

PROCURE

OUR PARTNERS' JOURNEY

To creating a better economy



ALBACETE



AYUNTAMIENTO DE ALBACETE



1 Why did we take part in the Procure Network?

1. Lack of awareness of business opportunities respecting public procurement from the local companies, and the lack of awareness of the City Council to improve the information about what local businesses can offer.
2. Training on public procurement.
3. Lack of information on the capacity of tenderers.
4. Too much bureaucracy and rigid legislation at both national and local levels.



2 Our ambition at the start

- More green procurement; so undertaking procurement in a way which creates green jobs and wider benefits for the environment;
- More services which are directly co-produced with business;
- An improved capacity amongst small businesses to bid for and win procurement opportunities;
- Improved relations with business;
- Improved working and co-ordination across departments within the municipality.

3 How have we made a difference?

Our Participation in the URBACT Procure network has helped to Albacete City Council to develop a better understanding of the public procurement processes and how these processes can be very positive to improve the local economy of the city of Albacete. An Integrated Action Plan (IAP) has been developed and it will guide the road of actions that should be taken by the city. Another one of the achievements made during the process of the project was the creation of the Urbact Local Group (ULG).



4

CITY'S PROFILE

Number of inhabitants
390,032

Active businesses
26,921

Annual spend/budget in public procurement
43,240,169 EUR

Main sectors of spend:
Environmental Infrastructures
Urban Mobility
Social Affairs
Culture

22.02%
Unemployment rate

99.99%
Small and medium sized businesses

URBACT Local Group:

- The Albacete City Council of Employment
- The Procure department
- The Confederation of Entrepreneurs of Albacete
- Different business associations of Albacete
- A company dedicated to social entrepreneurship 'Drambys'

What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"Working in a European network as PROCURE allows you to obtain different solutions to common problems."

Jose Serna, *Technical, CEEI ALBACETE*



"The Procure network invites you to create collaborative environments."

Ana Cordoba, *Technical, CEEI ALBACETE*



"Procure means build together better cities with better opportunities for all citizens."

Angel Prieto, *Director, CEEI ALBACETE*

ALMELO



1 Why did we take part in the Procure Network?

1. Increasing local spend to strengthen local economy
2. Procurement not addressed at strategic level
3. Little sense of urgency regarding the power of procurement

2 Our ambition at the start

We identified the following main objectives: get to know the market, join forces, create visibility through projects with a certain mass, involve SME in early stage, strengthening of local economy.



3 How have we made a difference?

As a result of our involvement in the project we have created a change in terms of:

- The awareness in our organization regarding procurement is much higher, the theme of local spend worked as an eye opener
- Organizations joined in the local action group work together more intensely, there is a regular exchange of information
- Procurement, and in particular involving local and regional SME, is on the agenda and put into practice in substantial tenders

We now have a strategic procurement officer who is engaged in all essential tenders and who is very motivated to materialize the Urbact-Procure objectives. Spend analysis is also now used as a strong argument for organizing procurement differently.



4 What's next?

We intend to:

- ✓ Establish a local procurement cooperative to sustain the goals of Urbact procure
- ✓ Continue the analysis of key projects in which participation of local and regional SME can be materialized. These projects are part of a demonstration portfolio
- ✓ Keep talking about Procure!

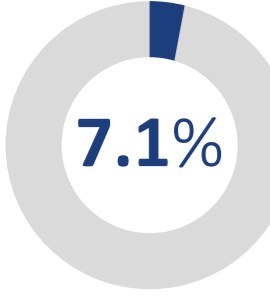


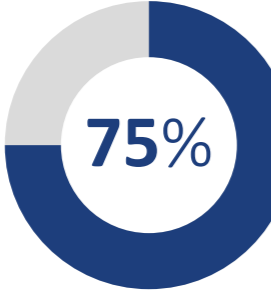
CITY'S PROFILE


Number of inhabitants
76,500


4,000
Active businesses


Annual spend/budget in public procurement
170 million EUR


7.1%
Unemployment rate


75%
Small and medium sized businesses

Main sectors of spend:
Care
Infrastructure
Services

URBACT Local Group:

- Utility company
- Water board
- Social enterprise
- Regional and local authority

What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"To me Urbact Procure is a quest for finding new ways of cooperating by talking to each other in a different way."

Alderman Javier Cornelissen,
City of Almelo

METROPOLITAN CITY OF BOLOGNA



1 Why did we take part in the Procure Network?

Key challenges identified:

1. Greater inclusion of green and sustainable criteria into procurement documentation, and in monitoring impact mechanisms/tools;
2. Elimination (or at least mitigation) of barriers faced by local businesses and SMEs in bidding;
3. More in-depth knowledge of local businesses-SMEs' offer of goods and services;
4. Innovative procurement as an opportunity to investigate.



2 Our ambition at the start

We identified two main objectives with our ULG: promoting an innovative and sustainable public procurement strategy; and increasing the participation of local businesses and SMEs in the procurement process. In order to achieve these two objectives, we decided to build our strategy on two main action lines, consisting in increasing the adoption of sustainable criteria in tenders; and promoting raising-awareness, information and training activities for both public authorities and local SMEs.



3 How have we made a difference?

The Metropolitan City of Bologna (Economic Development Dep.) has further understood the importance to include green and sustainable criteria in its procurement documentation, and to actively involve local businesses and SMEs in public procurement procedures, strengthening the mutual knowledge and collaboration with them. Metropolitan City staff has also improved its knowledge on the legislative framework of public procurement, social procurement and Green Public Procurement or GPP (at both European and national level).



