



Bureau Inkoop en Aanbestedingen
Zuidoost-Brabant

bizob

The measurement of successes
of structural Collaboration in
Public Procurement in the
Netherlands

Marcel Stuijts MSc, 28th May 2014

Personal introduction Marcel Stuijts MSc CPD



- **Marcel Stuijts, Chief Executive Officer Bizob**
 - Vice Chairman VNG ACIA commission
 - Member of 'writing group' of national procurement law of the Netherlands
- **Previous experience:**
 - Senior Consultant G2G Croatia and Slovenia 2006-2011
 - Professionalisation of the public procurement function
 - Chief Executive Officer SIW, organisation for joint procurement
 - Interim (Procurement) manager several public organisations
 - Procurement manager Massive lighting
 - Part-time teacher Economics

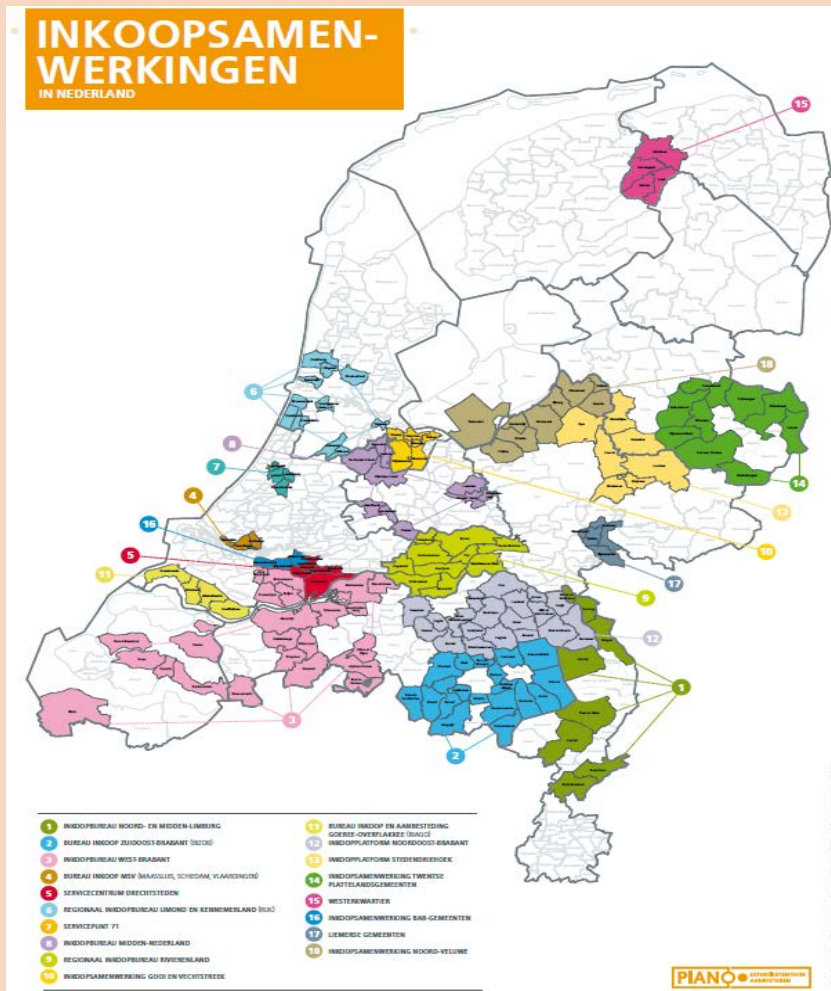
Agenda

- Landscape Public Procurement in the Netherlands
- Bizob
- Structural Collaboration Municipalities
- Measuring procurement performance
- Examples

