

European Commission Green Public Procurement
(GPP) Training Toolkit
- Module 1: Managing GPP Implementation



Managing GPP Implementation:

Reference document

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Introduction to this document

This Module of the EC GPP Training Toolkit provides advice on how a contracting authority can gradually and systematically introduce GPP into its tendering procedures, through putting in place a step-by-step management system.

This reference document is designed to accompany the [Powerpoint presentation available for Module 1](#).

Additionally five further Fact sheets accompany the Module:

- [Integrating GPP into environmental management systems](#) - As many contracting authorities also have (or are considering introducing) environmental management systems such as EMAS, this guide also provides information on how GPP can be integrated into such schemes.
- [Developing a GPP policy](#) – Having the appropriate political support framework greatly increases the effectiveness of implementation.
- [Life-cycle costing \(LCC\)](#) – Assessing the full costs of procurement actions (including running and disposal costs) and not just the purchase price better highlights the financial benefits of GPP.
- [Joint procurement](#) – Combining the purchasing activities of several authorities can help to reduce prices for green goods and services, and help to pool expertise.
- [GPP and the European Ecolabel](#) – Ecolabels can be a useful information source to help contracting authorities set GPP criteria.



0 Introduction

A large number of European public and semi-public authorities have already begun introducing environmental requirements into their tendering activities. However in many cases this may consist of one-off activities or be driven by a single, highly committed “champion” within the authority. In other cases public authorities are simply unsure how best to start GPP implementation.

The effective and systematic implementation of GPP requires an effective management system to:

- Ensure systematic management support and supervision
- Provide clear tasks and responsibilities for those directly involved
- Appropriately monitor progress, achievements and problems
- Ensure continuous improvement

This guide presents a **GPP Management Model** offering a simple, flexible yet comprehensive approach to systematic GPP implementation.

The GPP Management Model has been designed together with a group of leading public authorities to ensure its practicality and effectiveness, and is based upon the typical management cycle of “Plan, Do, Check, Act¹”. By following the different steps proposed, the contracting authority will be able to ensure continuous improvement in environmental performance based upon formulating and implementing an Action Plan for GPP, monitoring its implementation, reviewing progress and making necessary changes. The following figure provides an overview of the steps to be taken:



Figure 1: Overview of the GPP Management Model

¹ The Deming Cycle: http://en.wikipedia.org/wiki/Deming_Cycle



0.1. Preparatory steps

0.1.1 A flexible framework – defining the scope

The management cycle is designed with flexibility in mind - applicable for any contracting authority no matter its size or structure. Each step can be applied as concisely or comprehensively as required. For example:

- You may consider applying the system to the whole authority or to just one department. Starting with just one or two departments may be more appropriate if the authority is big, is new to GPP, and wishes to pilot the activities first.
- Consider how many product and service groups you wish to cover. Again, authorities just starting out will likely want to start with just one or two. Pilot activities are of course very helpful in demonstrating the practicality and benefits of GPP. For authorities further advanced, the management cycle may be applied to all the procurement activities of the whole authority.

0.1.2 National GPP frameworks

Many EU Member States have now produced GPP National Action Plans (NAPs), which outline goals and actions for the integration of GPP into public procurement activities. These may include, for example, an obligation to develop a GPP Policy, specific targets to be met (at the national or individual authority level), and the provision of guidance on how to implement GPP in practice.

When considering the guidance presented in this Toolkit (for example on the development of a GPP policy, the setting of targets, the development of criteria, monitoring activities) it is critical to be informed about the national GPP framework in order to fit your actions within it.

0.1.3 Political support – developing a GPP policy

The management model presented here does not require the contracting authority to have a formal GPP policy, however as a general rule having the necessary political support for the implementation of GPP is critical to success. Experiences across Europe demonstrate very clearly that without political backing it can be difficult for those committed to implementation to get effective co-operation from other colleagues.

