

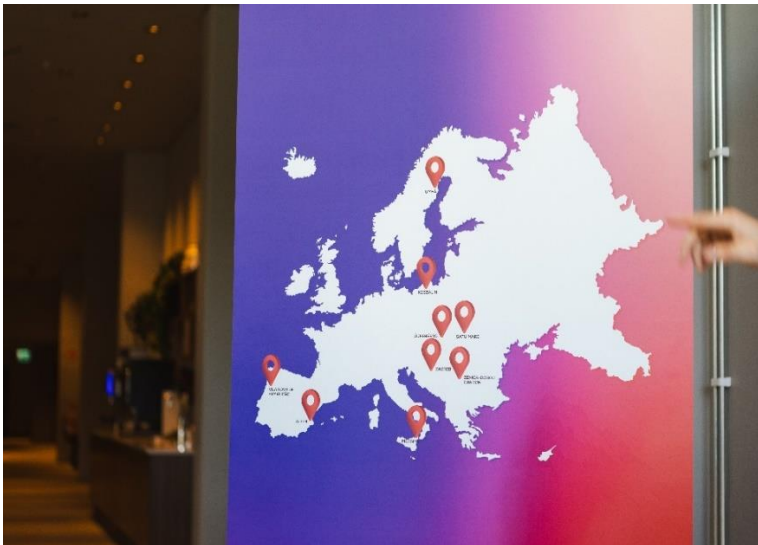
GenProcure – Quarterly Report – April to June 2024

1. What is GenProcure about ?



GENPROCURE NETWORK IMAGE

GenProcure is one of thirty Action Planning Networks (APNs) funded through the [URBACT](#)¹ Programme. Operating 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 Partners to create [Integrated Action Plans \(IAPs\)](#)² around the topic of **Gender Responsive Public Procurement**.



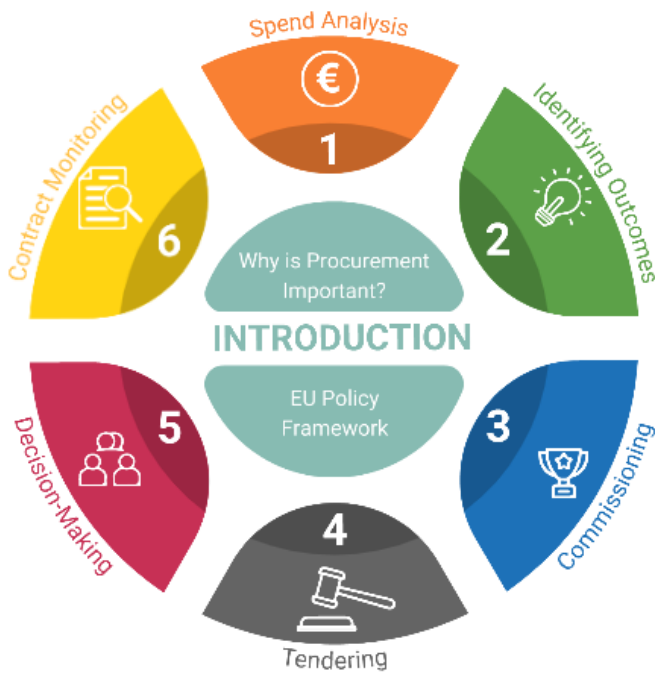
GENPROCURE NETWORK MAP

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), Department for Development and International Projects (DDIP) of Zenica-Doboj Canton (Non-City Partner - Bosnia and Herzegovina), Zagreb (Croatia), and Újfehértó (Hungary). Matthew Baqueriza-Jackson is supporting the Network as Lead Expert.

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. The City of Famalicão as Lead Partner 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 Project Partners 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.

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-%20Final%20Report.pdf>



CYCLE OF PROCUREMENT

The GenProcure Network is also shaped by URBACT’s and our Lead Expert’s historical work and knowledge around Strategic Procurement. Framed by the activities of the [Procure APN](#)³ (2015-2018) and the [Making Spend Matter Transfer Network](#)⁴ (TN) (2018-2021), URBACT developed an [Online Training Course on Strategic Procurement](#)⁵. The Course was shaped by the ‘Cycle of Procurement’ image on the left and recognised that for Public Procurement to become more strategic, cities needed to think about local economic, social and environmental considerations at each of the six stages of the cycle.

