

# URBAN AGENDA FOR THE EU

## Partnership on Innovative and Responsible Public Procurement

**Survey** to inquire about experiences and knowledge regarding:

Managing strategic procurement Innovative procurement;

Financing Innovative Procurement;

Local Competence Centres.

Fields marked with \* are mandatory.

## Introduction

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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 societal challenges. It aims to do so through better cooperation between municipalities, regions, Member States, the European Commission and other stakeholders. The Partnership on Innovative and Responsible Public Procurement is one of these Partnerships, and was formally established in May 2017 and is composed by the following members:

- Municipalities: Haarlem (coordinator), Vantaa, Preston, Nantes, Gabrovo, Munich, Turin, Larvik;
- Member States: Italy;
- Stakeholders: CEEP, ICLEI;
- European Commission: DG REGIO, DG GROW, DG CONNECT;
- Observers and organisations: CEMR, Eurocities, UIA, URBACT, KEINO.

**The Partnership on Innovative and Responsible Public Procurement seeks to facilitate a joint effort for a public procurement strategy of municipalities that facilitates and supports innovation and sustainability** (social, economic and environmental). The aim of this Partnership is to push forward the development and implementation of 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, municipalities can significantly increase the positive impact on their social, economic and environmental objectives.

The Partnership has identified working actions that can help municipalities to address the challenges they experience related to innovative and responsible public procurement. The actions have been assessed

and selected on the basis of criteria such as urban needs, impact, feasibility, expertise within the partnership, added value and sustainability.

For more information about the Partnership, please consult [Futurium](#).

The following questionnaire aims at collecting information for **three Actions**:

- Managing strategic procurement
- Financing of Innovative Procurement
- Local Competence Centres on Innovative Procurement

### Privacy statement

Individual contributions to this online survey will not be published on the Internet.

Answers to the online questionnaire will be taken into account by the Partnership as input to its work. An analysis of the responses will be carried out and used as a source of information. If you agree that the name of your organisation (e.g. city of Haarlem) is mentioned in the report, your organisation might be used as an example for best practices in the deliverables of the Partnership.

### Contact details

Secretariat of the Urban Agenda:

E-mail: [elodie.salle@ecorys.com](mailto:elodie.salle@ecorys.com)

***Please note: Depending on the type of organisation you represent, only the relevant sections of this questionnaire appear. Other questions will be skipped automatically.***

## About you

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\* Surname

\* Name

\* Position/function of the person answering the questionnaire

\* Type of organisation

- Municipality
- Region
- Hospital

- University
- NGO
- Other

*Please note: Depending on the type of organisation, only the relevant sections of this questionnaire appear. Other sections might be skipped automatically.*

If other, please specify

\*Name of the organisation

\*In which country is your organisation based?

- Austria
- Belgium
- Bulgaria
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Italy
- Latvia
- Liechtenstein
- Lithuania
- Luxembourg
- Malta
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Slovak Republic
- Slovenia
- Spain
- Sweden

- Switzerland
- United Kingdom
- other

*If other, please specify.*

\* Do you agree that the name of your organisation will be mentioned in the report? (see privacy statement)

- Yes
- No, I prefer that the my organisation remains anonymous.

\* Do you agree to be contacted and/or to share your experience with the Partnership?

- Yes
- No

\* Please indicate your e-mail address

Overall budget (2018)

Purchase budget (2018)

Please specify the main public policies of your organisation (e.g. education, health, waste management, etc.).

## I. Action 1: Managing strategic procurement

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1. What is/are the main challenge(s) for your organisation in implementing strategic procurement?

- Insufficient competences.
- Insufficient resources for consultancy and education.
- Insufficient external process to involve the important stakeholders.
- Insufficient internal processes to involve the different departments.
- Insufficient leadership.

*Please identify which type(s) of competences are insufficient.*

- Legal aspects.
- Management aspects.

- Procurement process aspects.
- Sustainability aspects.
- Market knowledge.

*Please specify which type(s) of resources for consultancy and education are insufficient.*

*Please specify which type(s) of external processes to involve the important stakeholders are insufficient.*

*Please specify which type(s) of internal processes to involve the different departments are insufficient.*

*Please identify which type(s) of leadership are insufficient.*

- Mayors
- Directors
- Politicians

Please briefly describe your main challenges.

## 2. How are the procurement processes organised in your organisation?

The procurement processes are ...

