



Facilitating green
public procurement
in the energy sector

Deliverable 6.2

Kickoff meeting report

Partners

APRE | Eambiente | University of York | Element Energie | DIW Berlin | NTNU |
Ovgroup | Linnaeus University | LOBA | INSME | CIRCE | European Green Cities |
Alleanza per il Clima Italia | Climate Alliance | Slovensky zivnostensky vzaz | Eurada

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Kick-off meeting report

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Leader	APRE
Authors	Silvia Valentini



Contributors

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Peer Reviews

Name	Organisation
Paola Zerilli	UoY



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List of abbreviations and acronyms

Abbreviation, Acronym	Description
APRE	Agenzia per la Promozione della Ricerca Europea (project coordinator)
CA	Consortium Agreement
CAE	Climate Alliance – Klima Buendnis –Alianza del Clima e V. (project partner)
CAI	Alleanza per il Clima Italia (project partner)
CIRCE	Fundación CIRCE centro de investigación de recursos y consumos energeticos (project partner)
DIW	Deutsches instiut fur wirtschaftsforschung DIW (project partner)
Dx.x	Deliverable x.x
eAMBIENTE	eAMBIENTE srl (project partner)
EC	European Commission
EGC	European Green Cities APS (project partner)
ELE	Element Energy Limited (project partner)
EURADA	Association Europeenne des Agences de Developpement (project partner)
GA	Grant Agreement
GC	General Committee
INSME	Rete Internazionale per le Piccole e Medie Imprese (project partner)
KPI	Key Performance Indicator
LNU	Linneuniversitetet (project partner)
LOBA	GLOBAZ S.A. (project partner)
MQP	Management and Quality Plan
NTNU	Norges Teknisk- Naturvitenskapelige universitet NTNU (project partner)
OV	Officinae Verdi Group s.p.a. (project partner)
PC	Project Coordinator
PM	Project meeting
PO	Project Officer
SAB	Specialist Advisory Board
SZZ	Slovensky Zivnostensky Zvaz (project partner)



Abbreviation, Acronym	Description
TL	Task Leader
UoY	University of York
WP	Work package
WPL	Work Package Leader



1. Welcome

Presented by APRE and UoY

Chiara Pocaterra (APRE - Project Coordinator) and Paola Zerilli (UoY - Scientific Coordinator) welcomed all the participants.

2. Expectations of the European Commission

Presented by the European Commission - Dimitrios Sofianopoulos, Project officer (INEA)

- Continuous reporting: deliverables must comply with the GA; use guidelines (data management plan and communication and dissemination plan). It is suggested to make a quality check before the submission of the deliverables.
- Periodic reporting: mandatory at the end of each reporting period (M21 & M36). The reports should include the description of the activities carried out during the period of implementation and must be in line with the GA; any risk incurred and mitigation measures adopted should be mentioned.
- Acknowledgement of EU funding: display the EU emblem NOT the EU Commission's logo (art 29.4 and 38.1.2 of the Annotated Model to the Grant Agreement).
- Communication flow: the Project Coordinator should notify INEA about news, milestones, articles, events, etc.
- Amendments: no amendment is needed for minor changes, but just for substantial issues Advise the Project Officer (PO) before the submission for a final check.

An amendment cannot be required to change the nature of the project, it would be rejected.

- Keep records (art.18).

3. WP6 – Project Management (M1-M36)

Presented by APRE

WP Leader: APRE, with the contribution of all partners.

Objectives: coordination and collaboration among partners control of the project scheduling and achievements, technical and administrative coordination, management of ethical issues, first contact with EU Commission, conflict and risk assessment, resources expenditures control.

Management structure:

- Project coordinator;
- WP Leaders;
- General Committee;
- Specialists Advisory Board (experts).



