

# GENPROCURE

GENDER INCLUSION IN PUBLIC PROCUREMENT



# Gender inclusion in public procurement

URBACT action planning network

## Integrated Action Plan

Umeå, Sweden

October 2025

# Contents

Contents .....	3
<b>GenProcure – Integrated Action Plan .....</b>	<b>5</b>
Executive Summary .....	5
Development Process .....	5
Context and Vision .....	5
Key Interventions .....	5
Implementation and Monitoring .....	5
Next Steps .....	5
Introduction.....	6
<b>Introduction to the GenProcure APN and the thematic focus.....</b>	<b>6</b>
The thematic focus of GenProcure is the topic of Gender Responsive Public Procurement.....	6
Our city and GenProcure participation .....	6
Sustainable Urban Development and Action Planning Networks.....	8
The Development of this IAP .....	8
Who Developed the IAP and Who Was Involved .....	9
Umeå Municipality's participants in the Urbact Local Group (ULG) .....	9
<b>Context, needs and vision .....</b>	<b>10</b>
Details on the overarching theme of the GenProcure APN of Gender Responsive Public Procurement .....	10
Details on the current situation in your city around both Gender Equality and Public Procurement. ....	11
Promoting socially sustainable growth in Umeå through gender mainstreaming in procurement .....	11
The Swedish government's goals for public procurement.....	11
Description of the model and Umeå purchasing process .....	12
Umeå municipality –" Á step ahead in public business" .....	13
Purchasing center.....	13
Procurements areas .....	13
Spend analysis.....	13
Other follow-up of the procurement work .....	14
Gender Responsive Public Procurement in local and global strategy.....	15
Swedish national procurement strategy .....	16
Public procurement that contributes to a socially sustainable society .....	17
The local problem of equal public procurement – causes and consequences .....	18
Overview of procurement policy review via SWOT analysis .....	18

Conclusion & Next Steps .....	19
Our vision with IAP – what we want to achieve.....	19
Integration within Gender Responsive Public Procurement: Important aspects and current situation analysis for our city .....	19
Municipal Council's goals - The focus goals are as follows .....	20
<b>Strategic Plan and GRPP</b> .....	20
Discussion from the URBACT tool - 12 aspects of integrated urban development .....	20
Current Levels of Integration, and Future actions for integration of aspects and the relevance to Gender Responsive Public Procurement.....	22
Details of initial ideas for testing actions .....	23
Outcome of the Tests So Far – Female Entrepreneurship.....	23
Capacity-Building Activities for the Procurement Department .....	24
Ongoing Internal Capacity-Building Activities .....	24
<b>Overall, Logic and Integrated Approach</b> .....	25
Details of each strategic objective for the IAP.....	25
From strategy to action – our planned actions.....	26
Action Planning Tables .....	27
One challenge is to develop a useful method for obtaining the correct data during follow-up.....	43
Medium.....	43
Very high .....	43
Decided on the scope and content of the follow-up model. ....	43
A challenge is if system support is lacking and the method for following up and evaluating is through manual management. ....	43
Which risks leading to extensive administration and time consumption. ....	43
Medium.....	43
Very high .....	43
Minimize control during follow-up to the most important things.....	43
<b>Implementation Framework</b> .....	44
Stakeholder Involvement Beyond Governance.....	44
Implementation Costs and Funding .....	44
Timeline for the implementation .....	44
<b>Conclusion</b> .....	45
Plans for communicating and disseminating the IAP locally. ....	45
Contact details for key individuals responsible for implementing the IAP.....	45

# GenProcure – Integrated Action Plan

## Executive Summary

This Integrated Action Plan (IAP) outlines Umeå Municipality’s strategic approach to promoting gender-responsive public procurement, developed within the framework of the URBACT GenProcure Action Planning Network (APN). As one of nine European partner cities, Umeå has been part of a collaborative learning process aimed at integrating gender equality into procurement practices and policies.

## Development Process

The IAP has been co-developed by Umeå’s Procurement Department and a dedicated URBACT Local Group (ULG) consisting of representatives from municipal departments, academia, private businesses, and regional stakeholders. Through transnational meetings, online masterclasses, and continuous local dialogue, Umeå has identified priority areas and tailored actions aligned with both local goals and EU-wide gender equality ambitions.

## Context and Vision

Umeå is a fast-growing and academically vibrant city with strong gender equality traditions. With a long-standing political and organizational commitment to equality, Umeå aims to expand this focus by embedding gender considerations into public procurement. The overarching vision of this IAP is to create a more inclusive and equitable procurement system that enables equal participation and access to public contracts, regardless of gender.

## Key Interventions

- Training of procurement staff on gender equality in procurement
- Co-operation with women’s networks and SMEs
- Implement gender equality criteria in procurement

## Implementation and Monitoring

The IAP will be adopted by the relevant municipal committee in 2026 and integrated into the annual planning cycle of the Procurement Department. Key indicators, including participation levels and internal capacity growth, will be tracked and evaluated. Ongoing collaboration with stakeholders – including universities, female networks, and suppliers – will ensure relevance and long-term impact.

## Next Steps

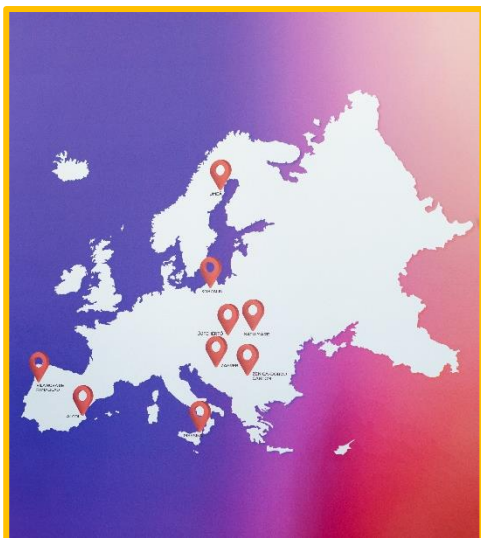
- Finalize internal training for procurement staff.
- Launch at least one round of the Procurement School for women entrepreneurs.
- Integrate the IAP into the department’s annual work plan.
- Disseminate the IAP internally and externally via municipal communication channels.

Umeå’s IAP represents a decisive step toward using public procurement not only as an administrative tool but as a lever for social sustainability and gender equality in local development.

## Introduction

This document is the Integrated Action Plan for the City of Umea and is the core output produced by Umea through its involvement in the GenProcure Action Planning Network funded through the URBACT IV Program

### Introduction to the GenProcure APN and the thematic focus.



The GenProcure APN was led by the City of Vila Nova De Famalicão (Portugal) and included the following project partners (PP): Kozalin (Poland), Satu Mare (Romania), Umeå (Sweden), Alcoi (Spain), Messina (Italy), Zenica-Doboj Canton Development Department (Non-City Partner - Bosnia and Herzegovina), Zagreb (Croatia), and Újfehértó (Hungary).

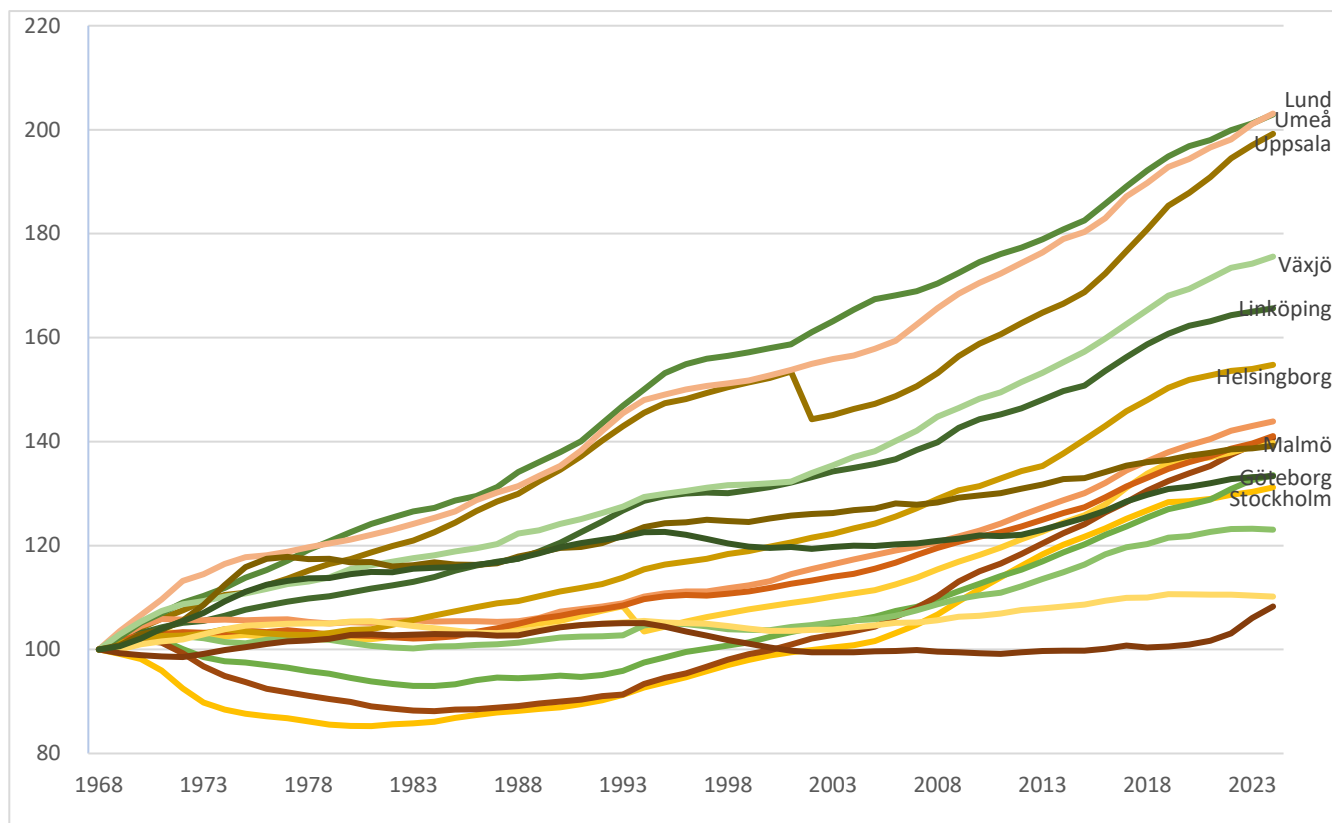
### The thematic focus of GenProcure is the topic of Gender Responsive Public Procurement.