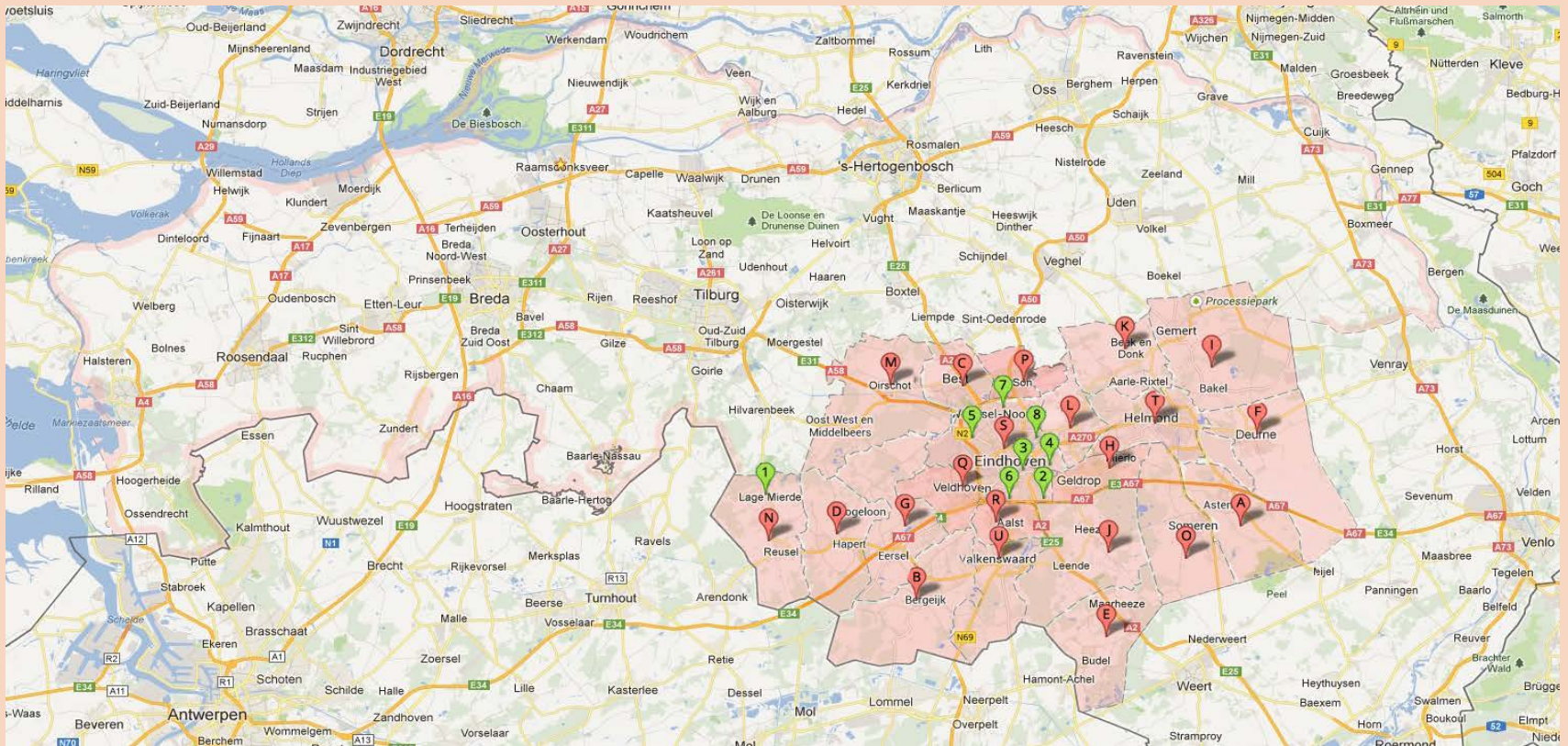
The measurement of the accountability in the Public Sector of the Netherlands versus EU directives

Public authority	Accountability EU directives(volume/€) 2010	Accountability EU directives(volume/€) 2006
Ministries	84%	78%
Municipalities (10.000 – 20.000)	17%	14%
Municipalities (20.000-50.000)	47%	27%
Municipalities (>100.000)	81%	73%
Provinces	87%	90%
Police force	53%	64%
University	56%	50%
Primary schools	28%	19%

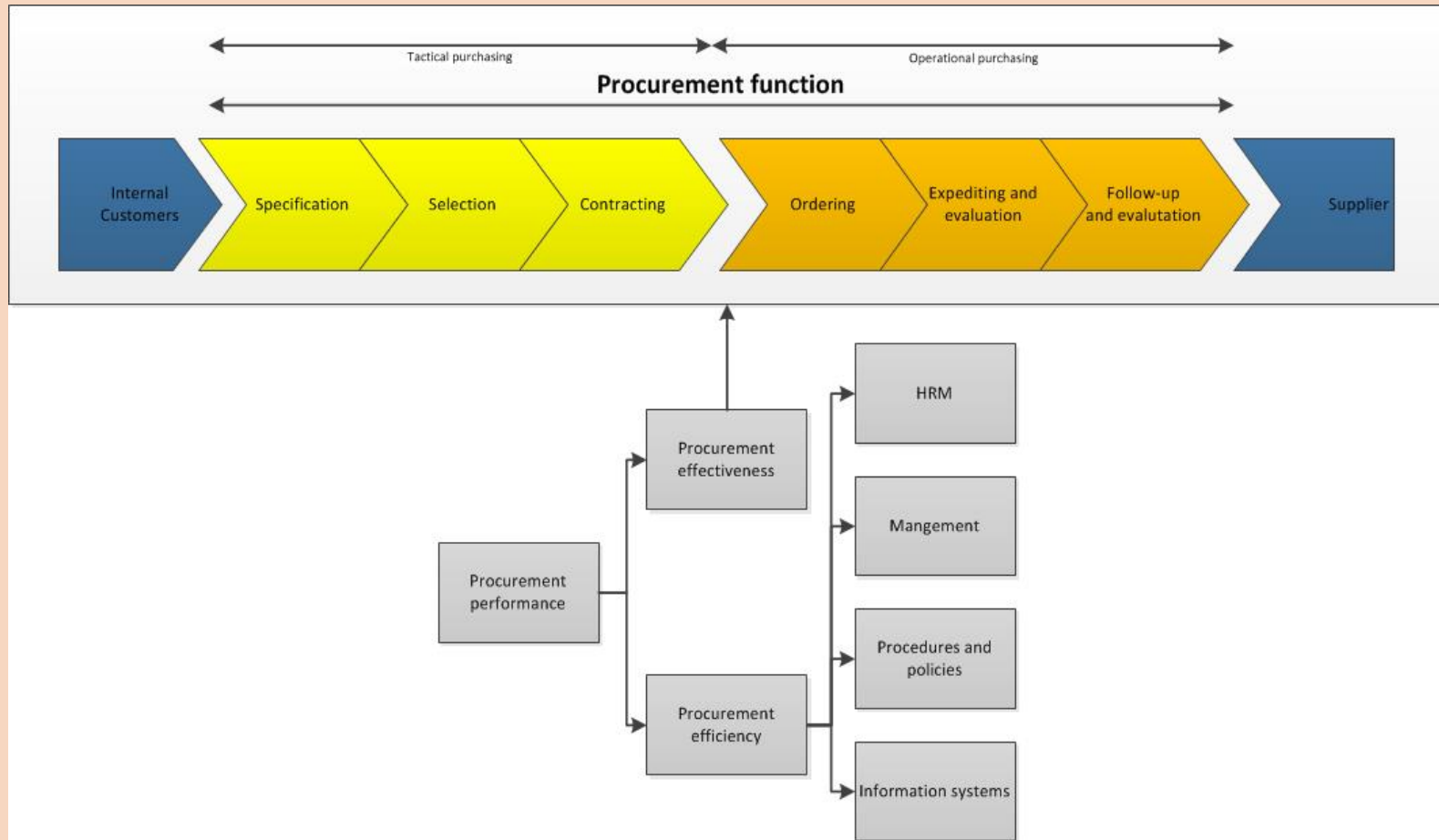
(Structural) collaboration procurement organisations in the Netherlands