Meetings:

Date	Meeting	Location and timing
M1: September 2019 (kick-off)	GC	Brussels, 20 September
M6: February 2020	WP leaders meeting	
M12: September 2020 (mid-term)	GC + WP leaders meeting	
M18: March 2020	(WP leaders meeting + Mid Term with SAB)	
M24: September 2021 (mid-term)	GC + WP leaders meeting	
M30: March 2022	WP leaders meeting	
M36: September 2022 (final)	GC + WP leaders meeting	Rome

Reporting:

Each partner should submit:

- Periodic activity reports and financial statement at M18 & M36
- Final report and financial statement at M36

The reports will include: description of the activities performed, deliverables submitted, milestones reached, risks encountered (any deviation) and mitigation measures adopted.

All partners will submit electronically:

- Financial statement (M18 & M36)

All partners will send to the PC also:

- 2 Periodic reports (M1-9 + 19-27) for a quality check. The report should include the estimation of costs incurred insofar and the list of activities carried out – deadline: 30 days after the end of each reporting period.

Communication flow:

Three email accounts will be created:

- to write directly to the PC;
- to write only to the WP leaders;
- to write to the consortium as whole.

Payments:

Pre-financing payment has been distributed (80% of each partner budget)

M10: second pre-financing payment (10% of each partner budget)

M19: last pre-financing payment (10% of each partner budget)

Deliverables to be submitted:

- D6.1 Management and Quality Plan (M2)
- D6.2 Kick-off meeting Report (M2)
- D6.3 Plan and Recommendations for Ethical, Data and Risk Management (M2)

To do:

- Monthly virtual meetings will be organised with the WP leaders via Skype. WP leaders may involve Task Leaders when needed.
- General Committee: partners should appoint at least 2 responsible persons for each organisation.

- The PO suggests to not providing deliverables in M36. All milestones scheduled for M36 should be brought forward.
- A table with the deadlines of every month should be created and shared with the partners.
- The Specialists Advisory Board must be contacted for the midterm meeting.

4. WP1 - Creation of the framework: stakeholders engagement and policy co-creation (M1-M36)

Presented by APRE, EGC, CAI, and DIW

WP Leader: APRE

Objective: development of a set of integrated solutions and participatory engagement actions to support GPP.

Task 1.1 Co-creation workshops for mapping needs and ideas of the innovative SMEs and local authorities: (M2-M8):

Task Leader: APRE, with the contribution of all partners

10 co-creation workshops will be implemented (one per each country involved in the project).

Involvement of SMEs and public authorities to discuss existing policies, governance strategies and tools.

The outcomes of the co-creation workshops will feed the RESS Survey and will be fundamental for the general XPRESS strategy.

Responsible partners for the co-creation workshops:

1. UK - INSME
2. Italy - INSME
3. Norway - EGC
4. Germany - CAE
5. Sweden - EGC
6. Spain - CAE
7. Denmark - EGC
8. Slovakia - SKK
9. Portugal - EURADA
10. Belgium – EURADA

Deliverables to be submitted:

- D1.1 First draft of the RES Survey (M8)
- D1.2 XPRESS strategy (M6)

To do:

- APRE and UoY will draft general **guidelines** on how to organise the co-creation workshops (objective, target, N° of participants, structure, etc) to be sent to all the responsible partners; a specific **Skype call** will be organised with them to discuss the guideline contents and the upcoming events.
- The activities should be implemented by M8 (April 2020).

Task 1.2 Stakeholders Café (M12-M30)

Task leaders: EGC and CAI, with the contribution of all partners

APRE | Ambiente | University of York | Element Energie | DIW Berlin | NTNU |
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20 stakeholders' café will be organised (2 per partner country) providing initial contribution to the mapping papers of best practices and past project's findings.

Target: companies involved in GPP, innovative SMEs, local authorities, financial entities

Purpose:

- To identify the main drivers and provide solutions for further development of case studies on equitable, inclusive and green public procurement.
- To provide validation of the findings and ideas developed in WP3 and WP4 through active participation and valuable contributions of the stakeholders.
- Identifying the key firm (company?), regional and country characteristics affecting innovation and investments in RES technologies.