4

CITY'S PROFILE

Number of inhabitants
1.009.830

Active businesses
84.777

Annual spend/budget in public procurement
56.2 million EUR

5.4%
Unemployment rate

98%
Small and medium sized businesses

Main sectors of spend:
ICT
public health
furnishings
chancellery

URBACT Local Group:

- Neighbouring local authorities
- Trade associations
- A non-profit association
- Professional associations
- Business associations
- Innovation agencies
- Company training schools

What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"Procure has given a decisive push to the involvement of local companies in public tenders and has increased the public authority's attention towards environmental criteria."

Marino Cavallo, ULG and local project Coordinator (CIMET Bologna)



"Comparing internationally with peers and learning from good practices was a great asset and an efficient push for improvement. Compare and discuss with our local stakeholders has been helpful in focusing challenges and identifying effective actions to carry on."

Valeria Stacchini, Communication officer (CIMET Bologna)



"Greater involvement of local SMEs in public procurement and greater knowledge and awareness of the available tools to participate in public tenders."

Daniele Cencioni, Communication officer (CIMET Bologna)



"Increased awareness of internal staff and local stakeholders on both the economic, social and environmental potential impact that can be generated by public procurement cycle, and the importance to more actively involve local SMEs in public procurement procedures."

Elena Guarino, Technical consultant (CIMET Bologna)

CANDELARIA



CANDELARIA

CITY'S PROFILE

Number of inhabitants
26,476

Active businesses
1,184

Annual spend/budget in public procurement
21.5 million EUR

Unemployment rate
11.45%

Small and medium sized businesses
37%

Main sectors of spend:
Cleaning
Energy
Infrastructure maintenance
Buildings maintenance
(annual data)

URBACT Local Group:

Core ULG: Lead by the Agency for Local Development; Councillors of Economy and Urbanism; Financial Controller/Budget Officers; Head of Technical Office /Urbanism; Architect of Works and Services; Public Procurement Officer and support from the Mayor.

Extended ULG: adding to the municipal level (Press and communication, IT and other departments, Councillors, External/Consultants); other interesting stakeholders were identified: clusters, local SMEs and micro enterprises representatives, Chamber of Commerce, experts from other institutions (University, Government).

What is the most positive change that happened in our organisation as a result of being part of the Procure network?

"We have obtained a better geographical analysis of the expenditure and a possibility of a greater knowledge of the reality of the companies of the municipality. And the possibility of promoting local activity."

Nicolás Rojo, Budget Officer and member of the ULG group

"The most positive change has been that the whole organisation has got involved in public procurement."

