



1972-2012:
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UNEP SPP APPROACH

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- Material from the UNEP used in seminars and events (module 1)
- Material from the Marrakech Task Force on SPP, developed and used by the Task Force and Sustainable Procurement Ltd. (modules 2 and 3)
- Material from IHOBE (Environmental Management Agency of the Government of the Basque Country, Spain) for standardized services supporting Basque administrations (module 3)
- Other material from Ecoinstitut (modules 1 to 4)



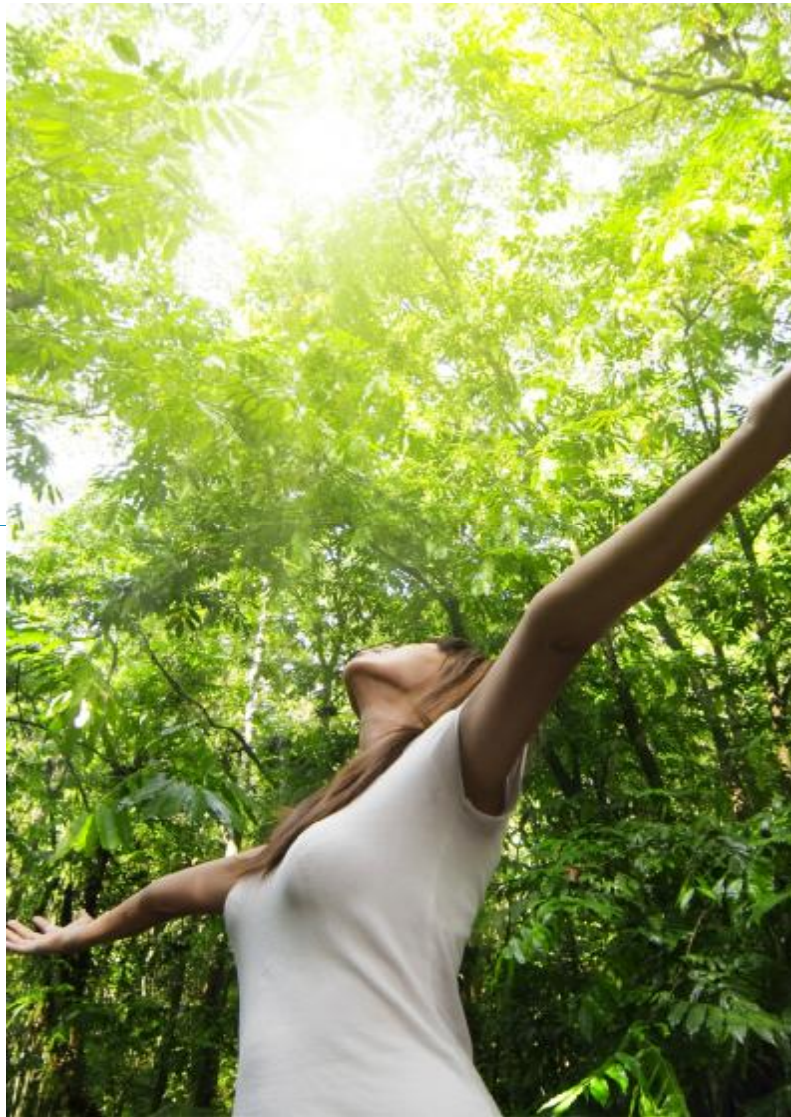
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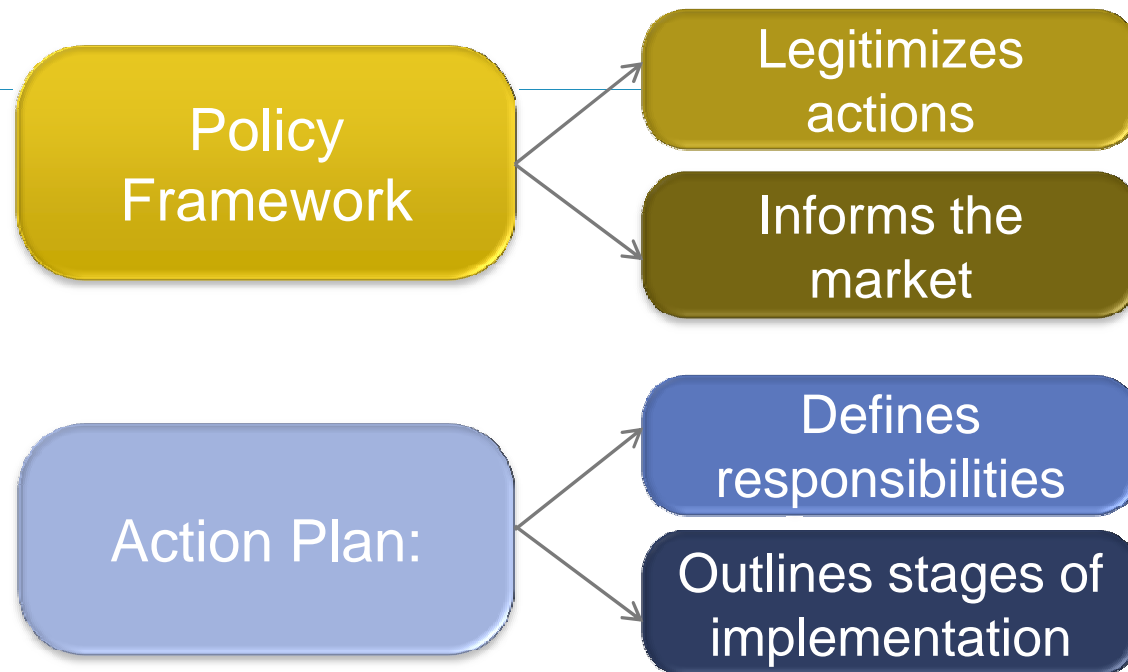


The UNEP SPP Approach

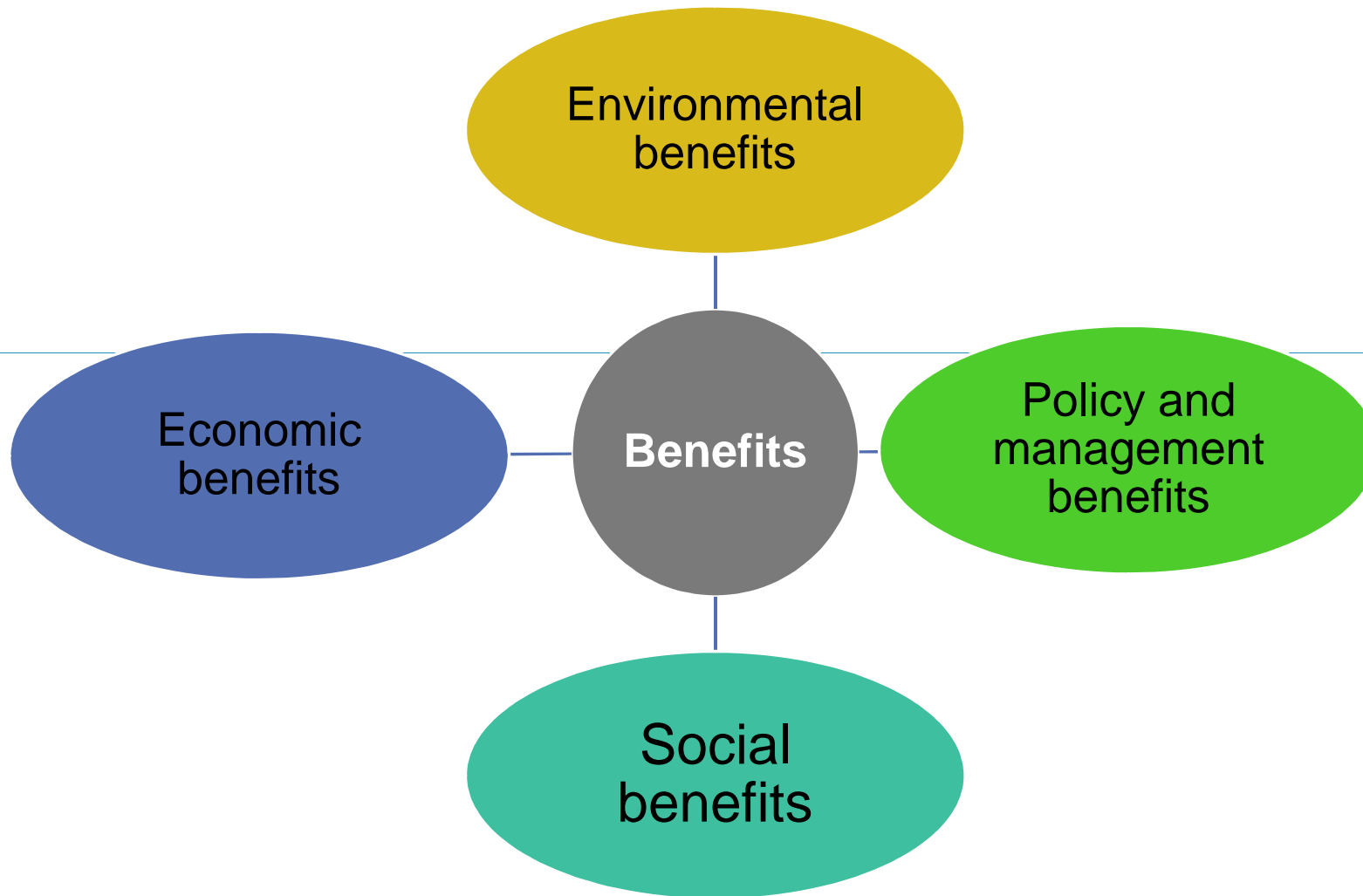
Goals of the Approach



- To guide countries in the development and application of national SPP policies and action plans.