Task 1.3 Policy co-creation workshops and case studies

(M18-M36)

Task Leader: DIW Berlin

Main Contributors: LNU, UoY, NTNU, ELE, INSME, EURADA, SZZ, EGC, CAI, CAE, EA.

3 policy co-creation workshops will be implemented:

- Berlin (M18)
- Other European city TBD (M24)
- Brussels TBC (M30)

Outcome: synthesis report based on the discussion during the workshops and including an extensive review of relevant EU research literatures.

Deliverable to be submitted:

- Policy co-creation workshops and case studies (M36)

5. WP2 - XPRESS Platform building and initial data collection (M1-M36)

Presented by CIRCE, LOBA, UoY and eAMBIENTE

WP Leader: CIRCE

Objective: implementation of the platform and data collection. Together with WP1, WP2 will feed all the other WPs.

The XPRESS portal will contain: website, information gathered through our activities (WP1, WP3, WP4), financial and environmental repository and showcase, matchmaking point tool.

T2.1 XPRESS interactive portal set up and maintenance

(M1-M36)

Task Leader: LOBA

Main contributor: CIRCE

Deliverables to be submitted:

- D2.1. XPRESS Interactive Portal and initial dataset (M12)
- D2.2. XPRESS dataset (M12)
- D2.3. XPRESS augmented dataset (M30) - together with Task 2.2
- D2.5. Dataset for good practice examples (M12) - together with Task 2.2 and Task 2.4



To do:

- Platform: set up of a first draft by M4. The platform will be constantly updated. In the first 2 months a mapping of all the local targets is required. All partners must contribute. Final structure and implementation scheduled for M12.

T2.2 Data collection and organisation

(M2-M30)

Task Leader: UoY

Main contributors: NTNU, CIRCE, DIW, LNU, ELE, INSME, EURADA, SZZ, EGC, CAI, CAE, EA, OV

Objective:

- Quantitative assessment of SME involvement in RES related public tenders.
- Combine data collected with already existing data and case studies.
- Building a series of good practices case studies (at least 2 in each of the 10 countries) of how leading municipalities are using innovative public procurement to achieve RES and to what extent they succeed in involving SMEs in these cases. The research will start in Belgium.

Deliverables to be submitted:

WP Leader: CIRCE

Objective: implementation of the platform and data collection. Together with WP1, WP2 will feed all the other WPs.

The XPRESS portal will contain: website, information gathered through our activities (WP1, WP3, WP4), financial and environmental repository and showcase, matchmaking point tool.

T2.1 XPRESS interactive portal set up and maintenance

(M1-M36)

Task Leader: LOBA

Main contributor: CIRCE

Deliverables to be submitted:

- D2.1. XPRESS Interactive Portal and initial dataset (M12)
- D2.2. XPRESS dataset (M12)
- D2.3. XPRESS augmented dataset (M30) - together with Task 2.2
- D2.5. Dataset for good practice examples (M12) - together with Task 2.2 and Task 2.4

To do:

- Platform: set up of a first draft by M4. The platform will be constantly updated. In the first 2 months a mapping of all the local targets is required. All partners must contribute. Final structure and implementation scheduled for M12.

T2.2 Data collection and organisation

(M2-M30)

Task Leader: UoY

Main contributors: NTNU, CIRCE, DIW, LNU, ELE, INSME, EURADA, SZZ, EGC, CAI, CAE, EA, OV

Objective:

- Quantitative assessment of SME involvement in RES related public tenders.
- Combine data collected with already existing data and case studies.
- Building a series of good practices case studies (at least 2 in each of the 10 countries) of how leading municipalities are using innovative public procurement to achieve RES and to what extent they succeed in involving SMEs in these cases. The research will start in Belgium.

