

GENPROCURE

GENDER INCLUSION IN PUBLIC PROCUREMENT



GENPROCURE

URBACT



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Interreg



1. Executive Summary

The Municipality of Újfehértó has joined the Genprocure network because it considers gender equality to be a core European value and believes that the long-term development of the city must be grounded in values.

We believe that successful urban development is built on strong local communities, and their involvement is essential if we want to create an attractive city where people enjoy living. In this process, the use of URBACT methodologies is of fundamental importance.

We consider it essential that the interventions defined in the Integrated Action Plan bring local businesses closer to the municipality and further strengthen transparent communication.

Our Vision

In public procurement, alongside price and quality, our strategic objectives are:

- Promoting gender equality
- Supporting the local economy and integrating environmental considerations
- Ensuring transparency and involving local stakeholders throughout the entire procurement cycle

To achieve this vision, we plan to implement four priority actions:

1. Establishment of the Women's Council
2. Preliminary market consultation before the City Council adopts the public procurement plan
3. Preparation of a public procurement strategy and monitoring system (including spending analysis)
4. Creation of a dynamic database of micro-regional SMEs relevant for the municipality's procurement processes

Through this Action Plan, we are rethinking municipal spending — not merely as procurement, but as a powerful tool to drive positive social, economic, and environmental change.

Why does it matter?

Because a city is not built only from iron and concrete, but from the strength of its collaborating communities!

2. Introduction

2.1. Presentation of the GenProcure APN (Action Planning Network) and overview of its thematic focus

GenProcure is one of thirty Action Planning Networks (APNs) funded through the URBACT Program. GenProcure will operate from June 2023 to December 2025, and through a series of transnational and local level learning and knowledge exchanges, it aims to support nine cities in creating Integrated Action Plans (IAP) around the topic of gender equality in public procurement. This document is the IAP for Ujfeherto, Hungary.

Cities participating in the GenProcureAPN:

Lead Partner (LP): City of Vila Nova De Famalicão (Portugal)

Project Partners (PPs):

Koszalin (Poland),

Satu Mare (Romania),

Umeå (Sweden),

Alcoy (Spain),

Messina (Italy),

Zenica-Doboj Canton Development Department (Non-City Partner - Bosnia and Herzegovina),

Zagreb (Croatia),

Újfehértó (Hungary).



GenProcure's thematic focus is gender equality in public procurement.

Cities and organizations participating in the APN have recognized that cities across Europe face significant challenges in public procurement, as it is often seen as highly bureaucratic and technical. The network also recognizes that cities across Europe face significant challenges in terms of gender inequality, particularly in terms of representation, pay and access to services. Therefore, the Network and its partners have sought to develop solutions around Gender Responsive Public Procurement.

2.2. Introducing your city and why you chose to participate in GenProcure APN

2.2.1. General presentation of why Újfehértó joined the Genprocure network

Újfehértó is located in Hungary, in Szabolcs – Szatmár – Bereg County, halfway between two county seats (Debrecen and Nyíregyháza are also within 25 km. Basically an agricultural settlement,

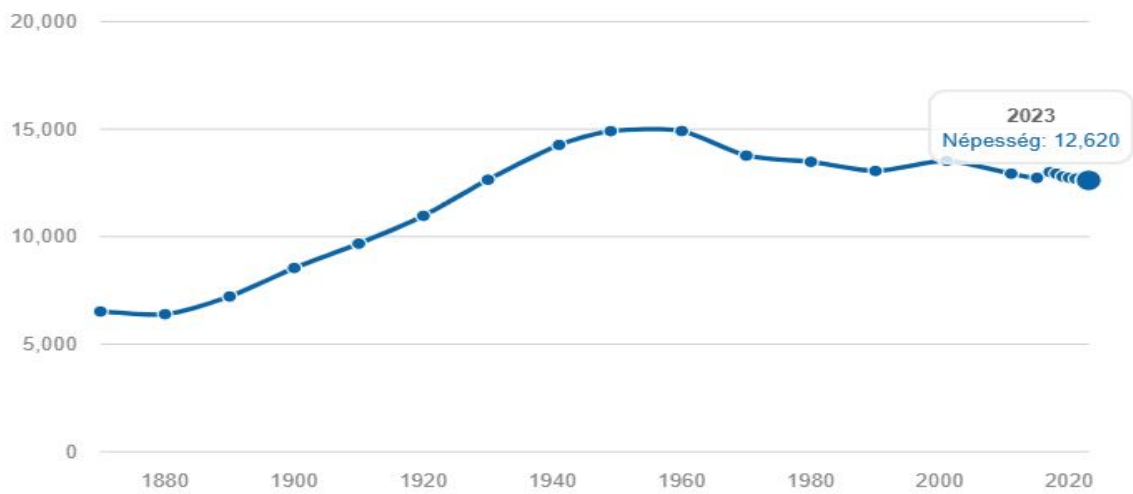


Key facts about Újfehértó

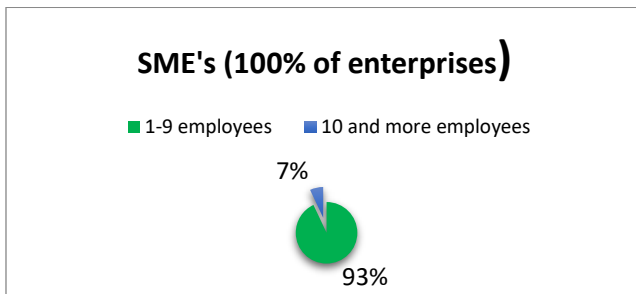
- declining population (2021: 12,081, 2000: 13,644 inhabitants)
- large-scale migration (2021: 6000, 2000: 300)
- youthful age composition, but high ageing population
- within the working-age population, there is a high proportion of those with at most basic education
- the proportion of locally employed is 54%, commuters are 46%
- the number of registered job seekers in the working-age population is 3.9%
- The number of taxpayers per 1,000 inhabitants is high, exceeding the national average (531 people)
- public services are adequate
- the city's economy is largely determined by its location, i.e., it is located halfway between two county seats, next to the connecting road, so the pull effect of large cities is significant. However, the location can also provide numerous strategic advantages if the city is able to position itself as a livable, attractive small town.

- the number of registered enterprises is 2,880, of which 70% are agricultural
- 93% of local enterprises employ 1-9 people, all enterprises are SMEs
- the municipality's budget is stable, which is the most important aspect of planning and implementation

Population change of Újfehértó from 1880 to the present day



the number of registered enterprises is 2,880, of which 70% are agricultural



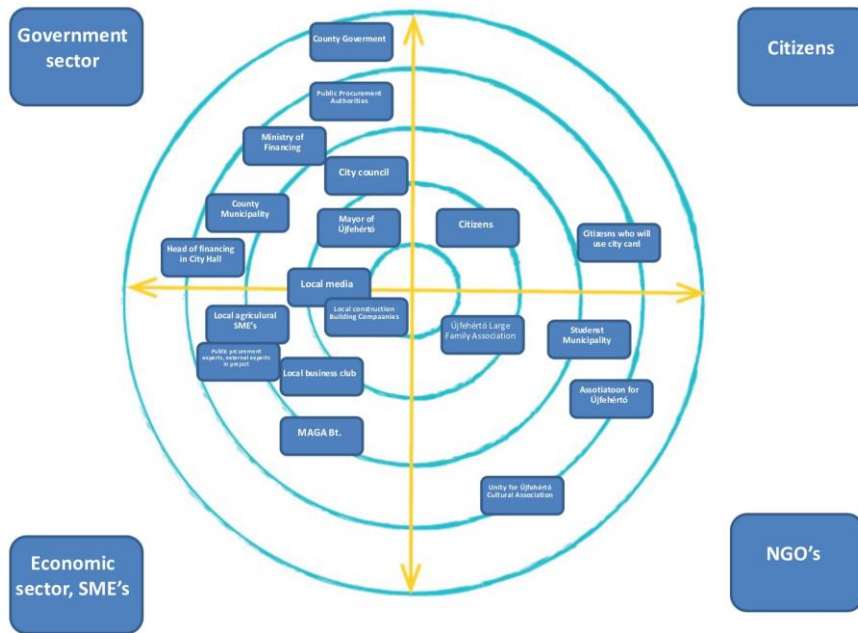
93% of local enterprises employ 1-9 people, all enterprises are SMEs