In GenProcure, we have used the ‘Cycle of Procurement’ to shape our Network Methodology for the period January 2024 to December 2025. Through a series of Transnational Meetings, our Partners will learn about the different stages of the ‘Cycle of Procurement’ and specifically how Gender can be considered at each stage. Partners will subsequently look to test aspects of the ‘Cycle of Procurement’ and Gender considerations in their cities and as part of developing wider actions for their IAP.

2. About this Quarterly Report (April to June 2024)

This second Quarterly Report reviews the activities undertaken by the GenProcure APN at transnational and local levels in the period April to June 2024 and the learning derived by Partners. In particular, the Quarterly Report details:

-) Information about the content of our two collective meetings held in the period:
 - o An Online Masterclass on the topic of ‘Influencing Other Anchor Institutions’ on Wednesday 7th May 2024.
 - o A Core Transnational Meeting, held in the City of Messina on the topic of ‘Social, Environmental and Gender Considerations in Procurement’ on Tuesday 4th and Wednesday 5th June 2024.
-) Information about the key learning from our Partners in relation to those topics.
-) Information about the activities undertaken by each of the GenProcure Partners at the local level and including progress made in the development of IAPs and particularly around developing Strategic Objectives.
-) Information about other activities involving GenProcure Partners.
-) The next steps of activity for GenProcure into Quarter 3 (July to September 2024).

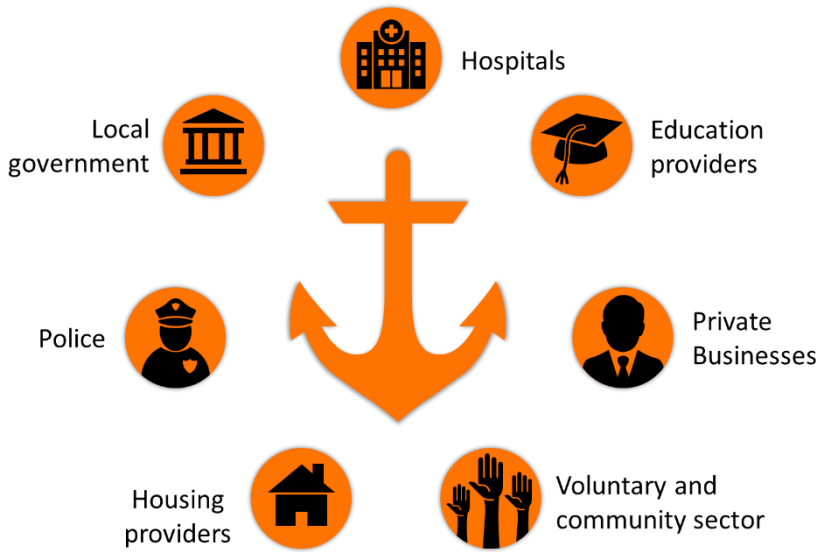
³ <https://urbact.eu/networks/procure>

⁴ <https://urbact.eu/networks/making-spend-matter#:~:text=Making%20Spend%20Matter%20Transfer%20network,local%20economy%20and%20its%20citizens.>

⁵ <https://urbact.eu/knowledge-hub/procurement>

3. Collective Activities

3.1 Online Masterclass – Influencing Other Anchor Institutions (Wednesday 7th May 2024)



THE IMPORTANCE OF ANCHOR INSTITUTIONS

The meeting on Influencing other Anchor Institutions was split into four parts. In part 1, the Lead Expert of GenProcure (Matthew Baqueriza-Jackson) introduced what Anchor Institutions are, why they are important, and examples of how Anchor Institution Network's have been developed in different localities across the world. Anchor Institutions are large, often public sector institutions which spend lots of money buying goods and

services through Procurement, employ lots of people, own lots of land and assets, often have a democratic mandate, and which are unlikely to re-locate elsewhere.

ANCHOR INSTITUTIONS IN AMSTERDAM



In part 2, Matthew sought to link the concept of Anchor Institutions to Public Procurement and how Municipalities in particular can engage with other Anchor Institutions around their Procurement processes and practices. Matthew talked about the example of Amsterdam, where the City Council has reviewed its approach to

Procurement and is seeking to influence the behaviour of other Anchor Institutions in the neighbourhood of Nieuw-West.