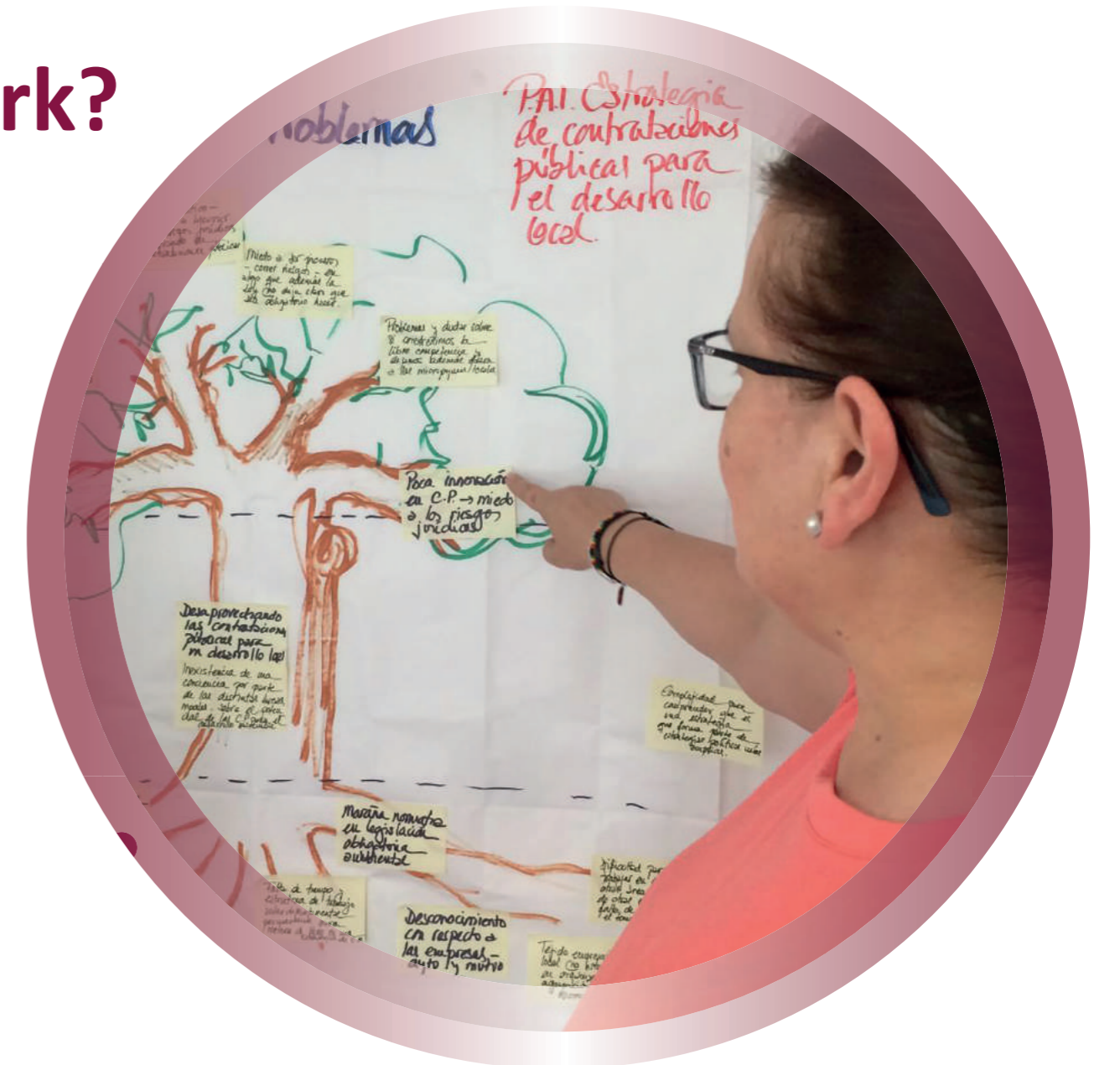
Pilar Chico, Procurement Officer

"The most positive aspect as a result of our participation in PROCURE has been that the issue of public procurement as a tool for local development has been prioritized in the agenda."

Pilar González, Local Development Officer, ULG Coordinator

1 Why did we take part in the Procure Network?

1. Development of criteria that consider issues beyond price.
2. Development of a better spend analysis system and look at the impact in local and larger economies of Tenerife.
3. Exercise of pressure on the amendments to the Spanish Law through demonstration of good practices.
4. Commitment with local companies so that they develop their skills and capacity to bid and win contracts.
5. Reduction of suspicion of corruption / risk aversion -Transparency.
6. Closer monitoring of benefits.



2 Our ambition at the start

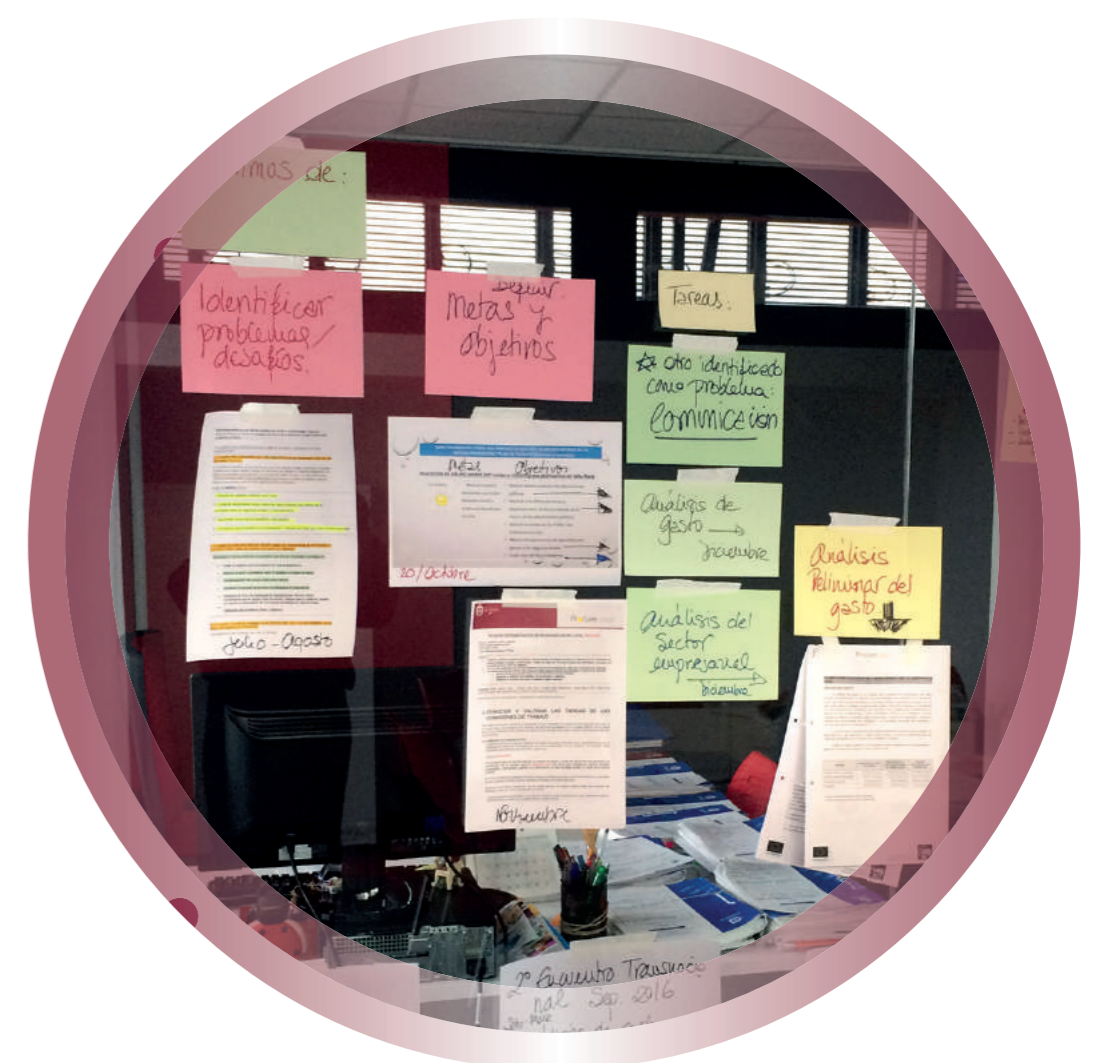
To improve our economy and achieve better social and environmental welfare at the local level. 3 objectives have been identified that are specified in 6 specific objectives, and 11 actions that respond to both the challenges mentioned in the Plan.

