

GPP4Growth project

“Methodology for the collection and analysis
of cases of green public procurement”

“A1.2 Identifying successful green public
procurement cases”

Zemgale Planning Region

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1 Introduction

The “Green public procurement for resource efficient regional growth - GPP4Growth” project aims to improve partners' resource efficiency policies, incorporating green public procurement to support public administrations and businesses to adopt lifecycle cost approaches and improve the overall management of resources and waste.

This document is the first deliverable of GPP4Growth Activity 1.2 “Identifying successful green public procurement cases”, which aims to deliver a Good Practice Guide (GPG) on successful green public procurement cases across the EU.

The main purpose of this report is to provide project partners with the methodology and tools to identify and gather the input necessary to define good practices on green public procurement methods that led to the implementation of green contracts in particular sectors of interest in the GPP4Growth regions.

The methodology will define the questions, objectives, and policy purposes of the analysis, including data collection, validation and analysis tools to identify good practices from EU countries. The methodology will also set quality specifications, pre-testing procedures, and fine-tuning processes to ensure that partners will gather the input necessary for the development of the good practice guide.

The report is outlined as follows: section 2 presents the context of the GPP4Growth project; section 3 provides working definitions for the terms “good practice” and “green public procurement”; section 4 describes the overall methodology approach, defining the research questions and providing the tools and techniques to be employed for data collection and analysis. Section 5 elaborates on the evaluation criteria for the selection of good practices, while section 6 outlines a realistic roadmap for the implementation of the Activity 1.2. Finally, section 7 provides an indicative table of contents for the final report.

2 Context of the GPP4Growth project

2.1 Background of the INTERREG Europe Programme

The INTERREG EUROPE programme (www.interregeurope.eu) promotes the exchange of experience on thematic objectives among partners throughout the European Union (EU) on the identification and dissemination of good practices, to be transferred principally to operational programmes under the Investment for Growth and Jobs goal, but also, where relevant, to programmes under the European Territorial Cooperation (ETC) goal. This will be done via the support and facilitation of policy learning, sharing of knowledge, and transfer of good practices between regional and local authorities and other actors of regional relevance.

INTERREG EUROPE is one of the instruments for the implementation of the EU's cohesion policy. With this policy, the EU pursues harmonious development across the Union by strengthening its economic, social and territorial cohesion to stimulate growth in the EU regions and Member States. The policy aims to reduce existing disparities between EU regions in terms of their economic and social development and environmental sustainability, taking into account their specific territorial features and opportunities. For the 2014-2020 funding period, cohesion policy concentrates on supporting the goals of the Europe 2020 strategy, which targets to turn the EU into a smart, sustainable and inclusive economy delivering high levels of employment, productivity and social cohesion.

2.2 The GPP4Growth project

The new EU public procurement system (2016) creates new opportunities for public authorities to stimulate eco-innovation, resource efficiency and green growth, by using new award criteria in calls and tenders that pay particular attention on environmental considerations. Specifically, the new rules enable public authorities to setup, publish and manage calls and contracts that require businesses / bidders to: a) comply with environmental obligations, b) integrate environmental costs in their offers based on a lifecycle cost approach, and c) deliver goods fulfilling the requirements of environmental labels, reducing at the same time administrative burden. This is particularly important for the local /regional public authorities to achieve regional green growth

and respond to current and future environmental and economic challenges, through the adoption of – what is called Green Public Procurement (GPP). Spending 1.8 trillion Euros each year (14% of the EU's GDP) on goods, supplies, services and works, Europe's public authorities can use their purchasing power to choose environmentally friendly goods and services, including efficient electronic & electrical equipment, electricity from renewable energy resources, sustainable construction works, low emission public transport vehicles etc, promoting sustainable consumption and production patterns in their territories.

The “Green public procurement for resource efficient regional growth - GPP4Growth” project aims to improve the addressed policies on resource efficiency, incorporating green public procurement to support public administrations and businesses to adopt lifecycle cost approaches and improve the overall management of resources and waste.

2.2.1 GPP4Growth activities

GPP4Growth brings together 9 partners from 9 countries, involving the managing authorities & regional bodies influencing regional and national policy instruments, to stimulate eco-innovation, resource efficiency and green growth by promoting Green Public Procurement (GPP). To support public administrations and businesses to adopt lifecycle cost approaches and improve the overall management of resources & waste, the project includes a wide range of activities, focusing on promoting the interregional learning process and the exchange of experience among regional authorities. Project activities include:

- Analysing the needs of GPP4Growth regions in Green Public Procurement.
- Identification of successful green public procurement cases.
- Evaluation and analysis of existing policies, plans, and criteria for GPP in the key GPP4Growth sectors.
- Analysis of the factors (barriers and enablers) that influence businesses in key GPP4Growth sectors to get involved in green tenders and contracts.
- Promoting public dialogue and consultation process to build consensus and ensure the successful implementation of regional action plans, through the support and participation of key regional stakeholders.

- Fostering interregional learning and capacity building through workshops, study visits, and policy learning events.
- Development of transferable tools & resources to promote benchmarking and policy learning, and transfer knowledge and lessons learnt beyond the partnership.
- Joint development of action plans to promote the improvement of the policy instruments addressed by the project.
- Increasing awareness, promoting and disseminating the project results and knowledge beyond the partnership.

2.2.2 GPP4Growth expected results

GPP4Growth will improve 9 policy instruments, relevant to the abovementioned policy areas, targeting to achieve:

- Over 7% increase in the number of businesses in partners' regions, integrating environmental factors and costs when producing goods and/or providing supplies, services and works.
- Increased capacity of 200 staff of public administrations to effectively implement resource efficiency policies, applying GPP.
- 10 million of Euros investments unlocked to promote new green products and services development.
- Increased knowledge awareness of over 1000 stakeholders on the influence of GPP on the adoption of sustainable consumption and production patterns by businesses.