ANCHOR INSTITUTIONS IN MESSINA AND SATU MARE



In part 3, the project partners of Messina and Satu Mare presented the work they have each undertaken historically around influencing Anchor Institutions and what they have learnt from that engagement. In part 4, Matthew discussed with the Partners about how they could influence Anchor

Institutions around the topic of Gender Responsive Public Procurement.

The Key Learnings were as follows:

“It is important to influence other Anchor Institutions when it comes to Spend Analysis, and so we can have a collective understanding of where Procurement spend goes in our territory.” (Satu Mare).

“Anchor institutions such as universities, hospitals and large corporations play a critical role in local communities. These institutions have significant economic and social influence, creating structures that can influence the development of society in different ways.” (Umeå).

“We recognised that it is really important to include Anchor Institutions in our ULG – we already have some involved but would like to engage more about Public Procurement.” (DDIP of Zenica-Doboj Canton).

“The key for new Community Wealth Building approach is bringing together Anchor Institutions to work together to realise aspirations around harnessing wealth for local communities and delivering maximum local economic, social and environmental benefit.” (Koszalin).

“We learnt about the importance of developing Social Value Procurement Framework’s to drive forward the decision-making of Anchor Institutions around Procurement and in developing a common set of social and environmental outcomes” (Újfehértó).

“Involving anchor institutions in European projects is crucial for several reasons, including their stability, resources, local influence, and capacity for long-term engagement.” (Messina)

“We had three key learning points from the masterclass. First it is important to understand who Anchor Institutions are in our city. Second, it is important to collaborate in general with Anchor Institutions to realise local economic, social and environmental outcomes. Third, we should be influencing Anchor Institutions around Gender Responsive Public Procurement as part of this project.” (Zagreb)

“We need to include Anchor Institutions already involved in our ULG in the testing of actions.” (Famalicão)

“The Public Procurement culture in Alcoi is outdated. We need to establish a clear connection between Public Procurement and Gender Equality and Social and Environmental issues, so Anchor institutions feel motivated.” (Alcoi)

3.2 Transnational Meeting – Social, Environmental and Gender Considerations in Procurement (Tuesday 4th and Wednesday 5th June 2024)



GENPROCURE FAMILY PHOTO IN MESSINA

The Transnational Meeting was split into five parts. **In part 1**, the Lead Expert of GenProcure (Matthew Baqueriza-Jackson) facilitated a session whereby each partner fed back to the group the work they have undertaken since previous Transnational Meeting in Umeå in March 2024. Each partner in particular detailed the Strategic Objectives they have developed for Section 2 of their IAP and which they will seek to achieve in the future, and additionally other work they had been undertaking with their ULG around Gender Responsive

Public Procurement. More information is detailed about this in Section 4 of this Quarterly Report.

In part 2, we heard from a range of speakers from the host city for meeting Messina, and including the Mayor and General Secretary of the Municipality of Messina, together with a number of Social Economy Organisations focused upon Gender Equality. It was interesting to explore Messina’s approach to Urban Regeneration and embedding Social Economy Organisations into the operation of the City.

SOCIAL, ENVIRONMENTAL AND GENDER CONSIDERATIONS IN PROCUREMENT



In **part 3**, Matthew re-introduced URBACT's 'Cycle of Procurement' and the core thematic focus of the meeting of how our Partners can embed Social, Environmental, and Gender considerations into Procurement opportunities. Focusing specifically on the steps of Identifying Outcomes, Commissioning, and Tendering and decision-making, detail was provided upon how such considerations could be included and examples, before partners split into groups to embed their learning into a fictional Procurement exercise for a new medical centre in Gender Equal City.

We **firstly** explored how cities can include specific Social, Environmental and Gender related outcomes in their approaches to Procurement. In this, they can include specific outcomes such as reducing unemployment, improving health and well-being, and reducing the gender pay gap in Procurement Strategy. They can also develop Social Value Procurement Framework's that enable those designing goods, services and works opportunities to identify the types of outcomes that might be relevant for what they are purchasing.



