

# GENPROCURE

GENDER INCLUSION IN PUBLIC PROCUREMENT



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Satu Mare County Intercommunity  
Development Association

# Integrated Action Plan



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## 1. Executive summary

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The action plan of Satu Mare on including gender, social and environmental criteria has been produced by the Satu Mare County Intercommunity Development Association within the GenProcure network in which it acted as partner together with other eight partners from around Europe. The action plan includes the following sections, each including several sub-sections: an introduction in which the GenProcure network is presented, the context, needs and vision of Satu Mare County in terms of gender responsive public procurement, the overall logic and integrated approach, a section dedicated to the actions that will be implemented in the future in order to include gender, social and environmental criteria in public procurement, the implementation framework and some conclusions.

## 2. Introduction

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### 2.1 An introduction to the GenProcure APN and its thematic focus

**GENPROCURE** GenProcure is one of thirty Action Planning Networks (APNs) funded through the URBACT<sup>1</sup> Programme. Operating between June 2023 and December 2025, and through a series of transnational and local level learning and knowledge exchanges, GenProcure sought to support nine Partners to create Integrated Action Plans (IAPs)<sup>2</sup> around the topic of Gender Responsive Public Procurement. The methodology of the project included transnational level activities which encompassed both face-to-face meetings and online masterclasses, all focusing upon an element of learning around Gender Responsive Public Procurement, as well as local level activities with the URBACT local group. The partners recognized that cities across Europe face significant challenges in the way in which they undertake Public Procurement because it is often seen as very bureaucratic and technical, and that cities across Europe also face significant challenges around Gender Inequality and in particular around representation, pay and access to services. The project linked the themes and challenges of Public Procurement and Gender Inequality, and through exchange and learning enable PPs to develop actions that will enable Public Procurement to be undertaken in a way that considers and realizes Gender Equality – this is commonly termed as Gender Responsive Public Procurement.

Gender equality is a key cross-cutting theme of all 30 Action Planning Networks evolving on a range of themes. The GenProcure Network was not seeking to ensure that Gender Equality considerations are included in all Public Procurement procedures, but that Gender becomes a consideration in relevant opportunities.

### 2.2 An introduction to Satu Mare and why we decided to participate in the GenProcure APN

The County of Satu Mare is located in the North West of Romania and has a total population of 329,079 inhabitants. The County includes six cities (Satu Mare – the largest and main administrative centre, Carei, Negrești-Oaș, Tășnad, Livada and Arduș) and 59 communes. The County of Satu Mare is part of the North West Development Region of Romania and is strategically well-placed with borders to Hungary and Ukraine. The County of Satu Mare has links to the rest of Romania through a regional airport (currently under expansion to develop international flights).

Anchor institutions, which are large, often non-profit, organizations, deeply rooted in and committed to a specific geographic area, such as the Satu Mare County Council, Satu Mare International Airport or Satu Mare County Hospital, conduct a large number of public procurements, with the Satu Mare County Council alone buying services, products and works in a total value of 102 million RON in 2023 (around 20 million Euro). While social and environmental criteria are slowly being considered and introduced in public procurements, as a consequence of changes introduced in the Romanian legislation, gender is just a

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<sup>1</sup> <https://urbact.eu/>

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

mainstream topic addressed in general without specific reference to public procurement. Gender equality represents a topic in public procurement only when mandatory or being directly linked with the services, products and works being procured.

Participation in the GenProcure network represented an opportunity to exchange experience with other European cities on the topic of gender equality and public procurement, to learn from best practices of other European cities that have already started to link public procurement with gender equality, and to change mentality and make small steps for taking gender equality in consideration in public procurement.

### 2.3 An introduction to URBACT, the concept of Sustainable Urban Development, the Integrated and Participatory Approach, and APNs

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



The activities of URBACT are driven by the 'URBACT Method' and particularly the principles of integration and participation. Integration means ensuring that activities around SUD are undertaken in a way that, where appropriate and amongst other things:

- Explores economic, social, and environmental considerations.
- Cuts across different sectors of the economy, whether that be education,

employment, transport, and mobility, for example.

- Engages the public, commercial and social sectors collaboratively.
- Links to wider policy at regional and national levels.
- Focuses upon both 'hard' infrastructure' investments and 'softer' social benefits.
- Embeds considerations of digital, gender, and green principles, policy and practice.

Participation is understood as a process that engages the whole range of stakeholders that are present within a city, including citizens, and which have an interest in the various elements of SUD. Action Planning Networks, one of the types of networks created within URBACT, involve up to 12 cities, operate for a period of two and a half years, and seek to enable participating cities to create actions that they will implement in the future in response to a specific challenge associated with SUD. Actions are being developed as a result of learning derived from a series of Transnational Meetings undertaken during the lifetime of an APN and involving all partner cities - and as a result of reflections at the local level as to the potential application of activities based around the local context, and shaped by a group of local stakeholders, known as the URBACT Local Group (ULG).

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

### 2.4 Methodology for developing the IAP

The Integrated Action Plan has been developed by the Satu Mare County Intercommunity Development Association together with the Satu Mare ULG, based on the learning, examples and best practices from the transnational meetings organized at the level of the network, while taking into account the local context and especially the national rules regarding public procurement.

The GenProcure APN has held a mix of Online and Face-to-Face Transnational Meeting and on the topics of:

- What is Spend Analysis (Online – February 2024).
- What is Gender Equality and Developing a Procurement Strategy (in Umeå – March 2024).
- Influencing Other Anchor Institutions (Online – May 2024).

- Social and Environmental Considerations in Procurement (in Messina – June 2024).
- Gender Action Plans and Gender Mainstreaming and Gender Clauses in Public Procurement (in Famalicão – September 2024). Photo 1. Transnational meeting GenProcure (2024)
- Masterclass from the City of Vienna (Online – November 2024).
- SME Engagement in Public Procurement (in Koszalin – November 2024).
- Gender budgeting and producing a catalogue on embedding gender considerations and gender clauses in public procurement (in Alcoi – March 2025).
- Contract Monitoring (Online – May 2025).



The learning, examples and best practices learned at transnational meetings have been passed over to the Satu Mare ULG and inspired the content of this integrated action plan. Some of the actions tested during the project implementation period, as well as some of the actions included in the action plan have been inspired from the actions, examples, best practices of the other GenProcure partners. The spend analysis testing action was inspired by the work undertaken by the partners in Koszalin and Vila Nova de Famalicao. At the transnational meeting in Messina focusing on social and environmental consideration in public procurement and at the masterclass with the City of Vienna, we have received practical examples of gender, social and environmental considerations that will be included in three public procurements in the Satu Mare County.

The transnational meeting in Umeå not only inspired us on including an action on the development of a public procurement strategy for the Satu Mare County, but also offered us practical examples and the steps that need to be undertaken in order to develop a good public procurement strategy. The testing action of Vila Nova de Famalicao on applying a questionnaire to local economic operators regarding the public procurement, inspired us to include a similar action in the plan. The aim is to determine how the private sector perceives public procurement and how can public institutions ease the participation of local SMEs in public procurement procedures.

## **2.5 An introduction to who has developed the IAP and details on the key stakeholders involved in the ULG**

The local support group constituted at the level of the Satu Mare partner is relatively small in size comprising procurement officers from the following public authorities and anchor institutions in the county: Satu Mare County Intercommunity Development Association, Satu Mare County Council, Satu Mare County Museum, Satu Mare County Hospital, Satu Mare International Airport, Satu Mare Chamber for Commerce, Industry and Agriculture, Livada Municipality and Arduș Municipality. The Satu Mare ULG has been very active in terms of participation at transnational and local meetings, which



**Photo 2. ULG meeting Satu Mare (2024)**

stands as a proof for the desire to improve the public procurement processes, but also active in developing the integrated action plan and defining the actions that will be implemented together at the end of the project. During the project implementation, six local meeting have been organized with the ULG, and its members have also participated at the training on social, environmental and gender considerations in public procurement organized in Satu Mare with the support of the lead expert and lead partner, as part of the testing actions.

## 2.6 An introduction to the following sections of the IAP

Section 3 of the IAP presents the context, needs and vision regarding the public procurement process in Satu Mare County, while Section 4 details the objectives of the action plan, key areas of intervention and actions to be implemented. Section 5 details how the integrated action plan will be implemented in the future.

## 3. Context, Needs and Vision

This section sets the context to the IAP for Satu Mare by describing our current situation and the challenges we face, before outlining our vision for the future and how we have used testing as a way of further developing the document.

