

GENPROCURE

GENDER INCLUSION IN PUBLIC PROCUREMENT

URBACT



Co-funded by
the European Union
Interreg



Final Baseline Study

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Network



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1. Introduction

GENPROCURE GenProcure is one of thirty Action Planning Networks (APNs) funded through the [URBACT](#)¹ Programme. Set to operate between June 2023 and December 2025, and through a series of transnational and local level learning and knowledge exchanges, GenProcure will seek to support nine cities to create [Integrated Action Plans \(IAPs\)](#)² around the topic of **Gender Responsive Public Procurement**. This Baseline Study has been produced at the outset of the Network and seeks to set the policy context to Gender Responsive Public Procurement, the baseline positions of each of the nine partner cities, and a proposed Network methodology and IAP Roadmap for the next two years of activities.

1.1. Introducing URBACT

URBACT is a Transnational Cooperation Programme of the European Union. Funded through the European Regional Development Fund (ERDF) and the contributions of the 27 Member States, URBACT seeks to promote the exchange of knowledge and learning between (predominantly) Small to Medium Sized Cities around the broad theme of Sustainable Urban Development (SUD).



The activities of URBACT are driven by the ‘URBACT Method’ and particularly the principles of integration and participation. By integration, we mean ensuring that activities around SUD are undertaken in a way that, where appropriate and amongst other things:

-) Explores economic, social, and environmental considerations.
-) Cuts across different sectors of the economy, whether that be education, employment, transport, and mobility, for example.
-) Engages the public, commercial and social sectors collaboratively.
-) Links to wider policy at regional and national levels.
-) Focuses upon both ‘hard’ infrastructure’ investments and ‘softer’ social benefits.
-) Embeds considerations of digital, gender, and green principles, policy and practice.

By participation, we mean ensuring that activities around SUD are undertaken in a way that engages the whole range of stakeholders that are present within a city, including citizens, and which have an interest in the various elements of SUD. URBACT seeks to enable this exchange of knowledge and learning around SUD through the formulation of different types of Networks. APNs which involve up to 12 cities, operate for a period of two and a half years, and seek to enable participating cities to create actions that they

¹ <https://urbact.eu/>

² The URBACT IAP Study from 2023 provides some pointers on how to develop a good IAP: <https://urbact.eu/sites/default/files/2023-04/IAP%20Study%20%20-%20Final%20Report.pdf>

will implement in the future in response to a specific challenge associated with SUD. Actions will be created as a result of learning derived from a series of Transnational Meetings undertaken during the lifetime of an APN and involving all partner cities - and as a result of reflections at the local level as to the potential application of activities based around the local context, and shaped by a group of local stakeholders, known as the URBACT Local Group (ULG).

Each URBACT Network is led by a Lead Partner City (LP), whose role it is to coordinate and manage Network activities. Each Network is also assigned a Lead Expert (LE), whose role it is to facilitate Network activities and provide knowledge around the theme of the Network.

1.2. Introducing the GenProcure APN

The GenProcure APN is being led by the City of Vila Nova De Famalicão (Portugal) and includes the following Project Partners (PP): Koszalin (Poland), Satu Mare (Romania), Umeå (Sweden), Alcoi (Spain), Messina (Italy), Zenica-Doboj Canton Development Department (Non-City Partner - Bosnia and Herzegovina), Zagreb (Croatia), and Újfehértó (Hungary).

The thematic focus of GenProcure is the topic of Gender Responsive Public Procurement. The Network recognises that cities across Europe face significant challenges in the way in which they undertake Public Procurement because it is often seen as very bureaucratic and technical. The Network also recognises that cities across Europe also face significant challenges around Gender Inequality and in particular around representation, pay and access to services. Famalicão as LP believes this APN is an opportunity to link together the themes and challenges of Public Procurement and Gender Inequality, and through exchange and learning enable themselves and the PPs to develop actions that will enable Public Procurement to be undertaken in a way that considers and realises Gender Equality – this is commonly termed as Gender Responsive Public Procurement.

To assist in the realisation of exchange and learning around Gender Responsive Public Procurement, GenProcure is utilising the facilitation skills and thematic knowledge of Matthew Baqueriza-Jackson as Lead Expert. Matthew has spent much of the last fifteen years working with cities to change the way in which they think about Public Procurement, and to shift it from something very bureaucratic and technical to something that delivers a range of local economic, social and environmental benefits. Matthew has previously been Lead Expert for two URBACT Networks focused on Public Procurement, and supported URBACT to produce an online training course on Strategic Procurement and a module on Gender Responsive Public Procurement.

1.3. About this Baseline Study

The activities of each URBACT APN consists of four interlinked stages: activation, planning actions, preparing implementation and finale. This Baseline Study for GenProcure has been produced during the Activation Stages and seeks to do three things:

-) First (and as detailed in Section 2), it seeks to set the policy context to the Network topic of Gender Responsive Public Procurement. In this, it explores why both Public Procurement and Gender Equality are important; it sets out details of

relevant EU wide policy and legislation around Public Procurement and Gender Equality; and it identifies previous URBACT work on the topics. Finally, it explores what Gender Responsive Public Procurement is and how it can be undertaken.

-) Second (and as detailed in Section 3), it sets out city profiles for both the LP and each PP. In this, it provides contextual information around the demographics and economy of each city; outlines their existing activities around Public Procurement and Gender Equality; and details key areas of focus for activities to be undertaken during the GenProcure APN. Each city profile also includes emerging thoughts on the composition and focus of each partner's ULG.
-) Third (and as detailed in Section 4), it sets out a methodology for the GenProcure Network around Transnational and Local activities, alongside activities associated with the development of IAPs. The methodology was co-produced with partners at the Ready for Action Meeting of the GenProcure Network on 21st and 22nd November 2023 in Famalicão. Section 4 finally details a Roadmap of tasks to be undertaken by the Lead Partner, Lead Expert and at Transnational and Local levels to realise the objectives of the Network.

The Baseline Study has been produced by the LE and has been developed through undertaking research around Public Procurement and Gender Equality, through study visits, with the LP to each city, and through a range of tasks and discussion at the Ready for Action Meeting in November 2023

2. EU Policy Context

This section of the Baseline Study sets the policy context to the theme of Gender Responsive Public Procurement. In this, we explore policy, legislation and practice around Public Procurement and Gender Equality, before bringing the two together in the concept of Gender Responsive Public Procurement. We conclude by exploring the types of things we were looking to identify as part of the study visits to each partner city as to what they are already doing around Public Procurement, Gender Equality, and Gender Responsive Public Procurement.

2.1. About this Public Procurement

2.1.1. What is Public Procurement and how has it been traditionally approached?

Public Procurement is the process used by public authorities, including national governments, regional governments, municipalities and many others, to make the purchase of the goods, services and works that they require to ensure the effective operation of their organisations. Goods are products that public authorities will need to ensure the effective function of their offices such as computers, furniture or stationery, for example. Services are activities that public authorities will provide for their communities such as health and social care or transport services. Works are buildings or infrastructure that public authorities need in their places, such as schools, bridges and roads.

The Public Procurement process has been historically undertaken in a very traditional way, with those working in Procurement Departments working with those in Technical Departments to develop specifications that detail what a public authority wants to buy. Those specifications will then be advertised to businesses that may want to bid for the contract, with lots of technical questions and requirements, with those businesses bidding, and contracts often awarded on the basis of lowest price. It is important that Public Procurement is bureaucratic because of EU and National Level Procurement Law – however, the function of Public Procurement has often been described as boring, overly-technical, difficult to engage with for Small to Medium Sized Enterprises (SMEs), and overly-focused on price as a primary decision-making factor.

2.1.2. Why is Public Procurement important?

In recent years, public authorities across EU Member States have slowly started to think about Public Procurement in a more strategic and progressive manner. There has been a recognition in particular that:

-) The scale of spend every year undertaken through Public Procurement is significant – across EU Member States, over €2000 Billion is spent buying goods, services and works by public authorities; this is a huge amount of money and accounts for 14% of Gross Domestic Product (GDP).
-) Public Procurement is a key and central function of public authorities – by this we mean the money being spent is that of taxpayers, and Public Procurement should be seen as a corporate function which is linked across Departments and be a key part of Municipality Strategic Plans, in particular.

-) Public Procurement can be if used correctly, be a lever or mechanism for addressing wider local economic, social and environmental challenges. Public authorities can consider in the design of public services, and in tender specifications, the extent to which contracts can also create jobs, reduce poverty, and use green materials that mitigate the impacts of climate change. This is so long as the consideration is relevant to the good, service or work being procured.
-) Public Procurement can be utilised to develop the skills and capacity of organisations that do not normally bid for opportunities, such as SMEs, Social Enterprise, Cooperatives, and Non-Governmental Organisations (NGOs).
-) Public Procurement, as evidenced during the Covid-19 Pandemic can be a key tool that public authorities can utilise to respond to crises. It can also be used as a means of stimulating innovation and creating new products and markets for public authorities.

2.1.3. Public Procurement Legislation and Policy

Despite this realisation of the importance of Public Procurement by public authorities, there has often been a reluctance to move away from the bureaucratic and technical approach to something more strategic. The most often cited reason for this reluctance has been EU and National Level Procurement Law. The [EU Procurement Directives of 2014](#)³ quite rightly sets out legislation to ensure that Public Procurement is undertaken in a transparent and competitive way – in particular detailing the requirements that public authorities need to adhere to when designing a Public Procurement and when seeking appropriate suppliers to deliver that contract.

However, the EU Procurement Directives of 2014 also present National Governments and public authorities with the opportunity to be more strategic and flexible when it comes to Public Procurement. EU Member States have been expected to transpose the EU Directives into National Level Law, presenting them with significant opportunity to be more strategic around three key elements.

First, National Level Governments have been given the opportunity to be flexible in their approach to Public Procurement – by this public authorities are for example, able to utilise electronic documentation as opposed to paper for their tender specifications; they are able to break larger contracts down into more specialist lots to enable SMEs and Social Economy organisations the opportunity to bid; and they are able to ‘set-aside’ some contracts specifically for solely Social Enterprise to bid for.

Second, National Level Governments have been given the opportunity to target SMEs to bid for and deliver Public Procurements. Historically, and despite SMEs making up the bulk of the economy (up to 99% in some EU Member States) – Public Procurement has often been dominated by large Multi-National Corporations. This opportunity is provided through National Government’s being able to set thresholds for particular procurement opportunities that do not have to be advertised EU-wide, and which can be more effectively targeted at SMEs.

Third, National Level Governments have been given the opportunity to use Public Procurement as a tool or lever or mechanism to realise wider social and environmental goals. This means that where appropriate and relevant to the nature of the good, service

³ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014L0024>

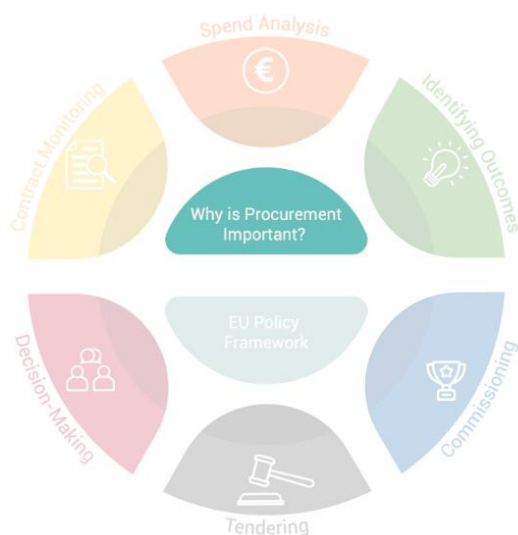
or work, considerations around job creation, skills development, health and well-being, and climate change can be included as clauses or requirements in Public Procurement. This is often referred to as Socially Responsive Public Procurement (SRPP), Green Public Procurement (GPP), or Public Procurement of Innovation (PPI).

2.1.4. Existing URBACT work around Strategic Public Procurement

As detailed above, there has therefore been a growing recognition that Public Procurement is important, that the EU Procurement Directives of 2014 can be viewed as an opportunity as well as a bureaucratic and legislative necessity, and that Public Procurement can be used strategically as a way of realising wider local economic, social and environmental goals. All that was needed now was for some cities to start to utilise Public Procurement strategically and for it to realise its potential.

In 2015, URBACT therefore approved its first ever Network focused upon the topic of Public Procurement. The [Procure APN](#)⁴ (2015-2018) was led by the City of Preston (UK) and sought to encourage its eleven partner cities to think about how they could start to be more strategic in their Public Procurement processes, and particularly as to how they could embed social and environmental considerations in Public Procurement. Subsequently in 2017, Preston was awarded an URBACT Good Practice Label for its work around Spend Analysis – a key component part of strategic Public Procurement – and was then Lead Partner for the [Making Spend Matter Transfer Network](#)⁵ (TN) (2018-2021). This Network sought to transfer the Spend Analysis methodology and wider activities around strategic Public Procurement to six other cities.

Framed by the reasons why Public Procurement is important, the EU Procurement Directives of 2014, and the findings and learnings from the Procure APN and the Making Spend Matter TN, URBACT developed an [Online Training Course on Strategic Procurement](#)⁶.



The core finding of all the above activities and the focus of the Online Training Course was that in order to embed local economic, social and environmental considerations, Public Procurement had to be viewed as a cycle consisting of six key steps.

) The first step is Spend Analysis – cities should look to understand and analyse where their existing procurement spend goes:

- It should explore where spend goes geographically (how much is spent with suppliers based in their own municipality area, region, country, and elsewhere).

⁴ <https://urbact.eu/networks/procure>

⁵ <https://urbact.eu/networks/making-spend-matter#:~:text=Making%20Spend%20Matter%20Transfer%20network,local%20economy%20and%20its%20citizens.>

⁶ <https://urbact.eu/knowledge-hub/procurement>

- It should explore where spend goes sectorally (how much is spent with construction, energy, and finance suppliers, for example).
 - It should explore where spend goes in business type terms (how much is spent with large Multinationals, SMEs, and Social Enterprise, for example).
-) The second step is **Governance and Identifying Outcomes** – cities should be looking to develop governance arrangements that enables Public Procurement to be undertaken strategically. Central to this should be the development of Strategic Procurement Strategies that set out not only the legislative Framework to Public Procurement, but also the types of wider outcomes that Public Procurement could be used to contribute towards realising such as reducing unemployment, improving skills, and reducing carbon emissions.
 -) The third step is **Commissioning** – cities should be thinking about the wider outcomes contained in their Strategic Procurement Strategy when designing goods, services and works (this is also known as Commissioning). In this they should be thinking at an early stage which wider outcomes are relevant to the good, service or work they are looking to buy. Cities can also be thinking at this step of identifying and engaging with the potential market for the opportunity, including SMEs and Social Economy Organisations.
 -) The fourth step is **Tendering** – cities should be thinking about asking specific questions around wider outcomes in the specification for the Public Procurement, and/or placing specific requirements upon suppliers. Here, cities should also be thinking about utilising specific social or environmental clauses as part of the Public Procurement or exclusion grounds that permits potential suppliers who do not realise specific requirements.
 -) The fifth step is **Decision-Making** – cities should be evaluating responses from potential suppliers about questions and clauses around wider outcomes, on both a quantitative and qualitative basis.
 -) The sixth step is **Monitoring** – cities should include any agreed wider social and environmental considerations and agreements from the winning supplier as a condition of contract and monitor performance against them throughout the duration of the contract.

Through URBACT's Online Training Course, cities across Europe are beginning to become more strategic around Public Procurement – it is however far from common practice.

2.2. About Gender In(Equality)

2.2.1. What is Gender Inequality and what is its scale?

Gender Inequality is a constantly evolving challenge across the EU, and which has been exacerbated by the Covid-19 Pandemic, the war in Ukraine, and ongoing issues around refugees and migration. Gender Inequality is the term used to describe the differences experienced by men and women across a range of different activities. There are recognised EU-wide Gender Inequalities around:

-) **Representation and Participation** – only 29% of local Municipality Councillors are women, with only 15% of Mayors being women. It is estimated that it will take until 2129 (106 years) to address the gender representation gap.
-) **Economic Activity** – despite equal pay legislation in almost all EU Member States, there is a pay gap on average of 13% across the EU – this ranges from 0.7% in Luxembourg to 22.3% in Latvia. There is also a gender employment rate gap, with in 2020 the EU employment rate of women (aged 20-64) being 66.4% compared to that of men of 77.2% - this also ranges by country, with Italy having 19.7 percentage point gap in the employment rate of men and women. There is also a gender gap in entrepreneurship, with women only making up 34.4% of self-employed workers, and 30% of start-up entrepreneurs across the EU – this is despite women making up 52% of the population.
-) **Public Services** – women face a range of challenges with the way in which public services are designed, accessed and delivered, and which exacerbates gender inequalities. Women face particular challenges in accessing suitable housing, support around domestic violence, healthcare, and childcare, for example.
-) **Planning and Public Space** – evidence shows that women and men exhibit different behaviours in public space, based on gender norms. Urban planning and design, and place-making have gender perspectives and they can either reflect and exacerbate inequalities or create more equal opportunities – the former is more prevalent than the latter in many cities.
-) **Safety** – women are 10-15% more likely to feel unsafe in public space, with 50% of women also reporting to feeling unsafe in vulnerable and deprived areas.

