

## *Procure: Creating a good local economy through procurement*

### Metropolitan City of Bologna Integrated Action Plan



Presented to  
*Procure Network Partners  
and ULG Members*

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## FOREWORD

This Integrated Action Plan (IAP) has been developed as part of the activities of *Procure Network*.

The IAP for the Metropolitan City of Bologna reflects on the knowledge and lessons learned, at transnational and local level, on the theme of public procurement and its fundamental role and power in creating a good local economy, setting out actions and activities to be carried out in the future.

It has been oriented by:

- the challenges we identified in the baseline study;
- our local spend analysis, processes and practices related to public procurement;
- what we have learnt within the network and through other partners' experiences;
- what we want to do and achieve moving forward.

Through this IAP, therefore, we want to lay the foundations for identifying and developing a more effective and efficient public procurement strategy, strengthening the mutual knowledge and collaboration between Public Administrations and businesses-SMEs of the metropolitan area, and promoting a greater inclusion of sustainable criteria in our procurement procedures.

Starting from the identification and understanding of local strengths, weaknesses, possible risks and future opportunities related to public procurement cycle, the Metropolitan City of Bologna will treasure the active and constant collaboration with both the different project partners, and its Urbact Local Group (ULG) members.

Of course, we will continue to work hard in the future, involving our key local stakeholders and trying to create, *together* with them, the best conditions to both catalyse the local economic growth and increase social & environmental protection in the metropolitan area, through public procurement.

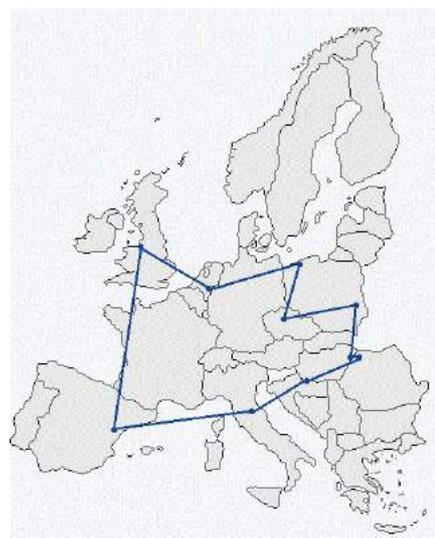
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## 1 Introduction

This Integrated Action Plan (IAP) for the Metropolitan City of Bologna has been developed as part of the activities of 'creating a good local economy through procurement' (Procure) network.

Procure<sup>1</sup> is a network of 11 partners<sup>2</sup>, led by Preston City Council and funded through the URBACT III Programme<sup>3</sup> which seeks to enable transnational exchange and learning between cities around a particular theme. The Procure network seeks to connect cities and build success around the theme of procurement, which is the process used by public authorities and commercial business to purchase goods and services.

The network was initially funded in September 2015 (see the baseline study<sup>4</sup>) and lasts until May 2018.



Over the course of the two years (from May 2016), Procure partners have met together (both at a transnational - European level and at a local level – through local stakeholder groups<sup>5</sup>) to discuss and explore a number of topics; with a core purpose of developing an IAP.

Procure partners agreed that the focus of the project at transnational and local level would be upon the following themes:

- *Responding to European and National level law;*
- *Spend analysis and developing a procurement strategy;*
- *Innovation in procurement: social and environmental criteria;*
- *Engaging and raising awareness with local businesses and SMEs;*
- *Monitoring impact.*

The IAP for the Metropolitan City of Bologna reflects on the knowledge and learning gleaned from transnational and local levels around the above themes and sets out our plan of actions for progressing procurement activities moving forward. It is shaped by: the challenges we identified in the baseline study, our existing processes and practices around procurement, what we have learnt through the network, and what we want to do and achieve moving forward.

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<sup>1</sup> <http://urbact.eu/procure>

<sup>2</sup> <http://urbact.eu/interactive-map?network=7450>

<sup>3</sup> <http://urbact.eu/>

<sup>4</sup> [http://urbact.eu/library?f%5B0%5D=field\\_network\\_reference\\_multiple%3A7450](http://urbact.eu/library?f%5B0%5D=field_network_reference_multiple%3A7450)

<sup>5</sup> <http://urbact.eu/urbact-local-groups>

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## 2 URBACT Local Group: role and composition

The Metropolitan City of Bologna considered it appropriate to involve, in its ULG, several actors and bodies: from Public Administrations to enterprises and association of businesses-SMEs; from research centers and business training schools to newly-established bodies with technical expertise.

More specifically, in fact, the key stakeholders – and relevant representatives – involved in Metropolitan City of Bologna’s ULG are:

- Fabrizio Boccola – Head of *Purchasing Department of the Metropolitan City of Bologna* (ULG Coordinator). The direct involvement of this Department in ULG and the participation of its representative in ULG meetings is fundamental in identifying the main difficulties faced by the MCBo on public procurement, especially after the recent evolution of the reference national legislation. It will be also actively involved in IAP future implementation.
- Marino Cavallo – Head of *Research, Innovation and European project management Department of the Metropolitan City of Bologna* (Local Project Coordinator and ULG Coordinator). It is the Department responsible for project local management, ULG coordination and IAP implementation.
- Valeria Stacchini – *Research, Innovation and European project management Department of the Metropolitan City of Bologna* (Communication Officer)
- Sonia Cicero – *Nuovo Circondario Imolese*. As an Association of Municipalities, it is an important actor representing the real needs and difficulties of some Public Administrations of the metropolitan area in public procurement process. It will be directly involved in information and training activities for PAs planned within IAP.
- Paolo Masoni – *ENEA*. It is the Italian National Agency for New Technologies, Energy and Sustainable Economic Development. As a research center, its involvement in ULG is particularly useful in supporting MCBo in understanding the main environmental and sustainable issues linked to public procurement.
- Chiara Lepori – *IB Innovation Consortium*. It is a spin-off of the *Interporto Bologna Spa* company, with many years of experience in the areas of research, development and innovation in transport and logistics. Its active involvement in



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ULG is important to better understand how to increase local businesses-SMEs competitiveness through procurement process.

- Laura Baiesi – *Impronta Etica*. It is a non-profit association promoting sustainability and Corporate Social Responsibility. Participating in ULG meetings, it actively supported MCBo in highlighting and understanding the important link between CRS and public procurement. It will be directly involved in the promotion of raising-awareness and information events on business procurement planned within the IAP, and addressed at both local businesses and PAs.



- Angela Amoruso – *ERVET*. It is the Economic Development Agency of Emilia-Romagna Region. It is involved in ULG to better analyse the metropolitan context compared to the regional one, in the field of public procurement, GPP and social procurement.



- Marco Mazzanti – *CNA Bologna*. As an Association of SMEs, its involvement in ULG is fundamental in identifying and fully understanding the real needs and difficulties faced by local SMEs in accessing public procurement process, tools and documentation. It was particularly useful in organizing the training event for local SMEs on e-procurement tools and related opportunities (held in June 2017). It will also continue to support MCBo in promoting future information and raising-awareness activities targeted at local SMEs.



- Elisa Munari – *Ecipar Bologna*. It is CNA Bologna's Training Company. Participating in ULG meetings, it concretely supported MCBo to better organize the above-mentioned workshop for SMEs.



- William Brunelli – *Confindustria Emilia*. As an Association of Enterprises, it has a key-role in ULG, supporting MCBo in exploring businesses needs and obstacles related to their involvement in public procurement process. Together with CNA Bologna, it was very important in organizing the training event for local SMEs held in June 2017, and it will continue to support MCBo in promoting future information and raising-awareness activities targeted at local businesses.



- Domenico Cerviani – *Aldini Valeriani Foundation*. It is Confindustria Emilia's Industrial Management School. Participating in ULG meetings, it concretely supported MCBo to better organize the above-mentioned workshop for SMEs.



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- Marco Soverini – *Association of Accountants of Bologna*. The Association is responsible for the establishment, management and coordination of the *New Observatory on Environmental Sustainability of Bologna*. The latter, more specifically, plays a key-role in ULG, supporting MCBo in exploring green and sustainable themes (directly and indirectly connected to public procurement). It actively participated at both ULG meetings and a transnational project meeting (Candelaria, June 2017), contributing with its technical expertise.



Through a continued, integrated and holistic collaboration with its ULG, the Metropolitan City of Bologna will also be able to better monitor the concrete results achieved at the end of the implementation process.



*ULG meeting,  
Bologna – Malvezzi Palace, 13<sup>th</sup> March 2017*

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### 3 Learning from transnational meetings and partners

All the project transnational meetings held to date have been very fruitful and productive for the Metropolitan City of Bologna, especially thanks to the professional, dynamic and interactive approach promoted during the different meetings' steps.