Working area (regions) Bizob



Measuring: Procurement Performance



Procurement performance combined with procurement process, adapted of van Weele, Lyons

Theoretical view measuring and KPI

Procurement Performance	Dimension	Character	Theoretical	Key Performance Indicators
Procurement Effectiveness	Pre stage and sourcing stage	Performance to cycle time of procurement projects	Ordinary resources &	<i>Cycle time</i> required to achieve a desired output; the more the efficiency of a procurement expert, the less it will cost; These outputs can be split up in the structural procurement collaboration in: Individual procurement projects Collaborative procurement
Procurement Effectiveness	Pre stage and sourcing stage	Performance of cost of execution of procurement project	Ordinary resources & Transaction costs	<i>Cost</i> for executing procurement project. These outputs can be split up in the structural procurement collaboration in: Individual procurement projects
Procurement Effectiveness	Sourcing stage	Performance of quality of execution of procurement project	Ordinary resource	<i>SME's</i> contracted <i>Sustainability</i> contracted: - Social aspects contracted - Green aspects contracted <i>Penalties</i> resulting from legal complains.
Procurement Effectiveness	Contract management stage	Performance of supplier phase of procurement project	Junk resources	Administrative lead time Lead time delivery suppliers Control of improvements
Procurement Efficiency	Procurement procedures and policies	Acting and adapting strategic vision documents	Strategic resources	Formally adopted uniform policy and procedures and terms
Procurement Efficiency	Information systems	Relates to the efforts made to improve the information systems for daily professional procurement work.	Resource dependence	Availability of sourcing system, project system and contract management system..
Procurement Efficiency	Management	It includes the quality and availability of the procurement strategies, action plans and accounting	Strategic, resources	Level of professionalism
Procurement Efficiency	HRM	Education, level, motivation and development of procurement specialist	Ordinary resource	Level of professionalism of staff.

Source: M.A.J. Stuijts MSc, 2014

Collecting data to measure the procurement performance

- Manual
 - Collecting data from procurement projects
 - Input in templates
 - Authorised by manager, municipality and finance
 - Consolidated in Excel systems
 - Rapport publicised for municipalities.
 - Joint procurement council Bizob
 - All procurement reports for each municipality
- System integrated (2015 →)
 - Combined data in defined queries (procurement plans, results, spende time, etc)

