

CASE STUDIES

1 Leicester City Council: Environmental Purchasing Policy

This case study is one of a series of five on green procurement policies which are in place in European public authorities. The others are from the London Borough of Lewisham (case study 2), Barcelona City Council (case study 3), Badalona City Council (case study 4), and Sandwell Metropolitan Borough Council (case study 5). Each policy is identified with the elements of a policy statement as outlined in **Tool A**.

2 London Borough of Lewisham: Environmental Responsible Purchasing Policy, Key Policy Statement

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3 Barcelona City Council: Institutional declaration for wood procurement

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4 Badalona City Council: Government Measure of Green Procurement

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5 Sandwell Metropolitan Borough Council

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6 Imperial College, London, UK: Paper

This case study is one of a series from different organisations and countries on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category of **Tool C** (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

7 Supply Chain Challenge – Belfast City Council, UK: Supply chain challenge

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8 Creativezones, UK: Green Procurement Initiative

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9 London Borough of Croydon, UK: Enforcing Environmental Procurement Policy

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10 Santa Perpetua de Mogoda, Spain: Sustainable Buildings

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11 Transport for London, UK: IT Consumables

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12 City of Göteborg, Sweden: Public Urban Transport Services

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13 City of Santa Monica, USA: Environmental Purchasing Programme

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14 Ernst and Young, UK: Pencils

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15 City of Plymouth Council, UK: Energy

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16 Barcelona City Council, Spain: Green Procurement

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17 Manlleu City Council, Spain: Green Procurement

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18 Kent Buying Consortium: Pens and Recycled Paper

This case study is one of a series to support **Tool H**.

The purpose of this tool is to assist purchasing organisations across Europe to:

- develop supply chain management approaches to encourage suppliers to improve the environmental quality of products and services;
- form working relationships with other purchasing organisations and suppliers to general better environmental performance, and
- develop markets for more sustainable goods and services through market development and promotion

19 London Borough of Sutton: Training of Procurement Officers

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20 London Borough of Sutton: Training Suppliers

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21 Kent Buying Consortium: Alternative fuels

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23 London Borough of Lewisham: Consortia

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24 London Remade: Green Procurement Code

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25 WRAP (Waste & Resources Action Programme): Recycling projects

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26 Not available

27 London Borough of Lewisham: Pinnacle housing

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28 Lloyds TSB Marketplace: Vantage eBuying Platform

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29 South East England (UK): Centres of Excellence

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30 London Borough of Lewisham - Electricity purchase tied to renewable energy installation

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31 London Borough of Lambeth: Cleaning contract and the use of Micro-fibre Cleaning Cloths

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32 Sandwell Metropolitan Borough Council: Business Support Network

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33 Driving Innovation and Market Development in Sweden

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34 London Borough of Sutton: Sustainable Timber Policy

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35 London Borough of Sutton: Greening Supply Chains in Partnership

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36 Codes of practice in the UK

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37 Industry awards in the UK

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38 Joint Procurement of recycled paper in Greece

One of a series of case studies on joint procurement, **Tool D**, which was undertaken as part of the LEAP project.

38 (a) Joint Procurement of recycled paper in Greece (Greek version)

One of a series of case studies on joint procurement, **Tool D**, which was undertaken as part of the LEAP project.

39 Joint Procurement of environmentally friendly cleaning products in the UK

One of a series of case studies on joint procurement, **Tool D**, which was undertaken as part of the LEAP project.

40 Joint Procurement of TFT monitors in the UK

One of a series of case studies on joint procurement, **Tool D**, which was undertaken as part of the LEAP project.

41 Joint Procurement in Austria – EcoProcurement Service Vorarlberg

A joint procurement case study linked to **Tool D**.

42 Joint Procurement of green electricity by 11 municipalities and the Province of Drenthe, The Netherlands

A joint procurement case study linked to **Tool D**.

43 Joint Procurement of 85% biodiesel in Sweden

A joint procurement case study linked to **Tool D**.

44 Joint Procurement of recycled paper in Spain

One of a series of case studies on joint procurement, **Tool D**, which was undertaken as part of the LEAP project.

45 Joint Procurement of recycled paper in Portugal

One of a series of case studies on joint procurement, **Tool D**, which was undertaken as part of the LEAP project.

46 Göteborg (Sweden) case studies: buildings materials, vehicles and fuels

Four case studies from Sweden linked to **Tool H**.

Case Study Number 1

Title Leicester City Council, UK: Environmental Purchasing Policy

Tool A

This case study is one of a series of five on green procurement policies which are in place in European public authorities. The others are from the London Borough of Lewisham (case study 2), Barcelona City Council (case study 3), Badalona City Council (case study 4), and Sandwell Metropolitan Borough Council (case study 5). Each policy is identified with the elements of a policy statement as outlined in Tool A.

Elements of a policy statement (according to table 1 of Tool A)	
	Leicester City Council Environmental Purchasing Policy
1	The City Council is committed to the following policy: We intend, wherever possible, to make continual, measurable progress in our environmental performance and to reduce our environmental impact, whilst maintaining the city's economic viability.
2	Ban the use (by the City Council or its contractors) of certain specified environmentally damaging products where an alternative product or method is available. These products are: ozone depleting chemicals tropical hardwood which is not independently certified as coming from a well managed forest pesticides on the UK 'Red List' and EC 'Black List' peat for soil amelioration purposes.
2	Reduce the purchasing of new products by cutting down on waste and repairing or re-using existing products.
2	Specify products which are made from recycled materials; can be recycled or re-used; can be operated in an energy efficient manner; and cause minimal damage to the environment in their production, distribution, use and disposal, so long as the requirements of value for money and quality are met.
4	We will work with our contractors and suppliers to help them improve their environmental performance and ensure that, when working for the City Council, they adopt equivalent environmental standards.
4	We will aim to provide environmental training for all employees of the City Council. We will also provide environmental training to politicians.
3	We will ensure that all City Council operations and activities carried out on its behalf comply with, or exceed, all statutory environmental requirements.
3	We will establish and maintain detailed policies and guidelines for products with a significant environmental impact.

For more information please contact:

Environment Team, Leicester City Council
Alison.Lea@leicester.gov.uk

Case Study Number 2

Title London Borough of Lewisham, UK: Environmentally Responsible Purchasing Policy, Key Policy Statement

Tool A

This case study is one of a series of five on green procurement policies which are in place in European public authorities. The others are from Leicester City Council (case study 1), Barcelona City Council (case study 3), Badalona City Council (case study 4), and Sandwell Metropolitan Borough Council (case study 5). Each policy is identified with the elements of a policy statement as outlined in Tool A.

Elements of a policy statement (according to table 1)	
Element	London Borough of Lewisham Environmental Responsible Purchasing Key Policy Statement
1	The public authority aims to deliver services that are resource efficient, that minimise the generation of waste and which contribute to a more environmentally, socially and economically sustainable society, whilst meeting current needs.
2	Key supporting policy method statements The aim of the above Policy statement is to inform staff and suppliers of the public authority's commitment to environmentally responsible procurement.
2	The public authority will pursue this policy, subject to funding, by: 1.) Promoting the sustainable use of resources , by encouraging resource efficiency and waste minimisation.
2	2.) Introducing environmental performance management and monitoring into contract procedures.
3	3.) Integrating the public authority's procurement / purchasing standards and processes with its EMAS system, by incorporating the environmental policy objectives set through the EMAS process into contract and product specifications.
4	4.) Forming partnerships with suppliers to apply the public authority's principles in corporate procurement/purchasing activities, and to promote and encourage innovative improvement in environmental performance, through the development of environmental criteria in the award of contracts.
3, 4	5.) Supporting staff in the delivery of this policy by: Providing supporting guidelines and resources, as appropriate, to allow effective implementation of the Policy. Regularly communicating progress on the implementation of this Policy and providing a mechanism for staff and suppliers to be consulted and provide feedback to the Public authority. Providing training and awareness raising tools.
5	6.) Continually improving the Procurement and Purchasing Policy and guidelines by regularly reviewing contracts and suppliers and benchmarking this strategy with others.
2	7.) Use of environmental preference methods for the selection of materials , such as the Handbook of Sustainable Building, ISBN 1-873936-38-9.
2	8.) Effectively maintaining goods and assets during their usable life.

2

9.) Aiming to re-use, recycle or dispose of all end-of-life products, according to the waste hierarchy. Effective recycling or disposal arrangements should be considered and **initiated at the time of purchase** of all goods, wherever possible.

For further information please contact:
Environment Team, London Borough of Lewisham
Richard.hurford@lewisham.gov.uk
www.lewisham.gov.uk

Case Study Number 3

Title Barcelona City Council, Spain: Institutional declaration for wood procurement

Tool A

This case study is one of a series of five on green procurement policies which are in place in European public authorities. The others are from Leicester City Council (case study 1), the London Borough of Lewisham (case study 2), Badalona City Council (case study 4), and Sandwell Metropolitan Borough Council (case study 5). Each policy is identified with the elements of a policy statement as outlined in Tool A.

Elements of a policy statement (according to table 1)	
Element	Institutional declaration for wood procurement in Barcelona City Public authority
1	One of the urban strategies that contributes towards sustainable development is the reduction of the environmental impact of the city. One of the objectives of the <i>Citizens Commitment for Sustainability of the Agenda 21 of Barcelona</i> , passed in 2002, is to contribute to the protection of the world’s forests and promote the use of environmentally certified wood. Public authorities have a clear responsibility to introduce environmentally friendly services and products, specifically wood by-products used in works, street furniture, parks and gardens, funeral services, offices, etc.
2	Barcelona City Council, from a proposal of the Environment and Sustainability Municipal Public authority, wants to develop a policy of wood procurement that contributes to the rational management and more sustainable use of natural resources, in particular forest resources. Therefore, the following Institutional Declaration is committed to:
2	Contribute to the protection of primary forests and forests of high value for protection as well as threatened forest species, avoiding the procurement of wood from those forests, especially tropical wood, unless it is independently certified in ecological and socially accepted terms.
2	Promote the use of wood that does not come from illegal forest exploitations or clandestine tree-felling, through the procurement of wood products with a clear certificate of origin that offers a guarantee of environment protection and compliance with International regulations of Work and Human Rights (ILO).
2	Promote the procurement of certified wood that complies with the most exigent and reliable requirements for biodiversity protection, including the conservation of primary forests and/or forest of interest for its conservation; forest long term management; custody chain that guaranties that final products use only with certified wood; the acknowledgement of rights of native groups and their lifestyle.
3	Develop technical criteria in an <i>Instruction to the Services</i> for use in the Call for Tenders of municipal contracts for works and supplies.
4	Undertake informative activities to providers in collaboration with other public authorities and NGOs that promote fair trade and responsible consumption of wood, in order to spread the objectives, benefits and results, and also to the municipal workers.
3,5	Set up a technical working commission consisted of [different departments representatives], in order to drive actions to execute this decision and elaborate an annual management report of the results achieved.
4	Invite all social and economic agents to also introduce sustainable criteria in the procurement and use of wood and wood products, in agreement with the objectives of the Citizens Commitment for Sustainability- Local Agenda 21 of Barcelona.

For further information please contact:

Maria Garcia, Barcelona City Council
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Case Study Number 4

Title **Badalona City Council, Spain: Government Measure of Green Procurement**

Tool **A**

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Elements of a policy statement (according to table 1)	
Element	Government Measure of Green Procurement in Badalona City Council
1	In May 2002 The City of Badalona hosted the Forum <i>City, Enterprise and Environment</i> - the XIVth International Forum of the Sesame Cities Network. The Declaration of Badalona, resulting from this forum, represents a step forward in the Local Agenda 21; the Aalborg Charter on Sustainable Cities; the conclusions about city and environment of the Earth Summit (Rio 1992), and the Programme Habitat Good Practices of the UN. The signatories of the Badalona Declaration (delegates from consumers, the private and the public sector) state that it is necessary to progress in assuming the responsibility they have as active agents in environmental protection. In that sense, and in relation to the products, it is stated that the environmental crisis is leading to a new type of consumer, sensitive to the ecology, with more solidarity, that assumes a pro-active role by being a responsible consumer.
2	Due to the importance of the public authority as a consumer it is necessary to buy environmentally friendly products and, in general, to consider environmental criteria, by introducing preference criteria in clauses for procurement and the awarding of works projects.
2	Government measure To promote green procurement in municipal services, especially in municipal offices and bodies, not only the re-use and recycling of products and materials, but also through the introduction of environmental criteria in the contract of services, so that the call for tenders for public procurement considers, together with other economic or technical specifications, the environmental quality, within the current legal framework and the related European Directives.
3, 5	To set up a Technical Commission to promote the deployment of these measures. A representative of each Area will constitute the commission. This will develop an annual report on the activities carried out and a working programme.
3, 4	To establish the Green Procurement programme in order to provide information and consultancy to the municipal departments. This programme will be attached to the Urban Ecology, Sustainability and Environmental Participation Department of the Environment Area: Sustainability and Urban Ecology.

Case Study Number 5

Title Sandwell Metropolitan Borough Council, UK: Environmental Policy Statement
Tool A

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Elements of a policy statement (according to table 1)	
Element	Environmental Policy Statement of Sandwell Metropolitan Borough Council
	As a public authority organisation providing services for, and representing the interests of, all those who live and work in Sandwell, Sandwell Metropolitan Borough Council commits to the following:
1	To ensure that the aims and objectives set out in the Sandwell Plan, the Corporate Strategy, the Corporate Business Plan and all relevant Policy documents and Service Delivery plans promote the environmental, social and economic well-being of Sandwell now and in the future.
2	To implement an Environmental Management System, to ensure that our environmental performance is regularly reviewed and publicised and to demonstrate our commitment to continual environmental improvement.
4	To work with staff, politicians, schools, organisations and the local community, to raise awareness and seek the adoption of environmental good practice and the reduction of any adverse effects on the environment.
2	To integrate environmental criteria into the procurement process, to ensure that all goods and services purchased by the public authority minimise environmental damage and where possible maximise their beneficial effects.
3	To work with suppliers and contractors, introducing environmental criteria into contracts and service level agreements and giving positive weight to those who can demonstrate their commitment to protecting and improving the environment.
2	To promote and support a healthy lifestyle for all Public authority staff and the wider community, in partnership with the Health Authority and other public authority services, including integrating and implementing the appropriate goals from the Sandwell Food Policy
2	To continuously improve our contribution to climate protection and adaptation to climate change and to the conservation of global resources.
2	To improve continuously the efficient use of all resources used by the public authority, including energy and water, and to reduce consumption and the amount of waste produced, recovering or recycling waste where possible.
5	To set targets where appropriate and achieve levels of performance that go beyond that required for compliance with all applicable environmental legislation, Codes of Practice and other requirements.
2	To eliminate wherever possible, or minimise and control, all forms of pollution from the public authority's activities.
2	To prevent accidents that could damage the environment and to ensure that measures are in place to deal with such emergencies minimising any damage.
5	To review, publicise progress and update this Policy annually or whenever a change in circumstances requires.
4	To circulate this Policy to all those working for or on behalf of the organisation and to any other interested parties.

For further information please contact
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Case Study Number 6

Title Imperial College, London, UK: Paper

Tool C

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Imperial College London changed its brand identity in Jan 2003. As part of this exercise, all printed stationery (letterheads, compliment slips, envelopes, etc) had to be replaced with the new-branded stock. The College is committed to improving its environmental policy but initiating changes with a wide effect have previously proved to be difficult. The rebranding provided the perfect opportunity for the College to initiate a switch to recycled paper with maximum effect by ensuring that all staff had to make the change on the correct date using only the authorised supplier.

What was Procured?

Once the decision had been made to make the switch to recycled paper for re-branded stationery, the College contacted its principle print supplier, Guilbert UK Ltd, to discuss the way forward. The key guiding criterion was quality so that the rebrand would have maximum impact as well as value for money.

A number of recycled paper types were submitted to the Branding Steering group to consider. Evolve Business 100gsm was chosen as being the most suitable for quality and whiteness. A similar exercise was undertaken to select a recycled paper for the envelopes. Negotiations were undertaken over pricing and ordering methods. A method was set up to place all orders electronically, allowing for conformity of text as well as environmental improvements due to online proofing. Staff reaction was on the whole positive. Negative comments were received but not concerning the switch to recycled paper.

Advantages

Savings have been made across the board through the exercise, mainly through the quantities being ordered during the six-week initial ordering period. In proportionate terms the savings ranged from 2.5% to 12% against pre-brand costs.

Since the launch of its new identity, the College has been working with Guilbert to continue to push these prices down whilst improving on environmental issues. The costs have now fallen dramatically with savings against previous costs now rising to around 50% following improvements in the use of electronic ordering/proofing and the use of digital printing and batching of orders, both methods more environmentally friendly than the old methods used to print stationery.

Lessons Learned

As with all change, it was essential to have top level support from the start. Having the focus of the rebrand to introduce the new recycled printed stationery policy enabled the initiative to be brought in effectively overnight, instead of having to persuade departments on an individual basis. This dramatically affected the overall impact. In addition, whilst acknowledging that the project was potentially lucrative, the supplier worked proactively with the College to bring forward the most cost-effective processes for this task. The supplier is now fully on-board to help continue the College's push towards a more recycled policy by helping to promote products which fall within their contract.

One regret is the decision not to show that the paper is recycled anywhere on the letterheads (although it is clear on the envelopes). The decision behind this was that the inclusion of the recycled logo would detract from the impact of the new identity, which is understandable. It is hoped that this decision will be reviewed and amended in time in order to fully promote our recycled policy.

For more information please contact:

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David.murphy@guilbert.co.uk

Case Study Number 7

Title Belfast City Council, UK: Supply Chain Challenge

Tool C

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In May 1997 Belfast City Council laid down its 'Supply Chain Challenge' which presented suppliers with an incentive to improve their environmental performance and in doing so gain an opportunity to differentiate, reduce costs and target the growing niche market of green purchasers.

The challenge was initially targeted at the Public authority's top 50 local suppliers. The Supply Chain Challenge was followed by workshop training for these suppliers. The workshops reiterated the environmental business case and provided guidance on available assistance.

Following the adoption of an environmental purchasing policy in April 1998, Belfast City Public authority went on to launch a Green Supplier of the Year Award. The award reinforced the link between local economic development, environment and purchasing.

For more information please contact:

<http://www.belfastcity.gov.uk/purchasing/policy/index.html>

Case Study Number 8

Title Creativezones, UK: Green Procurement Initiative

Tool C

This case study is one of a series from different organisations on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

Creativezones is a multi-disciplinary design consultancy based in London which has won awards for its environmental practices. The agency has put in place a comprehensive environmental policy and follows this through into the designs it produces for clients. The company first looked at its green purchasing systems as a result of an audit by London Remade.

"At the time, directors of Creativezones were looking at all aspects of 'greening' the business and felt the Mayor of London's Green Procurement Code would help us focus on buying recycled products," said Bharat Lad, director at the design agency. "There was also a responsibility to our clients to source recycled/renewable content materials on the projects we were designing. We also liked the opportunity to network with businesses that had an interest in environmental issues."