*Transnational meeting in Koprivnica (Croatia),  
21<sup>st</sup>-22<sup>nd</sup> March 2017*

It was very interesting and useful to share and compare Bologna's state of the art and subsequent progresses in the field of public procurement and its various "declinations" (GPP, SRPP, PPI) with other partners' experiences and ongoing actions, within the respective IAPs.

Moreover, given the high technicality of the different issues discussed during the meetings, all the presentations, reports and interventions exposed have been particularly helpful, in their different methods and approaches. These have

helped to better identify both the strengths and weaknesses of the Metropolitan City of Bologna in the sector of PP, also stimulating constructive debates, exchange of views and collaboration with the other partners.

Finally, with reference to Metropolitan City of Bologna's IAP, the transnational meetings and other partners' experiences have been particularly useful to better understand the need to develop more raising-awareness, information and training activities for both local businesses-SMEs and Municipalities-PAs of the metropolitan area, on public procurement and related reciprocal opportunities.



*Transnational meeting in Candelaria (Spain),  
27<sup>th</sup>-28<sup>th</sup> June 2017*



*Transnational meeting in Koszalin (Poland),  
12<sup>th</sup>-13<sup>th</sup> September 2017*

So, the planned actions will try to concretely support these two groups of local stakeholders, strengthening the link between them and overcoming the identified barriers to better engaging both in public procurement. The local strategy

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identified, therefore, will aim at catalyzing the important opportunities that PP, GPP, social procurement and business procurement may generate for local businesses, SMEs, Municipalities and PAs within the metropolitan area in terms of economic growth, social and environmental benefits.

Of course, in implementing its Local Action Plan, the Metropolitan City will treasure the transnational exchange and learning process, taking a cue from the most interesting and appropriate experiences, case studies, good practices and policies discovered within the project partnership.

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## 4 Background and context

### 4.1 European legislative framework

On 26 February 2014, the Council of the European Union and the European Parliament adopted two directives aimed at simplifying public procurement procedures and making them more flexible. EU countries have had until April 2016 to transpose the new rules into their national law (except with regard to e-procurement, where the deadline is October 2018).

The old directives (2004/18/EC and 2004/17/EC) were replaced with the [Directive 2014/24/EU](#) on public procurement and [Directive 2014/25/EU](#) on procurement by entities operating in the water, energy, transport and postal services sectors, while the [Directive 2014/23/EU](#) is about the award of concession contracts.

The new European Commission's public procurement strategy is rethinking the entire approach to purchasing, also professionalising public buyers, cutting red-tape, and capitalising on the benefits of the digital revolution so that public administrations can be made more efficient, more effective, and more citizen and business-friendly.

The improved governance and the increased transparency, flexibility and bureaucratic simplification of processes and procedures – particularly catalyzed by the greater use of electronic tools in public procurement (e-procurement) –, are also important instruments in the fight against fraud and corruption, helping to promote a “culture of integrity” (identified by the EU as a fundamental priority in its new PP strategy).

The new EU legislation, moreover, emphasizes the importance to create new business opportunities by improving the access of enterprises and SMEs to public procurement markets. When SMEs have easier access to public procurement, in fact, they can make the most of their potential for job creation, growth and innovation. Currently, SMEs win 45% of the aggregate contract value above EU thresholds directly or as joint bidders or subcontractors. However, taking into account the overall weight of SMEs in the general economy, their share of public procurement should be 58%. When it comes to procurement below the threshold of EU Directives, SMEs perform according to their economic weight. To improve the situation, one key EU policy objective is to open up national public procurement markets to companies from other EU countries, including through the use of joint cross-border procurement. The [public procurement reform of 2014](#) introduced legislative measures to improve SMEs’ access to public procurement markets including:

- an encouragement to divide contracts into lots;
- a limit to the turnover required to participate in a tender procedure;
- a reduction in documentation requirements.

In addition, the [European Code of Best Practices Facilitating Access by SMEs to Public Procurement Contracts](#) provides guidance and best practice to EU countries and their contracting authorities so that they can fully exploit the potential of the Public Procurement Directives.

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Finally, the new EU rules aim at ensuring a greater inclusion of common societal goals in the procurement process. These goals include: improving environmental protection and combating climate change (GPP<sup>6</sup>); fostering innovation (PPI); promoting social responsibility, employment, public health and other social considerations (SRPP). This innovation aims at creating a more innovative, green and socially-inclusive economy at both EU and Member State level. Under the new EU public procurement rules, in fact, contracting authorities may take into account the multiple factors mentioned above when awarding a public contract as long as these considerations are relevant to the product, service or works they want to procure.

#### 4.2 National legislative framework

In recent years, the Italian regulatory framework related to public procurement and, more specifically, to GPP has undergone a profound and continuous evolution (still ongoing).

With the issuance of the Interministerial Decree of April 11, 2008 – approving the [National Action Plan on GPP \(GPP NAP\)](#) and updated with the [Decree of April 10, 2013](#) –, a legislative reference framework was set out also at national level in order to facilitate the adoption and implementation of GPP practices, both technically and methodologically.<sup>7</sup> The GPP NAP, adopted in response to the Communication from the European Commission “[Integrated Product Policy – Building on Environmental Life-Cycle Thinking](#)” (COM(2003) 302), and in compliance with Article 11, paragraph 1 of Italian [Law 296/2006 \(Financial Law 2007\)](#), aims at maximising the dissemination of GPP among public bodies so as to fully develop its potential in terms of environmental, economic and industrial improvement. It defines national targets, identifying the priority categories of goods, services and intervention works for environmental impacts and spending volumes, on which the so-called *Minimum Environmental Criteria* (MEC) have to be defined by the Ministry of the Environment and the Protection of Natural Resources – also in line with the *European Action Plan for Circular Economy*.

At the end of 2015, in fact, a new national legislation was introduced in order to promote environmental measures of green and circular economy. The [Law of 28<sup>th</sup> December 2015 n. 221](#) included indications aimed at favouring holders of environmental certifications in tenders (art.16) and at promoting products resulting from post-consumer materials (art.23). Moreover, it implies mandatory requirements for all Italian public bodies to include the MEC in their public procurement actions (art.18). The Criteria have been defined for purchases related to each of the following "product categories":

- furnishings (for offices, schools, storage rooms and reading rooms);
- building (construction and renovation of buildings with particular attention to building materials, construction and maintenance of roads);
- waste management;

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<sup>6</sup> More details at [http://ec.europa.eu/environment/gpp/eu\\_public\\_directives\\_en.htm](http://ec.europa.eu/environment/gpp/eu_public_directives_en.htm).

<sup>7</sup> To implement the GPP NAP, Emilia-Romagna Region adopted the [Regional Law n. 28 of 29 December 2009](#), which introduced the application of environmental sustainability criteria in PAs' purchases. This Law was the starting point for systematically integrating environmental criteria into the public procurement systems of both regional administrations and local authorities operating at territorial level.

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- urban and territorial services (public greenery, urban furniture);
  - energy services (lighting, heating and cooling of buildings, public lighting and light signage);
  - electronics (office electrical-electronic equipment and related consumables, telecommunication equipment);
  - textile products and footwear;
  - stationery (paper and consumables);
  - catering (canteen service and food supplies);
  - building management services (cleaning services and hygiene materials);
  - transport (means and services of transport, sustainable mobility systems).



Currently, 17 MEC are in force: 1. electronic office equipment, 2. interior furniture, 3. urban furniture, 4. social aspects in public procurement, 5. aids for incontinence, 6. paper, 7. printer cartridges, 8. buildings, 9. public lighting, 10. cleaning and hygiene products, 11. urban wastes, 12. collective catering and foodstuffs, 13. sanitation for hospital structures, 14. energy services for buildings (lighting, air conditioning), 15. textiles, 16. vehicles, 17. public green.

On the other side, the criteria still in the process of being defined are: I. construction and maintenance of roads, II. public lighting service, III. work shoes, and IV. catering revision.

Art. 18 above, moreover, requires Public Administrations to use the technical specifications and requirements defined by the MEC in their public procurement tenders in order to promote the purchase of goods and services with a lower environmental impact and for which the useful life longer and waste are reduced.

On April 18, 2016, moreover, the Italian Government has definitively approved the [Legislative Decree n.50/2016](#) (implementing EU Directives 2014/23/EU, 2014/24/EU and 2014/25/EU) on "Public procurement and awarding concession contracts, procurement by entities operating in the water, energy, transport and postal services sectors and on the reorganization of the Public Procurement Regulation" (the so-called *New Public Procurement Code*).