- ... centralized - the procurement department manages the procurement process/tender.
- ... decentralized - the operational department manages the procurement process/tender.
- ... deconcentrated - the operational department manages the procurement process/tender, but the procurement department provides strategic guidelines/instructions.
- other

*If other, please specify.*

## 3. What type of strategic guidelines/instructions does your procurement department give?

The strategic guidelines/instructions given by the procurement department focus on ...

- ... the most relevant procedures.
- ... efficiency/saving strategies.
- ... sustainability guidelines.

- other
- The procurement department does not give strategic instructions.

*If other, please specify.*

**4. How does your procurement department steer the strategic orientation of procurement processes /tenders?**

The procurement department steers the strategic orientations ...

- ... through purchase programming - the procurement department selects relevant tenders.
- ... through legal validation of the tender by the procurement department.
- ... by providing internal guidelines and templates - the operational department sets the strategic orientation.
- ... through an internal committee with executive management.
- The procurement department only has an influence over the strategic orientations of a tender, if it is managing the tender itself.
- Other.

*If other, please specify.*

**5. How are the resources for strategic procurement allocated?**

Resources are ...

- ... allocated to the procurement department.
- ... allocated to the operational departments.
- ... shared between operational and procurement departments.
- ... allocated to some public policy departments to implement specific strategic orientations.
- No specific resources are identified.
- other

*If other, please specify.*

**6. How are the technical operations organised? *Please elaborate***

**7. What kind of tools or advice would you need most?**

- Easy-to-use manual for procurement professionals and budget holders
- Peer-to peer knowledge sharing and structured workshops
- Education package or e-education for budget holders and politicians
- Consultancy services
- Something else

Please briefly describe your needs.

**8.** What type of categorisation do you use in your organisation's procurement? (What kind of methods or tools do you use?)

- Strategic
- Process
- Contract management
- Position as a buyer in the markets
- Something else

Please explain briefly how categorising work has changed your procurement.

## Impacts of strategic procurement activities

How do you measure the impact of your strategic procurement activities? Do you ...

**9.** ... undertake basic spend analysis – exploring the geography, sectors and business types of suppliers?

- Yes
- No

**10.** ... undertake advanced spend analysis – exploring the gaps in procurement spend and the wider economic impact of suppliers?

- Yes
- No

**11.** ... undertake contract management – exploring the social and environmental impact of your suppliers during the delivery of goods, services and works?

- Yes
- No

**12.** ... use impact measurement tools – such as Local Multiplier 3, Social Return on Investment, Cost Benefit Analysis?

- Yes
- No

**13.** Do you have other methods for measuring the impact of strategic procurement activities? *Please specify*

**14.** Who undertakes the measurement activities? Measurement activities are ...

- ... undertaken internally by contract managers and analysts.
- ... commissioned to external consultants.

**15.** How do you use the findings of your measurement activities? *Please elaborate*

### Cooperation with economic operators

**16.** How do you identify the needs and expectations of potential suppliers?

**17.** Do potential suppliers agree with your organisation's strategy?

- Yes
- No

*Please elaborate.*

**18.** Please describe how your organisation included the local economic networks into the strategy process.

## II. Action 3: Financing of Innovative Procurement

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### Rationale

Local authorities need financial support to be able to introduce novelties into their procurement strategies and processes (social procurement, circular procurement, procurement of innovation, joint purchases and cross-border procurement). Nevertheless, innovative and responsible procurement is sometimes more expensive than traditional procurement and local authorities may need additional financial resources to better understand, experiment or improve their current procurement systems towards innovative practices.

The intended impact of the action is that municipalities involved in projects can seek financial support from the European Commission, EU Member States or at regional level in order to be able to develop or reinforce their circular procurement policies, procure innovation, do joint-cross-border procurement and develop or reinforce strategic procurement, in particular social responsibility. Your input into this survey will allow us to better tailor the support provided.

**19. What are your main areas of interest with respect to innovative procurement?**

Social procurement	★ ★ ★ ★ ★
Circular procurement	★ ★ ★ ★ ★
Procurement of innovation	★ ★ ★ ★ ★
Joint purchases and cross-border procurement	★ ★ ★ ★ ★

*Please elaborate.*

**20. What is (are) your current interest(s) with respect to innovative procurement?**

- Understanding what innovative procurement is and how it works.
- Developing innovative procurement systems and processes.
- Further improving the existing innovative procurement structures and features.

