

Contents

Acknowledgements

Abbreviations

Executive summary	1
1 Introduction and research questions	5
2 Methodology	8
3 Management of change for SRPP	11
4 The regulatory dimension	14
4.1 Regulatory dimension: the introductory phase	14
4.1.1 Individual engagement and pressure from administration, politics and civil society	15
4.1.2 Long-term sustainability strategies and institutional backing	17
4.1.3 Legal guidance and sustainability strategies from above	18
4.1.4 Competitions for fair procurement	20
4.2 The regulatory dimension: the consolidation phase	20
4.2.1 Collecting and preparing procurement data, internal exchange and a target definition	22
4.2.2 Political backing	24
5 The institutional dimension	25
5.1 The institutional dimension: the introductory phase	25
5.1.1 Institutional structures and responsibilities for SRPP introduction and communication	26
5.1.2 Transparent information on planned procurements	28
5.1.3 Regular exchange between various actor groups	29
5.1.4 Input from civil society organisations	30
5.1.5 SRPP pilot projects	31
5.1.6 High level of perceived justice when incorporating SRPP in existing structures	32
5.1.7 Learning from the good practices of other municipalities	32
5.1.8 Communication of SRPP benefits to political decision-makers and responsible departments and persons in the administration	33
5.2 The institutional dimension: the consolidation phase	34
5.2.1 Strategic procurement organisation	36
5.2.2 Strategic procurement instruments	40
5.2.3 Communication and information exchange with relevant stakeholders	43
5.2.4 Support by relevant stakeholder groups within the municipality	46
5.2.5 Making human resources available	47
5.2.6 Training and qualification of staff	50

6	The individual dimension	52
6.1	The individual dimension: the introductory phase	52
6.1.1	Commitment of change agents	53
6.1.2	Support from politicians and/or fractions in the City Council	55
6.2	The individual dimension: the consolidation phase	56
6.2.1	Support from administrative decision-makers	57
6.2.2	Support from procurement officers	58
7	Discussion and policy recommendations	59
8	Conclusions	64
	References	65
	Annex	69