



# GENPROCURE

CATALOGUE OF  
GENDER  
CONSIDERATIONS  
AND GENDER  
CLAUSES IN  
PROCUREMENT





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# ABOUT URBACT

URBACT is an EU-wide Transnational Cooperation Programme which is co-funded by the European Union through the Interreg Programme. URBACT is in its 4th Programme cycle (URBACT IV) and seeks to enable the exchange of knowledge and learning amongst predominantly small to mid-sized cities around the topic of Sustainable Urban Development (SUD). It does this through the 'URBACT Method', and particularly through funding different types of Networks on topics associated with SUD. Action Planning Networks (APNs) operate for a two-and-a-half-year period, and through transnational learning and local exchange require participating cities to produce Integrated Action Plans (IAPs), and which detail how they will address a specific urban challenge in the coming years. Between June 2023 and December 2025, URBACT financed 30 such APNs.

# ABOUT GENPROCURE

The GenProcure Network was one of the 30 APNs operating between June 2023 and December 2025 and has focused upon the thematic topic of 'Gender Responsive Public Procurement'. Led by the city of Vila Nova De Famalicão, Portugal (the Lead Partner), through a series of transnational learning and local exchanges, GenProcure has sought to shift procurement cultures and so that gender is actively considered during the design of goods, services and works opportunities and included as Gender Clauses during procurement. The Project Partners (PPs) have been: Koszalin (Poland), Satu Mare Intercommunity Development Association (Romania), Umeå (Sweden), Alcoi (Spain), Messina (Italy), Department for Development and International Projects of Zenica-Doboj Canton (Bosnia and Herzegovina), Zagreb (Croatia), and Újfehértó (Hungary).

# ABOUT THE CATALOGUE

This 'Catalogue of Gender Considerations and Gender Clauses in Procurement' has been co-produced directly with the GenProcure Partners. It reflects upon all of our collective learning derived through transnational and local exchanges and seeks to provide support to other cities and regions seeking to undertake Gender Responsive Public Procurement (GRPP). The Catalogue brings together the findings of tasks and discussions undertaken during Transnational Meetings and has been written by our Lead Expert, Matthew Baqueriza-Jackson.



# ACKNOWLEDGEMENT FROM THE LEAD PARTNER – VILA NOVA DE FAMALICÃO

When the idea of combining public procurement with equal opportunities arose, we soon realised that gender equality would be the main theme within these opportunities. At a time when public procurement is taking on a more important role in the European Union, it was time to realise how we could use procurement to influence the behaviour of society and the various stakeholders towards gender equality. This was the option; this was the way forward.

We are therefore grateful to URBACT, through its Secretariat, for having the courage to accept the proposal and support us in this project. To our GenProcure partners, we extend our deepest gratitude for your commitment, for sharing, for taking up the issue and developing and sharing it. To everyone else involved, directly and indirectly, we extend our thanks for your contributions throughout the project. To the Lead Expert, Matthew Baqueriza-Jackson, we extend our deepest gratitude for his dedication to the project, his infectious enthusiasm, and for being our guiding light, who always guided us and always had a word or gesture that gave us the energy we needed to bring this project to fruition. To the stakeholders and all those who may benefit from the work expressed here, we leave a starting point for exploring these issues and using public procurement efficiently and for the benefit of the population.

**What we can say in the end is: dare to innovate!**



# INTRODUCTION

## 1.1 CONTEXT

Between June 2023 and December 2025, 9 cities and regions have been part of the URBACT IV (a) (all references detailed in Section 4) funded GenProcure Action Planning Network (APN)(b). GenProcure through a series of transnational meetings, local level activities, and through the production of 9 Integrated Action Plans (IAPs) has sought to shift the way in which those 9 cities and regions undertake the process of procurement. Our focus has been upon changing procurement cultures and so that as well of ensuring compliance with legislation and procedures and considerations of cost; cities and regions also explore the local economic, social (including gender) and environmental implications of their procurement decisions.

## 1.2 GENDER RESPONSIVE PUBLIC

Our particular emphasis has been upon Gender Responsive Public Procurement. Across EU Member States, there are significant disparities in outcomes for women and men when it comes to representation, pay, employment, entrepreneurship, safety, and access to services. The GenProcure APN was developed with the hypothesis that procurement can be used as a lever to contribute towards addressing these gender inequalities through the way in which goods, services, and works contracts are designed, procured, and monitored.

Throughout the APN, we have used the 'Cycle of Procurement'(c) as our basis and consistent framework – six key steps which make up the procurement process and at which local municipalities, other anchor institutions, and regional governments can consider gender, and the implications procurement decisions and spend can have upon addressing gender inequalities.

