




UrbanWINS CityMatch

How to set up and run a successful staff exchange programme

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CityMatch - a concept is born

Contents

1. CityMatch - a concept is born	2
1.1. How was CityMatch set up?	2
1.2. What exchange activities took place?	3
1.3. What topics were on the menu?	3
1.4. What were the benefits of participating?	4
1.4.1. Benefits for the host	4
1.4.2. Benefits for the participants	4
2. CityMatch in Rome on Green Public Procurement	5
3. CityMatch in Zurich on recycled concrete and circular procurement	5
4. CityMatch in Malmö on contract management for strategic, sustainable public procurement	7
5. What comes next?	8
6. Annex	9



CityMatch - a concept is born

1. CityMatch - a concept is born

In 2017, ICLEI - Local Governments for Sustainability designed the CityMatch scheme for the UrbanWINS project. This was set up in cooperation with the Procura+ European Sustainable Procurement Network and based on ICLEI's experience running exchange and networking activities since over 25 years.

Our starting point was that seeing a working initiative, functioning stakeholder cooperation or a well-organised procurement system can have a deep impact on practitioners. It shows that solutions that are often abstractly proposed in a guidance document can work in practice. The aim of the CityMatch Exchange Programme was and continues to be to bring people together to develop competencies, share knowledge, ideas and working methods on sustainable and innovation procurement.

The idea is that an employee or group of employees interested in the waste and resources sector, circular economy and procurement visit another organisation working on this topic. The visit provides new experiences and ideas and usually takes between one to four days.



“In every challenge there is an opportunity. We have so many things in common although coming from different countries. There are so many things we can learn from each other.”

Camilla Jönsson,
Procurement Officer,
City of Malmö, Sweden

1.1. How was CityMatch set up?

The programme was set up for all staff from public authorities working in public procurement and/or the waste and resources sector, for example: politicians, policymakers, waste management and prevention professionals, environmental and utilities service providers, planning officers, procurement officials, environment engineers, researchers, technology providers. UrbanWINS pilot and partner cities (case studies) and participants of the Procura+ European Sustainable Procurement Network were taking part in the CityMatch scheme, too.

The CityMatch programme had a particular focus on sustainable and innovation procurement, therefore aiming more for procurement managers and technicians in the field of circular economy and waste/ resources management. Cities could apply to be a



CityMatch - a concept is born

host explaining their interest and experience on a relevant topic for the exchange programme. ICLEI was responsible for ensuring that selection criteria (relevance, commitment, past experience) match and contribute to a successful CityMatch series of events. The hosts were also supporting CityMatch in the organisation (venue, catering) and ICLEI provided travel support schemes.

1.2. What exchange activities took place?

The type of exchange activities that were designed included:

- Study visits (one-to-one and group exchange)
- Job shadowing (on a specific topic/work, one-to-one, 2-4 days)
- Benchmarking studies

For all three CityMatches within UrbanWINS it was decided to run a study visit in a group exchange format. Between four and ten participants from cities, municipalities, services agencies, and national government ministries took part in the events.

1.3. What topics were on the menu?

CityMatch is a tailor-made scheme that addresses real needs and topics for exchange. The hosts of the CityMatch (Rome, Zurich and Malmö) started with a needs assessment to create the most tangible and interesting topic for the study visits. CityMatch participants discussed:

- Waste management, prevention and innovation and the role that Green Public Procurement (GPP) can play using criteria and verification schemes for door-to-door collection systems and awareness raising campaigns for waste prevention;
- Circular economy and procurement and how recycled concrete and asphalt can play a crucial role in the transition towards a circular development;
- Piloting emerging solutions and technologies such as new award criteria schemes in Haarlem and Malmö focussing on the actual performance of suppliers in extreme situations on the contract;
- Sustainable procurement in practice, including socially responsible public procurement of services with a strong focus on contract management;
- Market engagement processes - how to best listen to innovators from the manufacturing site and to ensure win-win situations;





CityMatch - a concept is born

- Innovation management, strategies and approaches in order to achieve political targets and goals such as the 2000 Watt Society in Zurich; and
- Supporting start-ups and innovation think tanks in waste management and prevention e.g. the SPILL restaurant in Malmö using 100% food waste for its meals.