### 3.1 The overarching theme of the GenProcure APN of Gender Responsive Public Procurement

When it comes to public procurement, the URBACT Programme has not only sought to change cultures but also, through Networks and capitalisation activities, create more Gender Equal Cities. This can entail a variety of measures, ensuring decisions around the design of services take into account the needs of different genders, reducing the Gender Pay Gap and making sure the politicians representing cities are representative of their communities.



**Figure 1. Map of GENPROCURE partner cities. Itre de l'illustration**

GenProcure<sup>3</sup> is a network of 9 partners<sup>4</sup>, led by City of Vila Nova de Famalicão and funded through the URBACT IV Programme<sup>5</sup> which seeks to enable transnational exchange and learning between cities around the topic of Gender Responsive Public Procurement. The GenProcure network has sought to connect

<sup>3</sup> <https://urbact.eu/networks/genprocure>

<sup>4</sup> <https://urbact.eu/articles/9-cities-link-issues-public-procurement-and-gender-equality>

<sup>5</sup> <http://urbact.eu/>

cities and build success around the theme of Gender Responsive Public Procurement, which is the process used by public authorities and commercial business to purchase goods and services.

The network operated between June 2023 and December 2025. Over the course of the two years, GenProcure partners have met together (both at a transnational - European level and at a local level – through local stakeholder groups) to discuss and explore a number of topics with a core purpose of developing an IAP.

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

Gender equality is a key cross-cutting theme of all 30 Action Planning Networks evolving on a range of themes. The GenProcure Network has not been seeking to ensure that Gender Equality considerations are included in all Public Procurement procedures, but that Gender becomes a consideration in relevant opportunities.

Historically, Public Procurement has been seen as a very dull and bureaucratic process, with decisions often made on the basis of lowest price, and the process driven by complex EU and National Level law. However, in recent years, and inspired by the activities of two URBACT Networks (Procure and Making Spend Matter), and URBACT capitalisation activities through an online course, cities across Europe have started to adopt a more 'strategic' approach to Public Procurement. By this we mean, as well as considering the price and quality of businesses bidding for Public Procurement opportunities, procurers are also thinking about how the process can contribute to realising wider local economic, social and environmental outcomes.

As well as seeking to change cultures around Public Procurement, the URBACT Programme has been also through Networks and capitalisation activities seeking to create more Gender Equal Cities – ensuring that decisions around the design of services are made with the needs of both men and women in mind, ensuring that the Gender Pay Gap is reduced, and ensuring that the politicians that represent cities are representative of their communities. Indeed, Gender Equality is a key cross-cutting theme that is framing all 30 APNs that are currently evolving, and which are focused on a range of themes.

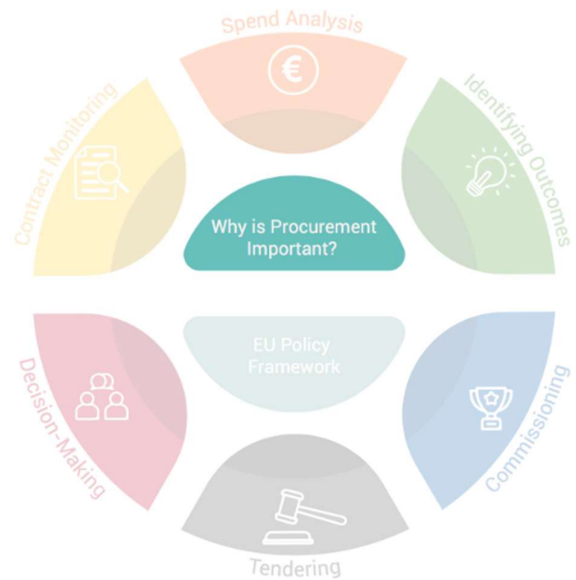
The aim of GenProcure Network was to link Public Procurement to Gender Equality. The project partners face a range of key challenges around Public Procurement, including:

- bureaucratic and rigid procurement law
- a lack of trained procurement officers around social and environmental considerations
- a lack of willingness to take risks

- a lack of desire from the market to consider other aspects other than the price of the good, service or work they will provide.

In addition, the partners face a range of challenges around Gender Equality and including around the traditional cultures of their countries, the lack of experience of addressing Gender Inequality, and challenges particularly around the pay and representation of women. All in all, there is a real lack of experience in undertaking Gender Responsive Public Procurement.

The GenProcure APN has therefore sought over the past two and a half years to enable our cities to learn about how they can consider and embed Gender Equality in Public Procurement and through the production of IAPs detail how they are going to shift Public Procurement cultures in the future so that Gender Equality is a key consideration. The network was framed by the 'Cycle of Public Procurement' which details six key stages of the Public Procurement process at which social, environmental, and gender factors can be considered. The partners learned about how they can understand the number of women owned enterprises that form part of their existing supply chain, how gender focused outcomes can be included in Procurement Strategy, how gender considerations can be reflected in the design of services, the types of procedures that can be used to embed gender considerations in tendering, and how gender impacts can be measured into the delivery of contracts.



### 3.2 The current situation of Satu Mare County around both Gender Equality and Public Procurement

#### a) Satu Mare County profile

##### *Geographical position*

The County of Satu Mare is located in the North West of Romania. The County includes six cities (Satu Mare – the largest and main administrative centre, Carei, Negrești-Oaș, Tășnad, Livada and Ardu) and 59 communes. The County of Satu Mare is part of the North West Development Region of Romania and is strategically well-placed with borders to Hungary and Ukraine. The County of Satu Mare has links to the rest of Romania through a regional airport (currently under expansion to develop international flights).

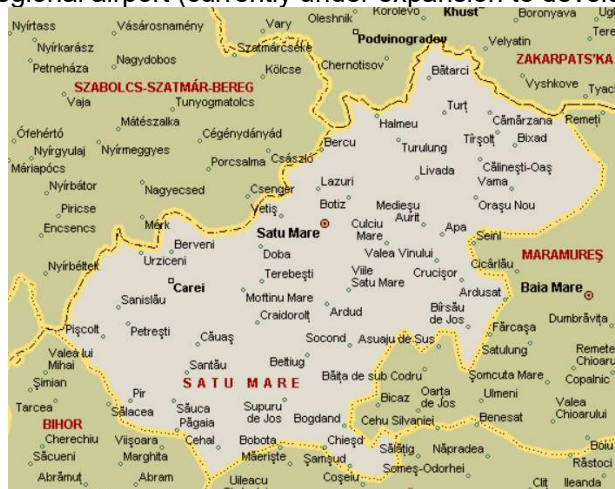
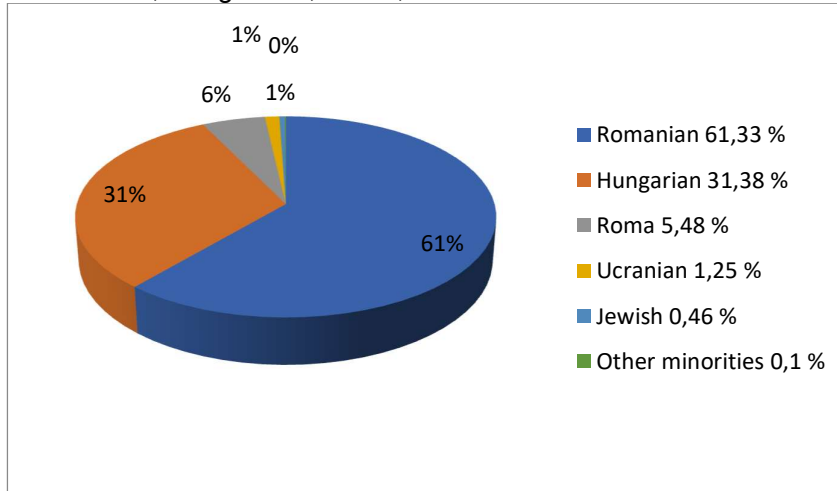


Figure 2. Satu Mare county map. Source: [https://www.turkey-visit.com/map/romania/satu-mare/satu\\_mare\\_regional\\_map.gif](https://www.turkey-visit.com/map/romania/satu-mare/satu_mare_regional_map.gif)

*Demography*

The County of Satu Mare is more than 4,400 km<sup>2</sup> in surface size and has a population of 329,079 with nearly a third of the population aged between 30 and 49 (30%). The county is well-known for its multi-ethnic population comprising: Romanians, Hungarians, Roma, Ukrainians and other minorities.



