This is the case of **UK**, **Sweden**, **Finland** or **Portugal**.

United Kingdom	183.328.485 €
Belgium	66.882.411 €
Luxembourg	49.983.871 €
United Kingdom	31.117.437 €

Sweden	32.430.000 €
Belgium	11.533.333 €
Greece	8.833.333 €
Luxembourg	5.833.333 €

Netherlands	36.723.685 €
Netherlands	23.480.279 €
Spain	7.300.000 €
France	2.387.625 €

Belgium	3.253.164.561 €
Belgium	1.678.540.075 €
Luxembourg	355.906.032 €
France	238.412.198 €

Finland	92.978.540 €
Belgium	59.789.768 €
Greece	9.985.000 €
Spain	4.533.333 €

Luxembourg	608.374.801 €
Luxembourg	330.180.321 €
Belgium	102.235.505 €
France	57.070.945 €

Poland	50.741.212 €
Poland	34.083.490 €
Belgium	6.833.090 €
Germany	4.596.359 €

Portugal	51.110.027 €
Belgium	21.936.667 €
Spain	11.133.333 €
France	7.526.428 €

Spain	252.267.533 €
Spain	171.390.849 €
Belgium	36.528.080 €
France	9.753.333 €

Italy	94.492.657 €
Italy	40.433.851 €
United Kingdom	16.331.264 €
Belgium	8.978.979 €

Germany	116.079.166 €
Belgium	41.962.422 €
Germany	35.947.048 €
United Kingdom	8.561.724 €

4. By Country

Ranking of countries most awarded
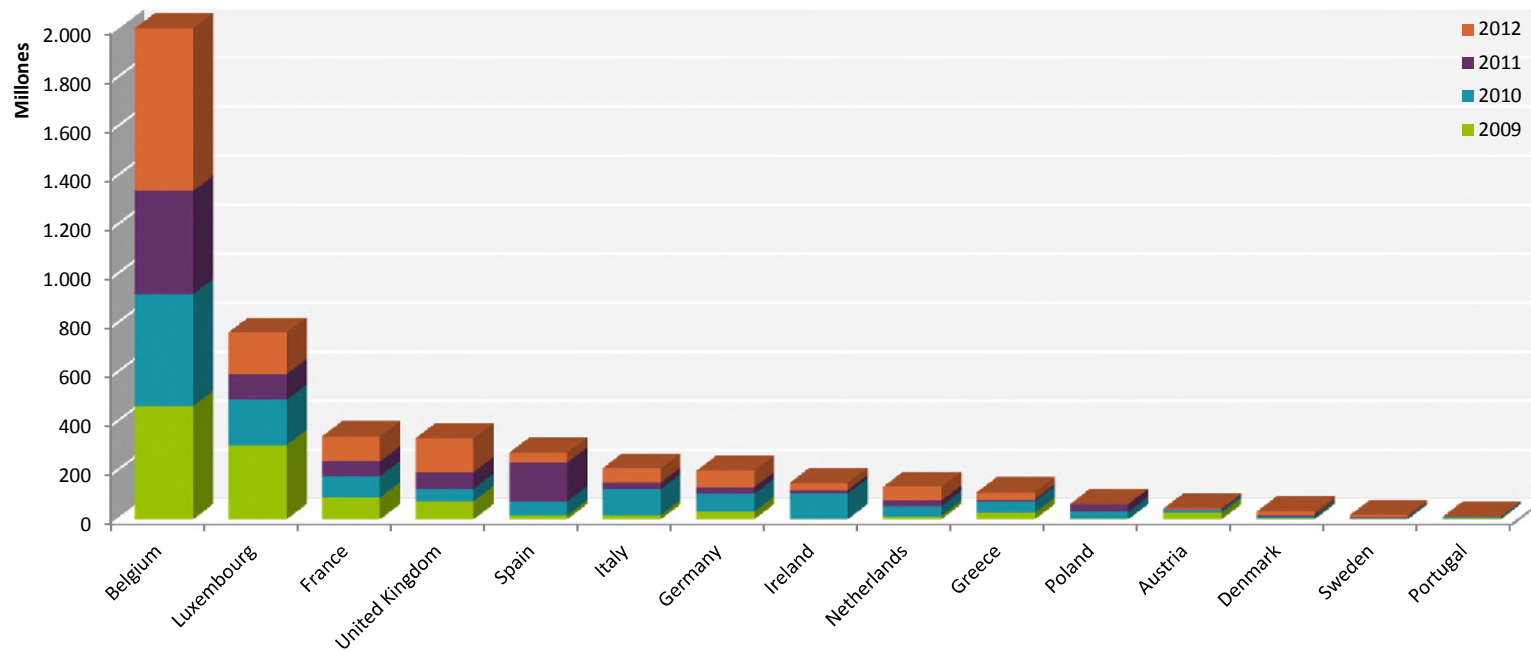
Belgium and **Luxembourg** are the countries with more awarded amounts for its companies. We should remind that in the study the address of companies is based on how they have identified themselves in the tender and not on its real headquarters' location.