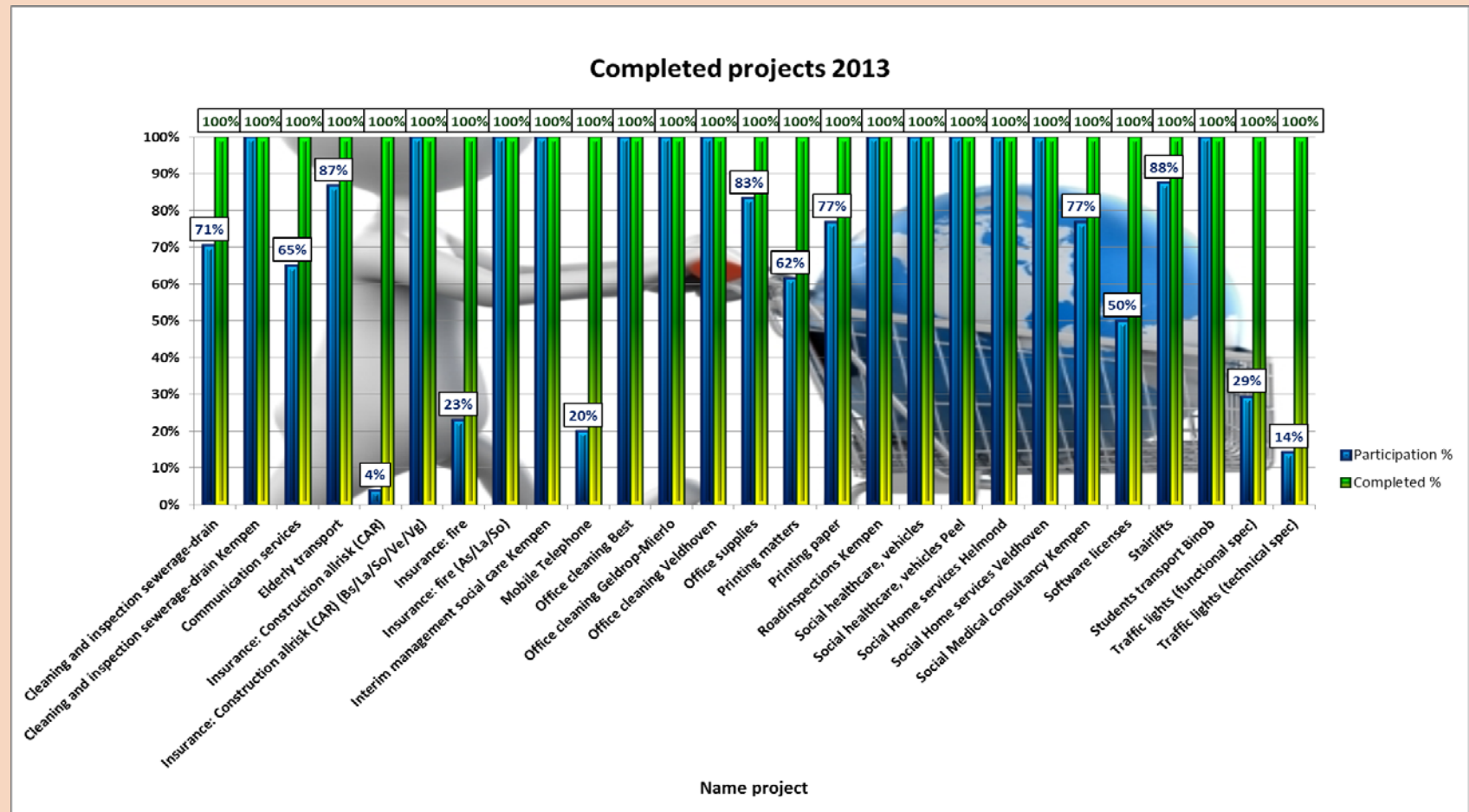
Procurement Financial Overview (evaluation)

EVALUATIEFORMULIER INKOOP- EN AANBESTEDINGSRESULTAAT		
		Cijfers exclusief BTW
GEGEVENS PROJECT		
Gemeente	Gezamenlijk	
CPV + Omschrijving	60 CVV Taxibus	
Kenmerk	BIZOB-2013-BU-DG-008	
aanvrager/budgethouder	-	
Contractperiode (inclusief optiejaar)	12-2013 - 02-2020	
Begroting gehele contractperiode (inclusief optiejaar)	49.857.386,28	
INSCHRIJVINGEN		
	Inschrijvers	Inschrijfsom
1		
2	Gemiddelde inschrijfsom Perceel 1	23.713.825,72
3	Gemiddelde inschrijfsom Perceel 2	11.013.712,90
4	Gemiddelde inschrijfsom Perceel 3	5.155.155,33
5	Gemiddelde inschrijfsom Perceel 4	3.699.433,24
6	Gemiddelde inschrijfsom Perceel 5	2.541.042,00
7		
8		
9		
10		
Gemiddelde inschrijfsom		46.123.169,19
RESULTATEN		
KWANTITATIEF		
Begroting gehele contractperiode (inclusief optiejaar)		49.857.386,28
Gemiddelde inschrijfsom		46.123.169,19
Begrotingsresultaat		3.734.217,09
Gemiddelde inschrijfsom		46.123.169,19
Contractwaarde		39.566.143,79
Inkoop- en aanbestedingsresultaat		6.557.025,40
Financieel resultaat		10.291.242,49
Leveranciers reductie (aantal leveranciers x €500,-)		-
Factuur reductie (aantal facturen x €55,-)		-
Dagen Begroot		88
Dagen Werkelijk		72
KWALITATIEF		
Soort aanbesteding		Dienst
Typering levering, dienst of werk conform inkoopportfolio		Hefboom
Objectieve offerte beoordelingssystematiek toegepast		EMVI
Inkoopcontract opgesteld		Overeenkomst
Procedure		Europees
Aanpak		Gezamenlijk
Duurzaam Ingekocht		Ja
Social return van toepassing		Ja
FINANCIELE GEGEVENS		
Begrotingsnummer		
Jaar van aanschaf		
Incidenteel / Structureel		
Paraaf Gemeente aanvrager/budgethouder		
Paraaf Gemeente financiën		
Paraaf BIZOB concern inkoper		
Paraaf BIZOB inkoopmanager		d.d.