**Figure 3. Distribution of population by ethnicity in Satu Mare county**

*Economy*

The County of Satu Mare’s industry is based around the sectors of construction, meat processing products, services, and automobile components. In terms of comparing the economy of the County of Satu Mare to the rest of Romania, it sits 23 out of 42 counties in terms of GDP per capita, with residents having a median monthly income of around Euro 305. 85% of the active enterprises in the County of Satu Mare have less than ten employees. In terms of assets, much derelict and brownfield land in the County of Satu Mare remains un-used for commercial purposes, and are part of the legacy of communist rule. Economic development and regeneration strategy in the County of Satu Mare is therefore focused upon trying to bring this land back into effective use and develop the businesses which own it, and creating new commercial and shopping facilities.

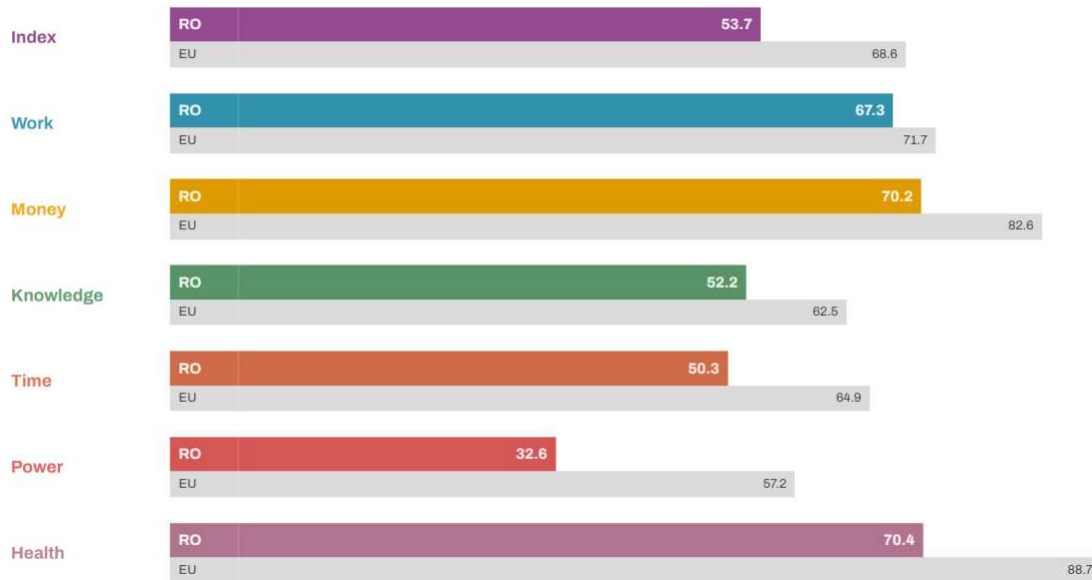
The County of Satu Mare has an employment rate of 62%, which is slightly above the Romania average of 61.1%. Over 5,500 residents are formally classified as unemployed (3.6%); however, only around 10% of these claim any form of support. There is significant migration out of the County of Satu Mare for work with around 10% of the population either being in other countries for a long period of time or temporarily working away outside of Romania.

*Gender equality policy*

The County of Satu Mare, municipalities and other local partners have historically undertaken work around inclusion, and specifically seeking to integrate the Roma community into the economy and society of the area. The Satu Mare County Intercommunity Development Association has been responsible for a number of projects and activities that are focused upon Roma integration, including social assistance projects, training courses, and youth camps; with funding for these activities often coming through EU Funds. The Association has received the label of best practice by URBACT in 2024 for its activities focusing on the integration of vulnerable individuals, especially Roma, through education and empowerment.

In addition, the County Council of Satu Mare is also responsible for a number of projects that are focused on addressing social inequalities and particularly supporting people with disabilities into employment opportunity. In terms of representation, there is a significant number of women in positions of power in Satu Mare, including at the Association, County Council, Hospital, and the Chamber of Commerce. Challenges around inequality are therefore not restricted to gender but sit across the intersectionality of young people and Roma, in particular. The issue of ‘brain-drain’ is particularly prevalent amongst both young men and young women, with addressing this and improving skills and pay being a key component of the strategy of the County of Satu Mare and its partners.

Since there is no data at Satu Mare County level on gender equality, we assume that the data available at the country's level are valid also for our target area. According to the European Institute for Gender Equality, in 2022 Romania ranks 26<sup>th</sup> in the EU on the Gender Equality Index, scoring 14.9 points below the EU score. Although Romania registers high scores in terms of money and health, there is still need for improvement in terms of economic and political decision-making.



**Figure 4. Gender inequality index romania compared to eu. Source: european institute for gender equality**

## b) Public procurement in Romania and Satu Mare

### *Applicable legislation*

The European legislation on public procurement has been transposed into the Romanian legislation through: Law 98/2016 on public procurement and its norms of procedure, Law 99/2016 on sectoral procurements and its norms of procedure, Law 100/2016 on concessions of works and services and Law 101/2016 on remedies and appeals.

The innovation brought by the new legislation can be summarized as being:

- the introduction of the concept of annual strategy of public procurement
- phasing of public procurement process
- introduction of the concept of market consultation, the way for calculating the estimated value
- introduction of the European single procurement document,
- introduction of contracting strategy,
- dividing contracts into lots,
- introduction of new types of award procedures (competitive negotiation, partnership for innovation and simplified procedure),
- award criteria: lowest price, lowest cost, best report between quality and price, best report between quality and cost.

### *Procedures*

The award procedures available in Romania are: the open tender, limited tender, competitive dialogue, partnership for innovation, competitive negotiation, negotiation without notice, request for offers, contest of solutions. The most used ones are the open tender and the limited tender.

Procedure type	for products, services	for works
Direct procurement	<270.120 lei (around € 54.368)	<900.400 lei (around € 181.229)
Simplified procedure	270.121 lei (around € 54.368) to 705.819 lei	900.401 lei (around € 181.229) to 27.334.460 lei
Open tender procedure	>705.819 lei (around € 143.000)	>27.334.460 lei (around € 5.538 .000)

**Table1. Procedures and thresholds in public procurement in Romania**

The open tender is done through SEAP, the electronic system for public procurement.

The simplified procedure is used for values of products, services and works that are in between the values of the direct procurement and that of the open tender.

The simplified procedure is done through SEAP, the electronic system for public procurement.

#### *Public procurement in Satu Mare County*

The County of Satu Mare is hugely restrained by national level legislation in changing the procurement system and innovating in this field. The County of Satu Mare has therefore done little in terms of seeking to maximize the impact of procurement on the local economy. Practice is restricted to goods and services below the thresholds of Euro 54.368 for goods and services and Euro 181.229 for works, with some use of local businesses to deliver and some lotting of contracts to encourage smaller firms to bid.

The county and the cities all have dedicated procurement offices, which cooperate with the contracting department in the design of procured goods and services, and use their website to advertise procurement opportunities. According to the national legislation, all public authorities are to elaborate annual procurement plans/strategies.

The County of Satu Mare are not currently undertaking activities which link procurement to the priorities of the region; which tests the market in terms of their capability to bid for opportunities and deliver; and which undertakes spend analysis.

#### *Barriers and challenges in public procurement*

There are a number of barriers and challenges which are preventing the value of procurement being realised and maximised, and more progressive policy and practice being adopted. First and primarily, there is national level legislation around procurement which is very rigid, bureaucratic and unclear in what regards the application procedures for evaluation criteria other than price, despite the transposition of the European legislation into the national legislation starting from June 2016. Second, as a result of national legislation there is a reluctance from all public authorities in Romania to take risks, particularly in relation to generating suspicion and concerns around corruption as there is a lack of measures for risk prevention in general. This is also related to the fact that in Romania, the accent is on ex-post check of public tenders and not on ex-ante checks, which leads to non-homogenous interpretations from the part of the numerous institutions that are responsible for the ex-post checks.

Thirdly, until the changes brought to the law in June 2016, the criteria adopted for procurement decisions was very inflexible, with consideration of price often the only criteria. This means 100% of the decision was based on cost, with the outcome often being the cheapest price wins. There was no consideration in criteria of wider quality or social value, which means the value of procurement in wider economic, social and environmental terms is often not discussed or realised in the decision-making process. The new legislation added new award criteria, besides the lowest price, and these are: quality/price ratio, quality/cost ratio and the lowest cost. The problem resides in applying these new award criteria as public authorities lack the expertise in this field and prefer to continue to apply the lowest price criteria.