The Network recognised that cities across Europe faced significant challenges in the way in which they undertook public procurement because it was often seen as very bureaucratic and technical. The Network also recognised that cities across Europe also faced significant challenges around Gender Inequality, particularly around representation, pay, and access to services. Famalicão as Lead Partner believed this APN was an opportunity to link together the themes and challenges of public procurement and Gender Inequality, and through exchange and learning enabled themselves and the PPs to develop actions that would enable Public Procurement to be undertaken in a way that considered and realised Gender Equality – this was commonly termed as Gender Responsive Public Procurement.

### Our city and GenProcure participation

Umeå is the largest city in northern Sweden with approximately 132 000 inhabitants. It is one of the fastest growing cities in Sweden and an important regional driver for population growth. The city has had a positive population growth since the 1960s and doubled its population in 50 years.

Since 1968, the population of Umeå has more than doubled. Among Swedish municipalities, only Lund shows a similar level of growth



With its two universities, Umeå is a hotbed for innovation and new thinking, a training ground for talent within Sweden and internationally. Of the 290 municipalities in Sweden, Umeå is in the top 10 list in terms of highly educated population, 37.9% of Umeå municipality's population aged 25-64 have at least 3 years of post-secondary education - including postgraduate. For the Umeå women, the figure is even higher, 44.5% are highly educated.

The public sector is also a large employer and the municipality of Umeå has about 13 000 employees (including teachers, care workers, etc.). Umeå is also home to a large regional teaching hospital located close to the university. The hospital is responsible for highly specialized care and services for 876,000 people who live in an area that corresponds to more than half of Sweden. Within 20-30 years, Umeå is expected to grow with around 70 000 persons. This foreseen future comes with great opportunities but of course also poses challenges regarding social inclusion.

Umeå is a growing municipality, and with a rising population comes an increased need to build a socially sustainable society for everyone. To meet future challenges, we must actively work to include all groups in society—regardless of gender, age, background, or lifeconditions—and ensure that the city is developed for all. It is also about building resilience: a city with the capacity to respond to and adapt to change. Within the framework of the GenProcure Action Planning Network (APN), we focus particularly on how strategic public procurement can be used as a tool to promote gender equality and social sustainability. We firmly believe that systematic and long-term work on gender equality is a key component in creating a city that is sustainable—for current and future generations. .

## Sustainable Urban Development and Action Planning Networks

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, URBACT 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. By integration, it is meant to ensure 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.

By participation, our organization means ensuring that activities around SUD are undertaken in a way 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. URBACT seeks to enable this exchange of knowledge and learning around SUD through the formulation of different types of Networks. APNs which 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 created 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.

## The Development of this IAP

Umeå Municipality's Integrated Action Plan (IAP) has been methodically developed based on knowledge acquisition from both transnational and online meetings, as well as in collaboration with participating parties in Umeå's Urbact Local Group (ULG). It has been important to consider the Swedish procurement model and how Umeå Municipality, through its participation in the GenProcure network, can broaden its perspectives and include other alternative possibilities and think in new ways regarding gender equality in public procurement.

The ongoing work has been transparently shared with the ULG group through physical meetings. Information has also been continuously uploaded and shared in the common Teams group, which all Umeå's ULG participants have access to.

Through the GenProcure network's invitation to interesting and educational meetings both online and on-site through transnational meetings, new ideas and knowledge acquisition have continuously taken place.

Umeå Municipality has participated in all the online and transnational meetings organized by the GenProcure network. Members of the ULG group have participated in two of the transnational meetings as well as in some of the online meetings.

**Questions and demonstrated effects of participation in the GenProcure network are:**

- A need for deeper knowledge in the subject of gender equality among procurement officers at the Procurement Department in Umeå Municipality has been identified. Therefore, a three step training initiative for procurement officers at Umeå Municipality's Procurement Department has been initiated.
- The question of whether there is a general pattern that female entrepreneurs (owners) are less likely to participate in submitting bids in procurements. Work has begun with female entrepreneurs through workshops and dialogues. A need for deeper knowledge has emerged, resulting in a bidding school that will be offered, with the aim of being implemented in the Procurement Agency's annual cycle.

**Who Developed the IAP and Who Was Involved**

The table below lists participants in Umeå Municipality's Urbact Local Group (ULG). These participants have been involved to varying extents in the work of identifying possible forward-looking activities to develop Umeå's Integrated Action Plan (IAP).

**Umeå Municipality's participants in the Urbact Local Group (ULG)**

NUMBER	NAME	TITEL	ORGANIZATION	COMMENTS
1	Pia Wangberg	Process Leader/Deputy Procurement Manager	Procurement Department, Umeå Municipality	Ended in may -24
2	Urban Dahlberg	Head of Procurement.	Procurement Department, Umeå Municipality	
3	Annelie Edlund	Procurement Officer	Procurement Department, Umeå Municipality	Replaced Pia Wangberg
4	Annika Jansson	Sustainability Strategist	Procurement Department, Umeå Municipality	

5	Linda Gustafsson	Gender Equality Strategist	Strategic Planning, Umeå Municipality	
6	Annika Dalen	Gender Equality Strategist	Strategic Planning, Umeå Municipality	
7	Nathalie Karlsson	Local Planner	Support and care, Umeå municipality	
8	Erik Hawranek	Local Planner	Support and care, Umeå municipality	Substitute during Nathalies parental leave
9	Lina Samuelsson	Urban Planner and Sustainability Strategist	INAB Infrastructure in Umeå, Umeå Municipal Corporation AB	
10	Therese Holmström	VDC Leader	Civil North Sweden NCC Infrastructure	
11	Sofia Lundberg	Professor of Economics and Finance.	Umeå University	
12	Frida Starkman	Company owner	ALEVA is a company in healthcare	
13	Siv Forseén	Regional Coordinator	Chamber of Commerce	Participated as time allowed

## Context, needs and vision

### Details on the overarching theme of the GenProcure APN of Gender Responsive Public Procurement

GenProcure is a European network under the URBACT program, bringing together nine partner cities to develop gender-responsive action plans for public procurement. The goal is to drive a cultural shift where gender equality is integrated into procurement processes – beyond just price and quality.

Public procurement has traditionally been driven by bureaucratic rules and a focus on the lowest price, but GenProcure aims to demonstrate how it can also support social and gender-related goals. The network builds on previous experiences from other URBACT projects and uses the “public procurement cycle” as a framework.

Challenges faced by partner cities include limited experience with gender mainstreaming, traditional gender norms, and a lack of knowledge on how procurement can promote social values. Through collaboration, knowledge exchange, and peer support, the network helps cities embed gender equality into strategies, procurement criteria, and contract monitoring.

## Details on the current situation in your city around both Gender Equality and Public Procurement.

Reflection on Umeå municipality's gender equality goals and the topic's connection to procurement.

Umeå has a specific overall goal on gender equality – “The municipality of Umeå shall create conditions for women and men to have equal power to shape society and their own lives.” Having an overall goal for gender equality also means that all political committees and all departments in the city need to have specific objectives and activities aimed at fulfilling the goal. That also includes the procurement department, which since 2022 have two sustainability strategists employed in the department, focusing on social sustainability and environmental sustainability, respectively.

For Umeå the Action planning network is an opportunity to develop our work with gender equality further where the knowledge and awareness about the other cities gender equality work will stimulate our own context and work. We believe this is pivotal to deepening and broadening gender equality work in a way that makes it continuously relevant and essential. Working with gender equality is an understanding of gendered power relations that needs to be integrated and understood as sustainable urban development and with the network we wish to exchange experiences and deepen our knowledge on this in relation to procurement together with other cities.

Umeå municipality has for a long time worked with equality issues in a strategic and pioneering way. The work has been carried out both through gender mainstreaming and with specific initiatives to make visible and scrutinise, rephrase problem definitions, and broaden the analysis. Umeå has had public servants working specifically with gender equality for almost 35 years and has had a political structure for gender equality issues since the late 1970's. Umeå hopes that this long-standing experience in working with gender equality issues in all areas of the municipality can serve as inspiration for the other cities in the network.

## Promoting socially sustainable growth in Umeå through gender mainstreaming in procurement

How can Umeå continue to grow in a socially sustainable way, where we continuously include all groups of society and build a city for everyone? How do we make sure that our city has resilience to meet and adapt to changes? In facing these challenges, we believe that continuous work on gender equality is crucial for successful urban development with social sustainable growth. Where procurement is used to its full potential as a tool in achieving the above.

## The Swedish government's goals for public procurement

The Government's objective for this area is for public procurement to be efficient, legally secure and utilise competition in the market, while promoting innovative solutions and taking account of environmental and social considerations. In this way, public procurement contributes to well-functioning public services for the benefit of citizens and the development of business, while making the best possible use of taxpayers' money. Based on the objective of public procurement, the government has decided on seven focus objectives in the national procurement strategy:

- public procurement as a strategic tool for good business,
- efficient public procurement,
- a diversity of suppliers and well-functioning competition,
- legal certainty in public procurement,
- public procurement that promotes innovation and alternative solutions,
- environmentally responsible public procurement; and
- public procurement that contributes to a socially sustainable society.

The first policy objective is the overarching objective. The other focus objectives are used to achieve this ( [www.regeringen.se](http://www.regeringen.se) ).

The Swedish Public Procurement Authority is a Swedish government agency that is to work for legally secure, efficient and sustainable public procurement for the benefit of citizens and business development. The Swedish Public Procurement Agency is also tasked with providing guidance to municipalities and regions on, among other things, the EU's state aid rules.

The Swedish Agency for Public Procurement provides support by developing and disseminating knowledge, tools and methods for public procurement. The support is aimed at everyone involved in public procurement. The Agency wants to develop good public procurement, with a focus on sustainable, innovative and efficient procurement. The Agency also wants to help municipalities and regions apply the state aid rules in a strategic and legally secure way.