2.3 GPP4Growth Activity 1.2

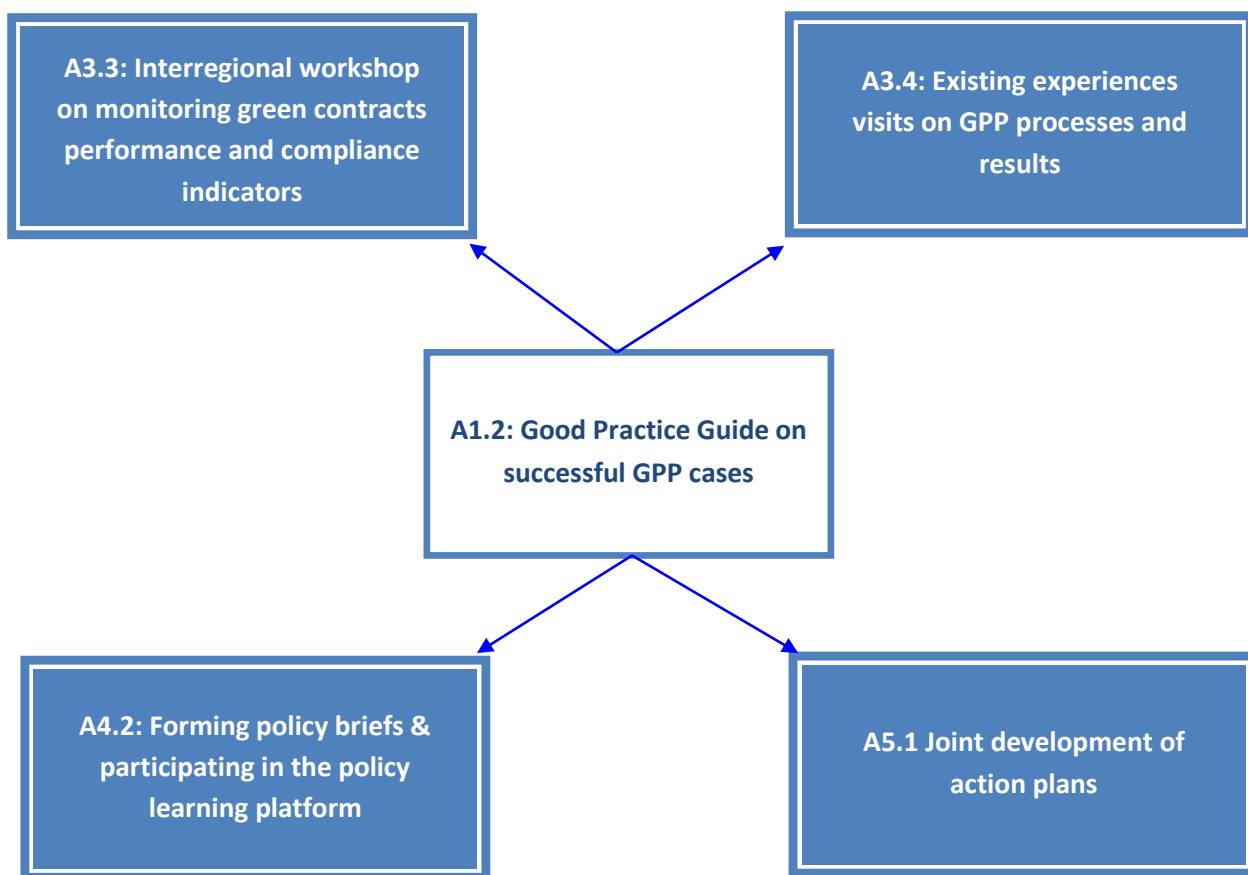
The GPP4Growth Activity 1.2 “Identifying successful green public procurement cases” includes the identification of good practices on GPP methods that led to the implementation of green contracts (in EU regions/counties), such as sustainable construction and renovation works, environmentally-friendly transport, promotion of sustainable food and catering services, electricity from renewable resources etc.

Based on a survey methodology, project partners will gather, assess, and analyse good practices of GPP tenders launched by public authorities to stimulate eco-innovation, resource efficiency and green growth. All partners will conduct desk research at national level to gather data and evidence.

The analysis of the evidence collected will result in a good practice guide on successful GPP tenders that will inform policy makers about possible ways to support green contracts in their regions and promote improvement of own policy instruments' implementation through the adoption of environmental criteria in public procurement practices.

2.4 Linkages with other GPP4Growth activities

The results of GPP4Growth Activity A1.2 will provide input and support the implementation of the forthcoming interregional workshop on monitoring green contracts performance and compliance indicators (A3.3), the existing experiences visits on GPP processes and results (A3.4), the policy briefs (A4.2), and the partners' action plans (A5.1), where thematically relevant.



3 Key concepts and definitions

3.1 Good practices

INTERREG Europe, as a "capitalisation" programme, focuses on the identification, analysis, dissemination and transfer of good practices and policy experiences, with a view to improve the effectiveness of regional and local policies.

Practices (i.e. models, actions and initiatives, procedures, techniques or methodologies) that are proven to work well within certain geographic, administrative or organisational settings are defined as "good", "best" or "effective", based on their level of effectiveness, wider impact, transferability and replicability. A "good" practice also refers to the actions, processes, approaches or methodologies that have proven to be successful in a specific context (e.g. country, region, city, enterprise, organisational department) and demonstrate strong evidence that there might be also efficient in similar settings and environments.

In the context of the Interreg Europe programme, a good practice is defined as "an initiative (e.g. methodology, project, process) undertaken in one of the programme's thematic priorities, which has already proved successful and which has the potential to be transferred to a different geographic area. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective"¹.

Despite the different definitions and approaches, it is generally accepted that in order for a practice to be considered as "good" it should meet certain prerequisites. Therefore, a good practice could be defined as a practice that a) addresses a common problem or issue experienced by different organizations / contexts / regions / cities; b) makes an original contribution or offers a significant improvement to a shared problem compared to existing practices; c) is proven successful by providing measurable or demonstrable results or by going through internal or external validation and evaluation; d) can be effective in more than one organisational or regional settings; and e) can be replicated, at least to some extent.

¹ INTERREG Europe Programme glossary: <http://www.interregeurope.eu/help/glossary/>

3.2 Green Public Procurement (GPP)

Green Public Procurement (GPP) can be defined as “a process whereby public authorities seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured” (European Commission, 2008).

Public authorities have the potential to make a considerable contribution to sustainable consumption/production by using their purchasing power to procure environmentally friendly goods, services and works; whilst stimulating eco-innovation, resource efficiency and green growth.