Fourth, and related to the issues around national legislation and bureaucracy, is the fact that the procurement process is often a long and arduous one, which often takes up to 12 months to award contracts as a result of court appeals. The main cause is to be found in the rights conferred by the law to economic operators to contest the award procedures and decisions of public authorities.

Fifth, and in the County of Satu Mare specifically, there is a lack of awareness amongst the business base of what goods and services the County of Satu Mare, and the six cities and towns are procuring, as well as a lack of awareness in relation to the capacity and skills needed to submit bids for opportunities. Similarly, there is a lack of awareness from the County of Satu Mare and the five cities and towns, as to what goods and services local businesses can provide, with a subsequent lack of engagement. Sixth, there is also a lack of individuals with the required skills to run procurement exercises, particularly in the smaller public authorities, and a general lack of experience in using criteria other than price in procurement, and particularly criteria focusing on quality, gender equality, social and environmental value.

*Previous work in innovating public procurement*

The Satu Mare County Intercommunity Development Association was a partner in the Procure APN (2015-2018), involvement which was an eye-opening experience for Satu Mare. Participation in the project enabled the County of Satu Mare and the municipalities to think differently and more progressively about public procurement. Satu Mare was eager to learn more about how public procurement policy, process, and practice can be progressed, particularly given recent changes in Romanian Public Procurement Law, which now enables municipalities to formally include criteria other than price in tenders and decision-making. Indeed, the law is promoting that municipalities apply a smaller percentage of the award decision on price, with a larger percentage on quality, which includes social and equality issues.



**Photo 3. Transnational meeting within Procure network financed from URBACT III Programme (2016)**

*Value of public procurement in Satu Mare County*

A survey on spend analysis was conducted among the members of the local support group to see the amount of money spend for procurement and which could be used for larger economic development objectives of the county. The spend analysis revealed the amounts without VAT, gathered for year 2023 in the table.

ULG member	Satu Mare County Council	Satu Mare County Emergency Hospital	Satu Mare Airport	Livada Town	Arduș Town
Amount	323.640.469,17 lei, equals € 65.428.175,31	299.778.420 lei, equals € 60.338.228	339.965.934 lei, equals € 68.427.014	1.335.749 lei, equals € 268.854	22.771.511 lei, equals € 4.583.360.

**Table 2. Public procurement spend for 2023 by ULG members**

With the changes to Romanian Procurement Law relatively new, the County of Satu Mare and municipalities have not yet had the opportunity to formally embed social and environmental considerations into the increased quality criteria. Instead, the focus has been upon ensuring that potential suppliers have

the required experience to deliver contracts and required environmental certificates. The GenProcure Network represented for Satu Mare an opportunity to explore both how social and environmental considerations can be embedded into Public Procurement, and additionally how Public Procurement can be utilised to address inequalities, including those faced by young people and other disadvantaged groups.

### **3.3 IAP and the theme of Gender Responsive Public Procurement links to wider strategies and policies**

In its Gender Equality Strategy for 2020–2025, the European Commission announced the publication of its Buying Social guide on SRPP, as a tool to help fight discrimination and promote Gender Equality in Public Procurement. As one of the first deliverables of the Gender Equality Strategy, the Commission proposed binding measures on pay transparency under the draft directive on pay transparency, which specifically addresses equal pay and the pay gap in the context of Public Procurement (Article 21). The European Commission has also supported and disseminated across EU Institutions a [Gender Responsive Public Procurement Toolkit](#)<sup>6</sup> which was produced by the Institute for Gender Equality (known as EIGE) and published in 2021.

According to the European Gender Equality Institute<sup>7</sup>, Romania ranks 26<sup>th</sup> in the EU on the Gender Equality Index with 53.7 points out of 100, its score being 14.9 points below the EU score. Since 2010, Romania's score has increased by 2.9 points, largely as a result of improvements in the domain of money (+ 10.4 points). Since 2019, Romania's score has slightly decreased (– 0.8 points), which is mainly due to setbacks in the domain of power. The country's ranking has dropped by one place. The same institute, appreciates that there is still room for improvement in the area of power, especially in economic and political decision-making, health and behaviour.

In Romania, gender equality is ruled by Law 202/2002, while violence against women is ruled by Law 217/2003 on fighting domestic violence. At the national level, the National Agency for Equal Changes for Women and Men represents the public institution that ensures the promotion of gender equality between women and men and fight against domestic violence. In 2021, the National strategy for promoting equal chances and treatment for women and men and preventing and fighting domestic violence has been adopted for the period 2021-2027. The strategy does not deal with gender equality in public procurement, but rather speaks about ensuring gender equality in education, health and decision-making processes. Of interest for the topic of the project could be the project implemented by the National Agency for Equal Changes for Women and Men together with several other European states on exchanging experiences in the field of gender mainstreaming in public policy and budgeting. The results of the project, including a proposal for a national plan on gender mainstreaming, are still to be released. At the national level the fight of Roma people discrimination is ruled by Law 2/2021. Roma inclusion policies are ruled by Romanian National Strategy for Roma Inclusion, adopted in 2022 for the period 2022-2027.

The Satu Mare County does not have a regional strategy for gender equality, but in the Development Strategy adopted for the period 2021-2030, the topic of social inclusion is considered important, especially due to the large number of minorities living in this cross-border region. Indeed, the social inclusion, especially of the Roma population, has become a topic of interest for the region, with several projects already implemented by the Satu Mare County Intercommunity Development Association in the last years.

### **3.4 Specific problem to be addressed at local level around Gender Responsive Public Procurement and the causes and effects of that problem**

The local support group constituted at the level of the Satu Mare partner is relatively small in size comprising procurement officers from the following public authorities and anchor institutions in the county: Satu Mare County Council, Satu Mare County Museum, Satu Mare County Hospital, Satu Mare International Airport, Carei Municipality, Negrești-Oaș Municipality, Tășnad Municipality, Livada Municipality and Arud Municipality.

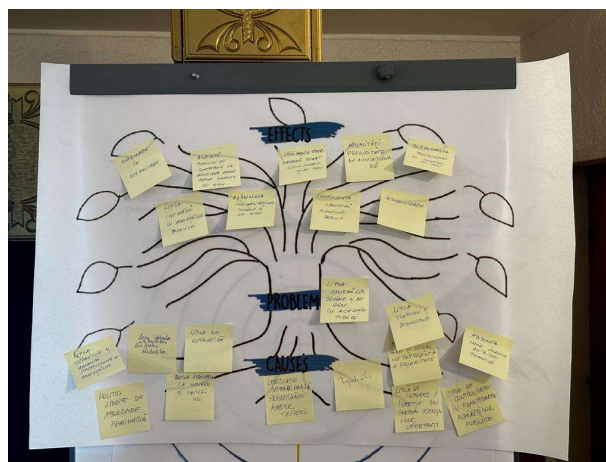
<sup>6</sup> [https://eige.europa.eu/publications-resources/publications/gender-responsive-public-procurement-step-step-toolkit?language\\_content\\_entity=en](https://eige.europa.eu/publications-resources/publications/gender-responsive-public-procurement-step-step-toolkit?language_content_entity=en)

<sup>7</sup> <https://eige.europa.eu/gender-equality-index/2022/country/RO>

Using the problem tree exercise, the following problems, along with their causes and effects, have been identified in relation to the theme of Gender Responsive Public Procurement:

CAUSES	PROBLEM	EFFECTS
<ul style="list-style-type: none"> <li>• Legislation unfavourable to the prioritisation of these criteria</li> <li>• Lack of interest and openness on the part of decision-makers</li> <li>• Gender and social equality are not a priority</li> <li>• Policies lacking pragmatic approach</li> <li>• Lack of interest/interest from potential bidders</li> <li>• Lack of expertise</li> <li>• Lack of studies and ineffective procurement analysis</li> <li>• Routine unreceptive to innovation and new criteria</li> <li>• Lack of time and resources</li> <li>• Absence of best practice models</li> <li>• Lack of continuity in public procurement planning</li> <li>• Prejudices</li> </ul>	<p>LACK OF SOCIAL AND GENDER CRITERIA IN PUBLIC PROCUREMENT</p>	<ul style="list-style-type: none"> <li>• Public procurement does not contribute to social and gender objectives</li> <li>• Use criteria other than social and gender criteria</li> <li>• Hasty procurement methods</li> <li>• Inefficient spending of public money</li> <li>• Lack of innovation in public procurement</li> <li>• Widening social and gender inequalities</li> <li>• Stagnation in development</li> <li>• Perpetuation of the problem in the gender sector</li> <li>• Discrimination</li> </ul>

**Table 3. Causes, problems and effects in Satu Mare county in terms of gender responsive public procurement.**



**Photo 4. Problem tree developed by Satu Mare ULG.**

### 3.5 IAP Vision

The integrated action plan vision has been developed by the Satu Mare County Intercommunity Development Association based on the problem tree above and in close work with the members of the local group, in order to be as inclusive as possible. The vision for the Satu Mare IAP has been defined as being: **An innovative public procurement system that takes into account gender equality, social and environmental considerations and that allows for the development objectives of the region to be pursued.**

### 3.6 The 12 aspects of integration

The ULG analysed the 12 aspects of integration, and decided which of them are most relevant for the topic of Gender Responsible Public Procurement and for the Satu Mare County. From the analysis, it resulted the following table, which shows that all 12 aspects of integration are relevant for the topic of Gender responsive public procurement and that while some aspects are already integrated, improvements are needed in some areas as well.