Újfehértó City Municipality joined the GENPROCURE project for the following reasons:

- wants to learn and apply the URBACT method based on community planning to other projects, urban development and other strategic plans,
- considers it important that women, local small and medium-sized enterprises, and start-up entrepreneurs should play a larger role in the city's spending,
- acquire good practices from the partners that can be integrated into the operation of the municipality,
- the city would like to develop, together with local actors, the practice of how women's points of view appear in local decisions on a systemic level

ULG members:

Name of the ULG member	Organization / Function
Dr. József Hosszú	Mayor
Ágnes Molnárné Mészáros	Local Representative, Chairman of the Finance Committee
Miklós Balogh	Unity for Újfehértó Cultural Association
Beáta Támcsu	Maga Bt. (Local SME)
Dr. Hosszúné Dr. Angelika Vass	Újfehértó Large Family Association
Daniel Jenei	Student Municipality
Amanda Danó	Student Municipality
László Török dr.	External Expert
Sándor Véghseő	ULG Coordinator
Dr. Henrietta Herbák	External Expert, Public Procurement Specialist
Dr. Krisztina Kovács	Public Procurement Specialist
Tóth János	Vice Mayor



Context, needs, vision

Újfehértó's current approach to gender equality

Currently, based on the local equal opportunity strategy, the City considers the equal opportunity situation between the sexes, and within it, for women, basically as an unemployment or social issue. The priorities of the Gender Equality [Strategy](#) 2020 – 2025 in economic aspects (glass ceiling for women's salaries, female managers in businesses, etc.) are not shown.

The aim of the Municipality is to create a focused opportunity for women to appear in the local economic life through the use of local government resources, and to "amplify the voice" of women during local political decisions, and to present their special aspects during the preparation of decisions.

The most important tool for creating this opportunity is to use the experiences and shared learning of the GENPROCURE project, within the framework of which the IAP is being prepared, using the URBACT method. It is important to note that although the topic is important to the city leadership, there is currently neither sufficient time nor

sufficient expertise to implement it, so the support of the GENPROCURE partner cities and the lead expert is specifically needed.

2.2.3. The current public procurement practice of Újfehértó

The Hungarian Public Procurement Act establishes the following value limits for public procurement in 2024:

- HUF 15,000,000 in the case of goods procurement; i.e. EUR 38,500
- HUF 50,000,000 in the case of construction investment; i.e. EUR 128,000
- in the case of ordering a service, HUF 15,000,000, i.e. EUR 38,500.

Based on the local government's procurement rules, the mayor decides on the supplier based on the bids received from 3 independent bidders under the above value limits, and the representative body above the value limit of HUF 1,000,000.

The local government's procurement procedures (public procurement) above the above limit are usually linked to tender support, since the local government does not have significant own revenues.

In connection with public procurement procedures, the local government must prepare an annual public procurement plan based on the Public Procurement Act, which includes the purpose and nature of the planned procurements, as well as the planned date of their announcement.

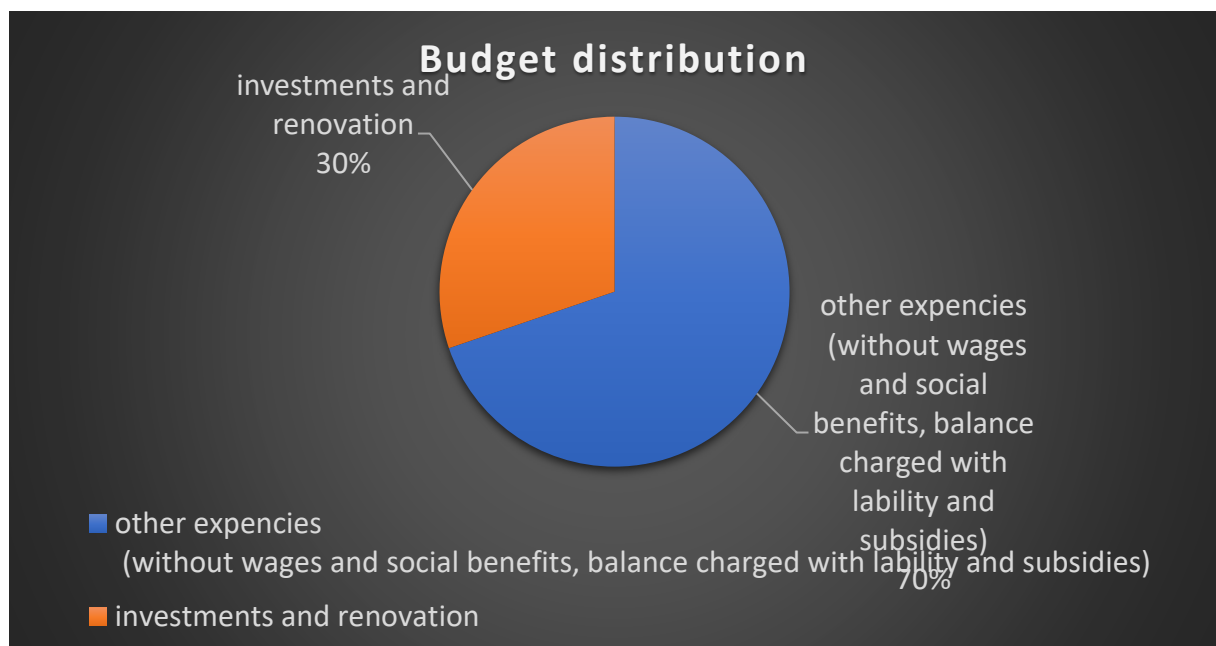
In 2024, the municipality plans to conduct 13 public procurement procedures, of which 5 procedure is carried out from own resources, of which 2 pcs. procedure applies to the procurement of public services (electricity, gas).

In public procurement procedures, the local government has been applying the following practice in summary for years:

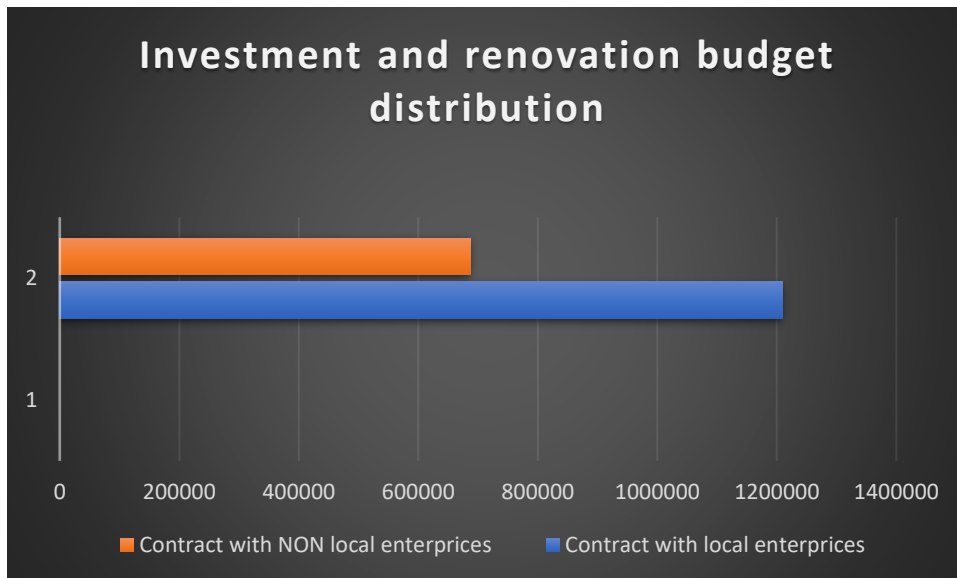
- in all procedures, the bid price is the decisive aspect, which represents a weight of 70% in the evaluation

- Quality aspects with a 30% weight:
- Additional experience of professionals involved in implementation,
- Additional warranty undertaken in addition to the mandatory one.
- It is necessary to separately analyze the procedure for the procurement of public catering, which is regularly announced every year. The reason for this is that Újfehértó is a settlement that mainly lives on agricultural production, so it is here that local resources could be utilized the most, and local actors could be involved in the implementation:
 - Offer price 70% weight number
 - Quality (30%)
 - provides vegetables and fruits in addition to the frequency specified in the regulations on nutrition and health regulations
 - Do you supply wholegrain-based food in addition to the frequency specified in the regulations of the Decree on Nutritional Health Regulations?
 - Diet catering

Based on the findings of spending analysis, it appears so far that 30% of the total budget is represented by investments and renovations, which represent the most significant part of the public procurements carried out by the municipality:



Within this, the municipality basically contracts with local businesses as a result of public procurement procedures:



2.2.4. Újfehértó's experience in the field of public procurement strategy

The Municipality does not have a procurement strategy. We plan to develop the municipality's public procurement strategy as an intervention, as defined in the IAP.