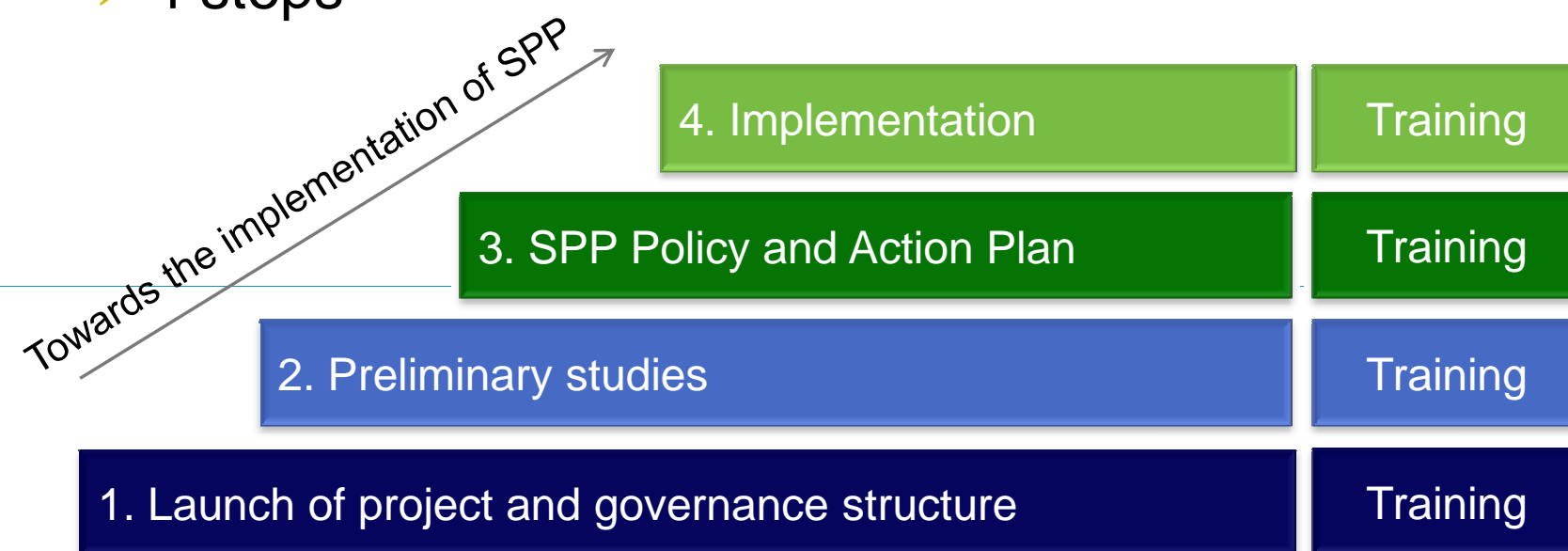


SPP Benefits



Steps of the Approach

- > 4 steps



- > Ongoing training during the process
- > Application adapted to national context



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1. Launch of project and governance structure

- > Preliminary steps
- > National Focal Organization: tasks and composition
- > Steering Committee: tasks and composition



1. Launch of project and governance structure



Preliminary steps

- Letter of Expression of Interest (EOI)
- Preliminary discussions
- Initial study of context
- Letter of commitment
- Launch visit/mission
- Initial training



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1. Launch of project and governance structure

Initial study of context

- In order to be well-informed prior to the visit
- Carried out by UNEP regional offices
- Generation of dialog and discussion of content in launch mission
- It shall include:
 - National SD and SCP policies, main projects and initiatives in progress, political and economic situation, structure of procurement in the country, key procurement bodies and responsibilities, prior SPP initiatives, etc.

1. Launch of project and governance structure

Launch visit

> **Goals:**

- > To assess political commitment
- > To appoint the National Focal Organization (NFO)
- > To establish the scope
- > To plan the composition of the Steering Committee (SC)
- > To assess internal resources
- > To establish a schedule for implementation
- > To specify work procedures and protocols

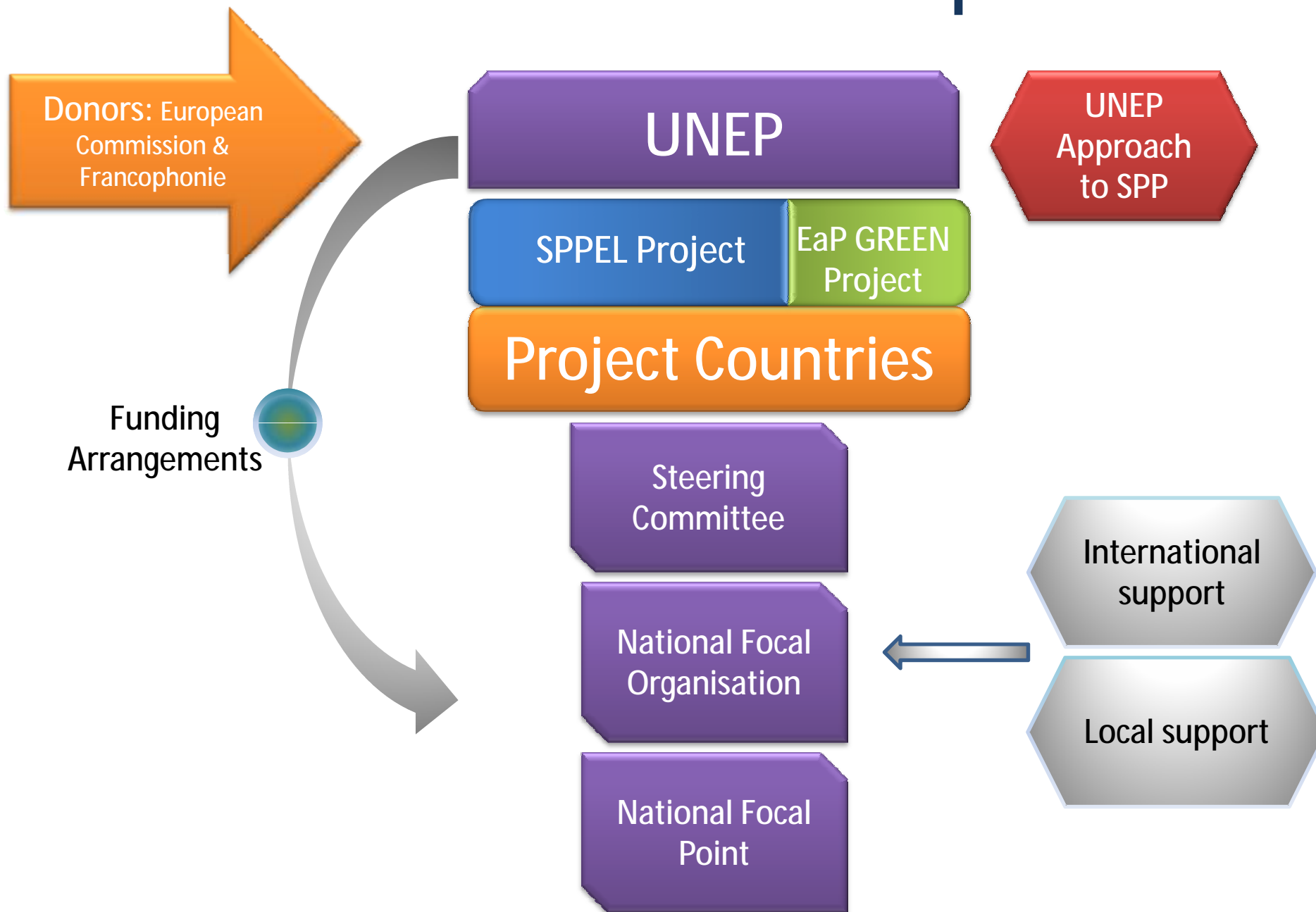
1. Launch of project and governance structure