12 aspects of integrated urban development	Relevant (Yes/No)	Why?	Initial self-assessment of integration (Baseline) 0-10	Future actions for integrating the aspects
Stakeholder involvement in planning	Yes	To know their needs and share information	8	Meetings, briefings
Coherence with existing strategies	Yes	To achieve strategic development objectives	4	Developing public procurement strategy
Sustainable urban development (economic, social, environmental)	Yes	For development: jobs, integration of social groups, cleaner environment	4	Including social and environmental criteria in public procurement
Integration in time	Yes	For a gradual evolution	3	Developing procurement strategy
Stakeholder involvement in implementation	Yes	For the smooth implementation of the procurement process	7	Meetings, exchange of experiences, clear responsibilities
Sectoral integration	Yes	To ensure an integrated development	8	Attracting EU funding
Spatial integration	Yes	To ensure an integrated development	6	Cooperation
Territorial integration	Yes	To ensure integrated development due to the competitive mindset	3	Exchange of experience, cooperation, strategic planning
Multilevel governance	Yes	To ensure consistency between levels in public procurement	1	Best practice presentation
Integration of cross-cutting thematic issues	Yes	To ensure balanced and sustainable development	3	Better regulation, best practices
Complementary types of investment (hard/soft)	Yes	Due to the interdependence between hard and soft, soft actions can be ancillary to hard actions	8	Learning about other experiences
Mobilizing all available funds	Yes	To increase procurement efficiency	9	Full disclosure withholding money locally

**Table 4. 12 Aspects of integration related to gender responsive public procurement in Satu Mare.**

### 3.7 Details of initial ideas for testing actions and their findings

The local group has opted for two testing actions to be implemented during the GenProcure project:

a) Undertaking spend analysis at institutions members of the local group with a special focus on geography of spend through public procurement and gender spend through public procurement. The following steps have been undertaken: the Spend Analysis Tool has been amended with the support of the Lead Expert so that it is relevant to our local context; all anchor institution procurement spend data for 2023 has been introduced in the spend analysis tool and the results have been analysed.

The spend analysis has been undertaken by Satu Mare County Intercommunity Development Association, Satu Mare County Council, Satu Mare County Emergency Hospital, Satu Mare Museum, Ardu Municipality and Ardu Municipality. The total value of the products, services and works procured by these institutions in 2023 is of 600 million Lei, excluding VAT, which is around 120 million EUR. From the spend analysis exercise we have learned that women are less present in the public procurement system. In some cases, the value of the contracts awarded to women rich almost 14% of the total procurement value, but in other cases the percentage is very low and it does not even rich 1%. The spend analysis exercise shall be continued with procurements made in 2024 and results can be compared to 2023.

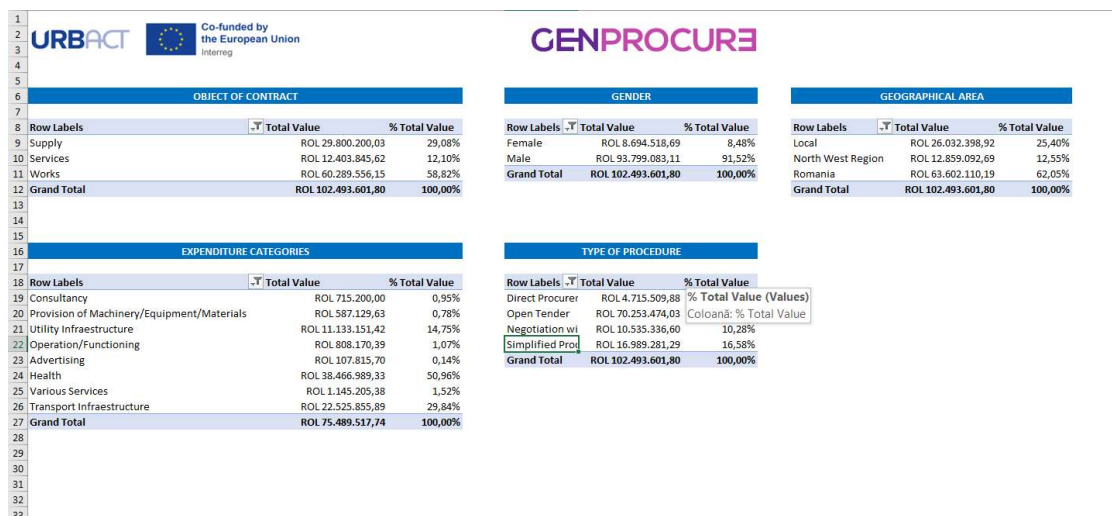


Figure 5. Example of results of the spend analysis undertaken by anchor institutions.

b) Workshop with anchor institution on social, environmental and gender criteria in public procurement. A two-days' workshop was organized for ULG members where the Lead Expert and the Lead Partner representative trained the anchor institutions public procurement officers on innovative procurement (social, environmental and gender criteria). Through masterclasses and practical exercises, the ULG learned how to include gender, social and environmental criteria in all the phases of the public procurement cycle.

## 4. Overall Logic and Integrated Approach

In this section we used the context, problem identification, vision, and findings of testing actions detailed in section 3 to specify the key strategic objectives and action areas for our Integrated Action Plan.

### 4.1 Details of initial ideas for testing actions and their findings

The members of the local group have together defined 3 strategic objectives for the Satu Mare IAP, namely:

- Building institutional capacity for innovative public procurement;
- Improving Procurement Governance among anchor institutions;

- Increasing the level of involvement of local companies in public procurement procedures.

#### **4.2 Details on the overarching areas of intervention that will enable the delivery of the strategic objectives and vision**

Three key areas of intervention have been defined for the IAP of Satu Mare, each key area of intervention corresponding to one of the specific objectives.

<b>STRATEGIC OBJECTIVE</b>	<b>KEY AREAS OF INTERVENTION</b>
Building institutional capacity for innovative procurement	Trainings on social, environment and gender criteria for anchor institutions procurement officers
Improving Procurement Governance among anchor institutions	Procurement procedures and practices that take into account social, environment and gender consideration
Increasing the level of involvement of local companies in public procurement procedures	Raising awareness of local businesses on public procurement opportunities

#### **4.3 Details on the specific actions to be undertaken in relation to each area of intervention and that will enable the realisation of the strategic objectives and vision**

For each key areas of intervention, the local group has defined some actions that will be implemented after the end of the GenProcure project.

<b>STRATEGIC OBJECTIVE</b>	<b>KEY AREAS OF INTERVENTION</b>	<b>ACTIONS</b>
Building institutional capacity for innovative procurement	Trainings on social, environment and gender criteria for anchor institutions procurement officers	1. Training sessions with procurement officers in Satu Mare County on innovative public procurement
Improving Procurement Governance among anchor institutions	Procurement procedures and practices that take into account social, environment and gender consideration	2. Continuing spend analysis; 3. Elaborating a public procurement strategy for Satu Mare County; 4. Including gender criteria in 3 public procurement procedures.
Increasing the level of involvement of local companies in public procurement procedures	Raising awareness of local businesses on public procurement opportunities	5. Applying a questionnaire to local companies regarding public procurement; 6. Online promotion of public procurement opportunities.