The existence of a written GPP policy provides a useful basis on which to build a coherent, well co-ordinated approach. Elected officials should be responsible for maintaining political commitment to GPP. Without such a policy, efforts tend to be rather piecemeal and based on the personal efforts of individuals rather than embedded in the authority. Furthermore, encouraging those with purchasing responsibilities to include environmental considerations in their procedures without clear policy statements can be more difficult. The involvement of relevant staff such as procurers in the preparation of policy statements is also an effective way to encourage buy-in from the start.



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The accompanying Fact sheet on [Developing a GPP Policy](#) gives useful advice. Ideally a GPP policy should be as specific as possible, including product specific and operational targets, as well as an overarching general commitment.

Within the management model presented below, the actual finalisation and signing of the policy statement should take place after Steps 1 (Preparation) and 2 (Target setting) have been completed.

0.1.4 Creating a working group

A management system doesn't run itself. A first step should be the establishment of a cross-departmental Working Group.

Again, the number of people involved will depend on the scope of activities to be covered and the resources available within the contracting authority. At the most basic level, one “champion” will take full responsibility for co-ordinating the five steps – of course they will need to feel confident of receiving the support of their colleagues in doing so.

If the number of activities is large and a more comprehensive system is to be put in place, it will be more effective to set up a Working Group under a co-ordinator, involving representatives from different departments relevant to the implementation, e.g. purchasing, environmental, legal, financial, training and communications officers. This group will contribute to developing and implementing a GPP Action Plan. The size and composition of the group will depend on the size and structure of the contracting authority.



1 Step One: Preparation

Purpose	<ul style="list-style-type: none"> • Carry out an expenditure analysis of planned procurement activities and organisational arrangements • Define the scope of the activities: <ul style="list-style-type: none"> • Should it cover the whole contracting authority? Or just certain departments? • Which product/service groups to focus on?
Deliverables	<ul style="list-style-type: none"> • GPP expenditure analysis • Defined scope for the activity

When planning GPP actions it is critical to understand current procurement activities – knowing what is/will be bought, by whom, for whom and whether any GPP elements are already included.

In many contracting authorities an “expenditure analysis” will be undertaken at the beginning of the financial year which will indicate the proposed spending on products, works and services over the course of the year. Whether such an analysis takes place and the level of detail will vary from authority to authority. Most expenditure analyses, for example, will not currently include an indication of whether “green” products/services are being purchased and in what quantities.

The guidance presented below indicates the type of information, which *should* be collected – it could be that much of this will be already collected routinely through the expenditure analysis, but where this is not the case an additional activity will need to be undertaken.

1.1. GPP Expenditure Analysis

Both information on organisational arrangements and quantified information on actual procurement actions needs to be collected during the preparation stage.

The contracting authority may wish to conduct the GPP expenditure analysis for all procurement actions, or just those relating to certain products/services, or for certain departments. It is advisable to cover as many products/services as possible, as this information will help in determining which products/services to select for GPP actions (See section 1.2).

The information collected should be based on a “business as usual” scenario – i.e. not taking into account the potential GPP actions. If green products/services are not normally purchased then record this. The figures are to provide a baseline against which to measure progress.

The following information should be collected per product/service group:

**Reference Document****Quantified data:**

1. Total planned spending per product/service group
2. Number of tenders to be let
3. (Optional) Number of units/scope of services to be purchased
4. Total planned spending on green products/services
5. Number of tenders to be let including strong environmental criteria
6. (Optional) Number of “green” units/scope of “green” services to be purchased

Organisational data:

1. Is purchasing centralised/decentralised?
2. Who develops the tender documents?
3. If environmental aspects are considered in procurement, who provides the criteria?
4. Who awards and manages the contracts?
5. Is Life-cycle costing (LCC) used when assessing the financial offers?
6. Are there existing contracts in place with suppliers? What are their expiry dates?
7. Which teams/departments use the product/service? (Only relevant if the analysis is covering more than one department)
8. What influence does the team/department using the product/service have on the procurement process? I.e. to what extent do they influence what is actually purchased?
9. How are procurement actions monitored? What data is collected and with what frequency? Is environmental data included within this?

