



Partnership on Innovative and
Responsible Public Procurement
10th January 2022

URBAN AGENDA Partnership on Innovative and Responsible Public Procurement for the EU

Draft Action Plan 2022

*** The Pact of Amsterdam states that the Action Plan “can be regarded as non-binding”. Therefore, the actions presented in the Action Plan and these new actions are not compulsory. ***

Disclaimer: This document is a Draft Action Plan and does not include the European Commission inter-service consultation and the public feedback. The Public Consultation period will take place from 11th January 2022 to 11th February 2022. The European Commission inter-service consultation and the public feedback will be integrated in the Final Action Plan 2022 that will be published on Futurium website in March 2022.





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1. Introduction

1.1. Urban Agenda for the EU

The 'Pact of Amsterdam' of May 2016 has established the Urban Agenda for the EU: a new working method of thematic Partnerships seeking to optimise the utilisation of the growth potential of cities and to address social challenges. The Urban Agenda for the EU focuses specifically on three pillars of EU policy-making and implementation: better regulation, better funding and better knowledge. It aims to do so through better cooperation between cities, regions, Member States, the European Commission and other stakeholders. The Partnership on Innovative and Responsible Public Procurement is one of the 14 thematic Partnerships and was formally established in May 2017. An overview can be found in the figure below.



Figure 1: Urban Agenda Partnerships

1.2. Background of the partnership

The urban population of the total European population is 75%¹. Cities play an essential role and are responsible for providing public services to ensure a better quality of life for their citizens. In the

¹ [Urban population \(% of total population\) - European Union | Data \(worldbank.org\)](https://data.worldbank.org/SH.UR.URVS)

process of doing this, cities operate in a rapidly changing social, economic and environmental context, which creates opportunities and challenges.

Every year, over 250,000 public authorities in the EU spend around 14%² of GDP (around €2 trillion per year) on purchasing services, works and supplies. Leveraging this vast spending, public authorities can make a difference through responsible and innovative procurement. The public sector can use procurement to boost jobs, growth and investment, and create a more innovative economy, resource and energy-efficient, and socially inclusive. It can help achieve EU Green Deal goals, speeding up the circular economy and sustainability.

There are various ways for cities to deliver public services. They can decide to perform the services themselves, subsidise them, or provide them by tendering out contracts. Once decided to provide public services by tendering out a contract, one enters the realm of this partnership: innovative and responsible public procurement. This partnership creates the opportunity for cities and Member States to work closely together with the European institutions to research and assess how to facilitate more use of innovative and responsible public procurement as a strategic tool.

In 2018, the Action Plan of the Urban Agenda Partnership was approved with seven actions, which were delivered in 2020. With a view on disseminating the gained knowledge and guidance and to make the presentation of the deliverables more user-friendly and accessible, an e-learning module was developed: [Urban Agenda - Public Procurement \(maester.com\)](#)

In 2021 the partners of the Urban Agenda Partnership on Innovative and Responsible Public Procurement decided to continue their work, convinced as they are that public procurement is still a solid and vital tool to deal with economic, environmental and social challenges. After a series of brainstorm sessions and meetings with the partners, the Urban Agenda Partnership identified and scoped three new actions presented in this Action Plan.

1.2.1. Presentation of the partnership and composition

The members of the partnership are:

- Cities: Haarlem (The Netherlands) (coordinator), Vantaa (Finland), Preston (United Kingdom), Nantes (France), Gabrovo (Bulgaria), Munich (Germany), Turin (Italy), Larvik (Norway), Koszalin (Poland), The Hague (The Netherlands);
- Regions: Region of Central Macedonia, Nantes Metropole;
- Member States: Italy (AGID), Scotland, Czech Republic;

² [Public procurement \(europa.eu\)](#)

- Stakeholders: European Centre of Employers and Enterprises providing Public Services and Services of general interest (SGI Europe), Local Governments for Sustainability (ICLEI), the Dutch Ministry of Water Management and Infrastructure;
- European Commission: DG REGIO, DG GROW, DG CNECT, DG R&D, DG ENV;
- Observers and associations: Council of European Municipalities and Regions (CEMR), Eurocities, Urban Innovative Actions (UIA), URBACT (European Exchange and Learning Programme promoting Sustainable Urban Development), KEINO (Competence Centre for Sustainable and Innovative Public Procurement in Finland), Eurotowns (Network of Small and Medium-Sized European Cities), Eurocities (Network of European Cities), University of Twente, Luiss (University in Rome), PIANOo (Dutch National Competence Centre on Public Procurement), Procure2Innovate (European Network of Competence Centres for Innovation Procurement), VNG (Organisation of Dutch Municipalities), Nevi (Organisation specialised in procurement training).



Figure 2: Members of the Partnership on Innovative and Responsible Public Procurement

The main coordination body of the Urban Agenda for the EU is the meeting of the Directors-General on Urban Matters (DGUM) from the Member States. The DGUM meetings are held once every Presidency, i.e. twice per year. In addition to the Member States, the European Commission, Committee of the Regions, The Council of European Municipalities and Regions (CEMR), European Knowledge Network (EUKN) and Eurocities also participate. The Urban Development Group (UDG) meets at a technical level to prepare the meetings of the DGUM.

1.2.2. Partnership Objectives

“Every year, over 250 000 public authorities in the EU spend around 14% of GDP on the purchase of services, works and supplies. In many sectors such as energy, transport, waste management, social protection and the provision of health or education services, public authorities are the principal buyers.”³

Public procurement is becoming more strategic, more collaborative, and more technology-dependent. Innovative and responsible public procurement empowers public authorities to obtain pioneering and innovative solutions customised to their specific needs. In the spirit of the preceding, many municipalities (such as those involved in the Covenant of Mayors for Climate and Energy initiative) also engage in green public procurement of higher efficiency equipment as an effective and widely accepted strategy⁴.

This will help local and central governments with the best possible quality services to the taxpayer while saving costs at the same time. It will help create jobs and boost the competitiveness of European industry and small and medium-sized enterprises (SMEs). At the same time, it encourages more efficient, sustainable and innovative public services.

This partnership aims to push forward developing and implementing an ambitious procurement strategy as an integrated and supportive management tool for governance. Using public procurement and the procurement of innovation as a strategic management tool, cities can significantly increase the positive impact on their social, economic and environmental objectives. When procurement strategies are well aligned in an overall management strategy, procurement can contribute as a catalyst at all levels of the multi-level governance in the EU Urban Agenda. Thus, the partnership contributes to achieving the wider objectives of the Urban Agenda of the EU, which is to realise the full potential of urban areas towards achieving the objectives of the Union and related national priorities, in full respect of subsidiarity and proportionality principles and competences. The broader objectives of the partnership are also to have a positive economic, environmental and social impact on cities.

The 2022 Action Plan aims to put forward a package of suggested actions that help cities address the challenges they experience in innovative and responsible public procurement. The actions were assessed and selected based on six criteria: urban needs, impact, feasibility, expertise within the partnership, added value and sustainability. In the 2022 Action Plan, three new actions have been identified to help cities address the challenges they experience.

³ <http://ec.europa.eu/growth/single-market/public-procurement/>

⁴ https://ec.europa.eu/commission/sites/beta-political/files/covenant-mayors-8-year-assessment_en.pdf

1.2.3. Working method

The draft Action Plan of the Partnership will be presented in January 2022. From January to February 2022, the public consultation will take place. In this public consultation, public organisations, NGOs, private organisations and other stakeholders can provide input and feedback on the Action Plan.