The Approach

Instigating a green procurement initiative required the commitment and buy-in of the whole team which was done through a comprehensive consultation and explanation process at internal team meetings. Staff were also encouraged to attend relevant events which addressed buying recycled products and sustainable issues.

As a result, our new tendering criteria means we will only source products or services from organisations that have, at the very least, an environmental policy. All our own internal paper purchasing will also have to be 100% recycled content. Making sure our clients were on-board was also crucial. They need to be reassured that the materials we are using of a high enough standard and more often than not - are impressed with the quality of materials and ideas we put forward.

When buying and specifying more recycling products it needs to be done using a 'stepping up process.' Staff and clients need to be educated as to the specification. Costs and details of each recycled product introduced. The environmental benefits may not be the only ones! Cost savings can be made on more than just the materials: improved staff morale and a sense of pride from buying products which are better for the environment is just one of the benefits. On the more tangible side, we have reduced our internal paper and card costs through sourcing recycled alternatives.

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Case Study Number 9

Title London Borough of Croydon, UK: Enforcing Environmental Procurement Policy

Tool C

This case study is one of a series from different organisations on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

The London Borough of Croydon has implemented an environmental procurement policy to ensure that the public authority optimises the environmental benefits of purchasing decisions in accordance with the principal value for money. Implicit in the concept of value for money is the idea that environmental benefits are worth paying for, provided the financial cost is not excessive. Alongside the policy is supplementary guidance which helps specifiers to green their contracts.

A key challenge has been the implementation of the environmental policy, which is not straightforward due to the devolved nature of purchasing within the public authority. Promoting London Remade, and the availability of products made from recycled materials, has been a useful 'hook' upon which to increase awareness of the policy.

The Revenue Programme Works Contract is one example of where the policy is being implemented, and where use of recycled materials can be incorporated.

How did we approach the initiative?

The Environmental Procurement Policy is being communicated across the public authority from senior level through to the Environment Forum. The Forum includes a senior officer from every public authority departments. As a result of this communication, the Property Services Section sought support from the public authority's Environment and Sustainability Team on how to ensure that the policy is implemented effectively. London Remade's list of recycled products was circulated with subcontract tender documentation.

The following text was inserted in the tender documents, which bidders need to follow:-
As part of the London Borough of Croydon's Environmental Procurement Policy the Contractor will be expected to ask for use of recycled materials wherever feasible. Contractors should get quotes for standard materials and recycled material alternatives on all possible occasions. The Contractor is to consider other areas to maximise environmental performance by seeking high standards in:

- 1. the re-use of materials*
- 2. energy efficiency and renewable energy*
- 3. water conservation*
- 4. regard to BREEAM standards (applicable to new build in particular)*

Advantages

As this action has been very recent, there are no completed tenders that may be evaluated. However this is an innovative and committed approach to green procurement by the London Borough of Croydon.

Lessons Learned

The inclusion of 'buying recycled' in tender documents is a recent development for the London Borough of Croydon which will now be able to monitor improved performance from the uptake of recycled products by participating in the London Remade annual Purchase Report. The London Borough of Croydon's Environmental Procurement Policy has recently encouraged a large purchase of recycled plastic compost bins for residents.

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Case Study Number 10

Title Santa Perpetua de Mogoda, Spain: Sustainable Buildings

Tool C

This case study is one of a series from different organisations on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

Background

The town of Santa Perpetua de Mogoda required a new town hall due to an increasing population and subsequent increased administration burden. The aim of the new town hall was to provide a central point for all services and to act as an example of a modern building design with sustainability integrated into its planning. The construction of the town hall served as a test for the integration of sustainability criteria into the public procurement and contract awarding processes.

Process

In order to incorporate sustainability into the planning of a public building an approach was taken that **the** life-cycle of the building **was incorporated into the** planning stage. The project group consisted of politicians, active decision makers, technical experts, and local representatives. This stakeholder involvement was vital for integrated planning.

Project Start: requirements and objectives for the new town hall were prepared in a decision-making process with full stakeholder involvement.

Project Planning:

Functional and ecological requirements were determined by a project study undertaken in collaboration with environmental scientists, technical experts and local representatives.

Execution of Project Planning:

The tendering company that came closest to fulfilling the sustainability-orientated requirements was awarded the contract.

Construction:

the project group monitored the complete construction phase.

Utilisation and Maintenance:

Training courses held to show people how to save energy and water, continuous monitoring of energy consumption.

Demolition:

Planning the recyclability of the materials used in construction when it is no longer used, to enable complete dismantling and a maximum recycling ratio for the materials used.

Examples of the ecological and social requirements included in the planning were:

- Use of recyclable construction materials with a low environmental impact potential, eg galvanized steel, processed aluminium
- Passive energy systems for heating, cooling and lighting
- Utilizing the southern side to install solar collectors for hot water and power
- Rainwater utilisation for flushing toilets and to water vegetation
- Heating via a centrally controlled gas central heating system with an integrated heat pump

The architect chosen for the project had worked on several projects in which bio-climatic architecture and technologies had been used for an environmentally compatible construction.

Result and Effect

The project has encouraged other towns to start similar projects eg solar powered street lamps and a sustainable university centre.

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Case Study taken from ICLEI website, www.iclei.org

Case Study Number 11

Title Transport for London, UK: IT Consumables

Tool C

This case study is one of a series from different organisations on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

Transport for London (TfL) Group Facilities is responsible for the procurement of a range of goods and services across London Underground and Transport for London. One of the areas covered is a framework agreement for the supply of IT Consumables including printer and fax machine supplies as well as all types of IT data storage media.

The contract expired in 2002 and was re-tendered under EU competition regulations. As part of normal procedures a procurement strategy was prepared including an environmental assessment of the impact of the contract.

The incumbent supplier on this contract had been supplying a range of 'green' products for a number of years. These were offered to the client at a much-reduced rate compared to own brand equivalents. At the time of re-tendering these made up the majority of the cartridges supplied for the most popular printers used.

In looking at the supply of IT consumables it was decided to look at the returning, recycling, remanufacturing, packages and end-use processes to assess the true environmental impacts involved. The market for recycled cartridges has become increasingly attractive to suppliers over the past few years, with suppliers identifying the more attractive margins possible compared with selling own brand equivalent products. A thriving market has developed for buying empty cartridges from users to provide a feedstock for manufacturers of remanufactured products. This has highlighted the need to scrutinise the products being offered and claims being made.

Selection Procedure

The suppliers tendering for the contract were requested to submit the following information:

1. general good practice environmental information including Environmental Policy and evidence of environmental management systems;
2. details of re-manufacturing process and guidelines adhered to;
3. materials recovered, relative quantities and end uses;
4. methods of dealing with associated waste from packaging; and
5. minimising the impact of delivery and collection operations.

All four of the suppliers submitted information with the following results:

- Cartridges weigh in the order of 1.2kg, of which the plastic casing and the toner powder (500g respectively) make up the bulk of the weight. Other materials include various machined or cast metal components, either individual or composite.
- Two of the manufacturers used the same plant north of London.
- Some of the components could only be reused a number of times before the quality of the end products was deemed to be compromised.
- Two of the manufacturers did not recycle the casing and spent powder, this ending up being landfilled.
- Metal components of higher intrinsic value were recycled or sold on.

- Two of the suppliers had identified recycling processes for the bulk of the material contained in the cartridges. The casings were remade into items such as park benches. The toner powder was reused in the manufacture of polymer based plastics.
- Some suppliers were more enlightened in their approach to minimising the impact of their transport fleets and the effect of packaging materials
- Questions arising about quality issues with manufacturers' equipment were addressed by getting suppliers to indemnify TfL/LUL against any problems affecting printers.

Conclusion

In looking at a combination of commercial factors and the sustainability of the recycled product being offered, the contract was awarded to Gilbert Office Depot, Niceday. This offered TfL a robust, value for money contract with a more meaningful environmental element that would not compromise operations.

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Case Study Number 12

Title City of Göteborg, Sweden: Public Urban Transport Services

Tool C

This case study is one of a series from different organisations on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

Background

The City of Göteborg provided a public transport scheme subject to competitive tendering, to serve the public needs and to profit from the efficiency advantages of competition. The objectives of the scheme included incorporating specifications targeting environment and service quality into tenders for public transport in the city.

Environmental Specifications

One strategy was to include emission standards in the specifications of the call for tender. NOx levels had to be below 5g/kWh and particulates below 0.11 g/kwh, reflecting EURO 3 standards. Some flexibility was left on how these standards could be achieved. The specification also demanded that by 2000 10% of fuels would have to come from renewable resources; that buses should not be older than 10 years, and the fleet average should be no more than five years old.

The second strategy was to give incentives for results which exceeded those demanded. A bonus was given in the award tendering process to those who would achieve even stricter emission standards. Incentives were also given for good service quality.

Result

All the environmental standards were achieved and targets for decreasing reliance on fossil fuels achieved two years early. A higher level of public transport was also achieved with the same amount of public subsidies provided for the system.

Lessons Learnt

The system used resulted in competitors having interests that differed when the specifications of the call for tender were designed. In one case in 1998 a call for tender was brought to court by two competitors who claimed to be discriminated against by the requirement to take over existing personnel as well as the infrastructure of natural gas filling stations. The court ruled that the authority could not require an operator to take over personnel or busses e.g. natural gas buses.

It is recommended that specific emission levels are set as a criterion when tendering, not the demand for a specific technology e.g. diesel fuelled buses. The body which sets the tender will theoretically then only receive the reduction in emission levels whilst the supplier must provide the adequate technology to achieve the reduction

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Case Study taken from ICLEI website, www.iclei.org

Case Study Number 13

Title City of Santa Monica, USA: Environmental Purchasing Programme

Tool C

This case study is one of a series from different organisations on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

Work with Existing Purchasing Procedures

Santa Monica did not wait to change existing purchasing policies in order to effect environmental purchasing. Instead, with each product category, the city used existing procedures. Some environmental products are purchased using a formal, citywide bid, while others are requested by individual city departments. The city's warehouse stocks many high volume, frequently-used environmental products, while others are purchased on an as-needed basis. For each purchasing procedure, the Environmental Programs Division supplies information and, in some cases, the actual specifications to be used.

Improve Purchasing Policies and Systems

Santa Monica looks for ways to improve purchasing policies and systems (eg computerisation) to facilitate environmental purchasing. After evaluating the purchasing process for alternative cleaning products, the city decided to revise its specifications to simplify them for future use. The city also is investigating adding language to its municipal code that will ensure that environmental purchasing continues to be a high priority for the city and make it easier to accomplish. In addition, the city is expanding its computerised tracking of purchases.

Approach environmental purchasing one step at a time

As part of the Toxics Use Reduction Program (TUR), the city had many goals for environmental purchasing that included adopting new purchasing policies for a wide range of products. The city started, however, with a single group of products: alternative-cleaning products. When that program was well established, the city turned its attention to Integrated Pest Management System (IPM). By focusing on one product category at a time, the city was able to implement a more comprehensive, workable purchasing process. In addition, each time the city buys a new product it tests the product using a pilot program. Only after the pilot stage has been successfully completed and evaluated does the city buy the product on a large scale.

Address the entire purchasing process as a system, rather than focusing on just the product

Santa Monica's approach to purchasing starts with up-front research by appropriate individuals and then proceeds to drafting specifications, testing products, training end-users, and evaluating both the products purchased and the purchasing process. By focusing on the entire process rather than individual products, Santa Monica is able to realise its environmental purchasing goals.

Create partnerships between environmental and procurement staff

Santa Monica's Environmental Programs Division and Purchasing Division combine expertise and share the workload of environmental purchasing. The Environmental Programs Division's research, advice and specifications assist buyers with the task of purchasing products and services deemed safer for the environment and human health. The buyers, in turn, help Santa Monica achieve its purchasing goals by screening requests from other city divisions. The Environmental Programs Division also provides

advice to procurement staff in city divisions preparing requests for the Purchasing Division or making small purchases.

Enlist the support of both high-level officials and end-users

The support of Santa Monica's city manager, City Public authority, and department heads is invaluable to the city's environmental purchasing efforts. The insight and support of the end users for alternative products and services also are instrumental to the city's success. Santa Monica recognises the importance of, and actively solicits, this kind of broad-based support for environmental purchasing.

Recognize and utilize the specific expertise of end-users.

Santa Monica relies on its end-users to provide essential feedback about product performance. When a particular end-user is recognized by peers as having expertise with a specific product category, Santa Monica finds soliciting that end-user's comments to be particularly helpful. For example, to test custodial floor care products, Santa Monica relied on the city's leading floor care expert, a member of the city's custodial staff.

Keep staff with purchasing power aware of policy changes

A number of individuals making small purchases continued to buy traditional, more toxic products even after Santa Monica had officially changed its policies. Environmental Programs Division staff read through all purchase orders for chemical products to verify whether the new policy was being implemented. If the product purchased did not meet the city's new criteria, Environmental Programs Division staff informed the purchaser & the department head. The department heads are supportive of the program & help ensure implementation of the policy. When individual staff were asked why they did not follow policy, they provided valuable feedback that helped Santa Monica improve its program.

Expect a certain amount of resistance to change and scepticism about alternative products

Initially, many end-users were sceptical about the efficacy of alternative products or resistant to changing established practices. Santa Monica found that including end-users in all phases of decision-making & having pilot programs helped it meet this challenge.

Investigate third-party certification and other ways to verify vendor information

Santa Monica's efforts to evaluate environmental products were made more challenging because it could not always obtain complete, accurate information from vendors. In addition, city staff lack the time & expertise to verify manufacturers' claims about their products. The city investigated Green Seal & other certification programs but has not found an organisation that provides the comprehensive information it is seeking. It was noted that third-party certification, either by the government or by a non profit organization, would help Santa Monica's efforts.

Train staff in how best to use alternative products

Santa Monica's research revealed that many alternative products, such as cleaning products, require different methods of application. Santa Monica found that training end-users in how best to use the alternative cleaning products increased the effectiveness of the products and boosted approval ratings for the new products. In addition, staff training contributed to efficient use of the products, which helped save the city money. IPM is another area in which Santa Monica sees the benefit of training end-users. Training city staff in how to prevent pests is a cornerstone of this effort, and staff's implementation of these procedures helps reduce the need for treating pests.

Track specific purchasing information by computer, if possible

Santa Monica's warehouse tracks purchases according to product category. This helped the Environmental Programs Division evaluate the success of the city's switch to alternative cleaning products. Santa Monica also tracks purchasing information for small purchases. These quick purchase orders are entered in a newly established database,

and quarterly reports are generated. The city also can access specific information on citywide formal bids of more than \$25,000. As noted above, however, the city currently has no way to track specific purchasing information for purchases between \$1,000 and \$25,000. The custom computer system recently ordered by the city will track this information and enable the city to more easily measure the success of its environmental purchasing efforts.

For more information see:

<http://santa-monica.org/home/index.asp>

Case Study Number 14

Title Ernst & Young, UK: Pencils

Tool C

This case study is one of a series from different organisations on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

Ernst & Young, one of the world's leading professional services organisations, helps companies across the globe to identify and capitalise on business opportunities. The UK firm of Ernst & Young recently launched an enhanced Environmental Policy, and asked London Remade to advise on sources of recycled stationery products.

London Remade researched London's recycled stationary suppliers, and presented the results throughout the UK at a series of breakfast meetings. Stationery supplier information and contact details were provided to Ernst & Young alongside samples of the various products on the market.

What was Procured?

Remarkable (Pencils) Ltd manufacture award winning pencils made from recycled plastics vending machine cups. The pencils are available in a full range of colours and company names and logos can be printed onto the pencil for promotional purposes. The plastic cups, high density polystyrene or thin walled tea, hot chocolate, coffee and water cups, are collected from companies and organisations all over the UK and manufactured into pencils by one of a kind machine at Remarkable's factory in Hammersmith. Remarkable pencils are available direct from Remarkable Ltd or from various leading stationery suppliers.

Advantages

As a result of the Mayor of London's Green Procurement Code, Ernst & Young has changed its pencil supplier and now buys 100% recycled pencils. The pencils are available to all staff, and in all meeting rooms. As a client-facing organisation, Ernst & Young welcomed the opportunity to have a promotional item which communicates its environmental policy. Ernst & Young is also 'closing the recycling loop' by sending all its used plastic cups to 'Save a Cup Recycling', the organisation that supplies Remarkable, and then buying back the pencils.

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Case Study Number 15

Title City of Plymouth Council, UK: Energy

Tool C

This case study is one of a series from different organisations on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

The City of Plymouth has committed to an environmental strategy and sees the purchasing of renewables-sourced electricity as being a key activity in support of this strategy. The City has purchased green electricity as part of the electricity tariff for all its properties qualifying for the competitive electricity contracts.

Procurement Procedure

The tender document was kept simple in content and tenderers were advised that the City was committed to an environmental strategy and that in addition to 'standard' tender prices they should also submit details of their ability to provide electricity generated from renewable sources and the premiums applicable to such supplies. Of the six suppliers that submitted tenders, only two were in a position to provide electricity supplied from renewable sources. SWEB submitted the best green tariff in which they proposed to supply 20% of all electricity consumed with electricity generated from renewable sources. This was not the cheapest tariff offered, two 'standard tariffs' were cheaper. However the SWEB 20% tariff was the cheapest tariff containing green electricity and the overall package represented a cost saving on the previous tariff.

Auditing Greenness

Because the City is responsible for spending public money it must ensure that there is a direct correlation between consumption and generation of renewables-generated electricity. SWEB was able to demonstrate that the supply of renewable electricity they were offering was externally audited and verified.

Lessons Learned

- Current tendering documents and procedures should be adequate
- The addition of a request for renewable electricity in addition to standard tariffs will provide the options needed
- Be flexible about the amount of renewable electricity purchased as this may allow the supplier to put together a package that contains renewable electricity at little or no additional cost
- Use the term 'renewable' as opposed to 'green' because this has a stronger link in the public mind with the sources technology i.e. wind, hydro etc

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Case Study Number 16

Title Barcelona City Council, Spain: Green Procurement

Tool C

This case study is one of a series from different organisations on how green procurement has been successfully integrated, or how the organisation overcame barriers that were preventing the effective implementation of green procurement measures. Each case study contains links to the relevant category (policy, internal awareness, market supply chain, innovation, enforcement) that is addressed, and has contact details of where further information can be obtained.

Since the year 2000 Barcelona has been developing the 'Green Office' programme with the aim to introduce sustainable requirements in the workers' behaviour and in the municipal purchasing (green procurement). In 2001 the City Public authority passed a Government Measure in order to declare they will introduce requirements for taking into account environmental requirements in the contracts of goods and services. At present there are many municipal contracts that have introduced one or more environmental clauses.