Deliverables to be submitted:

APRE | Ambiente | University of York | Element Energie | DIW Berlin | NTNU |
Ovgroup | Linnaeus University | LOBA | INSME | CIRCE | European Green Cities |
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- D2.3 XPRESS augmented dataset (M30);
- D2.5 Dataset for good practice examples (M12);
- D2.6 augmented dataset for good practice examples (M30).

T2.3 Design, fine tuning and initial data collection of RES Survey (RESS)
(M2-M24)

Task Leader: CIRCE

Contributors: UoY, NTNU, DIW, LNU, INSME, EURADA, SZZ, Element Energy

Objectives: RESS will assess the current collaboration between SMES and local authorities in order to implement innovations in RES.

Deliverable to be submitted:

- D2.4 250 RESS Survey collected (M12).

T2.4 Data gathering from good practice examples
(M2-M30)

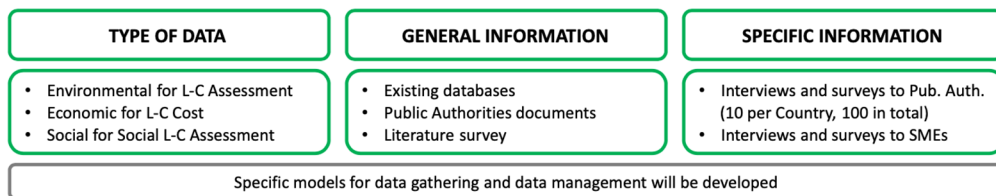
Task Leader: eAMBIENTE

Main Contributors: NTNU, DIW, LNU, UoY, INSME, EURADA, SZZ, ELE

Objective: collection of generic and specific data useful to conduct the whole sustainability assessment of RES Technologies in WP4.

Model for data gathering: type of data (environmental, economic and social LCA) + general information (existing database) + scientific information (specific interviews to PA and SMEs).

MODELS FOR DATA GATHERING



Deliverables to be submitted:

- D2.5 Dataset for good practice examples (M12);
- D2.6 Augmented dataset for good practice examples (M30).
- D2.3 XPRESS augmented dataset (M30);
- D2.5 Dataset for good practice examples (M12);
- D2.6 augmented dataset for good practice examples (M30).

T2.3 Design, fine tuning and initial data collection of RES Survey (RESS)
(M2-M24)

Task Leader: CIRCE

Contributors: UoY, NTNU, DIW, LNU, INSME, EURADA, SZZ, Element Energy

Objectives: RESS will assess the current collaboration between SMES and local authorities in order to implement innovations in RES.



Deliverable to be submitted:

- D2.4 250 RESS Survey collected (M12).

T2.4 Data gathering from good practice examples

(M2-M30)

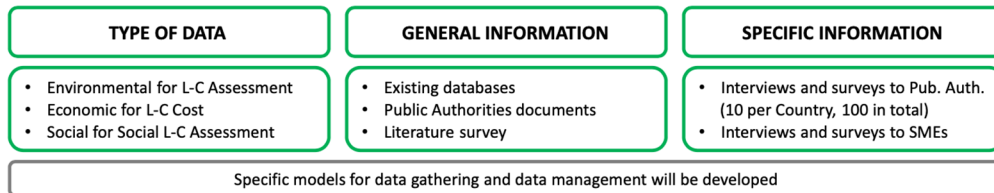
Task Leader: eAMBIENTE

Main Contributors: NTNU, DIW, LNU, UoY, INSME, EURADA, SZZ, ELE

Objective: collection of generic and specific data useful to conduct the whole sustainability assessment of RES Technologies in WP4.

Model for data gathering: type of data (environmental, economic and social LCA) + general information (existing database) + scientific information (specific interviews to PA and SMEs).

MODELS FOR DATA GATHERING



Deliverables to be submitted:

- D2.5 Dataset for good practice examples (M12);
- D2.6 Augmented dataset for good practice examples (M30).

