



Communication strategies and roadmap

The case of Portugal

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Support to the Greek Public Procurement Reform
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The background for the reform (2007-2012)

- General negative perception about transparency in public procurement, especially in the field of public works
- Need to improve competition (e.g. misuse of contracts similar to FAs)
- Pressure from the market, especially SMEs interested in benefiting from public markets opportunities
- “*When the message comes from abroad*” ... key importance of external pressure (e.g. the “yellow cards” from the European Commission (transposition of 2004 Directives))
- Need for keeping the pace in improving efficiency in public administration – the broader context of the purchasing function
- (... *last but not least*) Political drive



Portuguese Public Procurement System

The reform agenda for the CPB

Key values

- Transparency, equal treatment, fair competition
- Compliance with National and EU Law
- Sustainability (priority to economic and environmental elements)
- Promote SME's access to public markets

Main goals

- **Economic:** Increase savings in public procurement (contributing to sound and better usage of tax payers money)
- **Environmental** (green public procurement): gradually incorporate environmental requirements within the selection / qualification and award criteria in public tenders



Public Information vs Public Communication

- Reaching the minds and hearts of people
- Public info shouldn't have to be *dull and dry*
- The risks of “propaganda”

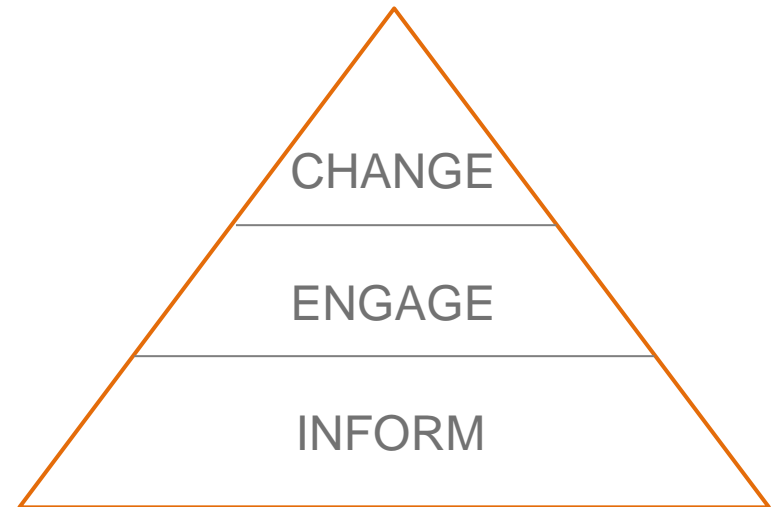
STIMULATE ATTITUDINAL CHANGES
(social marketing based approach)

+

ENGAGE (emotional features of the message)

+

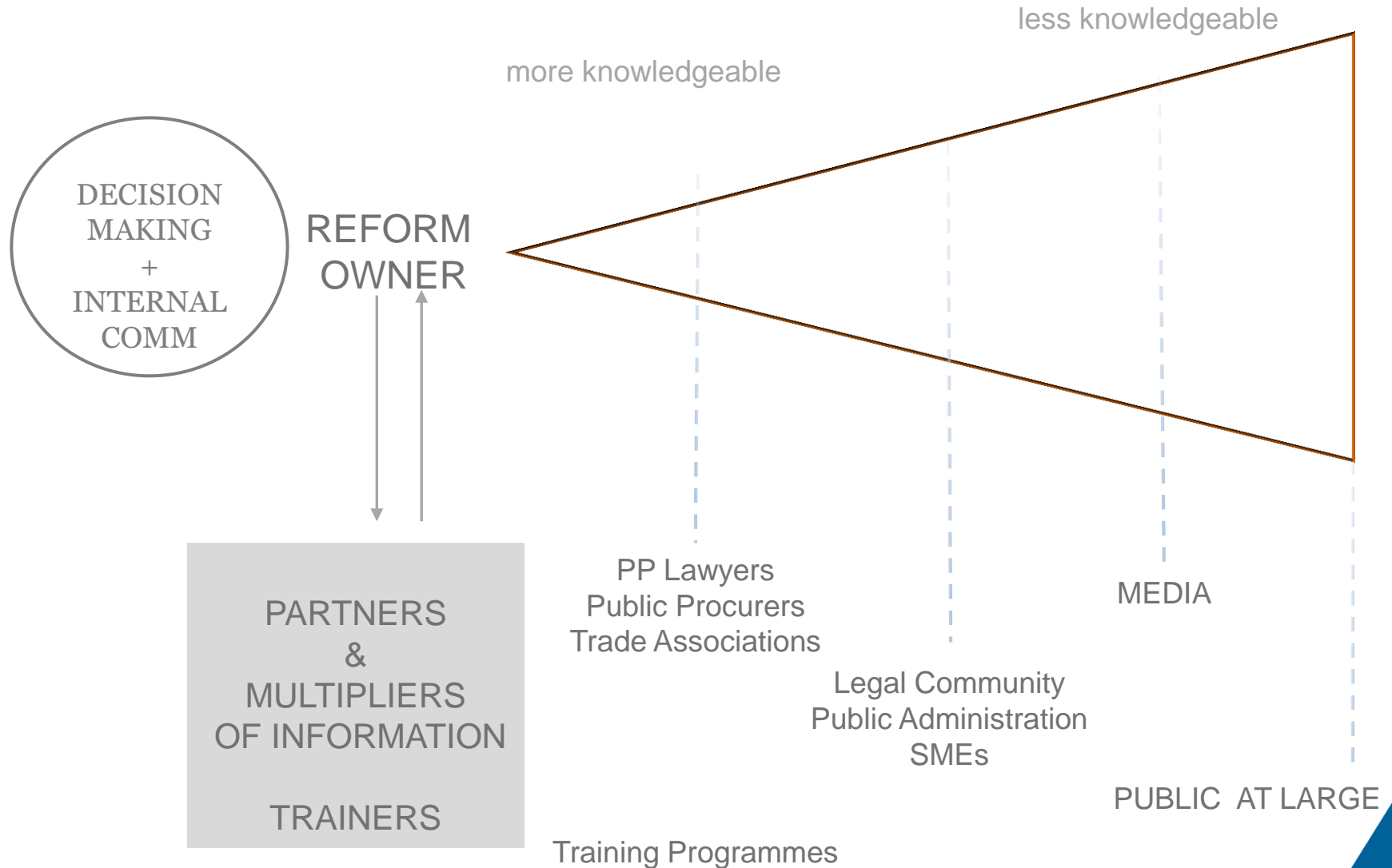
INFORM (rational elements of the message)