General Objectives:

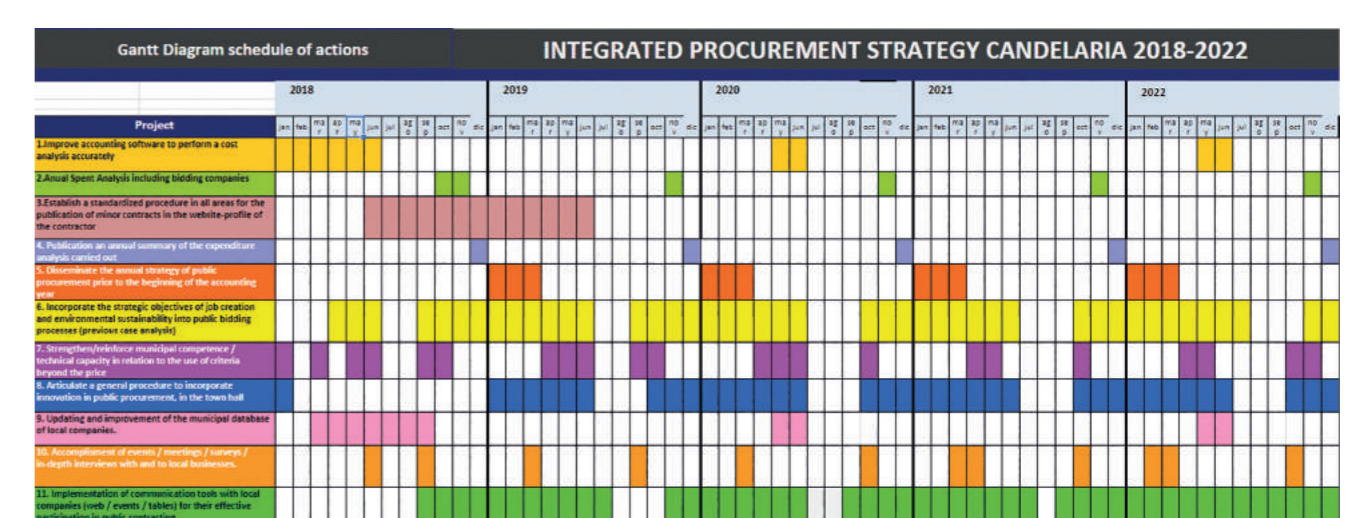
1. Improve the process of public procurement for strategic purposes.
2. Improve experience and ability to support local businesses.
3. Increase the knowledge of local companies about the possibilities offered by public contracting.

3 How have we made a difference?

The Town Hall has a bigger capacity for improving the benefits for local economy through public procurement. The ULG highlights the importance of spend analysis: prior to any work around maximising the impact of procurement through social and environmental criteria and through the engagement of SMEs, we need to understand three contextual factors. Candelaria wants to go further in progressing on procurement and we want it to reap more benefits in local economic, social and environmental terms.



4



KOPRIVNICA



KOPRIVNICA

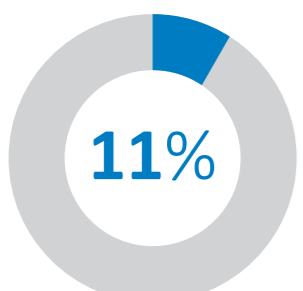
CITY'S PROFILE



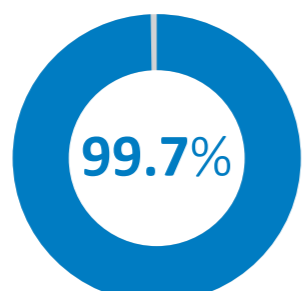
Number of inhabitants
31,000



Annual spend/budget in public procurement
2,500,000 EUR



Unemployment rate



Small and medium sized businesses

Main sectors of spend:

- Services**
- Construction**
- Utilities**

URBACT Local Group:

- Local authority
- Local business support organisations
- Agencies supported by the private and public sector
- Public utility companies
- Interested public
- Economic associations of small and medium sized enterprises

What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"The Procure network gave us the ability to look at local procurement processes from a different perspective which enabled us to implement measures with a strong focus on innovation."

Maja Balasko,
Head of section for European affairs and Sustainable development,
City of Koprivnica



"Smart public procurement is the one crucial pillars of a modern, smart city. By introducing new tools in local public procurement processes, we have made public procurement more transparent and efficient."

Ksenija Ostriz,
Deputy Mayor, City of Koprivnica



1 Why did we take part in the Procure Network?

We decided to take part in the Procure Network to tackle the following challenges:

1. lack of capacity of the public sector to conduct non-pricing criteria procurement processes,
2. lack of use of modern digital tools in public procurement,
3. lack of innovation in public procurement,
4. lack of synergy between stakeholder in public procurement
5. lack of a positive image of public procurement among the general public.

2 Our ambition at the start

Our ambition was to take a structured approach to public procurement which involves the analysis of the public procurement process in Koprivnica and the increase the capacity of the public administration for the uptake of the new law on public procurement in Croatia which involves non-pricing criteria and the usage of new tools.



3 How have we made a difference?

The local first action plan in public procurement of this type was developed. As a direct result of that, a public procurement office in the public administration of the City of Koprivnica was established, a new tool for online procurements is being developed and the positive image of public procurement has established due to increased transparency and dissemination of the project results and activities in general.

4 What's next?

In the future, our city will work towards:

- ✓ The further implementation of the City of Koprivnica IAP measures,
- ✓ Strengthening the capacity of the public administration for advanced public procurement processes which involve sophisticated non-pricing criteria,
- ✓ Decreasing the staff effort of the city administration due to more efficient and transparent processes.