2.2.2. Gender Equality Legislation and Policy

Addressing Gender Inequality is a key policy priority of the European Commission, sitting alongside the Green New Deal and Covid-19 Recovery. Indeed, a core focus of the Ursula von der Leyen Presidency has been the launch of the [Gender Equality Strategy \(2020-2025\)](#)⁷, which aims to make significant progress towards ending gender-based violence, challenging gender stereotypes, closing gender gaps in the labour market, addressing the gender pay and pension gaps, closing the gender care gap and achieving gender balance in decision-making and politics. Realising Gender Equality is also a key part of the wider global Sustainable Development Goals and particularly Goal 5, which is focused on the empowerment of women and girls.

2.2.3. Existing URBACT work around Gender Equality

For URBACT, the realisation of Gender Equality is a key component of internal practice, in terms of expertise, and in the activities and behaviours of its Network's. Gender is a key cross-cutting theme that is expected to sit at the heart of each of the current 30 APNs. This emergence of gender as a cross-cutting theme has been framed by

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<https://ec.europa.eu/newsroom/just/items/682425/en#:~:text=The%20Gender%20Equality%20Strategy%202020%2D2025%20sets%20out%20key%20actions,in%20all%20EU%20policy%20areas.&text=Striving%20for%20a%20Union%20of,all%20their%20diversity%20%2D%20are%20equal.>

significant recent work around [Gender Equal Cities](#)⁸ and the realisation of a first URBACT Network focused on gender – the [Gendered Landscape APN](#)⁹ (2019-2022).

Central to URBACT’s work is the concept of Gender Mainstreaming – this involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men and combating discrimination. Indeed, in URBACT’s latest report on [Gender Equal Cities](#)¹⁰ from 2022, six areas or themes are identified that will enable the mainstreaming of gender across all aspects of policy-making:

-) **Representation and Participation** – cities are looking to ensure that their political and governance structures are representative. They have developed initiatives that are designed to reduce the barriers to entry to politics for women and have set up specific structures such as Women’s Commission’s to ensure representation of voice in governance structures.
-) **Governance and Finance** – cities are looking to ensure that their governance structures, policies and practices are reflective of the needs of both men and women. In this, they are evaluating existing policies, and amending them to reduce inequalities. They are also undertaking Gender Budgeting – assessing the implications of spending choices from a gender perspective right at the outset of a spending decision, including in relation to Public Procurement.
-) **Economic Activity** – cities are looking to narrow the gaps in Municipality pay between men and women and also looking to incentivise other employers in the public, commercial and social sectors to do the same. Employers can address gender employment rate gaps by providing flexible working hours and providing support with childcare, for example. Cities can address gender entrepreneurship gaps by setting up women’s business networks designed specifically to address barriers to women setting up in business.
-) **Public Services** – cities are looking to implement a range of projects and activities that think from a gender perspective when it comes to housing, domestic violence, healthcare and childcare. This includes addressing the challenges faced by men as well as women in accessing healthcare and diversifying workforces in key public services where there is currently a gender imbalance.
-) **Planning and Public Space** – cities are looking to take a gendered perspective when designing public spaces and transport systems. For example, they are beginning to design railway station tunnels with gender in mind, support the concept of the 15-minute city, introduce gender reflective bike paths to support women cycling with children, and design parks and playgrounds differently, for example.
-) **Equity, Diversity and Inclusion** – Gender Equality is not just about differences between men and women – indeed there is an intersectionality to gender inequality which is also exacerbated by age, race, disability and sexual orientation. Cities are looking to ensure that Gender Equality is looked at in a holistic way with a recognition that the barriers facing migrant women, for example, will be exacerbated because of their racial and religious identities.

⁸ <https://urbact.eu/knowledge-hub/gender-equal-cities>

⁹ <https://urbact.eu/networks/genderedlandscape>

¹⁰ <https://urbact.eu/html-20220603052649-Urbact-Gender-Equal-Cities/data/document.pdf>

2.3. About Gender Responsive Public Procurement

2.3.1. Legislation and Policy around Gender Responsive Public Procurement

Gender Responsive Public Procurement is a key component of Gender Mainstreaming that was discussed above. It seeks to promote Gender Equality through the purchase of goods, services and works at every stage of the procurement cycle (as also discussed earlier). At an EU level, policy and legislation around Gender Responsive Public Procurement is reflected in the EU Procurement Directives of 2014, and particularly in the encouragement of public buyers to contribute towards realising wider social and environmental goals.

In its Gender Equality Strategy for 2020–2025, the European Commission announced the publication of its Buying Social guide on SRPP, as a tool to help fight discrimination and promote Gender Equality in Public Procurement. As one of the first deliverables of the Gender Equality Strategy, the Commission proposed binding measures on pay transparency under the draft directive on pay transparency, which specifically addresses equal pay and the pay gap in the context of Public Procurement (Article 21). The European Commission has also supported and disseminated across EU Institutions a [Gender Responsive Public Procurement Toolkit](#)¹¹ which was produced by the Institute for Gender Equality (known as EIGE) and published in 2021. EIGE states in the Toolkit that Gender Responsive Public Procurement is important for five reasons:

-) First, it can contribute to sustainable and inclusive growth within the EU. Evidence shows it can lead to an increase in the productive capacity of the economy and better value for money.
-) Second, Public Procurement has considerable potential to promote Gender Equality through a fairer allocation of economic resources and improving living standards for both women and men.
-) Third, it can contribute to closing the gender pay gap and creating inclusive jobs. This is especially relevant in low-wage sectors (such as cleaning and catering, in which women represent the main workforce), or those with significant gender inequalities in the workforce (such as financial and economic activities, which have the highest gender pay gap). Gender Responsive Public Procurement is an opportunity for public buyers to send a strong message to the market about acceptable working practices and to promote more inclusive recruitment, training and promotion opportunities.
-) Fourth, it supports efforts towards sustainable and socially responsible Public Procurement. The UN's 2030 agenda for sustainable development - particularly goal 5 on gender equality and the empowerment of women - acknowledges systematic mainstreaming of the gender perspective through Public Procurement is crucial for implementing all the goals and targets of the agenda.
-) Fifth, it can contribute to strengthening the institutionalisation of Gender Mainstreaming. Integrating a gender perspective in the work of public contracting authorities creates a significant opportunity for institutional change. It requires good collaboration between Public Procurers and Gender Equality bodies, which may extend to other areas of activity, such as gender budgeting. It sends a message to citizens, stakeholders and businesses that Gender Equality is an important goal and a shared obligation.

¹¹ https://eige.europa.eu/publications-resources/publications/gender-responsive-public-procurement-step-step-toolkit?language_content_entity=en

2.3.2. Embedding Gender considerations in Public Procurement

As part of URBACT's Online Training Course on Strategic Procurement, and using EIGE's Toolkit as an inspiration and basis, URBACT has outlined very practically in a specific [module](#)¹² how gender considerations can be embedded into the cycle of Public Procurement. The considerations sit across the six steps of the cycle of Public Procurement that we introduced earlier as follows:

-) In terms of **Spend Analysis**, cities could be thinking about the extent to which their spend is currently with women-owned enterprises, for example and be additionally baselining the extent to which procurement officers and existing suppliers provide Gender Equality training, for example.
-) In terms of **Governance and Identifying Outcomes**, cities could be exploring overarching strategies of their country/region/city to identify whether there is a focus on Gender Equality. If there is not a coherent link between Public Procurement and gender in national and local policy, then cities need to start to make the link themselves by identifying the types of Gender Responsive Outcomes they want to embed and realise through the procurement process. This could include increasing the percentage of women in a construction contract workforce or increasing the number of girls/women engaging with a public health service.
-) In terms of **Commissioning**, cities could actively be considering the relevance of social, environmental and gender responsive outcomes to the nature of the goods or services they are procuring. In the design of services, in particular, they could be reflecting upon whether the contract has a gender perspective, who the ultimate beneficiaries of the service are, and they include both women and men in all their diversity, and whether there are differences in the situations of those women and men which will mean a tailoring of the delivery of the service. This step should also include market identification and identify businesses that may be interested in bidding for the contract and talk to them about it and their wider requirements around gender responsiveness.
-) In terms of **Tendering and Decision-Making** (steps 4 and 5), cities can utilise four different types of criteria in tenders around gender responsiveness:
 - Cities can use exclusion grounds where suppliers are ruled out of a procurement procedure if they do not meet certain requirements. For example, suppliers can be ruled out if they do not provide evidence that women and men are paid equally for the same type of work.
 - Cities can use selection criteria which can address considerations around the technical capability, professional skills and qualifications of potential suppliers. For, example to deliver a community health service, a supplier would have to demonstrate prior experience in reaching both women and men.
 - Cities can use technical specifications to ensure the different needs of women and men are included in the technical parts of the delivery of the goods or services. For example, in the procurement of social housing construction, planning and design may affect men and women differently such as the need for

¹² <https://urbact.eu/toolbox-home/introducing-gender-responsive-public-procurement-and-its-legal-framework-14>

street lighting and access to linking transport. The need for well-lit streetlights at night could form part of the technical specification.

- Cities can use specific award criteria around gender so long as they are relevant to the nature of the good or service being procured. For example, if they were procuring for temporary workers through an employment agency, then they could include an award criteria around the Gender Equality of those temporary workers.
-) In terms of **Monitoring**, cities should be assessing the performance of successful suppliers against the gender indicators they included in their response to the tender – again this should be undertaken in quantitative and qualitative ways.

2.4. Assessing the Existing Activities of GenProcure Cities

The above elements around Public Procurement, Gender Equality, and Gender Responsive Public Procurement were written to set the policy context and existing practice to the GenProcure Network. We knew that each of our cities will already have undertaken some work around Public Procurement and Gender Equality and potentially around Gender Responsive Public Procurement. We, however, needed to assess this scale and extent of this work through the study visits and create an understanding of the different starting points of our cities. To do this, we have used the above policy context to create the below framework of things we were looking to identify through the study visits.

TABLE 1 – FRAMEWORK FOR STUDY VISITS

Public Procurement	
Activity	Presence?
Previous involvement in Network about Public Procurement	YES/TO SOME EXTENT/NO
Existence of Public Procurement Strategy or Action Plan	YES/TO SOME EXTENT/NO
Undertaking of Analysis of Procurement Spend	YES/TO SOME EXTENT/NO
Considerations of Social and Environmental outcomes in Commissioning	YES/TO SOME EXTENT/NO
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	YES/TO SOME EXTENT/NO
Monitoring of Social and Environmental Outcomes in Delivery	YES/TO SOME EXTENT/NO
Gender Equality	
Activity	Presence?
Previous involvement in Network about Gender Equality	YES/TO SOME EXTENT/NO
Existence of Gender Equality Strategy or Action Plan	YES/TO SOME EXTENT/NO
Existing Activities around Representation and Participation	YES/TO SOME EXTENT/NO
Existing Activities around Governance	YES/TO SOME EXTENT/NO
Existing Activities around Economic Equality	YES/TO SOME EXTENT/NO
Existing Activities around Public Services	YES/TO SOME EXTENT/NO
Existing Activities around Planning and Public Space	YES/TO SOME EXTENT/NO
Existing Activities around Equity, Diversity and Inclusion	YES/TO SOME EXTENT/NO
Gender Responsive Public Procurement	
Activity	Presence?
Previous consideration of Gender Responsive Public Procurement	YES/TO SOME EXTENT/NO
Consideration of Gender Equality within the Cycle of Public Procurement	YES/TO SOME EXTENT/NO
Other Considerations of Gender Equality related to Public Procurement	YES/TO SOME EXTENT/NO

3. City Profiles

This section of the Baseline Study sets out City Profiles for each of the partners of the GenProcure APN. The ordering of the City Profiles is based on the chronology of when the LE and LP visited the cities, with each City Profile following the same structure of:

-) Information about the city, including around demographics and the economy.
-) Information about how the city approaches Public Procurement and whether they have already undertaken activities around Strategic Public Procurement.
-) Information about the scale of Gender Inequality and whether they have already undertaken activities around Gender Equality.
-) Information about existing activities around Gender Responsive Public Procurement.
-) A summary assessment of what the city is already doing around Public Procurement, Gender Equality, and Gender Responsive Public Procurement.
-) The activities the city would like to learn about and take forward as part of the GenProcure Network, together with an introduction to their emerging ULG Members.

3.1. Koszalin

3.1.1. About Koszalin



The City of Koszalin is based in the Zachodniopomorskie region in the North West of Poland. Officially, Koszalin has a population of 104,000 – this is however enhanced by a further estimated 10,000 migrants from Ukraine and Belarus. Koszalin is an industrial city with key specialisms in the manufacture of glass and windows and in the processing of fish. In recent years, Koszalin has sought to grow its economic and industrial infrastructure, with the development of the

S6 and S11 motorways, and the allocation of a new part of the city as a Special Economic Zone. This has happened alongside an expansion of the Municipality boundary.

The City of Koszalin does not necessarily have a challenge with unemployment, with the current rate standing at around 5% - indeed, Koszalin faces more of a challenge in attracting a skilled workforce to fill opportunities in the Special Economic Zone, and in ensuring employees are paid a good wage. This is leading to businesses seeking to attract workers from South-East Asia to fill key gaps in employment opportunity. Koszalin is seen as an attractive place to live – the cost of living is low compared to other cities in Poland, and the city is home to lots of cultural, sporting and leisure attractions, including green areas, parks and forests.

The City of Koszalin has been led by the same Mayor since 2010, which has enabled political and economic stability. At the moment, the Municipality is responsible for a diversity of services, ranging from roads and public transport to education and culture to waste management and municipal housing.

3.1.2. Koszalin and Strategic Public Procurement

The Municipality of Koszalin has already participated in two URBACT Networks about Strategic Public Procurement – the Procure APN (2015-2018) and the Making Spend Matter TN (2018-2021). As a result of both Networks, Koszalin has already implemented a number of activities associated with Strategic Public Procurement and including:

-) They have undertaken Spend Analysis in order to understand where their spend goes geographically, sectorally, and in business type terms.
-) They have produced training materials for officers within the Municipality with responsibility for Public Procurement – these have focused upon embedding social and environmental considerations into tenders.
-) They have developed training courses on accessing Public Procurement opportunities for businesses and particularly SMEs – these have focused upon how SMEs can successfully bid for opportunities and address social and environmental challenges through Public Procurement.
-) They have sought to streamline the amount of documentation that potential suppliers have to fill in as part of Public Procurement exercises and additionally raise awareness of upcoming opportunities through the Koszalin Chamber of Industry and Commerce.
-) They have started through the ULGs for the two URBACT Networks they have participated in to start to influence the Public Procurement behaviour of other local stakeholders and including the Technical University and Hospital.
-) They have developed a strong relationship with the Koszalin Chamber of Industry and Commerce, which has helped in developing relationships with SMEs, and particularly those based in the Municipality area and the wider County of Koszalin. This has increased understanding of the types of goods, services and works that are potentially available in Koszalin.

The Municipality of Koszalin is responsible for buying a range of goods, services and works every year ranging from construction works to IT services to furniture. Each year the Municipality of Koszalin undertakes around 70 Public Procurement Procedures, with 10 of these being above the OJEU thresholds, 50 above the thresholds defined by the Polish Public Procurement Law, and the rest being below the local Koszalin defined threshold of 130,000 Polish Zloty. These locally defined thresholds are where Koszalin has the greatest flexibility to engage with SMEs and embed wider social and environmental considerations.

Whilst, Polish Public Procurement Law is historically strict, the Municipality of Koszalin has started to include a small number of social and environmental considerations in Public Procurements and including requirements to support people with disabilities into employment, requirements around the environment and waste management, and the need for suppliers to provide specific certificates when bidding for opportunities. The city also has a major opportunity to include wider social and environmental considerations as part of an upcoming 100 Million Zloty road contract.

Despite Koszalin's involvement in two URBACT Networks around Strategic Public Procurement, the Municipality and partners still face challenges around Public Procurement. These relate primarily to the procurement team having a desire to change

their approach and culture to Public Procurement, and fears of using social and environmental considerations and clauses incorrectly and unlawfully.

3.1.3. Koszalin and Gender (In)Equality

Addressing Gender Inequality is a relatively new topic and theme across Poland as a result of a number of cultural and political barriers. However, The City of Koszalin does recognise the importance of addressing inequalities and has some mechanisms to facilitate it. For example, there is an existing foundation focused upon supporting people with disabilities into employment opportunity and including through social criteria detailed in Public Procurement opportunities. The Municipality of Koszalin recognises that there is a continued need to address gender gaps in terms of representation, pay and employment within the Municipality's politics and service areas, with this detailed in a Diversity Charter. In addition, there is a growing number of women in key Director roles across other Institutions within the City, including at the Chamber of Industry and Commerce.

3.1.4. Koszalin and Gender Responsive Public Procurement

The City of Koszalin has not previously undertaken any work around Gender Responsive Public Procurement, hence joining this APN. Despite their work around Public Procurement more generally and around social and environmental considerations, they have not yet explored how gender can formally be part of Public Procurement processes and decision-making. They would therefore rank themselves at point 0 on a spectrum of 0 to 10 as to their experience of undertaking work around Gender Responsive Public Procurement.

3.1.5. Taking the activities of the GenProcure Network forward in Koszalin

Table 2 provides a summary of the activities which the City of Koszalin has already undertaken around Public Procurement, Gender Equality and Gender Responsive Public Procurement. A green suggests they have already undertaken an activity, an amber suggests they have started to think about an activity, with a red suggesting they have not done anything previously about that activity.