Green Public Procurement (GPP) can be utilised by public bodies to create a critical mass of demand for more sustainable and environmental friendly goods and services, which otherwise would be difficult to get onto the market. This can be explained by the fact that public authorities' expenditures for good, services and works are estimated to reach approximately 1.8 trillion euro annually, representing 14% of the European Union's GDP.

Furthermore, public authorities (by promoting and using green criteria in procurement) can provide major sectors of the EU economy (e.g. construction, public transport, manufacturing, electricity, food and catering services) with strong incentives for developing and offering to the market environmental friendly technologies and products/services. A transition towards a green economy will generate significant impact that is not limited to environmental aspects (e.g. reduction in CO₂ emissions) but extends to social, health, economic and political benefits.

Evidence shows that public procurement is a powerful tool for addressing environmental problems/challenges, including deforestation, greenhouse gas emissions, energy efficiency, air pollution and waste management/collection. PWC (2009)² estimated an average 25% decrease of CO₂ emissions, resulting from the integration of environmental criteria into tendering procedures in seven European countries (Sweden, Austria, Germany, Finland, the Netherlands, Great Britain and Denmark) for ten types of product groups (Testa et al, 2016). A typical case is the City of

² PricewaterhouseCoopers, “Collection of Statistical Information on Green Public Procurement in the EU: Report on Data Collection Results”, January 2009.

Vienna, which managed to reduce CO2 emissions (over 100,000 tonnes) through the purchase of products/services with a lower CO2 footprint throughout their life-cycle (EcoBuy Programme).

To conclude, the European Commission (EC) places emphasis on the further uptake of GPP practices by public sector bodies, seeking to respond to current and future environmental challenges; whilst fostering regional green growth and sustainable development.

4 Methodology overview

4.1 Research questions

The methodology report will structure, orientate and guide the identification, collection and analysis of successful cases of GPP that led to the implementation of green contracts in particular sectors of interest in the GPP4Growth countries and neighbouring EU countries, such as sustainable construction and renovation works, environmentally friendly transport, promotion of sustainable food and catering services, electricity from renewable resources. To this end, this methodology report will set the criteria and tools to identify, evaluate and further analyse the green public procurement cases, facilitating the exchange of experience between regional public authorities.

The collection of cases and empirical evidence aims to provide insights regarding a) the definition of procurement objectives and criteria for identifying the greener products, b) the challenges and opportunities associated with the integration and more effective implementation of GPP in particular sectors of interest (e.g. construction, electricity, transportation, food and catering services), c) the major results and lessons learnt from the implementation of green contracts in terms of achieving enhanced environmental performance and promoting sustainable production and consumption, and d) the potential transferability and uptake of GPP practices by public authorities in other geographical contexts and industries.

This study will therefore address the following research questions:

1. Which have been the most successful GPP approaches in stimulating eco-innovation, resource efficiency and green growth? Why have these cases been effective?
2. Which are the main drivers and limitations when formulating green criteria in public procurement processes?
3. What are the major results from the integration of green award criteria in calls and tenders?
4. What lessons can be learnt from adopting green practices in public procurement?
5. How transferable are these GPP approaches in other EU regions and industries?

4.2 Data collection

Desk research will be the main method to collect information about cases of successful GPP approaches to tendering, employed by public authorities to stimulate eco-innovation, resource efficiency and green growth. The reason why desk research has been selected as the basal part of this investigation is that it represents an efficient and cost-effective way to capitalise on already existing knowledge, with no need to invest too much time and resources (e.g. specialised personnel, external consultants) for creating knowledge from scratch. This approach, focused on retrieving secondary data from different sources, also bears the advantage of providing perspectives based on already analysed and validated information.

Evidence will be collected with the contribution of all partners through external and internal desk research. The first source of data comprises documents available online to be retrieved from relevant secondary sources of information, such as academic journals, industry reports and similar EU projects; while the second source includes the analysis of internal documents of the GPP4Growth partners (in cases of public authorities with relevant strategies and initiatives).

In case that desk research will not yield the data required for the study, project partners are strongly encouraged to forward the documentation form to relevant public authorities or departments to document their own experiences on GPP.

4.2.1 External desk research

External desk research involves the exploration of evidence and information for a particular issue outside the organisational boundaries of an entity (e.g. public administration, enterprise, association). External desk research is almost always comprised by secondary data research, during which researchers need to read and examine various texts/documents that usually contain data congruent with the rationale of various institutions and/or researchers. In the case of GPP4Growth, external desk research refers to the collection of relevant information based on publications produced by other organisations other than GPP4Growth partners and affiliated bodies. The data will be gathered from relevant secondary sources of information, such as websites of relevant ministries and regional administrations (e.g. www.ypeka.gr/Default.aspx?tabid=533),

web portals on GPP (e.g. http://ec.europa.eu/environment/gpp/index_en.htm), as well as academic journals. Additional sources of information can be the outcomes of research carried out in the context of EU projects, case studies and surveys conducted for other public administrations or businesses. Indicatively, possible sources of information can be:

1. Journals and other academic sources:

- Journal of Public Procurement
- International Journal of Procurement Management
- Journal of Purchasing & Supply Management
- Academy of Management Review
- Academy of Management Journal
- Administrative Science Quarterly

2. Studies and research reports:

- Collection of Good Practices on GPP
(http://ec.europa.eu/environment/gpp/pdf/GPP_Good_Practices_Brochure.pdf)
- Buying Green! - A Handbook on green public procurement
(<http://ec.europa.eu/environment/gpp/pdf/Buying-Green-Handbook-3rd-Edition.pdf>)
- The uptake of green public procurement in the EU27
(<http://ec.europa.eu/environment/gpp/pdf/CEPS-CoE-GPP%20MAIN%20REPORT.pdf>)
- Mainstreaming GPP in the Nordic countries – a scoping study (<http://norden.diva-portal.org/smash/get/diva2:701669/FULLTEXT01.pdf>)
- Assessment and Comparison of National GPP/SPP Criteria
(http://ec.europa.eu/environment/gpp/pdf/AEA_7%20June%202010.pdf)