In summary, the *New PP Code*:

- aims at making public procurement simpler and more transparent (in fact, for example, it contains 217 rather than the previous 600 articles);
- puts an end to the practice of awarding contracts to the lowest bidder in favour of the most economically advantageous bidder;
- regulates public concessions for the first time, attributing the operational risk to private concessionaires;
- puts a brake on the use of extraordinary procedures, instead putting the emphasis on good programming and public utility as a criterion for the choice of works to be carried out;

- introduces a more incisive role of ANAC (the National Anti-Corruption Authority);
- creates a qualification system of contracting authorities and other provisions to consolidate public tenders;
- includes new regulation on subcontracting and new clauses ensuring compliance with collective bargaining agreements;
- outlines the requirements to participate in public procurement procedures and sets forth contracting authorities' reward criteria.

First through the New Procurement Code and even more with the subsequent amendments introduced by the related Corrigendum ([Legislative Decree 56/2017](#), so-called "corrective decree"), GPP is no longer a voluntary instrument but it has recognized as *compulsory*. Italy thus becomes the first European country to enforce the obligation, for contracting authorities, to apply GPP, increasing the importance of "sustainable purchases" as a strategic tool to foster the "transition" from a linear towards a circular and more sustainable economic model. More specifically, in fact, already in 2016 Art. 34 of the New Code law laid down the obligation for the contracting authorities to include the MEC in project and tender documentation, requiring this obligation for 100% of the tender value in relation to the categories of supplies not related to final energy use, and for at least 50% of the tender value for all other categories for which MEC were defined.

Legislative Decree no. 56 of 19 April 2017 corrects Art. 34 of New Code with the new Art. 23, which deletes the 50% threshold and appropriately states that the MEC have to be applied at 100% of the tender value, eliminating every element of confusion and concrete difficulty. This new Article, in fact, introduces the obligation to apply – for the entire value of the tender amount – the "specific techniques" and "contractual clauses" contained in the Minimum Environmental Criteria (MEC), "for any amount of credit".

The same Art. 23, however, provides that in the case of contracts concerning building renovation works (in the cases and following the procedures defined by the Ministry of the Environment), the MEC shall be applied "as far as possible", not being fully clear in this respect. Art. 23 also provides that MEC should be taken into account for the purposes of the *award criteria*, set out in Art. 95 of the New PP Code.

Finally, another important innovation introduced by the "corrective decree" is that linked to the new text of Art. 213, envisaging that ANAC is responsible for monitoring the application of MEC (thus strengthening its monitoring role and power).

As regards the national e-procurement system, it is quite fragmented in Italy, showing diverging levels of advancement. The contracting authorities, in fact, are required to buy via framework contracts managed by Consip, which is also responsible for the *Public Administration Electronic Market (MePA)*, a digital marketplace in which registered authorities can make purchases for values below the European threshold of the goods and services offered by suppliers that have been vetted and authorized to post their catalogues on the system.



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Currently, MePA is the most successful electronic marketplace and it is used by about 50% of contracting offices. Overall, e-procurement is used by approximately half of contracting authorities and mostly for standardised goods, indicating a clear need for future improvement.<sup>8</sup>

To conclude, it's important to consider that in Italy the organisation of public procurement is overall decentralized, although there are some centralised elements (such as *Consip*<sup>9</sup> price and quality benchmarks). The tendering procedure, in most of the cases, remains under the responsibility of the relevant contracting authorities and related reference offices.

#### 4.3 *About the Metropolitan City of Bologna*



The Metropolitan City of Bologna is based in North East Italy and is one of 10 metropolitan areas which were legislated for in 2014. Being a "metropolitan city" means that Bologna is one of the most populous and economically important cities in Italy.

Metropolitan Cities are new governance systems born in Italy just at the beginning of 2015, through a national law (Law n.56/2014) which has decreed the conversion of the major provinces in metropolitan cities. So, Bologna is one of them.

Metropolitan cities have the following main institutional purposes:

- promotion of metropolitan area's strategic development, through a specific strategic plan;
- integrated management of services, infrastructures and communication networks;
- promotion and coordination of economic and social development, ensuring support for innovative business and research activities consistent with the vocation of the metropolitan city;

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<sup>8</sup> Emilia-Romagna Region has also introduced mandatory e-procurement requirements, launching a regional e-platform (IntercentER).

<sup>9</sup> Consip S.p.A. is a joint-stock company, set up in 1997, held by the Italian Ministry of economy and finance (MEF), which is the sole shareholder. The company operates in keeping with the MEF's strategic goals, working exclusively to serve the Public Administration sector.

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- promotion of institutional relations pertaining to their level, including those with cities and metropolitan areas in Europe.

The organisation is currently undergoing major transformation.

The Metropolitan City of Bologna consists of 55 municipalities and has a total population of about one million people. It covers an area of 3,702.3km<sup>2</sup> and forms part of the wider Emilia-Romagna region, which is the second region in Italy for innovative start-up businesses, and is indeed renowned worldwide. The Metropolitan City of Bologna is growing and has increased in population by 20% over the last five years – a growth assisted by the 87,000 students enrolled at the University of Bologna.

The Metropolitan City of Bologna's economic profile is rooted in the service sector, accounting for about 63% of all employment; with much of this higher value in the areas of information and communication, finance, professional and technical services. Manufacturing also plays a fundamental role in the economy of the Metropolitan City of Bologna, and it is similar (in terms of outputs) to comparable areas in Germany and across wider Europe. The wider region and indeed the Metropolitan City of Bologna is famed for the scale of its entrepreneurs, particularly its cooperatives with their strong emphasis on exports. Indeed, the Metropolitan City of Bologna accounts for around a quarter of all business start-ups in Emilia-Romagna.

Despite its economic and entrepreneurial successes, the Metropolitan City of Bologna faces key challenges with its labour market, as a result of the economic crises of 2008. Whilst recovering, the unemployment rate remains around 7%. This is however lower than both the regional and national average which stands at 12.7%. There is a particular concern about the slowdown of more traditional industries such as manufacturing and trade and construction. The Metropolitan City of Bologna also has a growing migrant community.

#### 4.4 *About the Metropolitan City of Bologna and procurement*

The Metropolitan City of Bologna has a leading role for the Municipalities and Public Administrations within its area, also in promoting innovative and sustainable public procurement strategies. Recently, in fact, it has been recognised as having a role of "aggregator" to be developed in the coming years.

Maximising the benefits generated by public procurement on local economy, both socio-economically and environmentally, has been a political and policy priority of Bologna since around 2001. In the Metropolitan City, in fact, there is a political drive to ensure that procurement is linked to economic growth, environmental protection and social sustainability, and to link this overall public procurement strategy to the wider European Agenda.



Currently, the Metropolitan City of Bologna is carrying out some important actions on public procurement and, more specifically, on green and sustainable public procurement.

In accordance with the new – and recently updated – national legislation (better detailed in chapter 4.4), the MCBo is working to include green and sustainable criteria in its tender documentation, although the adoption of these criteria is not always that easy (especially in bureaucratic terms).

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Moreover, to date, the MCBo has not a specific procurement plan to consider in this difficult process.

The main difficulties related to the effective promotion of green and sustainable procurement, in the metropolitan area, also stem from the lack of an adequate awareness and information on these issues among both local businesses-SMEs, and Public Administrations (contracting authorities). Often, moreover, local businesses and PAs do not have sufficient mutual knowledge in terms of demand and supply. In response to this problem, the MCBo has already started to promote specific and thematic information and training paths, addressed to both target groups above. In June 2017, in fact, a first workshop for local businesses and SMEs has been organized about the important opportunities related to the e-procurement tools (particularly, the national *MePA* and the regional *InterCentER*), with the aim to increase and improve knowledge, skills, capacity, know-how, methods and tools of local businesses-SMEs, making them more and better active in procurement processes – especially through the registration on these e-procurement platforms.



*Workshop for local businesses and SMEs:  
“The opportunities related to the Public Administration Electronic Market”.  
Bologna – Malvezzi Palace, 12<sup>th</sup> June 2017*

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Further thematic information and training activities for both local SMEs and PAS are in planning and they will be promoted in the next months.

At political-institutional level, the MCBo is also directly and actively involved in some important networking actions developed: a) on one side, with all other Italian Metropolitan Cities (under the coordination of the MC of Turin); b) on the other side, within the GPP working group of the *States General of the Green Economy*.

In the first case, the actions developed to date aim at building an innovative network of the new governance systems that are the MCs, promoting GPP and possibly being able to dialogue, at a government level, with the Ministry of Environment. A *Memorandum of Understanding on the application of GPP* was also signed by most Italian MCs, within the *Forum Compraverde-BuyGreen* (held on October 12-13, in Rome). It was a significant and symbolic moment for the Italian MCs, underlying a new joint, integrated and shared commitment on GPP.