Schedule for implementation

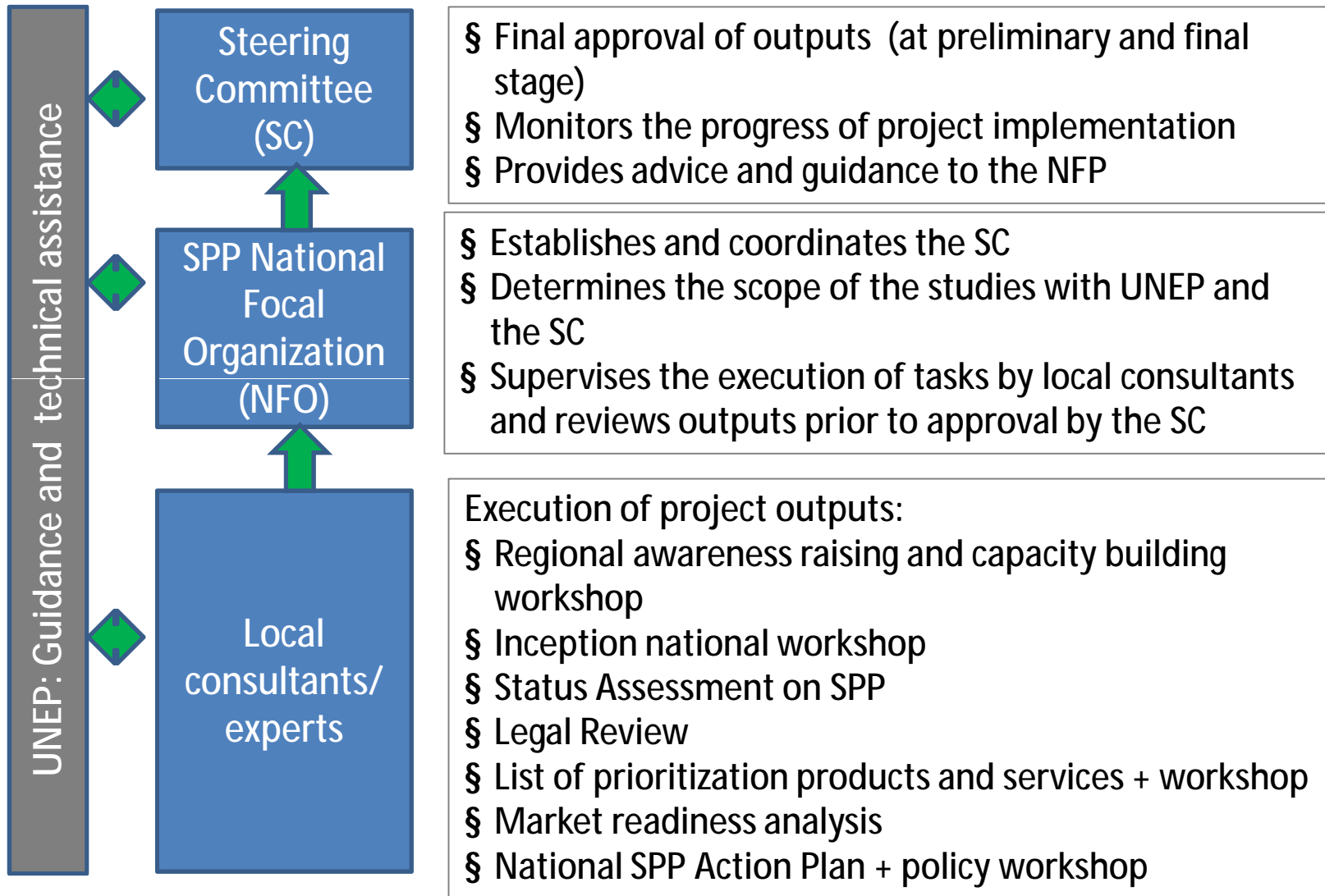
- > Tasks divided in subtasks (step by step)
- > Partial and final deliverables
- > Clear responsibilities (UNEP, NFO, SC...)
- > Add timeline
- > For monitoring progress

	NAME OF ACTIVITY		Responsible
Step 1: Project set up and governance establishment	Apply and agree to implement the SPP Approach	Send the Expression of Interest by country	Country
		Clarify processes and deliverables	UNEP, Country
		Appoint a Project manager to set-up the SPP project	Country
		Send Letter of Commitment	Country
		Agree on funding	UNEP, Country
	Organise a start-up mission / conduct an initial scoping study	Conduct initial study	Regional UNEP offices
		Start-up mission	Country (Min. of Finance/Environment/Industry/Social Affairs) and other nominated stakeholders
	Establish National Focal Organisation	Officially appoint the National Focal Organisation (NFO) and establish Terms of Reference (ToR)	Country
	Establishes Steering Committee	Officially appoint the Steering Committee (SC) and establish Terms of Reference (ToR) for the SC	Country
	Initial training/workshop	Hold an initial training workshop with members of the NFO, SC and other key stakeholders	NFO, SC, Consultants

Institutional setup



Institutional setup



1. Launch of project and governance structure



Responsibilities of NFO

- Reporting on progress and outcomes
- Planning and determining the scope of the process and the studies with the Steering committee
- Coordinating and promoting:
 - Preliminary studies
 - SPP Plan
 - Training Program

1. Launch of project and governance structure



Designation of NFO

- > Preferably the National Procurement Authority
- > Or another body or department with:
 - > A role in public procurement
 - > Recognition by all actors
 - > SPP experience
 - > Commitment to deployment of SPP policy and action plan
- > Coordinator (National Focal Point)

1. Launch of project and governance structure



Steering Committee (SC), Responsibilities

- To take part in meetings
- To supervise, advise and provide guidance to the NFO
- To take part in studies and identify obstacles and solutions
- To review and approve outcomes
- To disseminate and promote the project

1. Launch of project and governance structure



SC, Composition

- › Different Ministries (Environment, Economy, Industry, Social Affairs, etc.)
- › Other levels of administration
- › Private sector associations
- › Universities, research centers and experts
- › Third sector

Nominal (and substitute) representative with decision-making powers

Co-chaired by the Ministry of Environment and Finance (procurement)

Exercise

- > Proposed composition and size of the steering committee
- > Composition of extended or consultative group
- > Level of representation, frequency of meetings
- > Linkages with other inter-ministerial committees
- > Recommended National Focal Organization

1. Launch project and governance structure



SC, operation

2 levels:
Permanent group
(core)
Extended group
(consultative)

1 level:
General Committee
Working Groups

1. Launch project and governance structure

Costa Rica



The SC is a key part for generating mechanisms between agencies geared to achieving common goals.

It enables the coordination and use of the expertise of each member of the SC.

Greatest advantage: Makes it possible to overcome ministerial sectorization



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Role of the UNEP

- > To provide assistance and guidance to the NFO
- > To clarify the process and the expected outcomes
- > Review:
 - > Status Assessment
 - > Legal analysis
 - > Market research
 - > Prioritization of products and services
 - > SPP Policy and Action Plan



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Communication and monitoring

> **Communication with UNEP**

- > At the start of each study and/or stage
- > Interim outcomes (review of drafts)
- > Final outcomes (approval of studies or stages)
- > Prior to each meeting of the SC (sending of order of the day)
- > After each meeting of the SC (sending of notes)

At any time, in the event of queries

> **Communication with concerned parties:**

- > Project information (coherent message)