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Progress and Participation Joint Procurement Projects



Green Procurement in Joint Procurement Projects

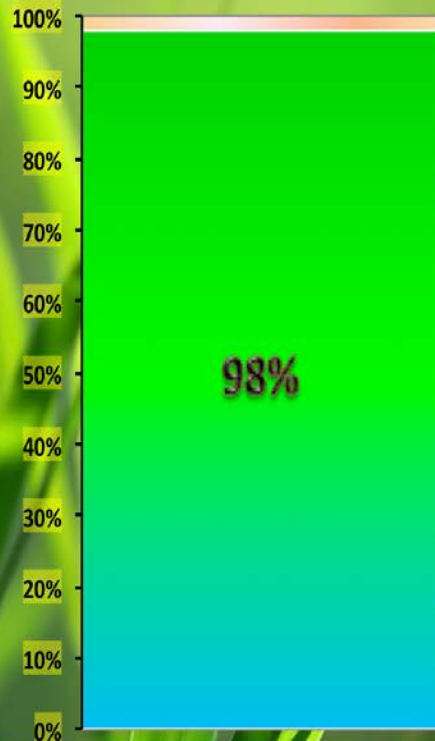
Green Procurement
51.245.888

Totaal Value
Procurement
52.342.188

% Green
Procurement
98%

Target
100%

Green Procurement 2013



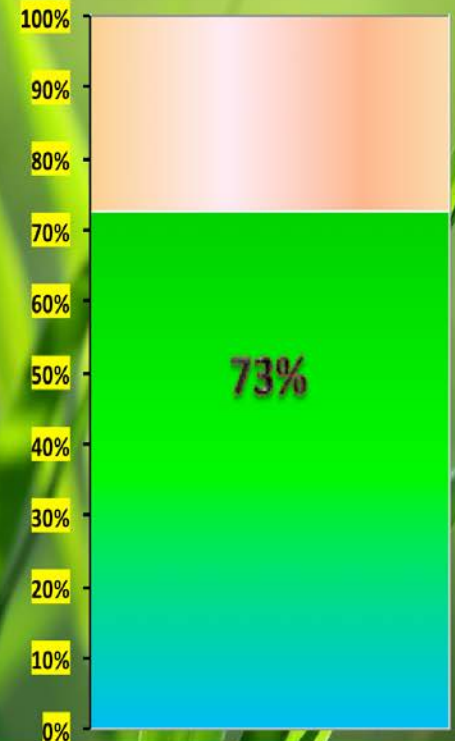
Green
Procurement
1.330.809

Total Value
Procurement
1.832.809

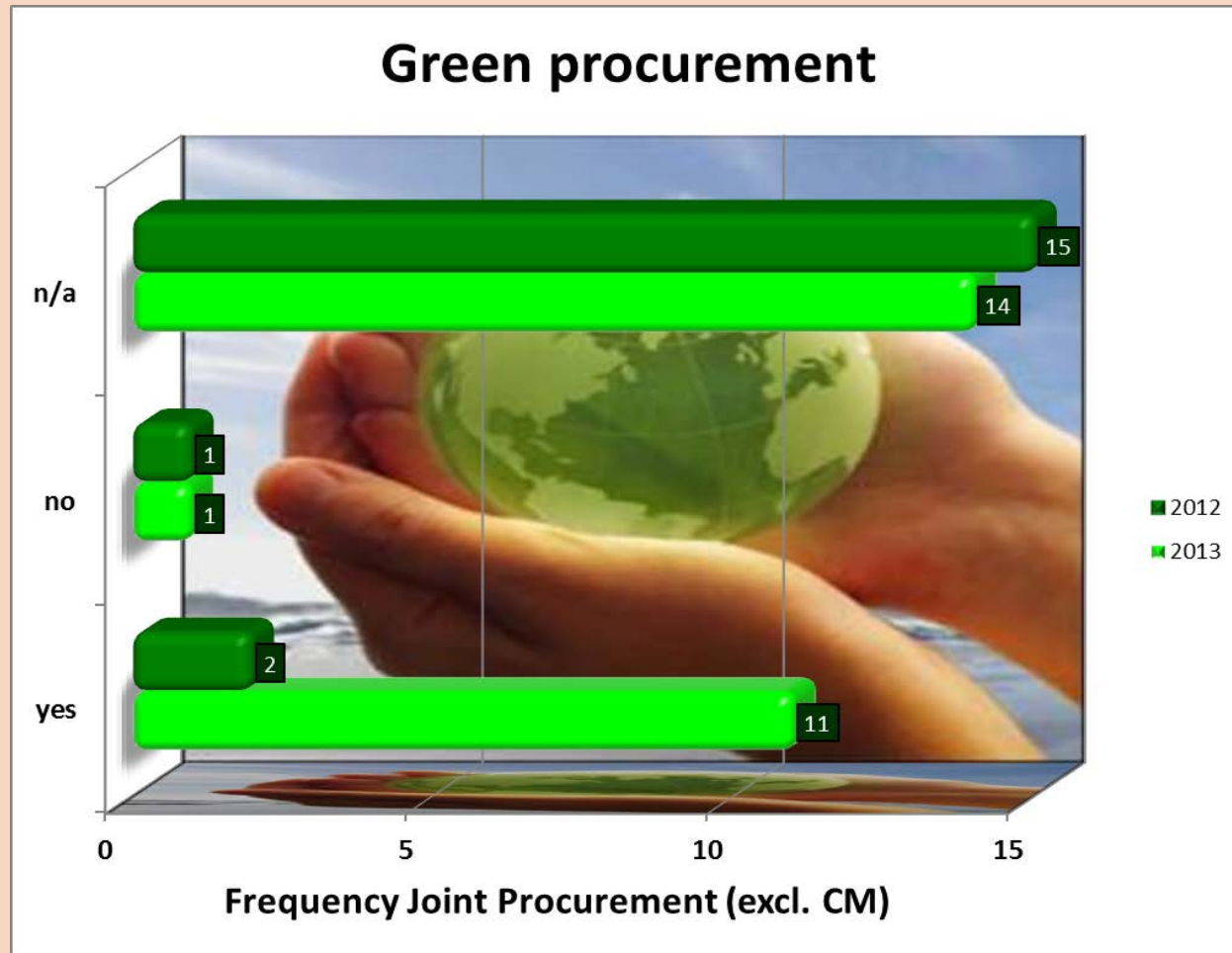