Project development

Greening strategies:

The Barcelona City Public authority has been developing green procurement through the implementation of a wide range of strategies:

1. Ecoaudits as a useful tool to analyse consumption rates (ie paper consumption) and waste production inside the City Public authority.
2. Information, awarness raising and training has carried out through several publications (a periodical information journal 'L'info Oficina Verda', a "Green Office Guide", a 'Guide for Energy Saving' etc.), training sessions and conferences, reports, and best practices compilation.
3. Normative actions: Government Measure on Green Procurement (2001), By-law for the use of recycled paper (2002), Institutional Declaration for Fair Trade (2003), Government Measure for responsible timber purchasing (2003), By-law for responsible timber purchasing (2004),. These normative actions are being very effective to improve green procurement in the City Public authority, helping to change some consumption patterns such as implementing the use of recycled paper, fair trade coffee and certified timber.
4. Support to actions for change in services and departments: many actions have been taken in this field such as indicative posters for the "selective collection points", the edition of 2000 individual selection bins for paper, the use of a double-side sticker for photocopying machines and a campaign for electronic Christmas Cards.
5. Investments in renewable energies in public buildings
6. Greening Public tenders' specifications

Green procurement process

The procurement procedure: every department, district, public company or municipal institute carries out its follow-up. There is no centralised monitoring. For the 10 districts and six main departments there are two central departments: Central Purchase Department and Common Services Department.

For all the other goods and services, every district and department has its own purchase centre (administration office). There are other municipal autonomous bodies such as Parks and Gardens, Schools, Funeral Services, Urbanism Social Housing, that have their own Purchasing Departments, though they have to follow the City Public authority's rules.

Environmental requirements have been introduced in the technical specifications for public tenders. The following figure illustrates the specifications implemented for each tender.

	Urban furniture (2000)	Urban cleansing and waste collection (2000)	Computer Equipment (2001)	paper (2002)	Office Material (2002)	Office Equipment (2002)	Furniture (2002)	Computer Consumables (2002)	Buildings cleansing services (2003)	Road maintenance (2004)	Timber- funeral services (2004)
EMAS or ISO 14001 Bidder											
EMAS or ISO 14001 Producer											
Compulsory definition of the product environmental features (technical specifications)											
Ecolabels orientation per products											
Product environmental criteria as voluntary improvement											
Products or substances exclusion with environmental impacts (PCV, tropical wood...)											
Bidder liability in correct waste management											
Other technical specifications with regards to use and maintenance (recharges available) or health											
Environmental criteria in the service delivery definition											
Environmental criteria points	6%	16%	13%	29%	26%	26%	26%	26%	11%	17%	43%

A case example: implementation of timber responsible procurement policy

Ecologists groups accelerated the inclusion of this issue in the City Council's Agenda. A working group under the umbrella of the Municipal Council for Environment and Sustainability (the Local Agenda 21 follow-up body) was created in order to study the implementation of wood procurement in the Council's policy.

As a result of that work, all the political parties in the City Council approved in December 2003 an Institutional Statement. A government measure followed and finally a municipal by-law, which is compulsory for all departments, districts and municipal organisms:

BY-LAW

In order to promote the acquisition of certified timber with certifications that fulfil the most demanding requirements, to request forest certificates issued by an independent organism that meets the following criteria, when applicable:

- a) protection of biodiversity, including the conservation of primary forests and/or interests for conservation;*
- b) long-term management of forests;*
- c) a custody chain that guarantees that the end products have been manufactured using certified wood;*
- d) recognition of the rights of the indigenous population and their lifestyle;*
- e) improvement of the workplace and social conditions of the workers and local communities;*
- f) participation and consensus of non-governmental organisations.*
- g) In public municipal tenders, an order of preference will be established for certificates and supporting documents, giving priority to those bodies that offer the greatest amount of information about the environmental characteristics of the products, sustainability during the production and removal processes, as well as the social criteria required in the accreditation process. The order shown below goes from the greatest to the least important requirement:*
- h) timber or timber products with a FSC seal or equivalent certifications.*
- i) other certificates of forest management in a national or regional setting issued by an independent third party (FSC, PFEC, Blue Angel, DGQA or equivalent).*

- j) *documents that certify that the timber or timber products come from companies that are committed to sustainable forest management through alliances and collaborations with NGOs working towards a certification of forest management. In this case, a description of the measures initiated will be requested.*

To avoid the acquisition of timber coming from illegal forestry, a certificate of origin of the timber will be requested from all suppliers (country and region). In the case of the purchase of tropical timber, these organisms must hold a forest certification that meets all the criteria a) –f) detailed above in order to avoid timber products coming from the illegal cutting down of trees, or from conflict zones (holding a FSC forest certificate or the equivalent proves the fulfilment of all the aforementioned criteria).

The more sustainable use of forest resources involves the reuse of raw materials coming from recycling processes, as is the case for paper. In order to evaluate the offers for supplying paper in bulk, the order of preference for evaluating the offers will be from most to least preferential:

- a) *Recycled paper:*
- b) *recycled paper with certification from Blue Angel, DGQA or the equivalent.*
- c) *recycled paper with certification from other non-official organisms.*
- d) *Non-recycled paper:*
- e) *paper with the FSC seal.*
- f) *paper with the Nordic Swan or the DGQA seal or the equivalent.*
- g) *If it is considered necessary, additional criteria may be defined with respect to the treatment of timber that guarantees a low environmental impact (like for example, treatments for timber being used for the exterior or other treatments that exclude dangerous substances). These criteria must be established in accordance with the DGQA criteria for wood and products derived from timber.*

Following-up the responsible wood procurement policy

A working group consisting of all departments, districts, and municipal companies and institutes that purchase wood, such as Parks and Gardens, the Funeral Services, Urbanism, etc. was created as a policy follow-up body.

Training sessions on certified wood was and are being held.

A register of the wood purchased is now under development. The objective is to elaborate a report.

Monitoring and actors involved

The 'Green Office' programme provides advice upon demand, then a certain follow-up is undertaken, but not in a systematic way.

In the City Public authority: the environmental department has taken the lead within the 'Green Office' programme, first with green procurement, and afterwards including also fair-trade products and certified wood, and including social criteria in public tenders. The 'Green Office' programme has external support for technical advice.

Current situation

- Recently working in revision of the paper tender (renewed every 2 years) in order to include the statements of the responsible consumption of timber policy
- Currently working in the greening of the fuels for the city public authority's vehicles tender
- We are participating in projects related to social and ethical procurement, such as the CARPE (Cities as responsible procurers in Europe) lead by Eurocities and the Clean Clothes Campaign, that is being lead by SETEM (Fair trade NGO) in Catalonia.
- We are participating in ICLEI's BigNet and are members of Procura+

Outcomes

- 88 vending machines of the City Public authority sell fair trade coffee, that accounts for the 30% of the coffee consumed in the City Public authority
- aprox. 60% of the paper consumed is recycled

- The main internal public tenders have been greened
- Selective collection is in all municipal buildings
- 1.557m3 of timber was bought following the criteria of the timber by-law in 2004

Lessons learned

In some issues of the Green Office Programme such as: fair-trade products and certified wood the role of ecologist and fair-trade groups and NGOs has been crucial to put those issues in the Agenda, both internally and externally encouraging suppliers to certify themselves (basically with FSC).

Information and training carried out at all levels appears very useful to change habits.

Hurdles

Legal framework could be clearer: EU directives have not been yet translated into national law.

Sometimes it's been technically difficult to evaluate proposals, and therefore external help has been needed.

Procurement in the City Public authority is mostly decentralised which makes difficult to do the follow-up.

Sometimes the market is not ready to provide products with specific technical requirements.

For more information please contact

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www.bcn.es/agenda21/oficinaverda

Use of reusable glasses in the municipal plenary	■											
<u>Actions carried out with the trade sector</u> Campaign: Five weeks to reduce waste.		■	■	■	■	■						
<u>Actions carried out with citizens</u> Promoting the use of cotton bags for children's breakfast at schools	■											
Promoting citizen's organizations use of municipal washable crockery							■	■	■	■	■	■
Controlling free advertisements in the post		■	■	■								

Actions in 2003

	April	May	June	July	August	Sept.	October	November	December
<u>Actions carried out inside the City Public authority</u> Use of reusable glasses in all municipal buildings			■	■	■	■			
Use of reusable glasses in the <i>Pig and beer festival</i>						■			
Wholesale purchasing of concentrate cleaning products						■			
<u>Actions carried out with the trade sector</u> Seminar: "Shops without waste"		■							
Information point in the "Artesanalia" market		■							
Promoting the use of cotton bags in bakeries			■	■	■	■			
Promoting reusable cotton bags							■	■	■
<u>Actions carried out with citizens</u> Promoting the use of cotton bags for children's breakfast at schools	■								
Promoting citizen's organizations use of municipal washable crockery							■	■	■

As a successful achievement it is important to point out that some of the actions launched in the Campaign are still going on. Therefore, as a result of the Campaign reusable glasses are still being used and introduced in the City Council and in the municipality, more schools are promoting the use of cotton bags among children to carry their breakfast, and furthermore the City Council has continued to employ more sustainable cleaning products.

Specific actions regarding public green procurement

1. Use of biodiesel in public vehicles started when the supply for this fuel was introduced in one of Manlleu's petrol stations. As a pilot action the urban microbus was the first to use biodiesel. However the Council has not yet compared consumption rates between the use of biodiesel and diesel.
2. Reusable glasses: public concessions for the use of municipal buildings are obliged to use reusable glasses (e.g. the pool bar). Moreover, reusable glasses have been introduced in all City Council Departments. In summer 2003 the bar located in the swimming pool started to use just reusable glasses and resulted successfully in the use of 1,500 glasses. Another experiment was the use of 10.500 reusable glasses for the *'Pig and beer festival'*.
3. Recyclable and reusable toners: A pilot action has been implemented in order to achieve an optimum quality. Purchasing for these products has been coordinated between the purchasing department and the computer department, moreover the

accounts' department, secretary's office and general offices (except for some departments) have also taken part in this purchasing action.

4. Ecological and recyclable paper: Currently there is a low use of ecological and recycled paper in Manlleu City Council and the purchasing department is working to increase the use of this type of environmentally friendly paper.
5. Street furniture and others: Recently environmental specifications have been required to acquire furniture for parks (e.g. cycle parking, solar streetlights, low energy lighting, etc.)
6. Wholesale orders for concentrated cleaning products: Actions have been taken in order to reduce the packaging waste derived from the use of cleaning products. This has been done through buying bigger packs and centralising purchasing and use. The action has been very useful to reduce the money spent on cleaning products which tended to be very high due to decentralized buying and the purchase of many different brands (with different prices). At the same time, centralized and wholesale purchase has diminished the impact derived from the transport of goods and the environmental impact has also decreased by using more environmentally friendly products. It is interesting to note that orders have been cut from 300 per year to just two orders per year. Moreover there is currently more autonomy to purchase products because the City Council is now able to make use of a warehouse. To carry out all these changes the workers have been trained on how to use the new cleaning products correctly.
7. Tenders and concessions: Since political approval of *Public environmental responsible purchase policy* by Manlleu City Council, some environmental requirements have been introduced in public tenders:
 - Some requirements were made to the company that has the concession for streets cleaning and waste collection; these were based on using environmentally friendly products and implementing an EMS (Environmental Management System) following ISO 14.001.
 - The pool bar is obliged to use reusable glasses.
 - Environmental requirements were used to draw up a project for the civic centre in the l'Erm neighbourhood, such as preference to use greener materials (recycled, recyclable, non toxic, energy saving, etc.).

The specific environmental requirements that have been introduced in public tenders are that the company just have implemented an EMS (EMAS or ISO 14.001); company workers must have a level of environmental knowledge; the company just have an environmental program that states the environmental measures that will be used when carrying out work, and other particular environmental specifications can be required

Current situation

Manlleu City Council aims to carry on working on waste prevention following the outcomes obtained during the campaign launched on 2003. Between the end of 2005 and the year 2006 the action plan (with the support of the Catalunya Waste Agency) focuses on the following actions:

1. Workshop on ecological cleaning for citizens.
2. Workshop on waste reduction for old people (in the community centre, in the old people's home, etc.) Informative meetings will be carried out focused on waste; environmental problems and the 3R (reduce, reuse and recycle).
3. Waste prevention campaign in the City Public authority services. In this field some work has been done already (between 2004 and 2005) in order to save energy with very positive achievements.
4. Promoting the use of lunch boxes in the fishmonger's.
5. Promoting the use of cotton bags for buying bread.
6. Introducing reusable packaging in the catering sector.
7. In 2006 a calendar with advices on waste reduction will be handed out to all the establishments (fishmonger's, bakeries, bars, restaurants, etc.) that take part on the actions for waste prevention.

Outcomes

Some interesting achievements can be underlined from the green procurement actions carried out:

- reduction of waste and emissions production in the municipal buildings,
- rationalizing and greening the service of contracts and purchases,
- 5.000€ per year reduction in the budget to acquire cleaning products.

Furthermore, some of the actions undertaken by the City Council are currently being implemented for citizens (i.e. reusable glasses).

The experience undertaken in Manlleu has been spread through meetings, good practices guides, press, etc. This has been useful for other public authorities that have been interested on having more information about Manlleu's experience.

Hurdles

In some cases, recyclable or recycled products have a lower quality (e.g. colour ink for printers).

Usually it is necessary to have local suppliers (e.g. in biodiesel purchase).

Lack of coordination between departments made it a handicap to purchase some products. For example, this is a problem for purchasing cleaning products.

Generally suppliers don't have enough knowledge and information to probe the environmental characteristics of its products (e.g. ecologic and recycled paper).

Some environmentally friendly products have a higher cost.

People can be reticent to use new products if this entails changing habits (e.g. cleaning glasses).

Lessons learned

To plan in advance waste reduction campaigns taking into account which resources will be needed to monitor this action. Some items can make the process difficult such as the lack of suppliers, health system rules, local based action, etc. To solve this it is important to make the project broader.

Awareness and training of stakeholders involved in the municipality is necessary to reduce waste.

For more information please contact

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Case Study Number 18

Title Kent Buying Consortium: Understanding the Need

Tool H – Promoting a Green Market

The Kent Buying Consortium (KBC) found pens made from recycled paper were not durable enough for the needs of staff, at times the casing fell apart as a result of water damage, whereas pens made from recycled plastic, while still being environmentally favourable did not suffer from the same durability problems.

KBC looked into purchasing recycled content paper. 100% recycled paper was available at a competitive price from a local mill, but using material sourced from the U.S. Paper of a lower level recycled content was available from a local mill, using local material, thus significantly reducing transport and its associated impacts and thus providing a more sustainable product.

For more information please contact

procurement@sevenoaks.gov.uk

www.sevenoaks.gov.uk

Case Study Number 19

Title London Borough of Sutton: Training of Procurement Officers

Tool H – Promoting a Green Market

Half day training sessions were held annually to train local authority staff on the London Borough of Sutton Environmental Purchasing Policy and our supplier facing policies. A key part of the training was to consider the contract specific environmental aspects and the need (in some cases) to conduct an environmental impact assessment.

One to one support was also provided to Procurement Officers, with the following stages of procurement:

- assessing the responses to pre-tender questionnaires in order to establish whether the Environmental Policies provided (assessing against ISO 14001 policy standard), the validity of EMS certificates provided and the quality of responses to other environmental questions, were sufficient.
- helping assess the environmental impacts of a service being contracted out and defining the environmental specifications, in line with local authority environmental policy.
- helping evaluate responses to the environmental criteria in tender submissions.

For more information please contact

melanie.wosner@sutton.gov.uk

www.sutton.gov.uk

Case Study Number 20

Title London Borough of Sutton: Training Suppliers

Tool H – Promoting a Green Market

Two one-day workshops for suppliers were held during 2001. Business Eco Network operated these on our behalf of the London Borough of Sutton. They comprised tutorials and interactive sessions, which enabled attendees to identify their environmental effects and minimise waste. The attendees were given the option of one day's free consultancy as a follow up. The workshops were attended by over 20 firms and were regarded as a success.

For more information please contact

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Case Study Number 21

Title Kent Buying Consortium: Alternative Fuels

Tool H – Promoting a Green Market

KBC was able to lease alternative fuel vehicles for fleet services (normally more expensive than petrol or diesel vehicles) at a comparative cost to previous individual public authority fleet contracts.

For more information please contact

procurement@sevenoaks.gov.uk

www.seveoaks.gov.uk

Case Study Number 22

Title Kent Buying Consortium: Furniture

Tool H – Promoting a Green Market

A successful trial of furniture produced from pear tree timber by KBC provided confidence in the product for a contract by the consortium, and security for the supplier to expand.

For more information please contact

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www.sevenoaks.gov.uk

Case Study Number 23

Title London Borough of Lewisham: Consortia

Tool H – Promoting a Green Market

NHS PASA has a sustainability officer to look at products purchased, providing a service that hospital purchasing staff would not have the time to undertake. Communication events between PASA and the Hospital Trusts provide a platform for views and issues on products to be discussed, and sets the future direction. This allows individual hospitals to promote an environmental agenda, even though they may not have the time to undertake the required research.

Vantage Marketplace has a supplier team to work with buyers, undertaking requests for product information, and searching for new and innovative products available. The marketplace set up by Vantage is able to support many small and innovative suppliers by providing a platform for them to reach the market. In turn this also puts the market into contact with innovative suppliers they may not otherwise have come across.

Lewisham participated in a joint contract between four London Boroughs for a bottled water service that provided both financial savings and environmental improvement through significantly reduced transport. In Lewisham cost savings amounted to approximately 20% and the number of contractors delivering water was reduced from 10 to one. As a member of the LCSG they were able to raise awareness of the opportunities in this area, this contract has since been picked up by the LCSG for replication.

The Kent Buying Consortium organises market days to keep abreast of developments in products or service areas. Local suppliers forums also bring suppliers together who individually may not be able to support a contract, but may be able to do so collectively or as sub-contractors.

For more information please contact

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Case Study Number 24

Title London Remade: Green Procurement Code

Tool H – Promoting a Green Market

London Remade has developed the Mayor of London's Green Procurement Code (as discussed in the tool itself); invested in businesses; and provides a brokerage service for markets for waste materials. New or enhanced markets as a result of London Remade include recycled clothes turned into high fashion, recycling of whitegoods, tiles made from recycled glass, and stationary made from recycled plastics and tyres. Many of these goods are collected from or sold to Public authorities.

For more information please visit

www.londonremade.com

Case Study Number 25

Title WRAP (Waste & Resources Action Programme): Recycling projects

Tool H – Promoting a Green Market

WRAP's mission is to accelerate resource efficiency by creating efficient markets for recycled materials and products, while removing barriers to waste minimisation, re-use and recycling. It has worked with individual local authorities, undertaking studies on the volume of recycled products available that could be incorporated into projects at no additional cost. These studies have provided useful examples of what can be achieved and the cost implications for local Public authority projects, encouraging the use of recycled materials.