Feedback from the public consultation: *to be added*

At the end of the first quarter of 2022, the Action Plan will be sent to the DGUM for approval. After approval of the Action Plan, the members of the partnership will commence implementing the actions.

The final activities in the actions will be delivered at the latest in 2024.

2. Three actions on Innovative and Responsible Public Procurement

Looking across public procurement in Europe, we note there are plenty of initiatives to develop strategic procurement, but also that many falter or fail when initial funding streams dry up. Further, it is vital to invest in connecting various initiatives (one public procurement initiative to another, and public procurers to other related policy areas such as circular economy). There is a need to scale up and speed up, building greater momentum for system-level change. This means more and better local projects are needed, plus enhanced leadership and coordination of system-level change.

This action aims to build capacity and capability within and beyond the UAPP (Urban Agenda on Responsible and Innovative Public Procurement) community to enhance procurement professionals' impact on cities' achievement of green deal, digitalisation and innovation (GDDI) goals. The three actions contribute to the EU Green Deal goals, Digitalisation, Innovation, Circular Economy and other European priorities by using Public Procurement as a strategic tool.

Action 1, 2 and 3 are related to each other. Action 1 will provide a reflection board for knowledge and experience exchange and set up a community of procurers. Action 2 will provide content for the reflection board and platform of Action 1. Action 3 (economic recovery and guidance paper) has been elaborated more extensively in the last quarter of 2021 and is, therefore, input for the briefings and workshops of action 2. The sub-actions of Action 3 will be promoted through an article and procurers platform (action 1); the guidance paper will be completed in 2023 by collecting and disseminating additional case study examples. In the figure below, the relation between the three actions is visualised.



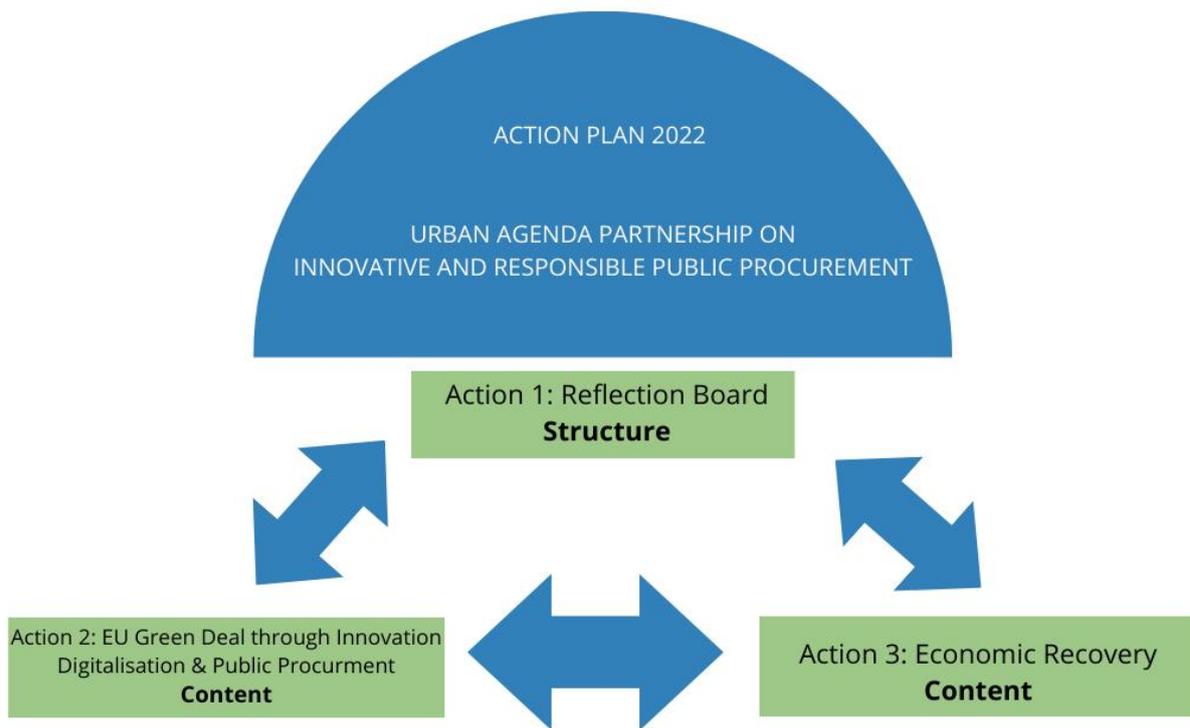


Figure 3: Relation between Action 1, Action 2 and Action 3.

2.1 Action 1: Develop a reflection board supported by a sustainable platform where cities, regions, member states and the European Commission/institutions exchange ideas and experiences on strategic public procurement.

2.1.1 Description of the action

Public procurement is an important strategic tool to help cities deal with different economic, environmental and social challenges. It is no longer seen as only of interest to purchasers and budget holders but also as highly relevant to leaders and stakeholders as they address key policy priorities. Since its launch three years ago, the partnership has developed into a lively procurement professionals and stakeholders network. This action will develop the network, increase its membership and develop its role and influence. It will develop a reflection board supported by a sustainable platform, where cities, regions, member states and the European Commission co-develop public procurement practices and exchange ideas and knowledge within the Urban Agenda Partnership community of procurers.

Together, the reflection board and platform will serve as a hub for the (learning) network of procurers' community for knowledge, experience exchange and lobby/advocacy.

2.1.2 What is the specific problem?

- Public authorities face problems, issues and challenges in multiple areas such as achieving EU Green Deal goals, stimulating Small- and Medium Enterprises (SMEs), pushing the economic recovery after the Covid-19 pandemic, circular economy transition and fighting unemployment.
- Many public authorities still procure and select suppliers based on the lowest price, resulting in outmoded solutions for the problems that present themselves.
- The diversity of problems is accompanied by a lack of knowledge on innovative and innovation procurement tools among public authorities and how to use these tools effectively to address challenges.
- There are many existing platforms and learning resources. However, these are not well linked and accessible to all who would benefit.

2.1.3. What action is needed?

Action is needed to (i) extend and strengthen the community of city procurers into a learning network that is (ii) facilitated by a sustainable platform and (iii) organised to advocate and represent effectively to promote responsible and innovative public procurement.

Through Action 1, the partnership will:

- Help to bridge public authorities' knowledge gaps, raising their awareness and knowledge on the strategic role of public procurement
- Develop and sustain the community of procurers to form a learning network
- It is necessary to adapt and develop the current platform to meet the needs of the community of procurers to the context of public authority at both global and sectoral levels
- Represent the needs and interests of the city procurers, acting as a point of contact for others' consultations exercises, and promoting the role and value of strategic procurement in cities among non-procurement stakeholders
- Knowledge and experience exchange and guidance on how public procurement can help deal with problems, issues and challenges.

2.1.4 Objectives

The Action 1 objective is 'to develop a reflection board supported by a sustainable platform where cities, regions, member states and the European Commission/institutions exchange ideas and experiences on strategic public procurement', contribute to the main objectives of the Urban Agenda, namely:

1. Better knowledge (through Action 1, 2 and 3)
2. Better regulation (through Action 1)
3. Better funding (through Action 2)



The reflection board and platform will complement and be distinct from several linked associations and platforms. The board's specific added value is based on:

- its composition focused on European cities and included a range of stakeholders as active partners
- extensive network on local/regional/national/European level since 2017
- the Urban Agenda Partnership network is not a project with an end date; the partnership is continued cooperation and collaboration
- collaborative, partner-driven approach, with content created by the Urban Agenda partners using their knowledge, experience and expertise

2.1.6. Specific sub-actions

Sub-action 1.1 **Survey of learning needs, priorities and obstacles**

Serving also as a means of engaging with prospective new members, a survey will be conducted to map city procurers' learning interests and needs, priorities, barriers, obstacles, and enablers they experience in accessing and using learning resources and tools. The cities/regions/member states experience obstacles will be used as input for Sub-action 1.5 (Develop advocacy role and capacity).