1.4. What were the benefits of participating?

1.4.1. Benefits for the host

- An insight into how replicable your methods and good practice are
- Share ideas, problems, solutions, good practices with highly motivated individuals
- Receiving feedback and new perspectives on approaches and tools and growing your network of peers and experts
- Receiving direct assistance and support on the day-to-day tasks related to public procurement of waste management solutions
- Publicity for your success story: promote your organisation's work on waste management, innovation, procurement, circular economy etc.

1.4.2. Benefits for the participants

- Inspiration and guidance on how to start or further develop your work
- Learn about trends and developments in the waste and resources sector and being informed about the latest products and services incl. technology development
- Acquire a broader understanding and develop skills on smart, strategic, green and innovative public procurement by learning from others
- Find out about different ways of doing things and new ways of thinking about problems and solutions
- Developing skills for long-term planning and building up your network of experts
- Advance ideas which could form the basis for new actions back in your organisation
- Work with peers to overcome barriers and challenges taking a different perspective and consequently growing your network of peers and experts



CityMatch in Rome on Green Public Procurement

- Receiving direct assistance and support on the day-to-day tasks related to public procurement of waste management solutions

2. CityMatch in Rome on Green Public Procurement

The UrbanWINS project conducted its first CityMatch exchange on Green Public Procurement (GPP) and resources management from 12-13 October 2017 in Rome, Italy. The Metropolitan City of Rome and Portuguese municipal waste authority LIPOR undertook this staff exchange that had a topical focus on tendering for furniture and monitoring GPP.

The participants highlighted the nature of those collaborative pilot activities within UrbanWINS where study visits are organised so that technical and policy staff at local authorities can share experiences and initiatives of mutual interest with each other in a structured staff exchange.



3. CityMatch in Zurich on recycled concrete and circular procurement

The 2nd CityMatch was organised in close cooperation with the City of Zurich (Switzerland). Zurich's Environmental Protection and Health Agency hosted a three-day



CityMatch in Zurich on recycled concrete and circular procurement

study visit (23-25/01/2019) for European practitioners to showcase their experience in reusing and recycling construction and demolition waste (C&DW).

Three experts from UrbanWINS pilot city the Metropolitan City of Rome Capital (Italy) and three staff of the Helsinki Region Environmental Services Authority - HSY (Finland) travelled to Zurich to get inspired and learn about the reuse of concrete used for buildings (recycled concrete).

C&DW is one of the largest waste streams in the EU. According to the European Commission, 25-30% of all waste generated in the EU consists of C&DW materials. Instead of landfilling, today cities are looking for ways of using these resources more efficiently and in an environmentally friendly way. The city of Zurich has over 15 years of experience building with recycled concrete.



Attendees of CityMatch were impressed by the possibilities that recycled materials offer. *“This three-day visit has been an eye opener for us on how to use recycled concrete in building,s”* said Roni Järvensivu, Environmental Quality and Safety Senior Specialist of Helsinki Region Environmental Services Authority.

Margherita Carè, architect for the Metropolitan City of Rome Capital, said that their plan after the CityMatch was to *“go back home and see how we can change our standards for using recycled concrete, taking the Swiss examples as a baseline.”*

The CityMatch received high recognition and coverage in international specialised magazines: Global Recycling, [Materials Recycling World](#), [Ecoconstrucción](#), and Recycling Magazin.

The group of participants continue discussing and exchanging ideas on a specific group created for this purpose in the [Procurement Forum](#).



4. CityMatch in Malmö on contract management for strategic, sustainable public procurement

Cities and National Governments that want to use procurement as a tool to achieve social responsibility goals such as inclusion and employment, need the knowledge of how to ensure that these objectives are being met in practice. The European Public Procurement Directives of 2014 see public procurement as a strategic tool that includes social aspects. The key challenge, however, when tendering and awarding a contract is to include criteria that actually result in the desired social outcomes. This is why contract management is a key aspect of successful socially responsible public procurement (SRPP).

Procura+ Network Chair, the City of Malmö, invited public procurement professionals from across Europe to discuss purchasing cleaning and transportation services, market analysis before tendering, criteria for the evaluation of tenders and -in the spot light- successful contract management approaches. The CityMatch took place from 6-8 March 2019.



During the event, the City of Malmö presented their approach to contract management for strategic, sustainable public procurement. The city recently awarded a contract for mobility services for mobility-impaired citizens. The tender included a contract clause that the awarded bidder develops a plan on how they are planning to achieve the foreseen social objectives, such as integrating workers with difficulties of finding a job. Procurers, sustainability managers, and inclusion commissioners from the City regularly meet with the contracted service provider to give feedback on their plan and ensure social goals are consistently being met.