1.1.1 Supply positioning

In many authorities the expenditure analysis will be accompanied by an analysis of “supply positioning”. This means for each product/service group assessing the cost (or budgetary importance) alongside the “risk” in terms of the likely availability of appropriate suppliers. The UK Office of Government Commerce (OGC) recommends that such data is plotted in a graph with “cost” on one axis and “risk” on the other (See Fig 2).



Figure 2: Supply Positioning (Source: *Managing Public Sector Procurement*, UK Office of Government Commerce)

Once you have decided in which of the four boxes each product/service should be included, the OGC² presents further guidance on how this may influence your procurement decisions:

Minimise: You can minimise time on low risk/low cost items by using long term contracts and combining with other buyers, perhaps using their contracts.

Manage Suppliers: Conversely high risk/high cost items call for close management of the suppliers since any failure would have extensive repercussions for the delivery of your services. It is in this area that highly skilled procurement staff should be used from the outset to ensure that contracts are fit for purpose, that technical specifications, selection and award criteria are appropriate for your needs and market realities and to seek out innovative solutions.

Ensure supply: The priority for high risk/low cost items is to ensure continuous supply. Price is not important whereas supply failure could be dramatic.

Drive cost: High cost items, in those markets where there are plenty of suppliers, provide an opportunity for the contracting authority to use its purchasing power to obtain financially attractive deals. This calls for buyers with extensive market knowledge or collaboration across contracting authorities.

1.1.2 Market research/sounding

Depending on existing knowledge contracting authorities have of the market availability of green products/services it may be advisable to carry out some “market sounding” activities. These should assess the “risk” mentioned in the supply positioning Section (1.1.1) in terms of the availability of suppliers, and potential cost impacts. Market sounding means: assessing the capability and capacity of the market to meet the purchaser’s requirements.

² Taken from *Managing Public Sector Procurement*, UK Office of Government Commerce (OGC), 2005



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Open technical dialogue with the market can be an effective way to collect useful market information.

The information collected during this analysis will help the contracting authority to make informed decisions, set realistic targets, establish a baseline for measuring progress in GPP, and reveal opportunities for improving the overall efficiency of management practices. It can also prove an effective internal communication tool.

Such an analysis should be integrated into the existing procedures within an authority. Quantified data should be reviewed at the end of each year to keep track of progress over time (see Step 5). The Procurement Scorecard is a simple Excel tool for recording such data.

1.2. Selecting product/service groups

The decision of the number of product/service groups to focus on, and their selection will depend on a number of factors. The GPP expenditure analysis should help to inform this decision, however there will likely be a number of factors to consider.

For example:

- **Environmental impact** – How significant is the environmental impact of the product/service throughout its life-cycle, compared to other products/services?
- **Budgetary importance** – How much does the authority spend on the product/service in comparison to other products/services?
- **Potential to influence the market** – How significant are public purchases within the total market for the product/service, and therefore how much influence can they have?
- **Life-cycle cost (LCC) and market availability** - market research can be useful to determine whether appropriate alternatives are available on the market at a competitive cost (or is the authority prepared to pay slightly more)? The assessment of “cost” should consider all costs throughout the life-cycle - purchase price, usage costs (energy/water consumption, maintenance), and disposal costs
- **Innovation potential** – Is there an opportunity to encourage the market for new and innovative green products?³
- **National GPP Action Plans** – Are there any product/service groups which are prioritised at the national level, or for which national guidance on GPP (such as recommended criteria) is available?
- **Political priorities:**
 - Are there particular local environmental priorities, such as urban air quality, energy/water consumption, or waste generation?

³ For advice on this please see: http://www.proinno-europe.eu/admin/uploaded_documents/procurement_manuscript.pdf



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- Do certain product/service groups have a high political sensitivity which would hinder GPP activities, e.g. a polluting local industry?
- What commitment levels can be expected from the departments involved?
- Which product/service groups offer the highest visibility to the public? E.g. low emission buses, publications on recycled paper
- **Practical considerations:**
 - Are there any important contracts up for renewal, or are there long-running contracts existing for certain product/service groups?
 - What time and financial resources are available for implementation?
 - Are there any particular product/service groups where there is already some environmental expertise?