Deliverable A: a report – findings from the survey – with recommendations for the partnership and others producing and disseminating resources

Sub-action 1.2 **Build a platform**

Investigate options and identify a technical solution that supports the exchange of ideas on how to embed public procurement to achieve innovative and sustainable goals by using a website, by organising study visits, workshops on local and national levels, different interactions

The focus is more on the overall strategic approach of procurement. The possibilities of technical solutions for a platform will be investigated (website, interactive e-learning, podcasts, apps etc.), and the best possible and feasible solution will be chosen. This platform allows interaction and to identify procurement challenges. Also, the use of existing platforms will be investigated, such as <https://sustainable-procurement.org/sustainable-public-procurement/> and for interactive groups <https://procurement-forum.eu/> that are open for any procurement professional to use and benefit from.

Deliverable B: Platform (a technical solution equipped with other possibilities for interaction, exchange of information and experience).

Sub-action 1.3 **Strengthen the community of procurers and develop a learning network**

The Urban Agenda Partnership on Innovative and Responsible Public Procurement has existed since 2017 and includes procurers on local, regional, national and European levels. Next to existing procurers and people involved in procurement – partners of the current Urban Agenda Partnership – the community of procurers will be accessible to all procurers interested in using public procurement as a strategic tool and in knowledge and experience exchange. The current UA partnership functions as a



base for this reflection board. Particular attention will be given to attracting new members to the network of procurement professionals and lowering thresholds for access and engagement.

Deliverable C: An inclusive community of procurers connected through collaborative learning, operating within a platform

Sub-action 1.4 **Develop existing Partnership learning resources**

A key outcome of the Action Plan 2018 of the Urban Agenda Partnership on Innovative and Responsible Public Procurement was an e-learning module, with seven elements reflecting each action, displayed in figure 4.



Figure 4: E-learning module

Other organisations such as Eurocities, ICLEI and URBACT also hold learning and guidance materials related to the module elements. Working in collaboration with these organisations, a mapping exercise will be conducted to identify relevant materials held by other providers. The partnership’s learning materials will be updated with new information and include appropriate links to promote access and uptake. Further promotion of the e-learning module will be undertaken.

Deliverable D: Update Partnership e-learning module, with relevant links to other providers’ learning and guidance materials.

Sub-action 1.5 **Develop advocacy role and capacity**

Building on Action 1 from the Action Plan 2018, the partnership will serve as a hub to inform decision-makers at the EU level about the obstacles that the cities/regions/member states may face when it comes to public procurement and to contribute to consultations. Members of the Partnership will continue to contribute to conferences, webinars etc. Resources for advocacy, outreach and stakeholder briefing will be collated sharing among Partnership members as needed. Outcomes of the



survey (sub-action 1.1 (Survey of learning needs, priorities and obstacles)) regarding obstacles will be used as input for this sub-action.

Deliverable E: Centralised resource base of materials for advocacy

2.1.7. How to implement the action? What needs to be done?

ACTION 1 To develop a board supported by a sustainable platform where cities, regions, member states and the European Commission/institutions exchange ideas and experiences on strategic public procurement		
Sub-action 1.1 Survey of learning needs, priorities and obstacles Deliverable A: a report – findings from the survey – with recommendations for the partnership and others producing and disseminating resources		Who? Haarlem The Hague
Activities		Estimated deadline
1	Design survey and collect data	↓
2	Analysis and report	↓
3	Communicate findings to key stakeholders	↓
4	Select and programme priority topics for the partnership	Dec 2022
Sub-action 1.2 Build a platform Deliverable B: Platform (a technical solution equipped with other possibilities for interaction, exchange of information and experience).		Who? Haarlem University of Twente KEINO
Activities		Estimated deadline
1	Research requirements	↓
2	Research technical options	↓
3	Select preferred option and seek funding	↓
4	Implement (subject to funding)	Dec 2022
5	Promote to users and contributors (all partners)	2023 and ongoing
Sub-action 1.3 Strengthen the community of procurers and develop a learning network Deliverable C: An inclusive learning network of community of procurers connected through collaborative learning, operating within the platform		Who? Haarlem, Eurocities, Czech Republic, University Twente
Activities		Estimated deadline
1	Scope current and potential community membership	2022
2	Develop a database of members	↓



3	Reach out to potential new members through a variety of channels (e.g. national professional associations)	2023
Sub-action 1.4 Develop existing Partnership learning resources Deliverable D: Update Partnership E-learning module, with relevant links to other providers' learning and guidance materials.		Who? Action leaders 2018: Haarlem, AGID, Eurocities, Dutch Ministry of Infrastructure and Water Management, URBACT, Nantes, Vantaa, plus the Czech Republic
Activities		Estimated deadline
1	Identify the new information & materials on 7 E-learning modules	↓
2	Adjust and update E-Learning modules	Ongoing through 2022 and 2023
3	Identify existing platforms (using a questionnaire)	↓
4	Contact for collaboration with the existing platforms	↓
5	Agree on the content of linkages and information that will be placed on the platform, and implement	June 2023
6	Populate Partnership platform with Partnership resources	End of 2023
Sub-action 1.5 Develop advocacy role and capacity Deliverable E: Centralised resource base of materials for advocacy		Who? Haarlem
Activities		Estimated deadline
1	Respond to consultation requests	Continuously
2	Represent Partnership at events / meetings / conferences	Continuously
3	Collate advocacy resources for exchange and mutual support among Partnership members	By June 2023 and ongoing

2.1.8. Implementation risks

- Resource uncertainty among partners – can undermine long term planning/actions
- Duplicating existing platforms/initiatives

2.1.9. Which partners?

Action Leader:

- City of Haarlem

Members:

- AGID
- Region of Central Macedonia



- City of Gabrovo
- KEINO
- Eurocities
- Luiss
- Metropolis Nantes
- University of Twente
- Czech Republic
- City of Munich
- Pianoo
- DG ENV
- DG REGIO
- European Innovation Council
- ICLEI - Local Governments for Sustainability

2.2 Action 2: Achieve Green Deal, Digitalisation and Innovation (GDDI) goals by using public procurement as a strategic tool.

2.2.1. Description of the action

Through Action 2, the partnership's learning network will co-create and exchange knowledge and understanding and support the skills development needed for using public procurement to help achieve cities' GDDI goals. Informed by the survey of learning needs and priorities (Sub-action 1.1), the partnership will select priority topics and programme various learning events and resource development activities.

2.2.2. What is the specific problem?

Procurement professionals wanting to support GDDI goals face many challenges and barriers. Stakeholders may not be receptive; procurement leaders and teams may lack the necessary knowledge, skills, time or capacity. Although many resources (for knowledge and skills development + tools) are already available, these are often difficult to find, behind paywalls, difficult to use, or not entirely relevant.

2.2.3. What action is needed?

Action is needed to develop and share learning opportunities (events and resources/materials) to support the work of cities' procurement personnel in support of GDDI goals and improve the relevance, accessibility and timeliness of these opportunities given the massive variety of circumstances in which learning needs arise.