The Swedish Public Procurement Agency's vision is sound public procurement for a sustainable future.

The model below is an illustration of the purchasing process developed by the Swedish Public Procurement Agency, Umeå municipality uses the model as part of the strategic purchasing process.



## Description of the model and Umeå purchasing process

The first zone is Preparation and includes planning, mapping, and analysis. This step is conducted in collaboration with operations and management, the external environment, and the supplier market.

The second zone is procurement conducted in co-operation with the business and supplier markets.

The third zone is about Realize - Implement - Manage and follow up contracts. These steps are conducted in co-operation with business, management, and suppliers.

## Umeå municipality – “A step ahead in public business”



The procurement agency in Umeå a central procurement function.

The Procurement Department conducts approximately 300 procurements/years and includes 200 different procurement areas.

Procurement is conducted for SEK 3.2 billion/year (approximately £175 million).

### Purchasing center

Umeå municipality has the function of a purchasing centre, and have cooperation agreements with –

- Companies owned by the municipality
- 5 smaller neighboring municipalities
- Health Care

### Procurements areas

Procurement is conducted in all areas for which Umeå municipality is responsible and where there is a need for materials and services. For example, in areas such as construction contracts, food products, healthcare supplies, and workwear, as well as other categories essential to municipal operations.

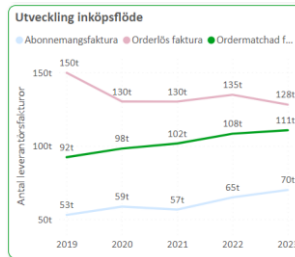
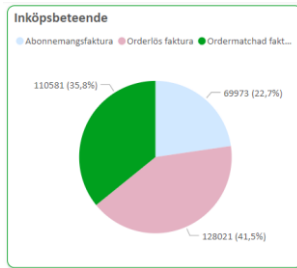
### Spend analysis

To maintain control over spending and what funds are used for, Umeå Municipality employs a spend analysis tool developed by its own officials. This tool collects data from several of the municipality’s IT systems into a data warehouse, where the information is then analyzed using Power BI, a Microsoft tool for visualizing and analyzing data.

This provides detailed information about which items are purchased, so that we know for future procurements. It also gives us information about Umeå municipality's purchasing patterns and behavior and can follow the development of spend for each year.

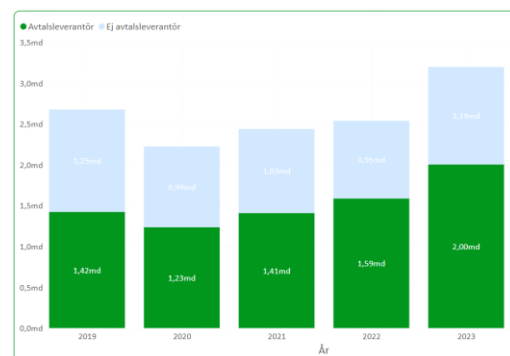
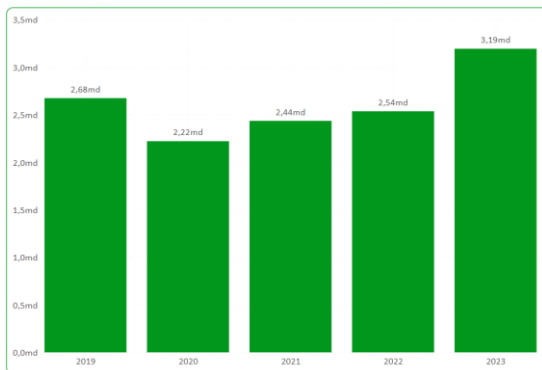
Examples of some of the detailed information that can be extracted from the spend analysis tool, and which can contribute to further development and reflection on how to work further with using procurement as a tool.

The images below show - Purchasing behaviour - Purchase flow development - Number of purchase orders in the e-commerce system.



The first figure showing– Purchasing behavior, and there you can see how the purchases are made, the green field shows order matched invoice, the blue field shows - subscription invoice, the pink field shows order matched invoice. If the purchases are made via purchase orders we can follow the evolution of the number of purchase orders, which we show in both figures 2 and 3.

Follow the development of spend for each year is also possible through the spend analys system, it is also possible to follow the Purchase of framework agreement supplier, and Price development within a category per supplier.



## Other follow-up of the procurement work

Umeå municipality is also follow up other areas such as

- environmental sustainability
- labor law conditions
- management systems
- local tenderers
- local winning bids

Although Umeå municipality already have an ongoing work and structure about sustainability in unique way in the procurement process and for example have begun to use the process as a sort of labor market tool we still have a lot to learn and to develop further.

**At the outset of the GenProcure APN, Umeå wanted to learn about the following:**

- Developing a Sustainable Procurement Strategy which also includes gender considerations.

- How to further embed social, environmental and gender considerations at each of the steps of the cycle of Public Procurement – learning from partners within the GenProcure Network and other cities.
- How to motivate other Anchor Institutions to include social, environmental and gender considerations in their procurement activities and ensure the private sector responds effectively.
- How to measure the impact of social, environmental, and gender considerations in the delivery of contracts.

## Gender Responsive Public Procurement in local and global strategy

### **European Declaration for Equality between Women and Men at Local and Regional Level (CEMR)**

In 2008, Umeå Municipality signed the European Charter for Equality between Women and Men in Local Life, produced by the Council of European Municipalities and Regions (CEMR). The declaration is a political document and an instrument for working with gender equality. In short, the declaration states that signatories must work with gender equality in the best viable way based on the framework and powers that their own organization has.

The declaration for equality between women and men is a starting point for the municipality's equality work. Its basic six principles and thirty articles constitute guidelines and serve as a tool and a source of inspiration in businesses' work with gender equality.

You can find the declaration at [Jämställdhet - Umeå kommun](#)

### **A strategy for gender equality work in Umeå municipality was adopted by the municipal council for the first time in 2011 and revised in 2017**

The strategy is intended to function as support to committees in understanding how gender equality work can be incorporated into the committee's own activities and how its own goals and indicators are developed.

The gender equality committee is responsible for the strategy, and the starting point is the overall goal regarding gender equality adopted by the city council: To create the conditions for women and men to shape society as well as their own lives.

The strategy has a focus on external quality and in the work with gender equality, account must be taken of Umeå Municipality's strategic plan and the Declaration on Equality between Women and Men at Local and Regional Level (CEMR) adopted by Umeå City Council. All activities within the municipality must conduct active gender equality work and it is the responsibility of each committee to break down the overall goal regarding gender equality into its own goals and carry out and follow up on this.

### **Umeå municipality overall gender equality policy goal, decided by the Umeå municipal council:**

**What is a strategy?**

A strategy is based on visions and goals and describes in an overall way which paths and approaches can be chosen to realize those goals. Municipal-wide strategies are determined by the municipal council.

*Umeå municipality must create conditions for women and men to have the same power to shape society and their own lives.*

Equality is about women and men having equal rights, opportunities, and obligations within all areas of life. People must have the opportunity to develop based on their own hopes and not guided and limited by stereotypical notions of gender. It is about raising awareness the living conditions for girls and boys, women and men in our municipality and to develop work to be able to provide an equal citizen service and be a driving force for an equal society. The municipality shall be a driving actor in gender equality work and have an important mission in promoting gender equality within the organization as well as in society at large. All activities within the municipality must conduct one active gender equality work and it is the responsibility of each committee to break down the overall goal around equality to relevant performance measures and activities.

Equality means that women and men should have the same rights, opportunities, and responsibilities in all areas of life. Everyone should have the chance to grow and develop based on their own dreams, without being guided or limited by gender stereotypes.

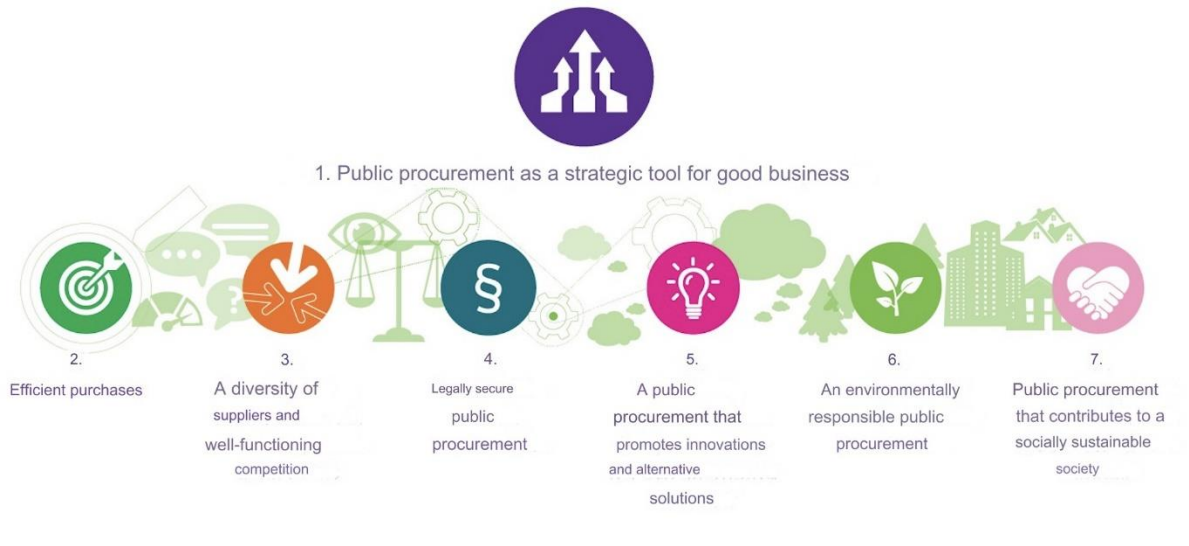
It is about increasing awareness of the living conditions of girls and boys, women, and men in our municipality, and improving the work to provide equal public services and to be a driving force for a more equal society.

The municipality should take an active role in promoting gender equality. This means working for equal rights and opportunities both within the organization and in the community. All parts of the municipality must include gender equality in their daily work. Each committee is responsible for turning the overall equality goal into clear actions and measurable results.