2.2.5. The relationship between the IAP and other urban strategic documents

2.2.5.1 The relationship between the IAP and the urban development strategy

The Integrated Urban Development Strategy of the City of Újfehértó was prepared in 2023 and defines the development directions of the city in the medium term.

The following table presents the city-level SWOT analysis:

Strengths	Weaknesses
Society	
<ul style="list-style-type: none"> The age composition of the city's population is favorable and youthful 	<ul style="list-style-type: none"> The permanent population and resident population of the city is decreasing

<ul style="list-style-type: none"> • • The number of unemployed shows a decreasing trend • • The education of the population improved significantly between 2001 and 2011 • • The public services under the jurisdiction of the local government function properly, the infrastructure is developed • • In addition to primary education, there is also a secondary education institution in the city • • A wide range of social services is available in the city • • The range of cultural, leisure and sports infrastructure and available services has developed 	<ul style="list-style-type: none"> • • Emigration is on the rise, typically the emigration of young, skilled workers • • Population aging is increasing • • The number of pupils participating in full-time primary school education is decreasing • • The proportion of people with higher education is low • • There is currently no dormitory care in the city
<p>Economy</p>	
<ul style="list-style-type: none"> • The city lies along the Nyíregyháza-Debrecen economic axis • • The proportion of registered businesses is high • • Agricultural traditions and unique products are characteristic of the city • • The agricultural sector is strong, the role of fruit growing is prominent 	<ul style="list-style-type: none"> • There are no large enterprises in the settlement • • Operating enterprises are typically small in size, most of them are one-person or micro-enterprises • • Sectors representing higher technological standards are missing from the industrial structure • • The quality of the agricultural land does not reach the national average • The personal income tax base income per taxpayer is significantly lower than the national average • • The business infrastructure is partially incomplete

	<ul style="list-style-type: none"> • • The number of retail shops and catering establishments in proportion to the population falls short of the county average
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Opportunities	Threats
Society	
<ul style="list-style-type: none"> • Appreciation of jobs requiring higher qualifications • • Increasing the value of keeping and attracting young, qualified professionals to the city 	<ul style="list-style-type: none"> • An increase in the aging index, which may lead to an increase in the number of dependents • • The absorbing effect of the nearby county seat and regional center is increasing
Economy	
<ul style="list-style-type: none"> • Appreciation of the role of enterprises producing higher added value • • Increasing importance of local products • • Application opportunities aimed at economic recovery in the European Union • • Companies based on renewable energy sources, utilization of energy sources in the economy • • The role of economic cooperation (integrator organizations, new type of cooperatives) is being valued • • Appreciation of tourism based on natural values 	<ul style="list-style-type: none"> • Unfavorable development of global and Hungarian economic processes • • The increasing effects of climate change may reduce the efficiency and competitiveness of agriculture • • Not enough capital is coming to the settlement • • Increasing competition from cities of similar size

The IAP is connected to these at the following points:

- decreasing resident population, emigration - in Hungary, internal migration is basically related to economic and job opportunities. Strengthening the local economy, among other factors, contributes to stopping negative migration processes.
- Young age composition - supporting young, starting businesses gives an opportunity to encourage staying in the place, to improve the desire to do business, and can contribute to reducing the economic predominance of agriculture, as well as stimulating manufacturing industry activities,
- The possibility that there are no large enterprises in the settlement, which would oppress the local SME due to their economic dominance, and the significant proportion of local SMEs also contains the possibility of strengthening the local economy,
- The increase in the importance of local products also brings with it the opportunity to increase the competitiveness of Újfehértó SMEs, if they are capable of technological development and good use of EU resources.

The strategy defines the future vision of Újfehértó as follows:

"People-oriented, livable, lovable, attractive small town".

In order to achieve the vision, the following city-level thematic goals were defined:

- T.1. Revitalizing the local economy, encouraging innovation
- T.2. quality development of public services, smart city developments
- T.3. Sustainable development of transport infrastructure
- T.4. Protection and sustainable development of the built and natural environment
- T.5. Development of recreational, cultural and tourist services
- T.6. Strengthening active community life and social cohesion

Among the thematic goals of the strategy, the IAP brings T.1. – and goal fits:

One of the key elements of the development of Újfehértó is the stable, competitive local economy, which ensures the job opportunities and income necessary for the adequate quality of life of the people living here.

The fundamental condition of economic development is the creation of infrastructural conditions that underpin economic competitiveness, therefore the priority goal of Újfehértó is the development of industrial areas and the construction of the necessary transport connections

It is important to encourage the development of traditional agricultural production and food processing industry activities based on market needs, to promote the spread of activities that produce greater added value, and to implement developments related to the apple center. It is essential to replace old, outdated technologies and install modern, energy-saving machines, equipment and storage capacities that make businesses more efficient, productive and more profitable. The goal is to process the widest possible range and quantity of locally produced goods locally, to achieve the highest degree of processing possible, through which the remaining income can be increased

Investment promotion is a priority task within economic development, as the economy of the city of Újfehértó still needs external capital investment and an increase in economic performance. At the same time, it is essential to strengthen local business development activities, encourage the development of small and medium-sized businesses, and support the creation of new businesses.

The development of the economy is closely related to the available human resources. The main task of the city is to encourage the acquisition of competitive, market-oriented professions through training and retraining. The continuous monitoring of supply and demand on the labor market and the mapping of the human resource needs of interested investors facilitate the establishment of companies and thus the creation of jobs.

Among the thematic goals, stimulating the local economy appears as a priority in the IAP. Supporting this is a key task of the creation and actions of the IAP strategy, as well as the public procurement strategy to be developed.

2.2.5.2. The IAP and the local equal opportunities strategy

Újfehértó has a local equal opportunities plan, which applies to the period between 2023 and 2028. The plan consists of a situation analysis and an action plan.

In the field of employment, the analysis of the situation states that unemployment among women is almost 50% higher than among men, and the proportion of women among those looking for a job after 180 days is almost 30% higher.

The settlement does not have data regarding vertical segregation (payment glass ceiling).

The situation analysis processes data from 2016 to 2021, from which several positive trends can be established. This is mainly due to the fact that two nursery schools have been established, which greatly improves women's employment opportunities.