For more information please visit

www.wrap.org.uk

Case Study Number 26 -Not available

Case Study Number 27

Title London Borough of Lewisham: Pinnacle housing

Tool H – Promoting a Green Market

Pinnacle is an organisation that manages social housing in Lewisham, this relationship means that certain elements of their procurement such as building maintenance are already dictated by the local authority. Purchasing by Housing Associations is generally ad hoc in comparison to local authorities, as a result of reduced resources and knowledge, and therefore the ability to manage purchases in a more controlled manner through contracts. Joint procurement between these organisations could be successful where:

- there is a sound understanding of any legal issues;
- a willingness to move forward by both parties;
- easy products such as paper are the first joint procurement activities;
- a champion within each organisation to take it forward;
- does the external organisation go across local authority boundaries, some product areas may work best with a joint contract with one borough or a joint regional buyers consortium such as purchasing paper through the LCSG contract;
- awareness of different quality expectations such frequency of cleaning needs to be considered – but this should not rule out the ability to move forward;
- look for organisations with the closest links in terms of operations and products and services purchased, to limit contract variations from major changes in volumes over the contract life;
- working parties that involve all the organisations are a good place to start discussions.

There are considerable benefits for an organisation such as a Housing Association to be involved in the more controlled and developed procurement systems of a local authority. As a result, a local authority may be uncertain as to what benefits they will achieve and should consider the purpose of the local public authority and the community benefits that will be achieved by this joint procurement (e.g. if the Housing Association saves money on purchasing they may be able to provide a better service to residents in your Borough); is there a potential for a service fee to be charged by the local authority where the main benefits are to the Housing Association (e.g energy management of buildings service).

For more information please contact

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Case Study Number 28

Title Lloyds TSB Marketplace: Vantage eBuying Platform

Tool H – Promoting a Green Market

The Vantage eBuying platform (Marketplace) provides an eCatalogue which is used by Lloyds TSB Bank and many local authorities in the UK for purchasing items such as stationary, IT consumables and building materials. The Marketplace holds catalogues uploaded from numerous suppliers who can provide a public price list, and a price list for specific customers. This allows the 'Buyers' to run single or joint tenders for particular products, then purchase them through the Marketplace at the set contract prices.

This method of purchasing also supports the use of suppliers from the Small to Medium Enterprise sector. It increases the volume of Buyers they can reach and reduces their resource requirements in 'Selling to' Public authorities, which is normally only achieved through joint procurement. In this case it does not bring the added tender requirements that may come with local authority joint procurements as a result of increased contract value.

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Case Study Number 29

Title South East England Centre of Excellence: Regional Consortia

Tool H – Promoting a Green Market

As part of the National Procurement Strategy in the UK, Regional Centres of Excellence were set up to support its implementation. One of the South East England Centre of Excellence projects is to develop further the use of regional consortia to include the National Health Service (NHS), Primary Care Trust, Universities and Local Police and Fire Brigades.

Purchasing systems and requirements need to be considered to ensure that opportunities for joint procurement with other organisations are successful. UK hospitals purchase a majority of items through their national purchasing bodies NHS logistics/PASA. The Centre of Excellence programme and PASA are discussing joint procurement options such as:

1. Local authorities using the expertise of PASA by purchasing small volume items such as hygiene related products through their contracts.
2. Joint procurement with local hospitals for commodities that are not clearly defined under contracts such as lift maintenance and building maintenance.
3. Joint procurement with local organisations on commodities not currently purchased through consortia where the local authority has the expertise.

Therefore, to undertake joint procurement with external organisations it is important to identify the following:

- Is there a national purchasing body?
- What commodities are purchased by both the local authority and the organisation in question?
- Which of these common commodities are purchased nationally and which are purchased locally?
- Are there any small volume purchases the local authority undertakes that can be linked into contracts of the organisations National purchasing body, particularly where they will greater expertise on the commodity?

- Are there any locally purchased commodities that are not on contract for developing local joint procurement?
- Are there any local authority contracts that the organisation would benefit from joining as a result of local purchasing and improvements in volume?

For more information please visit

<http://www.kent.gov.uk/sece/>.

Case Study Number 30

Title London Borough of Lewisham: Electricity Purchase and Energy Installation

Tool H – Promoting a Green Market

Aim

To go beyond supporting renewable energy through its purchase, and move to enhancing the renewable market through guaranteed additional installations as part of a supply contract. Wind energy was targeted as the renewable energy because of the cost effectiveness of large scale systems and the large capacity of wind generation still untapped in the UK.

Proposed Contract

A partnership agreement to supply 'green' merchant wind power electricity on a 12 year or longer contract, from a named wind farm, supplying 15M kWhr for consumption at both day and night. Prices are to be updated every 12 months based on an agreed index, with contract extensions based on partners agreeing on 12 month fixed prices. Any short-fall is made up by the supply of equivalent Climate Change Levy (CCL) exempt green electricity, and any over-supply can be sold onto the market.

Market Enhancement

Discussions with energy suppliers on the potential of setting up such a contract showed providing the guarantee of electricity consumption by the local authority would enable additional investment to be found for development of wind turbines and that there could be a discount for the authority. As a result a 12 year contract is proposed as this is considered the likely payback investment period, where energy contracts generally tend to run for three year periods. Two utility companies have expressed their interest in such a partnership and discussions are being held to determine the contract requirements that will make such a partnership work for both the utility company and the Public authority. Indications are that a contract of this length will also guarantee Lewisham pays the same price or less than the cost of 'brown' electricity.

Lewisham is likely to be the first local authority in the UK to undertake such a contract, following on from the example set by Co-operative Financial Services (UK). Negotiations to set up this contract will pave the way for other Public authorities, with future reports on our progress giving them the confidence to move forward. This contract will also help windpower companies to establish themselves in the UK by increasing demand. Finally the badging of a turbine with Lewisham's logo and publicity of the contract will create a statement regarding Lewisham's commitment to the environment.

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Case Study Number 31

Title London Borough of Lambeth: Cleaning Contract and the Use of Micro-fibre Cleaning Cloths

Tool H – Promoting a Green Market

Aim

To reduce the dependence of contractors on chemical cleaners and to specify more environmentally stringent chemical cleaners for when they are needed.

Contract

The cleaning contract covered 55 local authorities. The contract specification encouraged the use of equipment such as microfibre cloths and vacuumated dry steam cleaners that achieve the desired level of cleaning whilst removing the need for any application of chemicals. The use of scented materials and chemicals was discouraged as was the use of combined cleaner and disinfectant, which has tended to encourage the overuse of disinfectants. Certain ingredients, such as optical brighteners and chlorine compounds were prohibited, whilst other ingredients such as VOC's and phosphates were limited. Biodegradability of chemicals was required to match the now implemented EU Directive standard. Staff training with particular reference to dosage requirements of products and correct handling was required.

Market enhancement

Lambeth's Contractor OCS (a large company) requested that trials were conducted to ensure cleanliness matched their standards and that there were no additional burdens on staff. To encourage the contractor, the cost of buying & installing washing machines for cleaning the cloths was bourn by the Public authority who expect to see reduced costs on the contract as chemicals won't need to be purchased.

For further information please visit

www.lambeth.gov.uk

Case Study Number 32

Title Sandwell Municipal Borough Council: Business Support Network

Tool H – Promoting a Green Market

This case study illustrates how Sandwell Municipal Borough Council in partnership set up a business support network to work with suppliers to generate better environmental performance over time.

Setting up Business Support Networks

It became evident in our questionnaires that many local authorities assist their contractors gain EMS accreditation or help them improve their environmental performance. This is very time consuming and can be a resource intensive exercise so the setting up support networks can provide better assistance as less cost to your authority. There may even be funding opportunities attached for these support networks.

Local support to help business improve their environmental performance, particularly for small and medium sized enterprises, can come from a number of different organisations and the type of advice given can be quite varied, much of it being skewed towards financial and marketing issues. There is generally a lack of a coordinated approach to the provision of environmental information. There is a tendency for companies to have to rely on 'enforcement agencies' (in the UK context the Environment Agency and local authorities) to ensure compliance with environmental regulations. For companies to go beyond this 'compliance' stage is often difficult as there is a lack of coordinated information available.

One example of how to remedy this problem is to develop a local support network comprising relevant organisations. The following business support network is used as an example but local circumstances would determine the nature of the partnership. An obvious prerequisite is that there needs to be an initial catalyst to draw together the relevant organisations and to provide the necessary leadership and practical support to the network in order that it can function properly. It is essential that the network is established as a long-term activity, it will not have the confidence of business if it is seen as a short-term initiative. In many instances the municipality will be the most appropriate agency to take on this role.

The BISNES (Business In Sandwell Network of Environmental Support) Group, is a partnership between the following organisations:

1. Sandwell MBC (Municipal Borough Council) - covering environmental health, trading standards legislation, local regeneration initiatives, transport programmes and town planning and development issues.
2. Groundwork Black Country (charity) - a charitable body whose objective is to improve the social, economic and environmental conditions within the Black Country. (Sandwell is one of the four administrative authorities located within the area generally known as the Black Country. It also manages the 'Black Country Business Environment Association').
3. Black Country Chamber & Business Link - general business advice
4. Black Country Energy Efficiency Advice Centre - offers impartial, independent energy efficiency advice to small and medium sized enterprises. Free local events and seminars are organised about energy saving opportunities.
5. Environment Agency (government enforcement agency) - issues relating to waste management, packaging regulations, pollution control.

The aim of the group is to provide an environmental support network for Sandwell's business sector. The network supports any business within the Borough of Sandwell and can be used to support companies that have supply contracts with the Public authority. It also assists businesses from outside the area, as much of the advice is not district specific.

A part of the work of BISNES is to act as a central point of contact for all business queries and to signpost them to the most appropriate source of assistance. The Group is also proactive in providing environmental awareness seminars and training for business on forthcoming legislation. At various times, seminars have been held on the Packaging regulations, the WEEE regulations, the Climate Change Levy. The advice is direct and practical and the seminars are arranged at a time and a duration that suit the businesses. As they are all held locally there is little travelling time and there is no charge made for the seminars. Businesses are regularly consulted about the sort of information they require and the seminar programme is adjusted accordingly. All these aspects have been brought together and resulted in a trusting relationship between business and the BISNES agencies.

Practical Environmental Management

For those companies that wish to take the training of their staff to a more formalised stage the BISNES partnership provides a course, run by Groundwork Black Country, and which is accredited by the 'Chartered Institute of Water and Environmental Management'. The course is organised into seven modules each of which involves a half-day training session, taking place at two-week intervals, comprising workshops and portfolio compilation with a final assessment.

The course content is broadly listed below:

- Environmental Awareness and Policy - global, national and local environmental issues, drivers for environmental management and the need for environmental policies.
- Environmental Legislation - role of environmental regulators, the legislation they enforce and best practice for compliance.
- Aspects and Impacts - How to identify potential environmental impacts within the organisation and to test for the most significant.
- Objectives and Targets - How to set Objectives and Targets on significant impacts and how to design management programmes.
- Implementation and Operation - Establishment of an Environmental Management System – training, communication and documentation.
- Environmental Management System Auditing - Auditing techniques and review process.
- Portfolio Interview and Assessment.

The course provides the organisational skills that are required within a company to tackle in a logical manner the environmental issues that affect a business and will demonstrate to their customers that they are serious in their approach to the management of environmental issues. The individual who successfully completes the course has the achievement recognised by the Chartered Institute of Water and Environmental Management.

The Business Environment Charter

This is the second main element of support with the aims of provide some recognition for businesses that have made an effort to deal with environmental issues. There is no minimum requirement that a business has to meet to sign up to the Charter. All that is required is that they demonstrate a commitment to improving their environmental performance. This means that the Charter is available to any business, whatever their size, sector or previous environmental experience. It is designed to be flexible and to fit in with the requirements of the individual business. It is seen very much as a 'confidence builder' and as a precursor to the more formalised accredited processes.

In addition to the above it is designed:

1. To encourage businesses who may not previously have addressed environmental issues, or who are facing customer pressure to do so, to get involved. As a supplier to the local authority, companies based in Sandwell will be encouraged to take part in the Charter.
2. To be straightforward, business-friendly and with no cost attached.

3. To be attractive to businesses, to encourage their involvement.

The Charter is closely linked to the seminar and training programme of the BISNES Group in order that relevant guidance and assistance can be given to those businesses that need it in order to enable them to continue to improve their environmental performance.

How It Works

The Charter has been designed to be as straightforward as possible. Any business who is interested needs to fill in an Assessment Form. This provides information on the processes and operations involved with the business, and gives an idea of what environmental work has already been done and what areas need addressing. It also provides for the business to identify a way in which they intend to improve their environmental performance. This can be anything as long as it represents a meaningful environmental improvement. Some businesses already have targets or commitments that they need to achieve, due to customer pressure or the like, and these then become charter commitments. In other cases, BISNES can work with the businesses to help them identify suitable targets. The aim is to stress the benefits to the business as well as to the environment. There are generally many things that a business can do that will provide significant mutual company and environmental benefits.

The commitments usually made by businesses include:

- Accreditation to ISO:14001.
- Replacement of solvent-based or hazardous substances with more environmentally friendly alternatives.
- Reduction in waste to landfill or increase in reuse and recycling.
- Introduction of a Green Transport Plan.
- Reduction in energy consumption and increased use of energy efficiency measures

Once a business has signed up to the Charter, it receives information regularly, both general environmental information and also that which is specific to their aims and objectives. We are in regular contact with them, monitoring their progress towards their objectives and giving them whatever guidance they need.

Benefits for business - What Do They Get?

It is essential that the businesses readily recognise that they are going to benefit from their investment of time and action. The list below indicates the benefits of this particular scheme – these can be adjusted to suit local circumstances but the need to be clear and tangible:

- A Certificate, as a practical indication of your environmental commitment. This is used by some businesses in response to customer queries about their environmental performance.
- An Information Pack, containing reference leaflets and booklets, an Environmental Awareness CD-ROM, good practice examples, guides and case studies.
- A Thermal Imaging print of the business premise, showing areas of heat loss (specific to Sandwell)
- Regular legislation updates.
- Groundwork Black Country "Bulletin" providing legal information, case studies and other environmental information.
- Access to the contact helpline for any environmental queries or problems. This is the contact number for BISNES, which is a network of environmental and business support organisations that operate in Sandwell.

For further information please contact

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www.sandwell.gov.uk

Case Study Number 33

Title Driving Innovation and Market Development in Sweden

Tool H – Promoting a Green Market

Local authority procurement has a large potential to create a market for green products and increasing green producers profit margins through economies of scale. This can be done when local authorities demand greener products which stimulates supply thereby leading to a lower price. Local authorities that are powerful market players can spur the innovation and stimulate competitiveness by guaranteeing producers a premium for improved environmental performance. (Clement & Erdmenger 2003).

An example of this process can be observed in the City of Göteborg Sweden. The following section details Göteborg's success stories with partnership working and also outlines the steps that the City used to achieve working relationships with suppliers to contribute to market development.

The Green Chemistry Project

The 'Green Chemistry'- project started about 10 years ago in Göteborg and was a joint project between the city administration (environmentalists), users and producers looked for more environmental adapted lubricant oils. The project was very successful and the results are outlined below:

'Ren smörja' - biologically degradable lubricating oils

Lubricating oils are one of modern society's largest and environmentally most dangerous chemical products. Large quantities of lubricating oil leak out into the environment every year. The leakage per year in Sweden of hydraulic oils alone is equivalent to a large tanker load, about 35,000 cu.m. The greater part of this quantity now complies with the Göteborg requirement 'Ren Smörja', above all as a result of the forest industry adopting the Göteborg environmental requirements. This means that the hydraulic oils are degradable and no longer contain poisonous chemical additives. The Ren Smörja requirements have also been accepted as Swedish standard (SIS norm) for hydraulic oil and grease. One of the largest manufacturers of lubricating oil, Mobil Exxon, has pointed out the 'Gothenburg Group' as one of the six most environmentally promotional projects in the world as regards lubricants.

After this successful work the project team started to work not just for the City of Göteborg but also for the Göteborg Region. Other examples of similar projects that the City of Göteborg has helped to promote are 'Nya hjulspår' (testing of tyres without poisonous so-called HA oils as additives) and 'Säkra stryktips' (development of paints without hazardous solvents and additives).

For further information contact:

Purchasing and Procurement Policy
City of Göteborg Procurement Co
lars.parkbring@uhb.nu
<http://www.uhb.nu/english.asp?nid=5>

Case Study Number 34

Title London Borough of Sutton: Sustainable Timber Policy

Tool H – Promoting a Green Market

The Environmental Issue

Forests and woodlands around the world are being destroyed. One of the main causes of this is timber extraction. The loss of forest leads to the extinction of increasing numbers of plants and animal species, soil erosion, habitat loss as well as excess carbon dioxide,

Local authorities need to take a leading role in sustainable development to ensure they do not inadvertently contribute to forest destruction elsewhere, destroying habitats and depriving poorer countries of their livelihoods. A way to avoid this is by having effective policies to purchase credible independently certified products from well managed forests and using recycled paper from post consumer waste.

The Forest Stewardship Public Authority (FSC) is an international body, which defines sustainable forestry standards and oversees certification. It has developed 10 principles of forest management based on respect for the law, land tenure, rights of indigenous peoples and long-term economics, social and ecological well being. These principles apply equally to tropical temperate forests and do not discriminate against Third World producers. A total of 43 million hectares of the world's forests in more than 60 countries are now FSC-certified. As a result, several thousand different certified wood products are now available. Many leading suppliers and retailers have already committed to work towards only using and selling independently certified timber.

In spite of these products being readily available according to the last survey by World Wildlife Fund (WWF), in 2001 only about a quarter of UK's public authorities has a specific responsible timber purchasing policy and even fewer were fully implementing it (www.wwf.org.uk).

The Policy

Sutton has developed a policy stating that it will use only timber and timber products that carry the Forest Stewardship Public authority's (FSC) Trademark. This applies not only to office furniture procurement but also timber used in building and refurbishment works. If FSC timber is not available the timber or product must have documentary proof that the timber is from a credible sustainable managed source.

Management of policy

The FSC timber policy is available on our Internet site for staff to download and is also included in the local authority's Purchasing Policy. The Environmental Materials Commitment form (see Appendix E) is sent to contractors/suppliers as part of the preliminary tender documents. If a supplier does not commit to using FSC timber and Low Volatile Compound (VOC) paint then they will not be considered further in the tender process. When signing this commitment form suppliers must also agree to provide evidence of FSC purchase if requested, evidence can be the chain of custody certificates to prove the source of the timber. The website for an up-to-date list of FSC suppliers is shown on the form.

Staff compliance with the timber policy is checked by our internal audit department and also by our EMAS external verifiers.

Staff that are responsible for procuring goods or will be managing contracts where timber will be used i.e. housing maintenance are identified via the induction process or through our EMAS monitoring. These staff are then provided with Procurement training where they are educated about the policy and how to implement it.

The guidelines issued to staff are as follows:

1. All contractors must seek out FSC (or equivalent) Trademarked timber and timber products only.
2. All officers with responsibility for specifying timber must devise a suitable method of monitoring contractors' success in purchasing timber under the policy. A specimen form will be circulated to relevant officers as a guide to the information they should give to and receive from contractors.

In Maintenance Contracts specify:

- that waste timber and timber from temporary works should be recycled.