6. WP3 - Analysis of barriers to investments in renewables and possible solutions (M6-M36)

Presented by UoY

WP Leader: UoY

WP2 and WP3 closely work together, using information coming from the two WPs.

To do:

- A milestone in WP3 should be added by UoY; an amendment is required.

Task 3.1 analysis of the barriers to investments in innovation in RES

(M6-36):

Task Leader: NTNU

Main Contributors: UoY, DIW, LNU, ELE, INSME, EURADA, SZZ, EGC, CAI, CAE, EA

Outputs:

- 20 case studies from 10 countries.
- Systematic research results from the national database for public procurement projects.



- Initial results of RES survey.

T3.1 task 3.1 will focus particularly on:

- Strategies for innovative public procurement;
- Drivers and barriers to green public procurement;
- Drivers and barriers to innovative SMEs involvement in public procurement.

Deliverables to be submitted:

- D3.1 First analysis of the barriers to investments in RES (M18).
- D3.2 Analysis of the barriers to investments in RES (M36).

To do:

- Some initial analysis will be implemented on national databases by M9;
- Some detailed plans of organizing and coordinating D3.1 and D3.2 will be made and informed to contributors by M7.

Task 3.2: Multivariate statistical analysis

(M6-36)

Task Leader: DIW Berlin

Main Contributors: LNU, UoY, NTNU, ELE, INSME, EURADA, SZZ, EGC, CAI, CAE, OV

Goals:

- Identify the key firm, regional and country things that affect the innovations and investments in RES.
- Assessing the individual variables' comparative importance (key indicators).
- Identify the innovative RES investments and assess its performance in terms of energy and cost saving.
- Perform a cross-country analysis of innovative SMEs from the data collected in WP2.

Deliverables to be submitted:

- D3.2 Initial multivariate statistical analysis (M18);
- D3.3 Initial Multivariate Statistical Analysis (M36);
- D3.4 Multivariate Statistical Analysis (M36).

To do:

- Some initial analysis of the literature, national databases including databases of public procurements will be conducted by M9.
- Some detailed plans of organizing and coordinating D3.3 and D3.4 will be made and informed to contributors by M7.
- Initial steps to prepare the dataset containing firm characteristics generated in WP2.

Task 3.3: assessment of how RES demand and LCA-costs affect SMEs financial constraints

(M6-36)

Task Leader: LNU

Main contributors: DIW, UoY

Goals:

- Assessment of how RES demand and LCA costs affect SMEs financial constraints.
- Assessment of the impact of innovation on GPP strategies

Deliverables to be submitted:

- D3.5 Initial assessment of the RES innovations and GPPs on SMEs financial constraints (M18);
- D3.6 Detailed assessment of the RES innovations and GPPs on SMEs financial constraints (M36).



T3.3 contains data generated in WP2.

To do:

- Estimating the impact of GPP on collateral value, loan terms and interest rates.
- Preparing retrieval of dataset containing firm characteristics generated in WP2 by M9.
- Obtaining additional information from financial databases regarding firm assets and capital structure by M9.
- Preparing propensity score matching approach to find a control sample of the most similar firms but without GPP by M9.

Task 3.4: Analysis of barriers to investments in renewables and possible solutions

(M6-M36)

Task Leader: DIW

Main Contributors: LNU, UoY, NTNU

Goals:

- Analysis of barriers to investments in renewable and possible solutions.
- Analysis of the impact if GPP on the survival of innovative SMEs.
- Prove that GPP can positive affect the survival of innovative SMEs (positive impact).

Deliverable to be submitted:

- D3.7 multilevel indicator of RES financial impact (M36).

To do:

- Analyse the impact of fossil fuel price volatility on the price of renewable and provide additional arguments in support of the relative advantage of investments on renewable by M9.
- Studying the short-term price and volatility dynamics of carbon versus coal, crude oil and natural gas will provide key insights for evaluating the environmental impact by B9.
- The dynamics of energy prices using stochastic volatility models for market understanding of barriers and volatility prediction in renewable commodity market by B9.