2.2.4. Objectives

Motivating and engaging stakeholders is covered in Action 1. The focus of Action 2 is on knowledge, skills and capacity, for PP leaders and their teams, taking into consideration various degrees of expertise and focusing on specific, jointly selected vital topics.

Through Action 2, the partnership will, for agreed priority topics:

- Promote knowledge and experience exchange
- Produce guidance on how public procurement can help to deal with problems, issues and challenges
- Provide a catalogue of guidance and best practices;
- Help public authorities through workshops/study visits, list of existing guides on the national/regional/local level
- Contribute actively to knowledge development initiatives, either through individual members or collectively

Also, it will develop ways of working (policies and methods) for developing and sharing learning opportunities which:

- Facilitates co-creation of knowledge, pooling members' expertise, and ease of exchange
- Promote access to events and resources, and encourage uptake (e.g. catalogue of resources for a topic; translation of materials)
- Supports procurement leaders and trainers (e.g. exchange of training course designs)
- Encourages collaboration between providers of learning resources (e.g. links between platforms)

A series of sub-actions will – in combination – help extend the work of the partnership, leveraging past and future outputs and connecting and supporting cities' procurement professionals.

2.2.5. Specific sub-actions

The specific sub-actions are:

Sub-action 2.1 **Develop GDDI related public procurement knowledge** by facilitating active and frequent engagement with the HEU (and the like) research and development programmes to encourage development and/or customisation of tools and learning materials for the cities' context. For key topics, identify requirements and opportunities for new tools, knowledge etc. and provide information to help relevant community members to engage

Deliverable F: Guidance on opportunities – how to find out about them and how to engage

Deliverable G: Workshop and a brief report on requirements identification mapped on to key programmes/calls

Sub-action 2.2 **Design and organise expert briefings** in a programme aligned with the needs identified from sub-action 1.1 and organised according to the principles outlined above (access, co-creation, etc.). The briefing topics will align with priorities identified from the survey, and emerge from



developing policy priorities, for example, as in Action 3, below. Briefings may be written documents or presentations (recorded, webinars etc.), and will take various forms including guidance, and case studies.

Deliverable H: a simple process for commissioning briefings and sharing them, including design principles for the sessions

Deliverable I: Several briefings designed and delivered (also evaluated to enhance Deliverable H).

Sub-action 2.3 **Signpost resources** related to the learning network of the community of procurers priority topics. For selected topics, map the resources ‘landscape’ and post the map on the partnership’s platform (Sub-action 1.2), creating a method for the mapping process and helping users access the right resources for their needs. Developing the mapping and access process is closely integrated with Sub-action 1.2 (Build a platform) and Deliverable B.

Deliverable J: Resource maps developed and shared for three (or more) topics

ACTION 2 Achieve Green Deal, Digitalisation and Innovation (GDDI) goals by using public procurement as a strategic tool		
Sub-action 2.1 Develop GDDI related public procurement knowledge		Who?
Deliverable F: Guidance on opportunities – how to find out about them and how to engage		Haarlem ICLEI Eurocities
Deliverable G: Workshop and a brief report on requirements identification mapped on to key programmes/calls		Luiss University of Twente
Activities		Estimated deadline
1	Produce and circulate an overview of European R&D schemes with public procurement related calls and the potential roles and benefits for City procurement teams	↓
2	Review calls against priority topics for the partnership	Q1 2023
3	Conduct a workshop with Partnership members and funding/research experts and report	Q3 2023
4	Promote opportunities to cities	Ongoing
5	Encourage participating cities to share the new resources and learning within the network	Continuously
Sub-action 2.2 Design and organise expert briefings		Who?
Deliverable H: a simple process for commissioning and sharing briefings		Haarlem Luiss
Deliverable I: Several briefings designed and delivered		Munich Gabrovo
Activities		Estimated deadline



1	Organise first expert briefing	By end 2022
2	Organise second expert briefing	By end 2023
3	Organise third expert briefing	By end 2024
4	Develop and promote the process to encourage learning network members to self-organise briefings	By end 2023
Sub-action 2.3 Signpost resources related to the learning network of the community of procurers priority topics. Deliverable J: Resource maps developed and shared for three (or more) topics		Who? Haarlem URBACT Czech Republic City of Koszalin Dutch Ministry of Water Management and Infrastructure
Activities		Estimated deadline
1	Produce resource map for first priority topic	By end 2022
2	Produce resource map for second priority topic	By end 2023
3	Produce resource map for third priority topic	By end 2024

2.2.6. Implementation risks

- Resource uncertainty among partners – can undermine long term planning/actions
- High upfront costs in bidding for Research and Development funds, high payback if successful but competition is high
- Lack of continuity as funding ends

2.2.7. Which partners?

Co Leaders:

- City of Haarlem
- University of Twente
- ICLEI

Members:

- City of Vantaa
- CEEP
- City of Gabrovo
- Czech Republic
- Luiss
- Region of Central Macedonia
- City of The Hague
- Dutch Ministry of Infrastructure and Water Management



Stakeholders

- All members of the partnership

2.3 Action 3: Enabling Economic Recovery Through Public Procurement

2.3.1. Description of the action

The Covid-19 pandemic has profoundly impacted many cities and countries across Europe. We have seen vital challenges around (amongst others) public health, morbidity and well-being, upon levels of unemployment and business sustainability, the need for retraining and requalification of employees, around access to required goods and services, upon the competitiveness of city economies; and around ongoing environmental issues.

There are emerging solutions to the challenges detailed above, including tax and business stimulation packages, new jobs schemes, and a continued shift towards a green transition. For the EU Urban Agenda Partnership for Innovation and Responsible Public Procurement, the process of buying goods, services and works (procurement) should be and is a crucial mechanism for stimulating economic recovery.

Building upon previous research undertaken by the partnership around how cities across Europe have adapted their procurement processes due to the pandemic, this Action and Advisory Paper seeks to provide guidance upon how cities can use Public Procurement to stimulate economic recovery. By economic recovery, we mean enabling businesses to return to developing and growing financially, but also in a way that enables the wider-ranging local economic, social, health, and environmental challenges emerging from the Covid-19 pandemic to be addressed.

The following presents ten critical ways in which procurement can enable economic recovery, together with a series of accompanying case studies. It is designed to support other cities, particularly their Procurement Officers, seeking to progress their procurement processes and practices and utilise procurement to stimulate economic recovery.