Spain holds the fifth position, providing IT services to the European institutions. The main contributions for that is the award of DESIS, OHIM, STIS and other contracts which have been awarded to Spanish companies.

5. Spain

Amount awarded in Spain by Region

Spanish companies have been awarded with a total sum of **265M€**. The most awarded regions for the Spanish IT services contracts in the EU have won the 98% of the contracts, and those are: **Madrid, Cataluña, Galicia, Valencia and País Vasco.**

The reason why Madrid covers **49%** of the market is explained by the location of the headquarters in the city.

It should be pointed out that the sum awarded to Madrid, Galicia and Cataluña, covers about **80%** of the Spanish market.

	AMOUNT AWARDED
Madrid	130.455.070 €
Galicia	44.038.667 €
Cataluña	41.581.622 €
Valencia	26.090.536 €
País Vasco	18.771.524 €
Navarra	1.564.336 €
Asturias	1.298.333 €
Andalucía	550.000 €
Castilla la Mancha	462.000 €
Malaga	270.757 €
Castilla-Leon	266.667 €
Aragón	100.000 €
TOTAL	**265.449.512 €**
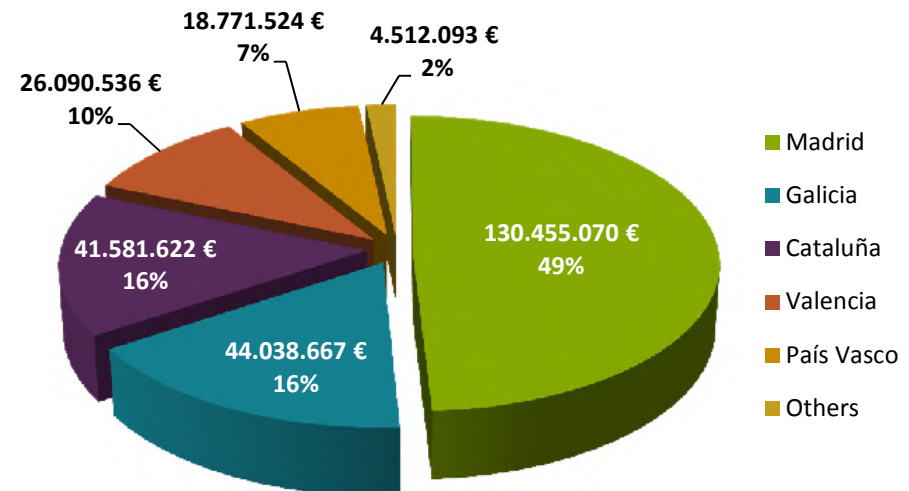
Where to search?

http://simap.europa.eu/supplier/opportunities-in-europe/index_en.htm

Where to search?

Muchas gracias