In Supplies Contracts specify:

- where solid wood veneers are required they are not less than 0.9mm in thickness where commensurate with intended use. Note: Thin veneers allow only the repair of modest surface damage. They can also make refurbishment more expensive.
- the need for durability in selecting fittings and furniture which should come with at least a five-year warranty;
- the inclusion with the product of full instructions for care, repair and replacement of worn parts, including inventory numbers for parts and effective procedures for ordering them;
- a preference for refurbished products or ones made from recycled material;
- plywood and particle board with the lowest formaldehyde level.

Promoting better environmental management performance over time

This sustainable timber policy has an environmental 'flow on' effect in the community. Sutton public authority procures large amounts of timber for its services. This policy sends a clear message to the businesses that we will only accept timber products that are sourced responsibly, this in turn raises awareness of the issues to the business community.

This policy also provides increased business for suppliers that have gone to the extra expense and effort to get FSC accreditation, thereby supporting environmentally responsible businesses in our community. Hopefully, over time, as more FSC timber is purchased the prices will decrease.

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Case Study Number 35

Title London Borough of Sutton: Green Supply Chains in Partnership

Tool H – Promoting a Green Market

The initial London Borough of Sutton (LBS) approach was to require firms to provide us with a copy of their environmental policy and within defined timescales achieve registration to ISO 14001 or EMAS. It became apparent, however, that many smaller companies could not provide the resources required. The LBS therefore decided on a new partnership approach based on risk assessment.

LBS organised its policy as follows:

For contracts between £5000 and £100,000 (per annum or order)

Suppliers must provide an environmental policy statement. (Note: Environmental Policy Statement Guidance Notes (Appendix D) are issued to help suppliers who need to develop their policies).

For contracts over £100,000:

LBS will carry out a pre-contract environmental assessment.

- The supplier must either have a registered EMS, for example ISO 14001. LBS will also accept an uncertified EMS as specified in the BS8555 standards. If the suppliers do not have an EMS, the project officer assesses their operations, and if required, will identify and agree an Environmental Improvement Programme (EIP). LBS will agree the programme and monitor progress.
- The supplier will supply a method statement
- Compliance with LBS environmental policy will be a contractual requirement.
- LBS will provide training as necessary to help suppliers meet its requirements.

Suppliers who meet our requirements will be recognised and their green status noted on the Purchase Ledger Control Facility of the local authority's computerised purchasing system.

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Case Study Number 36

Title Codes of Practice in UK

Tool H – Promoting a Green Market

1 Mayor for London’s Green Procurement Code

The Mayor for London’s Code encourages businesses to purchase products made from recycled materials. All 33 London Boroughs have signed up to the Code as a result of the assistance it provides, the prestige of the annual award for purchase of recycled products, and public and political pressure. The Code has varying levels of commitment, including setting measurable targets for buying recycled products. Through the brokering role of London Remade, the code has been able to put authorities and businesses in touch with suppliers of quality recycled products with competitive prices.

The code now has 450 signatories across many sectors of government and private industry. Purchasing reports in the first year (2002/2003) detailed £11,833,593 spent on recycled content products equating to 153,980 tonnes, and in year two (2003/2004) £21,232,000 was spent on recycled content products equating to 396,661 tonnes. The prestige of the award for the Mayors Code brings with it significant promotional opportunities to raise awareness of the variety of recycled products available and their quality. Case studies have shown financial as well as sustainability benefits to signatories. A case study of Lewisham’s involvement in the Green Procurement Code is attached.

http://www.londonremade.com/download_files/London%20Borough%20of%20Lewisham.pdf

2 WWF-UK Forest and Trade Network.

Membership of the Network requires commitment to tracing timber and paper products back to the source, whilst assisting the development of an approach to move away from purchasing products of unknown or unacceptable sources. WWF-UK FTN is affiliated to the WWF Global Forest & Trade Network (GFTN) which is affiliated with national organisations in Austria, Belgium, Bulgaria, France, Germany, Italy, Netherlands, Romania, Russia, Spain, Sweden and Switzerland.

http://www.panda.org/about_wwf/what_we_do/forests/our_solutions/responsible_forestry/certification/gftn/index.cfm

3 International Association for Soaps, Detergents, and Maintenance Products, Europe wide Charter for Sustainable Cleaning.

Aims to promote sustainability among product manufacturers, whilst labelling products with information on safety and use of the product for best results and reduced environmental impact. http://www.sustainable-cleaning.com/EN_symbol.html

Case Study Number 37

Title Industry Awards in UK

Tool H – Promoting a Green Market

1 Master Builders Association Award

Industry Associations such as the Federation of Master Builders have annual industry awards, which provide the opportunity to push the incorporation of sustainability into building projects. The Energy Saving Trust supports a category for Energy Efficiency aimed at reducing the energy needs of a building, whilst reducing costs.

2 Business in the Community Awards for Excellence

Business in the Community is a charity that works with local and global businesses, with the aim of inspiring, challenging, engaging and supporting business in continually improving their impact on society. Its Award for Excellence recognises companies that integrate responsible business practice into their operations, including environmental management. The Supply Chain Award was recently introduced in recognition of the difficulties large businesses are having in addressing social and environmental issues in the supply chain. The intention of the award is to draw out examples of best practice to encourage and provide guidance.

Case Study Number 38

Title **Joint Procurement of recycled paper in Greece**

Tool **D**

Within the framework of the LEAP project the Greek LEAP partners, Municipality of Amarooussion Development Company, Kalithea – Rhodes Sustainability Non Profit Municipal Company and the Municipal Enterprise of Holargos organised a joint procurement (JP) of recycled paper. The overall purpose was to benefit from the number of participants in the procurement action and thus the quantities demanded, in order to reduce barriers to the purchasing of green products, such as higher prices. At the same time the initiative was a great opportunity to stimulate the market for green products. As with the LEAP JP activities in Spain – case study 44 – JP of recycled paper in Spain and Portugal – case study 45 – JP of recycled paper in Portugal, it was decided that recycled paper was the ideal product with which to introduce the concept of JP to the country. Requirements do not vary much from authority to authority, and spending is relatively low. It therefore presents a simple product with low financial risk, with which to test JP procedures. The market for high-quality recycled paper is also not as highly developed in these countries as elsewhere in Europe, and as such JP may prove a useful market driver.

Overcoming internal barriers to setting up joint procurement

The element of the JP activity requiring most attention was the procedure followed. In Greece, public procurement activities and the public sector in general are surrounded by strict legislation. It was due to legislative issues that one of the 7 bodies participating in the JP activity, was forced to withdraw. During the planning stage it was decided to use the standard procedures of the Municipal Companies of the participating municipalities, as these are less strictly regulated. In the end the differences in the procedures used with those typically applied by the municipalities themselves were extremely minor. Nevertheless they were enough to prevent one partner (the Municipality of Ancient Olympia) from proceeding with the actual procurement, with the withdrawal taking place only when the tender was completed and the contracts were to be signed. Unfortunately, it was the legislation that held them back and not the high costs or the lack of political commitment towards the environment!

Recruiting additional authorities

As mentioned above the level participation was of great importance to achieve the intended benefits of bulk buying. For this purpose, the three LEAP local authorities organised a small campaign in order to recruit additional non-LEAP authorities. The method used was the easiest, quickest and most effective one: dissemination to authorities with a history of previous cooperation. The outcome of the effort was quite rewarding. In total, 7 local authorities committed themselves to take part in the JP of recycled paper, (the 3 LEAP partners and 4 non-LEAP authorities):

1. Municipality of Amarooussion Development Company
2. Kalithea - Rhodes Sustainability Non-Profit Municipal Company
3. Municipal Enterprise of Holargos
4. Municipality of Ancient Olympia
5. Municipality of N. Psychiko Environment and Sustainable Development Company
6. Municipality of Rhodes Solid Waste Management Company
7. Marathonios Development S.A

Although seven Authorities may not seem as a great number, given the lack of awareness and experience with either green procurement or JP in Greece, together with severe time restraints, in reality this represents a major achievement, and an excellent basis for building future activities

Model and contractual arrangements followed

The model is based around the decentralised full JP model presented in Tool D, section 3.2 Model A – full joint procurement with the seven local authorities acting as a team under the co-ordination of Amaroussion as Lead Authority. **One** tender was published, for **one** product, recycled paper with **international best practice environmental and technical specifications**, **one** price was offered taking in account the total quantity asked and finally **seven identical** contracts were signed – one **separately** for each Authority. The contracts signed were for one year with the possibility of extension under mutual agreement. The signing period lasted for about two months between April-May 2006.

The procedure, step-by-step

The first action taken was drafting the tender documents (tender publication document, evaluation report, contract) and conducting a market survey on prices and availability according to the specifications provided.

Having incorporated the quantities needed in the tender documents and their final approval, the consortia-team proceeded with the publication of the tender on 1 March 2006. The tender was published in newspapers at the national and local level, as well as the Official Journal of the European Union (OJEU). A period of 20 days was given for the offers to be submitted.

On the 20 March the evaluation committee – consisting of one representative from each participating Authority – met to evaluate the bids. Unfortunately only one compliant bid was submitted. However, the price offered was low and so a good result was achieved. The final step was the contract signing.

Quick overview of the procedure:

- Step 1** → drafting the tender documents, conducting a market survey
- Step 2** → final approval of the documentation
- Step 3** → publication of the tender in local, national press and the OJEU
- Step 4** → evaluation committee announces the winner
- Step 5** → signing the contracts

A number of the actual documents used for the tender (in Greek and one in English) can be found in the Appendices of tool D.

Results and benefits

Given that non competitive prices are one of the main barriers when dealing with green products, the reduced cost achieved with the JP activity is the most significant benefit. In total 430 boxes containing five packages of 500 sheets each, were demanded. The price offered per package was €2.34. The cost for the same paper for the Municipality of Amaroussion without the JP was €2.90 per package. This represents a 19% price reduction for Amaroussion. Even more impressive was the case of Kalithea-Rhodes. In Rhodes the amount paid for conventional paper is €2.40 per package. This means that in this case the recycled paper is cheaper even from the conventional one! A clear additional economic benefit was that administrative costs were much lower. From the Greek perspective it seems clear that such JP activities are a very good way to defeat the price barrier for green products.

In addition, the pilot activity served to raise awareness in the potential of JP. Through the publicity the JP activity generated, many Municipalities showed an interest. Even the supplier received calls for information on the possibilities of participation in similar future actions. The seven local authorities, by jointly procuring, can further be seen to have helped stimulate the market for recycled paper, strengthen co-operation among themselves, form a platform for similar activities in the future. In essence, the activity has greatly helped to promote green purchasing.

Future perspectives

One can expect the above mentioned benefits to be multiplied in similar actions in the future. The effort dedicated on JP was truly rewarding. This is the reason why similar future actions are expected. Hopefully the number of the participating authorities will be gradually increasing and the product will vary, giving signals to the market for a possible turn towards environmental friendly products.

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Case Study Number 38 (a)

Title Joint Procurement of recycled paper in Greece

Tool D

Το Μαρούσι, η Καλλιθέα της Ρόδου και ο Χολαργός προμηθεύονται από κοινού ανακυκλωμένο χαρτί.

Στο πλαίσιο του έργου LEAP, οι Έλληνες εταίροι του έργου, η Δημοτική Επιχείρηση Ανάπτυξης Δήμου Αμαρουσίου, η Αειφορία Μη Κερδοσκοπική Δημοτική Επιχείρηση Καλλιθέας Ρόδου και το Δημοτικό ΚΕΚ Χολαργού, διοργάνωσαν μια Κοινή Προμήθεια ανακυκλωμένου χαρτιού. Στόχος ήταν η αντιμετώπιση των εμποδίων στις πράσινες προμήθειες, όπως πχ το υψηλό κόστος και η ενεργοποίηση της αγοράς, μέσω της συνεργασίας πολλών φορέων και αυξημένων με το τρόπο αυτό ποσοτήτων. Συγχρόνως η πρωτοβουλία αποτέλεσε ευκαιρία για την ενεργοποίηση της αγοράς πράσινων προϊόντων.

Όπως και με τις δράσεις κοινής προμήθειας στην Ισπανία –case study 44 –JP of recycled paper in Spain και την Πορτογαλία –case study 45 –JP of recycled paper in Portugal ως ιδανικό προϊόν για την εισαγωγή της ιδέας της κοινής προμήθειας στη χώρα, επελέγη το ανακυκλωμένο χαρτί. Οι απαιτήσεις δεν διαφέρουν πολύ από Δήμο σε Δήμο και το κόστος είναι σχετικά χαμηλό. Αποτελεί έτσι ένα απλό προϊόν, με μικρό οικονομικό κόστος, για την δοκιμή της κοινής προμήθειας. Επίσης η αγορά υψηλής ποιότητας ανακυκλωμένου χαρτιού για τις εν λόγω χώρες δεν είναι τόσο αναπτυγμένες όσο στην υπόλοιπη Ευρώπη και η κοινή προμήθεια μπορεί να αποτελέσει ένα χρήσιμο επιταχυντή αγοράς.

Ξεπερνώντας τα εσωτερικά εμπόδια σε μια κοινή προμήθεια

Το πιο ζωτικό ζήτημα της Από κοινού προμήθειας, υπήρξε η διαδικασία που ακολουθήθηκε. Στην Ελλάδα οι διαδικασίες προμηθειών και γενικότερα ο δημόσιος τομέας, “προστατεύεται” από αυστηρή νομοθεσία. Μια από τις διατάξεις της νομοθεσίας αυτής στάθηκε η αιτία για την αποχώρηση ενός από τους φορείς που συμμετείχαν στην προσπάθεια αυτή. Κατά τη διάρκεια του σχεδιασμού της από κοινού προμήθειας, αποφασίστηκε πως η διαδικασία προμήθειας που θα εφαρμοζόταν θα ήταν αυτή των δημοτικών επιχειρήσεων, προσεγγίζοντας όσο το δυνατό περισσότερο αυτή των Δήμων. Πρακτικά το τελικό αποτέλεσμα που προέκυψε, ήταν μεταξύ των δύο διαδρομών οι διαφορές να είναι ελάχιστες.

Παρ’ όλα αυτά ακόμα και οι ελάχιστες διαφορές στάθηκαν αρκετές να εμποδίσουν μια Δημοτική Αρχή (Δήμος Αρχαίας Ολυμπίας) να προχωρήσει στην προμήθεια του χαρτιού, μετά το πέρας του διαγωνισμού.

Δυστυχώς για τον Δήμο Αρχαίας Ολυμπίας, ήταν τα νομικά προβλήματα που απέτρεψαν την συμμετοχή τους σε μια κοινή πράσινη προμήθεια και όχι το υψηλό κόστος του προϊόντος ή η έλλειψη πολιτικής δέσμευσης απέναντι σε περιβαλλοντικά ζητήματα!

Προσελκύοντας επιπλέον φορείς

Όπως αναφέρθηκε προηγουμένως η συμμετοχή ήταν ιδιαίτερα σημαντική για την συγκεκριμένη δράση. Για το σκοπό αυτό οι τρεις φορείς διοργάνωσαν μικρού μεγέθους εκστρατεία προκειμένου να προσελκύσουν επιπλέον Δήμους. Η προσέγγιση που χρησιμοποιήθηκε ήταν η πιο γρήγορη, πιο αποτελεσματική και πιο εύκολη: ενημέρωση Δήμων με ιστορικό συνεργασίας, Δήμους με στενές σχέσεις. Το αποτέλεσμα ήταν αρκετά ικανοποιητικό. Συνολικά 7 φορείς δεσμεύτηκαν να συμμετάσχουν στην Κοινή Προμήθεια ανακυκλωμένου χαρτιού (οι 3 εταίροι του LEAP και 4 Δήμοι επιπλέον) και συγκεκριμένα οι:

1. Δημοτική Επιχείρηση Ανάπτυξης Δήμου Αμαρουσίου
2. Αειφορία Μη Κερδοσκοπική Δημοτική Επιχείρηση Καλλιθέας Ρόδου
3. Δημοτικό ΚΕΚ Χολαργού
4. Δήμος Αρχαίας Ολυμπίας
5. Δημοτική Επιχείρηση Περιβάλλοντος και Βιώσιμης Ανάπτυξης Δήμου Νέου Ψυχικού
6. Δημοτική Επιχείρηση Καθαριότητας Δήμου Ρόδου
7. Μαραθώνιος Αναπτυξιακή Α.Ε.

Ο αριθμός 7 μπορεί εκ πρώτους να μην φαντάζει εντυπωσιακός, ωστόσο αν αναλογιστεί κανείς την εμπειρία σε εθνικό επίπεδο σε ότι αφορά τις πράσινες προμήθειες και ακόμα περισσότερο τις κοινές προμήθειες και τους χρονικούς περιορισμούς που υπήρχαν, είναι αρκετά ικανοποιητικός και μια εξαιρετική βάση για μελλοντικές παρόμοιες ενέργειες.

Το μοντέλο που ακολουθήσαμε

Το μοντέλο που εφαρμόστηκε ήταν αυτό της αποκεντρωμένης κοινής προμήθειας που παρουσιάζεται στο Εργαλείο D. Πρακτικά αυτό εφαρμόστηκε με τους 7 συμμετέχοντες να ενεργούν σαν ομάδα υπό τον συντονισμό ενός από αυτούς και συγχρόνως μεμονωμένα επίσης. **Μια** πρόσκληση συμμετοχής στο διαγωνισμό δημοσιεύτηκε, για **ένα** προϊόν το ανακυκλωμένο χαρτί, με **κοινές** τεχνικές προδιαγραφές, **μια** τιμή μονάδος προσφέρθηκε διαμορφωμένη σύμφωνα με τη συνολική ποσότητα που ζητήθηκε από όλους τους φορείς και τελικά **7 ίδια** συμβόλαια υπεγράφησαν – ένα για κάθε Αρχή **ξεχωριστά**.

Κάθε συμμετέχουσα αρχή υπέγραψε χωριστό συμβόλαιο με τον προμηθευτή, υπό τους ίδιους όρους. Επρόκειτο για συμβόλαιο ενός έτους, με δυνατότητα ανανέωσής του με αμοιβαία συμφωνία. Η περίοδος υπογραφής των συμβολαίων διήρκεσε σχεδόν 2 μήνες, τον Απρίλιο και Μάιο του 2006.

Η διαδικασία βήμα προς βήμα

Αρχικά συντάχθηκαν τα πρώτα σχέδια των απαραίτητων για την προμήθεια εγγράφων (προκήρυξη διαγωνισμού, περίληψη προκήρυξης, έντυπο αξιολόγησης, συμβόλαιο) και διενεργήθηκε μια έρευνα αγοράς σύμφωνα με τις τεχνικές προδιαγραφές που είχαν δοθεί από τους εταίρους του προγράμματος LEAP.