Hints on making it easy:

- Products will likely be easier to start with than services.
- Start with a product where environmental criteria will be straightforward - e.g. IT equipment, paper, food.
- Think about products demonstrating the highest potential savings over the life-cycle (typically energy consuming products), or with relatively small levels of spending (such as paper or cleaning products).

The [EC GPP Training Toolkit: Module 3](#) presents 11 high-priority product/service groups which provide a selection of options. These have been selected through a comprehensive study to determine where activities should initially be focused.



2 Step Two: Target setting

Purpose	<ul style="list-style-type: none">• To set targets tailored to the specific interests and capacities of the public authority• To provide a political impetus to implementation and a framework for measuring progress
Deliverable	<ul style="list-style-type: none">• Clear and quantifiable targets

Clearly communicated targets are important in providing strong political support to those responsible for implementation. They also help to demonstrate your commitment to the general public and provide a framework for measuring progress.

If your authority is developing a comprehensive GPP strategy, the targets should be included directly in the policy document.

If you already have a policy which does not contain specific targets, these can be set as internal operational targets, but should be committed to at the highest decision-making level possible within your authority.

If you have completed one complete cycle of the Management Model and have reached this Step for the second time, you may need to revise targets depending on progress and set new targets for new products/services.

2.1. Types of targets

There are two different types of targets to consider within GPP:

- Operational targets focusing on support measures
- Those directly related to purchasing activities

2.1.1 Operational targets

As effective implementation requires an effective support framework to be in place to assist and guide procurers, it is important to include targets in this area.

A number of different support actions could be considered and have targets set, e.g.:

- *A GPP policy/strategy will be in place by 2009*
- *All procurement staff/relevant senior managers & finance officers will receive training on GPP by 2009*
- *Standard environmental criteria for inclusion in all tenders will be available for X product/service groups by 2009*



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2.1.2 Purchasing activity targets

It is critical to set targets in terms of the final goals of the initiative: changing procurement activities themselves.

In practice there are two approaches which offer a realistic way to monitor progress, each with two different sub-approaches:

1. **The proportion of tenders which lead to a green outcome** (i.e. where green products/services were actually purchased), either:
 - A) By number – i.e. of the total tenders published for that product group, how many lead to a green outcome?
Example: *X% of contracts for cleaning materials will lead to the purchase of green products by 2009*
 - B) By value – the value of contracts given for green products/services, as a proportion of the total spending on the product/service group
Example: *X% of total expenditure on cleaning materials will be utilised for the purchase of green products by 2009*
2. **The proportion of tenders which contain ambitious environmental criteria** (i.e. going beyond legislative requirements), either:
 - A) By number – i.e. of the total tenders published for that product group, how many include ambitious environmental criteria?
Example: *X% of tenders for cleaning materials will include underlying ecolabel criteria by 2009*
 - B) By value – i.e. the value of contracts with ambitious environmental criteria, as a proportion of the total spending on the product/service group
Example: *X% of total expenditure on cleaning materials will include underlying ecolabel criteria in tenders by 2009*

The same indicator may be expressed in terms of number or value of contracts featuring ambitious environmental criteria.

Which type of target to choose?

The type of target to be selected will largely depend on what is feasible within your authority, given your existing procurement monitoring systems.

The most effective indicator of whether your GPP strategy is having the desired impact is to monitor the actual **outcomes of tendering** (approach 1 above) - to see whether green products are actually being bought. However, this indicator has two potential drawbacks:

- To some extent, success is out of the hands of your authority, as it will depend on there being an appropriate supply of green products on the market which meet your environmental demands. If you are unclear of the market situation, carrying out some basic market sounding is a good idea.
- It requires more in-depth monitoring of procurement activities. It may be straightforward to conduct a review of the tender documents published and the environmental criteria they contain (approach 2 above), but to assess the



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products/services actually contracted is a step further, and may require the establishment of an entirely new monitoring system

Approach 2A above (looking at the **proportion of tenders containing ambitious green criteria**) does have the advantage of simplicity, though it would still require someone experienced to assess the published tenders.