## 1.3 ABOUT THIS CATALOGUE

This 'Catalogue of Gender Considerations and Gender Clauses in Procurement' is the final output of the GenProcure APN. It has been co-produced with our 9 partner cities and regions and outlines across the six steps of the 'Cycle of Procurement' how considerations of gender can be included, and when it comes to the actual procurement itself the types of specific Gender Clauses that can be inserted into documentation.

The Catalogue is for anybody within local municipalities, anchor institutions, and regional governments with responsibility for procurement. That is not just procurement departments and buyers of goods, services and works; but also, those with responsibility for analysing data, developing strategy, for addressing social and gender inequalities, and managing the delivery of contracts. The Catalogue fits within the remit of the EU Procurement Directives of 2014 (d) and can hopefully be used to overcome some of the risk aversion associated with them.

The core of the Catalogue is Section 2, which is split into 6 parts, one for each of the 6 steps of the 'Cycle of Procurement'. Here, we provide some context to each step, how gender can be considered at that step, some examples from within and outside the GenProcure APN, and clear instructions for the inclusion of gender considerations and clauses.

We hope you find the Catalogue helpful.

# 2.1 THE SIX STEPS OF THE 'CYCLE OF PROCUREMENT'



## 2.1 STEP 1 - SPEND ANALYSIS

Step 1 of the 'Cycle of Procurement' is about Spend Analysis. Across Europe, every year around 2000 billion Euros is spent by public authorities buying goods, services and works through the process of procurement. Local municipalities, anchor institutions, and regional governments should be analysing where that money goes. How much do they spend with businesses based in their own locality, region, and nation? How much do they spend with Small to Medium Sized Enterprises (SMEs) and Social Economy Organisations (SEOs)? How much do they spend with businesses, in particular industrial sectors such as construction or finance or energy? This type of spend analysis, for which there are tools available(e), can enable a more effective understanding of where money goes and can be a good evidence base for enabling change in procurement cultures.

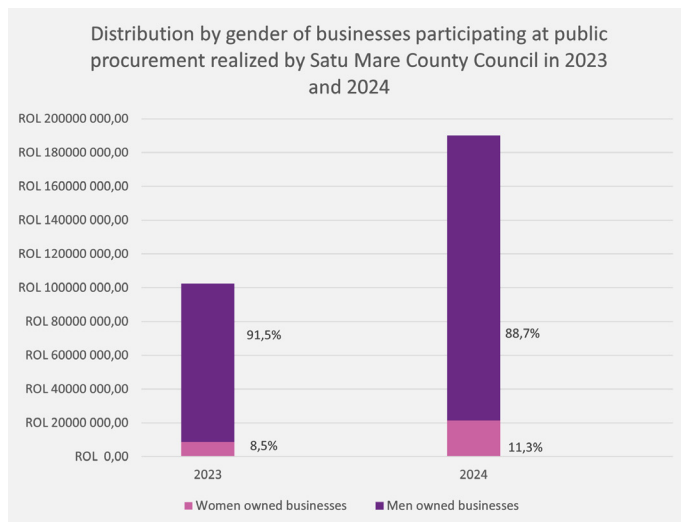
## 2.1.1 HOW CAN GENDER BE CONSIDERED DURING SPEND ANALYSIS?

The above describes 'basic' spend analysis that can be undertaken on an annual basis to understand where procurement spend goes geographically, sectorally, and in business type terms. Local municipalities, anchor institutions, and regional governments can however disaggregate this data further from a gender perspective. For example, as part of business type analysis, as well as exploring the amount of procurement spend with SMEs and SEOs, they could also analyse the ownership and management of those organisations - the percentage owned or managed by women, for example. All of this information provides a baseline against which targets for improvement can be set.

As well as undertaking 'basic' analysis of spend and gender specific analysis of supplier ownership and management, more 'advanced' analysis of spend can be undertaken. Here local municipalities, anchor institutions and regional governments can issue surveys to existing suppliers and ask them questions about their behaviours and the delivery of the contract - for example, the number of women employed as part of the team delivering the contract. Finally, analysis can be undertaken of the procurement procedures previously utilised by the local municipality, anchor institution or regional government - for example, how many procedures have included a Gender Clause (see Step 4 for more detail).

## 2.1.2 EXAMPLES OF GENDER CONSIDERATIONS DURING SPEND ANALYSIS

During the testing of actions as part of the GenProcure APN, Satu Mare (Romania) adapted the 'basic' spend analysis tool described above to their own local context and tested it with 6 Anchor Institutions, including Satu Mare County Council. In addition, they also collected and analysed data around the ownership and management of suppliers to identify the extent to which they were women. The spend analysis was undertaken by Satu Mare County Council for spend in both 2023 and 2024, and despite the overall increase in the total value of spend with suppliers to ROL 190 160 746,73 (an 85,6% rise), the highlight goes to the percentage of Women-Owned Businesses which, by increasing the value of their contracts by 146,2%, move from 8,5% to 11,3% of all spend with suppliers in 2024. Just by undertaking such analysis, enabled the County Council to start to think differently about procurement and particularly about techniques to encourage more women owned businesses to bid for procurement opportunities.