*Italian Metropolitan Cities' representatives signing the Memorandum of Understanding on GPP.  
Rome – Forum BuyGreen, 13<sup>th</sup> October 2017*

In the second case, the networking actions promoted aim at producing new technical support documentation on GPP application, valid at national level and approved by the *States General of the Green Economy* themselves (an official, positive feedback was given in November, within the XXI edition of *Ecomondo*, the leading Euro-Mediterranean area green and circular economy expo).



*Participation of MCBo staff in the 2<sup>nd</sup> MED Green Growth Community transnational event.  
Rome – Forum BuyGreen,  
13<sup>th</sup> October 2017*

In October (12<sup>th</sup>-13<sup>th</sup>), moreover, the MCBo participated in the XI edition of the above-mentioned *Forum Compraverde-BuyGreen*, the most important Italian and European event for public and private policies, projects and initiatives on green and sustainable procurement. The two days analyzing the state-of-the-art of Green Procurement through seminars, workshops, trainings, one to one exchanges and exhibition spaces have catalyzed, this year even more than in the past, the discussion on the newest legal issues, on national and international best practices, and the opportunities in the field of GPP. Of course, this was a precious occasion for the MCBo, in terms of learning-exchange, raising-awareness and information activities. MCBo staff was also involved in the 2<sup>nd</sup> *MED Green Growth Community* transnational event (and related workshop) focused on the themes of

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green growth, environmental and social sustainability – closely related to GPP.

In November-December 2017, the Metropolitan City of Bologna has also promoted and carried out a series of three training events on business procurement and Corporate Social Responsibility (CSR), in line with the scheduled activities of its IAP. These training events, held in the Municipality of Castel Maggiore (BO) and aimed at highlighting the importance and the precious growth & development opportunities related to CSR, were addressed to both local SMEs and Municipalities-Public Administrations within the metropolitan area of Bologna. Moreover, a final Report is being prepared by the Metropolitan City and its local stakeholder *Impronta Etica*.



*Training events on CSR.  
Castel Maggiore (BO) – 20<sup>th</sup> November, 4<sup>th</sup> and 11<sup>th</sup> December 2017*

Finally, in February-March 2018 a training course for PAs will be organized. The course, promoted together with the Bologna Business School, will be divided into four thematic modules concerning the themes of PP and current national legislation, e-procurement, GPP, procurement management.

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Despite the various activities already carried out to date on public procurement, the Metropolitan City of Bologna is aware of the importance of continuing to promote PPI, GPP and SRPP constantly and effectively, strengthening the link and mutual knowledge between local businesses-SMEs and PAs (especially through effective raising-awareness, information and training actions). This is and will be the overall aim of MCB's IAP.

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## 5 Challenges

The Metropolitan City of Bologna has already undertaken some significant work around procurement, as detailed above, and particularly on green public procurement. However, there remain a number of barriers and challenges which are preventing the value of procurement being fully realised and maximised. These barriers relate to two stakeholders, namely the Metropolitan City of Bologna and local businesses-SMEs.

As regards local businesses and (especially) SMEs, key barriers include:

- lack of sufficient and adequate awareness and information on public procurement opportunities;
- lack of adequate and sufficient financial resources, technical expertise and available internal staff trained on PP theme;
- inability to adopt an innovative business behaviour, needing further specialist support;
- quite complex bureaucracy and rigid national law associated with public procurement process and relevant time required to engage in tendering.

For the Metropolitan City of Bologna, instead, key challenges include:

- greater inclusion of green and social value criteria into procurement documentation and in monitoring impact mechanisms and tools;
- elimination (or at least mitigation) of barriers faced by local businesses and SMEs in bidding;
- more in-depth knowledge of local businesses-SMEs' offer of goods and services;
- pre-commercial procurement and innovative procurement as opportunity to investigate.

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## 6 Focus and objectives

Metropolitan City of Bologna's ULG have decided to focus on two main overarching aims:

- promoting an innovative and sustainable public procurement strategy
- increasing and improving the participation of local businesses and (especially) SMEs in public procurement process.

The strategy identified, therefore, will be based on two main action lines (as better described in the following chapters), consisting in:

- increasing the adoption of sustainable (green and social value) criteria in tenders
- promoting raising-awareness, information and training activities and events for both PAs and SMEs of the metropolitan area of Bologna.

An updated communication and dissemination strategy, moreover, will aim at sharing and spreading as much as possible the achieved results, as well as a correct information about all the precious opportunities offered by public procurement, also catalysing a new public procurement culture.



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## 7 Spend analysis

### 7.1 Introduction

The analysis was carried out on the 2014-2015 period as the year 2013 was the first year of application of the Italian Decree 118/2011 and represent a transition from the previous to the current account system.

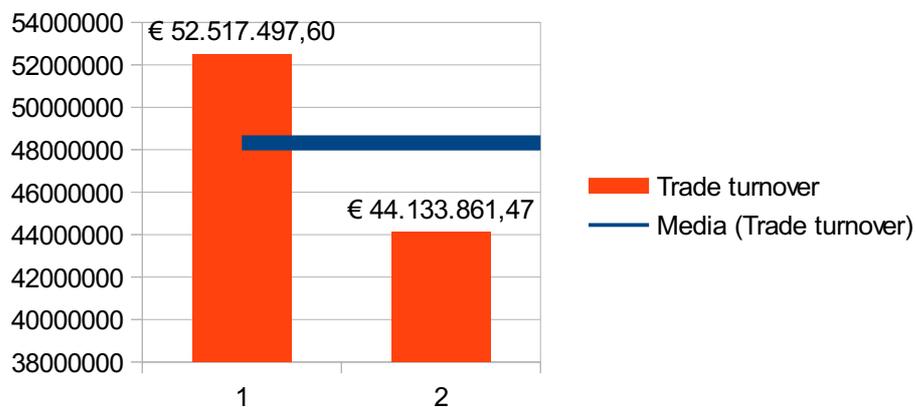
The analysis was performed on the basis of the register of invoices, appropriately filtered in order to highlight the costs for the purchase of goods, services and works, leaving out everything about transfer of resources between public or private institutions, such as for contributions or other.

The analysed volume approximately corresponds to one third of the total turnover of the Metropolitan City of Bologna.

### 7.2 The data emerged

#### 7.2.1 Trade turnover related to purchases

The total purchases in 2014-2015 amount at € 96.651.359,07. The average amount in the biennium was € 48.325.679,54, as showed in the following graphic:

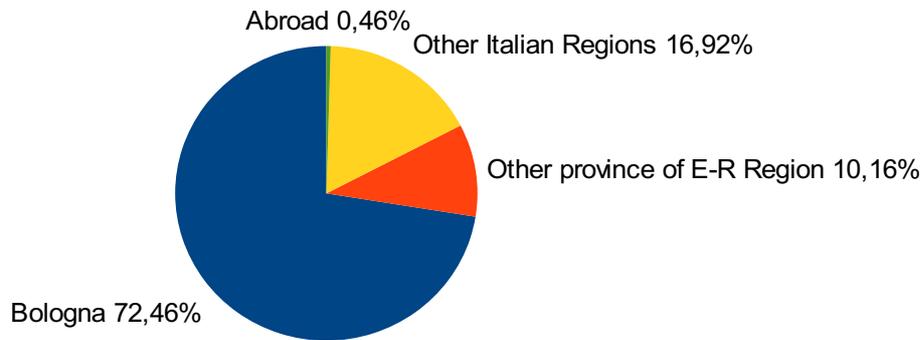


#### 7.2.2 The geographical distribution of suppliers

In this 2 years, the Metropolitan City has taken advantage of a total of 1,525 suppliers, of which over the 72% based in the metropolitan area of Bologna.