2.3.2. What is the specific problem?

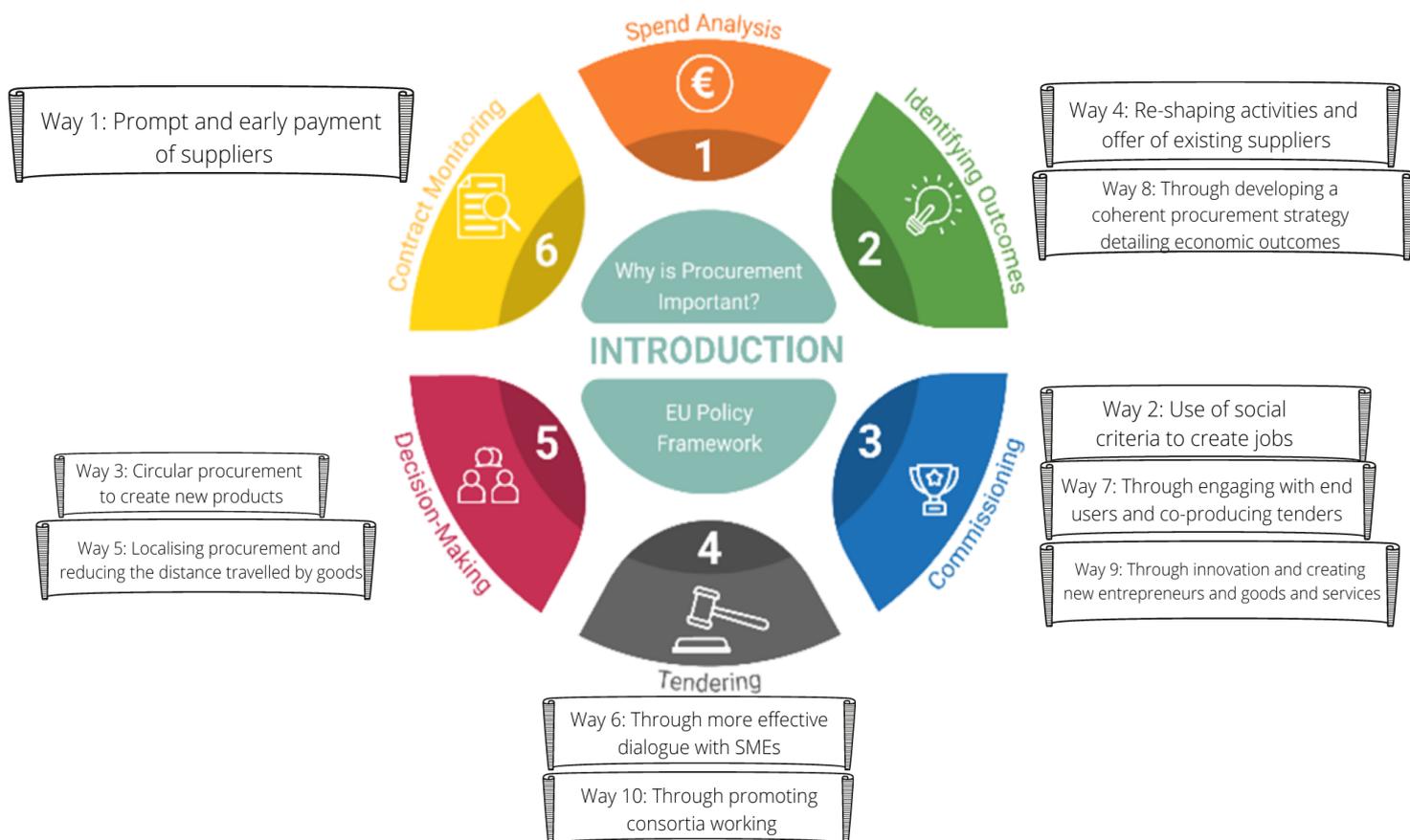
Cities across Europe face many challenges due to the Covid-19 pandemic, particularly in re-stimulating their economy, addressing social and health issues, and enabling environmental sustainability. Public procurement is one lever that cities can use to address these problems, and cities need advice on how they can do so effectively. This action paper describes ten keyways and presents accompanying case studies.



2.3.3. Which action is needed?

The ten ways of stimulating economic recovery through public procurement outlined below are intrinsically linked to the procurement cycle. Procurement needs to involve a range of stakeholders, not just those involved in the procurement function but also strategists, economic development practitioners, commissioners, and contract managers. Figure 5 shows how each of the ten ways links to the six stages of the procurement cycle.

Figure 5 - linking the ten ways to the cycle of procurement



Way 1 – through prompt and early payment of suppliers

Historically, cities and municipalities across Europe have had different terms and schedules for paying supplier invoices, ranging from within seven days of receipt of the invoice to six months after receipt. This can challenge some suppliers, particularly SMEs, as longer payment terms can lead to cash flow issues, and SMEs are paying their suppliers and their employees. To stimulate economic recovery through procurement, we advise cities to promptly pay their suppliers (within a maximum of 28 days)

and, if possible, earlier than that. This is important because it will enable the circulation of money within the economy to be quicker and reduce the risk of businesses facing cash flow and liquidation challenges.

Case Study 1

When Covid-19 shook up the world, many SMEs in the City of Haarlem (the Netherlands) reached out to the local government for help and support. A task force was erected to support local companies with arranging financial relief by the national and local government and deferral of (local) taxes. The question arose what more could be done, for example via public procurement. At first, a list of the business sectors who struggled the most, was drafted. Secondly, it was matched with the purchasing calendar. And thirdly, it gave an insight into which current suppliers might be affected by the crisis.

Unfortunately, there weren't many new short-term-opportunities for local SMEs to do business with the City of Haarlem. Therefore, the attention focussed on the suppliers and consequently, contract management. With some suppliers such as the catering company, it was necessary to renegotiate the contract due to severely changed circumstances. Others just needed some leniency to survive. After all, these companies were in essence viable and solvent, yet were struggling to survive due to the crisis.

It turned out that in that last category, freelancers and other small companies in business services (especially policy and other advisors) were affected more than others. The leniency that was needed, was first and foremost to keep the cash flow going. The costs for the SMEs continued while the revenues diminished for the time being.

Since the payment of invoices by the City of was already an established process with little room for improvement, the emphasis was put on the awareness of the people working within the process. The key success factor turned out to be the swiftness of response. If the budget holder would approve the invoice as soon as possible (or even better: grant an advance), the payment would be much quicker and therefore the cash flow of the businesses enhanced. That would make or break the chances of survival during times of crisis. The average payment term of invoices to the City of Haarlem went from 23 days in 2019 to 19 in 2020 and resulted in 16 days from start to finish in 2021. It was a small step for the City of Haarlem, but a giant leap for the afflicted local SMEs.

Way 2 – through the use of social criteria to create jobs

The EU Procurement Directives of 2014 enabled national and regional governments and municipalities to utilise the procurement process to contribute towards realising broader social and environmental goals and were relevant to the type of good service or work they were purchasing. Whilst some municipalities have taken advantage of this opportunity, the vast majority lack the capacity to build such considerations into their procurement processes. However, the use of social considerations and



criteria can be an essential way of creating new jobs by making it a requirement for relevant procurements. Having a job means that people have more disposable income, stimulating recovery in other parts of the economy, most notably in retail. Therefore, we advise that cities start to include social criteria around job creation into all relevant procurement opportunities moving forward. This is important because it will contribute towards addressing the critical challenge of unemployment.

Case Study 2

The Labour Market Administration in the City of Stockholm created a tailored vocational training named "Safe Roads" in collaboration with the contractor Svevia. Svevia is a specialist in building and managing roads and infrastructure. The initiative is designed to prepare and welcome newcomers and unemployed and young people in the City of Stockholm to a future workplace in the sector. As part of the cooperation with Svevia, the City of Stockholm signed a partnership with Svevia aiming at long-term cooperation with commitments around social inclusion and social sustainability, a model in the City of Stockholm called Job-partnership.

The tailored vocational training consisted mainly of certification training required for employment in the road industry. After four weeks of theory and certifications with the training provider, following a five-week workplace internship at Svevia in the contractor's operations in and around Stockholm. The cooperation successfully led to employment for those who participated in the tailored vocational training and has been repeated with Svevia as a partner and assigned contractor in the City of Stockholm. Svevia is also a member of the City of Stockholm's network, the Integration Pact, a unique network comprising nearly 300 members from all sectors of businesses and the non-profit sector, working together to create a more inclusive labour market and city.

