Blue Group – How can a clear SPP Policy be developed so it is useable in practice?
Do we need an SPP Policy to make SPP happen?

YES!!
Why?

1. To ensure political support
2. Engage all stakeholders internally and externally
3. To establish priorities goals and clear targets
Making SPP Policy work

- Consider that the policy is just the start - it will not run itself
- Make it realistic based on what
  - is achievable
  - can be monitored
  - can be resourced
- Make it clear and concise
- Give ownership to those with the power to meet the targets
- Engagement, training and continuous support networks (do not underestimate the power of case studies!!)
- Talk to procurers: what do they need?
- Have a communications strategy
- Possibility for feedback/revision
Orange Group – In a time-pressured working environment, what are the quick wins for SPP?
- Tenders
- Tools
- Policy
- Organisational tools

Existing use of tools

- Big tenders with high saving potential (€, £)
- Branding the city (awards)
- Communication
- Regular face-to-face meetings with procureurs (interdisciplinary)
- Capacity building tools
- Start small - pilot tender

Easy to implement
POLITICAL LEADERSHIP
SPP STRATEGY / ROADMAP
CALCULATING + COMMUNICATIONS BENEFITS (€, CO2, SOCIAL)
EU/National requirements

PR - MARKETING
(IMPORTANT PROJECTS)

HARD TO IMPLEMENT
LOW
Red Group – The costs and benefits of SPP: how to collect and make best use of data
Green Group – How to deal with verification and sustainability criteria?
Example

“The regional government has come under NGO pressure around a key sustainability issue. You have been instructed to implement the procurement of...”
Zero deforestation snacks
Risks and Concerns

Immediate
- Reputational
  - Not buying = ‘bad’
  - Buying risks bad verification
- Reliance on third parties
  - Strategic risk
  - Needs other forms of evidence
- Excluding high risk products
  - May punish those making an effort
  - Prioritises this over other considerations
- Lack of communication and knowledge

Longer Term
- Danger of losing political interest
- Changing criteria of certification schemes
- Complex supply chains and lack of transparency
- Lack of specialist knowledge
- Fear of being open to legal challenges
Potential Solutions and Approaches

Immediate
- Seek clarification
- Consult information already available
  - Certification schemes
  - Existing suppliers
  - NGOs
  - Other procurers
- Begin with 1 product or ingredient
- Potentially cooperate with other procurers to
- Formulate criteria on information available (thinking about verification)

Longer term
- Encourage concrete policy development
- Showing the positive achievements
- Influencing verification schemes
- Constant communication with the market
- Internal cooperation between departments
Purple Group – How to embed SPP into an organisation so that it becomes normal practice
Purple Group
Yellow Group – How to engage the market to find the most up-to-date sustainable solutions?
What is market engagement?

- Web search
- Phone calls
- E-mails
- Events
- Notice (with response)
- PIN (with response)
- Open day(s)
- Technical dialogue
- Pre-commercial procurement
## Benefits and risks

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Risks</th>
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<tbody>
<tr>
<td>Understand market players and develop appropriate specification/criteria</td>
<td>One or several bidders may influence the specification or criteria unduly</td>
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<tr>
<td>Choose best procedure for procurement</td>
<td>May delay start date for procurement</td>
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<tr>
<td>Encourage more competition, including from SMEs</td>
<td>In some cases risk of supplier collusion may increase</td>
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<tr>
<td>Decide on lots, contract duration, service model and performance indicators</td>
<td>May be influenced by those who are most vocal during the engagement</td>
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<tr>
<td>Allow bidders more time to start thinking about their bid</td>
<td>Incumbent will know who their potential competition is</td>
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<tr>
<td>Send message that procedure will be open and transparent</td>
<td>Some bidders may think they have already won/lost the contract</td>
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Outcomes from today

1. What is meant by market engagement?
2. What are the possibilities under the EU procurement rules?
3. How is it specifically relevant to SPP? What about SMEs?
4. Effective approaches to market engagement
5. Things to avoid
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