More in detail the geographical distribution of suppliers is shown in the table and the pie chart below:

<b>Total</b>	1525
Bologna	1105
Other province of E-R Region	155
Other Italian Regions	258
Abroad	7
Unknown	0

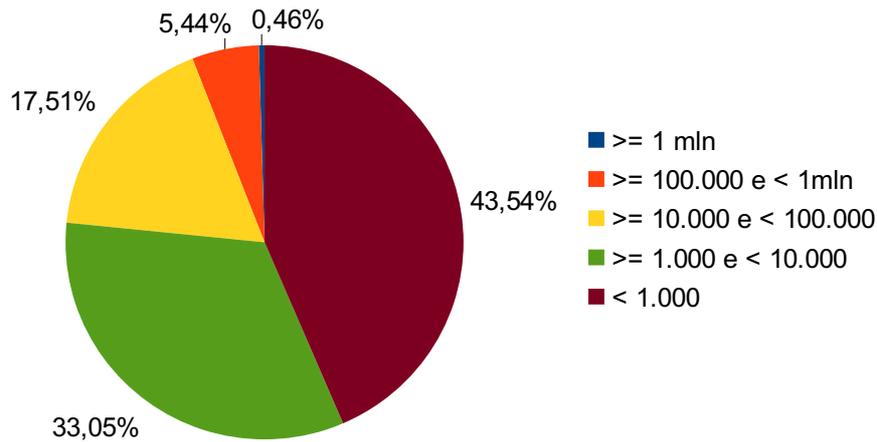


### 7.2.3 Turnover class

Suppliers with amount less than 1,000 euros are the most frequent, so as to account for over the 43%. Another 33% consist in suppliers with amount between 1,000 and 10,000 euros. Altogether these 2 strips account for over 76%. On the other side only 7 are the suppliers which have over a million euros (0,46%) and those with amounts exceeding 100,000 euros not reach the 6%.

Below the detail data:

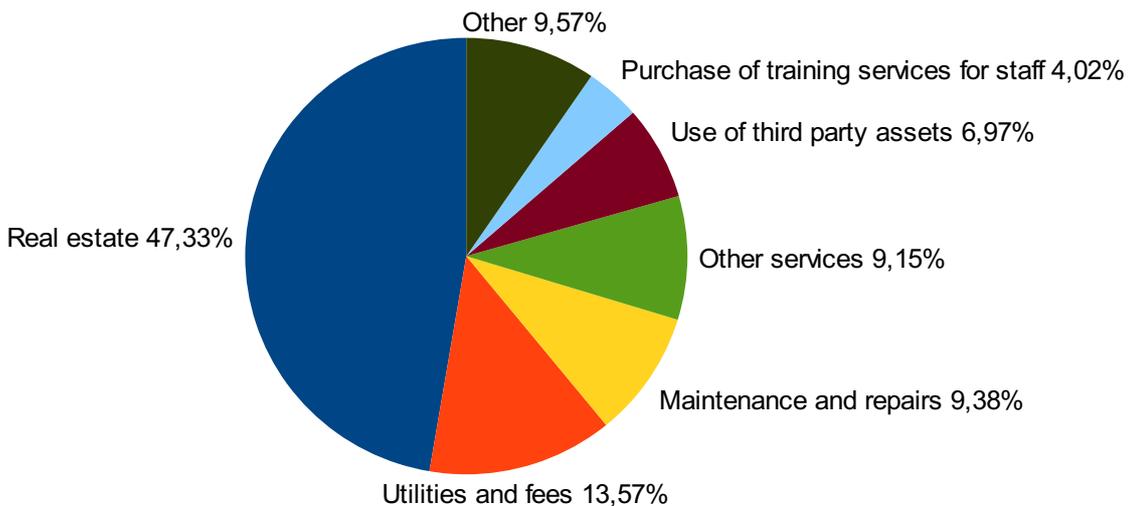
Turnover class	Frequency	%
>= 1 mln	7	0,46%
>= 100.000 e < 1mln	83	5,44%
>= 10.000 e < 100.000	267	17,51%
>= 1.000 e < 10.000	504	33,05%
< 1.000	664	43,54%
Total	1525	



#### 7.2.4 Turnover distribution per account

Analysing the description of the expense chapters, it emerges that in the 2014-2015 the real estate weight for over the 47% of the total. This is followed by the cost for utilities and fees (13,57%), maintenance and repairs (9,38%), other services (9,15%), use of third party assets (6,97%), purchase of training services for staff. These 6 strips together account for over the 90% of the costs.

The remaining 9.57% of expenditure include costs for other consumables (2.26%), auxiliary services for the functioning of the institution (2.11%), administrative services (1.78%), Consultancy (1.18%), public service contracts (1.16%), furniture (0.25%), other current expenses (0.24%), equipments (0,18%), representation, event management, advertising and services for travels (0.16%), health services (0.09%), software (0.07%), hardware (0.07%), newspapers, magazines and publications (0,02%).

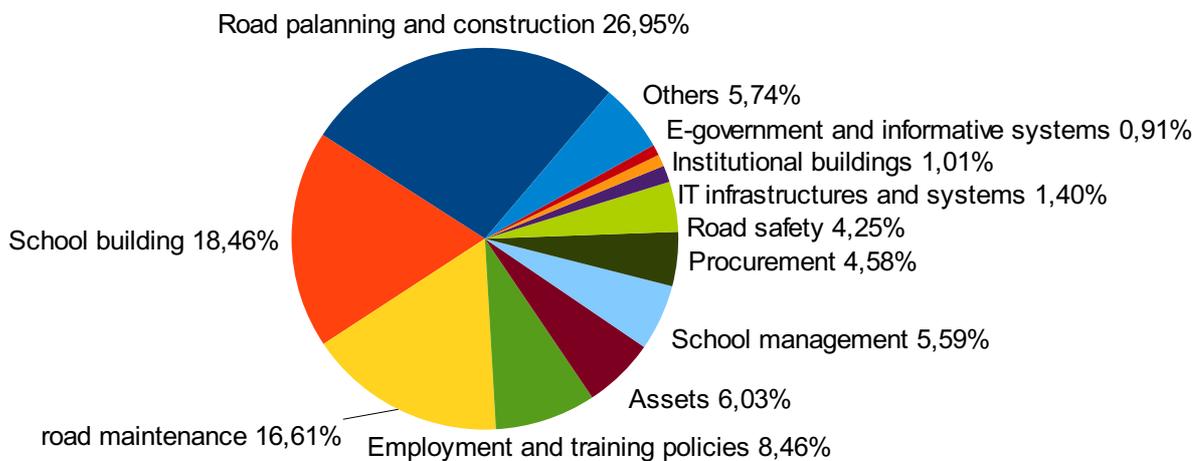


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### 7.2.5 Cost centres

In the 2014-2015 period, the main cost centres can be identified in 10 services which alone have spent 94% of resources.

In detail the first cost item is represented by the planning and construction of roads (26.95%), followed by school building (18.46%) and road maintenance (16.61%). Further away follow the service for employment and training policies (8,46%), assets service (6,03%), school management (5,59%), procurement service (4,58%), road safety (4,25%), IT systems and infrastructures (1,40%), institutional building service (1,01%), e-government and informative systems (0,91%).



### 7.3 Detailed analysis of the purchases belonging to the Procurement Service of the Metropolitan City of Bologna in 2015

The Procurement Service provides for the procurement of goods and services necessary for the functioning of the metropolitan structures: utilities, cleaning, meal vouchers, car rental, removals, furniture and equipment maintenance, costs of representation, postage, supply of furniture and equipment, petrol coupons, stationery, uniforms and clothing. It also ensures the identification of the most effective forms for the acquisition and administration of goods, services and what it is necessary for the functioning of the metropolitan offices.

During the 2015, the Procurement sector of the Metropolitan City of Bologna registered 42 active contracts. 26 of these consist in adherence to contracts negotiated by central purchasing agencies (4 Consip, 1 MePA, 21 Intercent-ER), corresponding to the 62% of the total number of contracts and to the 85% of the total amount. Moreover, with regards to services related to the Metropolitan Print Centre, the Metropolitan City was associated to the municipality of Bologna in order to obtain economies of scale

The contracts for which were held tenders mainly regard insurance services.

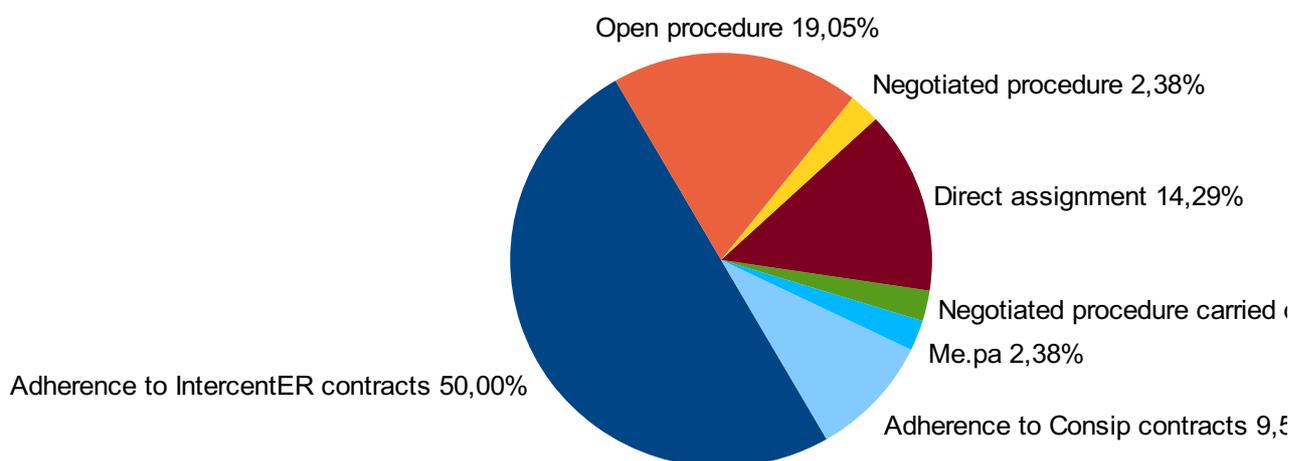
In some cases, direct assignments were done in relation to the nature of the service required (eg. district heating).