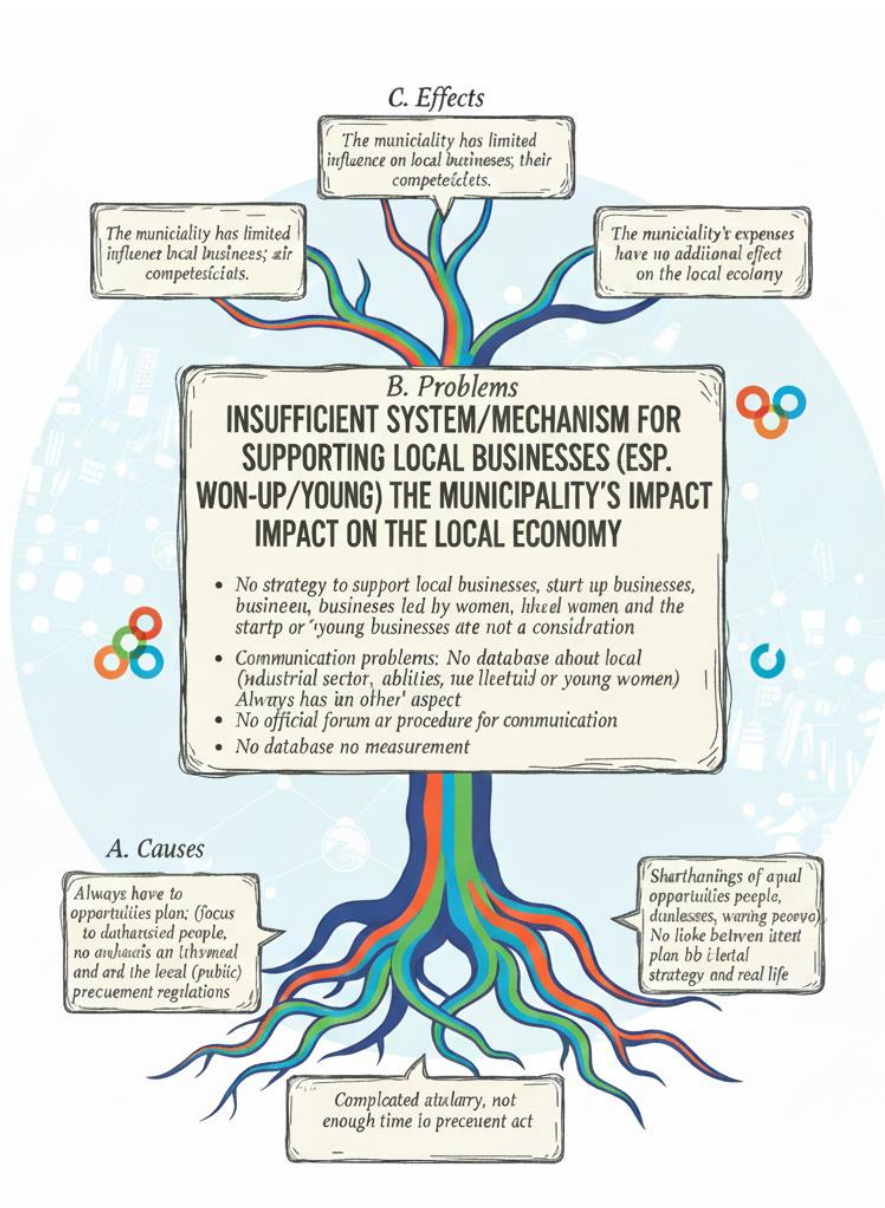
Regarding the situation of women, the following problems and development opportunities were identified:

Problems	Possibilities for development
Work and family compatibility	Modification of service capacity and structure as necessary
Unemployment	Propagation of trainings
The settlement (mother's home) does not have institutions that can be used in a crisis situation	Organization of briefings
The number of preventive health screenings is low	Organization of screening tests
The mental situation that develops in connection with the feeling of loneliness is not only the mother's, but also the family's	Organization of leisure programs

Based on the above, it can be concluded that the equal opportunity plan mostly plans interventions for disadvantaged women, and does not generally aim to create opportunities for women. It does not deal with the differences between the sexes that generally exist (the ratio of men/women in the top management of companies, salary differences for the same work, etc.), so it needs to be supplemented.

2.2.6. Problem tree

PROBLEM TREE (there will be a picture about the problem tree)



2.2.7. Detailing the future vision to be realized with the help of IAP

The vision of the Municipality regarding future purchases:

The vision of the Újfehértó City Municipality is to develop its procurement needs in cooperation with local actors in the medium term, and its procurement procedures operate within a broad and transparent framework, so that the municipality and its related institutions present the promotion of equal opportunities for women as a priority aspect in all their procurement procedures, giving priority to local businesses. In addition to price and quality, in order for public spending to contribute as much as possible to the development of the local economy.

The following table is an overview related to the preparing process of the Integrated Action Plan.



4. Overall Logic and Integrated Approach

4.1. Details of each strategic objective for the IAP.

The vision of the Municipality regarding future purchases:

The vision of the Municipality of Újfehértó is that its spending is utilized locally, according to its goals. Therefore, in the medium term, it develops its procurement needs in cooperation with local actors. Its aim is for its procurement procedures to operate within a broad and transparent framework. Therefore, the municipality and its related institutions present the promotion of equal opportunities for women as a priority aspect in all their procurement procedures, in addition to price and quality. Its aim is to also favor local businesses in order to ensure that public spending contributes to the development of the local economy to the greatest extent possible.

In connection with achieving the vision, the strategic goal of the municipality is to develop a public procurement strategy, framework (public procurement regulations) and impact measurement and monitoring system, which

- ✓ - in areas where gender inequality exceeds 25% and it is relevant according to the subject of the procurement, the EU Parliament and In accordance with Council Directive 2014/24/EU, the persons concerned are given priority as disadvantaged workers, in accordance with the position of the KTF JOG/00152/02/2025
- ✓ contributes to promoting equal opportunities for women in the economic field. (This requires a changed approach from local decision-makers, meaning that gender equality is not interpreted as reducing the disadvantages of disadvantaged women (unemployed, socially or otherwise vulnerable), but as giving women the opportunity to be equal actors and to help them.
- ✓ creates an opportunity for local SMEs and stakeholders to participate in the development of local government procurement needs under transparent conditions,
- ✓ creates an opportunity for local SMEs to be informed about procurement procedures and procurement needs in a timely manner,
- ✓ In addition to price and quality, it gives priority to local SMEs and businesses with the participation of women (as experts or managers) - in addition to the decisive aspect of the bid price, it appears as a quality aspect in the evaluation of bids,
- ✓ creates an opportunity for local start-ups to submit applications,

- ✓ environmental, social and sustainability aspects appear as horizontal aspects in all procurement procedures, and social aspects appear depending on the subject of the procurement,
- ✓ a database containing entrepreneurial capacities available locally or in the micro-region is being developed,
- ✓ encourages the involvement of local farmers in local public catering with the means at its disposal,
- ✓ intends to apply an integrated approach in its urban development activities in order to ensure that, in addition to economic aspects, social, societal and environmental aspects also appear strongly, and that these aspects are applied horizontally during the planning and implementation of projects,
- ✓ by strengthening the local economy, it creates a stable economic foundation for strengthening the local society, thereby reducing emigration and supporting young people to stay in their hometowns.

4.2. Details of the overarching intervention areas that will enable the implementation of your strategic goals and vision.

We intend to achieve the strategic goals with four interventions. We have planned interventions with the ULG that result in broad social involvement, demonstrate the openness of the Municipality, create a transparent communication interface with the target group, and can be implemented with the currently available resources.

We consider it important that the establishment of the “women’s council” creates an opinion forum that can horizontally reflect the perspectives of women and families in the operation of the municipality. We also consider this significant because both in Hungary and in our county, cities of similar size are characterized by a decrease in population, which threatens the liveability and competitiveness of the settlements in the long term. In contrast, in Újfehértó, the population has not decreased in recent years, but has stagnated, and for the first time in 2024, more people were born than died, and the migration difference was also positive. As a result, the population of the city has increased – albeit to a minimal extent.

The leadership of the Municipality believes that if it is good for women and families to live in the city, it will further strengthen the growth of the city's population in the medium term, and through this, the sustainable development of the settlement.

- 4.2.1. Name of the intervention: Formation of a women's council and its involvement in providing opinions on equal opportunities in all relevant public procurement tenders and in commenting on urban strategy documents



Link to the strategic goal: The intervention is linked to the promotion of gender equality as a strategic goal.

The aim of establishing the Women's Council is to ensure that women's and family-related aspects are reflected horizontally in the decisions of the Local Government and the representative body.

Task: in order to achieve the strategic goal, the women's council will give its opinion on the following proposals before the decision of the representative body:

- ✓ urban development strategies, equal opportunity plans, local economic concepts,
- ✓ Investments affecting women and families (e.g. playgrounds, transport developments, public cultural and sports developments, renovation of public areas),
- ✓ operating documents of nurseries, kindergartens, social institutions,
- ✓ awarding of city awards and recognitions.

Structure and operation: The women's council consists of 6-8 people, 80% of the members are nominated by local civil society organizations, while the remaining 20% will consist of locally known and recognized women.

Positive changes that we expect from the operation of the women's council:

- ✓ in all relevant public procurement tenders, the contracting authority should be expected to include female workers in the framework of a scoring system (using the gender equality clause)
- ✓ Gender equality should be taken into account as a horizontal objective and in specific measures in all urban decisions (strategic documents)

Monitoring:

- ✓ Spending analysis in relation to public procurement and procurement procedures,
- ✓ The women's council prepares an annual report for the representative body in relation to the opinion on other decisions.