Έχοντας συμφωνήσει στο περιεχόμενο των εγγράφων και ενσωματώσει τις διαφορετικές ποσότητες χαρτιού που επιθυμούσε ο κάθε φορέας, η ομάδα προχώρησε με την δημοσίευση του διαγωνισμού στις 1 του Μάρτη. Ο διαγωνισμός δημοσιεύτηκε σε εφημερίδες τόσο σε εθνικό, όσο και σε τοπικό επίπεδο όπως επίσης και στην Επίσημη Εφημερίδα της Ευρωπαϊκής Ένωσης. Ένα χρονικό διάστημα 20 μερών δόθηκε προκειμένου να κατατεθούν οι προσφορές.

Στις 20 Μαρτίου η Επιτροπή Αξιολόγησης - αποτελούμενη από έναν εκπρόσωπο από κάθε συμμετέχον φορέα – συνεδρίασε για την αξιολόγηση των προσφορών. Δυστυχώς μόνο μια προσφορά υποβλήθηκε. Το γεγονός ότι μόνο μια προσφορά υποβλήθηκε δεν υποβαθμίζει τα αποτελέσματα του διαγωνισμού. Το κόστος που αιτήθηκε ήταν ιδιαίτερα χαμηλό, δεδομένων των τιμών αγοράς!

Το τελευταίο στάδιο για την ολοκλήρωση της διαδικασίας της Κοινής Προμήθειας ήταν η υπογραφή των συμβολαίων.

Σύντομη περιγραφή της διαδικασίας

- Βήμα 1°** → σχεδιασμός εγγράφων του διαγωνισμού, έρευνα αγοράς
- Βήμα 2°** → τελική έγκριση των εγγράφων του διαγωνισμού
- Βήμα 3°** → δημοσίευση του διαγωνισμού σε τοπικό, εθνικό τύπο και στην Επίσημη Εφημερίδα της Ευρωπαϊκής Ένωσης
- Βήμα 4°** → ανακοίνωση του προμηθευτή από την Επιτροπή Αξιολόγησης
- Βήμα 5°** → υπογραφή συμβολαίων

Τα κείμενα των κειμένων που χρησιμοποιήθηκαν για το διαγωνισμό μπορείτε να βρείτε στο παράρτημα του εργαλείου 4.

Αποτελέσματα και οφέλη

Δεδομένου ότι η τιμή αντιπροσωπεύει έναν από τους περισσότερο αποτρεπτικούς παράγοντες που σχετίζονται με τα πράσινα προϊόντα, το χαμηλό κόστος που επετεύχθη στο παράδειγμα που παρουσιάζεται, τοποθετείται πρώτο στη λίστα με τα οφέλη. Συνολικά 430 κούτες, των 5 πακέτων, των 500 φύλλων ζητήθηκαν. Η τιμή μονάδος που προσφέρθηκε ήταν 2.34 ευρώ. Το κόστος για την ίδια ποιότητα χαρτιού για το Μαρούσι και εκτός της διαδικασίας της Κοινής Προμήθειας, ήταν 2,90. Η εξοικονόμηση κόστους ανέρχεται στο 19%! Ακόμα πιο εντυπωσιακό υπήρξε το παράδειγμα της Καλλιθέας Ρόδου. Στη Ρόδο το ποσό που απαιτείται για την αγορά ενός πακέτου απλού, μη ανακυκλωμένου

χαρτιού ανέρχεται στα 2,40 ευρώ. Αυτό σημαίνει πως για τη Ρόδο το ανακυκλωμένο χαρτί προμηθεύτηκε σε χαμηλότερες τιμές ακόμα και από το συμβατικό! Παραμένοντας σε ότι έχει να κάνει με οικονομικά, όπως είναι φανερό στην Κοινή Προμήθεια προκύπτουν επίσης οφέλη εξοικονόμησης διοικητικών εξόδων. Το συμπέρασμα που απορρέει είναι πως το εμπόδιο του υψηλού κόστους των πράσινων προϊόντων μπορεί να ηττηθεί.

Ένα ακόμα επίτευγμα της Κοινής Προμήθειας υπήρξε η ευαισθητοποίηση που επετεύχθη. Μέσω της δημοσιότητας που δόθηκε στον διαγωνισμό, πολλοί Δήμοι έδειξαν ενδιαφέρον. Ακόμα και ο προμηθευτής δέχθηκε αρκετές κλήσεις για συμμετοχή Δήμων σε παρόμοιες δραστηριότητες στο μέλλον.

Επιπλέον οι 7 φορείς προμηθευόμενοι κοινώς το ανακυκλωμένο χαρτί, κατάφεραν να ενεργοποιήσουν την αγορά, να συσφίξουν τις σχέσεις συνεργασίας, να διαμορφώσουν την πλατφόρμα για παρόμοιες δράσεις στο μέλλον, με λίγα λόγια να προωθήσουν τις πράσινες προμήθειες.

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Case Study Number 39

Title **Joint Procurement of environmentally-friendly cleaning products in the UK**

Tool **D**

Introduction to ESPO

The Eastern Shires Purchasing Organisation (ESPO)¹ is a regional purchasing organisation operating in the Midlands of England, acting as a purchasing agent for its member authorities² and other customers. It provides a professional cost effective procurement and supply service. The annual turnover exceeds £400 million and the procurement services provided can be grouped into four categories and defined by ESPO as follows:

- A strategic role offering best practice relating to the procurement function as a whole. ESPO offers leading-edge advice on major complex procurement and contracting issues, competition and services, Best Value driven reviews of service provision and one-off project based procurements. Over the last two years in particular, this aspect of our procurement activity and expertise has grown significantly.
- A procurement role for goods and services commonly used by a number of customers throughout the consortium area. This type of activity includes framework call-off contracts and some local contracting where local issues are of key consideration.
- A catalogue-based provision where ESPO is able to purchase products in volume (usually low-value, high-volume type products) from manufacturers in the main, and the resultant economies of scale means that we can purchase into our central warehouse here at Grove Park and deliver to customers using a combination of our own and contracted transport. An on-line ordering facility is available for those who want to use it.
- A procurement service for 'ad hoc' goods and services required by customers where advice, guidance and good practice are the watchwords. Often customers need commercial solutions to meet a need or specific requirement in this field.

ESPO is a self-financing organisation utilising the aggregate buying volumes of our member authorities and other customers to maximise the potential savings for all customers in every area of our procurement activity.

Joint procurement of cleaning products in the UK

As part of the LEAP project a pilot joint procurement activity for environmentally-friendly cleaning products was carried out in the UK, led by ESPO. Cleaning products were selected as an appropriate product due to the uniform nature of cleaning needs from authority to authority, and the opportunity provided to introduce products not currently widespread on the UK market but available in other European countries – notably in Scandinavia.

The environmental demands used in the joint procurement activity were based on those recommended for use in Sweden by Eku³, attached in Appendix 10.2 in Tool D.

Recruiting additional authorities

ESPO, by its very nature, represents a joint procurement approach, with one agency operating on behalf of a number of authorities. However, to maximise the effectiveness of the activity, it was decided to seek collaboration with other central purchasing

¹ www.espo.org

² Birmingham, Cambridgeshire, Coventry, Leicester City, Leicestershire, Lincolnshire, Milton Keynes, Norfolk, Northamptonshire, Staffordshire, Warwickshire

³ www.eku.nu

organisations across the entire UK, which would give access to the materials to as many local authority consumers as possible, but limit the number participating in the contract. Accordingly, negotiations were held by ESPO with the North Eastern Purchasing Organisation (NEPO), Hertfordshire County Supplies and Kent County Supplies as all four purchased in bulk and distributed across a significant number of local authorities across the country.⁴

Negotiations were successful, as all agreed to participate in the joint procurement project. This strategy, however, created a significant amount of clerical effort in simply determining all the suppliers to be invited to tender, i.e. all those responding to the OJEU notice (open tender methodology adopted) plus those traditionally invited to tender by all four central purchasing organisations

Model followed and contractual arrangements

As ESPO is designated a Central Purchasing Body under EU procurement law it is possible for any UK public authority to use contracts agreed between ESPO and a supplier. As such the model used was very straightforward. ESPO undertook a tendering procedure and signed the contracts with the winning suppliers. All four participating purchasing organisations were then able to advertise the products in their central catalogues without the need for signing further contracts, allowing all public authorities to order directly through the ESPO contract.

As a number of different cleaning products were requested⁵ the tender was divided into lots (type of cleaning product), with suppliers able to offer products for as many lots as they wished. The best product for each lot could then be selected even if they were offered by different suppliers. The tender procedure was conducted as follows:

1. OJEU Pin Notice published:	14 th May 05 ref 05/5-93-91905
2. OJEU Open Procedure Notice published: (see Appendix 9.1 in tool D)	6 th July 05 ref 05/5-128-126680
3. Closing date for responding to OJEU Notice:	10 th August 05
4. Total number of companies invited to tender:	89
5. Closing date for submission of tender:	25 th August 05
6. Total number of tenders received:	17
7. Total number of companies awarded contract:	3
8. OJEU Notice of Award of Contract published:	28 th Jan 06 ref 06/5-19-20344

Results and benefits

The three companies awarded a contract to supply a specific range of cleaning materials were:

1. Premiere Products
2. Ackwa
3. Rozone Ltd

The key outcome was to ensure that as many local authorities as possible in the UK readily had access to the environmentally friendly cleaning materials at prices which reflected the materials being purchased in bulk. This objective was achieved via a fully illustrated colour catalogue circulated by all four Central Purchasing Bodies. It is too early to determine if purchasers choose the products over traditionally purchased materials, but the trend will be monitored.

⁴ **NEPO:** Durham, Easington, Gateshead, Hartlepool, Middlesbrough, Newcastle upon Tyne, North Tyneside, Northumberland, Redcar & Cleveland, South Tyneside, Stockton on Tees, Sunderland; **HERTFORDSHIRE:** Bedfordshire, Buckinghamshire, Cumbria, Hertfordshire, all the London Boroughs, Suffolk; **KENT:** East Sussex, Kent, all the London Boroughs, West Sussex

⁵ Washroom/bathroom cleaner, multi-purpose alkaline cleaner, multi-surface cream cleanser, toilet cleaner, window/glass cleaner, non-biological washing powder, dishwasher detergent, washing-up liquid detergent

Future perspectives

This activity represents the first time in which several central purchasing organisations have carried out a tendering activity jointly. Following this, all four organisations have expressed a keen interest to develop further activities in common.

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Case Study Number 40

Title **Joint Procurement of TFT monitors in the UK**

Tool **D**

As one of the joint procurement (JP) activities within the LEAP project, the London Borough of Lewisham led a consortium of UK local authorities in tendering for energy efficient TFT monitors. As with cleaning products – case study 39 ESPO cleaning products, TFT monitors were selected as an appropriate product for JP, given the relatively uniform needs of different public authorities, and also the potential for substantial environmental gains in terms of energy efficiency.

JP activities are relatively common in the UK, with permanent organisations such as the London Contractors and Suppliers Group (LCSG) routinely organising joint tenders on behalf of members.

Recruiting additional authorities

Given Lewisham's experience of working with the LCSG as a member, it was routine for this group to be included in the tendering activity, which brings all 33 London Boroughs into the arrangement. In addition the LEAP partners Sandwell Metropolitan Borough Council and the Eastern Shires Purchasing Organisation (ESPO), which itself covers a number of authorities in the Midlands, (see the case study on JP of cleaning materials in the UK, –case study 39 ESPO cleaning products) were also brought into the group of participants. This ensured that a large number of UK public authorities were able to take advantage of the procurement arrangements.

Model and contractual arrangements followed

The majority of the tendering work was carried out by Lewisham, the lead authority for this part of the LEAP project. However, each participating authority was given an opportunity to provide comments on the tender documents prepared, which caused some delays in implementation.

In the role of lead authority, Lewisham took on a number of specific roles:

- Discuss contract approach with other authorities
- Research approach and identify possible contracting strategies
- Prepare OJEU notice, contract documents
- Circulation of tender documents
- Deal with requests for clarification from interested suppliers
- Evaluation of tenders and selection of winning supplier
-

ESPO took on the responsibility for testing of products from interim winners of the evaluation. The tender was itself run as a framework call-off contract, whereby the tenderers provide a fixed discount from the list price for the given products meeting the specification for the contract period. The models covered include any additional models that become available during the contract period that meet the specification.

Each participating authority, and any additional authorities that wish to have a contract with the winning tenderer, will then set up their own contract with the winning tenderer as part of the call-off. As such, at the initial tendering stage no specific obligation to purchase on behalf of the participating authorities was set.

In the evaluation model used, financial criteria were weighted at 70%, and non-financial at 30%. The low weighting for non-financial criteria was the result of the strong

emphasis on environmental issues in the product specification, effectively minimising the need for heavy weighting in the evaluation.

Results and benefits

Following the publishing of the Contract Notice 56 expressions of interest were received. Of these 16 were considered to be compliant, and provided a useful element of competition to ensure that an attractive offer was finally selected, with no noticeable difference in price from non-energy efficient models. Additionally, other benefits were achieved:

- Reduced administrative costs for the non-lead participating authorities who were essentially able to 'piggy-back' on the tender procedure carried out by Lewisham
- The process acted as a useful communication activity, raising awareness of environmental issues and future market demands among participating public authorities and suppliers of monitors

One problem area was the difficulty between the partners to agree on the technical evaluation of submitting proposals and testing of equipment, which caused delays. There is a need for a clear definition of roles and timeframes. There was also some confusion and concern regarding liabilities and obligations to purchase, although the contract structure proposed prevented this. Some authorities may have had existing arrangements that did not fit in with the timeframe or needing to clear the process with others i.e. IT within their authorities and may not have been able to clear this within the timeframes.

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Case Study Number 41

Title **Joint Procurement through the EcoProcurement Service Vorarlberg Austria**

Tool **D**

Background

The Umweltverband Vorarlberg is an environmental association of all 96 municipalities in the most western province of Austria and has been working closely on the topic of green public procurement (GPP) since 1998. Following a project to assess the economic and environmental benefits of joint purchasing, the EcoProcurement Service Vorarlberg (ÖkoBeschaffungsService - ÖBS) was launched in 2001 to provide permanent and exhaustive green public procurement services to the municipalities in the province.

Services offered by the ÖBS

The ÖBS offers a number of services to the member municipalities in the region:

- Organising of joint procurement activities on behalf of members
- Offering legal and environmental advice on GPP
- Organising workshops on GPP
- Guidelines on GPP for specific product groups - Office Equipment and Building Construction
- ÖBS-Service Bundle 'Sustainable Construction in the communities' – Assisting municipalities in implementing sustainable construction

The ÖBS is partly funded through a small commission from the member authorities equivalent to 1.5% – 2.5% of the annual ÖBS-turnover⁶.

Joint procurement activities of the ÖBS

One of the principle roles of the ÖBS is to co-ordinate joint procurement activities on behalf of the member municipalities. One of the main drivers to the setting up of joint procurement activities was the realisation that few municipalities were applying environmental criteria even when clear guidance was available. Joint procurement activity was seen as a way to combine both financial and environmental benefits, together with reducing administrative costs – a win-win approach.

The joint procurement process is organised as follows:

- Step 1: A municipality submits an order to make a call for tender for certain products.
- Step 2: The ÖBS drafts the technical specifications and defines the award criteria in co-operation with specific municipal and legal experts
- Step 3: The ÖBS finalises the call for tender.
- Step 4: Quality assurance and tender vetting.
- Step 5: The ÖBS places a contract with the best bidder.
- Step 6: All municipalities can use these contracts.
- Step 7: The delivery and invoicing happens directly between the municipalities and the best bidders.

Initially, the focus lay on office-paper and IT-equipment. However, the ÖBS has now extended its joint procurement activities to cover a wide range of products, including lamps for street lighting, cleaning products, office equipment, copiers and multi-functional devices, office furniture, school furniture, equipment for fire brigades and road salt.

⁶ In 2005 this amounted to a total contribution of €33.315 with the annual ÖBS turnover €1.6 million

Initial barriers to the success of the ÖBS

Initially, one of the most important barriers was that the participating municipalities have to turn the responsibility for procurement over to the hands of the ÖBS: For this reason one of the main principles of the ÖBS is that the procurement officers of municipalities are integrated into the whole procurement process.

The structure provided by the Umweltverband Vorarlberg is a substantial advantage for carrying out joint procurement. The setting up of a similar association of municipalities in other regions is important for the success of such activities.

Results

- Nearly all municipalities in the region now participate (in 2005 95 out of 96 municipalities ordered through the ÖBS at least once). The ÖBS turnover in 2005 reached €1.6 million – a 6.72% increase from 2004.
- Substantial savings have been realised both in administrative costs (20% - 60%) and prices paid for products (5% - 25%) – in 2005 savings of €286,507 were achieved, without considering the savings on telephone and process costs
- Many authorities have requested the Sustainable Construction service bundle
- In 2006 further public authorities, such as the provincial government have also begun to participate.
- Following the success of the ÖBS, since 2004, efforts have been made to implement similar procurement services in 3 other provinces in Austria (Tyrol, Upper Austria and Lower Austria)

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Case Study Number 42

Title **Joint Procurement of green electricity by 11 municipalities and the Province of Drenthe, The Netherlands**

Tool **D**

Introduction

In 2003, the community of Assen received the Dutch Sustainable Procurement Prize for its leading role in the joint procurement of green electricity by eleven municipalities and the province of Drenthe (The Netherlands). Now, agreements are defined in a framework agreement with the energy supplier, complete with annual energy conservation targets and ambitions for various projects with solar and wind energy, hot/cold storage, bio-mass and hydroelectric power.

Implementation

At an early stage, in depth discussions were held with politicians and civil organisations on the environmental and financial benefits of joint procurement, and existing procurement practices. These discussions helped convince local authorities to participate in a joint procurement of green electricity.

In 2002, Hans Slot from the municipality of Assen and Jan Koops from the province of Drenthe, set up a project team responsible for the development and implementation of the project. Also, an advisory workgroup was established, involving facility managers, procurers and environment co-ordinators from the municipalities and the province. After the *Call for Tender* was finalised by the project team, a European procurement took place and a supplier was selected. A single contract was signed with the winning supplier on behalf of all participating authorities.

Challenges faced

During the process, Slot had to approach the individual councils continuously. This proved to be rather unpractical. It takes, for instance, four to six weeks before a council can come to an accord, and offers from energy suppliers are valid for only 14 days. An important lesson learned, therefore, is to organise the decision-making process well.

The joint procurement of gas, which is currently being prepared, is organised differently. The *Call for Tender* is proposed to the involved councils only once. After they have approved the document, the project team deals with the implementation and only comes back to the councils when a framework agreement is finalised. Also, it was agreed that when 75% of the councils approves, the other councils should also accord, thereby ensuring advantages of scale.

Another important aspect is internal communication within the administrations involved. In some municipalities, for example, it was discovered that departments were making their own agreements with the old supplier, as they did not know they fell under the new contract.