% Green
Procurement
73%

Target
100%

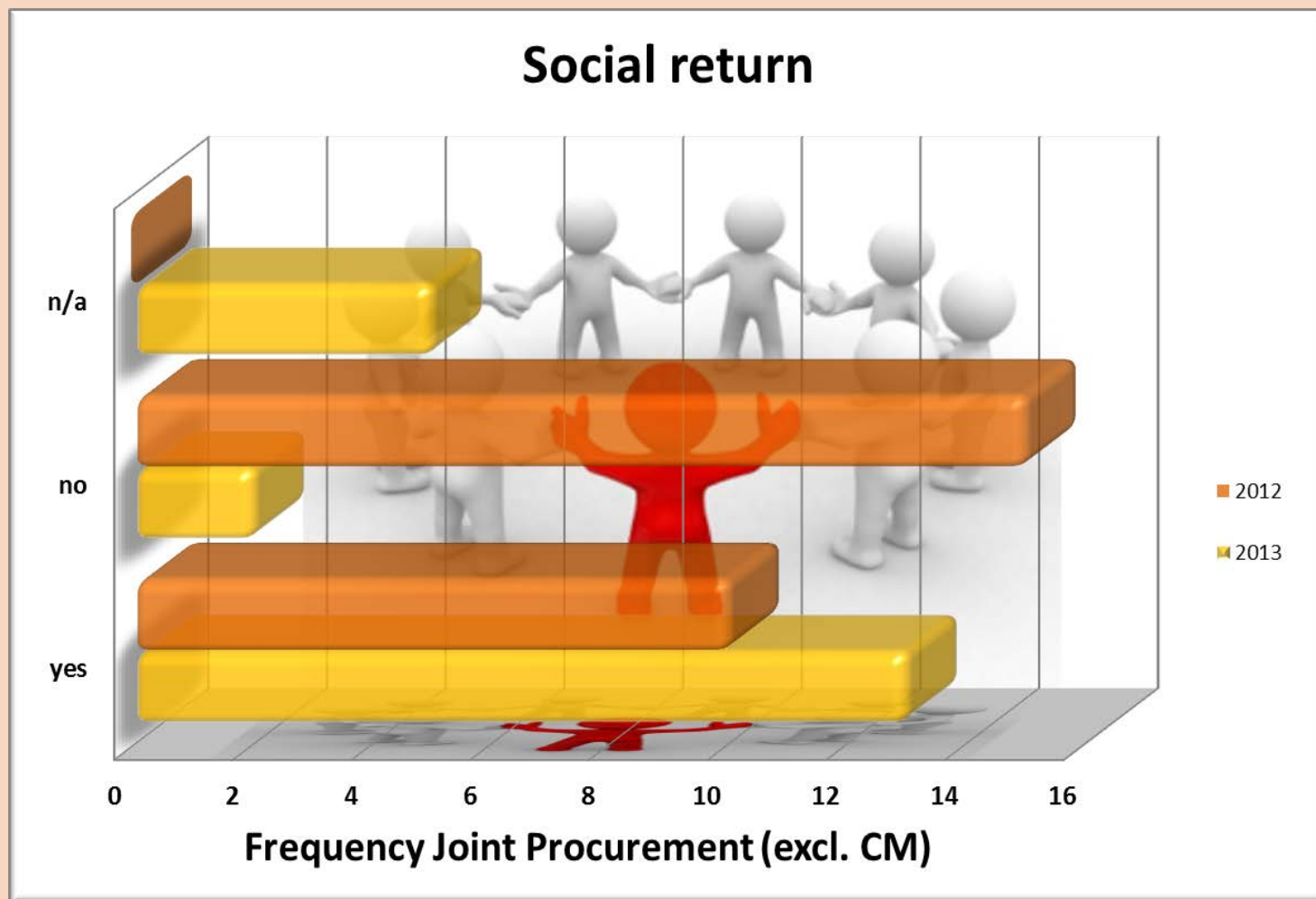
Green Procurement 2012



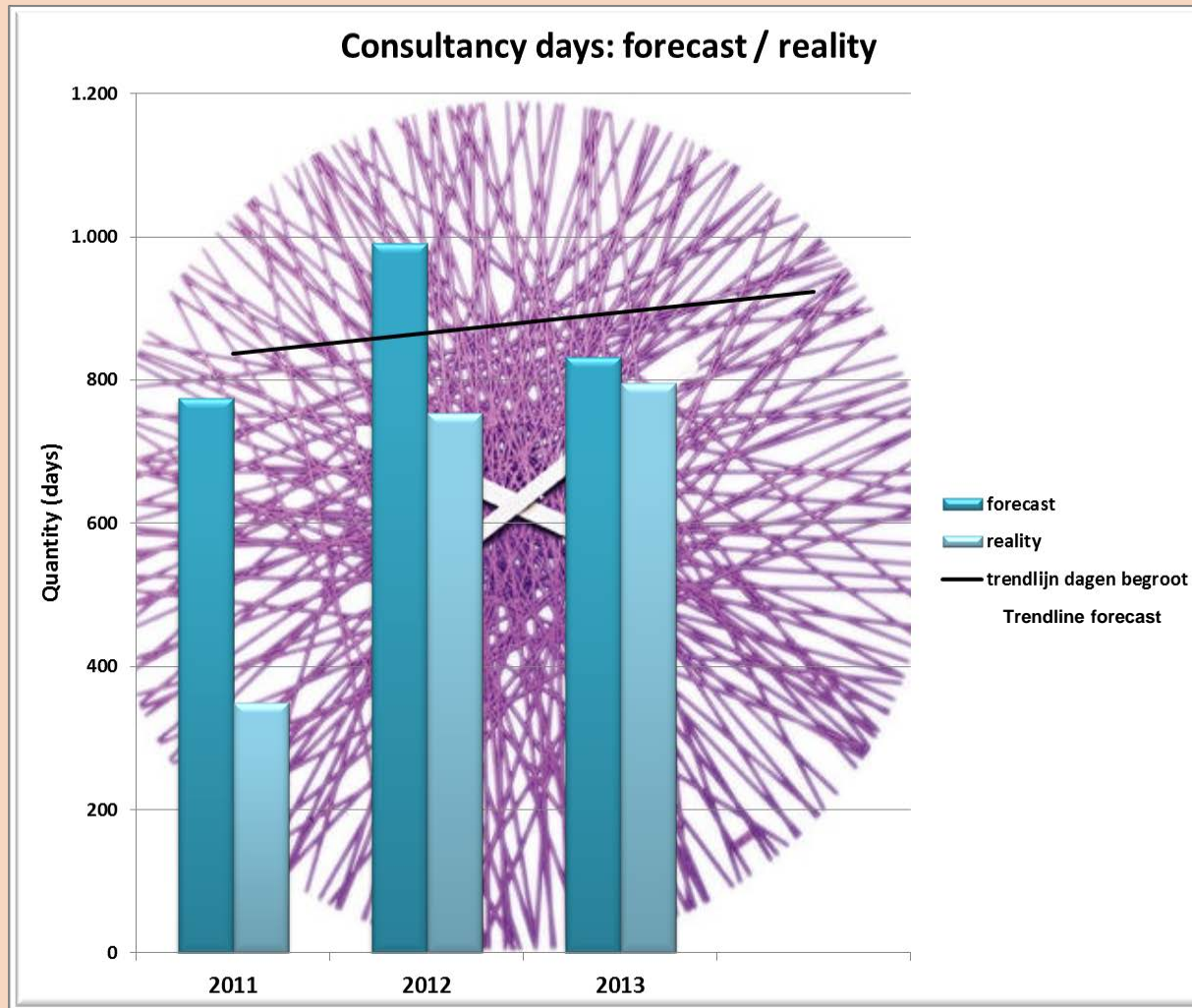
Frequency Green Procurement in Joint Procurement Projects



Frequency Social return in Joint Procurement Projects



Efficiency: Consultancy days Joint Procurement



Example Joint Procurement:

Project: 'Elderly transport'

20 organisations

Functional specification

***Economical Most
Advantage Tender***

European tender



Results

Effectivity	Contract value	€ 39.566.144	
	Forecast result	€ 3.734.217	
	Procurement result	€ 6.557.025	
	Financial result	€ 10.291.242	
	Green Procurement	Yes	More than the minimum demand is awarded
	Social return	Yes	More than the minimum demand is awarded
	Local supplier	Yes	Large geographical area
	SME	Yes	
	Joint Procurement	Yes (20)	
	Consultancy efficiency	-16	16 days less than forecasted
	Supplier reduction	N/a	
	Invoice reduction	N/a	