Below a pie graphic showing the frequency of the selection procedures:

Again, in relation to the 42 contracts, 16 (corresponding to the 38% of the total number of contracts) are characterized by sustainability requirements. Contracts for which have not been activated sustainability requirements mainly consist in insurance services, telephone and data services, fuels.

In addition to these, the Procurement Sector has also used the electronic market for the public administrations (MePA) for further acquisition (16 orders for a total amount of about 28,800 euros), mainly for consumer goods (eg. Stationery, paper, computer equipment, oil, ...). Among them, environmental criteria have been partially used only for the purchase of paper.

Below a summary table of the sustainability criteria:



<b>Selection procedures</b>	<b>Object</b>	<b>Sustainability criteria</b>
Intercent-ER	Full-service rental of digital copiers	- Energy star certification - Ecological labelling type I
	Uniforms	- Certification SA8000 (social responsibility system)
	Footwear	- Ethic Code
	Personal protective equipment for: 1. head, hearing and fall protection 2. respiratory 3. arms	- Certification SA8000 (social responsibility system)
	Portage and relocation services	- Use of transport means Euro 4, 5, equipped with particulate filter, electric and natural gas

		<ul style="list-style-type: none"> <li>- Further measures for the reduction of CO2 emissions (use of tires rebuilt or made by corn cobs, controls on fuel consumption and efficiency of transport means)</li> <li>- Pallets certified PEFC or FSC</li> </ul>
	Cleaning services	<ul style="list-style-type: none"> <li>- Environmental system certification</li> <li>- Use of product meeting environmental sustainability criteria</li> <li>- use of transport means powered by natural gas or LPG</li> </ul>
	Rental service with driver	<ul style="list-style-type: none"> <li>- use of cars with natural gas, LPG and diesel with FAP</li> </ul>
	Security service	<ul style="list-style-type: none"> <li>- use of means with reduced environmental impacts</li> <li>- in case of contract change, the absorption of the personnel involved</li> </ul>
	Electricity supply	<ul style="list-style-type: none"> <li>- green option for the certification of energy origin from renewable sources (hydroelectric, wind, solar, biomass)</li> </ul>
Consip	Long term car rental	<ul style="list-style-type: none"> <li>- availability of the latest models with low environmental impact (vehicles gasoline/LPG, gasoline/natural gas, hybrid and 100% electric powered)</li> </ul>
	Food vouchers	<ul style="list-style-type: none"> <li>- use of paper made up of cellulose fibres from forest implementing a sustainable management or paper containing at least 75% of recycled cellulose fibres, bleached without use of chlorine</li> </ul>
Direct award	Fax server service	<ul style="list-style-type: none"> <li>- adoption of computer system (reduction of prints and equipments)</li> </ul>
	District heating services	<ul style="list-style-type: none"> <li>- connection to district heating network</li> </ul>
MePA	Copying paper	<ul style="list-style-type: none"> <li>- FSC label</li> </ul>

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## 8 Actions

### 8.1 Overview

The Local Stakeholder Group has identified concrete strategic actions that have to be implemented. The actions are divided in 2 macro areas, according to the 2 main objectives highlighted:

1. Increase the inclusion of green and sustainable criteria in tenders
2. Raise awareness, inform and train

### 8.2 Specific actions

Several specific actions with main goals and landmarks are proposed for each macro-area. In the tables below, the following contents will be specified:

- Overall aim
- Specific objectives
- Description of actions
- Actors involved
- Target groups
- Timing
- Resources
- Impact assessment and monitoring
- Outcome indicators
- Potential obstacles
- Link with other actions, experiences, policy instruments

<b>MACRO-AREA OF ACTION</b>	<b>1 – Increase the inclusion of green and sustainable criteria in tenders</b>
<b>OVERALL AIM</b>	To promote the importance to adopt green and sustainable criteria in procurement process, highlighting all the relevant opportunities, both for local businesses-SMEs and for Municipalities-Public Administrations within the metropolitan area.
<b>SPECIFIC OBJECTIVES</b>	<p>a. To provide more and better information to local businesses-SMEs and Municipalities-Public Administrations within the metropolitan area, on the important benefits and opportunities arising from the promotion of green and sustainable criteria – including them in the future contracts.</p> <p>b. To increase local SMEs’ competitiveness and Metropolitan City’s effectiveness/efficiency through the promotion of business procurement and corporate social responsibility (CSR).</p>
<b>DESCRIPTION OF ACTIONS</b>	<p>The strategy related to this first macro-area will be based on some specific actions:</p> <ol style="list-style-type: none"> <li>1.1. Publication of tenders including green and sustainable criteria</li> <li>1.2. Development of (ongoing) networking actions coordinated by the Metropolitan City of Turin and aimed at building a network involving all the Italian Metropolitan Cities to promote and apply GPP, through an integrated approach, at level of these new governance systems</li> <li>1.3. Participation of Metropolitan City of Bologna’s staff in information and training events promoted within the MED Green Growth Community (of which the Metropolitan City is partner)</li> <li>1.4. Development of (ongoing) networking actions within the Working Group on GPP of the General States of Green Economy</li> <li>1.5. Promotion of a series of training events on business procurement and Corporate Social Responsibility (CSR) aimed at highlighting the important opportunities related to them and targeted at both local SMEs and Municipalities-Public Administrations within the metropolitan area of Bologna</li> <li>1.6. Development of new project proposals promoting social and environmental sustainability, particularly targeted at local businesses, SMEs and future (especially young) entrepreneurs</li> </ol>

<b>LEAD ACTOR</b>	Metropolitan City of Bologna	<b>LOCAL STAKEHOLDERS INVOLVED</b>	<ul style="list-style-type: none"> <li>- CNA Bologna</li> <li>- Confindustria Emilia</li> <li>- Nuovo Circondario Imolese</li> <li>- ENEA</li> <li>- Interporto Bologna Group</li> <li>- Impronta Etica</li> <li>- ERVET</li> <li>- Chamber of Commerce of Bologna</li> <li>- Municipalities of the metropolitan area of Bologna</li> <li>- Network of Italian Metropolitan Cities</li> </ul>
<b>TARGET GROUPS</b>	Local businesses and (especially) SMEs	<b>TIMING</b>	<b>Short-term</b>
	Municipalities and Public Administrations within the metropolitan area of Bologna		Start date: 2017
			End date: 2020
			<b>Duration</b> About 3 years
<b>RELATED RESOURCES</b>	18.000,00 € and dedicated staff		
<b>IMPACT ASSESSMENT AND MONITORING</b>	<b>Indicator(s)</b>	<b>Barriers</b>	<b>LINKS WITH OTHER ACTIONS, EXPERIENCES AND/OR POLICY INSTRUMENTS</b>
	<ul style="list-style-type: none"> <li>- Increase in the number of tenders including green and sustainable criteria (2 in 2016 and 2 in 2017, to date; at least 6 expected by 2020)</li> </ul>	<ul style="list-style-type: none"> <li>- <u>For local SMEs</u>: costs incurred in increasing and improving their capacity, knowledge, skills, information (and so on), for and during the process of innovation of their goods and services' offer, according to</li> </ul>	<ul style="list-style-type: none"> <li>- Metropolitan Strategic Plan (PSM 2.0)</li> <li>- Metropolitan Covenant for Employment and Economic and Social Development</li> <li>- PON (National Operational Program) Metro 2014-2020</li> </ul>