Way 3 – through the use of circular procurement to create new products

Most goods purchased through the procurement process have a lifespan – they are utilised to serve a particular purpose and then thrown away and replaced by new products. However, there is often an opportunity for such products to be recycled and reused or turned into something else, bringing economic and, more importantly, environmental benefits. Cities can contribute to economic and environmental recovery by adopting a circular approach to the procurement of goods and working with businesses and social economy organisations to innovate and create new goods which are of use to municipalities and other organisations within that locality. Therefore, we advise that cities start to embed more circular approaches to procurement, which will enable both economic savings and environmental recovery. This is important because it reduces waste in both cost and environmental terms.

Case Study 3

Sustainable traffic signs

Aluminium is mainly used in the production of traditional traffic signs. The extraction and production of aluminium (bauxite) are harmful to the environment and cost a lot of energy and fossil fuels.



Three municipalities (Zaanstad, Almere and Gooise Meren) of Metropolis Region Amsterdam (Netherlands) decided to procure traffic signs and accessories together more innovatively and sustainably.

They prepared sustainable conditions to focus on less new aluminium for new traffic signs. They preferred the reuse of traffic signs. The suppliers could eventually offer signs of sustainable biobased material, provided they meet the same or better quality, lifespan and safety requirements as the current metal signs. A combination of biobased and aluminium was also allowed. The rating criteria were the best price-quality ratio; sustainability criteria had a value of 40%. The tenderers have made concrete offers with considerable CO2 reduction. The environmental and sustainability KPI's were based on science-based methods that were co-developed with research institutions - CE Delft. The successful result is a total saving of 180,340 kg CO2 equivalent over four years of the contract. The winner put CO2 requirements and more effective transport in the contract. This tender was entirely digital. Digital market consultation led to reduced emissions from travel and saved time and money for suppliers. The orderings from contracts are digital too. This all supported digital transformation and green deal priorities. They shared lessons learnt from their circular procurement via the national buyer group to inspire other municipalities.

Way 4 – through re-shaping the activities and offer of existing suppliers

Many businesses that provide goods and services to governments will have a particular specialism – the provision of uniforms for municipality workers, for example, or the mental health services provision. The Covid-19 pandemic has already seen many suppliers developing new products, mainly providing protective equipment to health workers. However, there is an opportunity to do more of this and be more equitable, with larger suppliers working closely with SMEs to develop new products and thus collaboratively grow their businesses. Therefore, we advise that cities start to work closer with suppliers and their supply chains to encourage them to work with SMEs and diversify into providing new types of goods and services. This is important because it enables businesses to diversify their offer and grow.

Case Study 4

PPI Solutions for Active and Healthy Ageing (Spain)

Galicia has a steeper ageing population trend than other European regions and negative demographic growth. This is becoming a significant challenge for the sustainability of the Galician Public Healthcare system.

The Galician public health system (SERGAS) and Galician Agency of health (ACIS) implemented in Project CODIGO 100 innovative solutions to new challenges of the health system to guarantee active and healthy ageing. CODIGO 100 uses public procurement procedures for innovation (PPI), based on the preliminary market consultations, Map of Early Demand and the Quadruple Helix of Innovation in Health (with all stakeholders), as an innovation model focused on the resolution of a common challenge.

SERGAS and ACIS jointly developed the first Health Living Lab in Galicia as an example of collaboration with local companies (interviews with start-ups and SMEs, workshops or a Hackathon



- Código Camiño). SERGAS launched 14 PPI tender processes with significant societal impacts. Innovative solutions such as AVATAR and PHR (available through E-Saude and TELEA) have proven great value during the pandemic to tackle the difficulties and disadvantages of the lockdown, ensuring the continuity of Medicare services delivered online. In 2020 all primary healthcare centres in Galicia were connected to TELEA, which was a success because their patients could connect remotely to doctor. The innovative solutions as KIT OMTX100 or UNI-VEC save money, minimise the need of patients to go to healthcare centres and save emissions from travelling.

Way 5 – through localising procurement and reducing the distance travelled by goods

The critical challenge that Europe and the world face is climate emergency – as carbon emissions continue to rise, global temperatures and issues of poor air quality and poor environmental health. How procurement is undertaken can also contribute to increased carbon emissions with products travelling vast distances from their depot to the municipality that has purchased them and often by road. However, there can often be an alternative, with businesses also providing the required goods but which are based closer to the municipality making the purchase. Again, the EU Procurement Directives of 2014 enable cities to use procurement as a lever to realise broader environmental goals. Therefore, we would advise cities to start to think about the distance their goods are travelling and introduce environmental criteria into their procurement processes so that there is a maximum distance to which goods can travel. This would bring both environmental and economic benefits as more local organisations would be able to recover economically through delivering more contracts. This is important because it enables local economies to grow and reduce carbon emissions.

Case Study 5

In the City of Enschede (Netherlands), the invitation policy was changed to give local entrepreneurs a small lead in the opportunity to the tender. This commenced during the Covid-19 pandemic but has continued during it. The local/regional economy and SMEs are stimulated by giving local/regional companies, start-ups, companies with a Werkpakt quality mark and SMEs the best possible opportunity to qualify for an assignment from the municipality of Enschede, with a preference to invite these companies for private and multiple private tenders. In a multiple private tender procedure, a minimum of three and a maximum of five companies are invited. If local or regional parties are eligible, at least two are invited to participate in the tendering procedure. Parties with a Werkpakt quality mark have priority over this procedure. In consultation with the regional contractors, Bouwend Nederland and the Tenderboard of the municipality of Enschede, the decision was made to purchase civil and cultural engineering works to professionalise further the selection of companies that receive an invitation.

Way 6 – through more effective dialogue with SMEs

Despite making up 99% of all businesses across the EU, just around 40% of all procurement contracts are delivered by SMEs. In addition, SMEs often face multiple barriers in engaging with procurement opportunities due to their scale, a lack of procurement skills and capacity, and a lack of awareness of procurement opportunities. SMEs have also been some of the businesses hardest hit by the impacts



of the pandemic. Therefore, we advise that cities increase their levels of dialogue with SMEs about procurement opportunities and improve the effectiveness of that dialogue. This should occur before the tender documentation is published and presents an opportunity to enable SMEs to recover economically from the pandemic by delivering more procurement contracts into the future. This is important because SMEs are the largest part of the economy, and support is needed to support them and the jobs they provide.

Case Study 6

Koszalin, Poland, has been consistently engaging in dialogue with SMEs through cooperation between the largest public procurers with local business organisations within the framework of a local action group. That helped them identify crucial barriers in detail and challenges SMEs when participating in the public procurement market and elaborate possible solutions. The City promotes the idea of engaging with procurement opportunities by organising conferences and meetings, sharing the results of public spend analyses, and showing the good practices of successful local companies.

Koszalin is also trying to improve the competence of entrepreneurs by running procurement law courses. Entrepreneurs learn how to bid effectively, go through all formal difficulties, what rights and obligations they have, or what they need to know when signing contracts. In turn, the City trains procurers to use non-price criteria in public tenders, as the price criterion has dominated Poland for a long time. Public institutions are also encouraged to use the Local Business Catalogue as an essential source of information regarding local suppliers.

A package of facilitation for SMEs has been introduced to make more accessible city tenders: wherever possible, contracts are divided into smaller lots so that SMEs' potential could be sufficient for these. All requirements are not excessive and proportional to the symmetrical and mutually beneficial contract. More time is given to submit a bid, knowing that the minimum deadlines specified in the Public Procurement Law are often too short.