What comes next?

The Procura+ participant the City of Haarlem recently awarded a contract for day cleaning desktop services. It aims to improve the working conditions for cleaning staff. Haarlem regularly discusses with the contractor how to ensure the city's 'Social Return on Investment' policy is fulfilled in the contract, using 5% of the contract value for integrative measures for people with difficulties integrating in the workforce.

All participating authorities agreed that collaboration with suppliers is key to ensure social objectives are implemented. This is important for all procurement but even more for sectors such as the construction sites at cities where the groundwork is laid for future resource efficient management practices. A key need identified is to ensure sufficient professional staff capacity for inspection and follow up during the contract. If suppliers already know that certain requirements of the contract will not be monitored, they will not take them seriously.

The study visit was attended by eight people from local and national authorities from Sweden, the Netherlands, Italy, Czech Republic and Slovakia. The group of participants continue discussing and exchanging ideas on a specific group created for this purpose in the [Procurement Forum](#).

5. What comes next?

The hosts of the CityMatch in Zurich and Malmö agreed to continue the exchange and connect, exchange and act together making sustainable procurement become mainstream.

The CityMatch scheme will continue within [ICLEI's Procura+ European Sustainable Procurement Network](#). Co-funding will be thought by European Commission programmes such as TAIEX and resources from ICLEI's projects and initiatives (e.g. Horizon 2020 City Loops).

Virtual discussions continue on [ICLEI's Procurement Forum](#) where participants from previous CityMatches share ideas, proposals, case studies and schedule their meetings at one or the other European event on waste prevention, resources management and circular economy.

"I am new to the field of public procurement. During the CityMatch, I learned that you need to be brave and have the courage to include social criteria in tenders."

Sophie Nilsson, Procurement Officer, City of Malmö, Sweden





Annex

6. Annex

Agenda of the three CityMatches





UrbanWINS - CityMatch

Staff exchanges aimed at facilitating knowledge and experience sharing

Rome, 12th and 13th October 2017

Technical details and program

Location: Salone delle Fontane - Via Ciro il Grande, 10/12 - 00144 Roma

DAY ONE - 12 OCTOBER 2017

- 9.00 **Registration**
- 9.30 **Welcome and introduction**
- 10.00 **International opening conference “State of art and way forward of GPP after the introduction of compulsory environmental criteria”**
The conference will see the participation of representatives of European and national institutions and of GPP champions from the public and private sector.
- 12:30-13:00 **CityMatch: Introduction to the Metropolitan City of Rome GPP policy**

13.00 LUNCH BREAK

- 14.00-16:30 **CityMatch**
- **Monitoring GPP: exchange on best practice**
 - **Tender furniture: Rome’s experience with award criteria and re-use schemes**
- 16.30-18.00 **Networking session between public authorities involved in the promotion of European projects and networks in collaboration with Life GPPbest project**



DAY TWO - 13 OCTOBER 2017

9.00/11.00 **Study visit: Metropolitan City of Rome's Headquarter**

11.30/13.00 **CityMatch: Albano Laziale and Pomezia Pilot Cities present their approaches to innovative resources management and procurement**

13.00 LUNCH BREAK

14.30 *End of meeting*

OPTIONAL:

TRANSNATIONAL EVENT OF MED GREEN GROWTH COMMUNITY HOSTED BY THE FORUM COMPRAVERDE-BUYGREEN

14:30-16:30 Carousel session

Participants will be able to join open discussions facilitated by interreg med project coordinators&experts on the following themes:

- 1) SUSTAINABLE MANAGEMENT OF RESOURCES
- 2) APPROACHES FOR GREEN PRODUCTION
- 3) LOW IMPACT DISTRIBUTION CHAINS & SUSTAINABLE TRANSPORT
- 4) TOOLS FOR GREEN CONSUMPTION
- 5) TERRITORIES AND SUSTAINABILITY
- 6) CLIMATE CHANGE AND GREEN GROWTH
- 7) GREEN BUILDINGS



CityMatch on recycled concrete and circular procurement

Staff exchanges aimed at facilitating knowledge and experience sharing

Zürich, Switzerland, 23-25 January 2019

This CityMatch aims to provide a forum for exchange on the reuse of concrete used for buildings (recycled concrete). Public authorities from across Europe will come to this study visit where experts from Zurich, incl. staff from the building construction and health & environment departments, incl. city planners, facility managers, persons from the sustainable public procurement sector and suppliers of concrete, will show their approaches towards a circular economy.