TABLE 2 – EXISTING ACTIVITIES IN KOSZALIN

Public Procurement	
Activity	Presence
Previous involvement in Network about Public Procurement	Procure APN and Making Spend Matter TN.
Existence of Public Procurement Strategy or Action Plan	Action Plan from Procure APN with 5 of 6 actions successfully delivered.
Undertaking of Analysis of Procurement Spend	Undertaken as part of Making Spend Matter TN. Desire to undertake again.
Considerations of Social and Environmental outcomes in Commissioning	On a small-scale in some below OJEU Threshold Public Procurements.
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	On a small-scale in some below OJEU Threshold Public Procurements.
Monitoring of Social and Environmental Outcomes in Delivery	No existing activity.
Gender Equality	
Activity	Presence
Previous involvement in Network about Gender Equality	No existing activity.
Existence of Gender Equality Strategy or Action Plan	Diversity Charter in place.
Existing Activities around Representation and Participation	In theory this work has commenced.
Existing Activities around Governance	No existing activity.
Existing Activities around Economic Equality	In theory this work has commenced.
Existing Activities around Public Services	No existing activity.
Existing Activities around Planning and Public Space	No existing activity.
Existing Activities around Equity, Diversity and Inclusion	Some work undertaken around supporting people with disabilities into employment.
Gender Responsive Public Procurement	
Activity	Presence
Previous consideration of Gender Responsive Public Procurement	No existing activity.
Consideration of Gender Equality within the Cycle of Public Procurement	No existing activity.
Other Considerations of Gender Equality related to Public Procurement	Strong relationship with Chamber of Industry and Commerce – potential to embed Gender Equality considerations into business practice.

The City of Koszalin would like specifically to learn about the following as part of the GenProcure APN and through the Transnational Meetings:

-) How to embed gender considerations at each of the steps of the cycle of Public Procurement – learning from partners within the GenProcure Network and other cities.
-) How to provide training for both Public Procurers and SMEs at the local level on Gender Responsive Public Procurement.
-) How to raise awareness of the importance of addressing Gender Inequality amongst wider stakeholders, including at national level (Poland).



To support the Municipality in the GenProcure Network and in developing the IAP around future actions associated with Gender Responsive Public Procurement, Koszalin has already started to develop a ULG with the following partners:

-) The Technical University, which has already introduced a Gender Equality Plan.
-) The Hospital, which recognises that 80% of employees are women, but which also has challenge around retaining personnel and enhancing skills.
-) The Chamber of Industry and Commerce, which has influence over the behaviour of business and key linkages into SMEs that may want to bid for Public Procurement opportunities.
-) The Centre for Innovation and Entrepreneurship, which provides support to business start-ups and NGOs, including women owned enterprises.

3.2. Satu Mare

3.2.1. About Satu Mare



The County of Satu Mare is based in North West Romania and has a population of around 330,000. 91,000 of those people live in the City of Satu Mare, with the remainder in 59 communes and 5 other cities across the County. The make-up of the population of Satu Mare is 61,33% Romanian, 31,38% Hungarian, and the remainder from German, Ukrainian and other ethnic minorities. The County of Satu Mare is characterised by an ageing population, with significant challenges in young people moving away from the area seeking new skills and better paid employment.

Despite this so-called ‘brain-drain, Satu Mare has a relatively strong economy with key sectors including around manufacturing, automotive, tyres, and construction. The County of Satu Mare is also home to a number of Anchor Institutions, including three

extensions of National Universities, a Hospital and other medical facilities, and an Airport. Satu Mare also has a strong Chamber of Commerce, which is responsible for attracting EU finance for business support and development; and the Satu Mare County Intercommunity Development Association, which brings together each of the Municipalities and is the partner for this GenProcure Network.

The County of Satu Mare does not really face challenges with unemployment – indeed it faces challenges with attracting significant numbers of skilled people to fill vacancies, particularly in the health sector. The County Council of Satu Mare is responsible for a number of services ranging from roads to waste management and libraries to data analysis – with the individual Municipalities and the Association responsible for activities associated with construction, public space, and schools. The President of the County of Satu Mare is elected for a 4-year term.

3.2.2. Satu Mare and Strategic Public Procurement

The Satu Mare County Intercommunity Development Association was a partner in the Procure APN (2015-2018), involvement in which was an eye-opening experience for Satu Mare. Involvement enabled the County of Satu Mare and the Municipalities to think differently and more progressively about Public Procurement. Public Authorities in Romania have traditionally been very risk-averse and bureaucratic when it comes to Public Procurement and Procure gave the County Council the opportunity through the IAP to take ‘baby-steps’ in changing the culture of and processes associated with Public Procurement. Satu Mare particularly benefited from examples from other partner cities as to how procurement cultures had been changed, and introductions as to how social and environmental considerations could be included in Public Procurement.

Satu Mare is eager to learn more about how Public Procurement policy, process, and practice can be progressed, particularly given recent changes in Romanian Public Procurement Law, which now enables Municipalities to formally include criteria other than price in tenders and decision-making. Indeed, the law is promoting that Municipalities apply a smaller percentage of the award decision on price, with a larger percentage on quality, which includes social and equality issues.

Both the County and the other Municipalities spend a significant amount on procuring goods, services, and works each year, with different thresholds at which different procedures can be applied. For example, for contracts up to the value of 9,000 Lei, direct award can be made to suppliers; for goods and services up to €28,000 and works up to €60,000, Municipalities can seek a minimum of three quotes for making an award decision – this opens the market up for local organisations and SMEs to bid.

Importantly, it is not just the County of Satu Mare and the Municipalities that are interested in changing Public Procurement cultures. In the Procure APN and moving forward into this GenProcure APN, there is strong engagement from partners such as the Hospital, the Airport, and the Chamber of Commerce. Satu Mare is also in receipt of significant EU Funds for the construction and renovation of parts of the Hospital and Airport, schools and roads, which presents an opportunity to consider social and environmental clauses, and additionally explore the equality implications of those Public Procurement considerations.

3.2.3. Satu Mare and Gender (In)Equality

The County of Satu Mare, Municipalities and other local partners have historically undertaken work around inclusion, and specifically seeking to integrate the Roma community into the economy and society of the area. Indeed, the Satu Mare County Intercommunity Development Association is currently responsible for a number of projects and activities that are focused upon Roma integration, including social assistance projects, training courses, and youth camps; with funding for these activities often coming through EU Funds. In addition, the County Council of Satu Mare is also responsible for a number of projects that are focused on addressing social inequalities and particularly supporting people with disabilities into employment opportunity.

In terms of representation, and as discussed later in the element about the emerging ULG, there are a significant number of women in positions of power in Satu Mare, including at the Association, County Council, Hospital, and the Chamber of Commerce. Challenges around inequality are therefore not restricted to gender but sit across the intersectionality of young people and Roma, in particular. The issue of 'brain-drain' is particularly prevalent amongst both young men and young women, with addressing this and improving skills and pay a key component part of the strategy of the County of Satu Mare and its partners.

3.2.4. Satu Mare and Gender Responsive Public Procurement

With the changes to Romanian Procurement Law relatively new, the County of Satu Mare and Municipalities have not yet had the opportunity to formally embed social and environmental considerations into the increased quality criteria. Instead, the focus has been upon ensuring that potential suppliers have the required experience to deliver contracts and required environmental certificates. The GenProcure Network presents Satu Mare with the opportunity to explore both how social and environmental considerations can be embedded into Public Procurement, and additionally how Public Procurement can be utilised to address inequalities, including those faced by young people and other disadvantaged groups.

3.2.5. Taking the activities of the GenProcure Network forward in Satu Mare

Table 3 provides a summary of the activities which the County of Satu Mare, Municipalities, and other local partners have already undertaken around Public Procurement, Gender Equality and Gender Responsive Public Procurement. A green suggests they have already undertaken an activity, an amber suggests they have started to think about an activity, with a red suggesting they have not done anything previously about that activity.

TABLE 3 – EXISTING ACTIVITIES IN SATU MARE

Public Procurement	
Activity	Presence
Previous involvement in Network about Public Procurement	Procure APN.
Existence of Public Procurement Strategy or Action Plan	Action Plan from Procure APN with actions around cultural change in Public Procurement implemented.
Undertaking of Analysis of Procurement Spend	Learnt about theory of Spend Analysis in Procure APN.
Considerations of Social and Environmental outcomes in Commissioning	Started to think about social and environmental considerations during Procure APN.
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	Have started to think about such questions as a result of amended Romanian Public Procurement Law.
Monitoring of Social and Environmental Outcomes in Delivery	No existing activity.
Gender Equality	
Activity	Presence?
Previous involvement in Network about Gender Equality	No existing activity.
Existence of Gender Equality Strategy or Action Plan	Some projects in place around inclusion of Roma.
Existing Activities around Representation and Participation	Natural leadership by women in some Institutions.
Existing Activities around Governance	No existing activity.
Existing Activities around Economic Equality	Some projects in place around supporting people with disabilities into employment.
Existing Activities around Public Services	No existing activity.
Existing Activities around Planning and Public Space	No existing activity.
Existing Activities around Equity, Diversity and Inclusion	Recognition that inequalities go beyond gender and are specifically about young people in Satu Mare and other disadvantaged groups.
Gender Responsive Public Procurement	
Activity	Presence?
Previous consideration of Gender Responsive Public Procurement	No existing activity.
Consideration of Gender Equality within the Cycle of Public Procurement	No existing activity.
Other Considerations of Gender Equality related to Public Procurement	Strong existing group of organisations with commitment to slowly changing Public Procurement cultures. Additional strong representation of Chamber of Commerce which might be able to influence business behaviour.



The County of Satu Mare, Municipalities and other local partners would like specifically to learn about the following as part of the GenProcure APN and through the Transnational Meetings:

-) How to undertake Spend Analysis and understand existing procurement spend in more detail across Institutions.
-) How to broaden their Spend Analysis and understand the impact of social and environmental criteria in more detail.
-) How to embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement – learning from partners within the GenProcure Network and other cities.
-) How to use Public Procurement and other levers as a mechanism to address the core challenge facing Satu Mare around young people, and in addition address inequality more generally.
-) How to measure the impact of social, environmental, and gender considerations in the delivery of contracts.

To support the Municipality in the GenProcure Network and in developing the IAP around future actions associated with Gender Responsive Public Procurement, Satu Mare has already started to develop a ULG with the following partners (this builds upon the ULG that was developed as part of the previous Procure APN):

-) Satu Mare County Council with a lot of experience in Public Procurement and significant sums allocated each year for buying services, works and supply through Public Procurement.
-) Satu Mare Airport which has lots of high value construction projects in implementation around new buildings and roads, and which could include considerations of social, environment and (Gender) Equality in their procurements.
-) The Chamber of Commerce, which provides a range of business support activities, and which could include advice and training around Gender Equality in their activities.
-) Local Municipalities from within the County of Satu Mare and which provide services around kindergartens and schools, for example. There is scope to include gender considerations in both the design of services, and wider social considerations into Public Procurements.
-) The County Hospital which is already undertaking work around Gender Equality in its employment practices.

3.3. Famalicão (Lead Partner)

3.3.1. About Famalicão



The City of Vila Nova De Famalicão (referred from this point forward as Famalicão) is located in the North of Portugal and has a population of around 135,000 people. The population of Famalicão is an ageing one, with a smaller proportion of the population being younger people. Famalicão has a growing migrant population, with arrivals into the city being particularly from Brazil and South-East Asia – without this immigration, the population of Famalicão would be declining. Migrants tend to move to Famalicão for economic, security, health, and geographical reasons, with good access in the city to a range of services.

Economically, the core industry of Famalicão is that of textiles, with other key sectors being manufacturing, meat processing and public services. The City of Famalicão has relatively low levels of unemployment at 4% of the working age population – however, many of these individuals have been away from the labour market for a long period of time. Famalicão can be described as a low wage economy, with wage levels at 90% of the Portugal average – educational attainment levels are however higher than the Portugal average, meaning that more skilled young people tend to leave Famalicão in search of better paid jobs in Braga and Porto, for example.

Famalicão is seeking to develop its capacities as a ‘Smart City’, and has an evolving dashboard providing demographic, economic, business, and ecological data. This dashboard will be integral to realising the vision and objectives of Famalicão’s new Strategic Plan, which has been developed utilising the principles of the URBACT Method and particularly through community consultation. The Strategic Plan aims to make Famalicão a community focused, techno-industrial, multifunctional, green, and connected territory, with consideration of demographic and climate change key cross-cutting themes. Famalicão is particularly keen to build upon its industrial and textile heritage and develop new and innovative products and services.

3.3.2. Famalicão and Strategic Public Procurement

Famalicão has been seeking to change and evolve its approach to and cultures around Public Procurement for the last five years. Inspired by participation in URBACT’s Making Spend Matter TN (2018-2021), has sought to use Spend Analysis as a way of understanding their Public Procurement spend in more detail and particularly where it goes geographically, sectorally and in business type terms. This data is detailed in Famalicão’s Smart City dashboard and has been the evidence base that has informed a specific Public Procurement Action Plan. The Action Plan consists of the following five key areas of focus and has an overarching objective to make the process of Public Procurement more strategic:

-) It is about developing the capacity internally within the Municipality and externally within the market around Strategic Public Procurement and move to a process which is not just about price and quality, but about social and environmental value.

-) It is about utilising Public Procurement to address sustainability and environmental challenges through the use of labels and circular products and services.
-) It is about seeking to promote technological innovation and supporting the market to create new products and services for the Municipality of Famalicão, other Institutions, and other places.
-) It is about promoting the local economy and raising awareness of Public Procurement opportunities amongst SMEs.
-) It is about promoting equality of opportunity through the Public Procurement process and encouraging a diverse range of businesses to bid for and potentially win opportunities.

The Public Procurement Action Plan as described above is framed by the EU Procurement Directives of 2014 and Portuguese National Law, and particularly the emphasis upon social criteria. The Municipality of Famalicão spends around €82 Million each year buying goods, services, and works, with the most recent Spend Analysis identifying that 59% of this was spent with suppliers based in the Municipality area.

The Municipality of Famalicão has a particular desire to spend more of its Public Procurement spend with SMEs, and to use Public Procurement as a lever to address wider local economic, social and environmental challenges such as long-term unemployment and low pay. To do this, the Municipality is evolving its decision-making processes from one focused on lowest price to one focused upon value for money and the key consideration of social and environmental benefits. Indeed, the Municipality of Famalicão has used social and environmental criteria in procurements a few times and is looking to embed further in relevant opportunities into the future.

The Municipality of Famalicão recognises that change in Public Procurement process and practice is not easy and will take time to implement. Progress around the inclusion of social criteria has been slow and there are both internal barriers in changing the behaviour of commissioners and procurers, and external barriers in terms of the expectations of potential suppliers around Public Procurement and social criteria.

3.3.3. Famalicão and Gender (In)Equality

Challenges around inequality in Famalicão are not restricted to gender – indeed there are key inequalities shaped by race and age, for example, and generally around equality of opportunity to services and employment. This intersectionality of inequality frames two Municipality Departments, with a focus on addressing inequality – the Gender Department and the Multicultural Activity Department. The challenge of Gender Inequality is not necessarily focused upon the Municipality – rather it is focused upon the business sector and the wider community. In the private sector in Famalicão there are big gaps in pay between men and women and in responsibility of management and other functions of businesses. There is also a gap in the number of women developing new enterprises in Famalicão.

At a national level in Portugal, there is the ‘National Strategic Plan for Addressing Inequalities and Discrimination’, which has a key link to Urban Agenda 2030. In Famalicão, this is complemented by a specific Equality Action Plan for the period 2021 to 2025 and which seeks to enable no discrimination. The Equality Action Plan is framed by SDG 5 (Gender) and SDG 10 (Inequality) and has five key areas of action:

-) To promote cohesion between different communities.
-) To promote know-how around equality through education and training.
-) To embed global and national law around equality.
-) To provide training around addressing inequality and particularly through including Gender Mainstreaming in policy-making.
-) To undertake Gender Impact Assessments on the gender implications of policy decisions.

Like the Procurement Action Plan, there are recognised barriers around the realisation of the objectives of the Equality Action and particularly around embedding its principles into the behaviours of business.

3.3.4. Famalicão and Gender Responsive Public Procurement

As already outlined, the Municipality of Famalicão is at a relatively early stage in embedding social and environmental criteria into its procurement processes and practices. There is however a recognition that this approach is evolving and there is scope to also include considerations of gender and wider inequality into procedures and decision-making. On a spectrum of 0 to 10 around experience of Gender Responsive Public Procurement, the Municipality of Famalicão would currently rank themselves as a 3 – with the right support around social criteria and examples from elsewhere, they suggest this could be a 6 by the end of the GenProcure Network, and through the implementation of an effective IAP potentially embedded across the behaviour of commissioners and procurers into the future.

3.3.5. Taking the activities of the GenProcure Network forward in Famalicão

Table 4 provides a summary of the activities which the Municipality of Famalicão has already undertaken around Public Procurement, Gender Equality and Gender Responsive Public Procurement. A green suggests they have already undertaken an activity, an amber suggests they have started to think about an activity, with a red suggesting they have not done anything previously about that activity.