#### **4.4 Details on whether each Action selected is integrated**

The training sessions with procurement officers in Satu Mare County on innovative public procurement is integrated as it has been planned with the involvement of all stakeholders, the training sessions being discussed previously with municipalities members of the association. Moreover, the action mobilizes all types of funds, as the training will be supported from an EU funded project being implemented by the Association in the framework of the Interreg Next Hungary-Slovakia-Romania-Ukraine Programme.

The second action included in the action plan focuses on continuing the spend analysis testing action undertaken during the implementation of the GenProcure project. The action is integrated as it involves

stakeholders, members of the ULG, in the process of implementation and is also integrated in terms of space as it involves different institutions and municipalities in Satu Mare County.

The elaboration of the public procurement strategy for Satu Mare County, the third action included in the action plan, is integrated as it involves several stakeholders in its implementation, ensures coherence with other existing strategies, especially the development strategy of the Satu Mare County, and contributes to the sustainable urban development as it links procurement with wider development goals for the county.

The fourth action included in the action plan regards the inclusion of gender criteria in three public procurement procedures. The action is integrated as it involves several stakeholders in its implementation, is coherent with existing strategies, especially the development strategy of the county and the public procurement strategy of the county, and mobilizes all types of funds, in the sense that some of the three procurement procedures could be part of EU funded projects.

The application of the questionnaire to local companies regarding public procurement, the fifth action included in the plan, shall involve several stakeholders in its implementation but shall also contribute to the wider integration objective of multilevel governance as the private sector will have the opportunity to have a saying in a public process, that of public procurement.

The last action included in the plan focuses on the online promotion of public procurement opportunities. As the action involves several stakeholders in its implementation and is linked with other existing strategy, especially with the development of the local SMEs sector, the action is considered to be integrated.

## 5. Action Planning Details

The following table details each of our 6 actions. In this we describe the action, the tasks to be undertaken, the stakeholders to be involved, the funding required, as well as indicators and risks management.

Action Number	Action Name							
1	Training courses in the field of public procurement for the employees of public institutions in Satu Mare County							
<b>Description of specific tasks necessary to complete this activity</b>								
<ul style="list-style-type: none"> <li>• Selection of trainer-experts for courses in the field of public procurement</li> <li>• Inviting the public institutions in Satu Mare County to select participants</li> <li>• Holding the training courses</li> <li>• Analysis of the results and improvement for attendees of courses</li> </ul>								
<b>Link to strategic objective</b>		Building institutional capacity for innovative procurement						
<b>Related area of Intervention</b>		Trainings on social, environment and gender criteria for anchor institutions procurement officers						
<b>Responsibilities</b>								
<b>Lead</b>			<b>Why</b>			<b>Partners</b>		<b>Role</b>
Nicoleta Lașan, executive director of Satu Mare County IDA			Municipalities are members of Satu Mare County IDA			Satu Mare County IDA		To organize the training courses
						Municipalities from Satu Mare County		To delegate the designed representatives
<b>Contact details:</b>		<a href="mailto:adijudetsm@yahoo.com">adijudetsm@yahoo.com</a> , 0742921114						
<b>Implementation timeframe</b>								
<b>Q1 start date: January 2026</b>						<b>Q8 end date: January 2027</b>		
<b>Quarter</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q5</b>	<b>Q6</b>	<b>Q7</b>	<b>Q8</b>
<b>Specific tasks</b>	Selection of trainer-experts for courses in	Holding the training courses;						

	the field of public procurement; Inviting the municipalities in Satu Mare County to delegate the designed representatives	Analysis of the results and improvement for attendees of courses						
<b>Costings</b>					<b>Resources</b>			
<b>Cost category</b>	<b>Amount</b>	<b>Total cost</b>			<b>Resources secured</b>	<b>Resources needed</b>		
Cost for trainers	9,000.00 EUR	9.000,00 EUR			Yes			
					<b>Funding source(s)</b>	<b>Funding source(s)</b>		
					Interreg Next HUSKROUA Programme – Planning4U project			
<b>Monitoring of delivery</b>								
<b>Output indicator</b>	<b>Mechanism of monitoring</b>		<b>Baseline (Date)</b>		<b>Target (Date)</b>			
30 participants at the training	Attendance lists		January 2026		June 2026			
<b>Result indicator</b>	<b>Mechanism of monitoring</b>		<b>Baseline (Date: )</b>		<b>Target (Date:?)</b>			
Improve knowledge in public procurement	More qualified public procurement officers in Satu Mare County. Evaluation by quiz at the end.		July 2026		December 2026			
<b>Risk assessment</b>								
<b>Implementation risk/challenges</b>		<b>Likelihood</b>	<b>Impact</b>		<b>Mitigation measures foreseen</b>			
Non-willingness to participate at the training course		Low	Medium		Good cooperation with municipalities in Satu Mare County on selecting the participants			

<b>Action Number</b>	<b>Action Name</b>
2	Further Spend Analysis in procurement
<b>Description of specific tasks necessary to complete this activity</b>	
<ul style="list-style-type: none"> <li>Gathering of data</li> <li>Filling in the spend analysis tool</li> </ul>	

<ul style="list-style-type: none"> <li>Analysis of the results</li> </ul>								
<b>Link to strategic objective</b>		Improving Procurement Governance among anchor institutions						
<b>Related area of Intervention</b>		Procurement procedures and practices						
<b>Responsibilities</b>								
<b>Lead</b>			<b>Why</b>		<b>Partners</b>		<b>Role</b>	
Paul Dancu, project assistant			Experience in spend analysis		Satu Mare County IDA		Gather the Spend Analyses undertaken by ULG member institutions	
					Satu Mare County, Livada, Ardud Municipalities, Satu Mare Airport, Satu Mare County Museum, Satu Mare Emergency Hospital		Undertake Spend Analyses and compare the results to the previous years	
<b>Contact details:</b>			<a href="mailto:adijudetsm@yahoo.com">adijudetsm@yahoo.com</a> 0742921114					
<b>Implementation timeframe</b>								
<b>Q1 start date: January 2026</b>					<b>Q8 end date: December 2027</b>			
<b>Quarter</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q5</b>	<b>Q6</b>	<b>Q7</b>	<b>Q8</b>
<b>Specific tasks</b>	Data collecting at institutions for Y2025	Undertake Spend Analysis across Institutions for Y2025	Evaluating results compared to Y2024		Data collecting at institutions for Y2026	Undertake Spend Analysis across Institutions for Y2026	Evaluating results compared to Y2025	
<b>Costings</b>					<b>Resources</b>			
<b>Cost category</b>		<b>Amount</b>	<b>Total cost</b>		<b>Resources secured</b>		<b>Resources needed</b>	
Staff costs		2,000.00 EUR	2,000.00 EUR		Yes			
					<b>Funding source(s)</b>		<b>Funding source(s)</b>	
					Public institutions budgets			
<b>Monitoring of delivery</b>								
<b>Output indicator</b>		<b>Mechanism of monitoring</b>			<b>Baseline (Date)</b>		<b>Target (Date)</b>	
Spend analysis realized by 6 public institutions		Filled excel tables			January 2026		June 2026	
<b>Result indicator</b>		<b>Mechanism of monitoring</b>			<b>Baseline (Date)</b>		<b>Target (Date)</b>	

Improved knowledge on where money is spent in Satu Mare County	Comparisons between previous spend analysis and current spend analysis. Analysis of figures about women-owned businesses. The results of the spend analysis are used for developing the public procurement strategy.	July 2026	December 2026

Risk assessment			
Implementation risk/challenges	Likelihood	Impact	Mitigation measures foreseen
Lack of time to fill in the spend analysis	Low	Medium	Good communication with anchor institution, planning the activity in time
Lack of knowledge in filling in the spend analysis table	Low	Low	Support offered by the IDA to anchor institution public procurement officers

Action Number	Action Name							
3	Developing a procurement strategy for Satu Mare County							
Description of specific tasks necessary to complete this activity								
<ul style="list-style-type: none"> <li>Gathering of data</li> <li>Filling in the procurement strategy forms</li> <li>Compiling the strategy document</li> <li>Analysis of the actions from the procurement strategy and the implementation of strategy</li> </ul>								
Link to strategic objective	Improving Procurement Governance among anchor institutions							
Related area of Intervention	Procurement procedures and practices							
Responsibilities								
Lead	Why	Partners	Role					
Mihaela Bura, Head of Procurement Direction at Satu Mare County Council	She is responsible for public procurement in Satu Mare County Council	Satu Mare County IDA	Support in developing the procurement strategy					
		Procurement Direction at Satu Mare County Council	Compiling the strategy document					
Contact details:	<a href="mailto:mihaela.bura@yahoo.com">mihaela.bura@yahoo.com</a> , <a href="mailto:adijudetsm@yahoo.com">adijudetsm@yahoo.com</a> , 0742921114							
Implementation timeframe								
Q1 start date: November 2026		Q 8 end date: September 2028						
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8