Programme and technical details

DAY ONE - 23 JANUARY 2019

Location: Office of Building Construction, Zurich, Lindenhofstrasse 21, Building III, room 202-14

15.30 - 40 Pick up at Lobby of Hotel Krone and transfer to welcome room (Sonja Gehrig)

Until 16.00 Arrival

16.00 Welcome reception (coffee/tea)

16.15 Introduction - ICLEI

16.25 Introduction - City of Zurich

Sonja Gehrig (Project Manager Sustainable Public Procurement and Cooperation, Environmental and Health Protection Service, City of Zurich)

- Zurich on the way of a 2000 Watt Society,
- Drivers & Potential for using recycling concrete

16.40 Sustainable Construction in Zurich: Zurich's best practices, learnings and findings

Annette Aumann (Head of sustainable construction, Office of Building Construction, City of Zurich)

- Office of Building Construction, sustainable construction: Who are we? What we do?
- Recycling concrete in the context of sustainable construction



Annex

- 16.50 Recycled Concrete in Zurich: Storylines
 Armin Grieder (Head of Engineering Office, Office of Building Construction, City of Zurich)
 - Rising Public demand and awareness in Switzerland
 - Development and establishment of regulative systems (SIA-Normen) and Zurich's involvement in it
 - SIA in relation to international standards
 - Learnings and findings from studies showing the development of recycling concrete
 - Examples of Buildings
 - Outlook and actual focus: CEM III B
- 17.20 Flight over Zurich: Zurich's City Model on 100 m² at the scale of 1:1000
 Philipp Noger (Office of Building Construction, City of Zurich)
 - **Venue site:** Office for Urban Development, Lindenhofstrasse 19, 8021 Zürich
 - Overview tour of day 2
- 18.00 Closing of day one, Transfer to dinner location
- 18.30 Dinner reception by invitation of the Environmental and Health Protection Service, City of Zurich
 - Restaurant zum Grünen Glas, Untere Zäune 15, 8001 Zürich, www.gruenesglas.ch

DAY TWO - 24 JANUARY 2019

- 8.45 Meeting point: Hotel Krone.
- 8.45 - 9.15 Transfer by local public transport to the study visit
- 9.15 - 12.30 Study Visit: Buildings made from Recycling Concrete
 Philipp Noger (Office of Building Construction)
- 9.15 - 9.55 Visit of recycling concrete sample wall - Philipp Noger
 - **Venue site:** Sihlcity, Bederstrasse 132
- 10.00 - 10.20 Transfer by public transport
- 10.20 - 11.20 Visit of Sports Arena Heuried - Philipp Noger & Manuela Boron (Project Manager, Office of Building Construction)
 - Coffee in the restaurant Heuried
 - Tour to visit the ice rink, the public swimming pool and other sports infrastructure
- 11.30 - 12.00 Transfer by public transport
- 12.00 - 12.30 Visit of the new Art Museum (Kunsthaus) - Philipp Noger



Annex

- 12.30 - 13.45 Lunch by invitation of the Environmental and Health Protection Service, City of Zurich
- Restaurant Kunsthaus
- 13.50 - 14.30 Transfer to Eberhard Bau AG by public transport
- **Venue site:** Oberglatterstrasse, 8153 Rümlang (arrival 14.21)
- 14.30 - 15.30 Introduction: technical and legal aspects of recycling concrete and its production:
Patrick Eberhard, Sales Manager Materials, Eberhard Bau AG (construction company)
- Essentials to know: materials, norms and regulations
- How to start producing recycled materials for buildings and how to get better in it
- 15.30 - 15.50 Coffee break
- 15.50 - 16.50 Study Visit: recycled concrete production:
Michael Strauss, Head Quality Control, Eberhard Bau AG (construction company)
- Ebirec Recycling centre: On-site Production of Recycling Concrete"
- 16.50 - 17.20 Discussion on recycled concrete production
- 17.20 - 18.00 Transfer back to Zurich/hotel
Participants have a free evening to enjoy Zürich

DAY THREE - 25 JANUARY 2019

Location: Alterszentrum Stampfenbach, Lindenbachstrasse 1 (very close to Hotel Krone)