TABLE 4 – EXISTING ACTIVITIES IN FAMILIÇÃO

Public Procurement	
Activity	Presence
Previous involvement in Network about Public Procurement	Making Spend Matter APN.
Existence of Public Procurement Strategy or Action Plan	Specific Public Procurement Action Plan already in place.
Undertaking of Analysis of Procurement Spend	Spend Analysis undertaken as part of Making Spend Matter TN and ongoing data analysed as part of Smart City dashboard.
Considerations of Social and Environmental outcomes in Commissioning	Started to include social and environmental criteria in procurement in a few example tenders.
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	Started to include social and environmental criteria in procurement in a few example tenders.
Monitoring of Social and Environmental Outcomes in Delivery	No existing activity.
Gender Equality	
Activity	Presence
Previous involvement in Network about Gender Equality	No existing activity.
Existence of Gender Equality Strategy or Action Plan	Specific Equality Action Plan in place.
Existing Activities around Representation and Participation	Work has commenced through Action Plan but specific barriers for business.
Existing Activities around Governance	Work has commenced through Action Plan with training for Municipality staff.
Existing Activities around Economic Equality	No existing activity.
Existing Activities around Public Services	Work has commenced through Action Plan with training on Gender Mainstreaming.
Existing Activities around Planning and Public Space	Work has commenced through Action Plan with training on Gender Mainstreaming.
Existing Activities around Equity, Diversity and Inclusion	Action Plan is about Equality generally, with a specific Department for Multicultural activity.
Gender Responsive Public Procurement	
Activity	Presence
Previous consideration of Gender Responsive Public Procurement	Have started to think about Gender Equality as part of social criteria in Public Procurement.
Consideration of Gender Equality within the Cycle of Public Procurement	Have started to think about Gender Equality as part of social criteria in Public Procurement.
Other Considerations of Gender Equality related to Public Procurement	No existing activity.

The Municipality of Famalicão would like specifically to learn about the following as part of the GenProcure APN and through the Transnational Meetings:

-) How to broaden their Spend Analysis and understand the impact of social and environmental criteria in more detail.
-) How to further embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement – learning from partners within the GenProcure Network and other cities.
-) How to motivate more businesses to participate in Public Procurement opportunities, raise awareness of those opportunities and develop the skills of SMEs to bid for opportunities.
-) How to provide training for both Public Procurers and SMEs at the local level on Gender Responsive Public Procurement.



To support the Municipality in the GenProcure Network and in developing the IAP around future actions associated with Gender Responsive Public Procurement, Famalicão has already started to develop a ULG with the following partners:

-) The Hospital, which has already started to think about environmental considerations in Public Procurement.
-) The University, which is both a procurer of goods and services and a provider of skills and training to students in the field of Public Procurement
-) ACIF, which is a business representative body, and which is seeking to work with SMEs to address some of the barriers they face with Public Procurement.
-) The Quadrilátero Association of the Municipalities of Vila Nova de Famalicão, Barcelos, Guimarães and Braga, and which is seeking to explore how each of its members can become more Strategic in Public Procurement.

3.4. Umeå

3.4.1. About Umeå



The City of Umeå is located in North East Sweden and has a population of around 130,000. The population of Umeå is a young and growing one, with an average age of 38, and an estimated 8400 new residents having moved to the city in the last 5 years – indeed, Umeå is the fastest growing region in Northern Sweden. The City of Umeå is a welcoming one, with over 60% of the population not having been born in Umeå. This diverse, growing, and young city lends itself to promoting equality of opportunity for all residents and migrants to Umeå. The resident population of Umeå is highly skilled, with 90% having formal high school qualifications, and 50% having wider university level qualifications.

This growth in population has been matched by the development of new infrastructure and increased employment opportunities. In the last five years, 4500 new homes have been developed, 3000 new companies' setup, and 6000 new jobs created. The economy of Umeå can be described as balanced with half of jobs being in the public sector and half in the private sector. In the private sector, the strongest proportion of jobs are in manufacturing, with this particularly prevalent in the rural areas surrounding the city and focused upon developing new green infrastructure.

The Municipality of Umeå has aspirations to continue to grow the population and economy of the city, with the vision for 2050 being a population of 200,000 people. This aspiration, however, is matched with a desire for this growth to happen in a sustainable way economically, culturally, socially, and environmentally – and together with a cross-cutting emphasis on equality and equity. This aspiration is also supported by significant trust from and partnership working with other Public Institutions such as Umeå's two universities, the private sector, and residents themselves. Gender Equality has been an important theme of strategy for Umeå for over 30 years and this has led to Umeå being a city with high well-being and safety. Political representation in Umeå has been consistently Social Democrat for a number of years, with this also promoting a socially progressive city and region.

3.4.2. Umeå and Strategic Public Procurement

The Municipality of Umeå has been working on progressing and making its Public Procurement approaches more strategic for around the last 10 years. They started work on Strategic Public Procurement because they recognised that procurement spend was their money and budget and that it needed to be spent in a quality way. They also recognised that given their geographical location that purchasing from outside of Sweden in particular would have negative environmental impacts as goods would have further distance to travel. Umeå's approach has therefore focused upon using Public Procurement to also address social and environmental challenges – Umeå has been using social clauses focused upon addressing unemployment since around 2014.

The Municipality of Umeå has an annual overall spend of around €150million, with around 80% of this budget allocated to education and social care services. The vast majority of services of the Municipality are undertaken in-house and delivered directly by the Municipality's 12,000 employees. The Municipality of Umeå undertakes around 260 Procurement's each year, concerning goods, services and contracts including around construction, food, and care services, for example. Whilst there is national level policy around Public Procurement in Sweden, practice in Umeå is largely driven by local policy around social benefits and sustainability considerations. Indeed, the Municipality has a specific Officer that focuses upon embedding social and environmental considerations into every procurement and provides advice to both commissioners and procurers. The Municipality of Umeå is currently in the process of updating its Sustainable Procurement Policy, which they are hoping will also influence the procurement behaviour of institutions and procurers in Umeå, and the private sector.

3.4.3. Umeå and Gender (In)Equality

As detailed earlier, the City of Umeå has over 30 years of experience of undertaking work around Gender Equality – this work has expanded in recent years through key involvement in 2 URBACT projects. Umeå was the Lead Partner of the Gender Landscape APN (2019-2022) which sought primarily to find methods for Gender Equality work based on a holistic understanding of Gender (In) Equality as well as through understanding the local context of the cities participating (i.e. history, policy, labour market, life conditions). It also focused upon key Gender Inequality challenges, including around pay, employment, safety, governance and representation. In addition, the Municipality of Umeå and wider partners have played a key role in URBACT's Gender Equal Cities work, not only providing examples of Gender Equality in practice, but also in informing the theoretical aspects of the work.

With many responsibilities around services devolved to Municipalities in Sweden, the Municipality of Umeå described addressing Gender Inequality as being part of the DNA of the city. Indeed, they have already undertaken a number of activities to promote and enable Gender Equality, and including:

-) Since 1978, the Municipality of Umeå has had politicians appointed with a specific focus on Gender Equality - since 1994 it has had a Gender Equality Committee connected to the City Council, consisting of 14 Members and which meets once a month to develop strategies for working with Gender Equality and ensure that every decision made by the City Council has a Gender Equality analysis.
-) The Municipality of Umeå has a Gender Equality Strategy, which has sought to promote a culture of equality and mainstream Gender Equality across all departments and services. The Strategy is accompanied by 2 dedicated Gender Equality Officers within the Municipality.
-) The Municipality has sought to address gender norms in the employment of its employees, with this applying to both men and women. For example, the Municipality has sought to increase the number of men working in school meal services and education.
-) The Municipality has sought to design public spaces and services with gender as a key consideration and decision-making factor. This includes the design of a well-lit and wide tunnel at the railway station, and which links two parts of the city. In addition, the Municipality has sought to influence the times at which sporting facilities are available to men and women and based upon the success of the respective teams.
-) The Municipality has embedded the importance of Gender Equality into the curriculum of schools and is a long-time collaborator to the Umeå University Centre for Gender studies.

As well as addressing inequality related to gender, the Municipalities Gender Equality Strategy seeks to address other aspects of inequality including around age, race, and disability, and to ensure that Umeå is a truly inclusive and equal place.

3.4.4. Umeå and Gender Responsive Public Procurement

As detailed earlier, the Municipality of Umeå has nearly 10 years of experience of embedding social and environmental considerations and clauses into Public Procurement. Whilst they are trying to mainstream gender considerations across all

Municipality services, they have not yet started to actively include gender criteria and exclusion grounds into Public Procurement. This is something they are hoping will evolve as part of this Network.

3.4.5. Taking the activities of the GenProcure Network forward in Umeå

Table 5 provides a summary of the activities which the Municipality of Umeå has already undertaken around Public Procurement, Gender Equality and Gender Responsive Public Procurement. A green suggests they have already undertaken an activity, an amber suggests they have started to think about an activity, with a red suggesting they have not done anything previously about that activity.

TABLE 5 – EXISTING ACTIVITIES IN UMEÅ

Public Procurement	
Activity	Presence
Previous involvement in Network about Public Procurement	No existing involvement.
Existence of Public Procurement Strategy or Action Plan	Sustainable Procurement Policy in place but need for refresh.
Undertaking of Analysis of Procurement Spend	Some geographical Spend Analysis already undertaken.
Considerations of Social and Environmental outcomes in Commissioning	Already considers the inclusion of social criteria around employment of long term unemployed in commissioning.
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	Already includes social clauses around employment of long term unemployed and other sustainability criteria.
Monitoring of Social and Environmental Outcomes in Delivery	Some monitoring of social return around addressing unemployment.
Gender Equality	
Activity	Presence
Previous involvement in Network about Gender Equality	Lead Partner of Gendered Landscape APN.
Existence of Gender Equality Strategy or Action Plan	Existing IAP through Gendered Landscape APN.
Existing Activities around Representation and Participation	Gender Equality Committee in place since 1978.
Existing Activities around Governance	Over 30 years of Gender Equality Strategy with 2 dedicated Gender Equality Officers.
Existing Activities around Economic Equality	Existing activity to reduce gender employment gap in specific services.
Existing Activities around Public Services	Existing activity around the timings of sporting activities.
Existing Activities around Planning and Public Space	Existing projects designed and delivered to ensure gender equality.
Existing Activities around Equity, Diversity and Inclusion	Seeking to embed wider inequality into Gender Equality Strategy.

Gender Responsive Public Procurement	
Activity	Presence
Previous consideration of Gender Responsive Public Procurement	Have started to think about how gender considerations can form part of social criteria.
Consideration of Gender Equality within the Cycle of Public Procurement	Have started to think about Gender Equality as part of Commissioning, Tendering, and Decision-Making.
Other Considerations of Gender Equality related to Public Procurement	Looking to ensure practice is transferred to other Institutions and private sector.

The Municipality of Umeå would like specifically to learn about the following as part of the GenProcure APN and through the Transnational Meetings:

-) How to develop a Sustainable Procurement Strategy which also includes gender considerations.
-) How to further embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement – learning from partners within the GenProcure Network and other cities.
-) How to motivate other Anchor Institutions to include social, environmental and gender considerations in their procurement activities and ensure the private sector responds effectively.
-) How to measure the impact of social, environmental, and gender considerations in the delivery of contracts.



To support the Municipality in the GenProcure Network and in developing the IAP around future actions associated with Gender Responsive Public Procurement, Umeå has already started to develop a ULG with the following partners:

-) The Public Procurement and Gender Equality functions at the Municipality.
-) The University of Umeå, which has an existing Centre for Gender Studies and a desire to ensure that its own procurement processes and practices realise local economic, social, environmental and gender benefits.
-) A large local construction company which is looking to improve and enhance its recruitment practices to ensure equality and also adapt their own internal procurement procedures.
-) A small local company which is in social care.
-) Representative from the employers' council.
-) Healthcare.
-) A small neighbourhood municipality.
-) Chamber of Commerce.
-) Municipally owned companies.
-) Municipal activities within school and leisure.

3.5. Alcoi

3.5.1. About Alcoi



The City of Alcoi is based in South East Spain in the Valencia region and has a population of around 60,000 people. The population of Alcoi is declining, with young people in particular leaving Alcoi to seek employment opportunities in Valencia and Alicante, and further afield in Madrid and Barcelona. The core reason for leaving Alcoi is to seek better quality and paid employment and to enable skills developed in Alcoi to be realised elsewhere. Alcoi has a significant challenge with seasonal

unemployment, with an estimated 15% of those of working age out of work in the Autumn and Winter months.

Alcoi has a strong industrial past, with a particular specialism around textiles. This has been important for Alcoi historically but has also presented challenges as the textile industry begins to decline – this particularly accounts for significant unemployment for those aged over 50 and specifically women. The economy of Alcoi is relatively insular given its geographical landscape, with little opportunity for development and growth, given that Alcoi is based in a bowl and surrounded by mountains. This does however present opportunities in terms of digital and tech jobs and remote working. There is a desire for Alcoi to be more entrepreneurial and innovative and to use the skills of the population to create new products and services.

Given the challenges facing young people and unemployment as described above, Alcoi has a strong commitment to addressing inequality and supporting people to live better lives. This commitment is accompanied by specific visions for Alcoi to be a ‘Social Care Council’ and an ‘Equality Council’, action plans around Gender Equality and LGBT Communities, and the activities of Departments focused on economy, social care, smart city and innovation, and sport. The Municipality of Alcoi is committed to working cross-departmentally and cross-organisationally, with clear relationships with departments focused on addressing unemployment, addressing gender violence, and developing new enterprises, and with the Chamber of Commerce and University. Alcoi is also a Spanish Pilot City for the EU’s Urban Agenda 2030.

3.5.2. Alcoi and Strategic Public Procurement

The Municipality of Alcoi has an annual budget of around €72.5 million for the procurement of goods, services and works. In recent years and as a result of a balanced approach to political leadership, the Municipality of Alcoi has started to link Public Procurement processes and practices to the wider strategy of the Municipality, and particularly its Department’s. There are clear political priorities around linking Public Procurement to wider priorities around Gender Equality and ensuring the involvement of key Department’s such as that around addressing unemployment to ensure that Public Procurement brings wider local economic, social and environmental benefits for the communities of Alcoi.

To realise this political vision in reality, the Municipality of Alcoi has started to include clauses around and score Public Procurement from a Gender Equality perspective. As part of relevant tender opportunities, the Municipality requires potential suppliers to demonstrate evidence of having an Equality Plan in place, with up to 10 points awarded as part of the decision-making process around the quality of that Equality Plan, alongside wider consideration of cost and the quality of the good, service or work being provided.

The Municipality of Alcoi has also started to look to raise awareness of upcoming procurement opportunities with the local business community. They work closely with the Chamber of Commerce, the Textile Institute and the European Innovation Centre to share information about Public Procurement processes, and to look to encourage SMEs and other organisations to bid for Public Procurement opportunities.

The above activities around including social, environmental and gender considerations in Public Procurement and SME awareness-raising are framed and shaped by national Public Procurement Law in Spain and also Regional Policy in Valencia. There is however a recognition that this policy presents a number of barriers for the Municipality of Alcoi, including around transparency, potential suppliers having the required time to respond to requirements around social benefits, and in the need to monitor the impact of such decision-making processes without a clear monitoring tool. There is also a barrier with SMEs, in particular not necessarily having the required experience to develop Equality Plans.

3.5.3. Alcoi and Gender (In)Equality

Addressing Gender Inequality is a key component part of Alcoi's political and policy approach. In recent years, the Municipality in partnership with the Chamber of Commerce and relevant NGOs has undertaken activities to seek to ensure balanced representation of men and women in local politics, to address the gender pay gap in both the public and private sectors, and to consider gender equality in the design of public services. The approach of the Municipality of Alcoi to addressing inequality is not just restricted to gender, indeed the Municipality is also focused upon wider inequality and including the LGBT community.

The Municipality of Alcoi has three specific action plans in place around addressing inequality. The first is focused upon Gender Equality generally and providing support for disabled women and migrant women, for example to move into employment opportunity. The second is focused upon internal behaviour within the Municipality around equality and particularly around raising awareness of its importance. The third is an LGBT Plan for the city and promoting events and cultural awareness for the community. To support the realisation of the action plans, there are governance mechanisms in place in the form of a Regional Government Network for Equality and a Consultancy Board within the Municipality of Alcoi – this is accompanied by specific Officers within the Municipality focused upon Gender Equality.

3.5.4. Alcoi and Gender Responsive Public Procurement

We have already outlined in section 3.5.2 what the Municipality of Alcoi is already doing around Gender Responsive Public Procurement, with points awarded during decision-making around the quality of potential suppliers Equality Plans.

3.5.5. Taking the activities of the GenProcure Network forward in Alcoi

Table 6 provides a summary of the activities which the Municipality of Alcoi has already undertaken around Public Procurement, Gender Equality and Gender Responsive Public Procurement. A green suggests they have already undertaken an activity, an amber suggests they have started to think about an activity, with a red suggesting they have not done anything previously about that activity.

TABLE 6 – EXISTING ACTIVITIES IN ALCOI

Public Procurement	
Activity	Presence
Previous involvement in Network about Public Procurement	No existing activity.
Existence of Public Procurement Strategy or Action Plan	No existing activity.
Undertaking of Analysis of Procurement Spend	No existing activity.
Considerations of Social and Environmental outcomes in Commissioning	Have started to consider the relevance of social and environmental outcomes on particular contracts and including gender outcomes.
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	Have started to request and evaluate the relevance of social and environmental outcomes on particular contracts and including gender outcomes.
Monitoring of Social and Environmental Outcomes in Delivery	No existing activity.
Gender Equality	
Activity	Presence
Previous involvement in Network about Gender Equality	No existing activity.
Existence of Gender Equality Strategy or Action Plan	Has existing Gender Equality Action Plan in place, with a LGBT Plan currently being consulted upon.
Existing Activities around Representation and Participation	Have started to implement the activities of the Gender Equality Action Plan.
Existing Activities around Governance	Have started to implement the activities of the Gender Equality Action Plan.
Existing Activities around Economic Equality	Have started to implement the activities of the Gender Equality Action Plan.
Existing Activities around Public Services	Have started to implement the activities of the Gender Equality Action Plan.
Existing Activities around Planning and Public Space	Have started to implement the activities of the Gender Equality Action Plan.
Existing Activities around Equity, Diversity and Inclusion	Have started to implement the activities of the Gender Equality Action Plan and through the LGBT Plan.