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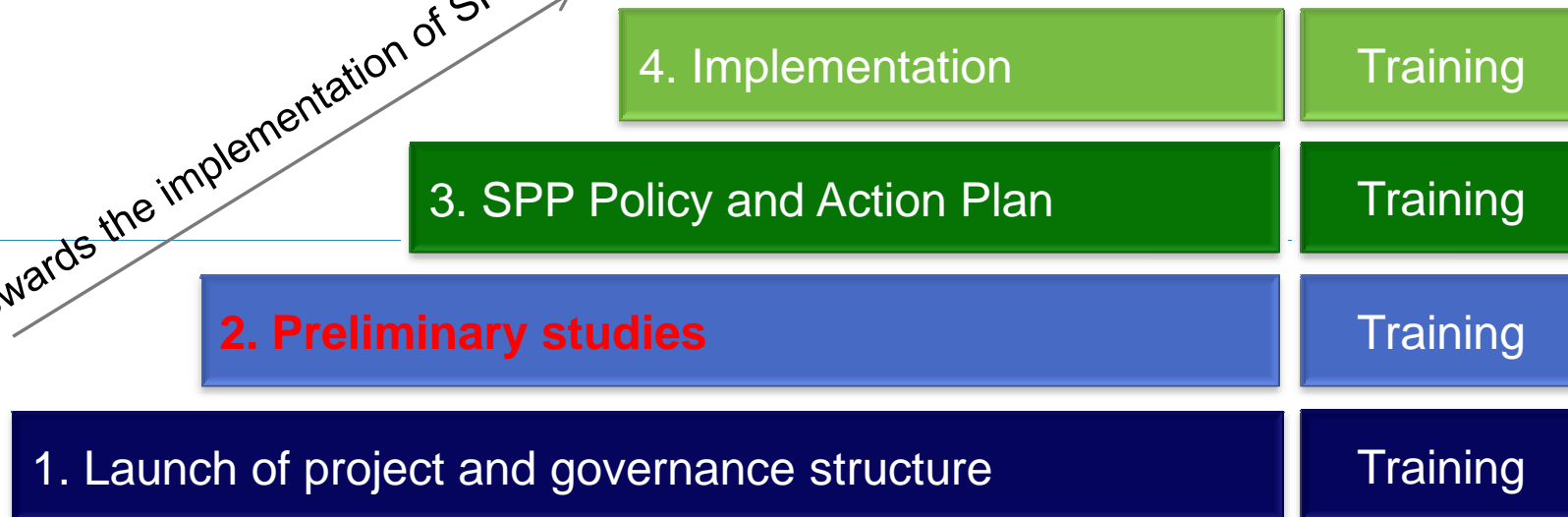
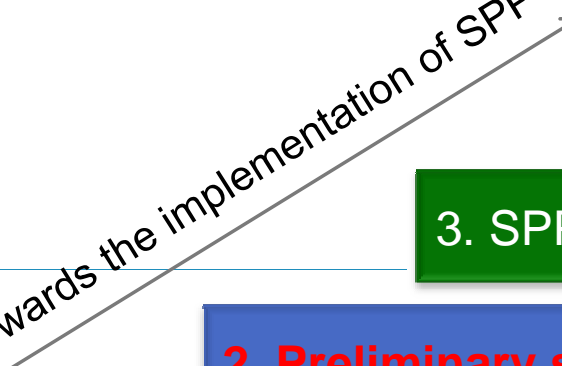
Expected outcomes

- Systematic application of SPP in the country.
- Stimulation of the market of goods and services with improved environmental and social performance.
- Promotion of greater demand for these products and more sustainable companies.
- Greater return on public expenditure.
- Reduction of negative impacts and support for achieving sustainable development.

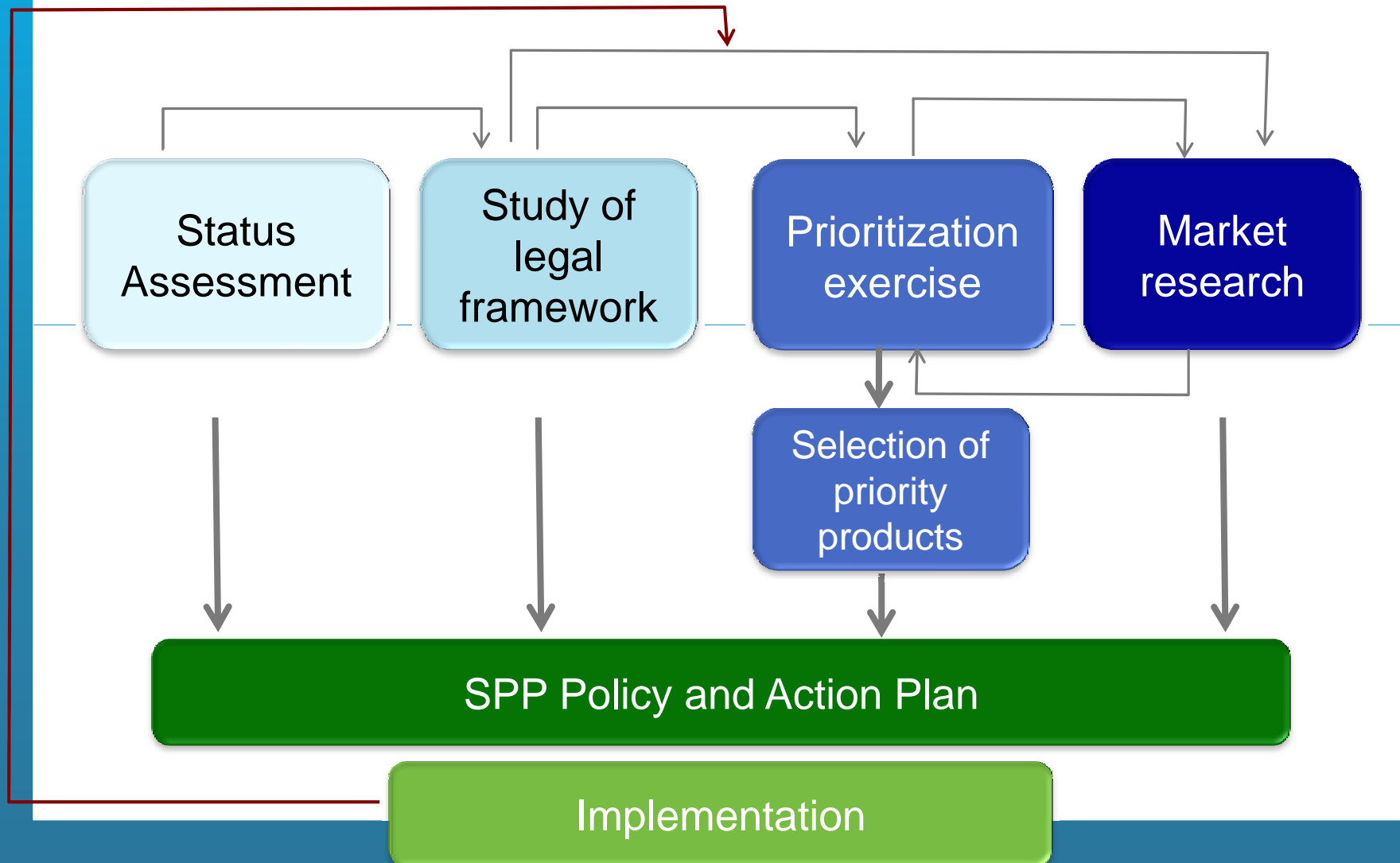
Steps of the Approach

- > 4 steps

Towards the implementation of SPP



Expected outcomes – Steps 2-3-4





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- › Who would be in charge (internal-external)?
- › Status assessment – interviews with Chiefs of procurement of key ministries?
- › Legal – important regulations to consider
- › Prioritization – initial ideas
- › Market readiness – how can we engage the market?



Status Assessment

2. Preliminary studies

Status Assessment

> **Goals:**

- > Assess current levels of SPP in country/entity.
- > Understand the steps required to improve SPP.
- > Identify resources to improve SPP.
- > Increase awareness-raising on international commitment to SPP.
- > Check progress of the country at a later stage.
- > Compare SPP practices with others.



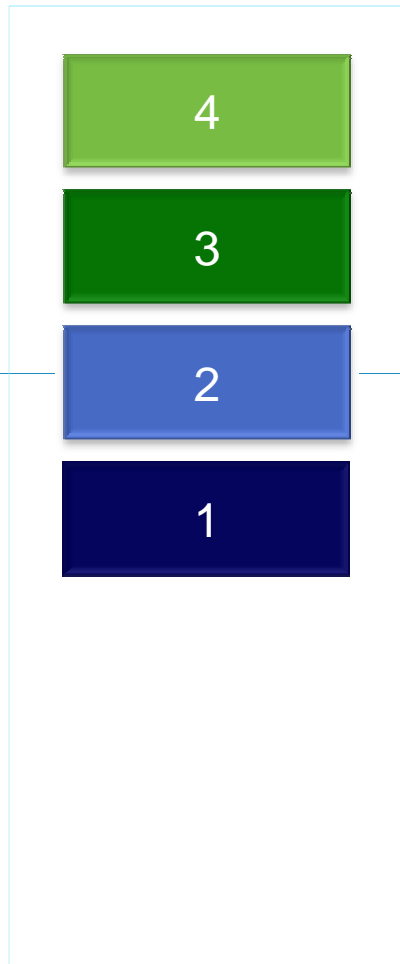
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Goals

- Assess current levels of SPP.
- Understand the steps to follow in order to improve.
- Identify resources for that improvement.
- Increase awareness-raising on international commitment to SPP.
- Initial baseline.
- Monitor progress.
- Compare with others.