[Strategi för jämställdhetsarbete.pdf \(umea.se\)](#) (Strategy for gender equality work.pdf (umea.se))

## Swedish national procurement strategy

The national procurement strategy contains seven strategic objectives aimed at raising public procurement to a strategic level. The first orientation goal, public procurement as a strategic tool for good business, is the overarching goal that creates the conditions for effective management and organization of public purchases. The other six objectives describe which parts need to be included for public purchases to contribute to developing the business and society.



## Public procurement that contributes to a socially sustainable society

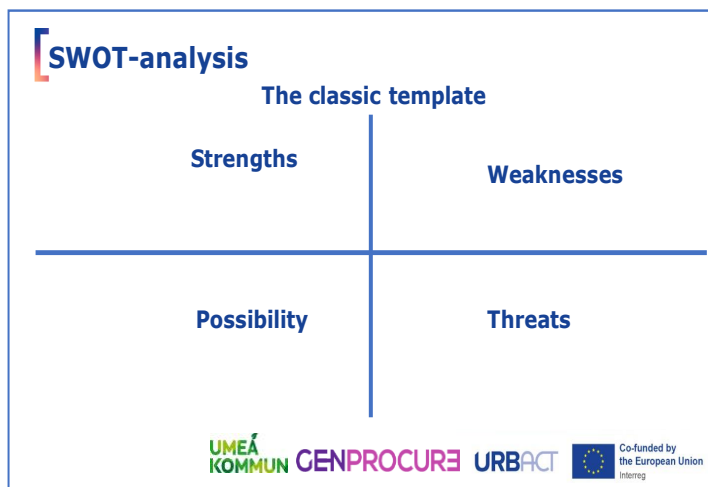
Requirements for social consideration should be set in public procurement whenever possible and appropriate. Social considerations can, for example, mean promoting opportunities for employment for certain particularly vulnerable groups, e.g., people who are far from the labor market.

Equality is part of social consideration and means ensuring equal opportunities for women, men, and children, and that goods, services, and products become accessible and usable for everyone of all ages and regardless of functional variation.

It is important that procuring authorities and units at an early stage of the procurement process apply the principle of so-called universal design and think strategically to ensure that products and services can be used by as many people as possible and do not pre-emptively exclude certain users.

[Nationella upphandlingsstrategin | Upphandlingsmyndigheten](#)  
[Nationella upphandlingsstrategin \(regeringen.se\)](#)

## The local problem of equal public procurement – causes and consequences



Together with the **ULG Group**, we conducted a SWOT analysis to identify and clarify visible weaknesses, aiming to find ways to achieve clearer and improved results. The SWOT method is easy to understand, widely recognized, and allows the results to be presented in a clear and structured way.

## Overview of procurement policy review via SWOT analysis

This review of Umeå municipality's procurement practices identifies key strengths, weaknesses, opportunities, and threats (SWOT), with a focus on enhancing gender equality and inclusion, particularly in public procurement.

### Strengths

- There is clear political support, demonstrated both by the mandate to review the procurement policy and by the politically approved funding to combat workplace crime.
- Procurement viewed strategically, with strong collaboration between the Procurement Office and Business Administration.
- The municipality benefits from internal equality competence and a collectively skilled procurement agency, actively engaging with the broader community.
- Information sharing is increasingly possible due to a politically controlled structure, which—while also a weakness—facilitates coordination.

### Weaknesses

- The current procurement policy lacks clear and effective formulations around gender equality.
- A politically controlled organization can lead to rigid structures and slower adaptation.
- Challenges in budgeting and reporting, a fragmented organizational structure, and the absence of centralized procurement management hinder progress.
- There's limited internal competence regarding gender equality in procurement, with insufficient mechanisms for follow-up and evaluation.

### Opportunities

- There is potential to foster a more inclusive business environment, leveraging existing networks, guidelines, and best practices.
- Experience-sharing routines, growing technological capabilities, and targeted initiatives like a network for female entrepreneurs can support broader participation in procurement processes.

### Threats

- Risks include workplace crime, welfare fraud, and technological disruptions, including challenges from AI.
- External pressures such as economic conditions, labor market changes, and global political instability may impede progress toward sustainability and transparency.

## Conclusion & Next Steps

The discussions concluded with a clear direction: the municipality should prioritize supporting female entrepreneurship, encouraging more women in small businesses to participate in procurement. Immediate steps should include educational and awareness efforts on gender equality, and benchmarking against other municipalities to identify effective strategies.

## Our vision with IAP – what we want to achieve

**Umeå Municipality** aims to update its Procurement Policy to achieve clearer and more structured procurement behavior, influencing both public and private actors in Umeå. Through this updated policy, we strive to incorporate equality and gender equality into procurement processes, ensuring that it will not have any bearing on who you are. By doing so, we aim to create a more inclusive and fair market, where opportunities are accessible to everyone, regardless of gender, background, or other personal characteristics. This approach not only promotes social justice but also enhances the overall quality and efficiency of public services, benefiting the entire community.

## Integration within Gender Responsive Public Procurement: Important aspects and current situation analysis for our city

What Does Integration Mean in the Context of Gender Responsive Public Procurement?

Integration in the context of gender responsive public procurement means systematically including and considering gender equality aspects at all stages of the procurement process. This ensures that procurement practices contribute to gender equality and do not reinforce existing inequalities.

By integrating these aspects into the procurement process, cities and municipalities can create more equitable and inclusive markets, where opportunities are accessible to everyone, regardless of gender

or background. This not only contributes to social justice but also improves the quality and efficiency of public services.

Umeå municipality's vision is for Umeå to have 200,000 inhabitants by 2050. The vision expresses that everyone should feel that they benefit from living and working in Umeå. This applies to all Umeå's citizens and everyone who is considering moving here and establishing themselves, students, companies and others. The municipal council establishes the budget, overall goals and direction for the municipality's overall activities in June each year.

In Umeå municipality, there are clearly set guidelines and goals regarding gender equality and the municipality's overall commitment to an inclusive society.

### Municipal Council's goals - The focus goals are as follows

**Goal 1:** Umeå's growth shall be managed with social, ecological, cultural and economic sustainability with the vision of 200,000 citizens by 2050.

**Goal 2:** Umeå shall grow sustainably without any vulnerable areas.

**Goal 3:** Umeå municipality shall create conditions for women and men to have the same power to shape society as well as their own lives.

**Goal 4:** Umeå will be climate neutral by 2040

## Strategic Plan and GRPP

Umeå Municipality's Strategic Plan 2016–2028 establishes that the city's growth should take place with social, ecological, economic, and cultural sustainability. A strong emphasis is placed on gender equality – women and men should have equal living conditions, and public spaces, budgeting processes, and urban planning should promote equality, safety, and participation for all citizens.

Gender Responsive Public Procurement (GRPP) means using public procurement as a tool to promote gender equality. Umeå's strategic direction provides a strong foundation for implementing GRPP by ensuring that public spending contributes to a more equal and inclusive society.

Link to Umeå municipality's strategic plan [Strategisk plan 2016–2028](#)

### Discussion from the URBACT tool - 12 aspects of integrated urban development

The tool lists the following 12 different aspects as relevant and the question of whether they are relevant or not, and to what extent they are considered relevant on a scale between 0 – 10. Down below you can see how Umeå have listed the different aspects.

12 aspects of integrated urban development	Relevant (Yes/No)	Why?	Initial self-assessment of
--	-------------------	------	----------------------------

			integration (Baseline) 0-10
<ul style="list-style-type: none"> <li>Stakeholder involvement in planning</li> </ul>	yes	Involving stakeholders in the planning process is crucial to ensure that different perspectives and needs are considered. This leads to more inclusive and well-informed decisions, especially regarding gender responsive public procurement.	7
<ul style="list-style-type: none"> <li>Coherence with existing strategies</li> </ul>	yes	It is important that new initiatives and policies, such as gender responsive public procurement, align with and support existing strategies and goals in the city. This ensures that all actions work towards common objectives and avoid conflicts.	6
<ul style="list-style-type: none"> <li>Sustainable urban development (economic, social, environmental)</li> </ul>	yes	Sustainable urban development that considers economic, social, and environmental aspects is necessary to create long-term and equitable solutions.	8
<ul style="list-style-type: none"> <li>Integration over time</li> </ul>	yes	Ensuring continuity and long-term integration efforts is important to achieve sustainable results.	5
<ul style="list-style-type: none"> <li>Stakeholder involvement in implementation</li> </ul>	yes	Engagement from stakeholders during the implementation phase ensures that plans are executed in a relevant and effective manner.	7
<ul style="list-style-type: none"> <li>Sectoral integration</li> </ul>	yes	Integrating different sectors, such as education, health, and transport, is important to create cohesive and effective urban development.	6
<ul style="list-style-type: none"> <li>Spatial integration</li> </ul>	yes	Ensuring that different areas of the city are well-integrated and accessible to all residents is crucial for social justice and cohesion.	6
<ul style="list-style-type: none"> <li>Territorial integration</li> </ul>	yes	Integrating the city's development with surrounding areas and regions is important to create cohesive and sustainable development.	5

<ul style="list-style-type: none"> <li>Multi-level governance</li> </ul>	yes	Collaboration between different levels of government and administration is necessary to ensure effective and cohesive urban development.	6
<ul style="list-style-type: none"> <li>Integration of cross-cutting thematic aspects</li> </ul>	yes	Collaboration between different levels of government and administration is necessary to ensure effective and cohesive urban development.	7
<ul style="list-style-type: none"> <li>Complementary types of investment (hard/soft)</li> </ul>	yes	Combining hard investments (infrastructure) with soft investments (education, social programs) is necessary to create balanced and sustainable development.	6
<ul style="list-style-type: none"> <li>Mobilising all available funding</li> </ul>	yes	Utilizing all available funding sources is important to ensure that sufficient resources are available to implement integrated development plans.	5

## Current Levels of Integration, and Future actions for integration of aspects and the relevance to Gender Responsive Public Procurement

Umeå Municipality's vision and goals have a clear – social, economic and – ecological focus. With a desire that everyone, regardless of who you are, should be able to live a safe and well-functioning life in the municipality. Which can be accommodated within all the 12 mentioned aspects in different ways.