Gender Responsive Public Procurement	
Activity	Presence
Previous consideration of Gender Responsive Public Procurement	Have started to consider Gender Equality as part of Public Procurement.
Consideration of Gender Equality within the Cycle of Public Procurement	Have started to award points around Gender Equality as part of decision-making.
Other Considerations of Gender Equality related to Public Procurement	Have started to influence the behaviour of business through encouraging Corporate Social Responsibility.

The Municipality of Alcoi would like specifically to learn about the following as part of the GenProcure APN and through the Transnational Meetings:

-) How to influence the behaviour of other Anchor Institutions and business around Gender Equality.
-) How to motivate more businesses to participate in Public Procurement opportunities, raise awareness of those opportunities and develop the skills of SMEs to bid for opportunities.
-) How to provide training for both Public Procurers and SMEs at the local level on Gender Responsive Public Procurement.
-) How to measure the impact of social, environmental, and gender considerations in the delivery of contracts.

To support the Municipality in the GenProcure Network and in developing the IAP around future actions associated with Gender Responsive Public Procurement, Alcoi has already started to develop a ULG with the following partners:

-) Councillors from the Municipality of Alcoi from across political parties and with a focus upon both Gender Equality and Public Procurement.
-) Officers from the Municipality of Alcoi and specifically with responsibilities around Gender Equality, Public Procurement, Employment and Entrepreneurship.
-) The Alcoi Chamber of Commerce and which has already started to undertake awareness raising activities around Public Procurement with SMEs.
-) A range of NGOs and including a Women's Foundation, LGBT Organisation, the 8th March Collective, and the Association of Equality.
-) Anchor Institutions such as the University of Alicante and which is interested from both being a purchaser of goods, services and works and from a Gender Equality research perspective.

3.6. Messina

3.6.1. About Messina



The City of Messina is based in the North East of the Island of Sicily, Italy and has a population of around 220,000 people. The wider Metropolitan Area of Messina consists of 108 Municipalities (of which the Municipality of Messina is one) and 48 villages and has a population of around 600,000. The City of Messina is extremely well located strategically with links from the Port to mainland Italy and internationally – however at the same time, being located on an island presents

Messina with the opportunity to create its economy from within. The City of Messina is a welcoming place with lots of migrants and refugees arriving in the city to settle or as a base to move elsewhere within Italy and Europe.

3.6.2. Messina and Strategic Public Procurement

The Municipality of Messina is a central focal point and governance mechanism for the delivery of a range of services, with individual services the responsibility of Public Companies. The emphasis of the Public Companies is upon in-house provision of services and direct employment, with goods, services and works going to Public Procurement procedure if they are specifically needed to support the delivery of in-house services. The Municipality of Messina does not have a specific Public Procurement Strategy for the purchase of goods, services and works – instead responsibility is devolved to Public Companies to undertake Public Procurement as required.

The Municipality of Messina is encouraging the Public Companies to start to consider social and environmental criteria in both the design of their service activities and in any Public Procurements they undertake. Additionally, where services have been previously outsourced to the private sector and have been sought to be brought in-house and to a Public Company, the Municipality has included a social clause to ensure that the contracts and employment of workers is transferred and to enable continuity of service activities.

The activities of the Municipality and the Public Companies around Public Procurement is framed by a new Code of Italian Procurement Law, and which is focused upon equal opportunities, both in terms of diversifying supply chains and in the workforces of suppliers. Any activity around Public Procurement in Italy is however slowed down by its very bureaucratic and technical nature.

3.6.3. Messina and Gender (In)Equality

The Municipality of Messina and wider partners in the public, private, and social sectors have undertaken significant work in recent years to address Gender Inequality, in particular. The Municipality has developed a specific Gender Equality Commission coordinated by the Municipal Councillor for Equal Opportunities and in which representatives of municipal employees and trade unions participate. A network has also

been created between the various Gender Equality Commissions operating in the city: namely those of the Municipal Service Companies, the Port Authority, the Local Health Authority and various professional associations such as that of engineers and that of lawyers.

On 8th March 2022, the Gender Equality Messina network members signed a specific action plan which vowed to fight against discrimination, to foster Gender Equality, and to address gender violence. The action plan consisted of 4 key areas of activity around: spreading awareness of the Commission and its objectives; delivering project activities around Gender Equality; fighting any form of violence; and providing legal support to the victims of gender violence.

In addition to the above overarching activities, members of the Gender Equality Commission are also undertaking activities within their own organisations to shift cultures and behaviours around inequality.

-) The Port Authority has its own Gender Equality Committee which is focused upon diversifying the workforce of the Port. They have projects such as activities in schools promoting employment at the Port to girls and boys, and specific training initiatives. They are specifically looking to promote employment opportunities for women.
-) The Healthcare Institute and which includes Hospitals and healthcare research is seeking to address issues around low pay for women and a lack of representation of women in senior medical roles. The Order of Doctors has similar objectives and is also focused upon the health of women.
-) The Municipality of Messina is seeking to influence as many Municipalities as possible in the Metropolitan Area of Messina around the importance of Gender Equality – they are also using Gender Budgeting as a way of designing policies and services.
-) The Lawyer’s Association is seeking to provide support to put an end to discrimination against women.

The Public Companies of the Municipality of Messina are also undertaking a range of work around Gender Equality. The Public Company focused upon waste collection has sought to increase the number of women in its direct workforce through targeted recruitment, and by changing internal cultures through the provision of ‘pink quarters’ and providing gender responsive clothing. The Public Company focused upon assets is seeking to transfer the ownership of under-used assets to NGOs which are focused upon addressing discrimination against women. The Public Company focused upon public transport is seeking to increase the number of women bus drivers, by providing support services around childcare, for example.

The work the Municipality of Messina and partners is undertaking around Gender Equality is framed by national level legislation and particularly the Italian Code around Equality of Opportunity. However, it is the locally defined Commission and Action Plan which is beginning to impact. There is now greater representation of women on the City Council; the gender pay gap has begun to narrow in the public administration; and public services are being designed with addressing inequality in mind, such as the provision of public transport to the many villages surrounding Messina.

3.6.4. Messina and Gender Responsive Public Procurement

As outlined earlier, the Municipality of Messina’s core principle around Public Procurement is to enable in-house provision through Public Companies. However, where Public Procurement is required, the Municipality is encouraging the Public Companies to think about the inclusion of social clauses in particular in the procedure. They are also encouraging the Public Companies to explore whether particular contracts can be ‘reserved’ for Social Economy organisations, such as Social Enterprise and who naturally bring social benefits through their activities. Finally, through the process of Public Procurement, the Municipality of Messina is looking to understand in more detail about the workforces of potential suppliers, the number of women employed by them, and whether there are any challenges with the gender pay gap.

3.6.5. Taking the activities of the GenProcure Network forward in Messina

Table 7 provides a summary of the activities which the Municipality of Messina has already undertaken around Public Procurement, Gender Equality and Gender Responsive Public Procurement. A green suggests they have already undertaken an activity, an amber suggests they have started to think about an activity, with a red suggesting they have not done anything previously about that activity.

TABLE 7 – EXISTING ACTIVITIES IN MESSINA

Public Procurement	
Activity	Presence
Previous involvement in Network about Public Procurement	No existing activity.
Existence of Public Procurement Strategy or Action Plan	No existing activity
Undertaking of Analysis of Procurement Spend	No existing activity
Considerations of Social and Environmental outcomes in Commissioning	Has started to think about how social and environmental considerations can be included in service design, but no existing practice.
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	Has started to think about how social and environmental considerations can be included in tendering, but no existing practice.
Monitoring of Social and Environmental Outcomes in Delivery	No existing activity.

Gender Equality	
Activity	Presence
Previous involvement in Network about Gender Equality	No existing activity.
Existence of Gender Equality Strategy or Action Plan	Existing Equality Commission in place which includes representation from Public Sector, Public Companies and Private Sector.
Existing Activities around Representation and Participation	Work already undertaken within Council to ensure 50/50 political representation.
Existing Activities around Governance	Existing Equality Commission in place with regular meetings.
Existing Activities around Economic Equality	Priority of Equality Commission to reduce gender employment and pay gap.
Existing Activities around Public Services	Public Companies committed to addressing inequality.
Existing Activities around Planning and Public Space	Public Companies committed to integrating all Messina communities.
Existing Activities around Equity, Diversity and Inclusion	Some existing activity around integrating migrants.
Gender Responsive Public Procurement	
Activity	Presence
Previous consideration of Gender Responsive Public Procurement	Has started to consider broadly the workforce composition of potential suppliers.
Consideration of Gender Equality within the Cycle of Public Procurement	No existing activity.
Other Considerations of Gender Equality related to Public Procurement	No existing activity.

The Municipality of Messina would like specifically to learn about the following as part of the GenProcure APN and through the Transnational Meetings:

-) How to develop a Public Procurement Strategy focused upon both legislation and social and environmental considerations.
-) How to consider wider inequalities issues in the city and include them as outcomes in Public Procurement Strategy.
-) How to embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement – learning from partners within the GenProcure Network and other cities.
-) How to further develop the culture of Public Companies around both Gender Equality and Public Procurement.
-) How to motivate more businesses to participate in Public Procurement opportunities, raise awareness of those opportunities and develop the skills of SMEs to bid for opportunities.

-) How to utilise existing vacant assets to stimulate the creation of new businesses and cooperatives which may look to bid for and deliver Public Procurement contracts in the future.

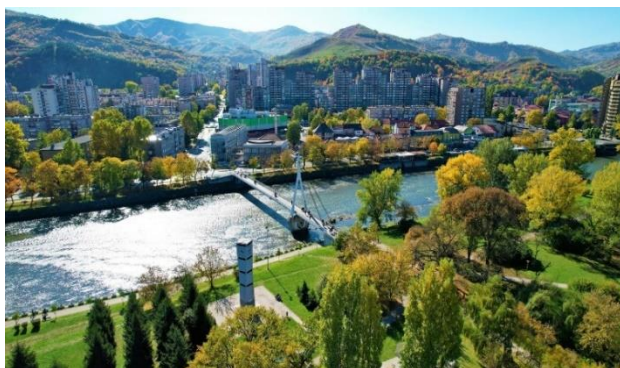


To support the Municipality in the GenProcure Network and in developing the IAP around future actions associated with Gender Responsive Public Procurement, Messina has already started to develop a ULG with the following partners:

- The members of the existing Gender Equality Commission and which are already doing work around Gender Equality. The activities of the Commission could expand to include a focus on Public Procurement.
- The various Public Companies and which have devolved responsibility for the purchase of goods, services and works through Public Procurement.
- The Messina Voluntary Community Faith and Social Enterprise Instructure Body and which can provide training around volunteering.

3.7. Zenica-Doboj Canton

3.7.1. About Zenica-Doboj Canton



The Canton (Region) of Zenica-Doboj is located in the centre of Bosnia and Herzegovina and has a population of around 360,000 people. The Canton is well located, with good road and rail links to the Capital City of Sarajevo – Zenica-Doboj consists of a number of cities of which Zenica is the largest, and also rural villages based in the mountains and forests that categorise the Canton. The population of Zenica-

Doboj is a diverse one, it is consisted of Bosniaks (82.2%), Croats (12%), Serbs (1.5%) and Other (4.3%) (data on Census 2013 in Bosnia and Herzegovina).

The overall population of Zenica-Doboj is in decline, as people seek economic and employment opportunity across Europe and particularly in Germany – the primary reasoning behind this migration is economic with average monthly wages in Zenica-Doboj around €500 per month, with pay lower in the private sector than it is in the public sector.

The economy of Bosnia and Herzegovina continues to struggle to recover from the War of the 1990s, with many traditional industries such as metal processing and steel production continuing to decline. For years, the region of Zenica-Doboj was reliant upon Iron factory 'Zeljezara' as the primary employer with over 20,000 jobs – this has now declined to around 2,300 jobs. This and other economic factors mean that 20% of the

working age are currently unemployed – this figure is recognised as being much higher, once activities associated with the informal economy are taken into account.



Unlike our other partners in the GenProcure APN, the Canton of Zenica-Doboj is a Regional Authority and therefore a Non-City Partner and represented by the Department for Development and International Projects (DDIP). The Canton is one of 10 such Canton's in Federation of Bosnia and Herzegovina and effectively operates like a small state with a number of thematic Ministries. DDIP is responsible for strategic planning and drawing together the priorities of each Ministry into a coherent

Integrated Development Strategy. The Strategy for the period 2021 to 2027 is focused upon a range of sectors and themes including the economy, health, infrastructure, and ecology, and is accompanied by three-year focused action plans. For the current 3-year period, the action plan presents 272 strategic projects, with a value of €276 Million.

Bosnia and Herzegovina were awarded candidate status for the European Union in 2022 and is hopeful of accession in the next seven years, bringing with it potentially significant economic, funding, and freedom of movement benefits.

3.7.2. Zenica-Doboj Canton and Strategic Public Procurement

Each of the Ministries of the Canton of Zenica-Doboj are responsible for their own purchasing of goods, service and works through the process of Public Procurement, with the procedure utilised to undertake Public Procurement depending upon the nature of the goods, services or works being purchased. For purchases that involve EU funding, the Ministries have to adhere to the EU Procurement Directives of 2014, and particularly principles of competition.

For purchases that involve Federal or other National funding, National Public Procurement Law of Bosnia and Herzegovina needs to be applied and which came into legislation in 2014 (amendments to this Law were adopted in 2022). The National Public Procurement Law is seen as very bureaucratic and slow, with little opportunity for flexibility and particularly the consideration of social and environmental considerations – this lack of opportunity is also exacerbated by a complicated appeals process which unsuccessful businesses can apply if they are dissatisfied with the award decision.

Zenica-Doboj Canton follows the National Law on Public Procurement, aligned with EU regulations. This law includes EU directives such as those on Public Procurement, water, energy, transport, and postal services. Additionally, it incorporates directives on review procedures for public contracts and coordination of procedures in defence and security. Zenica-Doboj Canton applies the aforementioned legal frameworks in full compliance with the principles of transparency, cost-effectiveness, equal treatment, non-discrimination, and efficiency to ensure the integrity and success of its Public Procurement procedures.

In both EU and National Law, there are provisions for greater flexibility in Public Procurement and to enable Zenica-Doboj Canton to become more strategic in its approach. For example, Ministries can deploy the PRAG (Procurement and Grants for

European Union External Actions) procedure exclusively in cases when EU funds are involved and which places greater emphasis on realising social and environmental goals through Public Procurement. In addition, under National Law, Ministries can directly award contracts under the value of €3,500 which opens up opportunities to SMEs. Despite these provisions and a desire to do Public Procurement differently, the Canton faces barriers in terms of risk adversity and awareness amongst the market of what Ministries are looking to buy through Public Procurement.

3.7.3. Zenica-Doboj Canton and Gender (In)Equality

The culture of Bosnia and Herzegovina is viewed as being one of a very traditional society with women and other groups disadvantaged and sometimes paid less than men, particularly in the private sector. There are also inequality challenges around representation in local politics. Despite this culture, the Canton of Zenica-Doboj has had a longstanding commitment to address Gender Inequality, with Gender Equality having been a core commitment and principle of the Canton since its formulation in 1996. They have a Gender Action Plan for the period 2021 to 2024 which includes activities around representation, governance, economic equality and public services.

In addition, realising equality is a key principle and focus of the Canton's Integrated Development Strategy for 2021 to 2027, alongside appreciation of diversity and discrimination, and the Canton is seeking to realise its commitments through Gender Equality Commissions and the emerging ULG for this GenProcure Network. Indeed, the ULG has representation from the public sector (DDIP and education organisations, the health sector), the private sector in the form of a construction company and also women-owned enterprises, and representatives of NGOs. The ULG and the Canton recognise that there is a long distance to travel in embedding Gender Equality in a Bosnia and Herzegovina context, hence involvement in this Network.

3.7.4. Zenica-Doboj Canton and Gender Responsive Public Procurement

As already detailed, the process of Public Procurement is very bureaucratic and technical in a Bosnia and Herzegovina context, and it is difficult to change procurement cultures. However, in the Canton of Zenica-Doboj, and through this GenProcure Network, there is the desire to commence the journey towards including social and environmental considerations in Public Procurement and to reduce some of the barriers associated with it. There is also a desire as part of social considerations to learn from other cities within the Network as to the types of gender considerations that can be included in Public Procurement and how to legally include them.

3.7.5. Taking the activities of the GenProcure Network forward in Zenica-Doboj Canton

Table 8 provides a summary of the activities which Zenica-Doboj Canton has already undertaken around Public Procurement, Gender Equality and Gender Responsive Public Procurement. A green suggests they have already undertaken an activity, an amber suggests they have started to think about an activity, with a red suggesting they have not done anything previously about that activity.