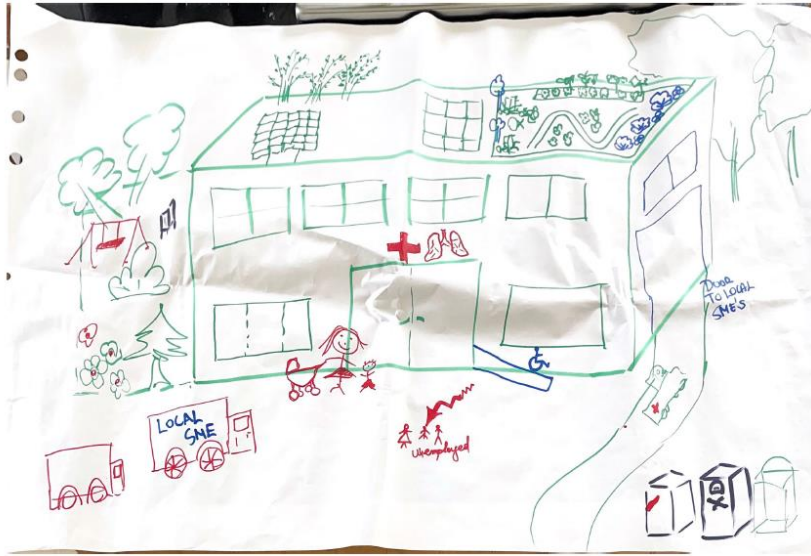
We **secondly** explored the techniques which Commissioners (those responsible for designing goods, services and works) can utilise to identify whether specific outcomes are relevant for what they are purchasing. These techniques can include using the matrix that forms part of a Social Value Procurement Framework, asking people with specific policy knowledge within the municipality, and through looking at practice from elsewhere.

We **thirdly** explored other aspects of Commissioning whereby social benefits can be realised through the design of the good, service or work. This includes breaking large contracts down into smaller lots to enable SMEs in particular the opportunity to bid, and the ability to reserve contracts for organisations that employ disadvantaged and disabled people in their workforces. We also explore how dialogue can be undertaken with the potential market in order to make organisations aware of opportunities and requirements around Social, Environmental and Gender considerations.

We **fourthly** explored different techniques that Partners can utilise to include Social, Environmental and Gender considerations as part of the tender process. This included through asking specific questions such as 'how many new jobs are you going to create as part of this contract?'; through the use of technical

specifications such as ‘provide 75% of all food for the contract from organic agriculture’; and through the use of award criteria, where added social and environmental value has been realised.

We **fifthly** explored the ways in which Partners can evaluate responses to questions, technical specifications, and award criteria in both quantitative and qualitative ways. This also explore how Partners can weight their decisions using a balance of Price, Quality and Social and Environmental considerations.



We **sixthly** explored how the learning around Social and Environmental considerations could be applied in relation to Gender Equality. This explored specifically how Gender could be considered in identifying outcomes, during commissioning, and in tendering and decision-making. At the end of one day’s worth of work, Partners presented their

completed Procurement exercise around the medical centre for Gender Equal City.

In Part 4, Matthew had a first conversation with Partners about Testing Actions, and in particular introduced why testing is a key part of the development of IAPS, together with providing thoughts upon the types of actions Partners could test around Gender Responsive Public Procurement. Partners will come to the next meeting in Famalicão in September 2024, with first thoughts on their Testing Actions ideas.

In Part 5, Matthew introduced the next steps in developing IAPs, and particularly how to develop Areas of Intervention and Actions – Partners will work on developing draft Areas of Intervention for their own IAPs prior to the next Transnational Meeting in Famalicão in September 2024.

Following the meeting, Partners were asked to populate Key Learning Tables and to detail in particular what they had learnt from the Transnational Meeting and what the implication for their IAP would be.

The Key Learnings were as follows:

“We learnt about how we can include social, environmental and gender considerations in Procurement, and are keen to apply this learning across the Anchor Institutions that are part of our ULG” (Satu Mare).

“It is important to involve all professions from the start of a project to completion because social, economic and ecological sustainability is not something that is automatically included in a project but needs to be well planned”. (Umeå)

“The key learning from the transnational meeting was how to consider social, environmental and gender issues in each step of the public procurement cycle, as well as the further development of the IAP. The knowledge can be transferred to the IAP by providing recommendations such as to use division into lots wherever possible and in accordance with the Law on Public Procurement for the reason that SMEs have better chance to bid for the contract” (DDIP of Zenica-Doboj Canton)

“Unlike most partners, Koszalin cannot ask tender participants (procedures above national threshold) whether they have implemented policies regarding equality between women and men and favour those who have because there is no legal basis for this. Koszalin needs to come up with other, creative activities to include in the Integrated Action Plan.” (Koszalin)

“We learnt specifically about how we can include social and environmental criteria in food procurement and how we can evaluate against those criteria in decision-making” (Újfehértó).