It could also be considered a more direct indicator of whether internal implementation within your authority is in line with your strategy, as success or failure to meet the target is not dependent on any external factors. On the other hand, if a green tender does not lead to a green outcome this may not only be due to the lack of availability on the market but could also be due to the fact that environmental criteria were included as award criteria and that they weren't given a sufficient weighting and therefore contracts may have been awarded to less expensive non-green offers.

The decision on whether to use the number of tenders or the value of contracts as an indicator will again depend on the internal systems in place.

Focusing on the **value of green contracts** as a proportion of all contracts (approaches 1B & 2B above) is again more indicative of the success of your strategy and the actual market impact you will have.

However, there are potential drawbacks:

- Although it is proposed to look at the *proportion* of spend not *actual* spend, in order to plan targets for each product/service group it is helpful to have a clear idea about your forecasted spend per group for the period and the number of tenders likely to be published. Whether this data is readily accessible will depend on the systems in place in your authority.
- It may be difficult to collect information on the breakdown of final spend per product/service group, especially where framework contracts containing green and non-green alternatives are regularly used, and where procurement is decentralised. Again this will differ from authority to authority.
- It is not always the case that the biggest contracts have the highest environmental impact, especially if they contain ancillary services, which do not influence environmental aspects. However, in general this approach is likely to give a better indication than measuring the number of tenders.

Using the **proportion of tenders** containing ambitious or strong environmental criteria (approaches 1A & 2A above) provides a good indication of the effort being applied by staff within the authority in implementing GPP. It may also prove easier to collect monitoring data, and forward plan using this approach.

On the other hand it may provide false incentives, by encouraging the greening of easier, smaller contracts and avoiding the more complicated, bigger contracts.

Defining "green outcome" and "strong/ambitious environmental criteria"

For each of the above-recommended targets it is necessary to determine what "green outcome" or "ambitious/strong environmental criteria" mean. For this we would recommend using the "Core" Criteria presented in the [EC GPP Training Toolkit: Module 3](#) for the product/service groups covered.



2.2. How to set targets

- Use the information collected during the GPP expenditure analysis, taking into account the results of supply positioning and market sounding. This will indicate current status and help in setting realistic targets.
- Build on lessons learned - seek advice from others with experience. A great deal of time can be saved by consulting with other public authorities, which have already implemented GPP.
- Consider organisational factors - the level of centralisation in procurement can influence the targets set. With highly centralised procurement it is easier to ensure that all procurement actions meet the new sustainability standards set. Where procurement responsibilities are decentralised it is more difficult to both ensure all procurers have the necessary skills to integrate sustainability demands, and to monitor whether this is being done.



3 Step Three: Developing an Action Plan

Purpose	<ul style="list-style-type: none">To plan activities and assign responsibilities for achieving the targets
Deliverable	<ul style="list-style-type: none">Action Plan

The Action Plan is a concise, clear document tailored to the specific needs and purchasing practices of your contracting authority. It should be communicated and made accessible to all employees involved in all stages of the procurement process.

For those with a comprehensive GPP policy, the Action Plan will provide clear, practical details on how the targets in the policy will be achieved.

The scope and detail of the Action Plan will depend on the breadth of the implementation approach being taken.

The Plan should ideally contain:

- The political commitment made by your authority, including the targets set
- A description of the actions to be implemented
- A description of the assigned responsibilities
- The defined targets as determined in Step 2 above
- A timeframe. (Refer to Section 6 for indicative timescales)

3.1. Political commitment

As noted in Section 0 above, a political commitment such as a GPP policy, provides invaluable support for GPP implementation.

Where such a commitment has been made, this should be included within the Action Plan to strengthen its impact.

If the Action Plan is the result of a decision at the operational level not the political level, then at least this decision and any targets set should be included.