However, we make the assessment that the single most important aspect that we are working towards today and needs to find additional ways to achieve even better results in gender equality Procurement is the aspect - Sustainable urban development (economic, social, environmental)

The procurement department works based on the Municipal Executive Board's set focus goals and sets specific requirements in procurement linked to the environment, climate and employment requirements. As a result of the work on our Integrated Action Plan (IAP) together with Umeå's ULG, three different initiatives have been identified that we believe could lead to an additional breadth: In the gender equality work at the Procurement Division and in the procurements that are carried out.

### The three different aspects are:

- Training initiative about Gender Equality for staff at the Procurement Division. With the goal of incorporating continuous educational efforts on the subject annually.
- Training/information sessions on how it works to participate in a procurement. This is specifically aimed at women entrepreneurs (SMEs). This, too, with the goal of being recurring every year.
- The third aspect is something we will probably not have time to do during the project period for GenProcure, and that is about "male and female writing" in the tender documents.

With the question of - Do men and women interpret text differently, and could this have an impact on who/who submits a tender?

## Details of initial ideas for testing actions

We envisage an information exchange with a network where women from both Umeå and surrounding municipalities participate, with a workshop, a lecture about gender equality/procurement, as well as with the further question to the network about what knowledge/support requested?

To start testing ideas, we have initiated contact with De 4K, a regional women's network for entrepreneurs, investors, and business owners in Västerbotten. Founded by County Governor Helene Hellmark Knutsson and Sparbanksstiftelsen Norrlands Riskkapitalstiftelse, De 4K stands for competence, capital, contacts, and customers. The network hosts regular meetings across the county, offering inspiration, workshops, and opportunities for networking and collaboration. It complements local initiatives by providing a broader platform for women entrepreneurs.

### Kvinnors företagande - De 4K | Länsstyrelsen Västerbotten

Umeå municipality's business department runs a parallel project in female entrepreneurship, where we see collaborative factors and where a first meeting with business developers is planned.

Building women - is another local women's network that aims to strengthen, support and retain women in the construction and real estate industry. The network was founded by the industry organizations Fastighetsägarna and Byggföretagen.

The network's reference group is represented by 14 women with senior experience from the industry, distributed between construction companies, real estate companies, consulting companies and Umeå municipality. Through this, their hope is to be able to identify efforts that contribute to increasing the industry's attractiveness, for example through the exchange of experience and inspiration for management groups or input to various collaborations, training courses, lectures, media and mentoring.

Through the network, they hope to contribute to making it even easier in the future for construction and real estate companies in Umeå to attract labour and make the industry more equal.

At the procurement department in Umeå municipality, there has been a need to raise the level of knowledge about gender equality and how it can link to procurement. Umeå municipality's Gender Equality Strategists, are involved in this network's ULG, have been asked to give a lecture and then a guided bus tour, the so-called Gendered Landscape tour. The idea of the bus tour is to stop at each stop, and to exemplify and to have the opportunity to discuss gender equality and the link to procurement. The plan is then a final session with workshops, linked, among other things, to the Public Procurement Act, on that occasion the Lead expert and Lead partner invites to participate as facilitators.

## Outcome of the Tests So Far – Female Entrepreneurship

The original idea described earlier, but challenges arose when starting collaborative forums. Contacts were made with the women's networks De 4K and Building Women.

De 4K had limited capacity for workshops but showed interest in gender equality and public procurement, recognizing a need for increased knowledge. A concrete collaboration involved their support in spreading information about Umeå Municipality's Procurement Department participation in the GenProcure project, including inviting members to a digital meeting in February 2025 on gender equality and procurement.

As for Building Women, contact was established via a conversation with one of the participating managers from Umeå Municipality. She explained that the network was not currently focusing on these issues and had no scheduled meetings at the time. Nevertheless, there was interest in the topic.

## Planned Activities

Ahead of the digital meeting in February 2025, De 4K members were informed via email, and the event was also announced publicly through the Umeå Municipality website and social media channels. Despite this, interest was low—only four individuals registered, of whom two did not follow up, and the other two had to cancel.

After discussions with business advisor Karin Björk at the Municipality's Business Development Office, who has established contacts with various entrepreneurs, it decides to make another attempt by organizing a breakfast meeting in April 2025. This meeting, held in a dialogue format, proved to be successful. Female entrepreneurs from various sectors participated and clearly expressed that they had been lacking exactly this kind of forum.

As a result of the meeting, a Procurement School is now planned, with the intention of offering recurring sessions aimed at increasing knowledge about public procurement and encouraging participation in bidding processes.

## Capacity-Building Activities for the Procurement Department

Within Umeå Municipality's Procurement Department, a need identified to enhance knowledge of gender equality, particularly in relation to procurement. The municipality's gender equality strategists, Linda Gustafsson and Annika Dalén—who are also members of the project's URBACT Local Group (ULG), were invited to hold a lecture followed by a guided bus tour: the Gendered Landscape Tour. The gendered city bus tour is a part of the Strategy for Gender Equality Work in Umeå Municipality.

The purpose of the tour is to stop at selected locations in the urban environments such as bus stations, parks, tunnels, playgrounds, and other public spaces—that illustrate different aspects of gender equality and its connection to procurement decisions. These locations chosen to provoke reflection on how gender considerations integrated into the planning and development of the city's infrastructure and services. For example, a bus station may reveal questions about who uses public transport and under what conditions, while a playground might highlight how inclusive and safe recreational areas designed for all genders. The activity concludes with a workshop, where the project's Lead Expert and Lead Partner invites to participate as facilitators.

## Ongoing Internal Capacity-Building Activities

Together with the gender equality strategists, two initial sessions were planned for the entire Procurement Department, with the aim of providing all staff members with a common foundation in the topic of gender equality.

- **February 2025:** A lecture covering both historical and current perspectives on gender equality, including time for discussion.
- **March 2025:** *Gendered Landscape Tour*, in which both ULG members and procurement staff participated.
- **September 2025:** A workshop in Umeå with representatives from Vila Nova de Famalicão, moderated by Lead Expert Matthew Baqueriza-Jackson.

## Overall, Logic and Integrated Approach

Details of each strategic objective for the IAP.

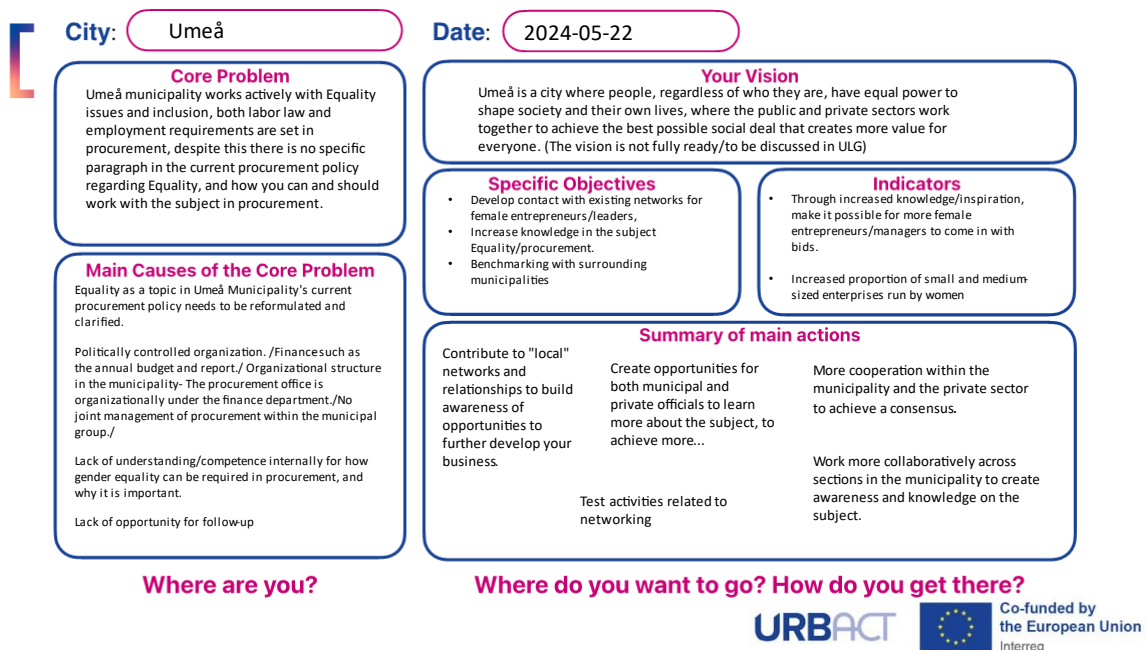
**Strategic Goal 1:** Increase the participation of small and medium-sized enterprises (SMEs) in public procurement.

Description: This goal aims to promote the participation of SMEs in the procurement process by creating a more inclusive and accessible structure. We want to increase SMEs' understanding of how procurement processes work and reduce any barriers to their participation.

**Strategic Goal 2:** Promote gender equality within procurement.

Description: The goal is to incorporate gender equality criteria in all procurements, ensuring that equality and equal opportunities are integral parts of all procurement decisions. This supports both gender equality objectives and fosters a more diversified supplier base.

In the URBACT tool Canvas, a summary of specific problems, causes and effects that Umeå Municipality has identified and intends to work on within the Gender Responsive Public Procurement network and into the future stated.



## Key Areas of Intervention to Achieve Our Strategic Objectives and Vision

**Area of Intervention 1:** Training Procurement Department staff on gender equality in procurement.

Description: This intervention focuses on equipping procurement officers with a thorough understanding of gender equality and how it applies to public procurement processes. The training will cover the importance of gender-sensitive criteria in procurement, strategies for promoting inclusivity, and practical steps to integrate gender considerations into the tendering process. By building awareness and skills within the Procurement Department, we aim to ensure that all procurement activities align with our strategic goals of equality and inclusivity.

**Area of Intervention 2:** Training and capacity-building for SMEs and female entrepreneurs.

Description: Through workshops and seminars aimed at SMEs and female business owners, we provide practical guidance on how procurement works and the resources available. This support is designed to better prepare them for participating in the tender process.