7. WP4 - Whole sustainability assessment of res technologies (M1-M36)

Presented by eAMBIENTE

WP leader: eAMBIENTE

Contributors: APRE, UoY, ELE, OV, CIRCE, CIRCE

General objective: whole sustainability assessment in a life-cycle perspective.

4 main goals:

- Construction of a general framework to replicate the analysis.
- Conduction of a sustainability assessment in the LC perspective: environmental and socio economical aspects will be taken into consideration.
- New database available to SMEs and PA through the XPRESS platform.
- New eco-design rules.

WP4 is in line with the sustainable development goals 7, 9, 11, and 13



Task 4.1 Framework definition

(M1-M6)

Task leader: eAMBIENTE

Main Contributor: ELE

Objective: construction of a specific framework for the assessment of the whole sustainability of RES technology application in GPP.

Define the framework for LC evaluations; define the objective of the assessment; define the features of the data to be gathered; definition of the indicators and outputs; definition of the beneficiaries and communication of the results: XPRESS platform and database.

Deliverable to be submitted:

- D 4.1 Framework definition and recommendations (M6)

Task 4.2 Environmental Assessment

(M6-M36)

Task leader: eAMBIENTE

Main Contributor: ELE

Objective: conduction of LCA – Life Cycle Assessment

Comparisons among alternatives: asses the current energy system (analysis of the impact) with non-renewables and the energy system with renewables.

Deliverables to be submitted:

- D 4.2 - Environmental assessment: goal&scope and life cycle inventory (M18)
- D 4.3 - Environmental assessment: life cycle impact assessment and results (M36)

Task 4.3 – Cost Analysis

(M18-M36)

Task leader: eAMBIENTE

Main Contributors: OV, ELE

Objective: conduction of LCC – Life Cycle Cost

Cost Analysis phase: comparison among alternatives, current system with non renewable and the one using renewable

Deliverables to be submitted:

- D 4.4 - Cost analysis: goal&scope and life cycle inventory (M18)
- D 4.5 - Cost analysis: economic assessment and results (M36)

Task 4.4 Social Analysis

(M18-M36)

Task leader: eAMBIENTE

Main Contributor: CIRCE

Objective: conduction of SLCA – Social Life Cycle Assessment

Deliverables to be submitted:

- D 4.6 - Social LCA analysis: goal&scope and dashboard (M24)
- D 4.7 - Social LCA analysis: assessment results (M36)

Task 4.5 eco-design and good practice examples

(M24- M36)

Task Leader: eAMBIENTE

Main Contributor: CIRCE

Objective: developing design recommendations for RES construction solutions, according to the sustainability assessment results.

Deliverables to be submitted:

- D 4.8 - Eco-design Guidelines: general contents (M30)
- D 4.8 - Eco-design Guidelines: detailed guidelines & good practice (M36)

Two guidelines will be produced, one addressed to the Public Administration to help in purchasing the best available solutions; the second addressed to manufacturers of RES technologies to improve the overall technologies/devices quality.

To do:

- Milestones of WP4: M4.2 and M4.3 should be advanced at M24, while M4.4 and M4.5 to M30; M4.1 remains at M6.

8. WP5 – Dissemination and communication (M1-M36)

Presented by LOBA

WP5 Leader: LOBA; LOBA is also leader of all the tasks. All partners should contribute to the WP5.

Objective: Give information about XPRESS achievements, activities, events, to the partnership and beyond through the project platform and website.

Task 5.1 Strategic Dissemination and Communication Plan

(M1-M36)

Task Leader: LOBA, with the contribution of all partners.

Objective: definition of the XPRESS strategy, creation of the brand, development of the Action Plan.

Deliverable to be submitted:

- D5.1 Dissemination and Communication Plan (M2)

Task 5.2 Dissemination and Communication Activities

(M1-M36)

Task Leader: LOBA, with the contribution of all partners.