Way 7 – through engaging with end-users and employees and co-producing tenders

The whole purpose of the procurement process is to provide goods, services and works in an economically efficient and effective manner. For the procurement of services, in particular, it is therefore essential that procurers understand the exact needs of the end service users to ensure there is no wastage of public funding, which can lead to reduced budgets for other needed services. To enable economic recovery, we would advise that cities review the economic efficiency of the goods, services and works they are already purchasing and engage the service users, including employees, in identifying the need and design of procurement tenders. This is important because citizens are the people that pay for procurement spending through the redistribution of their taxation, and employees are the people that will use the products - they should have a voice in how that money is spent.

Case Study 7



Palvelukeskus Helsinki (Service Centre Helsinki - Finland) is a municipal enterprise owned by the City of Helsinki. Palvelukeskus Helsinki partners with schools, day-care centres, senior centres, service homes and hospitals and provides more than 100 000 meals every day in over 500 sites. As part of procuring new work clothes for their employees, they participated in a preliminary market consultation. In addition, they also collected feedback from the employees of the clothes tenderers provided to procure functional, high-quality and safe work clothes. This procurement included minimum criteria for social sustainability. For example, the companies had to provide a publication consistent with Transparency Pledge during the first contract year: the full name of all authorised production units and processing facilities, the site addresses, the parent company of the business at the site, type of products made and worker numbers at each site.

The operators also had to describe the whole supply chain, all the way from raw material, at least on the country level; the information needed to be provided without delay. The operators could also utilise third-party verifications of origin and traceability. The operators will also have to commit to contract period cooperation with Palvelukeskus Helsinki and provide relevant goals, indicators and monitoring methods regarding textiles, fibres and fabrics' responsibility and the transparency of their supply chain. One of the most engaging social sustainability criteria was the employment condition that the City of Helsinki aims to apply in all public procurement with the approximated value of 200,000 euros. The purpose of the employment condition is to help people in a difficult position (such as long-term unemployment or partial workability) in the labour market with finding work. According to the condition, the operator had to provide work for one person during the nine-month contract period, a minimum of 18 hours per week, or provide an apprenticeship position.

Way 8 – through developing a coherent procurement strategy detailing economic outcomes

Many national and regional governments and municipalities will have a Procurement Strategy that outlines their overarching approach to procurement processes and practices, particularly around adhering to legislation, approach to risk, and policies for specific spend thresholds. However, few Procurement Strategies also set out in detail the broader outcomes the public authorities seek to achieve through procurement, such as addressing unemployment, improving skills or reducing carbon emissions. In order to enable economic recovery, we would advise that cities revisit their Procurement Strategies and start to include content around the economic, social and environmental outcomes they are looking to contribute towards through the process of procurement. This is important because it clearly outlines the types of economic outcomes a city seeks to achieve.

Case Study 8

Municipality of Gabrovo (Bulgaria) and the Municipal Energy Efficiency Network Effect developed criteria and requirements for executing a construction contract related to the qualification (trained) of the workers in the execution of contracts for construction containing energy efficiency measures. The market for building materials is developed, as the achievement of quality construction requires quality materials with the corresponding qualities and technical characteristics, and to know the basic concepts and characteristics of buildings and energy efficiency and the objectives pursued. The workers should know the renovation principles, airtightness, operation with thermal insulation



systems, etc. Contracting entities should ensure that workers on site have the necessary knowledge and qualifications to achieve optimal results.

The agreed criteria and clauses of the contract are aimed directly at ensuring the quality of the works carried out and the achievement to reduce the building's energy consumption. On the other hand, the indirect effects may be more significant during and after the Covid pandemic. Thus:

- firms will have the opportunity to increase their competitiveness through more skilled employees;
- firms may hire the less qualified workers that will be qualified;
- the more qualified workers are more attractive;
- workers who have lost their jobs due to difficulties in specific sectors will be able to retrain and enter the labour market without this being a burden on the employer, as we initially foresee it to be at the expense of the Contracting Authority.

Way 9 – through innovation and creating new entrepreneurs and goods and services

A small number of municipalities across Europe have started to adopt Public Procurement of Innovation approaches to some of their procurements. Rather than issuing a specification to the market for a particular good or service, they encourage the market to develop new or innovative solutions to common challenges. This gives the municipality something new and novel, and the supplier a product or service that they can sell to other municipalities with similar needs, enabling the growth and development of that particular supplier and contributing towards economic recovery. We would advise that municipalities be encouraged to pilot and adopt Public Procurement of Innovation approaches moving forward. This is important as it enables new goods, services and works to be developed.

Case Study 9

The Open Tech Lab Roma (Italy) project is entirely part of the strategy outlined in the Smart Business Plan 20-30, the hi-tech industrial plan developed by Roma Capitale in collaboration with other competent institutions, universities and companies. The administration of Roma Capitale proposes the realisation of the project by pursuing three priority strategic objectives: strengthen the ecosystem of innovation in Rome; cooperate in bridging the gap on technology transfer; achieve public-private financial sustainability. Concerning procurement, they seek to experiment with technological and business innovations on the city's real needs.

Way 10 – through promoting consortia working

Apart from large infrastructure projects, historically across Europe, there is a little history of businesses coming together to develop joint bids for procurement opportunities and even fewer examples of collaborative delivery of projects. This can be down to challenges of geography and deciding upon which business takes the lead – but it can also be down to a lack of skills and capacity to work as consortia. An approach to procurement that promotes consortia working can enable more businesses to share the wealth of procurement spend and thus recover from the economic challenges posed by the pandemic. Therefore, we advise that cities encourage businesses to come together in consortia to



bid for procurement opportunities. This is important as it enables smaller businesses to deliver economies of scale through joint activities.

2.3.4. How to implement the action? What has to be done?

Given the urgency of Action 3, a significant element of the work has been completed in the above statement of ten ways and case studies. These will be converted into an Expert Briefing (Sub-action 2.2 - Design and organise expert briefings) and widely disseminated (see also sub-actions 1.2 – Build a platform, 1.4 – Develop existing Partnership resources, and 2.3 – Signpost resources). As summarised below, the guidance will be promoted and further developed through two sub-actions.

ACTION 3 Enabling Economic Recovery Through Public Procurement		
Sub-action 3.1 Prepare guidance		Who?
Deliverable K: Guidance on ways to support economic recovery and cases studies		URBACT
Activities		Estimated deadline
1	Identify ways, source cases and write up	Completed Dec 2021
Sub-action 3.2 Promote the advisory and guidance paper		Who?
Deliverable L: URBACT economic recovery article		URBACT
Activities		Estimated deadline
1	Write and publish an article based on the advisory and guidance paper	Feb 2022
2	Continued promotion of advisory and guidance paper through the platform developed as part of Action 1	Ongoing through 2022 and 2023
Sub-action 3.3 Collect and disseminate additional case study examples		Who?
Deliverable M: Additional cases		URBACT, Eurocities, ICLEI
Activities		Estimated deadline
1	Identify suitable examples, and write up case	↓
2	Share the cases via the platform (Action 1) and expert briefings, as appropriate	Ongoing through 2022 and 2023

2.3.5. Implementation risks

There are few risks with this action as the bulk of the work identifying the ten ways of using public procurement to enable economic recovery has already been identified, along with accompanying case studies. The only risks link to Action 1 and the Platform’s development.