Results

- Currently, all municipalities in the province and the province itself purchase 100% green electricity, representing some 4,000 electrical connections, and an electricity use of 45 million KWh per year.
- By purchasing jointly, the authorities save €300,000 per year. Partly, this money is being invested in energy saving and sustainable energy (solar and wind energy, hot/cold storage, bio-mass and hydroelectric power) and in communication and education projects. Primary schoolchildren in Drenthe are being made aware of sustainable energy, and two municipalities will install solar panels at different schools.
- An important result of this collaborative project is the insight gained into energy costs. In the past, around 2,400 invoices were processed each year, which is

expensive. The communities and the province now receive one total and transparent invoice that goes to one department. Also, it was agreed with the supplier that better insight should be given into energy consumption figures.

Future perspectives

- Private households will be given the opportunity to join the green electricity project.
- As a follow up to the project, the municipalities and the province are now working together on the procurement of gas, with a special interest for sustainable alternatives, like bio- or deposit gas.
- In September 2006, a project concerning energy efficiency in public buildings will start.
- A project will be launched on improving energy efficiency in low-income households, supported by the Dutch Ministry of Housing, Spatial Planning and the Environment.

In 2003, the Assen local authority received the Sustainable Procurement Prize for its leading role in the project. The project was praised for its combination of the demand for green electricity plus the investments in energy saving and sustainable energy.

This case study has been based on information available at <http://www.senternovem.nl/duurzaaminkopen>, and an interview with Hans Slot.

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Case Study Number 43

Title Joint Procurement of fuel in Sweden

Tool D

The City of Göteborg Procurement Co has, through an owner's directive from the Municipal Council, ultimate responsibility for the joint procurement of goods and services for the City's administrative units and companies. <http://www.uhb.nu/english.asp?nid=5>

The Procurement Co also collaborates with a number of outlying local authorities. Contracts are made up between The Procurement Co and the outlying authorities.



Political support – Göteborg City Council decisions Joint procurement - Purchasing and Procurement Policy for the City of Göteborg with Explanatory Notes <http://www.uhb.nu/english.asp?nid=5>

Coordinated procurement is of strategic importance to the City as a whole in attaining the best possible business terms and conditions and in actively influencing quality and environmental impact. Coordination also minimises the administrative costs of the City's procurement and purchasing. Reference groups enable us to use the City's collected expertise to reach the best possible mutual general agreements. The procurement of general agreements shall always take place with the active participation of the administrative units/companies with the most relevant expertise on the products/services under procurement. Mutual general agreements encompass the City's entire volume and ensure the fulfilment of environmental and quality requirements. The terms and conditions of general agreements are normally far more advantageous than those that can be obtained by an individual unit in a separate procurement process.

Individual committees and companies shall not conduct procurement procedures of their own when a general agreement is already in place. If an individual committee or company is not to participate in a municipality-wide procurement process approval must be obtained from the Municipal Executive Board.

Decisions about environmental demands on purchasing

In 1990 Göteborg City Council made a unanimous decision to oblige the city's administrative units and companies to include an environmental assessment every time a decision to purchase was to be made. A model for joint procurement with environmental demands, The Göteborg Model, based on political decisions, established working methods and information strategy has since been put into practice.

Joint procurement of fuel Partners

The procurement is a joint procurement between The City of Göteborg (ca 80 administrative units and companies), The Göteborg Region Association of Local Authorities, The Municipality of Kungsbacka, The Municipality of Lerum, The Municipality of Mölndal, The Municipality of Partille, The Municipality of Öckerö and The Church of Sweden in Göteborg

Products

The procurement includes: petrol and diesel, alkylate petrol MK1, gas, low ethanol-blended petrol E5, ethanol E85, RME100% (gas is procured separately)

Main focus, for sustainable fuels, is on ethanol E85 with reference to the specific targets for clean vehicles in Göteborg, the environmental zone for heavy vehicles, the project eco vehicles and the decision about special environmental demands for transport services and working machines.

Ethanol E85

Alcohol is produced as a vehicle fuel in Sweden from grains and cellulose byproducts. Ethanol can also be made from any number of organic materials and burned in engines adapted for the fuel. In Sweden, 15 percent gasoline is added to the fuel to make cold starts possible. With an 85 percent ethanol level, the fuel is known as E85. Ethanol produces less unhealthful emissions, and it also contributes far less carbon dioxide. Ethanol cars can be operated on either gasoline or E85

Specific targets for Clean Vehicles in Göteborg

- 90 per cent of municipal light vehicles should be clean vehicles by 2008
- 90 per cent of municipal taxi-, delivery- and special transport services by clean vehicles 2008
- when purchasing municipal heavy vehicles choose a clean vehicle
- when purchasing bustransports and special transport services chose a clean vehicle
- 5 per cent of all new sales should be clean vehicles by 2008
- 5 per cent of all fuel deliveries in Göteborg should be biofuel by 2008

What is a clean vehicle <http://www.miljofordon.se/english/>

There is yet no national definition of a clean vehicle in Sweden. The three cities Göteborg, Stockholm and Malmö therefore have their own definitions

In Göteborg the following are considered as Clean (eco) Vehicles:

Light vehicles:

- vehicles which can run on alternative fuels such as electricity, gas, ethanol and oilseed rape for more than 50 per cent of the time
 - hybrid vehicles
 - electric vehicles
 - vehicles that can be driven on natural gas or biogas (methane, CNG and CBG)
 - vehicles that can be driven on ethanol
 - cars that consume a maximum of 3.4 litres of diesel or 3,8 litres of petrol per 100 km
- The vehicles must also meet certain emission and crash test standards and diesel vehicle must also have environmental classification 1.*

Heavy vehicles:

- vehicles which can run on alternative fuels such as gas, ethanol and oilseed rape for more than 50 per cent of the time
- hybrid vehicles
- fuel cell vehicles

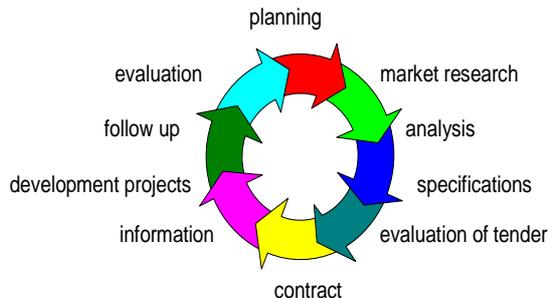
Heavy vehicles must also comply with EU EEV levels

Why is RME-cars not classified as clean cars?

The City of Göteborg, among others, demands in its current definition that dieselpowered cars should comply with certain nitrogen oxide emission standards for them to be considered clean vehicles. NOX emissions are generally higher for RME than for diesel fuel. At the moment there are no cars meeting the demands.

For more information http://www.vv.se/filer/publikationer/2002_144.pdf The Swedish National Road Administration – Sustainable fuels Publication 2002: 144

The Procurement Process



Procurement process

The procurement is carried out in accordance with 'the Göteborg Model for Green Purchasing' and the Procurement Company's routines in ISO14001/ISO 9001.

The Göteborg Model for Green Purchasing <http://www.uhb.nu/english.asp?nid=5>

This model takes into account:

Laws and regulations

-current legislation, for example The Law on Public Procurement

Göteborg City Council decisions

- coordination of the procurement of goods and services
- The Procurement Policy of the City of Göteborg
- The Environmental Policy of the City of Göteborg
- Decisions about environmental demands on purchasing

Tools

- Procurement data base
- Routines according to ISO14001
- Routines according to ISO9001
- Environmental declaration (the ECU-tool)
- Liaison groups

Information strategy

- Information about contracts in our Contract data base
- Information about the Göteborg City Council decisions
- Information about the environmental improvements of each procurement
- Information about the results of the project teams

Education

- general courses on purchasing (staff and suppliers)
- general courses on environmental questions
- special courses on environmental-conscious purchasing

The Procurement process according to ISO14001/ISO9001 routines

In our management systems we have detailed routines for the procurement process

Planning: Timetable, inviting other local authorities to joint procurement, appoint liaison group, collect volume statistics, invite environmental expert

Market research: Investigate County council decisions, Trade association investigation, environmental market investigation

Analysis: Defining needs, defining standards, directives, laws and regulations, defining environmental criteria, defining remaining evaluation criteria

Specifications: Detailed check-list for the specification in our procurement data base including environmental declaration.

Advertise on www.upphandlingar.nu

Evaluation of tender:

1. Check supplier qualifications and capability, compulsory demands, environmental demands.
2. Evaluate criteria.
3. Decision about contract suppliers.
4. Inform tenderers.

Contract: Draft contract – check-list in our procurement data base

Information: Contract and environmental information in our contract data base. Newsletter to the administrative units, companies and participating local authorities.

Development projects: Identify possible projects with the contracted supplier to develop new sustainable products or solutions

Follow up: Timetable for follow up during the contract period.

Evaluation: Evaluate the contract period and the contracted suppliers before starting a new procurement process

Environmental criteria in the fuel procurement

Environmental zone:

The supplier has to follow the environmental zone regulations (annex I)

Sustainable fuels:

New sustainable fuel can be found on the market. The supplier has to give information if there is such a product in his assortment. Include information about price, references, tests, warranties etc.

Environmental management system

If the supplier is without an environmental management system when tendering he has to incorporate such a system during the first half of the contract period.

Results of the procurement

	Shell	Statoil	Aspen	Preem	OKQ8	GLC
	Anbud 1	Anbud 2	Anbud 3	Anbud 4	Anbud 5	Anbud 6
Rabatt öre/lit						
bensin	0,44	0,47		0,46	0,47	0,64
E10						
E85	0,25					

Rabatt öre/lit						
diesel	0,85	0,87		0,80	0,78	0,81
RME						0,74

Pris/lit						
alkylatbensin 2T bulk			8,86	10,16		
alkylatbensin 2T pump			10,49			
alkylatbensin 2T 5 lit	14,50		12,91	13,48		
alkylatbensin 2T 25 lit	14,00		12,16	12,98		
alkylatbensin 2T 200 lit			11,63	11,26		
alkylatbensin 4T bulk			8,36	9,41		
alkylatbensin 4T pump			9,99			
alkylatbensin 4T 5 lit	14,00		12,21	12,73		
alkylatbensin 4T 25 lit			11,46	12,23		
alkylatbensin 4T 200 lit	13,50		10,93	10,51		

Environmental management system: All suppliers, except Statoil, had EMS when tendering.

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Case Study Number 44

Title Joint Procurement of recycled paper in Spain

Tool D

Barcelona Regional Council (Diputació de Barcelona) is currently leading a joint procurement (JP) activity within the LEAP project for recycled paper for a number of local authorities in the region. Although the activity is not yet complete, the case study offers an interesting insight into possible approaches for overcoming barriers to setting up JP in countries which are unfamiliar with the concept.

As with the LEAP JP activities in Greece –case study 38 –JP of recycled paper in Greece and Portugal –case study 45 – P of recycled paper in Portugal, it was decided that recycled paper was the ideal product with which to introduce the concept of JP to the country. Requirements do not vary much from authority to authority, and spending is relatively low. It therefore presents a simple product with low financial risk, with which to test JP procedures. The market for high-quality recycled paper is also not as highly developed in these countries as elsewhere in Europe, and as such JP may prove a useful market driver.

Overcoming internal barriers to setting up joint procurement

It has been necessary to overcome a number of substantial barriers in the Diputació in order to undertake a JP activity integrating environmental requirements. One of the main problems is that the Diputació, as in the majority of Catalan and Spanish municipalities, **is only just beginning to consider implementing green procurement**, therefore there is a **lack of the necessary awareness, knowledge and skills to introduce green criteria** in procurement activities. Moreover, the Diputació **had never undertaken a joint procurement action**. As the process was new it was necessary to evaluate different procedures in order to find the most suitable way for all interested authorities that take part in the JP action to procure together.

More specifically, the following obstacles that have had to be overcome:

- **There is no mandatory regulation** in the regional government to implement green procurement. Consequently it is **difficult to get political and technical commitment** to shift to greener products and services. Moreover, at the moment there is no national regulation to develop green procurement in Spain or in Catalonia. This would be necessary to facilitate political commitment to develop further green public procurement in local authorities.
- As in many authorities, in the Diputació it is usually **the environmental department** promoting the implementation of sustainable public procurement, with those directly responsible for purchasing activity less interested. Moreover the departments responsible for procurement are often averse to changing existing practices, such as long-standing arrangements with local and/or reliable suppliers.
- **The procurement dynamics are difficult to change**. The procurement departments in the Diputació, as in many municipalities, are not used to introducing environmental requirements in the purchase of goods and services, tending to think that green products will be expensive or that they will be worse quality.
- In the Diputació, and in some municipalities contacted for the JP activity, there is **an existing contract** to purchase paper therefore it has been difficult or impossible to take part in the joint procurement.
- It was the **first time that strong environmental specifications have been introduced** into tender documents. As such technical advice was needed on which requirements to use and how to introduce them in the tender documents.

The main solutions implemented in order to solve the problems encountered are as follows:

- To develop the JP activity the LEAP team in the Environmental Department **mainly worked with technicians who were already aware** of the importance of introducing environmental requirements in purchases. It was realised that it is easier to get environmental technicians involved than procurers. However, in the authorities that have more experience introducing green procurement, those in charge of procurement were directly interested in taking part in the JP activity.
- The Diputació is starting to implement a **Resources Optimisation Plan** that involves all departments of the government in order to further develop the sustainable use of resources and sustainable procurement.
- Throughout the project the LEAP team has **strengthened the contacts and relationships** between procurement departments and the environmental department the Diputació which has been critical in developing common actions to implement further green procurement. However, it was still difficult to participate in a JP for recycled paper for all departments of the Diputació because a) it was not the responsibility of the Environmental Department, and b) the Diputació already has a contract to buy TFC paper that finishes next year. As a solution it was decided that the Environmental Department would directly purchase recycled paper.
- In order to raise the awareness and knowledge of green procurement the LEAP team is holding a series of **seminars** for local municipalities, each focusing on a specific product. The first was about recycled paper and was a very useful opportunity for the participants to learn about the environmental specifications for this product and to have more information about the market.
- The environmental purchasing criteria were developed by external experts within the LEAP project, providing European best practice. The tender documents were then revised through different meetings with the municipalities interested in participating.
- The **assessment of the Diputació's legal and administrative advisers** has been crucial in finding the most suitable procedure for carrying out a JP activity with municipalities.

Recruiting additional authorities

In order to find municipalities interested in undertaking a JP activity the LEAP team contacted the municipalities that are members of the Network of Towns and Cities towards Sustainability of Catalonia. This is an association of municipalities created in 1997 committed to advance towards sustainable development. At present 220 local authorities make up the network which represents 78% of the population of Catalonia. the Diputació has assumed the role of Technical Secretariat for the Network.

In April 2004 the working group on "green purchasing and responsible consumption" (GPP) was set up. It is composed of 25 municipalities and coordinated by a committee of 4 municipalities. The JP activity was first presented to the committee of this working group and later extended to all the members of the Network.

Moreover the LEAP team has held different seminars that addressed green procurement for different types of products. More than 70 municipalities participated in the first seminar in order to discuss environmental requirements and market characteristics for recycled paper.

Joint procurement model followed

The procedure for JP has been **defined and revised through different meetings** with:

- The Diputació's legal advisers
- The committee and municipalities of the GPP workgroup.

The following steps were taken:

Steps	Timeframe
1. Finding municipalities interested in the JP activity	December 2005-June 2006
2. Tender documents: Paper specifications	November 2005-June 2006
3. Market survey	February-May 2006
4. Collaboration agreement	April-July 2006
5. Carrying out Joint Procurement	July-October 2006

1. Finding municipalities interested in the JP activity:

In order to find municipalities interested in the JP activity the LEAP team held a series of meetings with municipalities of the Network of Towns and Cities towards Sustainability and with the Network's working group on GPP.

Meetings with municipalities:

12/12/2005: First meeting with the committee of the GPP working group.

Meetings with municipalities of the GPP working group and other municipalities of the Network interested in the JP:

- 14/2/06: Presentation of the JP activity, discussing the product to purchase and the JP benefits and procedure.
- 29/03/06: Revising and defining the environmental specifications for buying recycled paper and defining the JP procedure. Different possibilities were discussed such as setting up a consortium; tendering together with the Diputació buying on behalf of all municipalities; tendering together with each authority directly buying its products from the supplier.
- 3/05/06: Setting the paper quantities to purchase, revising the technical document and the collaboration agreement (see below). Technical support of the secretary of the Network and the head of the administrative department in the Environmental Service of the Diputació.
- 8/06/06: Final revision of the technical document and of the collaboration agreement. Technical support of experts on green procurement and of the secretary of the Network and the head of the administrative department in the Environmental Service of the Diputació.

Mailing

Before and after each meeting held with municipalities a mail was sent to all the municipalities of the GPP working group and other municipalities of the Network interested on the JP activity, together with the minutes of the meetings and extra information concerning the JP activity and the tender documents that had to be revised and approved. The final email with the final version of the tender documents has been sent to all municipalities of the Network in order to get as many authorities as possible involved in the JP action.

Defining the characteristics and interests of each municipality regarding paper purchasing

A questionnaire was sent to each municipality interested in the JP in order to know the characteristics of the paper that they are currently buying, information about their suppliers and quantities that they would like to purchase with the JP action. Eight municipalities answered the questionnaire.

2. Technical document: Paper specifications

To develop the tender documents the following steps were carried out:

- Receiving the recycled paper criteria** developed within the LEAP project.
- Analysing if the paper** that the Diputació is **currently buying** meets these criteria.

- c. **Using these criteria** as a reference to develop the **technical tender document**.
- d. **Revising** the technical tender document with the Diputació's **legal advisers**.
- e. **Revising** the technical tender document with **municipalities** interested in the JP activity.
- f. **Revising** the technical tender document with **Green Procurement experts**.
- g. **Approving** with municipalities the **final version** of the technical tender document.

The minimum requirements for buying recycled paper specified in the LEAP project, used as the base to develop our technical document are included below, and are also included in Appendix 10.1 to Tool D.



2. Technical document: Paper specifications.

MINIMUM REQUIREMENTS

➤ A.1. Material inputs

- At least 80% of the fibre raw material in the paper is recycled fibre

Verification: The tender has to present a certificate to demonstrate that at least 80% of the fibres are recycled. The certificates can be the Blue Angel or equivalent or a self-declaration.

➤ A.2. Bleaching methods

- Paper / fibres must not be bleached using any chlorine substances (TCF (Totally Chlorine Free))

Verification: Documentation/certificate from the manufacturer.

➤ A.3. Other technical specifications

- 1. Whiteness level: ≥ 80 according to ISO 2470 or equivalent
Verification: ISO certificate or equivalent
- 2. Durability > 100 years, according to ISO 9706, DIN 6738 or equivalent (the results of the DIN test must meet LC/LDK 12.80)
Verification: ISO or DIN certificate or equivalent
- 3. Compatibility with machinery: meeting DIN 19309, AFNOR Q11-013 standards or equivalent
Verification: DIN or AFNOR certificate, Blue Angel ecolabel or equivalent

After discussing the interests of each municipality it was decided to buy not only recycled paper but also 'totally chlorine free' (TCF) non-recycled paper because some municipalities prefer to change more gradually towards recycled paper. As a result a technical document has been developed that specifies the characteristics for two types of paper that are going to be bought: recycled and non-recycled TCF paper. The final technical tender document (in Catalan) is included in Appendix 9.5 of tool D.