Example Individual Procurement:

Project:
'Reconstruction Kerkstraat Oostelbeers'

***P*Q
specification***

Lowest Price

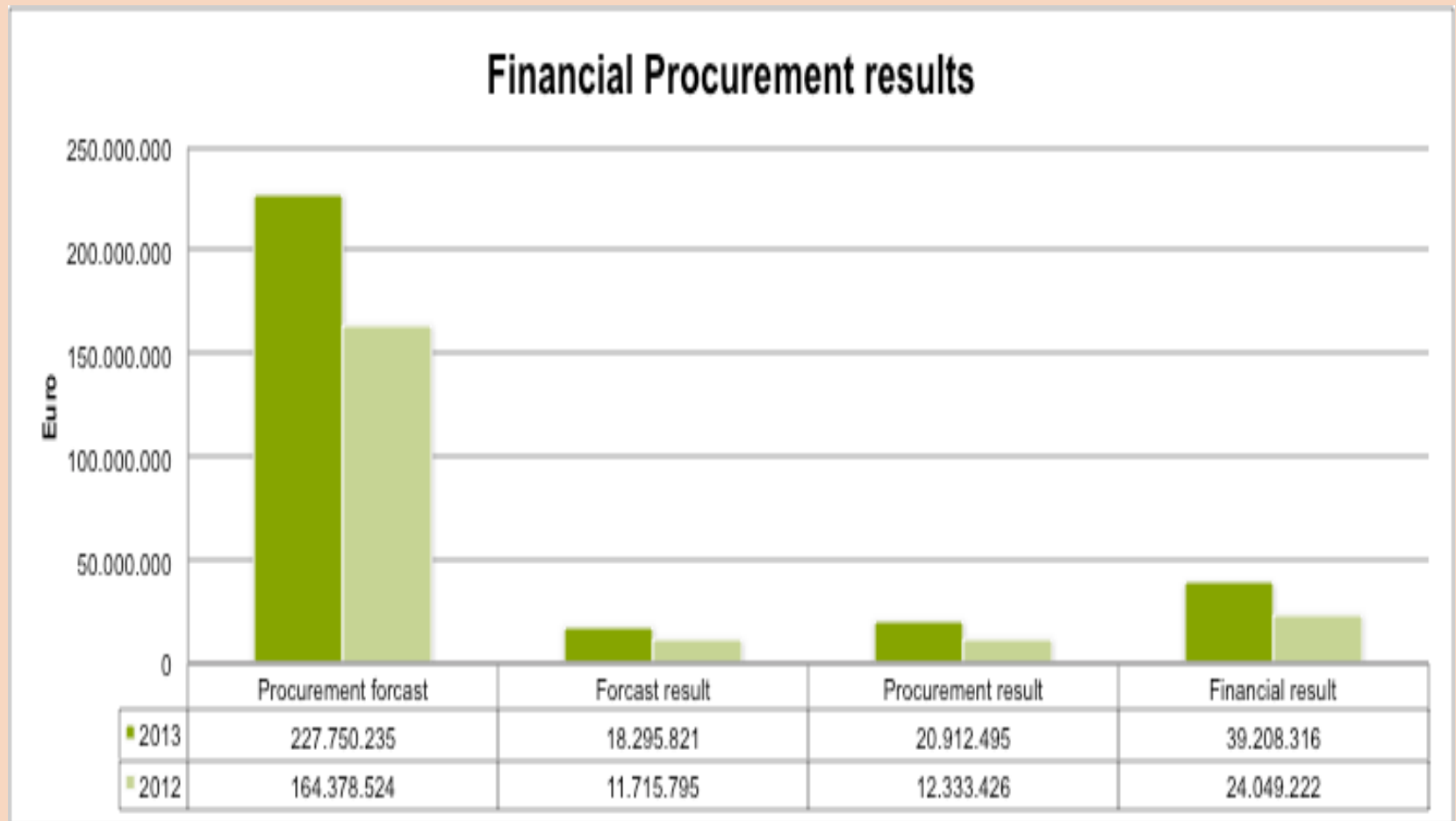
***Restricted
Pointed Tender***



Results

Effectivity	Contract value	€ 265.000	
	Forecast result	€ 75.000	
	Procurement result	€ 60.000	
	Financial result	€ 135.000	
	Green Procurement	Yes	
	Social return	No	
	Local supplier	No	
	SME	Yes	
	Joint Procurement	No	
	Consultancy efficiency	-1	1 day less than forecasted (6)
	Supplier reduction	N/a	
	Invoice reduction	N/a	

Measure: Total projects executed by Bizob



Measure: (Qualitative) result total Bizob projects

Executed procurement projects	2013
Number of executed procurement projects	1075
Economical Most Advantage Tender, awarding (MEAT)	61%
Lowest price, awarding (LP)	30%
Competitive Dialogue or negotiation procedure, awarding	17%
Social Return	55%
Green Procurement	94%

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Questions