*Please elaborate.*

**21. What type of activities do you intend to support through financing?**

Knowledge sharing, good practices exchanges	★ ★ ★ ★ ★
Support to set up structures/procedures/processes	★ ★ ★ ★ ★
Finance innovative procurement sustainably through time	★ ★ ★ ★ ★

*Please elaborate.*

**22. Have you used financial support from EU funds, or from other sources?**

- Yes
- No

Which sources have you used for financial support?

- Urban / Urbact
- Life
- ERDF / ESF / INTERREG
- Horizon 2020
- Public governmental transfer (national/regional/local)
- Other (including private funds)

*If other, please specify.*

**23.** Could you please explain the pros and cons of the financial support that you have used?

### III. Action 6: Local Competence Centres on Innovative and Sustainable Procurement

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#### Rationale

Learning can happen through cooperation and peer learning, such as through Local Competence Centres (LCC) which provide opportunities for training and skills development, but also for networking, technical assistance provision and potentially joint purchases. Such Local Competence Centres are specifically valuable for smaller and medium-sized cities, and can complement new and on-going national and EU-wide initiatives.

The main objective of this action is to work out a flexible concept for the setting up and further development of Local Competence Centres for innovative and sustainable procurement.

In this context, a Local Competence Centre is a formal or informal organisation or network consisting of a group of municipalities, and possibly other contracting authorities (e.g. hospitals, research institutes /universities and NGO's, that work together in any form in the domain of public procurement).

Activities of Local Competence Centres might (but do not necessarily) include:

- Joint Purchasing;
- Knowledge-centre regarding innovative procurement;
- Collaboration on a joint strategy for sustainable and responsible procurement;
- Alliance to challenge specific markets or domains;
- Helpdesk services;
- Education / training courses.

In order to identify existing local competence centres and to examine the expectations, desires and building blocks of new centres, we would kindly ask for your input.

Perhaps you have knowledge of and experience with several Local Competence Centres. Therefore, we would like you to concentrate on the Centre that:

- You have the most knowledge of or;
- Engages in innovative procurement (knowledge sharing or joint purchasing or otherwise) or;
- Concentrates on sustainable procurement.

If you cannot think of any formal or informal organisation or network that works together in any form in the domain of public procurement, we would still appreciate your input – as it will help us in identifying the needs.

The part of the questionnaire is divided in separate sections:

- a) Organisational structure
- b) Source of expertise
- c) Services offered
- d) Reasons for cooperation
- e) Financing/Funding the initiatives
- f) In conclusion

## a) Organisational structure

**24.** Do you work with other organisations on public procurement?

- Yes
- Only occasionally
- Never

*Please note: Depending on whether you work with other organisations on public procurement, additional questions related to this cooperation will be loaded. If you indicate that you do not work with other organisations on public procurement, these questions will be skipped automatically.*

**25.** What types of organisations do you work with?

- Regions
- Municipalities
- NGOs
- Research centres and/or universities
- Other contracting authorities (e.g. hospitals)
- Others

*If others, please specify.*

**26.** If you work with other regions/municipalities, the organisations involved are ...

- ... of comparable sizes and structure.
- ... of varied sizes - small municipalities and one large/dominant municipality together.
- ... of varied sizes - small municipalities and one or several large municipalities, none significantly more dominant.

**27.** Do you prefer to work with regions/municipalities that are of a similar size your municipality?

- Yes
- No
- I do not have a preference.

*Please elaborate.*

**28.** Can you please name the organisations that you work with most often?

	Organisation
1	
2	
3	
4	
5	

**29.** Do you work with municipalities from other countries?

- Yes, outside of Europe.
- Yes, within Europe.
- No, not from other countries.