3.2. What actions should be covered?

This of course very much depends on the scope of the targets set by the authority. Careful consideration is required when setting targets in order to ensure that they are feasible and attainable. The overall Action Plan should cover specific tendering actions, together with accompanying training and communication activities.

It is critical to ensure staff are not put under unacceptable additional burdens. Attention must be paid to integrating the tasks into existing working structures.



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Examples of activities include:

Tendering:

- Identifying appropriate environmental purchasing requirements, following perhaps market sounding (see section 1.1.2) – [Module 3](#) presents a ready-made set of purchasing criteria, which can be used without the need for additional research
- Incorporating these requirements into actual tender documents
- Introduction of the Life-cycle costing (LCC) approach into procurement decisions
- Identifying opportunities for joint procurement
- Publishing tenders, evaluating offers, signing and managing contracts

Training:

It is crucial to ensure that staff, who are responsible for carrying out specific tasks have the appropriate skills, or that appropriate training is given:

- For procurers on the technical aspects of GPP implementation
- For procurers and financial staff on the concept of life-cycle costing
- For managers and high-level decision-makers on GPP in general and the potential benefits it can bring, to ensure high-level support for actions
- For end-users on the sustainable use of products

Communication:

GPP is most effective if there is a clear understanding, among all staff and suppliers, of what it stands for, and the reasons for its introduction. The following activities could be included:

- Awareness raising activities for all staff – possibly through seminars, in-house newsletters, the authority’s intranet
- Communicating intentions to suppliers, well in advance of the actual procurement, providing the time and information to adjust to new requirements, including perhaps hosting seminars. Holding such seminars can help to prepare suppliers for responding to new environmental demands, for example by sourcing appropriate product ranges, and thus increasing innovation.
- Marketing activities aimed at the general public. Although this will not have a direct impact on the success of internal GPP activities, public authorities are in a strong position to “lead by example”, and to help encourage private consumers to think about the environmental consequences of what they buy.

Monitoring:



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- Monitoring and reporting actions and results. To the extent possible, such monitoring activities should take place within the authority's regular performance monitoring procedures, such as through internal audit functions. It should at least be ensured that the quantified data on procurement actions outlined in Section 1.1 is collected on an annual basis. The team in charge of preparing the Action Plan will need to determine whether there is a need to develop additional systems, however additional work should be kept to a minimum.

3.3. Assigning responsibilities and ownership

The public authority should consider:

- *Who will be responsible for the overall co-ordination of GPP efforts?* Responsibility for co-ordinating all activities and ensuring declared targets are met should ideally be allocated to one person. In decentralised contracting authorities where procurement actions are spread widely responsibility for co-ordination will also need to be spread. In this case it should at least be ensured that all co-ordinators meet regularly.
- *Who will be responsible for actual implementation?* The Action Plan should outline specific tasks, and allocate clear responsibility for carrying these out. The process of preparing environmental purchasing specifications will likely require the expert input of a number of people (especially procurement and environmental officers). Final responsibility for ensuring actual implementation, in a centralised procurement function, will likely need to rest with the actual procurers. On the other hand, in a de-centralised authority, it will be most likely those who hold the delegated budgetary authority for contractual expenditure, who will be responsible. Ideally ultimate responsibility shall lie with the Chief Executive, or equivalent, of the authority.
- *Planning meetings.* It would be a good idea to plan regular meetings between those responsible for the major actions within the Action Plan.



4 Step Four: Implementing the Action Plan

Purpose	<ul style="list-style-type: none">• To implement the Action Plan
Deliverables	<ul style="list-style-type: none">• Procurement of greener products/services• Training of staff and internal communication• External communication and marketing• Communication with suppliers

The purchasing criteria in the [EC GPP Training Toolkit: Module 3](#) provide examples of environmental criteria, that can be included in tender documents, together with clear advice on implementation. Options are given both for “quick wins” and for more comprehensive approaches. It is recommended to use these criteria in your tendering documents for the 11 product/service groups covered in Module 3. Ecolabels and national guidance can also provide clear advice.