## 2.1.3 CATALOGUE OF GENDER DATA FOR INCLUDING IN SPEND ANALYSIS

There are 3 types of data that local municipalities, anchor institutions and regional governments can collect around gender as part of spend analysis.

### TYPE 1 – GENDER DISAGGREGATED DATA

- › Percentage of spend with suppliers owned or managed by women.

### TYPE 2 – SURVEY OF SUPPLIERS DATA

- › Percentage of employees/directors of suppliers that are women.
- › Gender pay gap between men and women in supplier organisations.
- › Number of women employed full-time by supplier as part of contract.

### TYPE 3 – PROCUREMENT PROCEDURE DATA

- › Number and percentage of procurement procedures including Gender Clauses.



## 2.2 STEP 2 - IDENTIFYING OUTCOMES (PROCUREMENT STRATEGY)

Step 2 of the 'Cycle of Procurement' is about identifying local economic, social, environmental and gender-specific outcomes that procurement could be used as a lever to contribute towards addressing. The EU Procurement Directives of 2014 set out a range of requirements on public authorities around how procurement should be undertaken, with a primary emphasis upon price, competition, and transparency. However, they also enable public authorities to consider wider social and environmental goals during the procurement process, so long as they are relevant to the nature of the good, service or work being procured.

Local municipalities and regional governments, in particular, will already have a range of strategies in place whether they be city strategies, development strategies or economic strategies; and all of these strategies will contain outcomes that they want to achieve. If cities want to be clear about the types of wider outcomes they want to achieve through procurement, then they can produce a procurement strategy which outlines them clearly. Through the GenProcure APN, we have been promoting the importance of partners producing procurement strategies that outline amongst other things: national level law and local policy around procurement; the thresholds of spend at which different procurement procedures are utilised; and details of the wider local economic, social, environmental and gender outcomes that they want procurement to contribute towards. This, therefore, links the process of procurement to the realisation of wider strategic goals.

### 2.2.1 HOW CAN GENDER BE CONSIDERED DURING IDENTIFYING OUTCOMES?

As part of developing a procurement strategy and identifying outcomes, local municipalities, anchor institutions, and regional governments can identify outcomes for inclusion that address gender inequalities. These outcomes may already be detailed in existing city strategies or similar, or they may be detailed in specific gender equality plans. These outcomes should be transferred across to any procurement strategy and form the basis of future steps in the 'Cycle of Procurement' when considering gender and developing gender clauses.

### 2.2.2 EXAMPLES OF GENDER CONSIDERATIONS DURING IDENTIFYING OUTCOMES

The City of Vienna (Austria) has been undertaking work around Gender Mainstreaming and Gender Responsive Public Procurement for a number of years. The City of Vienna recognises that procurement is a cross-departmental function and that decisions made around the purchase of goods, services and works can have implications for gender equality, not only for the people that receive those goods, services and works, but also in the behaviours of the businesses that are contracted to provide them. Vienna seeks to include gender considerations in 3 ways in their approach to gender mainstreaming and procurement strategy:

- › Through the promotion of women as a social condition of implementation.
- › Through using gender aspects as qualitative 'Award Criteria' (more detail in Step 4).
- › Through undertaking gender sensitive needs assessment during procurement planning and descriptions.

## 2.2.3 CATALOGUE OF GENDER OUTCOMES FOR INCLUDING IN PROCUREMENT STRATEGY

There are a number of gender specific outcomes that could be included in a procurement strategy, and which are considered as part of procurement:

- ▶ Increase employment rate for specific groups at higher risk of unemployment.
- ▶ Increase awareness of the challenge of gender inequality.
- ▶ Reduce gender pay gap.
- ▶ Increase women entrepreneurship and the number of women owned enterprises bidding for and being successful in procurement.
- ▶ Reduce barriers to employment facing particular demographic groups such as inflexible working hours, lack of access to childcare, lack of public transport linkages.
- ▶ Utilise skills programmes to overcome gender 'norms' associated with professions such as construction.

There are also outcomes that can be included elsewhere in a procurement strategy, and which contribute indirectly towards addressing gender inequalities:

- ▶ Increase incidences of contracts being reserved for specific types of organisations (for example, Social Economy Organisations, Women Owned Enterprises).
- ▶ Increase incidences of contracts being broken into lots to encourage engagement of SMEs.