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		<p>green and social value criteria</p> <ul style="list-style-type: none"><li>- <u>For local public administrations:</u> lack of resources and trained staff, necessary to promote the importance to include green and social value criteria in public procurement process and documentation</li></ul>	<ul style="list-style-type: none"><li>- Other European and regional projects in which the Metropolitan City of Bologna is partner</li></ul>
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<b>MACRO-AREA OF ACTION</b>	<b>2 – Raise awareness, inform and train</b>
<b>OVERALL AIM</b>	To promote the important opportunities offered by public procurement to local businesses and SMEs, also spreading a new “procurement culture” in the metropolitan area
<b>SPECIFIC OBJECTIVES</b>	<ul style="list-style-type: none"> <li>a. To provide more and better information to local SMEs about procurement and related opportunities.</li> <li>b. To increase local SMEs capacity to bid for and deliver contracts for public institutions, and sub-contracts for/alongside other businesses.</li> <li>c. To effectively strengthen the link (through an improved mutual knowledge) between contracting authorities and local businesses and SMEs.</li> </ul>
<b>DESCRIPTION OF THE ACTIONS</b>	<p>The strategy related to this second macro-area will be based on some specific actions:</p> <ul style="list-style-type: none"> <li>2.1. Organisation of a training event (workshop) for local businesses and SMEs aimed at increasing and improving their knowledge, skills, capacity, know-how, methods and tools useful to be more and better involved in public procurement processes (particularly, through the registration to the e-procurement platforms: <i>MePA</i> and <i>IntercentER</i>)</li> <li>2.2. Organisation of a training course for Municipalities and Public Administrations of the metropolitan area of Bologna, focused on public procurement opportunities, e-tools and possible innovative strategies</li> <li>2.3. Organisation of a local dissemination event on project results and MCBos’ IAP</li> <li>2.4. Promotion of a raising-awareness and information campaign (through the production of digital and traditional contents) focused on the important opportunities related to public procurement, GPP and social procurement, particularly targeted at local SMEs, PAs and anchor institutions</li> </ul>

<b>LEAD ACTOR</b>	Metropolitan City of Bologna	<b>LOCAL STAKEHOLDERS INVOLVED</b>	<ul style="list-style-type: none"> <li>- Ecipar Bologna</li> <li>- Aldini Valeriani Found.</li> <li>- Consip</li> <li>- Intercenter</li> </ul>
<b>TARGET GROUPS</b>	Local businesses and (especially) SMEs	<b>TIMING</b>	<b>Short-term</b>
	Municipalities and Public Administrations within the metropolitan area of Bologna		Start date: 2017
	Local anchor institutions		End date: 2020
			<b>Duration</b>
			3 years
<b>RELATED RESOURCES</b>	5.000,00 € and dedicated staff		
<b>IMPACT ASSESSMENT AND MONITORING</b>	<b>Indicator(s)</b>	<b>Barriers</b>	<b>LINKS WITH OTHER ACTIONS, EXPERIENCES AND/OR POLICY INSTRUMENTS</b>
	<ul style="list-style-type: none"> <li>- Increase in the amount of direct spend in local economy (from the current 72% to 75% by 2020)</li> <li>- Increase in the amount of direct spend with local SMEs (from the current 50% to 60% by 2020)</li> <li>- Increase in the number of local SMEs bidding for and delivering contracts for public institutions, and sub-contracts for/alongside other businesses (from the current 1000 SMEs to about 1100 SMEs by 2020)</li> <li>- Increase in the number of raising-awareness, information and training events on procurement targeted at local businesses-SMEs and PAs (about 6-7 events expected by 2020)</li> </ul>	International economic trends	<ul style="list-style-type: none"> <li>- Metropolitan Strategic Plan (PSM 2.0)</li> <li>- Metropolitan Covenant for Employment and Economic and Social Development</li> <li>- PON (National Operational Program) Metro 2014-2020</li> <li>- Other European and regional projects in which the Metropolitan City of Bologna is partner</li> </ul>

## 9 Timing - Gantt chart

Description of actions	Months of actions (from September 2017 to August 2020)																																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
Management & coordination																																					
<b>1 – Increase the inclusion of green and sustainable criteria in tenders</b>																																					
1.1. Publication of green & sustainable tenders																																					
1.2. Networking actions with other Italian Metropolitan Cities and coordinated by the MC of Turin																																					

Description of actions	Months of actions (from September 2017 to August 2020)																																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
1.3. Participation of MCBo's staff in information & training events on sustainable themes (included GPP) organized within the MED Green Growth Community																																					
1.4. Networking actions within the GPP Working Group of the General States of Green Economy																																					

Description of actions	Months of actions (from September 2017 to August 2020)																																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
1.5. Training events on business procurement and CSR, targeted at local businesses-SMEs and Municipalities -PAs of MCBo			N	D																																	
1.6. Development of new project proposals promoting social and environmental sustainability, particularly targeted at local businesses, SMEs and future (especially young) entrepreneurs																																					



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## 10 Risk analysis and possible solutions

In implementing our project strategy, it could be possible to face some potential risks which could hamper the realization and maximization of procurement value. These risks concern the two main project stakeholders, namely the Metropolitan City of Bologna and local SMEs.

For the Metropolitan City of Bologna, the main risks could be related to:

a) possible difficulties in keeping all the local stakeholders involved in Bologna IAP development constantly updated on the future IAP implementation, as well as in continuing the collaboration with all the ULG members and their representatives (especially in case of changes in their internal staff)	<b>MEDIUM-LOW RISK</b>
b) the lack of established procedures and mechanisms fully in line with the new national Procurement Code and related "corrective decree", with resulting possible disputes between the different actors involved	<b>MEDIUM RISK</b>
c) the lack of sufficient financial resources and trained staff, both necessary to promote the importance to include green and social value criteria in public procurement processes and documentation	<b>MEDIUM-HIGH RISK</b>
d) possible difficulties in producing concrete effects in the short time, especially in relation to the 'large-scale' objective to promote a new public procurement culture in the metropolitan area of Bologna	<b>MEDIUM-HIGH RISK</b>

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For both the Metropolitan City and local SMEs, moreover:

e) significant risks could arise from the growing number of big European facility management multinationals based in the metropolitan area, increasingly competitive with local SMEs – which risk being cut off from the procurement processes and related opportunities	<b>HIGH RISK</b>
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In light of the above, the Metropolitan City of Bologna will try to mitigate the probability and impact of identified risks:

- a) keeping information exchange active among all the ULG members and other key local stakeholders (for example, through periodic e-mails and, when possible, meetings)
- b) exchanging technical information and expertise within the newly-established network of Italian Metropolitan Cities, to better understand how to modify and adapt public procurement procedures and documentation in accordance with the new national legislation
- c) developing new project proposals useful for both availing of more financial resources, and promoting further information & training initiatives, especially targeted at Metropolitan City of Bologna's staff
- d) trying to strengthen the active (political-institutional) collaboration among all the 55 Municipalities within the Metropolitan City of Bologna, also promoting integrated and joint initiatives *for* and *with* local businesses/SMEs, aiming at keeping the focus high on this objective, also in the future
- e) trying to make local SMEs more competitive for tenders, particularly through an updated raising-awareness, information and training offer on PPI, GPP, social procurement and business procurement

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## 11 Resources

About the resources needed to implement the scheduled activities, the Metropolitan City of Bologna will:

- 1) develop new future project proposals;
- 2) consider internal resources, particularly in terms of dedicated staff involved;
- 3) take advantage of the financial resources allocated by the PON (National Operational Program) "Metropolitan Cities 2014-2020", adopted by the European Commission and funded by the Structural Funds, with an allocation of over € 892 million. It supports the priorities defined by the European Urban Agenda, identifying the urban areas as key-areas able to face the smart, inclusive and sustainable growth challenges posed by the Europe 2020 Strategy.