3. Similar EU projects:

- PROBIS – Supporting Public Procurement of Building Innovative Solutions
(www.probisproject.eu)
- INSPIRE - Systemic Energy Renovation of Buildings (<http://inspirefp7.eu/>)

- COGITA – Corporate Social and Environmental Responsibility through Public Policy (www.cogitaproject.eu)
- DESUR – Developing Sustainable Regions (www.desur.eu)
- RE-GREEN – Regional Policies Towards Green Buildings
- PRO-EE – Public Procurement Boosts Energy Efficiency (www.pro-ee.eu)

4. Web portals on Green Public Procurement:

- EU Commission - DG Environment (http://ec.europa.eu/environment/gpp/index_en.htm)
- European Parliament
(http://www.europarl.europa.eu/atyourservice/en/displayFtu.html?ftuId=FTU_3.2.2.html)
- European Council of the European Union (<http://www.consilium.europa.eu/en/general-secretariat/corporate-policies/environmental-management/>)
- OECD - Directorate for Public Governance and Territorial Development
(<http://www.oecd.org/gov/ethics/procurement-green-procurement.htm>)
- The International Green Purchasing Network (<http://www.igpn.org/>)
- WTO public procurement (https://www.wto.org/english/tratop_e/gproc_e/gproc_e.htm)

5. National Websites/Sources

- UK - Sustainable Procurement Strategy for Local Governments
(http://www.local.gov.uk/publications//journal_content/56/10180/3372545/PUBLICATION)
- MT - Minister for Sustainable Development, the Environment and Climate Change
(<http://msdec.gov.mt/en/Pages/mdsec%20main.aspx>)
- GR - Ministry of Environment and Energy (<http://www.ypeka.gr/Default.aspx?tabid=533>)
- IT - National Action Plan On Green Public Procurement
(http://www.minambiente.it/sites/default/files/archivio/allegati/GPP/all.to_21_PAN_GPP_definitivo_EN.pdf)
- ES – City of Barcelona’s “Sustainable City Council” programme
(http://www.ajsosteniblebcn.cat/en/-scc-programme_1367)

4.2.2 Internal desk research

Internal desk research refers to the collection of information from within the organisation. This information is easily accessible, and this is the reason why researchers conducting desk research should consider finding information and data within their own organisations (e.g. public administration) as one of the starting points of their research activities. It is likely that GPP4growth partners may have already adopted a strategy to implement GPP for purchasing goods and services for their administration. In this case, project partners should have already reacted to the existing regulation, having probably contributed to the background research or/and feasibility checks conducted for justifying the rationale of these policies. Their interactions with this regulation (which they have either formed or received) should be noticeable in their actions as they are represented by their archives of the following documents.

Since GPP4Growth partners are institutions directly or indirectly involved in policy making, it is highly possible that they have already produced information/data found in documents, which can shed light to the research questions on green public procurement. For instance, regional authorities have certainly engaged in some forms of procurement in the past and, as a result, they are well aware of the characteristics, strengths and weaknesses of the process. Hence, GPP4Growth partners can exploit the main advantage of performing internal desk research, i.e. the involvement of internal and existing organisational resources to organise the collected data in such a way that it is both efficient and usable, thus rendering internal desk research a comparatively very cost-effective and efficient type of research.

4.3 Criteria for the identification of cases

In order to narrow down the scope of the analysis and ensure that the evidence to be collected is focused appropriately and reflects up-to-date facts and figures, data collection should have a targeted approach based on the following **criteria**:

- Research should not focus on the investigation of the policy framework that promotes the implementation of GPP measures in participating regions. Instead, collected cases should represent **specific GPP tenders** for environmental friendly products or/and services carried out by public authorities, leading to significant environmental benefits (e.g. CO2 savings).
- Examples of green tenders should be retrieved from the **countries represented in the project consortium** (Greece, Italy, Poland, Belgium, Spain, Latvia, Bulgaria, Ireland and Malta), and **where relevant / available the rest EU member states**.
- Evidence gathering should include GPP approaches to tendering in **high-impact sectors** for GPP4Growth countries and neighbouring EU countries. Sectors of particular interest are considered the following:
 - Construction and renovation works
 - Sustainable transport
 - Food and catering services
 - Electricity
 - IT equipment
 - Waste management and collection
 - Water infrastructures
 - Energy saving products/solutions
- Data collection should focus on recent examples/cases of Green Public Procurement, implemented at national, regional and local level across the EU, preferably within the timeframe of the last **5-10 years**.

4.4 Data analysis approach

This section presents the steps for the aggregation and processing of the evidence gathered through desk research. Each project partner is responsible for data validation and processing, as well as the analysis of the evidence collected.

Data validation and consolidation

Upon the completion of evidence collection activities (desk research), the gathered data need to be validated and consolidated, based on the criteria defined in section 4.3. Data validation refers to the process of determining whether information gathered during the process of data collection is complete and accurate. Cases that do not meet the criteria/requirements will not be taken under consideration.

To consolidate data, information needs to be merged by combining the large amount of data retrieved from different sources into a single, persistent data source (e.g. one large worksheet) that will reflect all the collected input from both desk research and survey questionnaire. A common practice is to create Pivot Tables in a spreadsheet computer program (e.g. MS Excel) to facilitate the process of grouping data in a concise, tabular format, which allows for easier reporting and analysis.

Data analysis (Open coding)

The method of “open coding” will be employed for analysing qualitative data retrieved from several different sources during the stage of desk research. The rationale is that the analysis of qualitative research requires the organisation, retrieval, and interpretation of large amounts of information. Open coding includes labelling concepts, defining and developing categories based on their properties and dimensions, thus enabling researchers (i.e. project partners) to identify and compile information from several sources.