## 2.3 STEP 3 - COMMISSIONING

Step 3 of the 'Cycle of Procurement' is Commissioning – this is where those working in technical departments within the local municipality, anchor institution or regional government design the good, service or work that they are looking to procure. During this step, commissioners will be asking themselves a series of questions:

- ▶ What exactly are we looking to purchase?
- ▶ What is our budget and what are the timeframes?
- ▶ How are we going to make the market aware of what we are looking to purchase?
- ▶ What type of procurement procedure are we going to look to use?

It is also at this step, where commissioners will explore which of the local economic, social, environmental and gender outcomes (as detailed in Step 2) are relevant for the good, service or work they are looking to buy, and whether procedures such as lotting or reserving will enable outcomes to be realised.

### 2.3.1 HOW CAN GENDER BE CONSIDERED DURING COMMISSIONING?

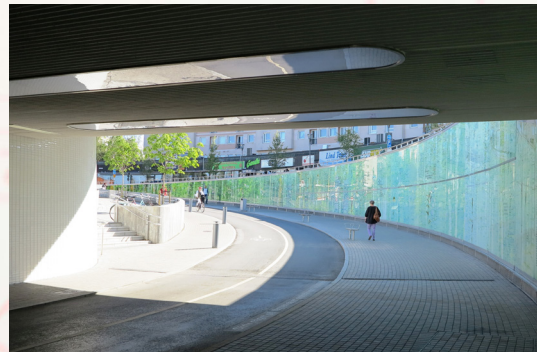
There are 3 ways in which gender can be considered during commissioning. The first is to explore whether there is a gender aspect to the good, service or work being procured and specifically whether it will affect men and women in different ways. For example, in the design of a playground or public transport system, there are clear difference in how men and women will utilise that service. Commissioners need to consult in the design process, how the service will affect different groups in different ways and adapt the tender documentation accordingly (more detail in Step 4).

The second is to explore whether the gender related outcomes detailed in the procurement strategy (Step 2) are relevant to the nature of the good, service, or work being procured. There will be some goods, for example the purchase of office glasses and cups, of which there is no gender relevance; and there will be others, such as the provision of temporary workers where there is a clear gender relevance. Commissioners can use a number of techniques to assess relevance of gender outcomes – they can develop matrices of outcomes vs types of goods, services and works and so that outcomes relevant for different goods, services and works can be identified. They can also seek the support of officers with specific policy knowledge, and they can look at practices from other cities and regions.

The third is to use techniques that open up the procurement opportunity to Social Economy Organisations, Women Owned Enterprises, and other diverse groups to bid and potentially win the contract. The EU Procurement Directives of 2014 have a provision in them for the reserving of contracts for economic operators where 30% of their workforces are disabled or disadvantaged – so-called sheltered labour initiatives. They also have a provision whereby large contracts can be broken down into smaller lots – for example in the purchase of food for school meals, rather than having one large contract these can be broken down into lots for meat, fish, and dairy, for example. Finally, they have provision around market engagement and whereby upcoming opportunities and the wider outcomes they are seeking to realise can be communicated with the potential market in advance. All the above can potentially lead indirectly to more SMEs, Women Owned Enterprises, and SEOs delivering contracts and thus contributing towards addressing gender inequalities.

## 2.3.2 EXAMPLES OF GENDER CONSIDERATIONS DURING COMMISSIONING

The City of Umeå (Sweden) has been undertaking work around gender equality for over 40 years. As part of this they have had in place specific councillors with a focus on gender equality, a gender equality strategy and 2 dedicated gender equality officers, and have embedded the importance of addressing 'gender norms' in the curriculum of schools. Central to Umeå's approach has been designing public spaces and services (and subsequent procurement) with gender as a key consideration and decision-making factor. This includes the design of a well-lit and wide tunnel at the railway station, and which links two parts of the city. This and other examples form part of Umeå's 'Gendered Landscape Tour' and which clearly showcases how gender is considered in the design (commissioning) of different goods, service and works opportunities.



DETAIL OF THE ARTWORK "LEV" ©FA+/BILDUPPHOVSRÄTT2025

## 2.3.3 CATALOGUE OF GENDER CONSIDERATIONS FOR INCLUDING IN COMMISSIONING

The below details some common goods, services and works that Public Authorities purchase, and discusses the relevance of including Gender considerations in their design.