**Area of Intervention 3:** Implementation of gender equality criteria in the procurement process.

Description: This involves developing and applying specific gender equality criteria at all stages of procurement. For example, suppliers may be required to demonstrate how they work with gender equality, which can influence the awarding process.

## From strategy to action – our planned actions

Below are examples of specific actions we will take in each area of action to achieve our strategic objectives and vision:

### 1. training of procurement staff on gender equality in procurement

#### **Action 1.1: Develop a training programme on gender equality in procurement.**

We will design a targeted training programme focusing on the basics of gender equality in public procurement. This will include the importance of criteria and applicable strategies to create more inclusive procurement processes. Step one will include an in-depth lecture for the staff of the Procurement Department on the topic of gender equality.

#### **Action 1.2: Gendered landscape tour**

As part of the targeted training of the staff of the Procurement Office, go on the Gendered landscape tour developed by the Gender Equality Strategists in Umeå municipality, to discuss the direct link between procurement and gender equality at different areas in the city, e.g. a bus stop, pedestrian tunnel under the railway, skate park, etc.

#### **Action 1.3: Organise workshop related to opportunities and the Public Procurement Act**

To deepen understanding, we will organise workshop where procurers can work on real case studies. These workshops will emphasise the application of gender equality principles at every stage of the procurement process.

**Action 1.4: Create a resource guide on gender equality**

We will develop a resource guide with practical tools, templates and checklists to help procurers incorporate gender equality criteria into tender documents. The guide will serve as an ongoing resource to support and reinforce training outcomes.

**2. Co-operation with women's networks and SMEs**

**Action 2.1: Organise information sessions for women entrepreneurs and SMEs**

In cooperation with existing women's networks, we will organise information sessions to help women entrepreneurs and SME owners understand public procurement opportunities and how to navigate the tendering process.

**Action 2.2: Start a knowledge exchange forum**

Regular meetings with female entrepreneurs and representatives of small and medium-sized enterprises to provide guidance in procurement and agreements.

**3. implement gender equality criteria in procurement**

**Action 3.1: Develop and integrate gender-sensitive tender criteria**

Establish gender equality criteria to be included in procurement documents. This could mean, for example, asking suppliers to demonstrate how they address gender equality and inclusive employment practices.

**Action 3.2: Monitor and evaluate the impact on gender equality**

After implementing the criteria, we will carry out regular evaluations to assess the impact of these measures on gender equality outcomes. This will include collecting feedback from suppliers and procurers.

These measures will guide us in achieving our strategic objectives, creating a more inclusive procurement environment and promoting our gender equality vision.

**Action Planning Tables**

The following tables provide detailed information on each action, including a description of the tasks to be undertaken, the stakeholders involved, estimated costs, and the timeframes for delivery. Please note that some actions have already been implemented as part of earlier testing, while others build on lessons learned from this testing and are planned for future implementation.

**1 Training of procurement staff on gender equality in procurement**

Action Number	Action Name
1.1	Training of procurement staff on gender equality in procurement, Develop a training programme on gender equality in procurement.
<b>Description of specific tasks necessary to complete this activity</b>	
<ol style="list-style-type: none"> <li>Content planning with Head of Department, Gender Equality Strategists, Lead Expert and Lead Partner</li> <li>Practical planning - local booking, materials needed, transport for a planned city tour, etc.</li> <li>An in-depth lecture for the staff of the Procurement Department on the topic of gender equality.</li> </ol>	

<b>Link to strategic objective</b>		The aim of the activity is to increase knowledge and understanding of gender equality and the link between procurement and gender equality.						
<b>Related area of Intervention</b>		Action aimed at achieving the objective; The activity is designed to contribute to the achievement of the strategic objective by supporting the vision and goals of the organisation.						
<b>Responsibilities</b>								
<b>Lead</b>			<b>Why</b>		<b>Partners</b>		<b>Role</b>	
Annika Jansson, Annelie Edlund.			Project and resource responsibilities in the project.		Gender Equality Strategist Umeå Municipality - Annika Dalen & Linda Gustafsson		Education officers in the field of gender equality	
<b>Contact details:</b>								
<b>Implementation timeframe</b>								
<b>Q1 start date: October 2024</b>					<b>Q8 end date: June 2025</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>	Content- & practical planning	Content- & practical planning	Content- & practical planning	Content- & practical planning	Content- & practical planning Indepth lecture			
<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>	
					yes			
					<b>Funding source(s)</b>		<b>Funding source(s)</b>	
<b>Monitoring of delivery</b>								
<b>Assessment Rubric (Scale 0–4): 0 = Not approved / Fail, 1 = Needs improvement, 2 = Satisfactory 3 = Good, 4 = Very good</b>								
<b>Output indicator</b>		<b>Mechanism of monitoring</b>		<b>Baseline (Date: 2024-12-01)</b>		<b>Target (Date: 2025-01-31)</b>		
Determine the intended structure & resource		<b>Assessment 4</b>		2024-12-01		2024-12-15		
Ongoing planning with gender equality strategist		Coordination meeting with equality strategists & of training materials <b>Assessment 4</b>		2025-01-14		2025-01		
An in-depth lecture for the staff of the Procurement Department on the		Hybrid meeting 2 hours <b>Assessment 4</b>		2025-02-10		2025-02-10		

topic of gender equality			
<b>Result indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date: 2025-02-01)</b>	<b>Target (Date: 2025-02-15)</b>
Method and training material are established	Alignment with gender equality strategies <b>Assessment 4</b>		
Training event completed	Not everyone who was invited to the meeting attended. <b>Assessment 3</b>	2025-02-10	2025-02-10
<b>Risk assessment</b>			
<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>
The challenge was to work based on a good method to achieve an interesting and rewarding education.	Big	Very high	Umeå Municipality's equality strategists with many years of experience in the field organized the training.
The challenge was to develop good and interesting training material to achieve the best results in increasing the staff's skills.	Big	Very high	Umeå Municipality's gender equality strategists with many years of experience in the field provided well-developed and quality-assured educational material.
The challenge was to create curiosity and interest in the issue of gender equality in procurement among the procurers.	Medium	Low	The interest and understanding of the gender equality issue received differently by the group. This training is one of three and the training series is, among other things, structured to create interest and understanding.

<b>Action Number</b>	<b>Action Name</b>
1.2	Training of procurement staff on gender equality in procurement Gendered landscape tour
<b>Description of specific tasks necessary to complete this activity</b>	
<ol style="list-style-type: none"> <li>1. Content planning with Head of Department, Gender Equality Strategists, Lead Expert and Lead Partner</li> <li>2. Practical planning - booking, materials needed, transport for a planned city tour, etc.</li> <li>3. Procurement Office, participates on the Gendered landscape tour</li> </ol>	
<b>Link to strategic objective</b>	The aim of the activity is to increase knowledge and understanding of gender equality and the link between procurement and gender equality.

<b>Related area of Intervention</b>	Action aimed at achieving the objective; The activity is designed to contribute to the achievement of the strategic objective by supporting the vision and goals of the organisation.							
<b>Responsibilities</b>								
<b>Lead</b>			<b>Why</b>		<b>Partners</b>		<b>Role</b>	
Annika Jansson, Annelie Edlund.			Project and resource responsibilities in the project.		Gender Equality Strategists Umeå Municipality Annika Dalen & Linda Gustafsson		Education officers in the field of gender equality	
<b>Contact details:</b>								
<b>Implementation timeframe</b>								
<b>Q1 start date: October 2024</b>					<b>Q8 end date: June 2025</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>				Content- & practical planning	Content- & practical planning	Gendered landscape tour		
<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>	
Coffee and sandwich					yes		No	
Bus rental					<b>Funding source(s)</b>		<b>Funding source(s)</b>	
					Within budget			
<b>Monitoring of delivery Assessment Rubric (Scale 0–4): 0 = Not approved / Fail, 1 = Needs improvement, 2 = Satisfactory 3 = Good, 4 = Very good</b>								
<b>Output indicator</b>	<b>Mechanism of monitoring</b>			<b>Baseline (Date: 2025-01-10)</b>		<b>Target (Date: 2025-03-31)</b>		
Ongoing planning with equality strategists	Coordination meeting with gender equality strategists <b>Assessment 4</b>			2025-01-10		2025-02-03		
Training opportunity with staff at the procurement office	Bus tour 2.5 hours <b>Assessment 4</b>			2025-03-31		2025-03-31		
<b>Result indicator</b>	<b>Mechanism of monitoring</b>			<b>Baseline (Date:)</b>		<b>Target (Date:)</b>		
Training event completed	The training session increased understanding of the issue but could have been more linked to procurement.			2025-03-31		2025-03-31		

Assessment 3			
Risk assessment			
Implementation risk/challenges	Likelihood	Impact	Mitigation measures foreseen
The challenge was to find good objects on the tour that could be linked to procurement to achieve the best results in increasing the staff's skills.	Medium	High	Limit the number of items on the tour to those that could be linked to procurement to achieve the best results in increasing staff skills.
The challenge was to create curiosity and interest in the issue of gender equality in procurement among the procurers.	Medium	Low	The tour highlighted different ways in which gender equality is integrated into different environments. Hopefully, this will lead to increased innovation and help us see the possibilities of setting demands in a broader perspective.