TABLE 8 – EXISTING ACTIVITIES IN ZENICA-DOBOJ CANTON

Public Procurement	
Activity	Presence
Previous involvement in Network about Public Procurement	Project partner in GRASPINNO project through Interreg Med and focused on Green and Innovative Public Procurement.
Existence of Public Procurement Strategy or Action Plan	No direct Strategy, but each Ministry produces an annual Public Procurement Plan.
Undertaking of Analysis of Procurement Spend	Total number of contracts awarded, and types of procedure utilised recorded.
Considerations of Social and Environmental outcomes in Commissioning	A desire to consider social and environmental outcomes, but a range of legislative and practical barriers.
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	No existing activity.
Monitoring of Social and Environmental Outcomes in Delivery	No existing activity.
Gender Equality	
Activity	Presence?
Previous involvement in Network about Gender Equality	No existing activity.
Existence of Gender Equality Strategy or Action Plan	Gender Action Plan for 2021 to 2024 in place.
Existing Activities around Representation and Participation	Equality a key principle of the Integrated Development Strategy and beginning to emerge through Gender Action Plan.
Existing Activities around Governance	Existing Commissions around Equality and ULG seen as key governance mechanism. Also beginning to emerge through activities of Gender Action Plan.
Existing Activities around Economic Equality	Beginning to emerge through Gender Action Plan.
Existing Activities around Public Services	Beginning to emerge through Gender Action Plan.
Existing Activities around Planning and Public Space	No existing activity.
Existing Activities around Equity, Diversity and Inclusion	No existing activity.
Gender Responsive Public Procurement	
Activity	Presence?
Previous consideration of Gender Responsive Public Procurement	A desire to consider gender as part of Public Procurement into the future.
Consideration of Gender Equality within the Cycle of Public Procurement	No existing activity.
Other Considerations of Gender Equality related to Public Procurement	No existing activity.

Zenica-Doboj Canton would like specifically to learn about the following as part of the GenProcure APN and through the Transnational Meetings:

-) How to undertake Spend Analysis and understand existing procurement spend in more detail within the Ministries of the Canton.
-) How to embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement – learning from partners within the GenProcure Network and other cities.
-) How to provide training for both Public Procurers and SMEs at the local level on Gender Responsive Public Procurement.
-) How to motivate more businesses to participate in Public Procurement, raise awareness of those opportunities and develop the skills of SMEs to bid for opportunities.



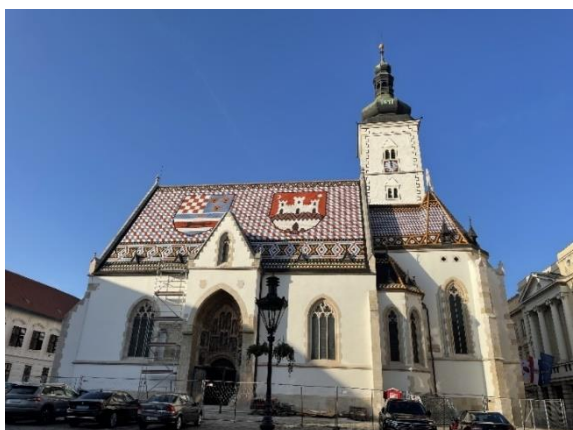
To support the DDIP in the GenProcure Network and in developing the IAP around future actions associated with Gender Responsive Public Procurement, Zenica-Doboj Canton has already started to develop a ULG with the following partners:

-) A ULG Coordinator from the education sector.
-) The Head of the Public Procurement Service of the local development agency.
-) A range of local businesses including around construction and textiles, and women owned enterprises.
-) A range of NGOs and with a focus upon equality

and other voluntary activities.

3.8. Zagreb

3.8.1. About Zagreb



The City of Zagreb is located in the North of Croatia and is the country's capital city. Zagreb has a population of some 800,000 people and is a shrinking and ageing city in population terms, as young people are seeking economic opportunities elsewhere in Europe and particularly in Germany and Ireland. Despite this population decline, Zagreb is growing fast in terms of new infrastructure and particularly in that which will support the growth of big business and tourism.

This economic growth focus is presenting residents of Zagreb with many problems. There is a significant housing crisis, with a lack of access to and a lack of affordable housing, particularly within the City Centre – this is accompanied by a lack of

infrastructure being available for young families such as Kindergartens. The emphasis upon economic growth through tourism is presenting Zagreb with knock-on challenges around garbage and traffic and pollution within the City Centre. Zagreb also continues to recover from 2020 earthquake, and which was aligned to the timing of the first Covid-19 lockdown, and which caused significant damage.

Demographic change is also presenting Zagreb based businesses with challenges in the recruitment of workers – indeed, there are currently not enough skilled workers to fill employment vacancies. Whilst levels of unemployment in Zagreb are subsequently relatively low at around 2.5%, there are however key challenges with the quality of jobs on offer, with low pay and poor terms and conditions. Given the scale of infrastructure development, the construction sector in Zagreb is strong, with a growing number of local and international companies operating – there are however challenges with the increasing costs of building materials and the scale of the recovery required from the 2020 earthquake. In general terms, the economy of Zagreb is composed of micro and small businesses, 27% and 56% of the business base respectively – only 0.7% of businesses have more than 250 employees and therefore classified as large.

3.8.2. Zagreb and Strategic Public Procurement

The Municipality of Zagreb has an annual Public Procurement spend of some €578 Million, which is a significant amount of public money to spend. The Municipality has clear priorities as to the types of good, services and works that are presented for Public Procurement, with a political directive to ensure as many services, in particular such as around health, cleaning and education, for example are delivered through in-house provision. This focus ensures that the Municipality of Zagreb has greater control over the delivery of services, and that social benefits through employment come naturally as there is greater flexibility to employ locally than with outsourced services.

Public Procurement in the Municipality of Zagreb is driven by a centralised Public Procurement Department, and which is responsible for each of the stages of the procurement cycle – it is also framed by the directives of the new Croatian Public Procurement Law, and which is predominantly focused upon price as the primary decision-making factor. Despite this, the Municipality of Zagreb is increasingly exploring how it can embed social and environmental considerations into procurement opportunities and to change procurement cultures internally within the Municipality. For example, they have recently included green award criteria on a procurement for food services, and increasingly thinking about how social criteria can be included in some of the opportunities associated with development and construction. The City of Zagreb has a Development Strategy for 15 to 20 big projects in the coming years, for which there is scope to include social and environmental considerations in their procurement.

The Municipality of Zagreb faces key challenges in changing cultures around Public Procurement, with this being notably around the legal framework around Public Procurement in Croatia, the readiness of business to respond to considerations of social and environmental issues, and the skills of commissioners to think about the types of social and environmental benefits that could be included in opportunities and subsequently can be awarded points against in the procurement process.

3.8.3. Zagreb and Gender (In)Equality

One of the key constitutional principles of Croatia's accession to the EU was around Gender Equality and addressing inequality more generally. As part of this, Central Government developed a National Gender Equality Plan and a National Strategy for Women's Entrepreneurship – despite this, Gender Inequality remains stark in Croatia with 68% of representatives in National Parliament being men, significant barriers to women achieving a work/life balance due to inflexible working practices, and despite 61% of all students being women, few progress into senior management roles in business or develop their own enterprises.

At the more local level in Zagreb, there are a number of policies and practices in place that are seeking to enable gender equality. There is a Zagreb Gender Equality Action Plan which is framed by the national plan described above, there is a new collective agreement for workers in the Municipality run Kindergarten's, and there is a specific Council Committee on Gender Equality. Activities around addressing gender and other forms of inequality are supported by a diverse group of NGO's in Zagreb, and which as explained later on will form a key part of the Zagreb ULG for this GenProcure Network.

Like for Public Procurement, the Municipality of Zagreb faces challenges around realising the principles of the Gender Equality Action Plan, with these largely being around a lack of understanding of the importance of Gender Equality, the role the media plays in influencing people, and the culture of business around realising Gender Equality.

3.8.4. Zagreb and Gender Responsive Public Procurement

As already outlined, the Municipality of Zagreb is seeking to change its culture around both Public Procurement and Gender Equality through the inclusion of social and environmental clauses in procurement procedures and the delivery of a Gender Equality Action Plan. There is a desire amongst the emerging ULG for this Network to start to think additionally about Gender Responsive Public Procurement, but with a recognition that gender clauses will not apply to all goods, services, and works that the Municipality is seeking to purchase, and that there needs to be both internal and external training for officers and businesses around Gender Equality. There is an emerging infrastructure in both the Public Procurement Department and amongst NGOs through their training provision for Gender Responsive Public Procurement to become a reality in Zagreb.

3.8.5. Taking the activities of the GenProcure Network forward in Zagreb

Table 9 provides a summary of the activities which the Municipality of Zagreb has already undertaken around Public Procurement, Gender Equality and Gender Responsive Public Procurement. A green suggests they have already undertaken an activity, an amber suggests they have started to think about an activity, with a red suggesting they have not done anything previously about that activity.

TABLE 9 – EXISTING ACTIVITIES IN ZAGREB

Public Procurement	
Activity	Presence?
Previous involvement in Network about Public Procurement	Some emphasis on Public Procurement in URBACT Smart Impact Network.
Existence of Public Procurement Strategy or Action Plan	No existing activity.
Undertaking of Analysis of Procurement Spend	No existing activity.
Considerations of Social and Environmental outcomes in Commissioning	Have started to consider social and environmental outcomes. Emphasis upon in-house provision and associated benefits.
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	Commitment to this, but lack of scored social clauses.
Monitoring of Social and Environmental Outcomes in Delivery	No existing activity.
Gender Equality	
Activity	Presence
Previous involvement in Network about Gender Equality	No existing activity.
Existence of Gender Equality Strategy or Action Plan	National legislation and local Equality Action Plan in place.
Existing Activities around Representation and Participation	Range of NGOs in place in Zagreb focused on Gender Equality and seeking to support Gender Equality Action Plan.
Existing Activities around Governance	Emerging Gender Equality Commission in place.
Existing Activities around Economic Equality	Activity beginning to emerge through Gender Equality Action Plan.
Existing Activities around Public Services	Activity beginning to emerge through Gender Equality Action Plan.
Existing Activities around Planning and Public Space	Activity beginning to emerge through Gender Equality Action Plan.
Existing Activities around Equity, Diversity and Inclusion	Activity beginning to emerge through Gender Equality Action Plan.
Gender Responsive Public Procurement	
Activity	Presence?
Previous consideration of Gender Responsive Public Procurement	Beginning to consider Gender Equality in Public Procurement alongside social and environmental considerations.
Consideration of Gender Equality within the Cycle of Public Procurement	No existing activity.
Other Considerations of Gender Equality related to Public Procurement	Series of NGOs delivering training and awareness raising around Gender Equality.

The Municipality of Zagreb would like specifically to learn about the following as part of the GenProcure APN and through the Transnational Meetings:

-) How to undertake Spend Analysis and understand existing procurement spend in more detail within the City of Zagreb.
-) How to change the culture of Public Administration and specifically Public Procurement to realise Gender Equality.
-) How to embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement – learning from partners within the GenProcure Network and other cities.
-) How to provide training for both Public Procurers and SMEs at the local level on Gender Responsive Public Procurement.
-) How to motivate more businesses to participate in Public Procurement opportunities, raise awareness of those opportunities and develop the skills of SMEs to bid for opportunities.
-) How to measure the impact of social, environmental, and gender considerations in the delivery of contracts.



To support the Municipality in the GenProcure Network and in developing the IAP around future actions associated with Gender Responsive Public Procurement, Zagreb has already started to develop a ULG with the following partners:

-) The Public Procurement Department at the Municipality of Zagreb and which has responsibility for €578 Million of annual spend.
-) The EU Funds Department at the Municipality of Zagreb and which has responsibility for project preparation and implementation.
-) Councillors from the Municipality of Zagreb and with responsibility for Finance, Public Procurement, Social Services and Gender Equality.
-) A range of NGOs with a focus upon addressing inequality, enabling Gender Equality, and Human Rights.

3.9. Újfehértó

3.9.1. About Újfehértó



The City of Újfehértó is based in Eastern Hungary and between the County Seats of Nyiregyhaza and Debrecen. This makes Újfehértó strategically located for its 12,000 population, with employment opportunities available in both County Seats – it is also, however, a threat to the local economy as a significant proportion of the local population leave Újfehértó on a daily basis to work in Nyiregyhaza and Debrecen – there is a real

risk that Újfehértó may become a dormitory city in the future. The challenge of external commuting for employment and skills is particularly profound for young people from Újfehértó with 50% of those that leave the city to study at university staying in the city they choose to study in, with the remaining 50% returning to seek local employment or employment in the County Seats.

As a result of its strategic location, the city of Újfehértó effectively has zero levels of unemployment – however, local employment can be restricted to work in the public sector and particularly for the Municipality and in the agriculture sector, which is shaped by a number of SMEs. This is both a threat to the local economy with the domination of singular industries, and an opportunity to create new enterprises in order to retain skilled talent and specifically young people and to diversify the economy.

The Municipality of Újfehértó employs over 300 people and is responsible for services associated with education, town management, and health, amongst others. 40 people work directly within the Mayor's Office. Educational infrastructure is particularly strong in Újfehértó with 6 kindergartens, 4 elementary schools, and 1 secondary school – the city however lacks post school education, which contributes to the departure of young people elsewhere for further skills and employment. Services in Újfehértó are shaped by the Town Development Strategy which seeks to provide an integrated approach (horizontally) and has a vision to address the challenges the city faces with the retention of young people.

3.9.2. Újfehértó and Strategic Public Procurement

The Municipality of Újfehértó utilises two processes through which to purchase goods, services, and works – it spends around €12 Million each year. For purchases above €5,000, the Municipality of Újfehértó utilises 'Public Procurement' procedures which are defined by National Level Hungarian Law – in this there is a need to ensure competitiveness, an emphasis upon price as a primary decision-making factor, and the utilisation of electronic processes to undertake tendering. The process of 'Public Procurement' is seen as very technical and bureaucratic for both the Municipality and businesses that want to bid for opportunities.

For purchases below the National Law threshold, the Municipality of Újfehértó utilises more flexible 'Procurement' procedures. These procedures retain a focus upon ensuring competitiveness but has reduced paperwork and seeks to ensure openness to opportunities for local SMEs. Whilst the Municipality of Újfehértó has not undertaken any

official analysis of where spend goes, they estimate that 80% of 'Procurement' spend is with local SMEs. Around half of all purchasing utilises 'Public Procurement' procedure, with the remainder utilising 'Procurement'.

In all of the above, there is a desire for local SMEs to develop and bid for purchasing opportunities – there is however a reluctance to take risks and be challenges on 'Public Procurement' decisions in particular. There is currently no provision in National Hungarian Procurement Law around the inclusion of social and environmental considerations in Public Procurement, which does not fit with wider EU Public Procurement Directives and something which the Municipality of Újfehértó would like to explore as part of this Network. The External Experts that form part of the Újfehértó team for GenProcure do have experience of changing procurement processes and procedures through their involvement with the Municipality of Nagykallo in the Procure APN (2015 to 2018), and they will look to additionally share this experience as part of this APN.

3.9.3. Újfehértó and Gender (In)Equality

The Municipality of Újfehértó sees realising Gender Equality as a key aspect of horizontal integration and a key part of their Town Development Strategy as detailed earlier. They also recognise that they have a natural representation of women workers in service areas where it would be expected such as education and health services. This is supported by a national requirement around equal pay and local policy seeking to increase the number of men working in professions traditionally associated with women such as kindergarten teachers. There is also a balance in terms of political representation on the Council with six men and six women as Councillors currently.

The key challenge Újfehértó faces around inequality is around young people and ensuring there is economic opportunity in local businesses for them to encourage them to return to Újfehértó following their studies. There are challenges around the business cultures of existing businesses, including around representation and pay from a gender perspective, and in supporting young people to develop their own enterprises that both encourage them to remain in the locality and contribute to the development and growth of the local economy.

3.9.4. Újfehértó and Gender Responsive Public Procurement

As detailed earlier, the process of 'Public Procurement' in Hungary is very technical and bureaucratic as a result of National Level Law – indeed, there is no history of the inclusion of social and environmental clauses in contracts. This means for 'Public Procurement's', it is going to be difficult for Újfehértó to include gender clauses in the design of goods, services and works above the €5,000 threshold for 'Public Procurement'.

There is however the opportunity to approach 'Procurement' opportunities differently, whilst retaining legal requirements around competitiveness. The Municipality of Újfehértó could look to identify existing women owned businesses and encourage them to bid for opportunities, and they could support the development of new enterprises by young people and encourage them to bid for 'Procurement' and 'Public Procurement' opportunities into the future. Awareness raising and training in particular could be provided.

Having stated the above, the Municipality of Újfehértó has no experience of undertaking Gender Responsive Public Procurement.

3.9.5. Taking the activities of the GenProcure Network forward in Újfehértó

Table 10 provides a summary of the activities which the Municipality of Újfehértó has already undertaken around Public Procurement, Gender Equality and Gender Responsive Public Procurement. A green suggests they have already undertaken an activity, an amber suggests they have started to think about an activity, with a red suggesting they have not done anything previously about that activity.

TABLE 10 – EXISTING ACTIVITIES IN ÚJFEHÉRTÓ

Public Procurement	
Activity	Presence?
Previous involvement in Network about Public Procurement	Not direct involvement. ULG Coordinator involved with Procure Network with the Municipality of Nagykallo.
Existence of Public Procurement Strategy or Action Plan	No existing activity.
Undertaking of Analysis of Procurement Spend	Perception around 'Procurement' Spend but no specific analysis undertaken.
Considerations of Social and Environmental outcomes in Commissioning	No existing activity.
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	No existing activity.
Monitoring of Social and Environmental Outcomes in Delivery	No existing activity.
Gender Equality	
Activity	Presence?
Previous involvement in Network about Gender Equality	No existing activity.
Existence of Gender Equality Strategy or Action Plan	No existing activity.
Existing Activities around Representation and Participation	Balanced representation politically.
Existing Activities around Governance	No existing activity.
Existing Activities around Economic Equality	Natural equality in areas such as education and health.
Existing Activities around Public Services	No existing activity.
Existing Activities around Planning and Public Space	No existing activity.
Existing Activities around Equity, Diversity and Inclusion	No existing activity.
Gender Responsive Public Procurement	
Activity	Presence?
Previous consideration of Gender Responsive Public Procurement	No existing activity.
Consideration of Gender Equality within the Cycle of Public Procurement	No existing activity.
Other Considerations of Gender Equality related to Public Procurement	No existing activity.