KOSZALIN



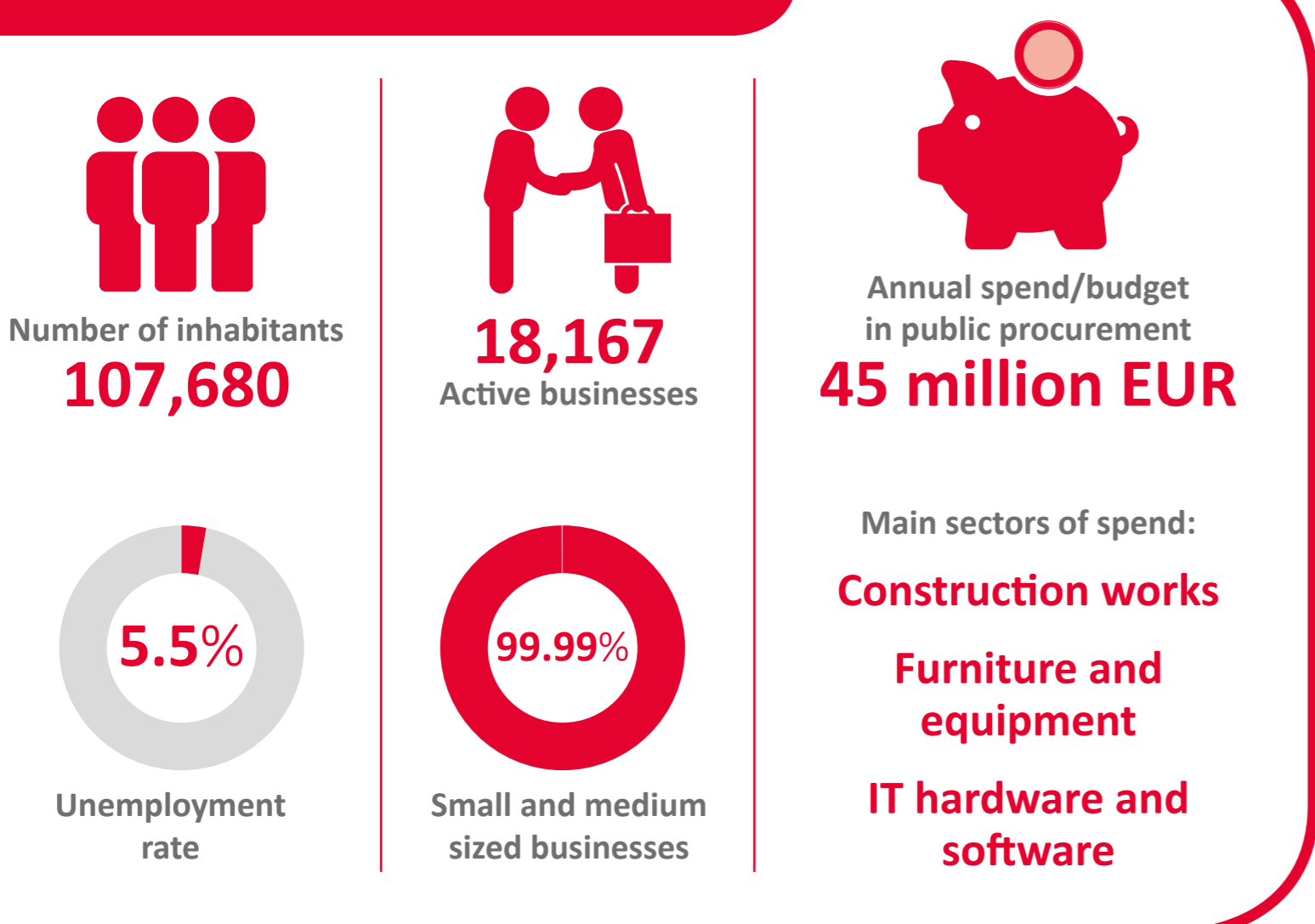
1 Why did we take part in the Procure Network?

The City of Koszalin took part in the Procure Network for a number of reasons:

- local entrepreneurs were interested in participation to a greater extent in local public procurement that constitutes a significant part of the market
- we were seeking new impulses for the further growth and increase of the economic attraction of the City to address local economic and social challenges
- complex UE Public Procurement Law reform in 2014 was to be implemented in national law
- we wanted to participate in an ambitious and innovative international project and take opportunity to learn from project partners.



CITY'S PROFILE



2 Our ambition at the start

The main objective of Procure, i.e. raising the level of the public spend being retained in the local economy, was essential for the City of Koszalin. Indeed, an increased effective participation of local businesses in public procurement in the City of Koszalin and other anchor institutions could provide to SMEs a new impulse for growth and their development would translate into an increased number of jobs and better wages. This, in the long term, could have an impact on the improved local living standards of the residents of Koszalin and a limited negative impact of the economic migration to larger centres home and abroad.

3 How have we made a difference?

In Koszalin's case it was the URBACT Local Group which has been the key element of change. Soon after starting the Procure project we identified and involved key stakeholders interested in close cooperation with the city and searching together for solutions to the problems and challenges. All actors were committed and engaged which allowed mutual learning and exchange between ULG and transnational activities. Owing to this we managed to produce an Integrated Action Plan containing actions that are feasible, cohesive and suitable for our local context.



URBACT Local Group:

The ULG for Koszalin includes:

- Local Public Procurers: *the City of Koszalin, the University of Technology, the Regional Hospital and the District of Koszalin*
- Business representatives: *two local Chambers of Commerce, a Business Centre Club, and a Foundation of Innovation and Enterprise Centre*



What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"We learnt that it is possible to adopt an innovative approach towards public procurement and treat it as a comprehensive tool to support the local economy, small and medium enterprises, innovation, sustainable development and social cohesion at the same time respecting the principles of competitiveness and transparency."