Objective: Definition of the communication strategy, creation of the visual identity, dissemination through web and social networks, production and distribution.

Deliverable to be submitted:

- D5.2 Project Stationary (M2)

Task 5.3 Development of XPRESS communication material

(M1-M36)

Task Leader: LOBA





Objective: support the promotion of the project activities, designing, producing and shipping the XPRESS dissemination material, online promotion.

To do:

- The dissemination material will be distributed among the partners.
- An excel file will be shared in a common drive among partners to indicate the events attended (as speaker for examples) to disseminate XPRESS.
- The XPRESS logo will be modified according to the indications of the partnership and shared in the next weeks.
- All partners will receive the design of the roll-up supported by a template to be filled with country specific content, and each partner will implement the production locally..
- A common mail account will be created including all the partners' contacts.
- Deliverable to be submitted:
 - D5.3 Report on dissemination activities M1-M12 (M13)
 - D5.4 Report on dissemination activities M12-M24 (M25)
 - D5.5 Report on dissemination activities M24-M36 (M36)



9. Agenda



SEPTEMBER 19TH

19.30 Social dinner (restaurant located at EURADA's premises) - charged to individual travel expenses

SEPTEMBER 20TH

8.30 Registration

9.00 Welcome

APRE Management Team
Dr. Paola Zerilli (UoY), Scientific Coordinator

9.15 EXPECTATIONS FROM THE EUROPEAN COMMISSION

Dr. Dimitrios Sofianopoulos, Project Officer (INEA)

10.00 Presentation of each partner

All partners

10.45 WP6

Management and progress monitoring (overview of the WP and detailed presentation of activities taking place during the first year of the project; Q&A)
APRE and task leaders

11.30 Coffee break

11.45 WP1

Creation of the Framework: stakeholders' engagement and policy co-creation (overview of the WP and detailed presentation of activities taking place during the first year of the project; Q&A)
APRE and task leaders

12.30 WP2

XPRESS Platform building and initial data collection (overview of the WP and detailed presentation of activities taking place during the first year of the project; Q&A)
CIRCE and task leaders

13.15 Lunch

14.15 WP3

Analysis of barriers to investments in renewables and possible solutions (overview of the WP and detailed presentation of activities taking place during the first year of the project; Q&A)
UoY and task leaders

15.00 WP4

Sustainability assessment of RES (overview of the WP and detailed presentation of activities taking place during the first year of the project; Q&A)
EAMBIENTE and task leaders

15.45 WP5

Dissemination and Communication (overview of the WP and detailed presentation of activities taking place during the first year of the project; Q&A)
LOBA and task leaders

16.30 End of the meeting

19.30 Networking reception (restaurant located at EURADA's premises)

As meeting host, EURADA kindly reminds you to register at the event at <http://6819b16g.eventim.net> by 16.09.2019 cob. Note, dinner (19.09.), lunch and the networking reception (20.09.) are provided by EURADA considering vegetarian and non-vegetarian dietary requirements. Please contact Tommaso GALLI tommaso.galli@eurada.org for any food intolerance/allergy related issues as well as for any organisational related issues. Also, in the time between the End of the meeting (16.30) and the Networking reception (19.30) you are welcome to stay at EURADA's office to work if you wish to do so.



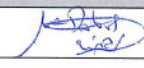


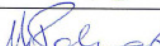
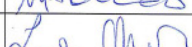
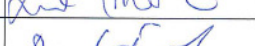


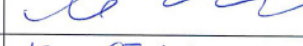


10. List of participants



European Association of Development Agencies
Association Européenne des Agences de Développement

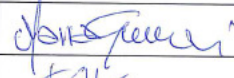
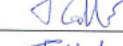




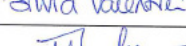



Registration list of the XPRESS kick-off meeting

Kick-Off Meeting, 20.09.2019
EURADA Office, rue Montoyer 24 – Brussels

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11. Picture of the consortium