The Municipality of Újfehértó would like specifically to learn about the following as part of the GenProcure APN and through the Transnational Meetings:

-) How to undertake Spend Analysis and understand existing procurement spend in more detail within the Municipality of Újfehértó.
-) How to embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement – learning from partners within the GenProcure Network and other cities.
-) How to motivate more businesses to participate in ‘Public Procurement’ and ‘Procurement’ opportunities, raise awareness of those opportunities and develop the skills of SMEs to bid for opportunities.
-) How to use Public Procurement and other levers as a mechanism to address the core challenge facing the city around young people, and in addition address inequality more generally.

To support the Municipality in the GenProcure Network and in developing the IAP around future actions associated with Gender Responsive Public Procurement, Újfehértó has already started to develop a ULG with the following partners:

-) The Mayor’s Department at the Municipality of Újfehértó and which has wider responsibility around the Strategy for the city.
-) The Finance Department at the Municipality of Újfehértó and which is responsible for both ‘Public Procurement’ and ‘Procurement’ procedures.

4. Methodology and Roadmap

This section of the Baseline Study seeks to do five things:

-) First, it seeks to synthesise the baseline position of each of GenProcure's Partners by summarising the existing activities that each city is already undertaking around Public Procurement, Gender Equality, and Gender Responsive Procurement.
-) Second, it seeks to draw together the learning needs of each of GenProcure's Partners and develop a coherent methodology of transnational, local, and IAP related activities to be implemented over the coming two years of Network activity.
-) Third, it seeks to provide linkages between this Baseline Study and the Communications Plan for the GenProcure Network, and specifically how communications activities will link to transnational exchange.
-) Fourth, it seeks to present a collaborative Network level Roadmap for the Network activities, detailing particular tasks to be undertaken on a month-by-month basis.
-) Fifth, it provides a final Lead Expert assessment of the potential of the of the GenProcure APN to realise its objectives, to make synergies with other APNs, and to link to wider activities being undertaken at EU level around Public Procurement and Gender Equality.

4.1. Synthesis

Table 11 provides a summary of the activities that GenProcure Cities are already undertaking around Public Procurement, Gender Equality and Gender Responsive Procurement. This is helpful in that it both identifies cities that have knowledge and skills to share as part of the transnational activities of the GenProcure Network and it also identifies cities that have key learning needs around particular activities.

In relation to Public Procurement:

-) Koszalin, Satu Mare, Famalicão and Zenica-Doboj have knowledge to share from their previous involvement in Networks around Public Procurement.
-) The cities of Koszalin, Satu Mare, and Famalicão have learning to share from their development of Public Procurement Strategies or Action Plans.
-) The cities of Koszalin, Famalicão and Umeå have experience to share around the undertaking of Spend Analysis.
-) The cities of Umeå and Alcoi have experience to share around the consideration of Social and Environmental Outcomes in Commissioning.
-) The cities of Umeå and Alcoi have experience of including Social and Environmental questions in Tendering and Decision-Making.

In relation to Gender Equality:

-) The city of Umeå has knowledge to share from their previous involvement in Networks around Gender Equality.
-) Famalicão, Umeå, Alcoi, Messina, Zenica-Doboj and Zagreb have learning to share from their development of Gender Equality Strategies or Action Plans.
-) The cities of Umeå, Messina, Zagreb and Újfehértó have experience to share from the existing activities around Gender Equality and Representation.
-) The cities of Umeå and Messina have experience to share from their existing activities around Gender Equality and Governance.
-) The city of Umeå has experience to share from their existing activities around Gender Equality and Economic Equality.
-) The city Umeå has experience to share from their existing activities around Gender Equality and Public Services.
-) The city of Umeå has experience to share from their existing activities around Gender Equality and Planning and Public Space.
-) The cities of Famalicão and Alcoi have experience to share around existing activities associated with Equity, Diversity and Inclusion.

In relation to Gender Responsive Public Procurement:

-) The cities of Umeå and Alcoi have already started to consider Gender Equality in Public Procurement.
-) The city of Alcoi has already started to consider Gender Equality in the Cycle of Public Procurement.

TABLE 11 – EXISTING ACTIVITIES ACROSS THE PARTNER CITIES

Public Procurement									
Activity	Koszalin	Satu Mare	Famalicão	Umeå	Alcoi	Messina	Zenica	Zagreb	Újfehértó
Previous involvement in Network about Public Procurement	Green	Green	Green	Red	Red	Red	Green	Yellow	Yellow
Existence of Public Procurement Strategy or Action Plan	Green	Green	Green	Yellow	Red	Red	Yellow	Red	Red
Undertaking of Analysis of Procurement Spend	Green	Yellow	Green	Yellow	Red	Red	Yellow	Red	Yellow
Considerations of Social and Environmental outcomes in Commissioning	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow	Yellow	Red
Use of Social and Environmental questions and clauses in Tendering and Decision-Making	Yellow	Yellow	Yellow	Green	Green	Yellow	Red	Yellow	Red
Monitoring of Social and Environmental Outcomes in Delivery	Red	Red	Red	Yellow	Red	Red	Red	Red	Red
Gender Equality									
Previous involvement in Network about Gender Equality	Red	Red	Red	Green	Red	Red	Red	Red	Red
Existence of Gender Equality Strategy or Action Plan	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Red
Existing Activities around Representation and Participation	Yellow	Yellow	Yellow	Green	Yellow	Green	Yellow	Green	Green
Existing Activities around Governance	Red	Red	Yellow	Green	Yellow	Green	Yellow	Yellow	Red
Existing Activities around Economic Equality	Yellow	Yellow	Red	Green	Yellow	Yellow	Yellow	Yellow	Yellow
Existing Activities around Public Services	Red	Red	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Red
Existing Activities around Planning and Public Space	Red	Red	Yellow	Green	Yellow	Yellow	Red	Yellow	Red
Existing Activities around Equity, Diversity and Inclusion	Yellow	Yellow	Green	Yellow	Green	Yellow	Red	Red	Red
Gender Responsive Public Procurement									
Previous consideration of Gender Responsive Public Procurement	Red	Red	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Red
Consideration of Gender Equality within the Cycle of Public Procurement	Red	Red	Yellow	Yellow	Green	Red	Red	Red	Red
Other Considerations of Gender Equality related to Public Procurement	Yellow	Yellow	Red	Yellow	Yellow	Red	Red	Yellow	Red

4.2. Methodology

Table 12 provides a summary of the types of things partner cities want to learn about as part of the GenProcure APN, as drawn from the city profiles and to inform the development of their IAPs. This has been in turn used to inform the following methodology of transnational, local, and IAP related activities for the duration of the 2 years of the GenProcure APN. The methodology was co-produced by partners during the Ready for Action Meeting in Famalicão on 21st and 22nd November 2023.

TABLE 12 – SUMMARY OF DESIRED LEARNING FOR PARTNER CITIES

Desired Learning	Koszalin	Satu Mare	Famalicão	Umeå	Alcoi	Messina	Zenica	Zagreb	Újfehértó
How to undertake Spend Analysis and understand existing procurement spend in more detail across Institutions.		X					X	X	X
How to broaden Spend Analysis and understand the impact of social and environmental criteria in more detail.		X	X						
How to develop a Public Procurement Strategy focused upon both legislation and social, environmental and gender considerations.				X		X			
How to use Public Procurement and other levers as a mechanism to address the core challenge facing the city around young people, and in addition address inequality more generally.		X			X	X			X
How to further develop the culture of Public Companies around both Gender Equality and Public Procurement.						X		X	
How to embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement.	X	X				X	X	X	X
How to further embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement.			X	X					
How to provide training for both Public Procurers and SMEs at the local level on Gender Responsive Public Procurement.	X		X		X		X	X	
How to raise awareness of the importance of addressing Gender Inequality amongst wider stakeholders, including at national level.	X								
How to motivate other Anchor Institutions to include social, environmental and gender considerations in their procurement activities and ensure the private sector responds effectively.				X					
How to motivate more businesses to participate in Public Procurement opportunities, raise awareness of those opportunities and develop the skills of SMEs to bid for opportunities.			X		X	X	X	X	X
How to measure the impact of social, environmental, and gender considerations in the delivery of contracts.		X		X	X			X	
How to utilise existing vacant assets to stimulate the creation of new businesses and cooperatives which may look to bid for and deliver Public Procurement contracts in the future.						X			

4.2.1. Transnational Level

Over the course of the next two years partners of the GenProcure APN will undertake activities collectively at the transnational level. We will hold two types of meetings at the transnational level, with the first being face-to-face meetings held over 2 to 3 days in a partner city. These meetings will be exclusively for partner cities of GenProcure, and will provide an opportunity to:

-) Provide thematic learning around a topic associated with Gender Responsive Public Procurement.
-) Enable the host city to showcase what they are already doing around Public Procurement and Gender Equality.
-) Discuss learning from partners from previous Transnational Meetings.
-) Present different aspects of the IAP development journey and present the opportunity for partners to review each other's IAP's.
-) Discuss the process of testing actions and the learning from it.
-) Enable Famalicão as Lead Partner to hold Steering Group discussions.

The second type of meeting will be online meetings, held for a time period of 2 to 3 hours. These online meetings will initially focus (in 2024 and early 2025) upon thematic learning around a topic associated with Gender Responsive Public Procurement, before in mid to late 2025 focusing upon completion of IAPs, and their communication and dissemination, and preparing for the final Network Event. The online meetings with a thematic focus will be open to partners of both the GenProcure APN and other APNs that have a focus upon Public Procurement and Gender Equality or have an interest in the specific theme of the online meeting.

The face-to-face and online meetings will be largely facilitated by our Lead Expert, with Ad-Hoc Expertise also utilised for specific thematic sessions, where appropriate. Both types of meetings will include a range of methods including masterclasses, specific training, case studies, and practical exercises. Each meeting with a thematic element (both face-to-face and online) will be accompanied by a Pre-Meeting Briefing Note (written by the Lead Expert) which will be shared with partners 2 weeks prior to the meeting and will be focused upon the topic surrounding Gender Responsive Public Procurement. At the end of each meeting, partners will be asked to complete a Key Learning Table, which details what they have learnt from the meeting and the implications for the production of their IAP. These will be subsequently written by the Lead Expert into a Post Meeting Briefing Note. Table 13 summarises the content of each face-to-face and online meeting to be held in 2024 and 2025 and the methods that will be utilised during those meetings.

TABLE 13 – SUMMARY OF TRANSNATIONAL MEETINGS CONTENTS AND METHODS

Date 2024	Location	Content and Method
Wednesday 7 th February 2024	Online) Thematic Focus: <ul style="list-style-type: none"> • Masterclass on ‘What is Spend Analysis?’
Tuesday 19 th and Wednesday 20 th March 2024	Face-to-Face in Umeå) Reflections on learning from previous transnational meeting through interactive partner led session.) Training on Core Activity defined by URBACT: <ul style="list-style-type: none"> • The Integrated Approach.) Thematic Focus: <ul style="list-style-type: none"> • Masterclass on ‘What is Gender Equality’ • Practical Workshops on Gender Equality Strategies and activities, and Public Procurement Strategy.’) A focus on Public Procurement and Gender Equality in Umeå through case studies and site visits.) Session on Integrated Action Plans: <ul style="list-style-type: none"> • See section 4.2.3.) Steering Group.
Wednesday 15 th May 2024	Online) Thematic Focus: <ul style="list-style-type: none"> • Masterclass on ‘Influencing other Anchor Institutions.’
Tuesday 18 th and Wednesday 19 th June 2024	Face-to-Face in Messina) Reflections on learning from previous transnational meeting through interactive partner led session.) Training Core Activity defined by URBACT: <ul style="list-style-type: none"> • To be confirmed.) Thematic Focus: <ul style="list-style-type: none"> • Masterclass and Practical Training on ‘Embedding Social, Environmental and Gender Considerations in Public Procurement.’) A focus on Public Procurement and Gender Equality in Messina through case studies and site visits.) Training - Introduction of concept of Testing.) Session on Integrated Action Plans: <ul style="list-style-type: none"> • See section 4.2.3.) Steering Group.
Tuesday 10 th and Wednesday 11 th September 2024	Face-to-Face in Alcoi) Reflections on learning from previous transnational meeting through interactive partner led session.) Thematic Focus: <ul style="list-style-type: none"> • Masterclass and Practical Workshop on ‘Equality Action Plans and activities.’) A focus on Public Procurement and Gender Equality in Alcoi through case studies and site visits.) Session on Integrated Action Plans: <ul style="list-style-type: none"> • Further discussion about Actions.) Update on Testing and Learning from Testing through interactive partner led session.) Steering Group.

Tuesday 19th, and Wednesday 20 th November 2024	Face-to-Face in Koszalin	<ul style="list-style-type: none">) Reflections on learning from previous transnational meeting through interactive partner led session.) Core Activity defined by URBACT: <ul style="list-style-type: none"> • The Mid Term Reflection.) Thematic Focus: <ul style="list-style-type: none"> • Masterclass and Practical Workshop on ‘SME engagement and training.’) A focus on Public Procurement and Gender Equality in Koszalin through case studies and site visits.) Update on Testing and Learning from Testing through interactive partner led session.) Session on Integrated Action Plans: <ul style="list-style-type: none"> • See section 4.2.3.) Steering Group.
Date 2025	Location	Content and Method
Wednesday 22 nd January 2025	Online	<ul style="list-style-type: none">) Thematic Focus: <ul style="list-style-type: none"> • How to monitor Social, Environmental and Gender Impact.
Tuesday 18 th and Wednesday 19 th March 2025	Face-to-Face in Famalicão	<ul style="list-style-type: none">) Reflections on learning from previous transnational meeting through interactive partner led session.) Training on Core Activity defined by URBACT: <ul style="list-style-type: none"> • To be confirmed.) Update on Testing and Learning from Testing through interactive partner led session.) Peer Review of Draft Integrated Action Plans.) Steering Group.
Tuesday 20 th , Wednesday 21 st and Thursday 22 nd May 2025	Face-to-Face in Satu Mare and Újfehértó	<ul style="list-style-type: none">) Reflections on learning from previous transnational meeting through interactive partner led session.) A focus on Public Procurement and Gender Equality in Satu Mare and Újfehértó through case studies and site visits.) Session on Integrated Action Plans: <ul style="list-style-type: none"> • See section 4.2.3.) Steering Group.
Wednesday 2 nd July 2025	Online	<ul style="list-style-type: none">) Finalising IAPs.) Preparing for Final Partner Meeting and Event.
Tuesday 28 th , Wednesday 29 th and Thursday 30 th October 2025	Face-to-Face in Zenica-Doboj and Zagreb	<ul style="list-style-type: none">) Final Partner Meeting with opportunity for partners to reflect and celebrate.) A focus on Public Procurement and Gender Equality in Zenica-Doboj and Zagreb through case studies and site visits.) Presentation of Final Integrated Action Plans.) Final Steering Group.) Final Event focused upon learning from Network, IAPs, and policy implications.

The above methodology has been developed in collaboration with the Network Partners of GenProcure in order to maximise the potential for learning and with our environmental impact in mind. To maximise our learning and to enable all of our partners to host one meeting, we will have 7 face-to-face meetings over the next two years. However, two of these meetings will be jointly hosted by partner cities that are in close proximity to each other and to enable us to utilise public transport between the cities and thus reduce carbon emissions. The face-to-face meetings are all on topics where physical involvement of partners will be important for engagement and training purposes – we will therefore be encouraging partners to identify individuals that are most relevant to attend that meeting physically including ULG Members. The online meetings are on thematic topics that lend themselves to online learning and where a greater number of ULG Members from partners should be able to attend, together with representatives of other relevant APNs, therefore also reducing carbon emissions.

4.2.2. Local Level

Over the course of the next two years partners of the GenProcure APN will undertake activities individually at the local level. During this Activation Stage, each partner city has already started to identify members for inclusion in their ULG and have appointed a dedicated ULG Coordinator, who will be responsible for the following over the next two years:

-) Being the link between transnational level meetings and local level ULG meetings.
-) Arranging regular ULG meetings.
-) Leading on the development with local partners on the IAP.
-) Testing Actions.
-) Identifying suitable ULG Members to attend transnational meetings.

It is the responsibility of each individual ULG to determine the number and focus of their local level ULG meetings and the methods they will utilise. However, during our Ready for Action Meeting in Famalicão in November 2023, we identified broad timeframes for ULG meetings and general topics of conversation for each individual meeting, as detailed in Table 14. As the activities of the GenProcure Network progress, our Lead Expert will provide bespoke advice and guidance to individual partners around the methods that can be utilised during ULG meetings and the topics of meetings, upon their emerging sections of their IAP, and upon how they can look to sustain their ULG into the future.