GOOD/SERVICE/WORK	RELEVANT (YES/NO)	JUSTIFICATION
PUBLIC TRANSPORT	YES	Effective timetabling can support women into employment opportunity and can also encourage more use by both men and women if aligned to work and social times. Other gender elements could include around: fares and affordability, accessible vehicle design, safety, and workforce.
CONSTRUCTION	YES	Different groups will use constructed buildings in different ways, and they will need to be adapted accordingly in their design. In addition, women are under-represented in certain parts of the construction sector and procurement could be used as a means of securing more of a gender balance, particularly in areas of construction where 'gender norms' enable pay gaps.
CLEANING SERVICES	YES	Jobs associated with these services are traditionally orientated towards women. The design of the service should take into account both the needs and terms and conditions of women and attracting men into under-represented roles.
CULTURAL EVENTS	YES	There will be a traditional group of people that attend particular cultural events. In the design of the service, there should therefore be a focus upon how the performers and attendees can be diversified and bring in new cultures and experiences.
UNIFORMS FOR WORKERS	YES	Uniforms must be adapted to the body requirements of different groups, and this should be explored prior to procurement to ensure that any inequalities are addressed. This is relevant for the fire service, for example.
LEISURE AND RECREATION SERVICES	YES	People will use leisure and recreation services in different ways which means that different types of equipment are required as well as different services. This includes encouraging women and girls to do sport and having a fair allocation of times for use of facilities.
HEALTHCARE SERVICES	YES	Different genders utilise health services and facilities in different ways, with men less likely to access health services than women.
PURCHASE OF COMPUTER EQUIPMENT	NO	There is no gender relevance to this good.
WASTE COLLECTION	NO	There is no gender relevance to this service, as there should be equality of provision anyway.
PURCHASE OF SOLAR PANELS	NO	There is no gender relevance to this good.



## 2.4 STEP 4 - TENDERING

Step 4 of the 'Cycle of Procurement' is about Tendering. This is where those working in technical departments and which have designed the good, service or work that they are looking to purchase will work collaboratively with the Procurement Department to develop documentation for sending to the market to respond to. This documentation will be looking to ask the market questions about:

- ▶ How they will deliver the good, service or work – their methodology.
- ▶ How much the good, service or work will cost to deliver.
- ▶ The timeframes for the delivery of the good, service or work.
- ▶ Their experience of delivery of similar goods, services, or works in the past.

It is at this stage that the documentation can also request information from the market about how they will also deliver against relevant local economic, social, environmental and gender outcomes as identified during commissioning (Step 3). It should be noted that any clause included should be within the parameters of national level law around procurement, as there will be different regulations and threshold in different EU Member States.

### 2.4.1 HOW CAN GENDER BE CONSIDERED DURING TENDERING?

There are four ways to explore gender considerations during the tendering process, including specific questions that can be posed to the market regarding gender clauses. The first is to utilise 'Exclusion Grounds'. Gender equality is not just about men and women – indeed, there is an intersectionality to inequality whereby it will have deeper impacts upon specific groups such as those from Black and Minority Ethnic Communities (BAME), those with

disabilities, older people, and young people. 'Exclusion Grounds' recognise this intersectionality and enable local municipalities, anchor institutions and regional governments to exclude particular organisations from procurement if they have a history of not meeting certain conditions as to how they operate. Organisations may be excluded if they have been convicted of human trafficking or use of child labour; for non-payment of tax or social security; and non-compliance with employment law.

The second is to use 'Technical Specifications' – these are specific things that every organisation completing tendering documentation will be expected to meet around a social, environmental or gender outcome. Taking the example of the procurement of a food catering service for a local municipality, a 'Technical Specification' could be an expectation that 75% of all food comes from organic agriculture. For a social housing contract and specific to gender, it might be a specification for a certain amount of lighting around the housing or a certain number of childcare places within a specified distance of the housing.

The third is to use 'Award Criteria' – these are where organisations go beyond the standard expectations of 'Technical Specifications' and score points during evaluation (Step 5) for doing so. Taking the example of the food catering service, organisations could detail in their tender responses that they will provide 80% or 90% or 100% of food from organic agriculture and would score more points accordingly. 'Award Criteria' can also take the form of a question – say the local municipality, anchor institution or regional government is looking to address unemployment through procurement, then they can ask specific questions in documentation of bidding organisations as to, how many jobs they are going to create, how they are going to create those jobs, and who those jobs are going to be for. We detail specific gender related examples of 'Award Criteria' in the catalogue below.

The fourth is to use 'Labels' – there are often EU wide standards around social or environmental practices of organisations. In relation to gender, there are 'Labels' such as the family audit label which certifies the performance of meaningful work-life balance within organisations.