Timeframes

- ✓ adoption of the founding declaration and organizational and operational regulations, selection of members: September 2025
- ✓ inaugural meeting, election of the president: September 2025

Costs (yearly)

- ✓ the municipality provides the necessary material conditions for operation (meeting room)
- ✓ material costs: 200 EUR per year
- ✓ communication costs, marketing campaign, organization of promotions: 700 EUR
- ✓ provision of an administrative assistant in the mayor's office (an existing employee devotes part of his working time to this task, monthly working time limit 20 hours): 300 EUR/month

Responsibilities

- ✓ mayor

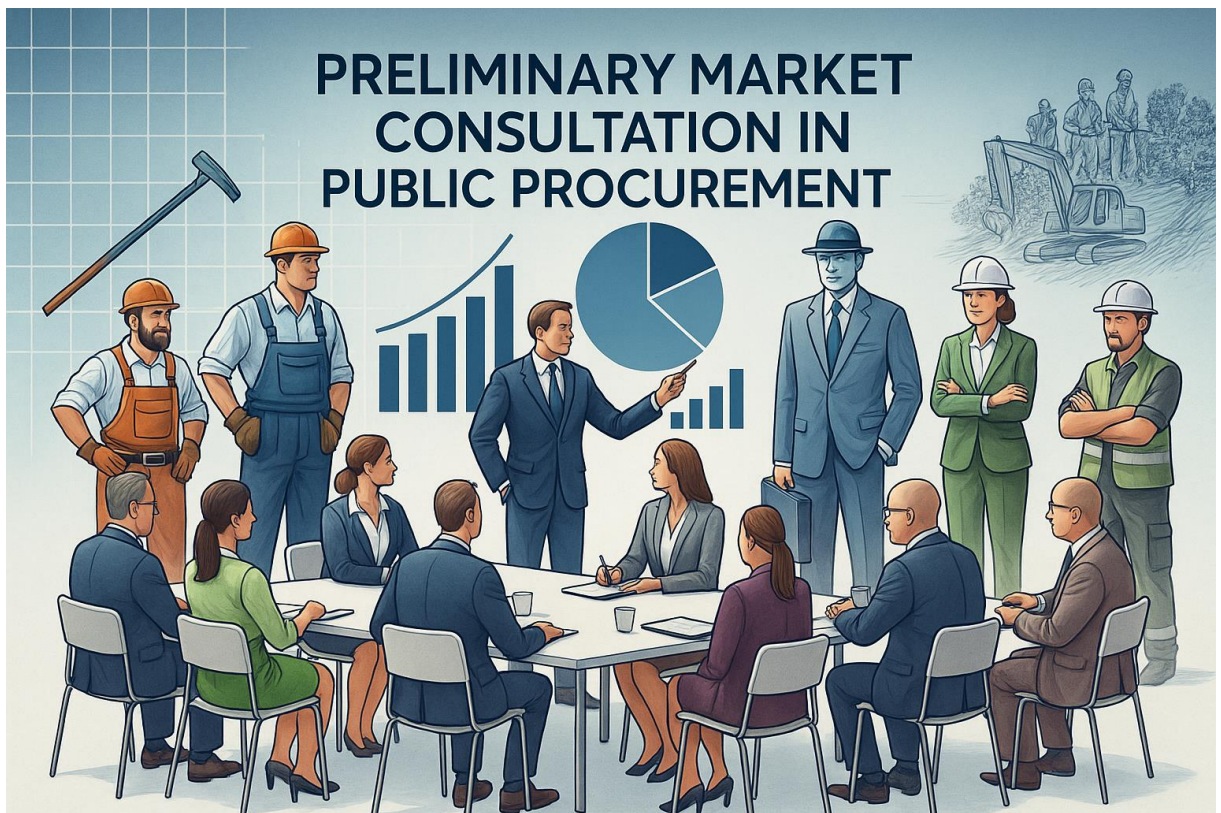
Risks

- ✓ this opinion has no legal force,
- ✓ members participate in the work voluntarily, maintaining their commitment may encounter obstacles,
- ✓ due to the constant lack of time, quick decisions are often needed, so sometimes there will not be enough time to prepare well-founded opinions

Opportunities

- ✓ can implement independent social actions in the field of gender equality and families,
- ✓ a unique initiative in Hungary that other local governments can adopt as a good practice,
- ✓ can finance the planned actions from tender funds in cooperation with other civil society organizations,

4.2.2. Name of intervention: Preliminary market consultation before the city council make a decision about the public procurement plan



Link to the strategic goal:

- ✓ The aim of the intervention is to involve local SMEs in the planning of public expenditure and in the implementation of tasks under transparent rules, with particular attention to deliberately reaching out to women, women-owned businesses, and other relevant stakeholders, in order to strengthen the application of Gender-Responsive Public Procurement (GRPP) principles. Based on the completed spending analysis, a high proportion of local SMEs are currently working in the implementation of investment and renovation works for the city, but in our opinion this proportion can be further increased.
- ✓ Developing a transparent and predictable framework for communication with local SMEs,
- ✓ Prioritizing local businesses in order to ensure that public spending contributes to the development of the local economy to the greatest extent possible

The aim of the intervention is to involve local SMEs in the planning of public expenditure and in the implementation of tasks under transparent rules. Based on the completed spending analysis, a high proportion of local SMEs are currently working in the implementation of investment and renovation works for the city, but in our opinion this proportion can be further increased.

This can best be achieved if local SMEs have more information about what procurement procedures the Municipality intends to implement in the given budget year. Before its adoption, we intend to present the public procurement plan at an open, transparent event, to which businesses registered in the database of local entrepreneurs will receive a special invitation, and the event will also be announced in the fullest possible publicity (we will publish it on the municipality's website and Facebook).

Task: the conference is convened by the mayor before the adoption of the annual public procurement plan. The conference is attended by the local government's public procurement advisor and the project manager responsible for the implementation of the planned investments and procurements as experts. The conference presents the planned technical specifications for each procurement procedure, to which those present can make comments. The final decision on the adoption of the public procurement plan and the proposals made is made by the representative body. In addition, once a year we organise a training session for local businesses in order to encourage as many of them as possible to participate in public procurement procedures

Positive change that we expect from the intervention:

- ✓ procurement processes become even more transparent,
- ✓ local needs are better reflected in them,
- ✓ the number of local businesses participating in procurement procedures increases,
- ✓ public procurement preparation related to local capacities and expertise, use of existing local experiences,
- ✓ implementation of consultation between the public and private sectors under transparent conditions

Monitoring:

As part of the annual evaluation of the spending analysis, we examine how the number of local SMEs participating in procurement procedures is increasing, and how the income spent locally by the Municipality is changing.

Timeframes

- ✓ February every year

Costs (yearly)

- ✓ the municipality provides the necessary material conditions for operation (meeting room)
- ✓ material costs: 100 EUR per year
- ✓ communication costs: 100 EUR

Responsibilities

- ✓ mayor

Risks

- ✓ - not everyone will be informed about the event in time,
- ✓ - those who attended will not be active,
- ✓ - the annual public procurement plan unfortunately changes many times during the year, so we will only be able to consult on well-planned, annual procurements,
- ✓ - ensuring continuous transparency is a priority tasks

Opportunities

- ✓ - local entrepreneurs can develop closer ties with the local government,
- ✓ - new human capacity and ideas can be involved in local government operations,
- ✓ - it can significantly increase public trust,

4.2.3. Name of intervention: Preparation of a public procurement strategy and monitoring system (spending analysis)



Link to the strategic objective: both the development of the public procurement strategy and the related monitoring system create a framework for the implementation of all strategic objectives, thus serving the achievement of all objectives.

The aim of the intervention is to develop a transparent system that, taking into account the European Union and Hungarian legislation, as well as the public procurement and other regulations of the municipality, creates a framework for the preparation of procurement procedures, socialization, and the conduct and monitoring of procedures.

Task: Develop a strategy that aims to ensure that local SMEs participate to the greatest extent possible in the implementation of the tasks of the local municipality under transparent and regular conditions.