“Considering that many of the public services in Messina are provided by municipal companies, it will be necessary to raise awareness of these companies on the need to apply a new vision of public procurement as no longer a simple tool for the provision of goods and services but as an element for implementing new social inclusion policies”. (Messina)

“We have gained insights into how public institutions can incorporate gender-equality indicators within procurement processes, particularly during the tendering phase. To leverage this knowledge, we propose the integration of gender-equality indicators in the evaluation criteria for calls for tender whenever feasible.” (Zagreb)

“For both Testing Action and IAP, we must think carefully about all phases of the public procurement cycle. The starting point must be well identified through the key challenges and relevant outcomes.” (Famalicão).

4. Partner Activities

4.1 Alcoi

Problem Identification

Following the dynamics conducted at the Famalicão meeting, Alcoi faces several issues:

- There is a lack of Spending Analysis at the start of a tender process.
- After contract awarding, no Monitoring ensures that the spending benefits the local community.
- SMEs struggle with the technicalities of the bidding process, needing easier access to public procurement.



The City of Alcoi has identified the key local economic, social and environmental challenges that it would like its IAP to address and utilising the process of Procurement. These focus predominantly upon addressing the number of young people leaving Alcoi, supporting the unemployed into employment opportunity, and supporting SMEs to access Procurement opportunities. These challenges are reflected in Alcoi’s problem identification, as outlined in the slide to the left and

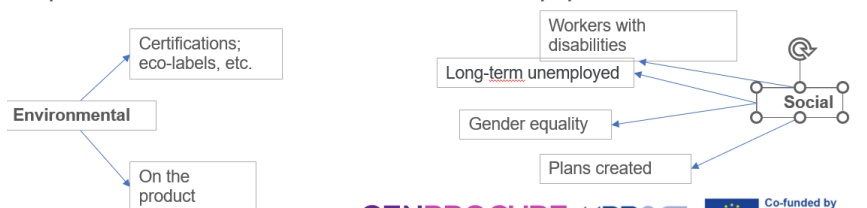
emerging vision, which also includes clear strategic objective and focus for the IAP. Alcoi would like to build upon the positive work they have already undertaken around Gender Equality and particularly reduce some of the bureaucracy facing SMEs with the process of Procurement.

4.2 Famalicão

Strategic approach – Vila Nova de Famalicão



Examples of environmental and social clauses to be used to value proposals:



Environmental and Gender Clauses that they would like to include in future Procurements.

4.3 Koszalin

IAP

Draft, general strategic objectives (to be discussed with ULG)

1. Implement Gender-Sensitive Procurement Policies:

- taking into account gender and social equality
- gender impact assessments for significant procurement projects

2. Promote Gender-Responsive Budgeting:

- allocate funds for projects and initiatives that promote gender equality
- budgetary decisions taking into account the different needs and impacts on men and women

3. Enhance Supplier Diversity:

- support and incentivize women-owned/managed and gender-diverse businesses to participate in public procurement

4. Capacity Building and Training:

- provide trainings for public procurers and businesses on importance of gender equality
- trainings for women-owned/managed businesses to help them navigate procurement process and increase their competitiveness

5. Foster Stakeholder Engagement:

- engage with a wide range of stakeholders, including women's organizations and business associations, to gather input and build support for gender-equal practices
- create regular dialogue opportunities for stakeholders to discuss challenges, share best practices, and collaborate on solutions



As detailed in the slide to the left, the City of Koszalin has developed a clear set of Strategic Objectives and Areas of Intervention for their IAP. This includes objectives around diversifying the types of suppliers bidding for Procurement opportunities and enabling capacity building and training for both Public Procurers and Suppliers. The City of Koszalin also held a ULG meeting in quarter 2 and which focused upon the Gender Equality Plan of the Technical University of Koszalin.