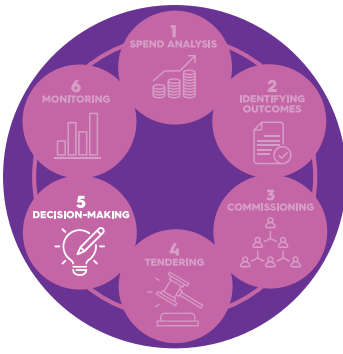


## 2.4.2 EXAMPLES OF GENDER CONSIDERATIONS DURING TENDERING?

During the testing of actions as part of the GenProcure APN, Zagreb (Croatia) tested the inclusion of social, environmental and gender considerations during a real-life procurement for the design and landscaping of a park. They considered the design of the park from a gender perspective and specifically around the design of pathways and the inclusion of sufficient lighting. Zagreb also included social criteria around volunteering for young people; and environmental criteria around the types of plants utilised in the landscaping.







## 2.5 STEP 5 - DECISION-MAKING

Step 5 of the 'Cycle of Procurement' is about Decision-Making – this is where the responses of organisations to the documentation in Step 4 are evaluated against a set of criteria and a decision is made about the winning bidder. Traditionally decision-making will be based on two factors – the price offered by the bidding organisation (with those offering the lowest price scoring more points) and the quality of the method and experience offered by the bidding organisation (with those with better methods and more experience scoring more points). Different weighting will be applied to cost and quality dependent upon the good, service or work being procured – for example, for a construction project it may be 40% price and 60% quality.

### 2.5.1 HOW CAN GENDER BE CONSIDERED DURING DECISION-MAKING?

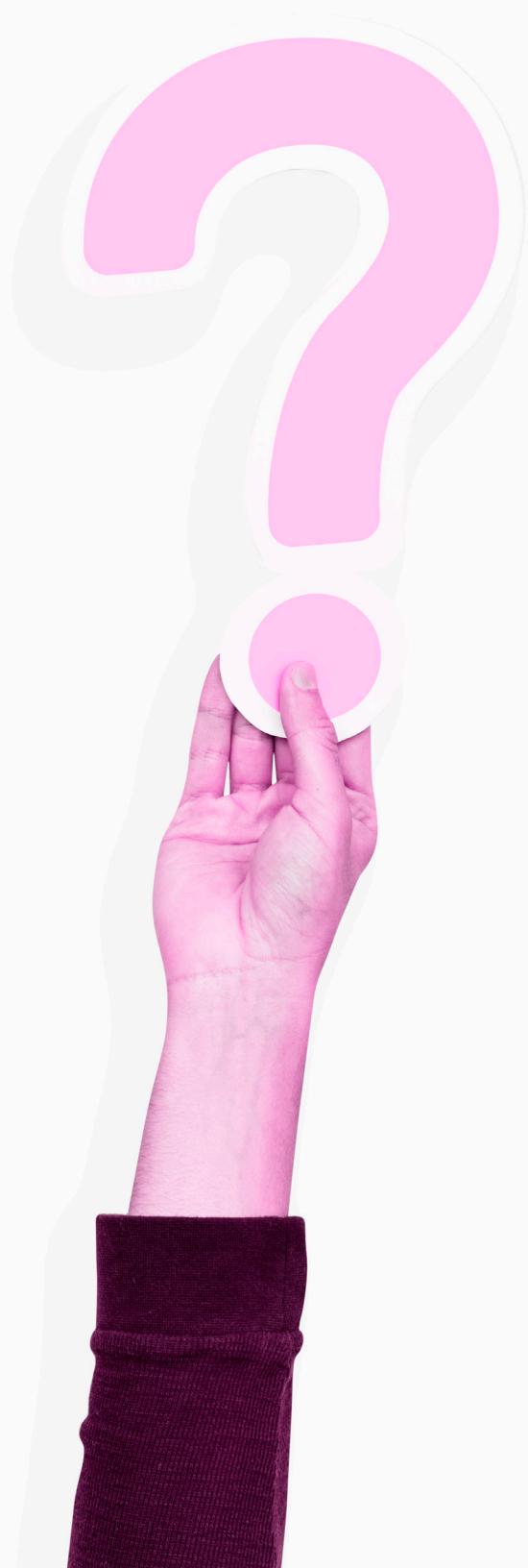
Local municipalities, anchor institutions and regional governments can add a third factor during decision-making and in addition to cost and quality, and which is scoring and weighting against responses to 'Award Criteria' questions around social, environmental and gender outcomes. For example, in the construction project described above, they may want the weighting to be 30% price, 50% quality, and 20% around gender outcomes. This means that responses from bidding organisations to 'Award Criteria' questions around the gender outcomes detailed in Step 4 will have real influence over the decision of which organisation to award the contract to.