The strategy must include the strategic objectives of this action plan and the interventions planned therein.

It must also be stated that the local government applies gender equality and environmental protection clauses in all relevant public procurement.

The strategy:

- 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 society, thereby reducing emigration, and supporting young people to stay in their locality.

Part of the strategy is the obligation to prepare a spending analysis for the Mayor's Office, in which it must be shown on an annual basis, in terms of both operational and development expenditures, to what extent the local government's spending is utilized locally, at the local SME, and to present the results achieved as a result of the use of gender equality and environmental protection clauses within procurement.

Positive change that we expect from the intervention:

- ✓ Taking into account the results of the test campaign, the number of public procurements where the gender equality and environmental protection clauses are applied increases by 2 per year,
- ✓ The number of local SMEs submitting bids in local tenders increases positively every year,
- ✓ The representative body uses the experiences gained from applying the system before launching public procurement procedures.

Monitoring:

The Mayor's Office prepares an annual report to the representative body on compliance with the goals of the strategy, the implementation of the goals, and the results of the spending analysis.

Timeframes

- ✓ Public procurement strategy: 2025. December
- ✓ Spending analysis: every year simultaneously with the local government budget report

Costs (yearly)

- ✓ Public procurement strategy: 3000 EUR
- ✓ Spending analysis: no costs

Responsibilities

- ✓ Public procurement strategy: Mayor
- ✓ Spending analysis: notary and the head of financing

Risks

- ✓ - - everyday challenges override strategic aspects,
- ✓ - the goals of the strategy are not sufficiently socialized, so local businesses cannot identify with the goals of the municipality, they talk past each other,
- ✓ - spending analysis is only a tool, the city council, which makes decisions, does not draw the appropriate conclusions from the statements prepared in this way,
- ✓ - legal obstacles that make the implementation of the strategy difficult (level playing field vs. local costs)
- ✓ - lack of time when preparing spending analysis, the employees of the municipal council are significantly overloaded even today.

Opportunities

- ✓ - if local businesses identify with the goals of the strategy, their sales and competitiveness will increase in the medium term, thus providing a positive boost to the local economy,
- ✓ - the monitoring system and related analyses will provide local decision-makers with adequate information about the state of the local economy (e.g. changes in the number of businesses, their income-generating capacity).

4.2.4. Name of intervention: Creation of a dynamic database of micro - regional SME - relevant for the procurement of the municipality



Link to the strategic goal:

- ✓ the municipality and its institutions will develop their procurement needs in cooperation with local actors in the medium term, use local knowledge and, where possible, build on existing local capacities
- ✓ give priority to local businesses. in addition to price and quality, in order to ensure that public spending contributes to the development of the local economy to the greatest extent possible, with particular regard to the principles of transparency and fair competition.

The aim of the intervention is to create an open and continuously updated database that includes local businesses that can be invited to bid for local government orders by activity, in order to ensure that as many resources as possible are utilized by local businesses.

Task: The database contains relevant information about the activities of the businesses in the database, the available capacities, the employment of women, and, where relevant, environmental aspects (for example, environmental protection departments within the machinery). The database is open, applicants can register their businesses on a simple web interface. In connection with the development of the database, we will establish and operate a local, open business club in order to ensure good information flow. The database is also suitable for establishing and introducing a "Újfehértó card". Residents with the "Újfehértó card" can use the services of businesses with discounts, which will receive an independent interface in the form of an application.

As part of the campaign, we hold training and an information day once a year for the businesses in the database in order to enable them to participate in more tenders. We involve the local government's public procurement expert in the implementation of the trainings, who will demonstrate from both a technical and legal perspective how a business can participate in public procurement tenders.

This includes presentations on:

- using the electronic public procurement system,
- legal framework,
- concluding and monitoring contracts,
- legal consequences.

Participants in the trainings receive practical advice, for example, where to look for calls for tenders and how to participate in a tender as a consortium. The trainings are public, not only members of the entrepreneurial club can participate, they are announced publicly.

Positive change that we expect from the intervention:

- ✓ more local businesses bid on municipal tenders,
- ✓ local residents spend more on local businesses,
- ✓ by operating the application, direct communication is established between the municipality and local residents.

Monitoring:

The annual report to the representative body on the public procurement strategy includes a report on the operation of the database.

Timeframes

- ✓ Creating the database 2025. september

Costs (yearly)

- ✓ Communication and marketing: 1000 EUR
- ✓ Making an online framework for the “Újfehetro card”: 2000 EUR
- ✓ Operating a dynamic database: provision of an administrative assistant in the mayor's office (an existing employee devotes part of his working time to this task, monthly working time limit 40 hours): 600 EUR/month
- ✓ Training costs: 300 EUR/year

Responsibilities

- ✓ Database, “Újfehertó Card”: Mayor

Risks

- ✓ businesses expect too much from the database, and there will not be enough orders from the municipality,
- ✓ the database is not updated often enough,
- ✓ local residents do not use the Újfehértó card,
- ✓ low discounts from businesses, there will not be enough traffic related to the cards, it is not worth maintaining the system

Opportunities

- ✓ - - if the turnover related to the card is of sufficient size, the expansion of the card system can be financed on an economic basis,
- ✓ - the application related to the card is suitable for direct "push" communication from the local government to the population,
- ✓ - based on the database, a fast and efficient online procurement system can be developed for the local government's low-value purchases

4.3. The 12 aspects of integration

With the ULG, we reviewed 12 aspects of integration, taking into account the local equal opportunities plan, the report on its implementation, and the experiences gained within the framework of this project. We found that all 12 aspects are relevant to procurement procedures, developments albeit in different proportions.

12 aspects of integrated urban development	Relevant (Yes/No)	description of related need	Initial self-assessment of integration (Baseline) 0-10	Connecting actions
Stakeholder involvement in planning	Yes	<ul style="list-style-type: none"> - To share information, - get know the stakeholders aspects, - well-founded developments - bigger social support 	6	<ul style="list-style-type: none"> - Womens council, - Local business forums, - SME database - Preliminary market consultation
Coherence with existing strategies	Yes	<ul style="list-style-type: none"> - horizontal, integrated approach 	5	Developing the procurement strategy
Sustainable urban development (economic, social, environmental)	Yes	<ul style="list-style-type: none"> - horizontal, integrated approach for the sustainable development of the town 	7	<p>a key consideration in both planning and implementation</p> <p>Where relevant, social, gender and environmental clauses should be applied in public procurement clauses</p>
Integration in time	Yes	also a horizontal aspect during both planning and	7	Developing the procurement and other strategies

		implementation in order to ensure balanced development		
Stakeholder involvement in implementation	Yes	<ul style="list-style-type: none"> - To share information, - get know the stakeholders aspects, - well-founded developments , - bigger social support 	6	<ul style="list-style-type: none"> - Womens council, - Local business forums, - SME database - preliminary market consultation
Sectoral integration	Yes	in order to implement integrated, sustainable, socially accepted developments	6	- preliminary market consultation – to see the strengths of local SMEs
Spatial integration	Yes	Újfehértó cannot develop in a balanced way without its micro-region, the county seat cannot develop in a balanced way without the development of the district seats	6	Developing the procurement and other strategies, applications for EU and other funds
Territorial integration	Yes	Újfehértó cannot develop in a balanced way without its micro-region, the county seat cannot develop in a balanced way without the development of the district seats	6	Developing the procurement and other strategies, applications for EU and other funds
Multilevel governance	Yes	exchange of experiences and involvement with anchor institutions	4	Developing the procurement and other strategies

Integration of cross-cutting thematic issues	Yes	in order to implement integrated, sustainable, socially accepted developments	6	Developing the procurement and other strategies, applications for EU and other funds
Complementary types of investment (hard/soft)	Yes	Especially in social integration and environmental developments, social legitimacy and public awareness-raising are of paramount importance for effective and sustainable implementation.	6	Developing the procurement and other strategies, applications for EU and other funds
Mobilizing all available funds	Yes	find synergies both horizontally and vertically during developments	4	Developing the procurement and other strategies, applications for EU and other funds

5. Implementation framework

5.1. Implementation framework and organizational structure of the IAP

Since the Municipality of Újfehértó considers it a priority to integrate gender equality as a horizontal principle into the functioning of local government, it aims to establish a framework that is long-term, sustainable, formalized, and embedded into the municipality's decision-making processes. The operation of the ULG proved to be very useful during the planning process; however, for the implementation of the IAP, a structure is needed that:

- Has members whose professional background, activities, and role in local public affairs serve as a point of reference for the community,
- Includes individuals who are committed to the topic of gender equality and are continuously willing to dedicate their free time to the city's development,
- Possesses legitimacy, meaning that the mayor and the city council play an active role in the selection process of the members.