5 Step Five: Monitoring progress and reporting results

Purpose	<ul style="list-style-type: none"> To assess and report on achievements Review set targets
Deliverables	<ul style="list-style-type: none"> Review of progress in meeting targets Internal review on achievements, barriers and possible solutions

This Step serves to assess whether the targets previously set by the contracting authority have actually been achieved, to identify any problems encountered and to develop solutions. It should also be used as an opportunity for communicating progress to the outside world, for promoting achievements within the authority in order to secure continuous buy-in and support of all staff for GPP efforts and to help raise general awareness.

The Step involves two actions:

- A review of the quantified procurement indicators outlined in section 1.1. As noted in Step 3 (Developing the Action Plan), monitoring systems should be in place to collect this data on an annual basis. Once a full management cycle is completed, this data can then be assessed to see whether the targets set in Step 2 have been achieved.
- An internal review, looking specifically at whether the planned measures and procedures have been implemented across the authority, what has been achieved, any barriers encountered, risks identified and proposed solutions. This could be done on an informal as well as formal basis, and the scope of the review will of course depend on the scope of the activities undertaken. The following questions should be addressed:
 - Have the planned measures and procedures been implemented?
 - What has been achieved?
 - What were the barriers?
 - Is it possible to further improve the integration of environmental issues into procurement operations?
 - Any corrective actions required?
 - What kind of new targets could we set?

Once a full cycle of the Comprehensive GPP Management Model has been completed you should return to Step One and repeat the process. At the end of the first cycle, it is also a useful time to carry out a more detailed assessment of any remaining barriers to



further GPP implementation within your authority and to factor in the overcoming of these barriers into your updated Action Plan.

6 Duration of the GPP Management Model

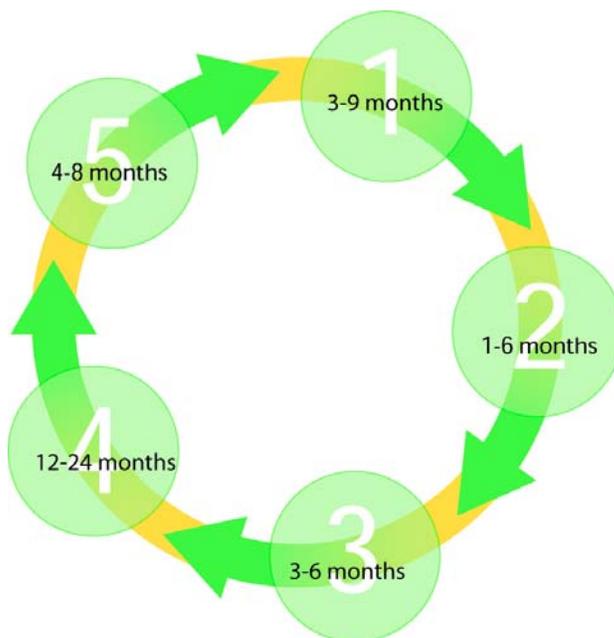


Figure 3: Estimated duration of the GPP Management Model

The amount of time needed to implement one complete cycle is largely dependent on the size of the contracting authority, the number of products covered and the authority's previous experience with GPP. Although each single step is designed to require as little resources as possible, realistically, the process is run by existing staff in the authority, who still have to carry out their other day-to-day duties and responsibilities. The following figure gives an estimate of the duration of the different stages based on this assumption:

The time required for the expenditure analysis and product group selection activities in Step 1 will depend greatly on the scope of your activities and also data collection/monitoring systems already in place. This could take between 3 and 9 months to carry out effectively.

Targets can be set within one month, but if a substantial discussion takes place, it can take 6 months (or more).

The process of developing an Action Plan should not take more than 3-6 months, while implementing the Action Plan can be expected to take at least a year. This is because a number of products are not purchased more than once a year (in practice many contracts run even longer). Between 12 and 24 months should be foreseen.



The monitoring and reviewing of progress should be achieved within 4-8 months.

Summing up these timeframes, all Steps could be implemented within two years, but this process could also be scheduled to take up to four or five years. This will largely depend on the size of the authority and the scope of the activities covered.