Relationship with other steps



- > Initial understanding of national situation - identification of gaps (step 1)
- > Starting point for legal review - international agreements - and other studies (step 2)
- > Input to develop measures in SPP policy/action plan (step 3)
- > Monitoring progress (step 4)
- > Update and improve knowledge of situation (step 4)

Tools and contents



Tool:

- > Status assessment questionnaire (minimum).

Available at: <http://www.iclei-europe.org/mtf>

- > Other resources for further detail:
 - > Interviews through a questionnaire to purchasers
 - > Available in annex of the procurement guidelines



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Tools and contents

Status Assessment Questionnaire (SAQ)

- Section A: How is procurement in your country?
- Section B: How is procurement implemented in your organization?
- Section C: Are the parties concerned involved in the process?
- Section D: What international agreements are applied in procurement?

Tools and contents

How to complete the questionnaire:

By a group

Key actors of organization/s

- + Better view of reality
- + Engagement and gradual appropriation
- More time
- Differences in opinion

By a person

Coordinator of the NFO

- + Quicker
- + Single response
- More limited view of reality
- Less participation and, therefore, lower degree of appropriation.

Examples in pilot countries

Tunisia



Questionnaire sent by mail to 32 different buyers (16 replied)

Very long process, a workshop format would have been better.

High degree of divergence of the answers; difficulty to integrate.

But better view of reality and good awareness-raising exercise.

Examples in pilot countries

Uruguay



Response to questionnaire by the NFO, the coordinator and some members of the SC

The possibility of sending it to buyers was considered but rejected due to lack of training.

The response was discussed and approved by the SC.

A parallel research was carried out for an in-depth, more thorough, status assessment.



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How to use the Questionnaire

- Understand the meaning and implications of each response
- To know what we can do to improve

Using the questionnaire, example

A9

Does your national/federal government provide tools for implementing SPP?

- > No
- > Some (standard criteria, product data sheets...)
- > Groups of tools that cover key stages of procurement management (standard criteria, selection of suppliers, evaluation of bids...)
- > Systematic group of tools that cover the entire procurement cycle
- > Systematic group that is reviewed and updated on a regular basis

Using the questionnaire, example



Does your organization cooperate with other Public Administrations to promote SPP?

> Yes / No

Benefit...

- ü Creates inertia
- ü Helps stick to the commitment
- ü Greater impact on target actors
- ü Exchange of good practices and knowledge
- ü Maximization of benefits

Risks of not cooperating...

- ✗ It will take longer to acquire knowledge
- ✗ Make mistakes already solved by others
- ✗ Lower recognition
- ✗ Lower impact on target actors
- ✗ Less benefits

Procedure



- UNEP sends material and instructions for the SAQ??
- NFO with other relevant actors (possible support from expert) completes the SAQ and identifies potential steps for improvement.
- Review by SC and UNEP.
- Final approval by SC:
 - SAQ and other status assessment studies
 - "Report" on possible steps for improvement



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Expected outcomes

- › Greater knowledge of the current situation
- › Identification of areas for improvement
- › Baseline for future assessments
- › Internal awareness-raising regarding SPP
- › Gradual appropriation of project



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Legal Review



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Goals

- To map out the legal context and policies related to public procurement and sustainability
- To understand the financial structure linked to procurement
- To identify existing or in development sustainability criteria
- To identify legal obstacles and opportunities for SPP
- To propose recommendations to improve the legal framework and procedures

Contents



- > International legal framework
- > Constitutional legal framework
- > Administrative and regulatory legal framework
 - > Budgetary regulations
 - > Public procurement framework
 - > Environmental, social, economic regulations (SD)
 - > SPP obligations (if any)
- > Analysis
- > Recommendations and proposals
- > Conclusions

Examples in pilot countries

Colombia



By building on the basis of a prior study *"Analysis of the Colombian legal framework and national policies to assess the limitations and possibilities of including Sustainable Public Procurement"* we can optimize resources and time.

Examples in pilot countries

Lebanon



Hired an advisory group

Submission of the Status Assessment

Obstacles and solutions

The disperse nature of the concepts of SPP and SD
- Comprehensive review of legal and other texts

Difficulty to access contracts - Request to access
the archives of the "Court of Auditors"

Procedure



- Agree the content at the start
- Identification of internal interlocutors
- Summary of content to UNEP
- Mid-term review by the NFO
- Review by UNEP in collaboration with other actors
- Publication on UNEP's SPP website for comparative research and exchange



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Expected outcomes

- > Knowledge of legal possibilities to introduce sustainability criteria in public procurement
- > Greater shared knowledge of legal interactions and relationship with SPP.
- > Recommendations and proposals for improvement.
- > Conclusions for implementing SPP from a legal perspective.
- > Contributions to the SPP action plan and other policies.



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Identification of priority fields of action for SPP



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Goals

- > To focus efforts of the SPP policy/action plan
- > To prioritize robustly and coherently according to:
 - > The environmental and social risks and opportunities of the pre-selected goods and services
 - > The economic impacts
 - > The priorities of the country
 - > The importance of the sector (spend analysis) and the position of the State on the market



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Prioritization criteria (contd)

- › The scope for action (e.g.: leads)
- › The market readiness
- › The price difference between conventional and sustainable goods taking into account Life cycle costing (Total cost of ownership) and if possible externalities
- › The complexity of the procurement of the particular product groups (buildings vs paper) – quick wins

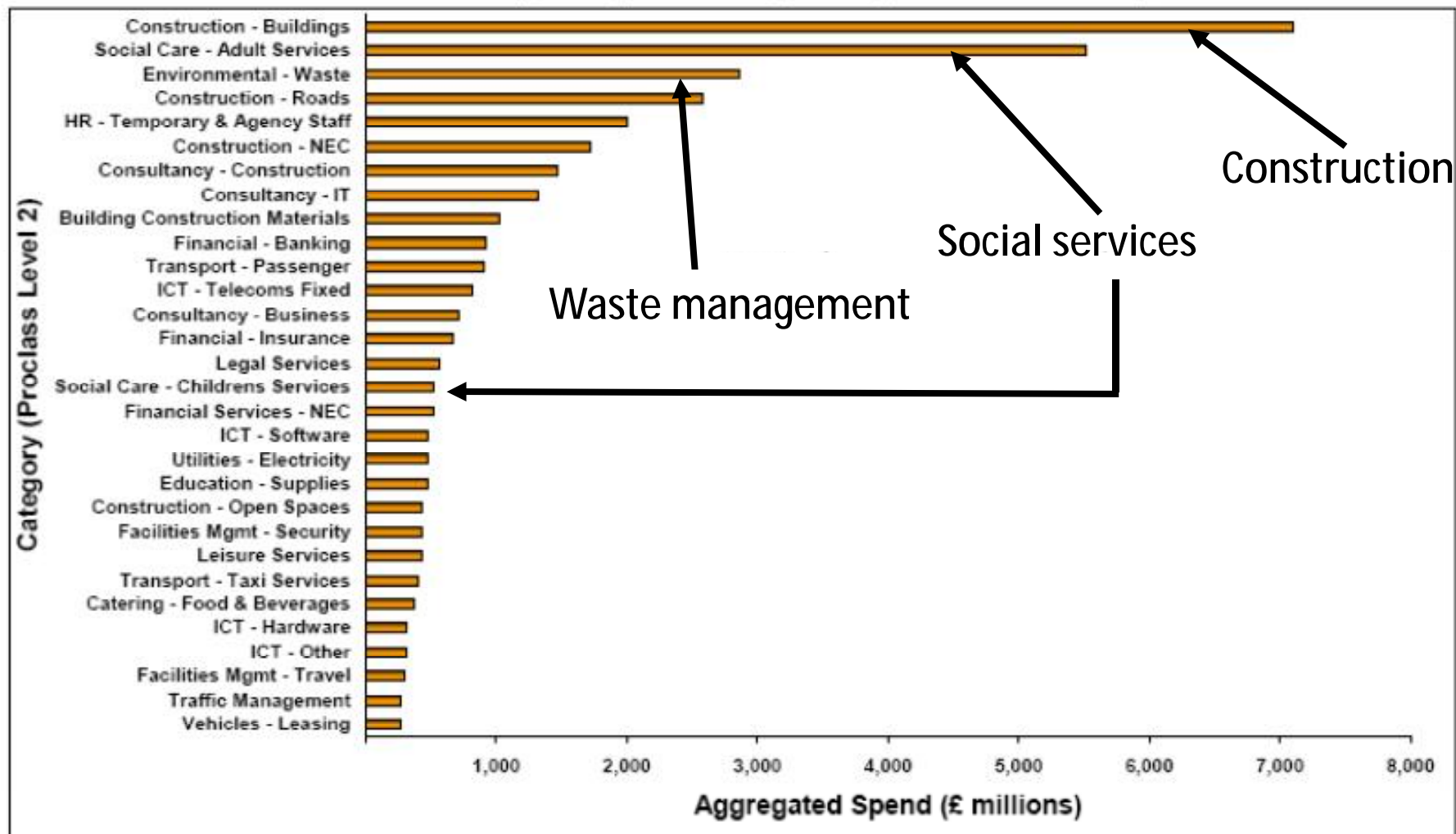
Examples of priorities/problems

Argentina:

- > Reduction of water, soil and air pollution
- > CO2 reduction
- > Waste minimization
- > Optimized use of natural resources
- > Ozone protection
- > Creating jobs and fair working conditions
- > Legal compliance
- > Improving public image
- > Improving institutional/transparency aspects

Example: Expenditure analysis

Top-30 spend categories



Example: Prioritization Mauritius

“Quick wins”	Pioneer	Challenge
<ul style="list-style-type: none">• Food and catering• ICT (equipment)• ICT (maintenance)• Paper and publications	<ul style="list-style-type: none">• Building	<ul style="list-style-type: none">• Waste collection and management• Road building• Waste water treatment• Water supply works and maintenance• Power generation plants and equipment



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Prioritization Moldova Oct. 14

- > Energy efficient buildings
 - > Doors and windows

- > Organic agriculture
 - > Fruits and vegetables



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Market readiness analysis (MRA)



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Goals

- To assess the production capacity of sustainable goods and services in the country.
- To determine the market's potential response (imports/national production) to SPP policies (current and future requirements).
- To identify existing certification or verification tools, as well as gaps.
- To assist in the planning of activities for gradual implementation of SPP.

Examples in pilot countries

Colombia



The MRA is considered essential for the proper development of SPP, as it is a matter of supply and demand.

Encourages the creation of sustainable market supply.

Increases the strategy's credibility.

Mauritius



Provides a great deal of information and knowledge.

Importance of limiting the scope to a selection of product groups.



- > **Prioritization of products and services**
 - > Sustainability attributes
 - > Verification tools
- > **Analysis of supply**
 - > Supply of conventional vs sustainable products (volumes, local production vs imports, trend of investments, fiscal and customs regimes, price analysis, numbers and location of suppliers, etc.)
- > **Analysis of demand**
 - > Sustainable consumption policies
 - > Evolution of demand for sustainable vs conventional products, public vs private demand
- > **Conclusions and recommendations**
(short, medium or long term).



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Methods

- Interviews with key actors (producers, importers, trade associations, verifiers, labeling managers...).
- Surveys of companies in the different sectors.
- Workshops with companies.
- Compilation of public information and/or gathered by the managers or certifiers of management systems and social and environmental labeling systems.



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Expected outcomes

- Identifying main product/service groups where to include sustainability criteria.
- Getting to know the production/import outlook for these products and services in the country.
- Identifying the role of Micro-SMEs in the production/import of the sustainable goods and services
- Detecting measures for sustainable consumption and production policies and associated regulations.
- Raising awareness among target sector companies.
- Defining criteria for SPP.
- Determining short, medium and long term actions.

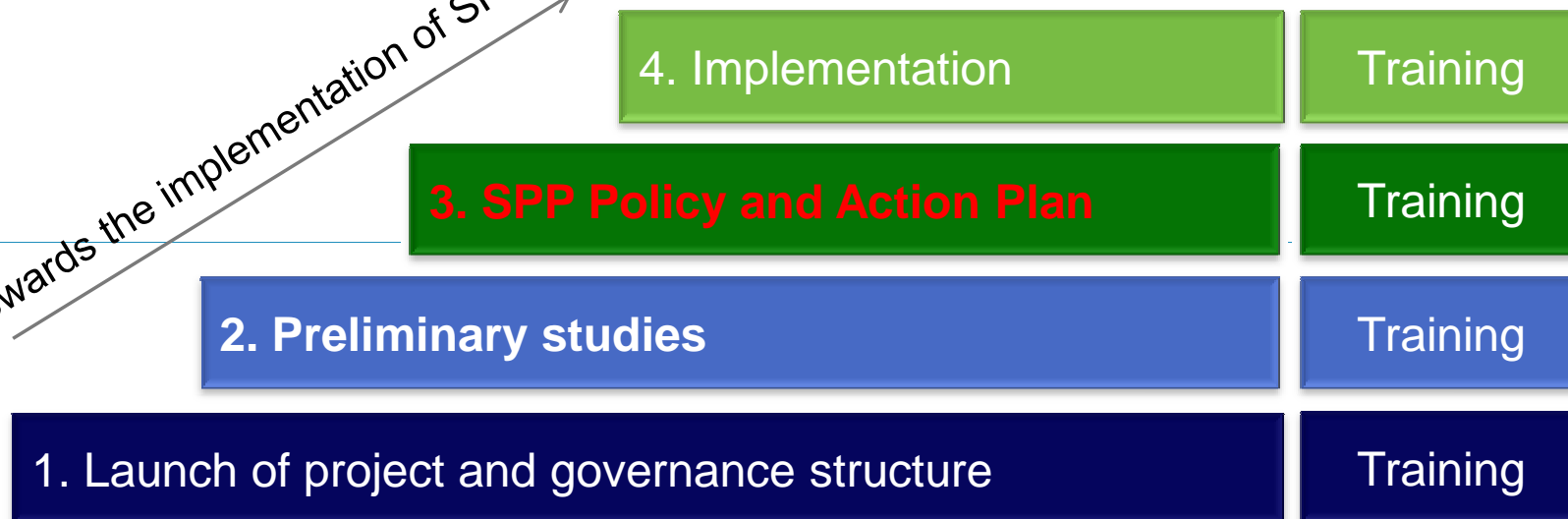


Planning SPP and monitoring progress

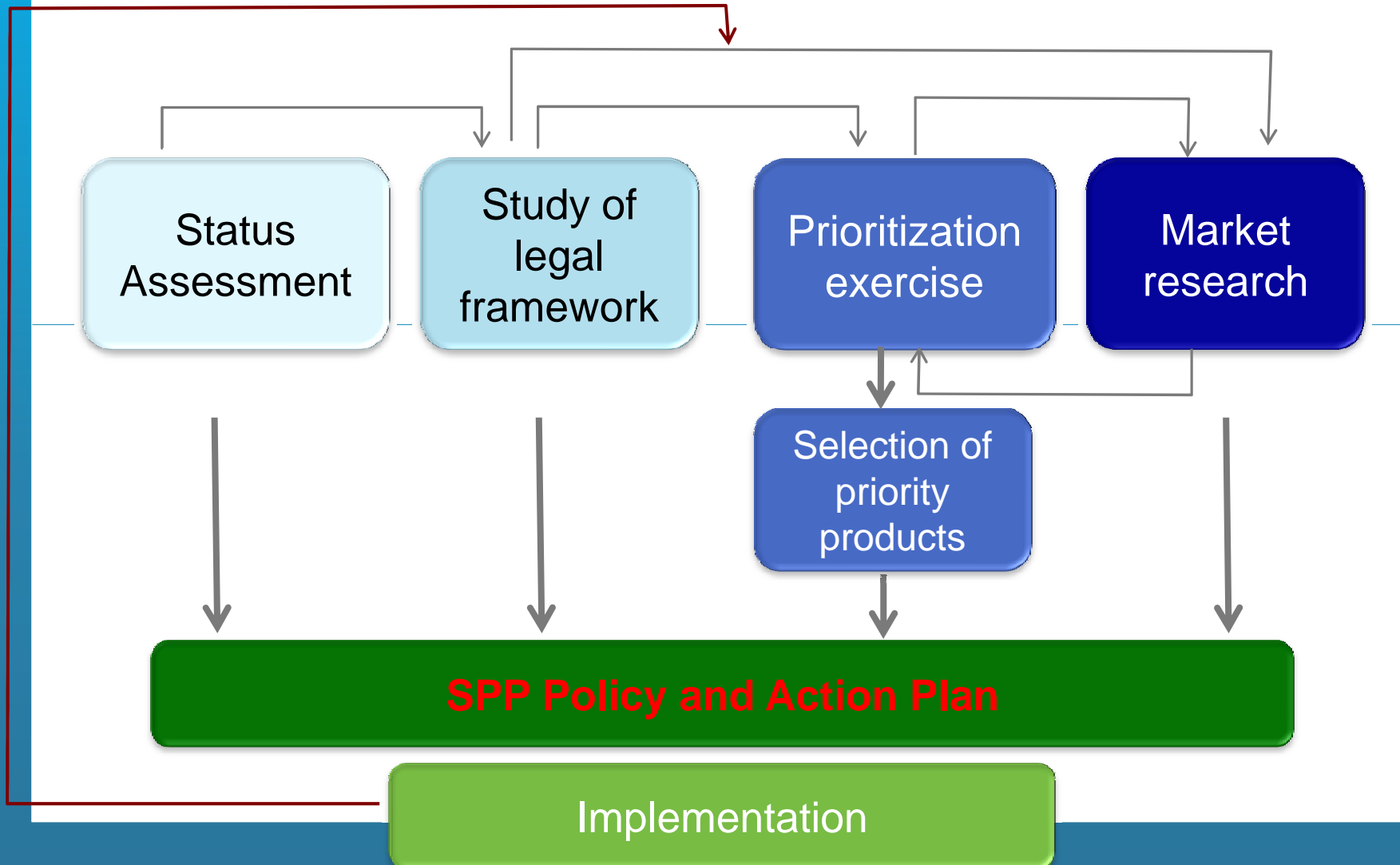
Steps of the Approach

- > 4 steps

Towards the implementation of SPP



Expected outcomes





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Goals

- To get a commitment from all concerned parties to apply SPP.
- To provide solid, coherent and well-coordinated direction to apply SPP.
- To improve dialog with market and civil society.
- To provide incentives for the national industry (and SMEs) to develop sustainable products and services.
- To monitor progress in order to improve the approach and its implementation and to legitimize SPP.