We consider the **Women's Council** the most suitable body for this role, as it meets all the above-mentioned criteria. Therefore, the implementation and monitoring of the IAP will be the task of this body. According to our plans, the ULG will continue to operate as an advisory board alongside the Women's Council. This will also provide an opportunity for the representatives of local businesses, in addition to the civil society organizations participating in the ULG, to be involved in the implementation process.

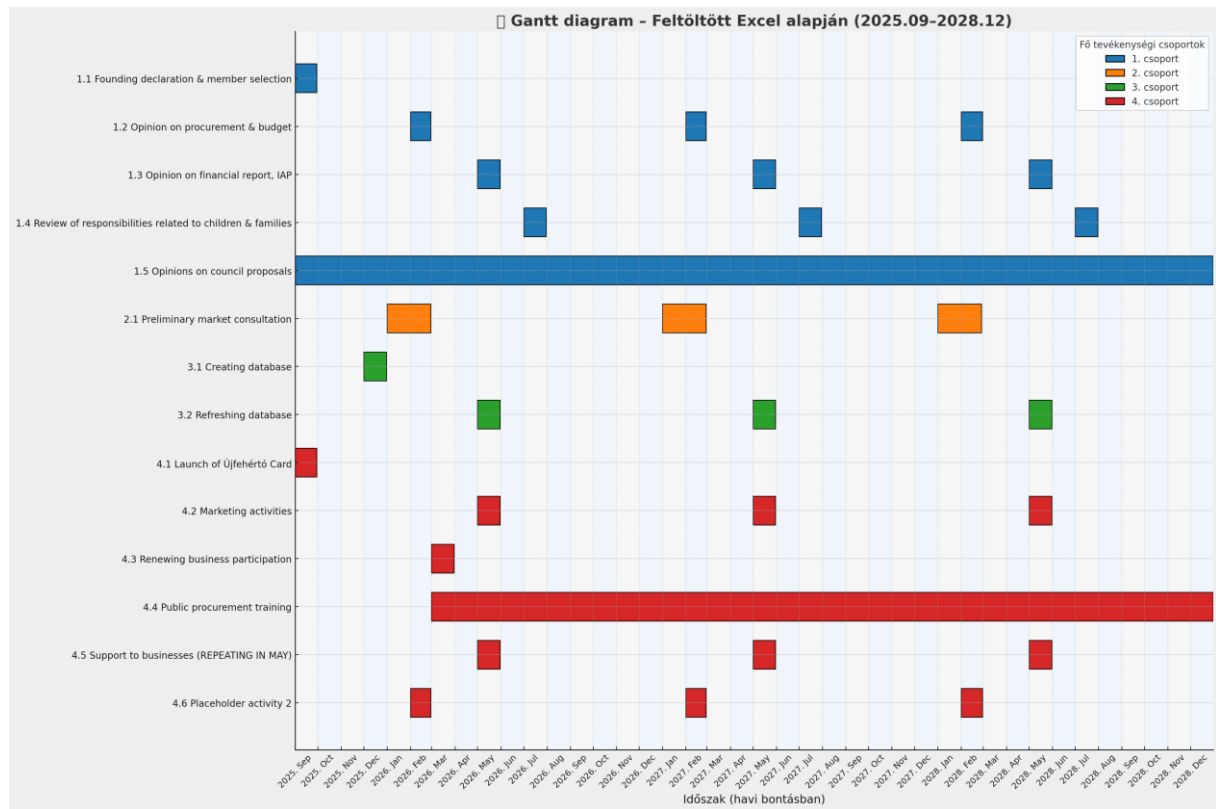
The funding sources for the individual actions are summarized in the following table:

Name of the action	budgett	Type of financing	Name of any potentially related external funding source
5.1.1. Formation of a women's council and its involvement in providing opinions on equal opportunities in all relevant public procurement	4500 EUR/year	Municipalitys own budget	If a supporting organization is established in the form of an association alongside the women's council, it can successfully

tenders and in commenting on urban strategy documents			apply for operating support in the application system of the National Cooperation Fund, taking into account the practice so far in the amount of EUR 2,500 per year. The application is announced in the spring of each year.
Preliminary market consultation before the city council make a decision about the public procurement plan	200 EUR/year	Municipalitys own budget	Not relevant
Preparation of a public procurement strategy and monitoring system (spending analysis)	3000 EUR	Municipalitys own budget	Not relevant
Creation of a dynamic database of micro - regional	8700 EUR/year	Municipalitys own budget.	If the Újfehértó Business Club is established

<p>SME - relevant for the procurement of the municipality</p>		<p>An annual revenue of EUR 6,000 is expected from a one-time registration fee and renewal fee related to the issuance of the cards</p>	<p>as an association as a non-profit business support organization, it can successfully apply for operating support in the application system of the National Cooperation Fund, taking into account the practice so far, in the amount of 2,500 euros per year. The application is announced in the spring of each year.</p>
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The following table summarizes the IAP implementation timeline:



The following table presents the indicators for the implementation of the IAP:

Name of the action	Result indicator	Output indicator	Responsibilities	Monitoring
4.2.1. Womens Council	<ul style="list-style-type: none"> Established organization number: 1 pcs, number of proposals and documents reviewed: 8 pcs/year Gender equality and environmental 	<ul style="list-style-type: none"> The number of contracts concluded annually by the municipality with companies that meet the horizontal criteria (clauses of gender equality and environmental protection increases by 2 pcs/ each year. The satisfaction of women using 	<p>Mayor:</p> <ul style="list-style-type: none"> all necessary information should be available to the women's council, receive documents for review in time before the meetings of 	<p>Number of contracts:</p> <p>Spending analysis</p> <p>Satisfaction:</p> <p>online questionnaire survey involving at least 100 people/year</p> <p>Attendance:</p> <p>attendance sheet</p>

	<p>sustainability appear as evaluation criteria in all relevant, but at least 3 procurement procedures per year,</p> <p>The attendance rate of council members at meetings reaches 80%.</p>	<p>public institutions, public services and public spaces with regard to gender equality increases by 10%/year.</p>	<p>the representative body</p> <p>Womens Council:</p> <ul style="list-style-type: none"> - operating with broad social involvement - meeting deadlines, developing relevant opinions, - questionnaire survey 	<p>organizational efficiency, analysis of operations, and the IAP:</p> <p>he women's council prepares an annual report for the representative body in relation to the opinion on other decisions. This report is also a summary report on the implementation of the IAP (Progress Report IAP).</p>
<p>4.2.2. Preliminary market consultation before the city council make a decision about the public procurement plan</p>	<p>- once a year preliminary market consultation before the city council makes a decision about the public procurement plan with the participation of at least 20</p>	<p>- - Every year, at 5 more local business participate in tenders announced by the municipality</p> <ul style="list-style-type: none"> - The municipalitys local spending is growing at a rate 2% per year. 	<p>Mayor:</p> <ul style="list-style-type: none"> - To prepare and the communication of the event, - Incorporating the suggestions made into the city council proposals that establish the procurement procedures 	<p>Number of participation:</p> <p>Spending analysis, Progress Report IAP</p>

	local businesses (SME)			
<p>4.2.3. Preparation of a public procurement strategy and monitoring system (spending analysis)</p>	<ul style="list-style-type: none"> - Prepared public procurement strategy which approved by the city council 1 pc, - Prepared spending analysis approved by the city council: 1 pcs/year 	<ul style="list-style-type: none"> - The number of contracts concluded annually by the municipality with companies that meet the horizontal criteria (clauses of gender equality, environmental protection) increases by 2 pcs/year - Every year, at least 5 more local businesses participate in tenders announced by the municipality - The municipality's local spending is growing at a rate of 2% per year. 	<p>Mayor:</p> <ul style="list-style-type: none"> - contracting for the preparation of the public procurement strategy, - involving all stakeholders in the preparation, - The mayor's office, with the involvement of the notary, should prepare a spending analysis every year. 	<ul style="list-style-type: none"> - Progress report IAP - City councils verbatim
<p>4.2.4. Creation of a dynamic database of micro-regional SME relevant for the procurement of the municipality</p>	<ul style="list-style-type: none"> - - functioning SME database with the participation of at least 50 enterprises, - - one public procurement training per year for local businesses 	<ul style="list-style-type: none"> - Every year, at least 5 more local businesses participate in tenders announced by the municipality - The municipality's local spending is growing at a rate of 2% per year. 	<p>Mayor:</p> <ul style="list-style-type: none"> - communication and invitation to local businesses to organize the public procurement training, - during the creation of the 	<ul style="list-style-type: none"> - Spending analysis - Progress report IAP