Portuguese Public Procurement System

The communication megaphone





Portuguese Public Procurement System

The communication plan

- **The aim**

To increase the support from target groups to the implementation of the reform.

Overarching element to achieve: **Confidence**

- **Objectives**

- Increase the level of acceptance of new system and management principles and tools by key stakeholders (demand and supply sides of the market)
- To go beyond the formal compliance: attitudinal and managerial change (reinventing the way we procure and buy) and value-for-money oriented mentality
- To foster the opportunities provided by the reform programs and projects of the Public Administration



Communicating a reform

The key messages

- Public procurement affects the way tax payers money is spent
- Transparency has to be guaranteed (the rule of law and the need to promote fair competition). e.g. www.base.gov.pt
- The more we promote competition the better we buy
- eProcurement is a tool particularly fit to promote the reform values (transparency, competition, equal treatment, etc..) and to deliver expected results
- The EU Internal Market is a two-way trade area

Note: message generation process (push *versus* pull communication strategies)



Central Purchasing Agency New brand, new image and new site

ANCP
Agência Nacional de Compras Públicas, E.P.E.

[Avisos Legais](#) | [Acessibilidade](#) | [Contactos](#) | [Glossário](#) | [Mapa do Site](#) |

Pesquisa geral

ANCP | **COMPRAS** | **VEÍCULOS** | **NOTÍCIAS** | **LEGISLAÇÃO** | **INDICADORES** | **EVENTOS**

- Governo da Sociedade >
- Relatórios e Contas
- Qualidade

:: Atalhos

- ▶ Sistema Nacional de Compras Públicas
- ▶ Legislação da ANCP

ANCP » PT » ANCP

:: ANCP

ANCP – Agência Nacional de Compras Públicas, E.P.E.

A Agência Nacional de Compras Públicas, E.P.E. (ANCP), foi constituída pelo Decreto-Lei nº 37/2007, de 19 de fevereiro, que contém em anexo os respetivos Estatutos.

Tem natureza jurídica de Entidade Pública Empresarial (E.P.E.) e por este motivo integra o Setor Empresarial do Estado e está sujeita ao regime jurídico das Empresas Públicas: Decreto-Lei nº 558/99, de 17 de dezembro, pela redação que lhe foi dada pelo Decreto-Lei nº 300/2007, de 23 de agosto.

A sua criação faz parte do Programa de Reestruturação da Administração Central do Estado (PRACE), como foi definido pela Resolução do Conselho de Ministros nº 39/2006, de 21 de abril, e foram-lhe atribuídas parte das competências da entretanto extinta Direcção-Geral do Património (DGP), nomeadamente no domínio da Gestão do Sistema Nacional de Compras Públicas (SNCP) e do Parque de Veículos de Estado (PVE).

As metas estratégicas definidas para a reforma da Administração Pública e a redução da despesa estão intimamente ligadas à missão da ANCP que, através de uma estrutura de natureza empresarial, pretende tornar mais eficaz e eficiente a área de compras e a gestão do parque de veículos do Estado, aplicando uma lógica de partilha interadministrativa de serviços comuns.

O Sistema Nacional de Compras Públicas, sob a liderança da ANCP, agrega as várias estruturas deslocalizadas dos Ministérios para um objetivo comum: garantir maior rigor, transparência e competitividade nas compras públicas e contribuir de forma efetiva para a racionalização dos custos e desburocratização dos processos públicos de aprovisionamento.