Mr Piotr Jedliński, Mayor of Koszalin



4



LUBLIN



1 Why did we take part in the Procure Network?

Our main challenge was to obtain better quality of goods and services through public procurement. Secondly, there was also a legislative barrier in place based on the criteria which upon the decision regarding public procurement places emphasis on the price. Using environmental and social clauses in the public procurement was still not very common in Lublin that is why we wanted to know about practical aspects of using it as much as possible.



2 Our ambition at the start

We wanted to increase the efficiency of public spending, facilitating in particular the participation of small and medium-sized enterprises in public procurement in support of common social and environmental objectives. We also wanted to observe how it is possible to cooperate with SMEs to support the local economy.

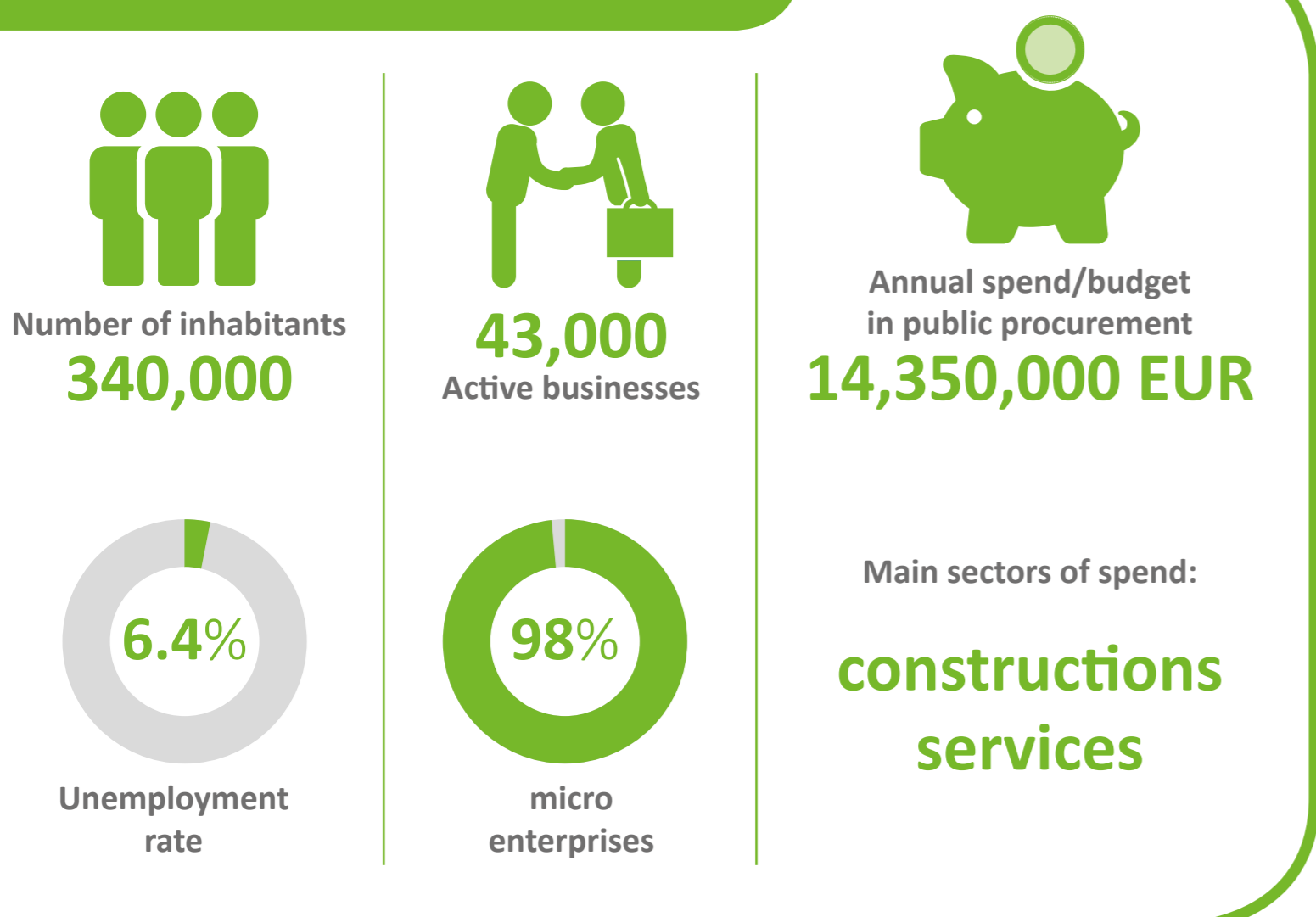
3 How have we made a difference?

We encourage Lublin City Office staff to award public procurement in a way that is no longer solely dependent on the price. The awareness of our employees has certainly increased in the context of using the environmental and social criteria. Our knowledge about how to apply these criteria and about what we can do to make public procurement an important factor in the development of the city has grown.



4

CITY'S PROFILE



URBACT Local Group:

- Public authorities
- hospitals
- 4 public universities
- Association of Public Procurement Experts and Consultants
- Regional Economic Chamber
- The Office of Competition and Consumer Protection
- Local Development Centre Foundation

What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"The knowledge from this project affects the change of awareness in our Office regarding non-price criteria and support local economy through public procurement."

Elżbieta Daszyńska, *Director of Public Procurement Office*



"Our stakeholders perceive us as a more innovative and open to change office."