The first step when reviewing and analysing a number of textual documents is to go through the data, identify the most relevant facts and mark them, using labels and keywords. This will make easier to compare data and identify relations, similarities and dissimilarities between different sources of information. Furthermore, keywords can be used in online search engines to retrieve

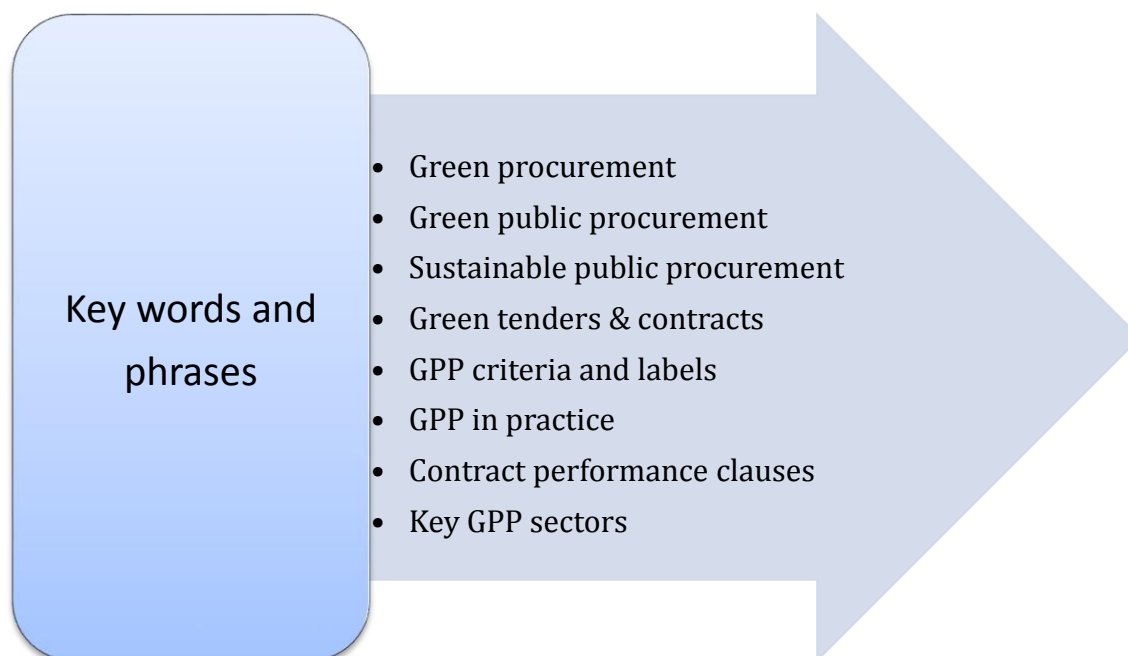
additional information/data related to GPP approaches to tendering. Figure 1 provides an indicative list of such key words and phrases.

After collecting sufficient evidence from relevant secondary sources (e.g. websites of relevant ministries and regional administrations and academic journals), project partners need to compile all data into one file and in the same form (e.g. textual document or info-graphics) to facilitate understanding and data processing.

At a later stage, partners need to review the evidence gathered, to identify similar data and create categories of information based on their common properties. The categorisation of information should reflect the structure of the case documentation form (see section 6.1), covering all of the critical aspects examined in this study (such as transferability, impact, and problems encountered).

Finally, all categories emerging from the data should be codified for easier reference during the research and for making easier the synthesis of findings from both external & internal desk research.

Figure 1: Online desk research keywords



4.5 Case documentation sheet

A common approach will be employed to ensure that all cases collected are documented in a consistent and clearly structured manner. The case documentation is not a questionnaire addressed to public authorities' representative, but the main tool to be used by project partners for documenting/reviewing all relevant evidence/information for each case (i.e. GPP approach), identified through desk research.

The cases documentation form presented in this section will guide partners in the identification and collection of GPP cases that led to the implementation of green contracts in particular sectors of interest in the GPP4Growth countries, taking into account the criteria described in section 4.3. Cases collected that do not comply with the above mentioned criteria will not be included in the final report. The documentation tool makes sure that all critical aspects and facts and figures of each case are fully recorded:

- Country, region or territory of GPP practice
- Geographical level of implementation (e.g. national, regional, local)
- Sector of interest (e.g. construction, electricity, food and catering services)
- Contextual background & subject of the tender
- Technical specifications and award criteria used in the tendering process
- Procurement objectives
- Problems encountered during the tendering process & success factors (incl. tender results)
- Impact and results of the practice (e.g. resource savings, CO2 emission reduction)
- Lessons learned
- Transferability
- Further information / Contact person details

* The case documentation form can be also completed online at the following link:
https://docs.google.com/forms/d/e/1FAIpQLSdeW8sgkmPUd91HlkXIX9VjK_6WHo_7o-CdyHDKV3-UD-imXA/viewform?usp=send_form

 ZEMGALES PLĀNOŠANAS REĢIONS		GPP4Growth Interreg Europe	
GPP4Growth - Green public procurement for resource efficient regional growth			
Activity 1.2: Identifying successful green public procurement cases			
Collection of successful GPP cases			
Title:			
A. CASE IDENTITY			
Country:			
Region:			
City/Town:			
Geographical level of implementation	☐ National ☐ Regional ☐ Local		
Sector of interest:	☐ Construction and renovation ☐ Transport ☐ Food and catering services ☐ Electricity ☐ IT equipment ☐ Waste management and collection ☐ Water infrastructures ☐ Energy saving solutions ☐ Other (please specify).....		
Publication date:			
B. CASE DESCRIPTION			
Contextual Background			
Subject matter			