4.4 Messina

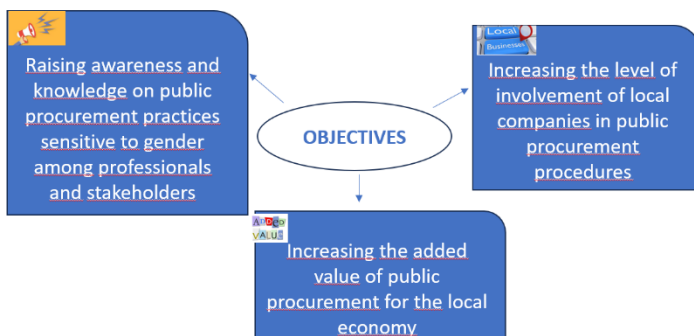
VISION
Public procurement as a catalyst for gender equality, setting a standard for inclusive practices.
Public procurement as a tool to drive gender inclusion, resulting in more equitable economic opportunities, enhanced social outcomes, and a stronger, more inclusive society.

EXPECTED RESULTS
- Support the Municipality of Messina in the implementation of gender policies
- Identify technical solutions to use public procurement as a tool for social and gender inclusion
- Draw up an Integrated Action Plan as a strategic tool for an innovative use of public procurement

The City of Messina has spent time in Quarter 2 seeking to further understand how they can utilise Procurement as a strategic tool through which to bring together Municipality Companies and through which to address Social, Environmental and Gender related challenges. As detailed on the slide to the left, this has resulted in a clear Vision for the future, and a set of expected results from engagement in the GenProcure APN.

4.5 Satu Mare

IAP Strategic objectives - Satu Mare



Satu Mare has developed three clear strategic objectives for their ULG and which as detailed on the slide to the left focus upon capacity building, engaging the market, and delivering wider outcomes for the benefit of Satu Mare. During Quarter 2, Satu Mare has also been working closely with the GenProcure Lead Expert to develop a bespoke Spend Analysis tool for the County Council and other Anchor Institutions. This will enable a range of data to be collected and analysed around Public Procurement spend.

4.6 Újfehértó

STRATEGIC OBJECTIVES OF ÚJFEHÉRTÓ GENPROCURE

- contributes to the promotion of women's equal opportunities in the economic field. (This requires a changed approach from local decision-makers, i.e. gender equality is not interpreted as reducing the disadvantages of disadvantaged (unemployed, socially or otherwise vulnerable) women, but rather as giving women the opportunity to be equal actors, and helps them.)
- creates an opportunity for local SMEs and stakeholders to get involved in the development of local government procurement needs under transparent conditions,
- creates an opportunity for local SMEs to be informed in time about procurement procedures and procurement needs,
- in addition to price and quality, it gives priority to local SMEs and businesses with the participation of women (as experts or managers) - appears as a quality aspect in the evaluation of offers in addition to the decisive aspect of the offer price,
- creates an opportunity for local start-ups to submit proposals,
- environmental and sustainability aspects appear as horizontal aspects in all procurement procedures, and social aspects depending on the subject of the procurement,
- a database containing the entrepreneurial capacities available locally or in the micro-region will be built,
- encourages the involvement of local agricultural producers in local public catering with the means at its disposal,
- intends to use an integrated approach in its urban development activities in order to ensure that, in addition to economic aspects, social, social and environmental aspects are strongly represented, and that these aspects are applied horizontally in the planning and implementation of projects,
- by strengthening the local economy, it creates a stable economic foundation for strengthening the local economy, reducing emigration, and supporting young people to stay in their locality.

The City of Újfehértó, as detailed on the slide to the left, has developed a range of Strategic Objectives and accompanying Areas of Intervention for their IAP. These include around creating the conditions for SMEs to bid for Procurement opportunities, using the integrated approach in urban development, and supporting women's equal opportunities in the economic field. The Mayor of Újfehértó has been heavily involved in the development of the Strategic Objectives and has held 'Street

Forums' with the focus upon developing local SMEs, and supporting young people to stay in the locality.