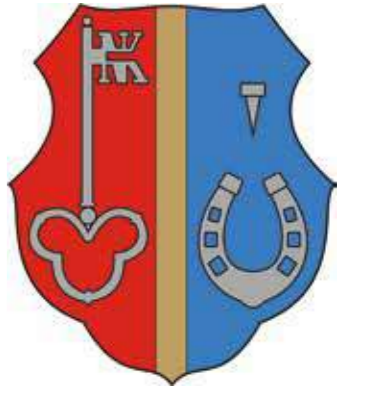
Marcin Chrapowicki, *Inspector in Non-investment Project Department*



"Procure project let us to integrate the public procurement environment from Lublin and enhance sharing of knowledge and experience at the local level."

Dorota Wróbel, *Head in Non-investment Project Department*

MUNICIPALITY OF NAGYKÁLLÓ



NAGYKÁLLÓ

1 Why did we take part in the Procure Network?

Before the Procure project, we realised numerous challenges we wanted to address, such as: Unflattering demographical changes; Lack of knowledge and experience related to new regulations – most notably around: qualitative evaluation, monitoring, environmental criteria, social criteria; Lack of available data and database related to spend and local businesses.



2 Our ambition at the start

The overarching objective of the Municipality is to improve local economy by improving the role of local SMEs in public procurement processes. Furthermore we seek to: - improve the transparency of procurement processes - reduce unemployment rate - increase local tax incomes - "keep the money in town".

3 How have we made a difference?

Principally, the approach of procurers in town. By utilising the learnings from transnational workshops they now seek to consider other issues – environmental and social - beyond price and quality in terms of procurement processes. That's exactly what we are trying to do in our ongoing INTERREG project called Rumobil, where we will implement innovative bus stops (design plan shown in picture). Furthermore, spend analysis has given us evidence and helped to identify leakage of spend.



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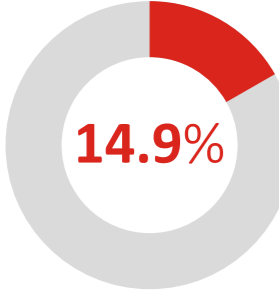


CITY'S PROFILE


Number of inhabitants
9,707


763
Active businesses


Annual spend/budget in public procurement
8.8 million EUR


14.9%
Unemployment rate


100%
Small and medium sized businesses

Main sectors of spend:
Construction
Services
Purchase of equipment

URBACT Local Group:

In the beginning, we tried to involve as many local actors as possible. Unfortunately some were not as cooperative as we expected. However, we managed to involve the local town development not-for-profit Ltd, one of the main construction companies, a local law office, and a civil foundation.

What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"The key learning point of the Municipality is definitely the Spend Analysis. By undertaking this we have a more effective understanding of our procurement spend, helps to identify leakage and influenceable spend."

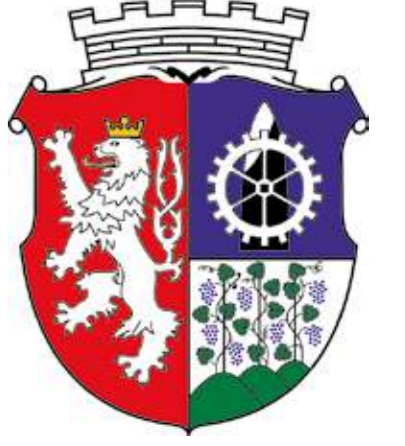
Zoltán Juhász,
Mayor of Nagykálló

"Procure was useful as over the course of the last two years the newly set-up ULG has realised several issues and challenges, which would have never been taken into consideration without this project however addressing them can improve local economy."

Sándor Véghseő,
ULG Coordinator, Town development expert

PRAGUE

DISTRICT 9



1 Why did we take part in the Procure Network?

The first reason for us to take part was that the topic was interesting and new. Suddenly we also had to react on the new EU legislatives. The main challenges we faced at the beginning of the project were lack of experience in this area and being somehow suspicious in acting innovative around the procurement.

2 Our ambition at the start

We wanted to know if the society was ready for innovative behaviour. Also, there was a situation from another level of policy to which we had to react somehow. In a short and metaphorical way, the ambition could be described as an "Ambitions of an obedient apprentice who wants to become a diligent student".



3 How have we made a difference?

We have discovered that this might be a possible way in our search for symbiosis between effective profusion of public spending and local entrepreneurs. Also a major result within the project was we found how unexperienced we were in the field of procurement if we compared our situation to some of the other partners.



4 What's next?


As further steps we would like to focus mainly to the correct usage of the knowledge we were able to gain and capacity we could build within the duration of the project in a maximal and most effective way. In other terms implement the theoretical good practices we learned about into the practical day-to-day life.

CITY'S PROFILE


Number of inhabitants
55.000


22.000
Active businesses


Annual spend/budget
in public procurement
12 million EUR


3.2%
Unemployment
rate


70%
Small and medium
sized businesses

Main sectors of spend:
Investments
Maintenance
Services

URBACT Local Group:

Within our URBACT Local Group we managed to gather different stakeholders. Among others those are: **Municipality, Elementary schools, Kindergartens, Chamber of Commerce, Law Agency, Health care centres, Local SMEs**

What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"The most positive fact could be the knowledge that change and being innovative is possible. Where there is a will, there is a way. Some nations within the EU are nevertheless far more experienced in this area than the Czech Republic."

Zdeněk Davídek,
Local ULG coordinator



"This project is a great demonstration of how fruitful communication between the Municipality and its citizens you can get. The most positive change would be the will of ULG members to build the capacity and raise their awareness."