2.3.6. Which partners?

Leaders:



➤ URBACT

Members:

- City of Haarlem
- Eurocities
- AGID
- City of Gabrovo
- CEEP
- Koszalin
- Rijkswaterstaat, NL
- ICLEI

3. Recommendations

Our recommendations can inspire and suggest good policies, good governance and/or good practice examples. All recommendations aim to contribute to innovative and responsible procurement uptake within the urban context. These recommendations are in addition to the actions above.

The EU level could:

- Examine EU funding for joint cross-border procurement, procurement of innovation, strategic procurement, socially responsible procurement, food procurement, gender equality, and circular procurement.
- Considering recommendations and outcomes of reflection board for public procurement related issues and cross-cutting issues.
- Provide legal interpretation of (innovation) procurement aiming to increase legal certainty.

The Member State level could:

- Enable the exchange of Innovative and Responsible Public Procurement amongst cities. Member States could contribute to the uptake of Innovative and Responsible Public Procurement in cities by promoting the exchange of good practices within a national context (e.g. platform, reflection board).
- Enable capacity building on Innovative and Responsible Public Procurement. The uptake of Innovative and Responsible Public Procurement could be enhanced by capacity building of (municipal) staff, especially so in medium-sized and smaller cities.
- Enable training on different aspects of procurement, e.g. innovation, green, gender equality. The uptake of procurement capacity building can be enhanced by training or briefing (municipal) staff, especially in medium-sized and smaller cities.
- Examine the possibility of funding the national and regional procurement competence centres.

The City Level could:

- Provide low-threshold access to the European learning network, an interactive platform supporting local public authorities on capacity building.
- Access to community of procurers to exchange knowledge, experience, tools and other materials on innovative and responsible public procurement.
- Facilitate cooperation with other cities to share knowledge and experiences.
- Implement strategic public procurement. Municipalities have a vital lever at their disposal through the public procurement of goods, services and works. They can actively apply circular economy principles through applying circular economy considerations in eligibility and award criteria (e.g. the use of Life Cycle costing).
- Offer training, webinars and briefings on innovative and responsible public procurement for relevant staff and decision-makers.



4. Links with other commitments

4.1 Link with cross-cutting issues

- Urban Agenda Partnership on Circular Economy: using circular public procurement as a strategic vehicle to make a transition to circular economy.
- Urban Agenda Partnership on Climate Adaptation: public authorities can achieve climate adaptation by using climate adaptation aspects in selection and award criteria in procurement and investigations.
- Urban Agenda Partnership on Urban Mobility: innovative and responsible public procurement can help to make the urban mobility greener and more sustainable, also by involving market parties and stimulating sustainable development and innovation.
- Urban Agenda Partnership on Air Quality: public authorities can improve air quality by using circular, sustainable criteria in procurement, improving environmental effects in positive way.
- Urban Agenda Partnership on Digital transition: innovative public procurement can help to speed up the digital transition, e.g. by formulating procurement need as a challenge innovative start-ups and SME will be stimulated to come up with innovative digital solutions.
- Urban Agenda Partnership on Sustainable Use of Land: by using sustainable and responsible public procurement.
- Urban Agenda Partnership on Energy Transition: by using circular, sustainable and responsible aspects of public procurement.
- Urban Agenda Partnership on Greening Cities: the money public authorities are spending every year on procurement can be used strategically. It means, if the Greening Cities has to be achieved, public procurement is indispensable tool to make it possible by including of greening aspects in all procurements and achieve increasing biodiversity, more trees and green in cities, clean vehicles etc.
- Urban Agenda Partnership on Food: public procurement plays an important role in avoiding food waste, reduction of CO₂ (e.g. through production and transport), making food healthier.
- Urban Agenda Partnership on Cities Equality: in selection and/or award criteria equality aspect can be used to achieve equality in cities by using procurement as a strategic tool, e.g. balance between male and female employers, equal wages for male, female, disabled employers.
- Urban Agenda Partnership on Jobs and Skills: public procurement can cover social aspects, e.g. help to create new jobs and internships for unemployed people or people with disabilities and distance to the labour market.



As European public authorities spend year 2 trillion euros on public procurement every year, it makes it a potent tool to address different challenges public authorities are dealing with. The actions of this Action Plan has cross-cutting linkages with the following Urban Agenda Partnerships (upcoming, continued or finished):

Innovative and Responsible Public Procurement is inherently cross-cutting; working on this topic promotes cooperation across silos and sectors. Furthermore, Innovative and Responsible Public Procurement is a strategic tool to solve different social, environmental and economic challenges.

4.2 The Urban Agenda & Sustainable Development Goals

The Urban Agenda for the EU is part of the EU’s commitment to both the New Urban Agenda and the 2030 Agenda for Sustainable Development. The actions addressed in this Action Plan correspond with the set commitments and goals in these international agreements. Innovative and Responsible Public Procurement is a topic that touches upon several of the cities critical challenges, both concerning social, economic and environmental issues.

The partnership acknowledges the 17 Sustainable Development Goals (SDGs) formulated by the United Nations as relevant for their work. The global challenges they address are also the challenges faced at an urban level. While working on the additional actions, the partnership aims to achieve the SDGs and the set targets.



The actions of this Action Plan help to increase the use of public procurement as a strategic tool and contributes directly and indirectly to all SDGs, but especially to:

- SDG 1, SDG 2 and SDG8 (through the creation of new jobs by using, e.g. Social Return of Investment);



- SDG 4 (through the involvement of academia in Urban Agenda Partnership);
- SDG 5 and SDG 10 (through using gender equality in procurement);
- SDG 6, SDG 7, SDG 12, SDG 13 (through circular and sustainable criteria in public procurement);
- SDG 9 (through innovative and innovation procurement, innovation procurement brokerage).

5. To conclude

With additional actions for Innovative and Responsible Public Procurement, this document continues to build on the many existing initiatives and projects that relate to the work of the Partnership and the original final action plan, with its three themes. We feel that added value is found in the partnership's additional actions. We defined three actions to promote public procurement as a strategic tool in realising social, economic and environmental policy goals.

6. Monitoring

Action 1	Involved members	Deadline	State of Play
Deliverable A a report – findings from the survey – with recommendations for the partnership	Haarlem, The Hague	December 2022	
Deliverable B Platform	Haarlem University Twente KEINO	December 2022	
Deliverable C Learning network	Haarlem, Eurocities, Czech Republic, University Twente	June 2023	
Deliverable D Update Partnership E-learning module	Action leaders 2018: Haarlem, AGID, Eurocities, Dutch Ministry of Infrastructure and Water Management, URBACT, Nantes, Vantaa	Ongoing through 2022 and 2023	
Deliverable E Advocacy resources	Haarlem	June 2023	



Action 2			
Deliverable F Guidance on opportunities	Haarlem, ICLEI, Eurocities, Luiss, University of Twente		Continuously
Deliverable G Workshop and a brief report on requirements	Haarlem, ICLEI, Eurocities, Luiss, University of Twente		Continuously
Deliverable H a simple process for commissioning and sharing briefings	Haarlem, Luiss, Munich, Gabrovo	December 2024	
Deliverable I Several briefings were designed and delivered	Haarlem, Luiss, Munich, Gabrovo	December 2023	
Deliverable J Resource maps	Haarlem, URBACT, Czech Republic, Kozalin, Dutch Ministry of Water Management and Infrastructure	December 2024	
Action 3			
Deliverable K Guidance on ways to support economic recovery	URBACT	December 2021	Completed
Deliverable L Economic recovery article	URBACT	February 2022	
Deliverable M Additional cases	URBACT, ICLEI, Eurocities	Ongoing through 2022 and 2023	