## Appendix 1 – Local Action Plan Framework

Area for development	1 – Increase the adoption of green and sustainable criteria in tenders					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	1.1 - Publication of green and sustainable tenders	Metropolitan City of Bologna	Dedicated staff	<p>[ONGOING]</p> <p>Environmental and sustainable criteria have already been embedded in tender documentation, also in line with current national legislation.</p> <p>This action will continue to be carried out also in the next years.</p>	Number of future tenders including green and sustainable criteria (at least 6 expected by 2020)	A more sustainable development promoted in the metropolitan area of Bologna, from both the environmental and social point of view, with a reduced environmental impact of contracts on the local context and improved social conditions of workers

Area for development	1 – Increase the adoption of green and sustainable criteria in tenders					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	1.2 - Building a national network involving all the Italian Metropolitan Cities, committed to promote and concretely apply GPP	Metropolitan City of Turin	Dedicated staff	<p>[ONGOING]</p> <p>Signature, by the Italian MCs, of the <i>Memorandum of Understanding on GPP application and promotion</i> (Rome, 7<sup>th</sup> October 2017).</p> <p>This action will continue to be carried out also in the next year.</p>	Number of networking events and actions promoted (at least 3 by 2020)	A network of Italian Metropolitan Cities promoting GPP through an integrated and joint approach

Area for development	1 – Increase the adoption of green and sustainable criteria in tenders					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	1.3 - Participation of MCB0's staff in information and training events on sustainable themes (included GPP), promoted within the MED Green Growth Community (of which the MCB0 is partner)	Metropolitan City of Bologna	Dedicated staff	<p>[ONGOING]</p> <p>Participation of 2 MCB0's workers in MED GGC's 2<sup>nd</sup> transnational event and workshop (Rome, 7<sup>th</sup>-8<sup>th</sup> October 2017).</p> <p>This action will continue to be carried out also in the next months.</p>	Number of Metropolitan City's workers informed and trained on sustainable themes and GPP (at least 3 expected by 2020)	Increased and improved knowledges and skills of MCB0's staff on GPP and its environmental and economic benefits

Area for development	1 – Increase the adoption of green and sustainable criteria in tenders					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	1.4 – Networking actions and participations in the Working Group on GPP of the General States of Green Economy	Metropolitan City of Bologna	Dedicated staff	<p>[ONGOING]</p> <p>The GPP Working Group has already met to analyse the application of GPP to one year after the entry into force of the new national legislation.</p> <p>This action will continue to be carried out also in the next years.</p>	Number of networking actions promoted (about 3 by 2019)	Improved technical support tools for GPP promotion and implementation, within the General States of Green Economy

Area for development	1 – Increase the adoption of green and sustainable criteria in tenders					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	1.5 - Promotion of a series of training events on business procurement and CSR, targeted at both local businesses-SMEs and Municipalities-PAs of the metropolitan area of Bologna	Metropolitan City of Bologna together with Impronta Etica and Bologna Chamber of Commerce	€ 18.000,00 and dedicated staff	<p>[CARRIED OUT]</p> <p>3 workshops and a final convention were already organized in 2016.</p> <p>3 training events on CSR, for PAs and businesses/SMEs of the metropolitan area of Bologna were held in November-December 2017.</p>	<p>Number of local businesses/SMEs and Municipalities/PAs that have increased their awareness and information on business procurement, CSR and related opportunities (at least 10 local SMEs and 10 Municipalities/PAs within the metropolitan area of Bologna by 2017)</p>	<p>Increased knowledge of local businesses/SMEs, and Municipalities/PAs on business procurement, CSR and related opportunities</p> <p>Increased competitiveness of local businesses and (especially) SMEs</p>

Area for development	1 – Increase the adoption of green and sustainable criteria in tenders					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	1.6. Development of new project proposals promoting social and environmental sustainability, particularly targeted at local businesses, SMEs and future (especially young) entrepreneurs	Metropolitan City of Bologna	Dedicated staff	[IN PLANNING]	Number of new project proposals developed (at least 2 by 2020)	Increased awareness, interest, knowledge and skills of local businesses, SMEs and future (young) entrepreneurs about the importance of socio-environmental sustainability in promoting a sustainable economic growth within the metropolitan area of Bologna

Area for development	2 – Raise awareness, inform and train					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	2.1 - Organisation of a training event targeted at local businesses and SMEs, on e-procurement platforms ( <i>MePA</i> and <i>InterCentER</i> ), their mode of operation and related opportunities	Metropolitan City of Bologna	Dedicated staff	[CARRIED OUT]  A workshop for local businesses and SMEs ( <i>“Opportunities of the Public Administration Electronic Market”</i> ) has already been held in June 2017	Number of local businesses/SMEs’ trained officials (about 30)	Increased and improved knowledge, skills, capacity, know-how, methods and tools of local businesses and SMEs to be more and better involved in procurement processes, especially through the registration on <i>MePA</i> Portal and <i>InterCentER</i> Platform

Area for development	2 – Raise awareness, inform and train					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	2.2 - Organisation of a training course for Municipalities and Public Administrations of the metropolitan area of Bologna on public procurement opportunities, e-tools and related innovative strategies	Metropolitan City of Bologna	€ 4.000,00 and dedicated staff	[ONGOING – February-March 2018]	Number of Municipalities and PAs' officials trained (at least 25 by 2018)	Increased and improved skills, know-how and tools of Municipalities-PAs of the metropolitan area in the field of public procurement and related innovative strategies

Area for development	2 – Raise awareness, inform and train					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	2.3 - Organisation of a local dissemination event on project results and MCBo's IAP, strategy and progresses	Metropolitan City of Bologna	€ 1.000,00 and dedicated staff	[IN PLANNING – 22 <sup>nd</sup> March 2018]	Number of local actors (businesses, SMEs, PAs, anchor institutions etc.) involved and informed	Reinforced mutual knowledge between contracting authorities (demand) and local businesses-SMEs (supply)  Renewed “procurement culture”, promoted and spread among the local actors involved in public procurement process

Area for development	2 – Raise awareness, inform and train					
	Intended actions	Lead	Resources	Actions to date	Indicator	Achievements
	2.4 - Promotion of an information and raising-awareness campaign focused on the important opportunities related to public procurement (and especially to GPP and social procurement), targeted at local businesses-SMEs, PAs and anchor institutions	Metropolitan City of Bologna	Dedicated staff	<p>[ONGOING]</p> <p>MCBo staff have already started to produce and share (especially through its official website – at <i>Business section</i>) thematic articles and reports on PP and related opportunities for PAs and local businesses/SMEs.</p> <p>Further, useful and thematic information and raising-awareness materials will be produced and shared in the next years.</p>	Number of local SMEs, PAs and anchor institutions informed (at least 150 by 2020)	Improved and increased awareness and information of local businesses, SMEs, PAs and anchor institutions on the important economic, environmental and social benefits and opportunities related to procurement

## Appendix 2 – Procurement plan results framework

Specific Objective	Result Indicator	Output Indicator
<b>Increase the amount of direct spend in local economy</b>	Proportion of total procurement spend with local businesses  <i>Baseline:</i> 72% <u>Target:</u> 75% (by 2020)	Number of new local businesses registered in the Metropolitan City’s database of suppliers (at least 50 more)
<b>Increase the amount of direct spend with SMEs</b>	Proportion of total procurement spend with SMEs  <i>Baseline:</i> 50% <u>Target:</u> 60% (by 2020)	Number of new local SMEs registered in the Metropolitan City’s database of suppliers (at least 50 more)
<b>Increase officials’ knowledge and skills of both local businesses and (especially) SMEs’, and Municipalities-PAs within the metropolitan area on procurement processes and opportunities, through raising-awareness, information and training events/activities</b>	Number of raising-awareness, information and training events on procurement, specifically developed for local businesses-SMEs and Municipalities-PAs of the metropolitan area, in last years  <i>Baseline:</i> 0 events <u>Target:</u> about 6-7 events	Number of raising-awareness, information and training events (with an integrated and operational approach) on procurement and related opportunities, targeted at local businesses-SMEs and Municipalities-PAs within the metropolitan area  Number of local SMEs/entrepreneurs and PAs/officials participating in the information and training events organised  Number of local SMEs and PAs that have increased and improved their knowledge and skills on procurement and related opportunities, through the information and training events organised

<p><b>Increase local businesses and (especially) SMEs' interest and capacity to bid for and deliver contracts for public institutions, and sub-contracts for/alongside other businesses</b></p>	<p>Number of local SMEs bidding for and delivering contracts for public institutions, and sub-contracts for/alongside other businesses in the last years</p> <p><i>Baseline:</i> about 1000 SMEs  <u>Target:</u> about 1100 SMEs (by 2020)</p>	<p>Number of local SMEs registered in the Metropolitan City's database of suppliers</p>
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## Appendix 3 – Useful links

*Procure Project*

<http://urbact.eu/procure>

*Metropolitan City of Bologna*

<http://www.cittametropolitana.bo.it>

*New Metropolitan Strategic Plan 2.0*

<http://psm.bologna.it>

*Nuovo Circondario Imolese*

<http://www.nuovocircondarioimolese.it>

*ENEA*

<http://www.enea.it/it>

*IB Innovation Consortium*

<http://www.ibinnovation.eu>

*Impronta Etica*

<http://www.improntaetica.org>

*ERVET*

<http://www.ervet.it>

*CNA Bologna*

<https://www.bo.cna.it>

*Ecipar Bologna*

<http://www.eciparbologna.it>

*Confindustria Emilia*

<http://www.confindustriaemilia.it/home>

*Aldini Valeriani Foundation*

<http://www.fav.it/home>

*Association of Accountants of Bologna*

<http://www.dottcomm.bo.it>

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ALONE WE CAN ACHIEVE  
GOOD RESULTS,  
BUT ONLY TOGETHER  
WE CAN MAKE THE DIFFERENCE!

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