*Please elaborate.*

**30.** Why do you work with other organisations?

Because we are in the same region	★ ★ ★ ★ ★
For practical reasons (e.g. shared market in the region)	★ ★ ★ ★ ★
For financial reasons (cheaper)	★ ★ ★ ★ ★
To purchase jointly (building market power)	★ ★ ★ ★ ★
Based on tasks (hands-on, like project management)	★ ★ ★ ★ ★

Based on their knowledge and expertise on procurement (procedures)	★ ★ ★ ★ ★
Based on their knowledge and expertise of targeting specific markets	★ ★ ★ ★ ★
Based on their knowledge and expertise on sustainability goals/possibilities	★ ★ ★ ★ ★
For political or ideological reasons	★ ★ ★ ★ ★
For cultural/historical reasons	★ ★ ★ ★ ★
For legal obligations (laws and regulations)	★ ★ ★ ★ ★
Based on domain (e.g. environmental, social care, mobility, etc.)	★ ★ ★ ★ ★
Other (Please elaborate below)	★ ★ ★ ★ ★

*Please elaborate.*

**31. When working with other organisations, in which domains do you cooperate?**

	Regularly	Occasionally	Never
<b>1. Personnel-related matters</b> Training services for employees, business travel accommodation, recruitment services, occupational clothing, work wear and accessories, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>2. Office equipment and supplies, means for business management and information</b> Office supplies, furniture, decoration, services related to printing, banking services, liability insurance services, newspapers, journals, periodicals and magazines, filing equipment and archive services, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>3. Automation and telecommunications</b> Personal computers, office machinery, telecommunications, software package and information systems, Multimedia, Radio, Television - equipment, installation and services, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>4. Supply services of personnel including temporary staff</b> Interim management, temporary office workers, hiring extra medical personnel, secondment, posting of workers, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>5. Advice and research</b> (not: posting of workers) Business services: management, law, financial, consulting, Research and development services, IT services: consulting, software development, Internet and support, Architectural, construction, engineering and inspection services, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p><b>6. Transport, drive systems, packaging</b></p> <p>Public road transport services, Post and courier services, Transportation-fuels like petrol and kerosene, Transport equipment and auxiliary products to transportation, repair and maintenance of motor vehicles, airplanes, ships, etc.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>7. Buildings and building-related installations</b></p> <p>Construction of buildings, restoring and common repairs, Building demolition, wrecking work and earthmoving work, Building, repair and maintenance services of electrical and mechanical building installations, Building-cleaning services and property management services, Food and drinks dispensers, Catering Services, Heating, water, electricity and other sources of energy, etc.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>8. Roadworks and waterworks (construction and maintenance), not building-related installations and public spaces</b></p> <p>Construction, foundation and surface works for highways, roads, water projects, airfields and sport facilities, Paving and asphaltting works, Planting of green areas and maintenance services of public space, Snow- and Ice-clearing services, Street-cleaning and sweeping services, Car park management services, Road furniture, Street-lighting equipment, traffic lights, etc.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>9. Assistance, law and order</b></p> <p>Public security-, Enforcement- and Police services, Road assistance and towing services, video surveillance, etc.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p><b>10. Social domain</b></p> <p>Health and social services, Medical aid, Domestic services, Special-purpose road passenger-transport services, Education services (not aimed at employees), Funeral and related services, etc.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**32. How is this cooperation organised?**

- Informally (e.g. solely based on trust and not on a structural basis)
- Semi-formalised (e.g. on a regular basis, but not formalized in a legal entity)
- Formally (e.g. in a legal entity)

*Please elaborate.*

**33. The collaboration was originally launched ...**

- .... by a separate agreement.
- ... as services on the platform of pre-existing associations of municipalities and other members (which may have been established for different purposes) a separate agreement.
- ... as services on the platform of pre-existing associations of municipalities and other members (which may have been established for different purposes).
- Other

*Please elaborate.*

**34.** If the cooperation is semi-formalised or formalised, are people employed by this organisation?

- Yes
- No

**35.** What role(s) do the people employed by this organisation have?

**36.** What are the benefits and disadvantages of such a collaboration? (in terms of resources, time spent, ownership, objectives, etc.)

## **b) Source of expertise**

A Local Competence Centre is any formal or informal organisation or network consisting of a group of public partners, that work together in any form in the domain of public procurement

**37.** In general, how is the necessary knowledge organised within the Local Competence Centre? (current situation)

	The knowledge is organised within the organisation/network	The knowledge is provided by the collaborating partners	The knowledge is provided by other competence centres or networks	The knowledge is provided by commercial partners for a specific project	Not applicable
Expertise of specific market /domain (see question 31)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise regarding sustainable and responsible strategic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise regarding innovative procurement (purchasing knowledge)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Expertise regarding finance and economics	<input type="checkbox"/>				
Legal expertise	<input type="checkbox"/>				
Project management	<input type="checkbox"/>				
Other	<input type="checkbox"/>				