Pavel Pospíšek,
Project manager

PRESTON



1 Why did we take part in the Procure Network?

The ambition to re-create a good local economy was initiated by Preston's Community Wealth Building. The city took part in the project as it was facing a number of barriers and challenges:

- austerity and budget cuts of 50% since 2010
- unemployment, low skills and low pay
- anchor institutions committed to maximise economic, social and environmental benefits but with little experience of actually embedding these factors as tender criteria
- lack of capacity to deliver more innovative practice



2 Our ambition at the start

Preston's goal for the project were:

- To build a common strategy or charter across anchor institutions around social value.
- To develop a common way across anchor institutions of promoting upcoming procurement opportunities and portals.
- To increase the visibility local businesses have of procurement opportunities.
- To develop social and environmental criteria to include in public procurement.

3 How have we made a difference?

We have positioned Preston as a progressive place for local economic development;

- relationships have been built between institutions in Preston;
- a collective baseline spend data is now used strategically;
- spend leakage from the region has been identified and continues to be addressed (39% in 2012 - 79% in 2016);

It is now widely accepted that the behaviour of anchor institutions in their procurement activity can be utilised as a lever to address challenges facing cities



4 What's next?

Continuing progress will require working with the practitioners' group;

- ✓ developing buyers' and suppliers' guides to embed social value in contracts;
- ✓ further reducing spend leakage out of the local economy where appropriate and compliant;
- ✓ transferring the spend analysis good practice across Europe and develop it further;
- ✓ focussing on suppliers' capacity and development other activities of community wealth building



CITY'S PROFILE

Number of inhabitants
141,800

Active businesses
5,155

Annual spend/budget in public procurement
£15,000,000

Main sectors of spend:
Construction
Information Systems
Financial Services
Vehicle management
(2016 data)

5.2%
Unemployment rate

99.5%
Small and medium sized businesses

URBACT Local Group:

The ULG builds upon the activities of a Preston Procurement Practitioners group. The ULG includes representatives of local anchor institutions based in Preston Functional Economic Area and in Lancashire: **Preston and neighbouring public authorities, university, colleges, police, housing association. Private sector organisations from across Lancashire also joined the project to give the suppliers' side perspective: Chamber of Commerce, Federation of SMEs.**

What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"Preston City Council now appreciates that procurement is more than a transactional role, and has the potential to be used strategically in the achievement of corporate objectives."

Andy Ridehalgh,
Procurement Manager and ULG Coordinator



"Changing how you do procurement takes time but the results, the difference it makes, are really worth it."

Tamar Reay,
Procure Lead Coordinator

SATU MARE

COUNTY INTERCOMMUNITY DEVELOPMENT ASSOCIATION



SATU MARE

1 Why did we take part in the Procure Network?

To address at local level to following challenges:

Lack of awareness amongst local businesses of opportunities/lack of municipality knowledge of local businesses; Bureaucratic and rigid national level law; Suspicion in procurement/risk aversion; Inflexible criteria beyond price in decisions; Procurement is a long process; Internal procurement expertise and capacity; Using the new criteria introduced – quality / price, quality / cost, lowest cost. (not only lowest price).



COUNTY'S PROFILE

Number of inhabitants
338,202

Active businesses
9,069

Annual spend/budget in public procurement
24,291,435 EUR

Unemployment rate
4%

Small and medium sized businesses
96%

Main sectors of spend:
Investments
Works
Projects; Legal obligations;
Functioning



2 Our ambition at the start

The objectives defined by the ULG in Satu Mare were: Raising the value of direct spend in the local economy; Raising the number of local businesses and SMEs aware of the procurement potential; Changing mentality and culture in public procurement.

3 How have we made a difference?

We know the same approach at local level in the public procurement process, finding open in addressing issues related to the procurement process; inspiration from best practices identified to partners at transnational meetings, useful information at European level shared within the Procure network. Starting from the EU motto "United in Diversity", shared experience develops new horizons in the way public procurement is being carried out, basically all doing the same thing, public procurement.



4 What's next?

Applying the learning acquired within the Procure network to the benefit of local communities: Develop good practice guide; Divide contracts into lots (Lotting of contracts for SME's); Develop database of local businesses.

URBACT Local Group:

Carei, Negrești-Oaș, Livada, Tășnad City Halls (local authorities), Satu Mare County Council, Satu Mare County Intercommunity Development Association (ADI), Satu Mare Chamber of Commerce and Industry, Satu Mare County Museum, Satu Mare County Emergency Hospital, Satu Mare Airport.

What is the most positive change that happened in our organisation as a result of being part of the Procure network?



"PROCURE--unique useful and deep knowledge on procurement, close partners cooperation and best team management. The opportunity and challenge for the Satu Mare ULG members is to implement what has been learned having in mind the Romanian changing legal environment."

Nicoleta Lașan, Project Coordinator, Executive Director, Satu Mare County ADI



"Common approach through PROCURE of all Satu Mare ULG partners, as result of many debates and meetings. Glad to be involved, and thanks for experience gained from the other partners. Hospitality is our tradition -welcome any time in our county."

Mihaela Dragoș, ULG Coordinator, Head of Procurement, Satu Mare County Council




"Satu Mare CCI realized the lack of information about public procurement among local business. By interacting with our member companies we promote the opportunities to provide products and services for local anchor institutions."

Daniela Culic, Executive Director, Satu Mare Chamber of Commerce and Industry



"Better planning of public procurement as a result of the information gathered at each meeting of the local group; openness to applying social criteria in public procurement."

Marinela Cadar, Procurement Officer, Satu Mare County Hospital



Procure

Creating a Good
Local Economy

Discover more on
<http://urbact.eu/procure>

