

Consultant Research Scope

Innovative European Procurement Practices

About Us

At Partners for Public Good (PPG), we believe that when government works, communities thrive. Launched in March 2025, we are a fast-growing nonprofit dedicated to helping state and local governments harness core operational functions – procurement, staffing, digital infrastructure, and budgeting – to drive public impact.

Our journey began in 2011 at the Harvard Kennedy School's Government Performance Lab, where we set out to transform public procurement. Since then, we've worked with hundreds of governments across the country to make their procurement systems more efficient, fair, results-driven, and strategic. In 2022, we launched the Procurement Excellence Network, putting our tools and strategies in the hands of over two thousand public servants.

Today, our team of doers, coaches, and advisors partner with governments to create lasting, impactful change. Our vision is simple: every resident has a government they can count on, every day.

Research Project Background

The PPG team has extensive years of experience conducting research on public procurement best practices across the U.S. and working alongside state and local governments to transform procurement systems. Many U.S. government entities are unaware of innovations in public procurement happening outside the U.S., and current research on this topic rarely takes a cross-national comparative approach.

This research project aims to identify promising practices in public procurement from across Europe (at all levels of government) that could be piloted in a U.S. local government context, informing the future of public procurement innovation in the U.S. While topics like buying innovation solutions to government challenges (often called innovation procurement) have gained major traction in Europe, we are also interested in

learning about unique approaches that have led to: 1) increased efficiency gains (e.g., cycle time reduction, use of technology and/or AI to free up staff time), 2) expanded vendor competition and strengthened supply chain resiliency, 3) enhanced knowledge and capacity among public sector buyers, 4) significant cost savings, and 5) improved transparency and public trust.

Our organization is motivated to transform public procurement practices in U.S. state and local governments and see this research as a key method for identifying new models that lead to greater efficiency, service delivery innovation, transparency, and competition.

Scope of Work and Timeline

PPG is seeking support from an independent consultant or organization/firm to conduct a research scan that aims to understand innovative European procurement approaches that have solved challenges similar to what U.S. government entities commonly face in public procurement – process inefficiency, limited vendor competition, balancing fairness with flexibility, administrative burden, and risk aversion. These approaches may be novel solutions tested but never widely implemented, or process/policy changes more widespread across levels of government in Europe. Additionally, this research should identify innovative procurement practitioners that PPG could further engage with.

The Scope of Work will include the development of a research agenda in collaboration with PPG, a scan of the existing literature and relevant news media, identification of promising jurisdictions to study further and practitioners to engage, high-level analysis and categorization of approaches piloted, and consultation with PPG on which solutions could be appropriate to pilot in U.S. jurisdictions. PPG will work collaboratively with the consultant to guide different phases of research, especially as initial findings are shared.

Our current budget anticipates a four-month engagement with a USD \$40,000 budget, with potential for continued collaboration and additional funding following the completion of the initial scope.

Key Deliverables

PPG anticipates that the initial scope of work may include the following deliverables. However, these deliverables will change as PPG and the consultant align on a research agenda and workplan early in the project:

1. An initial scan to identify common challenges faced by procurement entities in European sub-national governments, noting novel solutions to address those challenges. Potential sources of analysis include review of news media coverage, legislation examinations, academic articles, and direct interviews with relevant stakeholders. This scan should additionally provide a high-level overview of the level of centralization/federalization of procurement in Europe.
2. Proposed list of interviewees or individuals to formally engage (primarily government practitioners), including identifying cities or state/regional governments for deep-dive analysis.
3. For promising innovations, a high-level analysis that studies what accelerated procurement innovations, how government leaders navigated changes, and the steps to implementation within the government.
4. A suggested roadmap for PPG's future work in procurement innovation that identifies which European approaches discovered could be ripe for piloting in the U.S.
5. Ongoing engagement with PPG throughout the project, including regular meetings (likely biweekly) and high-level written progress updates.

Proposal Requirements and Evaluation

In your proposal, please include:

- Short (no more than 2 page) statement of interest, which answers the following questions:
 - Why are you interested in this project?
 - What do you see as a successful outcome?
 - Why are you qualified to take on this project?
 - What risks do you see with this project that you would seek to mitigate?



- Relevant examples: Links to, or descriptions of, 2-3 examples of similar policy research or best practice scans undertaken for other clients or as direct project work.
- Staffing: How you would staff this project, including the experience of the proposed staff. Identify any anticipated partnerships or planned subcontracting.
- Proposed project management approach: High-level set of proposed deliverables, activities, and anticipated workplan for the 4-month project.
- Cost proposal: Proposed budget for four months of project work, indicating percentage of staff time to be devoted to project and day or hourly rates (optional, but transparency is appreciated).

Proposals will be selected based on cost, relevant experience, and the quality of the proposed approach.

We are happy to speak further or provide additional details about any items listed in the above scope of work before your proposal development. Please contact colin.erhardt@partnersforpublicgood.org with any questions.

Submittal

Please send proposals to Colin Erhardt (colin.erhardt@partnersforpublicgood.org) by March 13, 2026. We will reach out following our receipt of proposals to set up a time to discuss in further detail.