TABLE 14 – SUMMARY OF LOCAL LEVEL CONTENT

Month 2024	Content
December/January 2024	<ul style="list-style-type: none">) Dissemination of learning to ULG from Ready for Action Meeting, including around Famalicão's approach to Public Procurement and Gender Equality.) Dissemination of programme of transnational activities and roadmap to ULG.) Dissemination of knowledge about Integrated Action Plan process to ULG.) Further population of stakeholder ecosystem map with ULG and finalisation of ULG Members.) Further population of problem tree with ULG to identify local nature of challenge around Gender Responsive Public Procurement.) Drafting of section of IAP (See section 4.2.3).
Late February/early March 2023	<ul style="list-style-type: none">) Dissemination of learning from Online Meeting about Spend Analysis.) Drafting of section of IAP (see section 4.2.3).
April/early May 2024	<ul style="list-style-type: none">) Dissemination of learning from Face-to-Face Meeting about Gender Equality and Public Procurement Strategies.) Dissemination of learning from Face-to-Face Meeting about Umeå's activities around Public Procurement and Gender Equality.) Dissemination of learning from Face-to-Face Meeting about Integrated Approach.) Drafting of section of IAP (See section 4.2.3).
Late May/early June 2024	<ul style="list-style-type: none">) Dissemination of learning from Online Meeting about influencing other Anchor Institutions.) Drafting of section of IAP (See section 4.2.3).
July/August 2024	<ul style="list-style-type: none">) Dissemination of learning from Face-to-Face Meeting about embedding Social, Environmental and Gender Considerations in Public Procurement.) Dissemination of learning from Face-to-Face Meeting about Messina's activities around Public Procurement and Gender Equality.) Dissemination of learning from Face-to-Face Meeting about URBACT defined topic.) Dissemination of learning about Testing.) Drafting of section of IAP (See section 4.2.3).
Late September/October 2024	<ul style="list-style-type: none">) Dissemination of learning from Face-to-Face Meeting about Gender Equality Action Plans.) Dissemination of learning from Face-to-Face Meeting about Alcoi's activities around Public Procurement and Gender Equality.) Drafting of section of IAP (See section 4.2.3).) Discussion about testing and progress with testing.) Preparation for Mid Term Reflection.
December/early January 2025	<ul style="list-style-type: none">) Dissemination of learning from Face-to-Face Meeting about SME engagement and training.) Dissemination of learning from Face-to-Face Meeting about Koszalin's activities around Public Procurement and Gender Equality.) Dissemination of learning from Face-to-Face Meeting about Mid Term Reflection.) Dissemination of learning about Testing progress.) Drafting of section of IAP (See section 4.2.3).

Month 2025	Content
February/early March 2025	<ul style="list-style-type: none">) Dissemination of learning from Online Meeting about how to measure Social, Environmental and Gender Impact through Public Procurement.) Drafting of section of IAP (See section 4.2.3).) Discussion about testing and learning from testing.) Preparation for Draft IAP Peer Review.
April/early 2025	<ul style="list-style-type: none">) Discussion about testing.) Dissemination of learning from Peer Review of IAP.) Redrafting of IAP.
June 2025	<ul style="list-style-type: none">) Dissemination of learning from Face-to-Face Meeting about Satu Mare's and Újfehértó's activities around Public Procurement and Gender Equality.) Dissemination of learning about section of IAP (see section 4.2.3).) Drafting of section of IAP (See section 4.2.3).
July/August/ September/early October 2025	<ul style="list-style-type: none">) Finalising IAPs.) Preparing for Final Partner Meeting and Event.) Discussions about sustaining the activities of the ULG.
November 2025	<ul style="list-style-type: none">) Dissemination of learning from Face-to-Face Meeting about Satu Mare's and Újfehértó's activities around Public Procurement and Gender Equality.) Final ULG Meeting and celebration.

As well as disseminating learning from the specific focus of each Transnational Meeting to their ULG, partners will also share key tools utilised in advance, during and post Transnational Meetings to ensure a coherent link between the transnational and local level. These will include the Pre and Post Meeting Briefing Notes, the Learning Tables, and any tools from the URBACT Toolbox utilised to shape specific sections of the IAP.

4.2.3. Integrated Action Plans

The core output which partners of the GenProcure APN will produce will be an IAP, detailing how they will translate their learning from Network activities into a coherent set of actions and activities for the future in their city. The IAP links intrinsically to the previous two methodological areas around transnational and local level activities. We commenced activities around the development of the IAP during our Ready for Action Meeting in Famalicão in November 2023, with our Lead Expert providing details on each of the four sections of the IAP and their sub-sections. We also held a training session on the first section of the IAP around context, with the expectation that partners will spend time drafting their own context sections before the next face-to-face Transnational Meeting in March 2024 in Umeå.

The future approach to the development of the IAP will follow a similar approach with a training session delivered by the Lead Expert on a specific section of the IAP during a face-to-face Transnational Meeting, and then the expectation that partners will undertake work on drafting that section with their ULG prior to the next meeting – this will enable continuous review of progress and feedback. The training sessions will also focus upon the tools that can be utilised to develop sections of the IAP and showcase examples of previous good practice in IAP development and sections. Partners will be expected to disseminate their learning from the training sessions and the tools to their ULGs. Table 15 details the focus of different sessions at Transnational Meetings associated with IAP development and expectations of partners as to when particular sections of the IAP will need to be drafted.

TABLE 15 – SUMMARY OF IAP DEVELOPMENT

Date	Who	Content
December 2023 /January and February 2024	Each ULG	<ul style="list-style-type: none">) Drafting of Section 1: Context, need and vision and specifically: <ul style="list-style-type: none"> • Overall theme, current situation, links to relevant existing strategies, problem identification by local stakeholders, vision.
March 2024	Transnational Meeting	<ul style="list-style-type: none">) Training Session on Section 1: Context, needs and vision and specifically: <ul style="list-style-type: none"> • Main integration challenge.) Training Session on Section 2: Overall logic and integrated approach and specifically: <ul style="list-style-type: none"> • Strategic objectives.
April and May 2024	Each ULG	<ul style="list-style-type: none">) Drafting of Section 1: Context, needs and vision and specifically: <ul style="list-style-type: none"> • Main integration challenge.) Drafting of Section 2: Overall logic and integrated approach and specifically: <ul style="list-style-type: none"> • Strategic objectives.
June 2024	Transnational Meeting	<ul style="list-style-type: none">) Training Session on Section 1: Context, needs and vision and specifically: <ul style="list-style-type: none"> • Testing Actions.) Training Session on Section 2: Overall logic and integrated approach and specifically: <ul style="list-style-type: none"> • Areas of intervention, assessment of integrated approach, specific actions.
July/August/ September/ October 2024	Each ULG	<ul style="list-style-type: none">) Drafting of Section 1: Context, needs and vision and specifically: <ul style="list-style-type: none"> • First ideas for Testing Actions.) Drafting Section 2: Overall logic and integrated approach and specifically: <ul style="list-style-type: none"> • Areas of intervention, assessment of integrated approach, specific actions.
November 2024	Transnational Meeting	<ul style="list-style-type: none">) Training Session on Section 3: Action Planning details and specifically: <ul style="list-style-type: none"> • Activities, timings, responsibilities, costs, funding, monitoring indicators, risk mitigation.
December 2024 /January and February 2025	Each ULG	<ul style="list-style-type: none">) Drafting Section 3: Action Planning details and specifically: <ul style="list-style-type: none"> • Activities, timings, responsibilities, costs, funding, monitoring indicators, risk mitigation.

March 2025	Transnational Meeting) Peer Review of Draft IAPs.
April 2025	Each ULG) Re-drafting of Draft IAPs based upon comments from Peer Review.
May 2025	Transnational Meeting) Training Session on Section 4: Implementation Framework and specifically: <ul style="list-style-type: none"> • Governance, ongoing stakeholder engagement, overall costings and funding strategy, overall timeline, risk assessment, monitoring and reporting.
June 2025	Each ULG) Drafting Section 4: Implementation Framework and specifically: <ul style="list-style-type: none"> • Governance, ongoing stakeholder engagement, overall costings and funding strategy, overall timeline, risk assessment, monitoring and reporting.
July 2025	Online Meeting) Feeding back on Section 4.) Advice for developing final IAPs.
August/ September/ early October 2025	Each ULG) Finalising IAPs.

4.3. Linking the Baseline Study to Network Communication

The content of this Baseline Study and particularly the methodology outlined above is intrinsically linked to the Communications Plan for the GenProcure Network. We will be utilising the materials such as the EU Policy Context section and the Pre-Meeting Briefing Notes to inform communication outputs such as articles; and will additionally utilise the learning derived from Transnational Meetings and ULG activities to inform the Quarterly Expert Reports. All materials will be utilised to inform the Network Final Report. Further information about the audience and activities for communications are detailed in the Draft GenProcure Communications Plan.

4.4. Roadmap

The full Roadmap for the GenProcure APN can be viewed in an Excel file: Roadmap_GenProcure_Final. The Roadmap effectively details a month-by-month schedule of activities and tasks to be undertaken at the transnational and local levels, and in relation to the development of IAPs and core communication outputs. The Roadmap is colour-coded as follows:

-) Activities to be undertaken by the Lead Expert and Ad-Hoc Experts are detailed in Blue.
-) Activities to be undertaken by all Partners together are detailed in Red.
-) Activities to be undertaken by Partners individually are detailed in Green.

The Roadmap will be monitored and amended as we progress through the next two years of activity, with specific updates around the activities of the Communication Plan to be included. The Roadmap is broken down into three parts in Tables 16, 17 and 18 below.

TABLE 16 – ROADMAP FOR DECEMBER 2023 TO MAY 2024

	2023	2024				
	December	January	February	March	April	May
Transnational		Write Pre Meeting Briefing Note 1	Online Meeting on what is Spend Analysis on Wednesday 7th February 2024	Transnational Meeting on Tuesday 19th and Wednesday 20th March 2024 on Gender Strategy and Public Procurement Strategy (in Umea)	Write Pre Meeting Briefing Note 3	Online Meeting on influencing Anchor Institutions on Wednesday 8th May 2024
			Write Post Meeting Briefing Note 1	Write Post Meeting Briefing Note 2		Write Post Meeting Briefing Note 3
			Write Pre Meeting Briefing Note 2			Write Pre Meeting Briefing Note 4
Local	ULG Meeting 1 on disseminating information from Ready for Action Meeting	ULG Meeting 2 (late Feb/early Mar 2024) on what is Spend Analysis		ULG Meeting 3 (Apr/early May 2024) on Gender Equality Strategy and Public Procurement Strategy		
Integrated Action Plan	Drafting of Section 1: Context, need and vision and specifically: overall theme, current situation, links to relevant existing strategies, problem identification by local stakeholders, vision			Training Session on Section 1: Context, needs and vision and specifically: main integration challenge	Drafting of Section 1: Context, needs and vision and specifically: main integration challenge	
				Training Session on Section 2: Overall logic and integrated approach and specifically: strategic objectives	Drafting of Section 2: Overall logic and integrated approach and specifically: strategic objectives	
Communication	Article 1			Quarterly Report		

TABLE 17 – ROADMAP FOR JUNE 2024 TO MARCH 2025

	2024						2025			
	June	July	August	September	October	November	December	January	February	March
Transnational	Transnational Meeting on Tuesday 4th and Wednesday 5th June 2024 on embedding Social, Environmental and Gender Considerations in Public Procurement (in Messina)		Write <u>Pre Meeting Briefing Note 5</u>	Transnational Meeting on Gender Equality Action Plan on Tuesday 10th and Wednesday 11th September 2024 (in Alcoi)	Write Pre Meeting Briefing Note 6	Transnational Meeting on Tuesday 19th and Wednesday 20th November 2024 on SME engagement and training (in Koszalin)	Write Pre Meeting Briefing Note 7	Online Meeting on how to measure Social, Environmental and Gender Impact on Wednesday 22nd January 2025	Write Pre Meeting Briefing Note 8	Transnational Meeting on Tuesday 18th and Wednesday 19th March 2025 on Peer Review (in Famalicao)
	Write Post Meeting Briefing Note 4			Write Post Meeting Briefing Note 5		Write Post Meeting Briefing Note 6		Write Post Meeting Briefing Note 7		Write Post Meeting Briefing Note 8
Local	ULG Meeting 4 on Influencing Anchor Institutions and embedding Social, Environmental and Gender Considerations in Public Procurement			ULG Meeting 5 (late Sep/Oct 2024) on Gender Equality Action Plans			ULG Meeting 6 (Dec 2024/early Jan 2025) on SME engagement and training	ULG Meeting 7 (Feb/early Mar 2025) on hoe to measure Social, Environmental and Gender Impact		
Integrated Action Plan	Training Session on Section 1: Context, needs and vision and specifically: testing actions	Drafting of Section 1: Context, needs and vision and specifically: testing actions				Training Session on Section 3: Action Planning details and specifically: activities, timings, responsibilities, costs, funding, monitoring indicators, risk mitigation	Drafting of Section 3: Action Planning details and specifically: activities, timings, responsibilities, costs, funding, monitoring indicators, risk mitigation			Peer Review of Draft IAPs
	Training Session on Section 2: Overall logic and integrated approach and specifically: areas of intervention, assessment of integrated approach, specific actions	Drafting of Section 2: Overall logic and integrated approach and specifically: areas of intervention, assessment of integrated approach, specific actions								
		Undertaking Testing of Actions - identifying appropriate actions for testing, doing testing, and identifying learning								
Communication	Quarterly Report			Quarterly Report				Article 2		Quarterly Report

TABLE 18 – ROADMAP FOR APRIL 2025 TO DECEMBER 2025

2025									
	April	May	June	July	August	September	October	November	December
Transnational		Transnational Meeting on Tuesday 20th, Wednesday 21st and Thursday 22nd May 2025 on a topic to be confirmed (in Satu Mare and Ujfeherto)		Online Meeting on Wednesday 2nd July 2025 on preparing for Final Event)			Final Partner Meeting on Tuesday 28th October 2025 (in Zenica-Doboj) and Final Event on Thursday 30th October 2025 (in Zagreb)		
Local	ULG Meeting 8 (Apr/early May 2025) on findings of Peer Review		ULG Meeting 9 on topic to be decided	ULG Meeting 10 (Jul/Aug/Sep/early Oct 2025)				ULG Meeting 11 (Nov 2025)	
Integrated Action Plan	Redrafting of Draft IAPs based on comments from Peer Review	Training Session on Section 4: Implementation Framework and specifically: Governance, ongoing stakeholder engagement, overall costings and funding strategy, overall timeline, risk assessment, monitoring and reporting	Drafting of Section 4: Implementation Framework and specifically: Governance, ongoing stakeholder engagement, overall costings and funding strategy, overall timeline, risk assessment, monitoring and reporting	Feedback on Section 4 and Advice for developing final IAPs	Finalising IAPs				
Communication			Quarterly Report				Final Report	Article 3	

4.5. Lead Expert Assessment

The GenProcure APN is focused upon a new and novel topic of Gender Responsive Public Procurement. Whilst each of our partners have at least undertaken some work around progressing Public Procurement OR Gender Equality, none have really undertaken work on the collective topic of Gender Responsive Public Procurement. This not really a surprise as few cities at an EU level, beyond Vienna and Bilbao, have really undertaken work around Gender Responsive Public Procurement. This presents URBACT with a key opportunity to remain at the forefront of work around Strategic Public Procurement, both building upon previous activities and capitalising upon new learning.

It is also a key opportunity for our partners to develop learning and practice and IAPs that will enable them to be frontrunners on a new topic that is critical to Integrated and Sustainable Urban Development. Indeed, the topic of Gender Responsive Public Procurement sits across the elements of the Integrated Approach in a number of ways, and we will assess the progress of our partners around integration as our activities evolve:

-) Gender Responsive Public Procurement requires the involvement of a range of stakeholders in the design and delivery of contracts, whether that be Strategists, Commissioners and Procurers in Municipalities, businesses looking to bid for opportunities, or NGOs focused upon Gender Equality.
-) Gender Responsive Public Procurement sits across the three domains of integrations of economic, social and environmental considerations.
-) Gender Responsive Public Procurement and the outcomes it is seeking to realise is well aligned to the wider Economic and Corporate Strategies of Municipalities, and in particular their outcomes to address inequalities and improve local economies.
-) Gender Responsive Public Procurement is relevant across a whole host of different sectors, as Municipality's and other Institutions will spend money buying goods, services, and works across all sectors of the economy.
-) Gender Responsive Public Procurement is relevant across different territories, as work undertaken at local level will also have implications at Regional and National Government levels.

Additionally with the focus being upon Gender Equality, URBACT's cross-cutting theme around Gender is embedded into the DNA of the GenProcure Network. However, the other two cross-cutting themes of Green and Digital are also relevant – our partners will also explore how environmental considerations can be built into the design of Public Procurement contracts, and we will utilise digital tools to support our partners to measure and understand the impact of their Public Procurement decisions.

The activities of GenProcure will not be restricted to our own Network. Indeed, we have already started to make synergies to other URBACT Networks and at EU level around Gender Responsive Public Procurement. In terms of other APN's there are clear links to both the [FEMACT-Cities](#) and [U.R.Impact](#) Networks, both of which have Public Procurement as a sub-theme. At an EU level, our Lead Partner and Lead Expert will be speaking at the [Procura+ Conference](#) in Lisbon in March 2024 about the Network and Gender Responsive Public Procurement, and our Lead Expert continues to represent URBACT on the [EU Urban Agenda Partnership for Innovative and Responsible Public Procurement](#). As our activities evolve, we will also look to develop our relationship with EIGE further.

I am honoured and privileged to be the Lead Expert for the GenProcure APN and am really excited about the potential for our partners to learn about Gender Responsive Public Procurement, to test some actions, and to develop future facing IAPs around the topic.