Action Number	Action Name							
1.3	Training of procurement staff on gender equality in procurement Organise workshop related to opportunities and the Public Procurement Act							
Description of specific tasks necessary to complete this activity								
<ol style="list-style-type: none"> <li>Content planning with Head of Department, Lead Expert and Lead Partner</li> <li>Practical planning - booking, materials needed etc.</li> <li>Procurement Office, participates workshop</li> </ol>								
Link to strategic objective	The aim of the activity is to increase knowledge and understanding of gender equality and the link between procurement and gender equality.							
Related area of Intervention	Action aimed at achieving the objective; The activity is designed to contribute to the achievement of the strategic objective by supporting the vision and goals of the organisation.							
Responsibilities								
Lead	Why	Partners			Role			
Annika Jansson, Annelie Edlund.	Project and resource responsibilities in the project.	Lead expert & Lead partner, training sessions.			Facilitator of workshops			
Contact details:								
Implementation timeframe								
Q1 start date: February 2025				Q8 end date: September 2025				
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Specific tasks	Content- & practical planning	Content- & practical planning	Content- & practical planning	Content- & practical planning	Content- & practical planning			Participates workshop
Costings				Resources				
Cost category	Amount	Total cost		Resources secured		Resources needed		
Coffee				yes		No		

and sandwich				
Lunch				
Lead-expert One person (flights, accommodation & time)			<b>Funding source(s)</b>	<b>Funding source(s)</b>
Lead partner Three people (flights, accommodation & time)			Within budget	
Dinner				
<b>Monitoring of delivery Assessment Rubric (Scale 0–4): 0 = Not approved / Fail, 1 = Needs improvement, 2 = Satisfactory 3 = Good, 4 = Very good</b>				
<b>Output indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date: 2025-02-01)</b>	<b>Target (Date:2025-09-30)</b>	
Ongoing planning with Lead-expert & Lead partner	Ongoing reconciliation with Lead-expert & Leadpartner Assessment 4	2025-02-01	2025-04-20	
Leadexpert develop proposals for educational materials.	Lead-expert sends proposal for documentation to Umeå Municipality & Lead partner Assessment 4	2025-05-01	2025-05-01	
Workshop with the staff at the procurement agency	Training day, 8 hours The workshop aimed at Umeå Municipality's procurement office and Famalicão procurement unit. From Umeå, 23 people invited, 14 of whom are procurers. The workshop is mandatory for the procurers. From Famalicao, 3 people are invited. By working with practical cases, the opportunity for understanding and knowledge increases. The hope is to develop guidelines and tools that help us in everyday	2025-09-09	2025-09-09	

	life and are applicable in our procurements. <b>Assessment X</b>		
<b>Result indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date: 2025-04-22)</b>	<b>Target (Date: 2025-09-30)</b>
Determine the intended structure & resources for the workshop. Decide who will participate in the workshop.	Coordination meeting with Leadexpert & Leadpartner	2025-04-22	2025-04-22
Determine and approve developed training materials.	Feedback to Lead-expert & Lead partner by e-mail <b>Assessment 4</b>	2025-03-28	2025-04-07
Implementation of the Workshop	Reconciliation that everything is booked and the technology is working. <b>Assessment X</b>	2025-09-01	2025-09-09

**Risk assessment**

<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>
The challenge was to work based on a good method to achieve an interesting and rewarding workshop.	Low	High	Leading expert Matthew Baqueriza-Jackson, with many years of experience in the field, has good methods for creating an interesting and rewarding workshop.
The challenge was to develop good and interesting training material to achieve the best results in increasing the staff's skills.	Low	High	Leading expert, Matthew Baqueriza-Jackson, with many years of experience in the field, provides well-developed and quality-assured educational materials.
The challenge was to create curiosity and interest in the issue of gender equality in procurement among the procurers.	Low	High	By mixing lectures and individual work in groups, it will create a higher level of participation and interest, which gives the group the opportunity to influence the outcome.

<b>Action Number</b>	<b>Action Name</b>
1.4	Training of procurement staff on gender equality in procurement Create a resource guide on gender equality

Description of specific tasks necessary to complete this activity								
Activity 1.4 is a goal and a wish that we are working on implementation but will not have time to implement within the project.								
<ol style="list-style-type: none"> <li>1. Develop methods and tools based on, among other things, Umeå Municipality's spending tools. The planning is conducted with the process manager.</li> <li>2. Quality-assured developed working methods, methods, and tools. Decide and anchor working methods, methods, and tools.</li> <li>3. Guide with practical tools, templates and checklists</li> </ol>								
Link to strategic objective		The purpose of the activity is to give the Procurement department tools to be able to work with gender equality in procurement in a smooth and quality-assured manner.						
Related area of Intervention		Action aimed at achieving the objective; The activity is designed to contribute to the achievement of the strategic objective by supporting the vision and goals of the organisation.						
Responsibilities								
Lead		Why		Partners		Role		
Annika Jansson, Annelie Edlund.		Project and resource responsibilities in the project.		Umeå Municipality Terese Tufberg,		Process manager		
Contact details:								
Implementation timeframe								
Q1 start date: April 2025				Q8 end date: November 2025				
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Specific tasks	Develop methods	Develop methods	Develop methods	Develop method	Develop methods	Develop methods	Develop methods	Quality-assured Decide and anchor, Develop a guide
Costings				Resources				
Cost category	Amount	Total cost		Resources secured		Resources needed		
Time consumption and material is not known currently.				Yes, costs for time and any materials are borne by Umeå Municipality.		No		
Time consumption for: Project manager Assistant Process manager								
Material								
				Funding source(s)		Funding source(s)		

<b>Monitoring of delivery Assessment Rubric (Scale 0–4): 0 = Not approved / Fail, 1 = Needs improvement, 2 = Satisfactory 3 = Good, 4 = Very good</b>			
<b>Output indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date: 2025-04-01)</b>	<b>Target (Date: -)</b>
Ongoing planning and distribution of tasks with process managers.	Ongoing coordination with the process manager. <b>Assessment 3</b>	2025-04-01	During 2026
Quality assurance of working methods, methods and tools.	Testing period of developed working methods and tools. <b>Assessment X</b>	During 2026	During 2026
<b>Result indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date: 2025-04-22)</b>	<b>Target (Date: 2025-09-30)</b>
Determine and approve working methods, methods and tools.	Routines are developed and implemented in the organization. This is followed by systematic follow-ups and revisions of adopted routines as well as recurring information to the organization. This is to simplify, improve and keep the issue alive.	During 2026	During 2026
<b>Risk assessment</b>			
<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>
The challenge is that we are not developing good working methods and tools to be able to work systematically and with quality assurance with gender equality in procurement.	Medium	Very high	The implementation of routines and working methods in the organization is followed by systematic follow-up with established measures. If the methods or tools do not work as expected, established measures should be taken. This is so that methods and tools can be continuously improved and ultimately lead to more efficient work and better results.

## 2 Co-operation with women's networks and SMEs

Action Number	Action Name							
2.1	Co-operation with women's networks and SMEs Organise information sessions for women entrepreneurs and SMEs							
Description of specific tasks necessary to complete this activity								
Contact with the responsible for the networks, set a date to meet and discuss with the responsible for the networks Practical planning - local booking, - materials needed, - send out meeting invitation etc Meeting with female entrepreneurs								
Link to strategic objective	The aim of the activity is to increase the knowledge and understanding of Procurement and the possibility of participating in tenders, to increase the participation of SMEs and women entrepreneurs in tenders, if possible.							
Related area of Intervention	Action aimed at achieving the objective; The activity is designed to contribute to the achievement of the strategic objective by supporting the vision and goals of Umeå municipality.							
Responsibilities								
Lead	Why	Partners			Role			
Annika Jansson, Annelie Edlund.	Project and resource responsibilities in the project. And our role in the daily basis as equality strategist and procurer	Annelie Edlund		Procurer				
		Annika Jansson		Facilitator				
		Someone from the female network		Responsible at the female networks				
		Umeå Municipality, Business and Location Development, Karin Björk		Business developer				
Contact details:								
Implementation timeframe								
Q1 start date: September 2024					Q8 end date: April 2025			
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Specific tasks	Contact networks	Contact networks	Contact networks	Contact networks	Contact networks Practical planning	Contact networks Practical planning	Practical planning	Meeting
Costings					Resources			
Cost category	Amount	Total cost			Resources secured		Resources needed	
Local	-	Business and Place Development bore the cost.			yes			
Coffee and sandwich	-				Funding source(s)		Funding source(s)	
					yes			
Monitoring of delivery Assessment Rubric (Scale 0–4): 0 = Not approved / Fail, 1 = Needs improvement, 2 = Satisfactory 3 = Good, 4 = Very good								
Output indicator	Mechanism of monitoring			Baseline (Date: 2024-01-10)		Target (Date: 2025-04-30)		

Being invited to women's networks creates dialogue and collaboration.	Contacted various women's networks. <b>Assessment 2</b>	2024-01-10	2025-02-13
Planning and sending out invitations to various networks.	Reconciliation with Business developer. <b>Assessment 4</b>	2025-01-10	
Meeting with female entrepreneurs	Collaboration and coordination with business developers. <b>Assessment 4</b>	2025-01-10	2025-04-15
<b>Result indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date: 2024-01-10)</b>	<b>Target (Date: 2025-04-30)</b>
Continued attempts to create dialogue with female entrepreneurs.	Contacted network via various forums. Assessment 0	2024-01-10	2025-04-30
Booked a meeting with female entrepreneurs.	Collaboration and coordination with business developers.  A breakfast meeting with female entrepreneurs organized. The main agenda of the meeting was to create contact and dialogue. The meeting was very well received and resulted in a decision to invite to recurring meetings, as well as to organize and invite to a tender school. Assessment 4	2024-12-16	2025-02-
<b>Risk assessment</b>			
<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>
The challenge is to get in touch and create a collaboration with female entrepreneurs.	High	Very High	A key challenge identified was the difficulty of establishing contact and collaboration with existing networks of female entrepreneurs. Several outreach attempts were made but did not yield concrete results. To address this, the project team decided to change its approach and reached out to Umeå Municipality's Business Department,

			which has experience and established networks with local entrepreneurs. This collaboration significantly improved access to relevant contacts and enabled more effective engagement with women-led businesses. As a result, the project was able to broaden its outreach and ensure that gender considerations were better integrated into its activities.
--	--	--	--