	<p>with the participation of 20 companies</p>		<p>database, a needs assessment regarding the introduction of the „Újfehértó card”,</p> <ul style="list-style-type: none"> - The mayor's office, with the involvement of the notary, should prepare a sending analysis every year. 	
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During implementation, several risks must be taken into account, which are mentioned in detail for each action:

Financial risks (overall risk)

Limitations of the financial capacity of the municipality.

Frozen EU funds. The freezing of EU funds poses a serious challenge, as without them the resources that the Municipality can use for development are very limited, and its own revenues can only partially replace the grant funds. The Municipality is trying to make the most of domestic grant funds, but their volume is significantly smaller than the EU funds that the city has received previously. This current situation also significantly affects the extent to which the Municipality is able to finance the implementation of this IAP, as it must also prioritize its own spending.

Name of the action	Risks	Risks management
<p>4.2.1. Womens Council</p>	<p>this opinion has no legal force,</p>	<p>The founding resolution and the organizational and operational regulations of the city council must set out the basic criteria for operation, the flow of information, and the tasks of the mayor's office. It is important to highlight that the women's council has an advisory role, its opinion is not binding on the city council, it only serves as a guideline. However, if the women's council provides the city council with well-founded guidelines with appropriate social involvement, the city council will use it to base its decisions, taking into account democratic norms.</p>
	<p>members participate in the work voluntarily, maintaining their commitment may encounter obstacles,</p>	<p>During the monitoring, the city council will examine two factors: the participation rate and the report on the operation. If necessary, the city council may replace the members annually based on the</p>

		above, with the consent of the women's council.
	due to the constant lack of time, quick decisions are often needed, so sometimes there will not be enough time to prepare well-founded opinions	This is a difficult risk to manage, but there will definitely be enough time to comment on strategic decisions (budget, final accounts, spending analysis, strategic documents), so the women's council will be able to positively influence the city's operations in terms of horizontal (gender equality) goals.
4.2.2. Preliminary market consultation before the city council make a decision about the public procurement plan	not everyone will be informed about the event in time,	The mayor is responsible for organizing communication, and appropriate forums (municipal government website, Facebook, entrepreneur database) will be available to him for successful communication, in which the mayor's office will also be involved as a specific implementer.
	those who attended will not be active,	The activity requires, on the one hand, a well-organized presentation and the application of related management

		<p>methods, which knowledge is available. In addition, if the participants see the good faith of the local government's intention and its results year after year, they will be open to participation.</p>
	<p>the annual public procurement plan unfortunately changes many times during the year, so we will only be able to consult on well-planned, annual procurements,</p>	<p>A local government SME database will be available, through which, if necessary, a short consultation can be quickly convened with the businesses affected by the scope of activity.</p>
	<p>ensuring continuous transparency is a priority tasks</p>	<p>Public announcement of events in multiple forums is suitable for ensuring transparency, and the event is recorded visually and audio-visually.</p>
<p>4.2.3. Preparation of a public procurement strategy and monitoring system (spending analysis)</p>	<p>- - everyday challenges override strategic aspects,</p>	<p>the inclusion of a mandatory template for the application of a gender equality and environmental clause in the public procurement plan, the appointment of an internal person responsible for reviewing compliance with the</p>

		<p>strategy both during individual procedures and in the annual report (this person could be the scribe)</p>
	<p>- the goals of the strategy are not sufficiently socialized, so local businesses cannot identify with the goals of the municipality, they talk past each other,</p>	<p>To address this, regular, two-way communication forums should be established (e.g., entrepreneurs' clubs, consultations), where the municipality presents the goals and expected benefits of the strategy in a clear manner. In addition, a communication campaign and annual reports should be used to demonstrate how local businesses can benefit from the implementation of the strategy.</p>
	<p>- spending analysis is only a tool, the city council, which makes decisions, does not draw the appropriate conclusions from the statements prepared in this way,</p>	<p>Ignoring the results of spending analyses can lead to strategic distortions, so it is necessary to ensure that these reports are not just formal, but serve as a real decision-support tool. To this end, the analyses should always be presented to the council,</p>

		<p>highlighting the most important lessons learned and recommended measures. Furthermore, it is advisable to introduce strategic consultation meetings, where members of the council jointly interpret the data and provide feedback on the necessary steps. The women's council should also be involved in this consultation.</p>
	<p>- legal obstacles that make the implementation of the strategy difficult (level playing field vs. local costs)</p>	<p>The implementation of the strategy may be hampered by legal constraints that conflict with the principle of competitive neutrality and support for the local economy (e.g. giving preference to local businesses). To address this, evaluation criteria should be applied that objectively take into account proximity to local capacities, based on sustainability or social utility. In addition, it may be necessary to involve a legal expert in the</p>



		<p>preparation of public procurement documents to ensure that all strategic objectives can be achieved within a legal framework. The position statement from the Public Procurement Authority, requested earlier, provides guidance in the application of objective criteria. It is important to highlight that in procurements not covered by the Public Procurement Act, the local government has greater autonomy, so the strategic aspects can be more effective there.</p>
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	<p>- lack of time when preparing spending analysis, the employees of the municipal council are significantly overloaded even today.</p>	<p>The time constraints and staff workload associated with spending analysis can be alleviated by implementing automated, digital solutions, especially artificial intelligence (AI). AI-based data collection and analysis systems can quickly organize financial data, highlight strategically relevant patterns, and automatically draft reports. By implementing these, manual work can be significantly reduced, while the accuracy and feedback value of the analyses in decision-making can be improved.</p>
<p>4.2.4. Creation of a dynamic database of micro - regional SME - relevant for the procurement of the municipality</p>	<p>businesses expect too much from the database, and there will not be enough orders from the municipality,</p>	<p>If businesses place excessive expectations on the database, but the volume of local government orders cannot keep up, this can lead to a loss of trust. In order to manage the risk, the purpose of the database and its realistic operating framework must be defined with clear communication at the</p>

		<p>start. In addition, it is worth integrating other cooperation opportunities (e.g., retail discount programs, partnerships with civil society or market actors) so that the system offers multiple values to businesses.</p>
	<p>the database is not updated often enough,</p>	<p>Infrequent database updates can lead to outdated or irrelevant information, which undermines the reliability and usability of the system. To prevent this, an automatic reminder system and a self-updating online interface should be developed, where businesses confirm or update their data at least once a year. In addition, artificial intelligence can be used to filter out inactive or incomplete profiles and send targeted notifications. The annual update fee can also ensure the financing of the operation of the Újfehértó Card.</p>

	<p>local residents do not use the Újfehértó card,</p>	<p>If local residents do not use the Újfehértó Card, it undermines the economic and social benefits of the system. To address this, a targeted marketing campaign should be launched that presents the benefits of the card, the level of discounts and the available services. In addition, it is worth introducing digital incentives – such as collecting points or personalized offers – to increase resident activity and engagement.</p>
	<p>low discounts from businesses, there will not be enough traffic related to the cards, it is not worth maintaining the system</p>	<p>If businesses offer only low discounts, the card system may not generate sufficient traffic, making its maintenance economically unviable. To mitigate this, an incentive scheme can be introduced for participating businesses (e.g., promotional visibility, featuring in municipal communications) to offset the cost of offering discounts. Additionally, usage data from the card system can provide targeted feedback to businesses on how to optimize their offers to increase customer engagement and sales.</p>