PE SNCP
Plataforma Eletrónica de Contratação
Processos posteriores a 17-07-2012

PE SNCP
Plataforma Eletrónica de Contratação
Processos anteriores a 17-07-2012

CNCP
Catálogo Nacional de Compras Públicas

PVE
Sistema de Gestão do PVE

SRVI
Sistema de Recolha e Validação de Informação



Examples of actions developed under the annual communication plans (2008/12)

Type	ACTIONS
Web communications (Portal)	CPB portal as the communications platform for all actions (most cost-effective)
	Corporate related information
	Business (pubic procurement) related information
Events	Annual Convention of the National System of Public Procurement
	Roadshows (CPB and Partners) to convey the messages to decentralized actors of the system e.g. regional and local contracting authorities and economic operators
	Awareness raising workshops for journalists
Direct dialog / interaction	Dedicated Call-Centre to support the use of www.base.gov.pt
	Dedicated Call-Centre to support the statistical data collection and treatment
	Dedicated Call-centre to support the "Voluntary Entities"
Public Consultations	Public Consultation on Draft legislation (mandatory by law)
	Draft Strategy Document for the tender to be lunched to form each Framework Agreement (envisaged scope, qualification and award criteria, lots, SLAs, etc.)
	Disciplining the dialog between the CPB and economic operators (contractors and potential interested parties): structured through public consultations and involvement of trade associations



Examples of actions developed under the annual communication plans (2008/12)

Type	ACTIONS
Corporate Communications & Media Relations	Press Releases (e.g. opening of public tenders, award decisions, statistical data, savings and other KPIs)
	CPB Annual Report & Accounts
	Interviews of key managers, e.g. Members of the Board to the press, events with the specialized press
	Articles contributed to special media publications (e.g. thematic inserts)
Training	Training courses offered by private sector with the support of public entities
	Scholarships offered to Public Procurers to attend specialized training programmes
	Partnership agreements with Universities and Research Centres
	Training workshops for Framework Agreement Contractors
	Training workshops on e-procurement platforms for businesses (mainly attended by SMEs)
e-learning on e-aggregation of needs and purchasing planning	
Information and training materials for public procurers	Guide on the use of framework agreements
	Guide on the use of eProcurement platforms
	Advisory Committee on the Code of Public Contracts



Examples of actions developed under the annual communication plans (2008/12)

Type	ACTIONS
Publications	e-Guides and e-Manuals (on Framework Agreements and e-Procurement) Promotion of publishing of specialized public procurement books and bulletins
Participation in International Meetings/Seminars/Organizations	International promotion of the Portuguese Case (to leverage internal acceptance of reform and trigger further steps)
Advertising (Press)	To promote bigger events e.g. Roadshow (reg. and local press) and Annual Convention To promote the public consultations of the launch of new Framework Agreements





Communication strategies

Major conclusion from the Portuguese experience

- A Strategy and a Communication Plan are needed to support reforms (but *one-fits-all concept* does not apply: each country reform requires its own approach)
- Listen – Research – Set the Strategy – Devise the Plan – Share the Plan – Implement the Plan – Measure results - and again
- Medium and long term attitude towards change related themes also require long term communication efforts (standing efforts and investment)
- External pressure can be used as an internal reform driver – communication should amplify the messages coming from abroad (very often these are better received than the country-generated ones)
- Internal and external communication will mainly help to: i. forging alliances and partnerships; ii. Build trust; iii. Make changes more sustainable



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Communication strategies

Some video examples

- Informal Competitiveness Council of the European Union, Copenhagen, Feb. 2012

http://www.youtube.com/watch?v=iBCjfGpATy4&list=UUmv_jTFeNPPm-ZCv5aKi5cg

- First institutional video

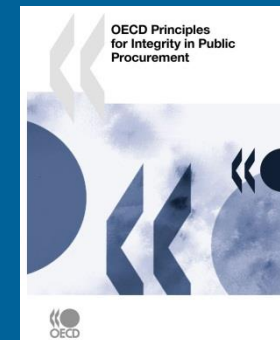
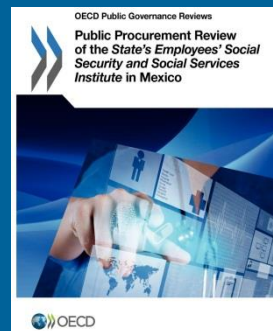
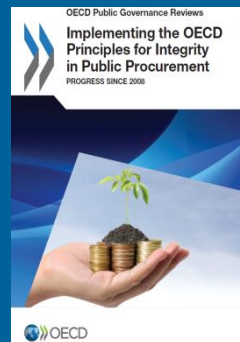
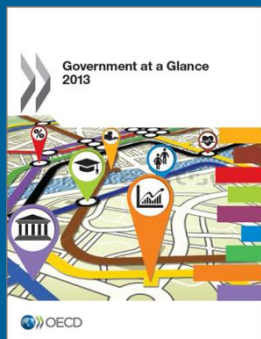
http://www.youtube.com/watch?v=QSedwHkAOr4&list=UUmv_jTFeNPPm-ZCv5aKi5cg&index=3



THANK YOU

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For more information on OECD work on public procurement



<http://www.oecd.org/gov/ethics/integrityinpublicprocurement.htm>