Local municipalities, anchor institutions and regional governments therefore need to score the responses of bidding organisations around the gender focused 'Award Criteria' questions in a qualitative and quantitative way. This can be undertaken by both procurement officers and gender specialists, and they should read through the responses and offer points based upon the quality of their response and using a scoring system such as that detailed in the catalogue below.

For the evaluation of 'Technical Specifications' detailed in tender documentation in Step 4, it is likely that a responding organisation will either meet the requirement to provide 75% of food from organic agriculture or they will not. Points should only therefore be awarded to bidding organisations that do meet the 'Technical Specification', with the evaluation of these forming part of the quality weighting as opposed to having a standalone weighting as is the case with 'Award Criteria'.

## 2.5.2 EXAMPLES OF GENDER CONSIDERATIONS DURING DECISION-MAKING?

The evaluation of 'Technical Specifications' and 'Award Criteria' tend to be standardised and in order to avoid challenge. We have therefore not included examples of specific local municipalities, anchor institutions or regional governments here – instead, we detail the scoring system in the Catalogue below.



## 2.5.3 CATALOGUE OF GENDER CLAUSE SCORING FOR INCLUDING IN DECISION-MAKING

To undertake the evaluation of 'Award Criteria' responses local municipalities can use a scoring system such as the one detailed below:

SCORE	EVALUATION CRITERIA
0	<p><b>ZERO POINTS</b></p> <p>The response completely fails to meet the required standard or does not provide an answer.</p>
1	<p><b>POOR</b></p> <p>The response meets elements of the criteria but gives concerns across the following:</p> <ul style="list-style-type: none"> <li>There is at least one issue requiring considerable attention.</li> <li>Proposals do not demonstrate competence or understanding.</li> <li>The response is light on detail and unconvincing.</li> <li><b>The response makes limited reference to the gender outcomes.</b></li> </ul>
2	<p><b>SATISFACTORY</b></p> <p>The response broadly meets the required standard. There are some areas of concern and limited minor issues that need further exploration. The response shows:</p> <ul style="list-style-type: none"> <li>Satisfactory understanding of the criteria.</li> <li>Sufficient competence demonstrated through relevant evidence.</li> <li>Some insight into the challenges looking to be addressed.</li> <li><b>The response addresses some gender-related outcomes and also shows some market experience.</b></li> </ul>
3	<p><b>GOOD</b></p> <p>The response meets the required standard in all material respects. There are no areas of concern, although there may be limited minor issues that need further exploration. The response shows:</p> <ul style="list-style-type: none"> <li>Good understanding of the criteria.</li> <li>Sufficient competence demonstrated through relevant evidence.</li> <li>Some insight into the challenges looking to be addressed.</li> <li><b>The response addresses the gender outcomes and also shows good market experience.</b></li> </ul>
4	<p><b>EXCELLENT</b></p> <p>The response exceeds expectations of what is expected for the gender outcomes and leaves no doubt as to the capability and commitment to deliver what is required. The response shows:</p> <ul style="list-style-type: none"> <li>Very good understanding of the requirements.</li> <li>Excellent proposals demonstrated through relevant evidence.</li> <li>Considerable insight into the challenges looking to be address addressed.</li> <li>The response is also likely to propose additional value beyond what is expected.</li> <li><b>The response addresses the gender outcomes and also show in-depth market experience.</b></li> </ul>





## 2.6 MONITORING

Step 6 of the “Cycle of Procurement” is about Monitoring. Once a decision has been made at Step 5 about the winning bidding organisation, then all of the commitments they have made in relation to the good, service or work they are going to provide will be transferred into a contract. This will include commitments made towards delivering local economic, social, environmental and gender outcomes as part of the contract. Step 6 is about monitoring the performance of the chosen supplier during delivery of the contract and ensuring they are using the agreed method, sticking to timeframes and budgets, and delivering against any social, environmental or gender commitments.

### 2.6.1 HOW CAN GENDER BE CONSIDERED DURING MONITORING?

Local municipalities, anchor institutions and regional governments can monitor the gender outcomes agreed to by the successful bidder in three ways. First, monitoring can be undertaken in a quantitative way and where the chosen supplier provides output data at various times during the delivery of the contract against specific indicators – for example, the number of new jobs created as a result of the contract.

Second, monitoring can be undertaken in a qualitative way, and where the chosen supplier tells the story of the impact of including the gender outcome upon the people benefiting from it – for example, in the creation of a new job as a result of the contract, the impact it is having upon an individual’s family life, income, and health and well-being.

Third, monitoring can be undertaken in a retrospective way, and where after the contract is completed, the chosen supplier is sent a survey with a series of questions about their contributions to the realisation of wider local economic, social, environmental and gender outcomes. This should link directly back to the outcomes detailed in procurement and other strategies.