*If other, please specify.*

**38.** Based on your experience and/or wishes, how should the knowledge be organised within a Local Competence Centre? (preferable situation)

	The knowledge is organised within the organisation/ network	The knowledge is provided by the collaborating partners	The knowledge is provided by other competence centres or networks	The knowledge is provided by commercial partners for a specific project	Not required
Expertise of specific market /domain (see question 31)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise regarding sustainable and responsible strategic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise regarding innovative procurement (purchasing knowledge)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise regarding finance and economics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Legal expertise	<input type="checkbox"/>				
Project management	<input type="checkbox"/>				
Other	<input type="checkbox"/>				

If other, please specify.

### c) Services offered

39. What type(s) of tasks does the Local Competence Centre carry out? (current situation)

(Occasional) Joint purchasing	★ ★ ★ ★ ★
Pilot purchasing of innovation, for example circular procurement	★ ★ ★ ★ ★
Scoping possible intermediation activities of a LCC (e.g. data exchange, financial expertise, market knowledge and best practices)	★ ★ ★ ★ ★
Bringing supplier and purchasing together as a broker	★ ★ ★ ★ ★
Helpdesk & advisory Guidance & tools	★ ★ ★ ★ ★
Hands-on tasks like project management	★ ★ ★ ★ ★
Training	★ ★ ★ ★ ★
Knowledge-sharing and networking events	★ ★ ★ ★ ★
Contract management	★ ★ ★ ★ ★
Other	★ ★ ★ ★ ★

If other, please specify.

### d) Reasons for cooperation

40. Do you or would you cooperate with other municipalities to increase the volume of the purchase and building market power?

- Yes, regularly.
- Yes, sometimes.
- No.

41. Do you believe that working together in public procurement leads to less work?

- Yes.
- No.

**42.** Do you believe that working together in public procurement leads to better prices?

- Yes.
- No.

**43.** Do you believe that working together in public procurement leads to better quality of the products and /or services??

- Yes.
- No.

**44.** Do you believe that working together in public procurement leads to more innovative and sustainable public procurement?

- Yes.
- No.

**45.** Do you believe that working together in public procurement is disadvantageous for local suppliers /shops?

- Yes.
- No.

**46.** Do you believe that working together in public procurement will be disadvantageous for small and medium enterprises?

- Yes.
- No.

**47.** Based on your experience and wishes, what types of tasks would you prefer the Local Competence Centre to carry out?

(Occasional) Joint purchasing	★ ★ ★ ★ ★
Pilot purchasing of innovation, for example circular procurement	★ ★ ★ ★ ★
Scoping possible intermediation activities of a local competence centre (e.g. data exchange, financial expertise, market knowledge and best practices)	★ ★ ★ ★ ★
Bringing supplier and purchasing together as a broker	★ ★ ★ ★ ★
Helpdesk & advisory	★ ★ ★ ★ ★
Guidance & tools	★ ★ ★ ★ ★
hands-on tasks like project management Training	★ ★ ★ ★ ★
Knowledge-sharing and networking events	★ ★ ★ ★ ★
Contract management	★ ★ ★ ★ ★
Other	★ ★ ★ ★ ★

*If other, please specify.*

### e) Financing/Funding the collaboration

**48.** How is the Local Competence Centre financed? (current situation)

- There is a membership fee based on amount of inhabitants.
- There is a membership fee per procurement that you join in.
- There is financial compensation from the supplier who wins the procurement.
- There is no structural financing.
- Other.
- I have experience with a Local Competence Centre, but I don't know.
- I do not have any experience with a Local Competence Centre.

**49.** How should the Local Competence Centre be financed? (preferable situation)

- There is a membership fee based on amount of inhabitants.
- There is a membership fee per procurement that you join in.
- There is financial compensation from the supplier who wins the procurement.
- There is no structural financing.
- Other.
- I don't have a preference.

*Please elaborate.*

### f) In conclusion

**50.** Municipalities face many challenges, for example regarding environmental issues or social issues. Public procurement could help to solve these issues. How do you see the future developments in this perspective on the cooperation with other municipalities or organisations on procurement?  
Could you please elaborate.

**51.** If you would like to add something to this questionnaire, to leave comments or remarks, please do so here.

Thank you very much for your contribution!