Specific tasks	Data collecting at institutions	Data collecting at institutions	Filling in the procurement strategy forms	Compiling the strategy document	Compiling the strategy document and approving it	Analysis of the actions from the procurement strategy	Implementation of strategy	Implementation of strategy
<b>Costings</b>					<b>Resources</b>			
<b>Cost category</b>	<b>Amount</b>	<b>Total cost</b>	<b>Resources secured</b>		<b>Resources needed</b>			
Staff costs	6,000.00 EUR	6,000.00 EUR	Yes					
<b>Monitoring of delivery</b>								
<b>Output indicator</b>	<b>Mechanism of monitoring</b>			<b>Baseline (Date)</b>	<b>Target (Date)</b>			
Procurement strategy developed for Satu Mare County	Procurement strategy document			November 2026	September 2028			
<b>Result indicator</b>	<b>Mechanism of monitoring</b>			<b>Baseline (Date)</b>	<b>Target (Date)</b>			
Public procurement are innovative and linked to wider development strategies of the county	Number of innovative public procurement procedures			September 2028	September 2030			
<b>Risk assessment</b>								
<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>					
Replacement of the Satu Mare County Head of procurement office	Low	Medium	Involvement of several stakeholders in the development of the procurement strategy so that in case of replacement the leader of the activity can also be replaced.					
Lack of time (other priorities in daily business)	Low	Medium	Good cooperation with municipalities in Satu Mare County and County Council for input-data suppliers.					

Action Number	Action Name
4	Inclusion of gender criteria in 3 future procurement procedures
<b>Description of specific tasks necessary to complete this activity</b>	
<ul style="list-style-type: none"> <li>Preparing the procurement</li> <li>Undertaking the procurement procedures that includes gender criteria</li> <li>Analysis of the results and lessons from gender sensitive procurements</li> </ul>	

<b>Link to strategic objective</b>		Improving Procurement Governance among anchor institutions						
<b>Related area of Intervention</b>		Procurement procedures and practices.						
<b>Responsibilities</b>								
<b>Lead</b>			<b>Why</b>			<b>Partners</b>		<b>Role</b>
Mihaela Bura, Head of Procurement Direction at Satu Mare County Council			Member institutions of ULG are subordinated to Satu Mare County			Satu Mare County IDA		Collect information on the 3 future procurement procedures undertaken by ULG member institutions
						Satu Mare County Council, Livada and Arduș Municipalities, Satu Mare Airport, Satu Mare County Museum, Satu Mare Emergency Hospital		Undertake procurement procedures with inclusion of gender criteria (3 in total per Satu Mare County)
<b>Contact details:</b>			<a href="mailto:mihaela.bura@yahoo.com">mihaela.bura@yahoo.com</a> , <a href="mailto:adijudetsm@yahoo.com">adijudetsm@yahoo.com</a> , 0742921114					
<b>Implementation timeframe</b>								
<b>Q1 start date: January 2026</b>					<b>Q8 end date: December 2027</b>			
<b>Quarter</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q5</b>	<b>Q6</b>	<b>Q7</b>	<b>Q8</b>
<b>Specific tasks</b>	Preparing the procurement	Undertaking the procurement procedures that includes gender criteria	Undertaking the procurement procedures that includes gender criteria	Undertaking the procurement procedures that includes gender criteria	Analysis of the results and lessons from gender sensitive procurements			
<b>Costings</b>					<b>Resources</b>			
<b>Cost category</b>	<b>Amount</b>	<b>Total cost</b>			<b>Resources secured</b>		<b>Resources needed</b>	
Staff costs	5.000,00 EUR	5,000.00 EUR			Yes			
					<b>Funding source(s)</b>		<b>Funding source(s)</b>	

			Public budgets	institutions
<b>Monitoring of delivery</b>				
<b>Output indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date)</b>	<b>Target (Date)</b>	
3 public procurement procedures that include gender criteria	Procurement documentation	January 2026	September 2027	
<b>Result indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date)</b>	<b>Target (Date)</b>	
Improve knowledge on including gender criteria in public procurement	Further public procurement procedures in which gender criteria are included	October 2027	October 2029	
<b>Risk assessment</b>				
<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>	
Reluctance to include gender criteria in public procurement by decision makers	Medium	Medium	ULG members use best examples, learning from GenProcure project to promote the inclusion of gender criteria in public procurement	

<b>Action Number</b>	<b>Action Name</b>			
5	Application of a questionnaire among local economic operators on public procurement			
<b>Description of specific tasks necessary to complete this activity</b>				
<ul style="list-style-type: none"> <li>Developing the questionnaire;</li> <li>Submitting the questionnaire to local economic operators;</li> <li>Collecting and processing the answers from questionnaires;</li> <li>Analysis of the results and possible future actions.</li> </ul>				
<b>Link to strategic objective</b>	Increasing the level of involvement of local companies in public procurement procedures			
<b>Related area of Intervention</b>	Raising awareness of local businesses on public procurement opportunities			
<b>Responsibilities</b>				
<b>Lead</b>	<b>Why</b>	<b>Partners</b>	<b>Role</b>	
Nicoleta Lașan, executive director of Satu Mare County IDA	Good connections with ULG members and other public institutions that could support the distribution of the questionnaire	Satu Mare County IDA	Developing the questionnaire with ULG support, distribution of questionnaire, analysis of the results	

		Satu Mare County Council, Livada and Ardud Municipalities, Satu Mare Airport, Satu Mare County Museum, Satu Mare Emergency Hospital	Submitting of questionnaire among local economic operators
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<b>Contact details:</b>	<a href="mailto:adijudetsm@yahoo.com">adijudetsm@yahoo.com</a> 0742921114		
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**Implementation timeframe**

<b>Q1 start date: January 2026</b>	<b>Q8 end date: October 2027</b>
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Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
<b>Specific tasks</b>	Developing the questionnaire	Submitting the questionnaire to local economic operators	Submitting of questionnaire among local economic operators	Collecting and processing the answers from questionnaires; Analysis of the results and possible future actions.			Processing the answers	

**Costings Resources**

Cost category	Amount	Total cost	Resources secured	Resources needed
Staff costs	10.000,00 EUR	10,000.00 EUR	Yes	
			<b>Funding source(s)</b>	<b>Funding source(s)</b>
			Public institutions budgets	

**Monitoring of delivery**

Output indicator	Mechanism of monitoring	Baseline (Date)	Target (Date)
Questionnaire applied to local economic operators	30 filled in questionnaires	January 2026	September 2027
Result indicator	Mechanism of monitoring	Baseline (Date)	Target (Date)

Improved knowledge on the perception of local economic operators on public procurement, list activities to support the local businesses in getting involved in PP	Analysis of the results of the questionnaire and possible future actions	September 2027	June 2028

Risk assessment			
Implementation risk/challenges	Likelihood	Impact	Mitigation measures foreseen
Reluctance of local economic operators to fill in the questionnaire	Medium	Medium	Good communication with local economic operators, promotion of the questionnaire among the operators with which anchor institutions have collaborated in the past. Local communication event at the end of the GenProcure network to support businesses in filling in the questionnaire.