Action Number	Action Name							
2.2	Co-operation with women's networks and SMEs Start a knowledge exchange forum							
Description of specific tasks necessary to complete this activity								
<ul style="list-style-type: none"> <li>Content planning with business developer</li> <li>Practical planning - local booking, materials needed, transport for a planned city tour, etc.</li> <li>Regular meetings with female entrepreneurs and representatives of small and medium-sized enterprises</li> </ul>								
Link to strategic objective	The purpose of the activity is to get female entrepreneurs and SMEs to submit bids in public procurement.							
Related area of Intervention	Action aimed at achieving the objective; The activity is designed to contribute to the achievement of the strategic objective by supporting the vision and goals of the organisation.							
Responsibilities								
Lead	Why	Partners			Role			
Annika Jansson, Annelie Edlund.	Project and resource responsibilities in the project.	Umeå Municipality, Business and Location Development, Karin Björk			Business developer			
Contact details:								
Implementation timeframe								
Q1 start date: December 2024					Q8 end date: Recurring activities			
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Specific tasks	Content and practical planning	Content and practical planning	Content and practical planning Regular meetings	Content and practical planning Regular meetings	Content and practical planning Regular meetings	Content and practical planning Regular meetings	Content and practical planning Regular meetings	Content and practical planning Regular meetings
Costings					Resources			
Cost category	Amount	Total cost			Resources secured		Resources needed	
		Within existing resources.			yes			
					Funding source(s)		Funding source(s)	

<b>Monitoring of delivery Assessment Rubric (Scale 0–4): 0 = Not approved / Fail, 1 = Needs improvement, 2 = Satisfactory 3 = Good, 4 = Very good</b>			
<b>Output indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date: 2024-12-16)</b>	<b>Target (Date:)</b>
Ongoing planning with business developer	Coordination meeting with business developer & of training materials Participants at the coordination meeting are representatives from the procurement office and the business department.		Recurring activity
<b>Result indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date:)</b>	<b>Target (Date)</b>
Meetings with female entrepreneurs.	Recurring meeting of women entrepreneurs once or twice a year. Meetings expects to last 1 - 2 hours. The number of participants expects to be 10 - 20 people.		Recurring activity
<b>Risk assessment</b>			
<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>
One challenge may be lack of time.	High	Very high	The procurement agency has a high workload, and the risk is that it will be difficult to find time for and prioritize these meetings.

### 3 Implement gender equality criteria in procurement

<b>Action Number</b>	<b>Action Name</b>
3.1	Implement gender equality criteria in procurement Develop and integrate gender-sensitive tender criteria
<b>Description of specific tasks necessary to complete this activity</b>	
<ol style="list-style-type: none"> <li>1. Establish gender equality criteria and compile results from activity 1.3 Procurement Office, participates in workshop with the aim of applying the results in our procurement templates.</li> <li>2. Processing, decide and implementation of gender equality requirements in procurement templates.</li> <li>3. Establish gender equality criteria to be included in procurement documents. This could mean, for example, asking suppliers to demonstrate how they address gender equality and inclusive employment practices.</li> </ol>	

<b>Link to strategic objective</b>		The purpose of the activity is to update procurement templates with alternative texts relating to gender equality. This is to simplify procurement but also to ensure that gender equality is considered in procurements where necessary.							
<b>Related area of Intervention</b>		Action aimed at achieving the objective; The activity is designed to contribute to the achievement of the strategic objective by supporting the vision and goals of the organisation.							
<b>Responsibilities</b>									
<b>Lead</b>			<b>Why</b>			<b>Partners</b>		<b>Role</b>	
Annika Jansson, Annelie Edlund.			Project and resource responsibilities in the project.			Umeå Municipality, Procurement agency template group.		Accountable for the revision and update of procurement document.	
<b>Contact details:</b>									
<b>Implementation timeframe</b>									
<b>Q1 start date: september 2025</b>					<b>Q8 end date: May 2026</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>	
Specific tasks	Establish gender equality criteria	Establish gender equality criteria	Establish gender equality criteria Processing and implementation	Processing and implementation					
<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>		
					yes				
					Funding source(s)		Funding source(s)		
			Within existing resources.						
<b>Monitoring of delivery Assessment Rubric (Scale 0–4): 0 = Not approved / Fail, 1 = Needs improvement, 2 = Satisfactory 3 = Good, 4 = Very good</b>									
<b>Output indicator</b>		<b>Mechanism of monitoring</b>			<b>Baseline (Date: 2025-09-10)</b>		<b>Target (Date: 2026-01-31)</b>		
Establish and align gender equality requirements in procurement.		The compiled results are quality assured by a procurement lawyer. <b>Assessment 4</b>			2025-09-10		2025-12-31		

Approval of the texts in procurement templates.	Procurement manager <b>Assessment 4</b>	2026-01-01	2026-01-31
<b>Result indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date: 2025-02-01)</b>	<b>Target (Date: 2025-02-15)</b>
Implementation of the procurement templates at the procurement office.	Review of procurement templates with the purchasers. Assessment 4	2026-02-01	2026-02-28
<b>Risk assessment</b>			
<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>
The challenge is that the proposal for new procurement templates is not approved and that gender equality requirements are therefore not made.	Low	Very high	It is important that decisions about guidelines, templates, etc. are made in the right political forum.
The challenge is that the implementation of new procurement templates is not successful and that gender equality requirements are therefore not made.	Low	Very high	Inform operations and stakeholders about Umeå Municipality's gender equality work and focus on fulfilling Agenda 2030 goal 5, Gender Equality.

<b>Action Number</b>	<b>Action Name</b>
3.2	Implement gender equality criteria in procurement Monitor and evaluate the impact on gender equality
<b>Description of specific tasks necessary to complete this activity</b>	
<ol style="list-style-type: none"> <li>1. Develop a plan and model for systematic follow-up of gender equality requirements.</li> <li>2. Monitor and evaluate the impact on gender equality</li> <li>3. Recurring follow-up of gender equality requirements in agreements.</li> </ol>	
<b>Link to strategic objective</b>	The purpose of the activity is to develop a sustainable and systematic plan for monitoring gender equality in our procurement and contracts. The goal is to ensure that gender equality aspects are considered and followed up in a consistent manner, which in turn enables continuous improvements and contributes to a more fair and inclusive operation.
<b>Related area of Intervention</b>	Action aimed at achieving the objective; The activity is designed to contribute to the achievement of the strategic objective by supporting the vision and goals of the organisation.

Responsibilities								
Lead		Why			Partners		Role	
Annika Jansson, Annelie Edlund.		Project and resource responsibilities in the project.			Umeå Municipality, Procurement agency, Controller.		Responsible for follow-up.	
Contact details:								
Implementation timeframe								
Q1 start date: October 2025					Q8 end date: Recurring tasks			
Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Specific tasks	Develop a plan and model	Develop a plan and model	Develop a plan and model	Develop a plan and model	Monitor and evaluate Recurring follow-up	Monitor and evaluate Recurring follow-up	Monitor and evaluate Recurring follow-up	Monitor and evaluate Recurring follow-up
Costings					Resources			
Cost category	Amount	Total cost			Resources secured		Resources needed	
					yes			
					Funding source(s)		Funding source(s)	
					Within existing resources.			
Monitoring of delivery Assessment Rubric (Scale 0–4): 0 = Not approved / Fail, 1 = Needs improvement, 2 = Satisfactory 3 = Good, 4 = Very good								
Output indicator	Mechanism of monitoring			Baseline (Date: 2025-09-10)		Target (Date: 2026-01-31)		
Develop a plan and model for systematic follow-up.	The development of the plan and model takes place in consultation with the controller.  <b>Assessment 4</b>			2025-09-10		2025-12-31		
One goal is to create an annual wheel for systematic follow-up	The development of annual wheels for follow-up takes place in consultation with the controller.  <b>Assessment 4</b>			2026-01-01		Recurring activity		
Evaluate the effects of gender equality requirements in procurements to improve and optimize gender	Evaluation of the effects takes place together with the controller and category team.  <b>Assessment 4</b>					Recurring activity		

equality requirements in future procurements.			
<b>Result indicator</b>	<b>Mechanism of monitoring</b>	<b>Baseline (Date: 2025-02-01)</b>	<b>Target (Date: 2026-05-31)</b>
Implementation of follow-up of gender equality requirements in the procurement process and agreements.	Inform about the goal of systematic follow-up of gender equality requirements.  <b>Assessment 4</b>	2026-02-01	2026-05-31
Develop a method to ensure that the effects of gender equality evaluations in completed procurements are implemented in future procurements.	Continuous updating of procurement templates.  <b>Assessment 4</b>	2025-10-01	Recurring activity
<b>Risk assessment</b>			
<b>Implementation risk/challenges</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation measures foreseen</b>
One challenge is to develop a useful method for obtaining the correct data during follow-up.	Medium	Very high	Decided on the scope and content of the follow-up model.
A challenge is if system support is lacking and the method for following up and evaluating is through manual management. Which risks leading to extensive administration and time consumption.	Medium	Very high	Minimize control during follow-up to the most important things.

## Implementation Framework

The written IAP will be implemented within Umeå Municipality's Procurement Department through the following steps:

- Presentation to the Head of Procurement at the Procurement Department, followed by adoption by the committee responsible.
- After adoption, presentation of the IAP to the staff at the Procurement Department.

## Stakeholder Involvement Beyond Governance

For those who have participated in the ULG group and are not directly employed by the municipality, such as the municipality owned company that participated, they are structurally part of the municipality and will therefore naturally continue to be involved in the upcoming process and dialogues about Gender Equality and Procurement.

An established and well-functioning collaboration already exists between Umeå Municipality and the Chamber of Commerce as well as Umeå University, which we cherish and plan to maintain.

Regarding the private supplier representatives who participated, the municipality has recurring annual supplier dialogues, through which we will have natural continued contact.

## Implementation Costs and Funding

The measures resulting from the implementation of the IAP will be funded by Umeå Municipality.

## Timeline for the implementation

Umeå Municipality's IAP will be implemented after it has been adopted by the responsible committee, which is likely to occur during the first half of 2026.

## Conclusion

### Plans for communicating and disseminating the IAP locally.

Information about the IAP will be communicated internally within the Procurement Department and externally via Umeå Municipality's website, intranet, and social media channels. External communication will be handled by the Communications Department, while internal updates for Procurement Department staff will be provided by project leaders Annika Jansson and Annelie Edlund. Immediate next steps in the coming six months (November 2025 to April 2026) for implementing the IAP.

- Ensure that all procurement department staff complete the required training, as specified in the department's annual plan.
- Offer a bid school for female entrepreneurs at least once a year, as included in the department's annual plan.

### Contact details for key individuals responsible for implementing the IAP.

Procurement Officer: Annelie Edlund  
Sustainability Strategist: Annika Jansson