Contents

- > SPP Policies



Is there a
general one
already?

- > SPP Action Plan

Contents: Policy



- > General statement on the importance of SPP
- > Commitment to ongoing improvement (include):
 - > Quantifiable goals
 - > Communication/training
 - > Monitoring and reporting
- > Relationship of SPP with other relevant national policies
- > Leader with responsibility in sustainability issues

SPP
Action
Plan

Contents: SPP Action Plan



- > Context
- > Sustainable Development Priorities
- > Political support, responsibilities and roles
- > Training actions
- > Communication to all actors
- > Measures to improve implementation
 - > Legal framework
 - > Procurement procedures
 - > Resources required
- > Groups of products and services
- > Dialog with the market
- > Monitoring and evaluation to obtain results
- > Estimated budget

Examples in pilot countries

Mauritius



To ensure participation of key actors, a working group was organized with the members of the SC and other organizations.

A 2-day workshop was organized to discuss in further detail a strategic plan with all the relevant actors (Ministries, business associations, university...).

Some pilot green purchases were made prior to completing the plan.

Section: Goals

- › What sustainable commitments are there already?
- › What aspects to they cover?
 - › Energy, climate change, waste, SMEs, employment, etc.
- › What legislation supports them?
- › Milestones and expected dates
- › Are there others under way?
- › Potential purposes and goals



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Workshop for SPP Plan

- > Workshop to develop the SPP action plan.
 - > Ministries (top management and procurers), business associations, third sector, university, etc.
-
- > **Goals:**
 - > To discuss draft.
 - > To contribute comments/options in each section.
 - > To draft final plan.

Section: Communication

- > Who to communicate to
- > What to communicate for
- > What to communicate
 - > E.g. policies, goals, changes in procurement processes
- > How?
 - > E.g. Workshops, newsletters
- > When?
 - > How often?

Section: Dialog with the market

- > Who are we going to participate with?
- > How?
- > When?
 - > E.g. before defining the requirements; during the contract phase; during the contract management phase.

SPP Action Plan

- > To attain the goals established
- > What? Actions to be carried out
- > Who? Responsibilities
- > When? Terms according to goals
- > How? Resources
- > Monitoring? Tasks, processes, people responsible

- > Return and contributions for development of policies

Section: Training

- > Who needs to be trained?
- > In what aspects?
- > How?
- > When?
- > Who by?



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Section: Responsibilities

- > Who should lead each level in each organization?
- > How is it possible to ensure that this occurs?
- > Who will be responsible in each organization?
- > How will they be accountable?



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Section: Monitoring and assessment

- > How are we going to monitor and report?
- > Who will do it?
- > How?
 - > Indicators
 - > Where?
 - > How often?
- > Comparability with other countries

Section: Actions by products

Immediate-short term:

- Where are the public procurement opportunities to act quickly?
 - Links with existing and future pilot projects
 - Links with future contracts

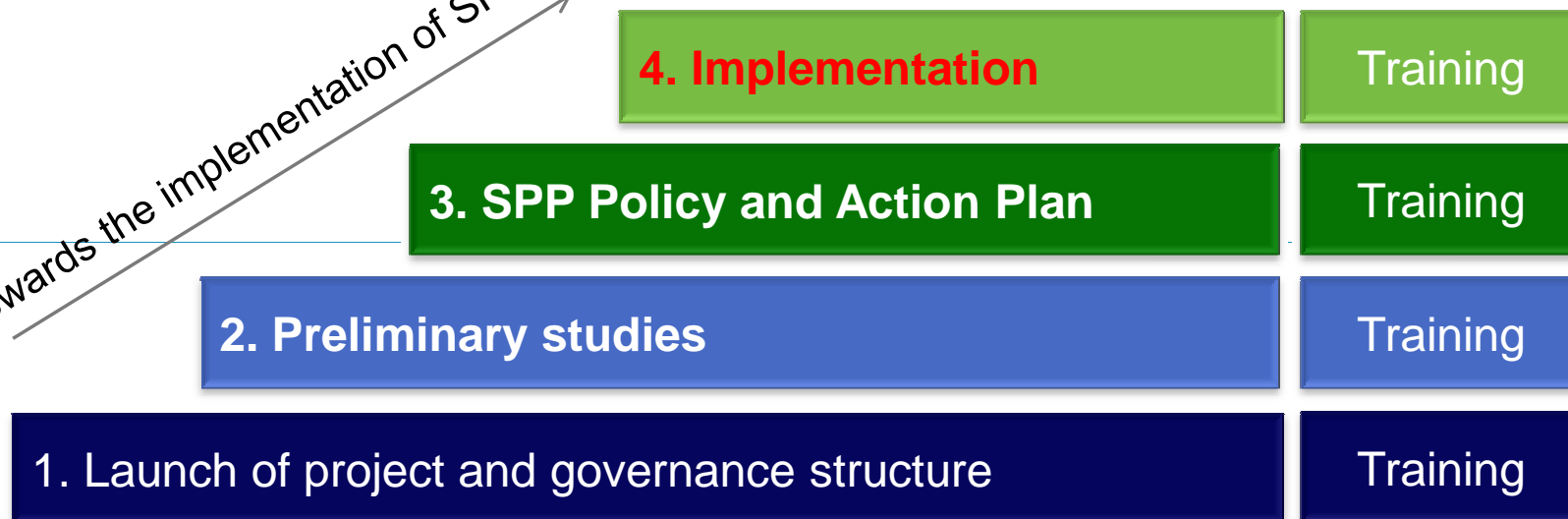
Medium-long term

- What are the main projects in the portfolio?