4.7 Umeå

City: Umeå	Date: 2024-05-22
<p>Core Problem</p> <p>Umeå municipality works actively with Equality issues and inclusion, both labor law and employment requirements are set in procurement, despite this there is no specific paragraph in the current procurement policy regarding Equality, and how you can and should work with the subject in procurement.</p>	<p>Your Vision</p> <p>Umeå is a city where people, regardless of who they are, have equal power to shape society and their own lives, where the public and private sectors work together to achieve the best possible social deal that creates more value for everyone. (The vision is not fully ready/to be discussed in ULG)</p>
<p>Main Causes of the Core Problem</p> <p>Equality as a topic in Umeå Municipality's current procurement policy needs to be reformulated and clarified.</p> <p>Politically controlled organization./Finance - such as the annual budget and report./ Organizational structure in the municipality - The procurement office is organizationally under the finance department./No joint management of procurement within the municipal group./</p> <p>Lack of understanding/competence internally for how gender equality can be required in procurement, and why it is important.</p> <p>Lack of opportunity for follow-up</p>	<p>Specific Objectives</p> <ul style="list-style-type: none"> • Develop contact with existing networks for female entrepreneurs/leaders, • Increase knowledge in the subject Equality/procurement. • Benchmarking with surrounding municipalities <p>Indicators</p> <ul style="list-style-type: none"> • Through increased knowledge/inspiration, make it possible for more female entrepreneurs/managers to come in with bids. • Increased proportion of small and medium-sized enterprises run by women
<p>Where are you?</p>	<p>Summary of main actions</p> <p>Contribute to "local" networks and relationships to build awareness of opportunities to further develop your business.</p> <p>Create opportunities for both municipal and private officials to learn more about the subject, to achieve more...</p> <p>More cooperation within the municipality and the private sector to achieve a consensus.</p> <p>Work more collaboratively across sections in the municipality to create awareness and knowledge on the subject.</p> <p>Test activities related to networking</p>
<p>Where do you want to go? How do you get there?</p>	<p> </p>

The City of Umeå has utilised the URBACT Canvas to start to create a logic flow of how they intend to use their IAP to address key problems and challenges around Gender Responsive Public Procurement. This has enabled Umeå to develop Strategic Objectives around creating women entrepreneur networks, increasing knowledge around Gender Equality, and benchmarking with neighbouring municipalities.

4.8 Zagreb



Strategic goals:

1. Increase representation of women-owned businesses
2. Implement gender-sensitive procurement policies
3. Strengthen capacity of procurement officials
4. Monitor and evaluate gender impact
5. Promote cultural change and awareness

As detailed on the slide to the left, the City of Zagreb has developed five clear Strategic Objectives for their IAP and which focus upon engaging women-owned business in Procurement, strengthening the capacity of Procurement Officers, and generally shifting the culture of Public Procurement in Zagreb. In Quarter 2, the City of Zagreb has also undertaken work on the Integration Assessment and have explored how the 12 aspects of Integration relate to Gender Responsive Public Procurement.

4.9 DDIP of Zenica-Doboj Canton

Strategic objectives – DDIP ZDC

Strategic objective 1: Enhance gender equality in public procurement

Strategic objective 2: Building institutional capacity for gender responsive procurement

Strategic objective 3: Promotion of economic empowerment for women

Strategic objective 4: Foster collaborative and inclusive policy making

DDIP of Zenica-Doboj Canton has developed four clear Strategic Objectives for their IAP and which focus upon enhancing the inclusion of Gender Equality in Public Procurement, developing capacity and skills of both Procurers and the Market, and mainstreaming Equality as part of wider policy and strategy. DDIP of Zenica-Doboj Canton has also started to develop a bespoke tool for the collection and analysis of Procurement data as part of a testing action.



5. Other Activities and Next Steps

5.1 Next Steps

As outlined in this report, Quarter 2 has been successful for the GenProcure Network. We have hosted an Online Masterclass and a Transnational Meeting, and each of our Partners have moved forward with the development of their IAPs. More hard work awaits in Quarter 3 (July to September 2024) and in particular:

-) Partners will continue to develop their IAPs and particularly start to develop ideas for Testing and Areas of Intervention for including in their draft IAP.
-) We will have a third Transnational Meeting on Tuesday 17th and Wednesday 18th September 2024 in Famalicao, and with a thematic focus on 'Gender Mainstreaming, Gender Budgeting and Gender Equality Plans, together with a follow-up session on Gender Criteria in Procurement.'
-) Our ULGs will continue to meet and share learning at the local level.



SEE YOU NEXT TIME !

On behalf of Edgar, Joana, Sara, Vítor, João, Alice, Juliana, Sally, and Matthew, we look forward to keeping you updated on our future work as part of URBACT's GenProcure APN.