Action Number	Action Name		
6	Online promotion of public procurement opportunities		
Description of specific tasks necessary to complete this activity			
<ul style="list-style-type: none"> <li>Gathering of data about public procurement opportunities</li> <li>Upload the information on website/social media accounts</li> <li>Follow-up of results</li> </ul>			
Link to strategic objective	Increasing the level of involvement of local companies in public procurement procedures		
Related area of Intervention	Raising awareness of local businesses on public procurement opportunities		
Responsibilities			
Lead	Why	Partners	Role
Mihaela Bura, Head of Procurement Direction at Satu Mare County Council	Knowledge on public procurement procedures upcoming	Procurement Direction at Satu Mare County Council	Promoting online the public procurement opportunities, follow-up of results
		Satu Mare County Council, Livada and Ardud0Municipalities, Satu Mare	Promoting online the public procurement opportunities,

					Airport, Satu Mare County Museum, Satu Mare Emergency Hospital	follow-up results of		
<b>Contact details:</b>		<a href="mailto:mihaela.bura@yahoo.com">mihaela.bura@yahoo.com</a> , <a href="mailto:adijudetsm@yahoo.com">adijudetsm@yahoo.com</a> 0742921114						
<b>Implementation timeframe</b>								
<b>Q1 start date: January 2026</b>					<b>Q8 end date: December 2027</b>			
<b>Quarter</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q5</b>	<b>Q6</b>	<b>Q7</b>	<b>Q8</b>
<b>Specific tasks</b>	Gathering of data about public procurement opportunities Upload the information on website/social media accounts  Follow-up of results	Continuous activity	Continuous activity	Continuous activity	Continuous activity	Continuous activity	Continuous activity	Continuous activity
<b>Costings</b>					<b>Resources</b>			
<b>Cost category</b>		<b>Amount</b>	<b>Total cost</b>		<b>Resources secured</b>		<b>Resources needed</b>	
Staff costs		3,000.00 EUR	3,000.00 EUR		Yes			
					<b>Funding source(s)</b>		<b>Funding source(s)</b>	
					Public institutions budgets			
<b>Monitoring of delivery</b>								
<b>Output indicator</b>		<b>Mechanism of monitoring</b>			<b>Baseline (Date)</b>	<b>Target (Date)</b>		
Number of public procurement procedures promoted		Print-screens			January 2026	December 2027		
<b>Result indicator</b>		<b>Mechanism of monitoring</b>			<b>Baseline (Date)</b>	<b>Target (Date)</b>		
Increase in the number of local economic		Spend analysis results			January 2028	December 2029		

operators that take part in public procurement procedures			
<b>Risk assessment</b>			
<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>
Not reaching the right people (economic operators)	Low	Medium	Previous check the availability of economic operators to participate in public procurement

## 6. Implementation Framework

### 6.1 Details of the governance mechanisms and processes for implementing the IAP

The governance mechanisms for implementing the IAP are through action focused Sub-Groups, with responsibility for implementing specific actions, that include existing ULG members and also other persons linked to support institutions. The progress in implementation of actions will be shared to stakeholders by the Satu Mare County Intercommunity Development Association's social media channel and website. The progress in implementation of actions will be shared by specific mails to decision-makers and politicians, for further action-development.

### 6.2 Details of the overall costs and funding approach for the implementation of the IAP

The table below details the costs of each action and subsequently the total cost of delivering this action plan.

Action Number	Action Description	Cost of Action	Funding Source
1.	3 days training courses in the field of public procurement for the employees of public institutions in Satu Mare County	9,000 Euros	Interreg Next HUSKROUA Programme – Planning4U project
2.	Further Spend Analysis in procurement	2,000 Euros	Public institutions budgets
3.	Developing a procurement strategy for Satu Mare County	6,000 Euros	Public institutions budgets
4.	Inclusion of gender criteria in 3 future procurement procedures	5,000 Euros	Public institutions budgets
5.	Application of a questionnaire among local economic operators on public procurement	10,000 Euros	Public institutions budgets
6.	Online promotion of public procurement opportunities	3,000 Euros	Public institutions budgets
<b>TOTAL</b>		<b>35,000 Euros</b>	

### 6.3 Details of the overall timeline for the implementation of the IAP

The table below details the timeline of each action and subsequently the delivering time of this action plan.

Action Number and Description	Year 1				Year 2				Year 3				
	1	2	3	4	1	2	3	4	1	2	3	4	
1. 3 day training courses in the field of public procurement for the employees of public institutions in Satu Mare County	Selection of trainer/experts for courses in the field of public procurement; inviting the municipalities in Satu Mare County to delegate the designed representatives	Holding the training courses; Analysis of the results and improvement for attendees of courses											
2. Further Spend Analysis in procurement	Data collecting at institutions for Y2025	Undertake Spend Analysis across institutions for Y2025	Evaluating results compared to Y2024		Data collecting at institutions for Y2026	Undertake Spend Analysis across institutions for Y2026	Evaluating results compared to Y2025						
3. Developing a procurement strategy for Satu Mare County				Data collecting at institutions	Data collecting at institutions	Filling in the procurement strategy forms	Compiling the strategy document	Compiling the strategy document. Submit of strategy to Satu Mare County Council	Analysis of the procurement strategy	Implementation of strategy	Implementation of strategy		
4. Inclusion of gender criteria in 3 future procurement procedures	Preparing the procurement	Undertaking the procurement procedures that includes gender criteria	Undertaking the procurement procedures that includes gender criteria	Undertaking the procurement procedures that includes gender criteria	Analysis of the results and lessons from gender sensitive procurements								
5. Application of a questionnaire among local economic operators on public procurement	Developing the questionnaire	Submitting the questionnaire to local economic operators	Submitting of questionnaire among local economic operators that includes gender criteria	Collecting and processing the answers from questionnaires; Analysis of the results and possible future actions			Processing the answers						
6. Online promotion of public procurement opportunities	Gathering of data about public procurement opportunities; Upload the information on website/social media accounts; Follow-up of results	Continuous activity	Continuous activity	Continuous activity	Continuous activity	Continuous activity	Continuous activity	Continuous activity					

### 6.4 Details of the overall approach to monitoring the implementation of the IAP and recording performance against specific indicators

The table below details for monitoring of implementation and recording performance against specific indicators of this action plan.

Action Number	Output Indicator	Baseline	Target
1.	30 participants at the training	0	30
2.	Spend analysis realized by 6 public institutions	0	6
3.	Procurement strategy developed for Satu Mare County	0	1
4.	3 public procurement procedures that include gender criteria	0	3
5.	Questionnaire applied to local economic operators	0	30
6.	Number of public procurement procedures promoted	0	10

### 6.5 Details of overall approach to risk management

The table below details probability, impact and mitigation for risk management of actions included in the action plan.

Action Number	Risk	Probability	Impact	Mitigation
1.	Non-willingness to participate at the training course	Low	Medium	Good cooperation with municipalities in Satu Mare County on selecting the participants
2.1.	Lack of time to fill in the spend analysis	Low	Medium	Good communication with anchor institution, planning the activity in time

2.2	Lack of knowledge in filling in the spend analysis table	Low	Low	Support offered by the IDA to anchor institution public procurement officers
3.1	Replacement of the Satu Mare County Head of procurement office	Low	Medium	Involvement of several stakeholders in the development of the procurement strategy so that in case of replacement the leader of the activity can also be replaced.
3.2.	Lack of time (other priorities in daily business)	Low	Medium	Good cooperation with municipalities in Satu Mare County and County Council for input-data suppliers.
4.	Reluctance to include gender criteria in public procurement by decision makers	Medium	Medium	ULG members use best examples, learning from GenProcure project to promote the inclusion of gender criteria in public procurement
5.	Reluctance of local economic operators to fill in the questionnaire	Medium	Medium	Good communication with local economic operators, promotion of the questionnaire among the operators with which anchor institutions have collaborated in the past. Local dissemination event to support local business to fill in the questionnaire.
6.	Not reaching the right people (economic operators)	Low	Medium	Previous check the availability of economic operators to participate in public procurement

## 7. Conclusions

The integrated action plan of Satu Mare County Intercommunity Development Association has been developed within the GenProcure network supported financially by the URBACT IV Programme, based on the knowledge gained during the transnational meetings, best practices of the other partners cities and taking into account the local context. Three strategic objectives have been defined for the Satu Mare County: building institutional capacity for innovative procurement, improving procurement governance among anchor institutions, and increasing the level of involvement of local companies in public procurement procedures.

In order to achieve these goals, six actions will be implemented in the period 2026-2028. These actions will contribute to achieving the integrated action plan vision: **An innovative public procurement system that takes into account gender equality, social and environmental considerations and that allows for the development objectives of the region to be pursued.**

For each of the six actions an individual table has been developed including the timeframe for implementation, responsibilities, budget, indicators, as well as risks that have to be taken into account. The

final part of the action plan summarizes the overall costs and funding approach for the implementation of the IAP, the overall timeframe for implementation, the approach that shall be used for monitoring the implementation of the action plan and the approach for risk management.

The knowledge gained during the transnational meetings of the GenProcure network, the best practices provided by the other partners in the network, as well as the expertise provided by the Lead expert and ad-hoc experts have been inspiring for the local action plan of Satu Mare. The local support group has played a key role in elaborating the action plan and will be equally important in implementing the six specific actions.