Steps of the Approach

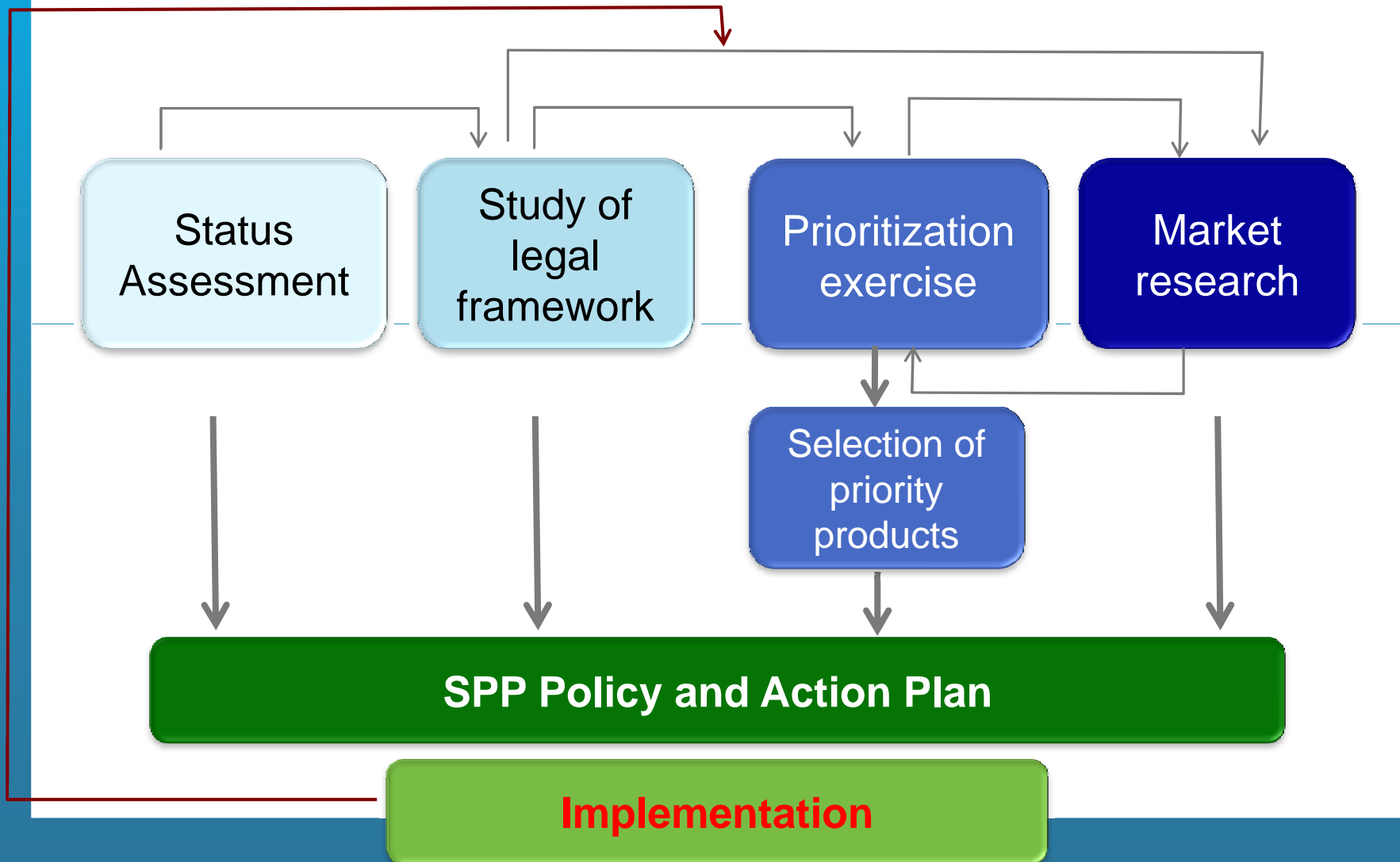
- > 4 steps

Towards the implementation of SPP



- > Ongoing training during the process
- > Application adapted to national context

Expected outcomes



Implementation

1. Develop specific tools for implementing sustainable public procurement
2. Training in sustainable public procurement
3. Implement other established activities in the SPP Action Plan
 - > Communication activities
 - > Legal changes
 - > Involving the market
 - > Setting up a monitoring system
4. Inclusion of sustainability criteria in selected pilot tenders



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1. Develop specific tools for implementing sustainable public procurement

For the prioritized goods and services

- > Update or develop procurement guidelines
- > Prepare standard tender templates incorporating sustainability criteria and monitoring systems



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2. Training in sustainable public procurement

- > **Adapt the UNEP training material** to the conditions and needs of the country incorporating information from the procurement guidelines and tender templates
- > The training will **target public procurers** who will learn to integrate sustainability criteria in the procurement cycle (preferably through normal channels of training government officials)

3. Other activities set forth in the SPP Action Plan

- Strengthen and implement SPP **communication strategies**
- Review and develop possible **legal changes** according to the needs identified in the legal study.
- **Market engagement strategy**
- Establishment of mechanisms for SPP **reporting and monitoring**

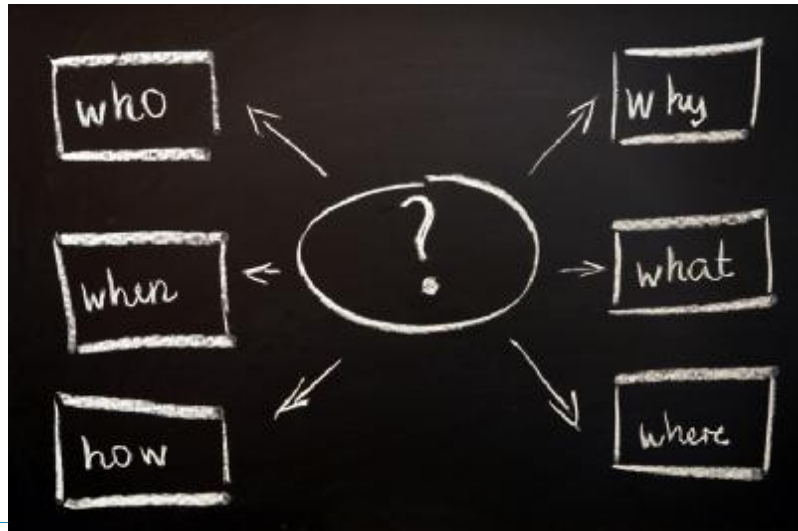


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4. Inclusion of sustainability criteria in selected pilot tenders

Based on the results obtained in the previous stages, particularly the prioritization exercise, and using the tools previously developed (ie, guidelines and standard bidding documents) **run pilot tenders** including sustainability criteria.



Awareness-raising and Training

- > Importance
- > Goals
- > Target groups
- > Coordination with Approach phases

Importance of Training

- > Any commitment requires understanding
- > Any change of habit requires awareness
- > Any new process requires training



Awareness-raising and
training actions

Training Goals



- To raise awareness of SPP benefits.
- To obtain political support at all levels.
- To guarantee a correct development and application of the approach.
- To train for the implementation of sustainable procurement practices.
- Ongoing improvement.

Coordination with Approach phases

1. Project launch

2. Preliminary
studies

3. SPP Policy
and Plan

4.
Implementation

General, awareness-raising

Regarding the Approach

Regarding the implementation

Target Groups

General training, awareness- raising

All staff:

- > Management
- > Legal and financial department
- > Heads of procurement
- > User/beneficiary

- > Suppliers
- > Other actors

Training on the Approach

- > Members of SC
- > NFO staff
- > Coordinator

Training for the implementation of SPP

- > Heads of procurement
- > Legal and financial department
- > Requisitioners
- > Procurers
- > Suppliers

When to train



Train during:

- > The Missions
- > The Meetings with key actors
- > Existing training and ongoing improvement programs
- > Welcome programs for new staff

Different formats: workshops, written manuals, e-learning, etc.

Examples in pilot countries

Mauritius



Conclusions

Which step of SPP Approach is the most important?

Which step of SPP Approach is doubtful?

1. Launch of project and governance structure

Schedule for implementation

- > Tasks divided in subtasks (step by step)
- > Partial and final deliverables
- > Clear responsibilities (UNEP, NFO, SC...)
- > Add timeline
- > For monitoring progress

		NAME OF ACTIVITY	Responsible
Step 1: Project set up and governance establishment	Apply and agree to implement the SPP Approach	Send the Expression of Interest by country	Country
		Clarify processes and deliverables	UNEP, Country
		Appoint a Project manager to set-up the SPP project	Country
		Send Letter of Commitment	Country
		Agree on funding	UNEP, Country
	Organise a start-up mission / conduct an initial scoping study	Conduct initial study	Regional UNEP offices
		Start-up mission	Country (Min. of Finance/Environment/Industry/Social Affairs) and other nominated stakeholders
	Establish National Focal Organisation	Officially appoint the National Focal Organisation (NFO) and establish Terms of Reference (ToR)	Country
	Establishes Steering Committee	Officially appoint the Steering Committee (SC) and establish Terms of Reference (ToR) for the SC	Country
	Initial training/workshop	Hold an initial training workshop with members of the NFO, SC and other key stakeholders	NFO, SC, Consultants

2. Preliminary studies

Legal Review

> **Goals:**

- > To get to know the legal context and policies related with public procurement and sustainability.
- > To understand the financial structure linked to procurement
- > To identify existing or developing sustainability criteria
- > To identify legal obstacles and opportunities for SPP
- > To propose recommendations to improve the legal framework and procedures



Resource
Efficiency

Sustainable
Public
Procurement

2. Preliminary research

Prioritization of products and services

- **Goals:**
 - To gear efforts towards the SPP policy/action plan
 - To prioritize robustly and coherently according to:
 - The risks of the different products and services
 - The priorities of the administration
 - The importance of the sector and the scope for action
 - Market capacity
 - To define actions for obtaining long-term outcomes

2. Preliminary studies

Study of market readiness

> **Goals:**

- > To assess the production capacity of sustainable goods and services in the country.
- > To determine the market's capacity of response (imports/national production) for SPP (current and future requirements).
- > To identify existing certification or verification tools, as well as gaps.
- > To assist in the planning of activities for gradual implementation of SPP.

Decision-making and review



Body	Task
NFO + SC + UNEP	To agree the scope and approach of the different tasks
NFO (internal or external)	To management and coordinate the execution of tasks
NFO + SC + UNEP	To review preliminary outcomes/drafts
NFO (internal or external)	To complete tasks
SC + UNEP	Final approval of tasks and outcomes

Terima Kasih !



Gracias !

Grazie !



Thank you!

شُكْرًا

谢谢

Дзякуй

Tack!

спасибо

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