- 8.45 - 9.15 Site visit starting from the hotel to a closely situated housing complex of RC
(Wohnsiedlung Kronenwiese) - Philipp Noger
- 9.15 - 9.45 Inputs and lessons learnt from the City Engineering Office
Hannes Schneebeili (Head of road maintenance and public works service, Civil Engineering Office)
- Use of recycled materials in road maintenance and public works: foundation layers and asphalt concrete
- Recycled materials in water pipes and public works services
- Natural stones: reuse of curb stones after reshaping, cutting and smoothing in the south of Switzerland
- 9.45 - 10.30 Recap & Questions
- Discussion
- Take-home messages/ lessons learned





Annex

10.30 End of City Match

10.30 - 11.00 Transfer to Zurich Main Station - Start of Walking Tour

11.00 - 13.00 Private walking tour to see the highlights of Zurich's historic old city
Zurich Tourism

CityMatch on contract management for strategic, sustainable public procurement

Staff exchanges aimed at facilitating knowledge and experience sharing

Malmö, Sweden, 6-8 March 2019

Programme and technical details

DAY ONE - 6 MARCH 2019

All day: Arrival

DAY TWO - 7 MARCH 2019

Location: Stadion, VIP entré 23, the letter C, Malmö (previously called Swedbank Stadion)

(approx. 20 minutes, bus no. 3 from the Central Station of Malmö. On the bus it is possible to pay with card; VISA, VISA Electron, MasterCard eller Maestro.)

9.00 Welcome and introductions

Johanna Sjöwall, Equality and Human Rights Policy Officer, City Office of the City of Malmö

Philipp Tepper, Procura+ Network Manager, ICLEI - Local Governments for Sustainability

9.30-12.30 Contract management for strategic, sustainable public procurement



Annex

Procurers from across Europe present and discuss together with contract managers from Malmö procurement office in the fields of cleaning and transport about:

- Transport services for people with certain needs, such as children with special needs, persons with disabilities and elderly as well as school buses for children.
- Cleaning services for (office) buildings and schools.
- Market analysis before tendering (scoping, prospectus)
- Criteria for the evaluation of tenders, incl. contract terms/conditions that should prevent social dumping versus providing working opportunities for long-term unemployed persons and newly arrived.

- 9.30-10.00 Round table presentations of each participating organisation and structure of the present public procurement departments (all)
- 10.00-10.30 Challenges and opportunities on social and environmental criteria in public of procurement of cleaning and transportation services in the City of Malmö (Ulrika Svallingson and Anna Löfström, sustainability coordinators at the office of public procurement in the City of Malmö)
- 10.30-10.45 Fika (coffee break)
- 10.45-11.00 Challenges and opportunities on Socially Responsible Public Procurement (SRPP) in contract management of the Municipality of Haarlem, Netherlands (Valentina Schippers-Opejko, Coordinator Urban Agenda Partnership Innovative Public Procurement)
- 11.00-11.30 SRPP in the Slovak Republic and Czech Republic as well as in Metropolitan City of Bologna, Italy (facilitated discussion and exchange)
- 11.30-11.50 Twin exchange: transportation services
- 11.50-12.10 Twin exchange: cleaning services
- 12.10-12.30 Discussion: Identifying common points of interest to improve quality and sustainability in services procurement

12.30-13.30 Lunch (on invitation by Malmö)

13.30-17.00 Time for continuing working together

Discussions will continue:

- Social responsible contract terms/conditions for service contracts (cleaning, transport) and how to best follow up?
- Suitable contract follow up procedures and management incl. sanctions and incentive mechanisms and how to engage internal stakeholders.
- Where to start? Prioritizing sustainable aspects for cleaning and transportation services.
- Going through recent/upcoming tenders together.

13.30-14.00 Introduction to the working session (format, structure, aim, objectives), Philipp Tepper, ICLEI

14.00-15.15 Session 1: Malmö's recent/upcoming tenders





Annex

15.15-15.45 Coffee break

15.45-17.00 Session 2: Haarlem's recent/upcoming tenders

17.30 Dinner (on invitation by Malmö, Venue: Restaurant Spill, Isbergsgata 10 A, Malmö)

DAY THREE - 8 MARCH 2019

9.00 Local study visit - Sege Park

Visiting a new district of Malmö that will be constructed based on ideas of sharing, sustainability and cultivation.

11.00 Lessons learned and wrap up, (Mat- och Chokladstudion, Amiralsgatan 18 Malmö)
Philipp

11.30 Farewell lunch (on invitation by Malmö, Mat- och Chokladstudion, Amiralsgatan 18, Malmö)





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