## 2.6.2 EXAMPLES OF GENDER CONSIDERATIONS DURING MONITORING?

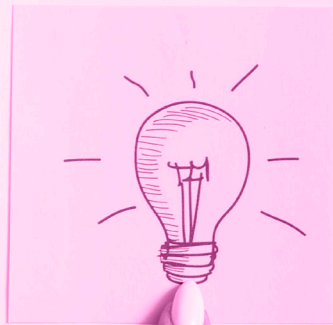
Emakunde, the Basque Institute for Women (Spain) has developed a toolkit for monitoring gender clauses utilised in procurement. The tool is an evaluation questionnaire focused around 11 items, such as ‘the number of women hired’ and is designed to be populated by the chosen supplier during the delivery of the procurement contract.

### 2.6.3 CATALOGUE OF GENDER INDICATORS FOR INCLUDING IN MONITORING

The quantitative gender indicators monitored against during the delivery of the contract should link directly back to the gender outcomes (Step 2), and the responses to questions asked around ‘Award Criteria’ (Step 4). The following are examples of gender specific output indicators that could be monitored against:

- › Number of new jobs created for women.
- › Reduction in Gender Pay Gap.
- › Number (and percentage) of sub-contractors that are SMEs/Women-Owned Enterprises/SEOs.
- › Number of challenges to ‘gender norms’ through delivery of contract.
- › Number of gender equality training courses provided.
- › Number of wider awareness raising activities delivered.

# 03 CONCLUSION





# 04 GLOSSARY AND KEY REFERENCES

# 4.1 GLOSSARY OF TERMS

## ANCHOR INSTITUTIONS

These are large, often public sector organisations which have a significant presence within a city because they spend lots of money buying goods, services and works; they employ lots of people; and they own land and assets. They are unlikely to go anywhere and include local authorities, housing and health organisations, and universities.

## EU PROCUREMENT DIRECTIVES (2014)

These are the key legislative requirements around public procurement, and which local municipalities and regional governments must adhere to. They are largely focused upon competition and transparency but also enable social (including gender) and environmental goals to be realised.

## GENDER RESPONSIVE PUBLIC PROCUREMENT

This is where considerations of gender are actively included in the design of goods, services and works and where gender clauses are included in tender documentation and procurement decision-making.

## GENDER INEQUALITY

These are the differences experienced by men and women as a result of their gender. Inequalities can be experienced around pay, access to services, entrepreneurship, and representation.

## INTERSECTIONALITY

This is used to describe groups of people for which inequality is exacerbated beyond their gender, and includes people with disabilities, people from Black and Minority Ethnic Groups, Roma communities, and younger and older people.

## LOCAL MUNICIPALITIES

These are organisations at a local city level with responsibility for delivering public services. They have both political representation in the form of mayors and councillors and officer representation.

## NGOS

This stands for Non-Governmental Organisations and these are organisations that provide services and activities for communities and operate in a not-for-profit way.

## PUBLIC PROCUREMENT

This is the process used by local municipalities, anchor institutions and regional governments to purchase goods, services and works.

## REGIONAL GOVERNMENTS

These are like local municipalities but operate at a larger geographical level of the region.

## SMES

This stands for Small to Medium Sized Enterprises and are business that employ up to 250 people.

## SOCIAL ECONOMY ORGANISATIONS

There are a range of organisations that fit under this banner and include social enterprises, cooperatives, community interest companies and charities. They tend to reinvest any profits back into their organisation's mission and wider community projects.

## THE MARKET

Refers to organisations that will be bidding for the procurement opportunity. Can include large multinational corporations, SMEs, SEOs and NGOs.

## 4.2 KEY REFERENCES (REFERRED TO IN TEXT)

- (a) More information about URBACT can be found on the [URBACT Website](#)
- (b) More information about the GenProcure APN can be found on the [GenProcure Webpages](#)
- (c) The 'Cycle of Procurement' is the frame for [URBACT's Online Course on Strategic Procurement](#)
- (d) The European Procurement Directives can be viewed [here](#)
- (e) This [Spend Analysis Tool](#) was transferred as part of the URBACT Making Spend Matter Transfer Network

## 4.3 OTHER USEFUL REFERENCES

- › URBACT has undertaken a range of work around Gender Equal Cities - more information [here](#)
- › URBACT has also produced an Online Training Course on [Gender Responsive Public Procurement](#)
- › The European Institute for Gender Equality has produced a range of materials about Gender Responsive Public Procurement, including Gender Equality Index - more information [here](#)
- › More information about Emakunde, the Basque Institute for Women can be found [here](#).
- › More information about Vienna's approach to Gender Responsive Public Procurement can be viewed [here](#)
- › More information about Global Gender Gap report can be found [here](#)