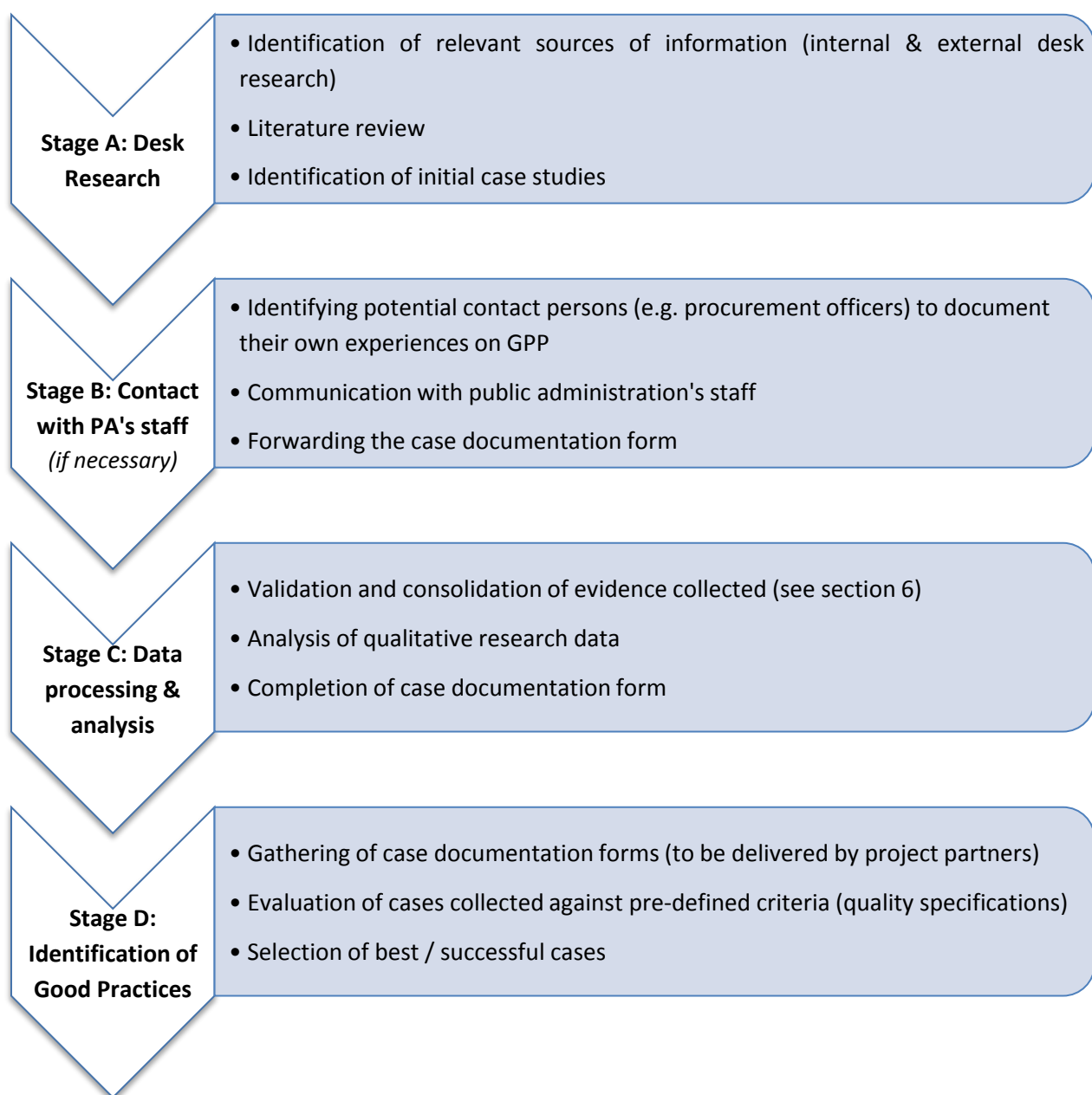
Award criteria	
Additional measures	
Tender results	
C. NEEDS, BARRIERS, SUCCESS FACTORS	
What were the main procurement objectives?	
What are the main difficulties encountered during the implementation of the tender?	
How would you describe this GPP approach to tendering?	☐ Very successful ☐ Quite successful ☐ Somewhat successful ☐ A little successful ☐ Not at all successful ☐ Do not know / Do not wish to answer
What were the key enablers in the implementation of the green tender?	☐ Legal expertise in applying/integrating environmental criteria into tender procedures ☐ Long term contracts award ☐ Competent public procurement officers to carry out the tendering

	process ☐ Clear definition of green criteria (within the tendering process) ☐ Private sector's environmental culture / Availability of relevant suppliers ☐ Other (please specify):
D. RESULTS & PROSPECTS	
What were the major results derived from GPP tender?	☐ Reduce in greenhouse gas emissions ☐ Energy efficiency and resource use ☐ Establishing high environmental performance standards for products ☐ Financial savings ☐ Increase in job opportunities (employment) ☐ Providing incentives to industry to innovate ☐ Reducing prices for environmental technologies ☐ Other (please specify): <i>Please briefly discuss about the degree of impact on the selected categories of benefits</i>
Has this GPP approach eco-system (or aspects of it) been replicated / transferred in other areas and settings?	☐ Yes ☐ No <i>Please briefly discuss about practice's potential for transferability</i>
What are the most significant features of this GPP approach that make it transferable?	☐ Needs addressed are common among sectors, organisations and different regions/countries. ☐ Demonstrated achieved benefits outweigh investment costs by far ☐ Low implementation risks ☐ Low risk of organizational resistance ☐ Legal requirements ☐ Other (please specify)

Main lessons learned	
Further information (URL, sources)	

4.6 Stages, milestones and metrics

Data collection and analysis will be implemented in four stages including desk research, communication with Public Administrations' (PAs) staff (if necessary), data analysis and identification of best practices as indicated below.



Data collection metrics are defined by the project's target of identifying 20 good practice cases on GPP methods that led to the implementation of green contracts in sectors of partners' interest such as sustainable construction & renovation works, environmentally-friendly transport, promotion of sustainable food & catering services, electricity from renewable resources etc. Information gathering will focus primarily on the countries represented in the project consortium (Greece, Italy, Poland, Belgium, Spain, Latvia, Bulgaria, Ireland and Malta), and secondarily on neighbouring EU countries, where applicable. Fifteen (20) to forty (40) cases will be collected and evaluated with the aim of selecting the best practices regarding Green Public Procurement.

Table 1: Case collection targets (KPIs)

Partner	Country	Target (low)	Target (medium)	Target (high)
University of Patras		2	3	4
Lombardy Region		3	5	6
Lodzkie Region		2	3	4
Province of Antwerp		2	3	4
Regional Government of Andalusia		3	4	6
Zemgale Planning Region		2	3	4
Stara Zagora Regional Economic Development Agency		2	3	4
Department of Communications, Climate Action and Environment		2	3	4
Malta Regional Development and Dialogue Foundation		2	3	4
All partners		20	30	40

5 Good practice evaluation criteria

The cases to be collected on successful GPP tenders that led to the implementation of green contracts in high impact sectors will be reviewed, analysed and evaluated, based on the information and data compiled through desk research.

The methodology report will define a number of quality specifications to make easier the evaluation of collected cases on a 'good practice' basis. To ensure both consistency and quality, these good practice criteria (quality specifications) has been defined, taking into consideration: a) the common documentation tool to be used for all cases, b) the key findings and conclusions from preliminary desk research, carried out to determine what is known already and what data is required to facilitate research methodology design, and c) the Interreg Europe Programme good practice approach and definition (see section 2).

Cases will be analysed on the basis of five evaluation fields: a) solution impact, b) achieved objectives, c) problems encountered, d) scalability of practice, and e) transferability; targeting to match the definitions and prerequisites of what should be considered a good practice of successful GPP tenders. Each evaluation field is accompanied by pre-defined evaluation criteria as well as a brief description of objectives/goals that have been specified to further explain the main purpose of each evaluation field. Consequently, each collected practice will be evaluated according to the quality specifications (evaluation criteria) described in table 3.

Table 2: Evaluation criteria and description

Evaluation fields	Description
1. Solution impact	Assess whether GPP methods to tendering address widely acknowledged issues (e.g. promoting eco-innovation, resource efficiency, and green growth) also shared by other sectors and organisations in different regions and settings.
2. Achieved objectives and produced results	Identify the number, type and character of procurement objectives' achieved and results produced by the tendering procedure.
3. Problems encountered in implementation	Assess the extent of encountered problems and difficulties that have hindered the successful implementation of the tendering process.
4. Scalability of practice	Assess the scalability of the practice (i.e. GPP method) to involve as many as enterprises within the tendering process.
5. Transferability / replicability	Assess GPP tender's potential or proven record of being transferred to different geographic contexts and sectors.

In order to be evaluated and potentially identified as good or not, each of the collected practices will receive a score from 1 to 5 for each of the fields described above. The identification of a good practice will be based on whether the practice reaches the scoring thresholds that will be defined for each criterion, according to its relevant importance and weighting.

The good practice criteria together with an indicative setting of scoring and their thresholds are analytically presented in table 3. The definition of the evaluation criteria as well as their scoring and thresholds are based on previous studies on practice evaluation, as described in the relevant (academic and non-academic) literature. According to the existing relevant studies and methodologies, the criteria estimated to matter the most for the identification and evaluation of a good practice are the ones that get the highest (and above the average) scoring thresholds.

Table 3: Evaluation criteria, score and thresholds

CRITERIA	SCORE					THRESHOLD
	1	2	3	4	5	
Level of solution impact	The GPP tender addresses a unique problem within the boundaries of a specific sector and geographical scope	The GPP tender relates to more than one problem encountered within the boundaries of the specific sector/geographical scope.	The GPP tender relates to a unique problem encountered by more than one sector or sector in the area.	The GPP tender relates to more than one problem encountered by more than one sector and broader geographical scope	The GPP tender addresses a widespread issue that is relevant to all sectors and geographical contexts	2
Number / type of achieved objectives and produced results	The GPP tender has not produced tangible results or measurable benefits for the community (e.g. resource efficiency)	The GPP tender has reached some procurement objectives but not produced measureable results	The GPP tender has reached most of the procurement objectives but not produced measureable results	The GPP tender has reached most of the procurement objectives and produced measurable results	The tender has resulted in significant and measurable results for the community. All planned objectives were met and tangible results were produced	3
Extent of problems encountered in implementation	Significant problems were encountered during the implementation of the tendering process	The tendering process had some problems that hindered its implementation	The tendering process had only occasional problems that have not hindered its implementation	Participating organisations faced minor difficulties considering their participation in the tendering process	The implementation of the tendering process had no problems or difficulties whatsoever.	3
Scalability of practice	The tendering process has been implemented with the involvement of a limited number of companies (as bidders)	The process had limited scope affecting a limited number of companies	The process was implemented in a low impact sector or rural area, involving a limited number of companies (as bidders)	The process was implemented in a high impact sector, involving a significant number of companies (as bidders)	Practice has been implemented in a high impact sector / urban context, involving most of the companies operating in the area/sector	3

CRITERIA	SCORE					THRESHOLD
	1	2	3	4	5	
Level of transferability	Practice has not shown any indications of transferability to different settings/sectors	Practice has shown indications of possible replication in a limited number of sector / geographical contexts	Practice has demonstrated strong potential of being replicated in different settings	Practice has been transferred to other sectors	Practice has been transferred to more than one sectors and geographical contexts	2

For the purposes of GPP4Growth Activity 1.2, a GPP tender will be classified as good only if it scores above the threshold in at least 2 out of 5 criteria. Those cases that achieve the aforementioned goal will then be ranked and compared based on their overall score. The overall score of each case will be the average of the “above the threshold” criteria.

6 Action plan and roadmap for data collection

The first draft of methodology, including data collection forms, will be delivered by ZPR during the third week of May. Feedback regarding the methodology report is expected from project partners within three days after the delivery of the draft report. Nevertheless, any comments and feedback will be embedded into the final methodology report until the end of month. The deadline for reporting cases of successful GPP tender by filling in the “case documentation form” is the 21st of June. All responses should be gathered and delivered in an integrated format until the end of month. The Activity Leader (ZPR) will review the collected cases and a final round of fine-tuning will take place during the first week of July (if necessary). Finally, the data gathered will be analysed and used for the drafting of the Good Practice Guide, which is to be delivered by ZPR until 15 July 2017 (end of Semester 1).

Chart of implementation for Activity 1.2													
	Months	May 17				July 17				October 17			
A1.2 “Identifying successful green public procurement cases”	Partners	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4
Methodology for the collection /analysis of GPP cases (draft version)	ZPR												
Review of the research methodology	All partners												
Update methodology (final version)	ZPR												
Collection of successful cases of GPP tenders (desk research)	All partners												
Data collection evidence delivered in an integrated format (case documentation form)	All partners												
Analysis and evaluation of cases collected against the pre-defined good practice evaluation criteria	ZPR												
Development of the Good Practice Guide	ZPR												

7 Good Practice Guide – Indicative table of contents

Section 1. Introduction
Section 2. Presentation of the overall methodological approach
Section 3. Key research findings
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ANNEX A: Case documentation form

Annex A: GPP example (Rural District of Enzkreis)

 ZEMGALES PLĀNOŠANAS REĢIONS		 GPP4Growth Interreg Europe	
GPPGrowth - Green public procurement for resource efficient regional growth			
Activity 1.2: Identifying successful green public procurement cases			
Collection of successful GPP cases			
"Procuring innovative energy efficiency solutions for educational buildings"			
A. CASE IDENTITY			
Country:	Germany		
Region:	Karlsruhe		
City/Town:	Enzkreis		
Geographical level of implementation	☐ National ☐ Regional ☒ Local		
Sector of interest:	☒ Construction and renovation ☐ Transport ☐ Food and catering services ☐ Electricity ☐ IT equipment ☐ Waste management and collection ☐ Water infrastructures ☐ Energy saving solutions ☐ Other (please specify).....		
Publication date:	2015		

B. CASE DESCRIPTION

Contextual Background	The Rural District Office (or 'Landratsamt in German) of Enzkreis is a district administration located in the German State of Baden-Württemberg (southwest Germany). It covers a population of almost 200,000. Enzkreis is a partner of the EU-funded Public Administration Procurement Innovation to Reach Ultimate Sustainability (PAPIRUS) project, which aims to promote, implement and validate innovative solutions for sustainable construction through public procurement pilot actions across four European countries (Germany, Italy, Norway and Spain). A number of purchasing actions have been piloted which involved the procurement of innovative materials characterised by nearly zero energy consumption for the repair and construction of buildings.
Subject matter	Mühlacker Vocational School/Workshop building roof refurbishment, including roof windows.
Award criteria	The contract was awarded on the basis of the most economically advantageous tender. This was based on the following criteria and weightings: a) Energy efficiency (30 points) b) Sustainability (10 points) c) Installation, maintenance and others (30 points) d) Economic criteria (30 points)
Additional measures	Market events were conducted before the publication of the call for tender in order to inform suppliers in advance about the inclusion of innovation criteria in tenders. These took place across the four partner countries, as well as in Brussels. The Enzkreis event was held at the pilot site, making it easier for the 30 suppliers in attendance to understand the technical and structural challenges of the site. This pre-procurement activity was an important starting point as it gave suppliers time to prepare their proposals, and provided procurers with time to gain early and specific knowledge of the market, and build knowledge on innovations, project feasibility and market capacity/capability.

Tender results	A total of ten bids were received. Six bids were received for lot one, and four for lot two. Some of the bids were rejected for not meeting all of the requirements and in the end, one proposal was accepted for lot one and three proposals for lot two. The contract was awarded in August 2015 to a single bidder for every lot and the final values of the purchased solutions were 204,967 euro (lot one) and 324,785 euro (lot two). The solutions contracted exceeded the demands requested in the tender and overcame the challenge of providing innovative lightweight materials for insulating the roof and glazing the windows, while at the same time, ensuring improvements in energy efficiency. The innovative aspects were not only in the materials supplied, but also in the techniques which were to be employed for the renovation works.
C. NEEDS, BARRIERS, SUCCESS FACTORS	
What were the main procurement objectives?	The main procurement objectives were the following: a) Reducing energy losses through improving the building envelope; b) Improving energy efficiency through the installation of better energy performance windows systems. The procurement placed emphasis on finding product solutions with an innovative character; that is, thinner roofs with good insulation properties.
What are the main difficulties encountered during the implementation of the tender?	- Carrying out a joint procurement between different European countries was not possible, due to the differences in legal requirements among the various countries involved. - Difficulties were faced in finding consolidated standards that allowed for measuring sustainability parameters in this specific field. Standard procedures should be developed and included in future tenders of a similar nature. - Suppliers found difficulties in delivering some of the requested means of proof, such as certifications, etc.
How would you describe this GPP approach to tendering?	☐ Very successful ☒ Quite successful ☐ Somewhat successful ☐ A little successful ☐ Not at all successful ☐ Do not know / Do not wish to answer

What were the key enablers in the implementation of the green tender?	☐ Legal expertise in applying/integrating environmental criteria into tender procedures ☐ Long term contracts award ☒ Competent public procurement officers to carry out the tendering process ☐ Clear definition of green criteria (within the tendering process) ☒ Private sector's environmental culture / Availability of relevant suppliers ☐ Other (please specify):
D. RESULTS & PROSPECTS	
What were the major results derived from GPP?	☒ Reduce in greenhouse gas emissions ☒ Energy efficiency and resource use ☐ Establishing high environmental performance standards for products ☒ Financial savings ☐ Increase in job opportunities (employment) ☐ Quality of life ☐ Providing incentives to industry to innovate ☐ Reducing prices for environmental technologies ☐ Other (please specify): <i>Please briefly discuss about the degree of impact on the selected categories of benefits</i> Buildings consume around 40% of total final energy requirements in Europe and represent around one third of Europe's CO2 emissions. In order to reach the 90% greenhouse gas (GHG) reduction target for 2050 each building on average will have to demonstrate very low CO2 emission levels and consume very little energy. By participating in the PAPIRUS pilot, Enzkreis has demonstrated that by considering factors beyond investment costs, it is possible to purchase more sustainable materials which can achieve nearly zero energy consumption.

Has this GPP approach eco-system (or aspects of it) been replicated / transferred in other areas and settings?	☐ Yes ☒ No <i>Please briefly discuss about practice's potential for transferability</i>
What are the most significant features of this GPP approach that make it transferable?	☒ Needs addressed are common among sectors, organisations and different regions/countries. ☐ Demonstrated achieved benefits outweigh investment costs by far ☒ Low implementation risks ☐ Low risk of organizational resistance ☒ Legal requirements ☐ Other (please specify)
Main lessons learned	- Freedom to innovate can be challenging for suppliers; especially when they are used to public administrations outlining their exact requirements. Thorough market engagement is thus essential to encourage suppliers to participate in public procurement processes, particularly small and medium-sized enterprises (SMEs). - If an innovation is sought, the type of documentation requested needs to be closely considered as it can have greater impacts on the procurement process, particularly regarding products/solutions with low market penetration rates. This issue should be thoroughly considered in the preparation of future purchases.
Further information (URL, sources)	http://ec.europa.eu/environment/gpp/pdf/news_alert/Issue64_Case_Study_129_Enzkreis.pdf