3. Market survey

The objective of this phase was **to search together with local authorities' existing suppliers** for recycled paper, in order to develop a catalogue of suppliers that will be invited to tender. The steps taken were as follows:

1. Sending **questionnaires to paper suppliers** in order to know if they can supply recycled paper and to gather information about the environmental characteristics of this product. 10 suppliers were contacted (6 answered).
2. Collecting **information about paper purchases and suppliers in the municipalities** interested in the JP activity.

This activity has proved highly useful in obtaining information about the market for recycled paper in Spain, the different kind of paper available, and those which meet the

environmental requirements specified. Moreover information was gathered about the price that municipalities are currently paying to purchase recycled and non-recycled paper which has been necessary in order to set a maximum price that authorities participating in the JP activity are willing to pay for paper.

4. Collaboration agreement

A Collaboration Agreement has been prepared, discussed and approved with all the authorities that are to take part in the JP activity. It is an agreement between the Diputació de Barcelona and the local authorities participating that aims to set the characteristics of the JP activity as well as to disseminate green public procurement. The agreement will be signed by the delegate president of the Environmental Area of Diputació de Barcelona and by a representative chosen by each municipality (e.g. Councillor, Mayor).

The agreement sets out:

- *Reasons and objectives of the JP activity*
- *Municipalities committed to purchase together*
- *The kind of product to purchase*
- *Procedure for the JP activity (adopting technical specifications, creating an evaluation committee and finally purchasing paper).*

The Collaboration Agreement (in Catalan) is included as Appendix 11.3 to Tool D.

5. Carrying out Joint Procurement

After discussing with legal and administrative advisers different procedures for carrying out a JP activity with different local authorities we decided:

- To **develop a joint tender** that the Diputació will send to the suppliers invited to present their offers.
- To **select a list of suppliers** that could supply quality recycled paper. The suppliers have been selected by all the authorities participating in the JP activity.
- To **invite the suppliers** selected to present their offers. An invitation letter will be sent to the suppliers jointly with the technical document.
- To create an **evaluation committee** composed of representatives from each authority in order to carry out the evaluation of the bids received. This evaluation committee will select the most suitable supplier.
- **Each authority will buy the paper individually** from the supplier chosen by the evaluation committee.

A number of the actual documents used for the tender (in Catalan) can be found in the Appendices of tool D.

Results and benefits

Although the JP activity has not yet been completed, it is very clear that one of the principle benefits of the activity has already been to increase interest in the topic of GPP, by offering potential economic advantages alongside environmental ones. A number of significant achievements can already be noted:

1. Agreement has been reached by the Diputació, together with a number of local authorities, on environmental specifications for recycled paper and on a technical document to purchase recycled and non-recycled TCF paper.
2. Knowledge has increased within the Diputació and the participating authorities about the recycled paper market in Spain as well as about features and types of paper available in the market. With more information about the product and the market it is easier for municipalities to convince politicians and technicians to buy recycled paper.

3. A Collaboration Agreement has been signed in order to work together to purchase 'greener' products and specifically to develop a joint procurement activity to buy recycled paper.

It is hoped that in carrying out the actual tender, the expected price benefits in getting the best quality product at the best possible price can be realised, which will of course provide a huge boost in convincing authorities to join similar activities in the future.

Future perspectives

In the future the Diputació aims to continue working with municipalities of the Network and specifically with the ones that are members of the GPP working group in order to develop environmental specifications for other products. To do so the Diputació is holding other seminars on GPP that focus on different products: office supplies, certified timber and cleaning services and contracts.

Moreover if a better price is achieved with the current JP activity, local authorities will be more interested to continue purchasing together both because of the price advantages and assistance in developing the tender documents.

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Case Study Number 45

Title **Joint Procurement of recycled paper in Portugal**

Tool **D**

Public procurement is an activity with significant impact on the environment. Therefore, it is very important that Local Authorities, as well as other public bodies, integrate green procurement actions into their management systems. Greener Public Purchasing has been contributing a great deal towards European environmental improvement and in countries like Portugal there is a growing belief that public purchasing needs to become greener, as well.

Prices of 'green products' are generally higher if purchased independently and randomly. Joint procurement (JP) actions of several authorities could change this situation. Any new product introduced to the market needs to increase demand quickly in order to achieve a return on development costs, and achieve economies of scale. The combined purchasing power of public authorities working together, can effectively provide this demand and give new environmental friendly products the helping hand they need to succeed on the market.

In the light of these facts, Almada (Portugal) decided to carry out a JP action for recycled paper, inviting other Portuguese public entities to participate in this project. This activity is still underway, with results expected in summer 2006. The case study should however prove informative in describing the experiences and milestones Almada has already gone through to implement this strategy.

Overcoming internal barriers to setting up Joint Procurement

Due to the innovative character of JP in Portuguese Local Authorities, it was initially difficult to get all relevant people involved and motivated. However, Almada City Council is currently implementing an EMAS Management System in all Units and Departments, a situation that has already created a great receptiveness to this subject. Moreover, in Almada City Council the central purchasing unit, responsible for bulk buying such as paper, is involved in the coordination of EMAS certification. These circumstances facilitated the initiation of the project in Almada.

For such activities, it is essential that all staff are made aware of the need to reduce the use of resources and products that are potentially harmful to the environment and the waste produced, and at the same time, convinced about the environmental and financial benefits of JP.

In order to achieve this, several meetings were held between the Sustainable Environmental Management and Planning Department and the Procurement Unit of the Financial and Administrative Department of the City Council.

Legal support was also required in order to understand fully the legislation and regulations that surround public purchasing and determine the legal viability of applying environmental demands to products, manufacturers and suppliers.

Recruiting additional authorities

Once it was decided internally to carry out a national JP action, it proved to be very difficult to encourage other public entities outside the LEAP Project to join the action.

Therefore, a strong recruitment strategy to form a national consortium and thereby provide sufficient demand to make these actions effective, was one of the most important preconditions to develop successful JP. In previous actions, the main reasons given by other Local Authorities for not participating were:

- i) At that moment, they were not intending to buy such a product.
- ii) They already had a contract framework with the suppliers of that product for several years.
- iii) An official decision to participate in the project by the Head of Department or the exact amount to be purchased could not be specified in the project time-scale.

Given this, Almada’s strategy to recruit additional local authorities and set up a strong national consortium, was to choose a product of basic need for a public entity, such as paper (As with the LEAP JP activities in Greece, –case study 38 –JP of recycled paper in Greece> and Spain, –case study 44 –JP of recycled paper in Portugal). Otherwise, the limited character of the current purchase would have made recruiting additional participants highly unlikely.

National market research

Once recycled paper had been selected, the environmental specifications provided by the LEAP team were analysed and a national market survey on recycled paper was done in order to survey the availability of paper meeting those specifications in Portugal. It was found that there is only one national company that has a small industrial line and produces recycled office paper in Portugal. However, there are several other suppliers that import recycled paper, some of them meeting the environmental specifications.

In the table below, it is possible to compare the prices of several paper brands and verify that recycled paper is, indeed, more expensive than conventional white paper and that the national product (due to its small industrial line) is the most expensive one.

Brand	Characteristics	Price per ream (without VAT)*
Inapa tecno 75	White paper 75g	€ 1.90
Inapa Office	White paper 80g	€ 2.00
Inapa tecno green	Recycled paper Blue Angel	€ 2.15
Renova Print	Recycled paper Produced in Portugal	€ 2.50

***Indicative data from the supplier INAPA, the biggest paper supplier in Portugal.**

To build a national consortium, Almada initially looked for the responsible purchasing unit contacts of other local authorities in Portugal, rather than a general approach, to ensure more efficient communication with these entities. A letter was then developed outlining the LEAP Project and inviting other local authorities to participate in this JP of recycled paper.

This letter and the Portuguese LEAP leaflet were sent to several Portuguese public bodies, followed by close follow up by phone, reiterating the invitation and introducing the LEAP Project in more detail.

Almada also held a meeting for all interested organisations to explain the Environmental and financial benefits associated with the project and the procedure for joining Almada in this action. All the entities were asked to formalize their intention to participate by email or fax.

Model followed and contractual arrangements

In order to set up the procedure for JP, meetings with the Financial, Administrative and Legal Departments were arranged. The main purpose was to analyse Portuguese public purchasing legislation, decide on the product to be purchased, develop a time plan, look for possible supplier contacts on the national market, and list possible local authority contacts to form a national consortium.

According to National Legislation, the threshold for public tendering is €125,000. Below this amount, the *Call for Interest* procedure can and should be used. In Portugal, the public tender procedure involves several bureaucratic steps, and has associated time and financial resources. Thus, unless product quantities are large enough it is not worthwhile to tender publicly. In the table below, it is possible to see the steps of this procedure as well as the duration and costs associated with each step. Labour costs are not taken into account.

Task	Duration (days)	Costs (€)
Initial preparation	11-21	
Contract notice and clarification	23-28	~2000
Tendering	16-41	
Adjudication	18-31	
Following proceedings	~50	
TOTAL	3-5months	~2000

As the total amount being purchased does not require public tendering, Almada has decided to follow the *Call for Interest* procedure, sending an invitation to a large number of suppliers. This procedure is simpler and does not require financial costs, as can be seen in the table below.

Task	Duration (days)
Initial preparation	~20
Call for tender	15
Bids evaluation	3
Send evaluation report to all suppliers	3
Complaint period	5
Adjudication	1
TOTAL	1.5 months

Contractual arrangements

Almada has developed drafts for a Consortium Agreement, (-Tool D appendix 11.2 and the *Call for Tender*, -Tool D Appendix 9.4). In the first document it is stated which entity is the representative of the Consortium and the obligations of each entity. All entity representatives will sign one copy of the Consortium Agreement. The *Call for Tender* is the document that will be sent to the suppliers inviting their bid. This document contains the product specifications, the amount being purchased, the delivering schedule for each entity, as well as the evaluation criteria. To develop both documents, the Financial, Administrative and Legal Departments worked together to ensure compliance with existing legislation. Following the preparation of the drafts, a working meeting with all the stakeholders was arranged, in which all participants were asked to give their views on:

- i) The tender documents
- ii) The suppliers being contacted
- iii) The exact number of paper reams being purchased
- iv) The evaluation criteria

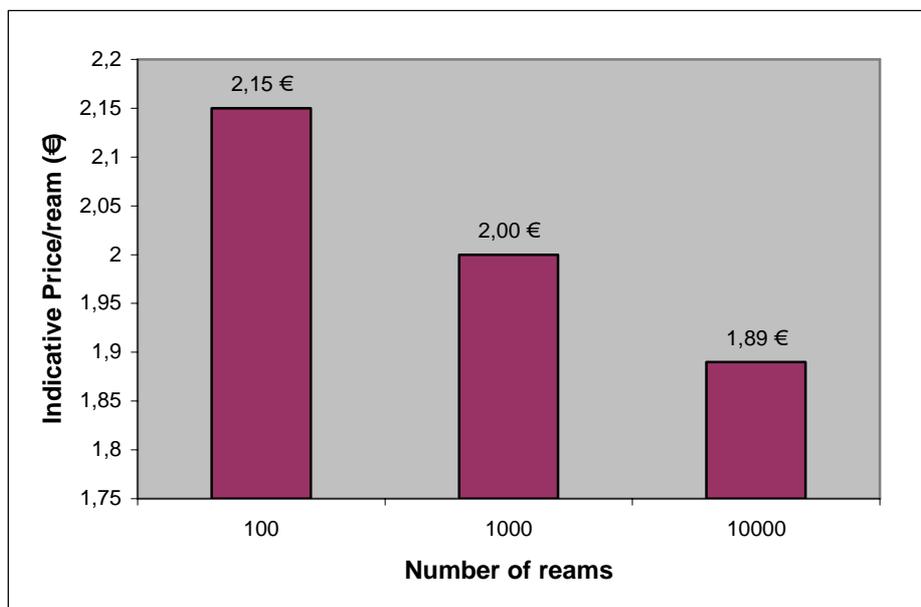
Results and benefits

As the tender has not yet been completed full results cannot be given. However, much has already been achieved. As a result of the recruitment actions, seven entities of

different sizes have decided to join Almada in this project and the National Consortium will buy 12,950 reams of recycled paper:

Entity	Amount (reams)
Municipality of Almada	5000
Municipality of Tavira	2500
Municipality of Torres Vedras	2000
Municipality of Oeiras	2000
Tratolixo (Solid Waste Treatment Services)	1000
Municipal Water and Wastewater Services of Almada	250
Almada's Borough of Cacilhas	100
Almada's Borough of Sobreda	100
TOTAL	12,950

All the representatives of the stakeholders are at the present signing the tender documents and afterwards Almada will be able to send the Call for Tender to all the suppliers listed by the participants and await bids. During the local market research, one supplier was requested for a quotation to estimate the savings the Consortium can expect. The result can be seen in the figure below:



As a result, all the entities can expect to benefit from economies of scale, particularly the smaller entities, which will have the greatest financial reward. In the table below it is possible to see the potential cost reduction for each entity, which was obtained by comparing the purchase value if buying on their own (according to each amount being purchased), with the purchase value assuming the price for over 10,000 reams purchase (1,89€).

Entity	Amount (reams)	Cost reduction
Municipality of Almada	5,000	5.5%
Municipality of Tavira	2,500	5.5%

Municipality of Torres Vedras	2,000	5.5%
Municipality of Oeiras	2,000	5.5%
Tratolixo (Solid Waste Treatment Services)	1,000	5.5%
Municipal Water and Wastewater Services of Almada	250	12.1%
Almada's Borough of Cacilhas	100	12.1%
Almada's Borough of Sobreda	100	12.1%

Future perspectives

This is the first of many possible similar initiatives in the public sector in Portugal and has brought a great deal of enthusiasm to those initiating the action. Such types of actions introduce a new spirit of networking and partnership between the local authorities and public entities, to achieve the same goals, which is not common in Portugal.

Overcoming years of established practises is not always an easy or fast process, but the value and advantages of the current initiative have convinced the different decision-making units and has opened a whole set of possible initiatives in the short to medium future.

These initiatives will benefit from the learning gathered over the past few months and may contribute to a better environmental performance and to manage public procurement in a more responsible manner.

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Case Study Number 46

Title **Eco Vehicles in Göteborg**

Tool **H**

Summary

The Eco vehicles project aims to increase the use of vehicles that are more environmentally friendly than current petrol and diesel vehicles. The aim is to introduce 10,000 light eco vehicles in the Göteborg region in a five period, the equivalent of approximately 3% of the vehicles on the road.

The way to achieve this goal is to disseminate information. With better awareness of which vehicles and which petrol stations are available, how much vehicles cost and what benefits they have, it is hoped that businesses and municipal bodies will use more eco vehicles. Information will be disseminated in mail shots, seminars, personal visits and press activities. Vehicle and fuel suppliers will also be informed of interest levels among customers.

Examples of groups being targeted are local government administration and companies, taxi and courier companies, industry associations, companies with environmental certification, car sales staff, dealers and leasing companies, fuel suppliers, environmental consultants and municipal suppliers. They will be offered market overviews, consultancy, parking benefits and demo vehicles.

The municipality also has requirements for its suppliers to start using environmentally friendly transport. With other Swedish cities, Göteborg regularly check that the Swedish government is tackling national issues that apply to tax and regulations for eco vehicles, as well as EU legislation for eco vehicles.

Organisation

The project is coordinated by Göteborg Traffic & Public Transport Authority, the Environment Administration, Gatubolaget (the Göteborg Road Company) and Göteborg Energy Limited. The Traffic & Public Transport Committee and Göteborg City Council make decisions on direction and financing.

The work has been allocated so that Gatubolaget, which manages the municipality's vehicles, informs the municipal sector. Göteborg Energy Limited is involved with recharging stations for electric vehicles and the distribution of CNG in the region. The Environment Administration is responsible for national contacts and cooperation with similar projects in Stockholm and Malmö. Göteborg Traffic & Public Transport Authority is responsible for providing information to private companies and also for coordinating the project.

Definition of an eco vehicle

The current Göteborg definition of eco vehicles is as follows:

Light vehicles

- Vehicles which can run on alternative fuels such as electricity, gas, ethanol and oilseed rape for more than 50% of the time
 - Hybrid vehicles
 - Fuel cell vehicles
 - Low fuel consumption vehicles, i.e. cars that use less than 0.38 litres of petrol or 0.34 litres of diesel per 10 km.
- Diesel vehicles must also have environmental classification 1.

Heavy vehicles

- Vehicles which can run on alternative fuels such as gas, ethanol and oilseed rape for more than 50% of the time
- Hybrid vehicles
- Fuel cell vehicles

Heavy vehicles must also comply with EU EEV levels.

In association with purchasing, setting specifications and similar, a three-year transition rule will be introduced which means that vehicles which complied with the original requirements can be regarded as eco vehicles for a further three years, i.e. in 2003.

Number of eco vehicles

When the project began, there were approximately 400-500 light vehicles in the region that fulfilled the requirements for eco vehicles. The goal that 50 % of the City's own vehicles should consist of eco vehicles in 2003 was achieved in the autumn of 2002. In the Göteborg region the goal is for there to be 10,000 eco vehicles in 2003. There are today about 2000 eco vehicles. In addition there are approximately 50 heavy vehicles that run on gas, but these do not meet the EEV requirements of the eco vehicles definition.

Information activities

The Eco vehicle in Göteborg project is primarily an information project. The idea is that targeted information will bring together the automobile industry, the business community and public bodies to increase the regional market for eco cars. This tactic is based on analyses, which show that buyers, who want to use more environmentally responsible cars, have difficulty finding vehicles, and the automobile industry is unaware of this demand. Awareness of eco vehicles is generally low among sales staff and buyers despite the fact that there are already about 30 models of eco vehicles in the country.

Target groups

Information campaigns will consist of direct targeting of companies, local government administration and businesses as well as other organisations. They will be offered a summary of the vehicles available, cost calculations, information about petrol stations, etc. They can also talk to or receive a free visit from a consultant who will help analyse their transport requirements and scope for using eco vehicles – leased or bought.

Since the municipality intends to replace a large proportion of its own vehicles with eco vehicles, a special service is being introduced targeted at vehicle users in the municipality. A consultant will target all local government administration and companies and this information campaign will continue until the goal is achieved.

Approximately 5,000-7,000 mail shots concerning the market for eco vehicles were sent to private businesses in 1998-2000. In some cases, mail shots were followed-up with telephone calls, visits, trade fairs or seminars.

Examples of target groups in the private sector are:

- Taxi and courier companies
- Business and industry associations
- Companies close to gas petrol stations
- Companies in the Lundby area, a growing part of Göteborg with many environmental initiatives
- Companies with active environmental programmes, e.g. certified
- Car sales staff, dealers and leasing companies
- Fuel suppliers
- Environmental consultants
- Environmentally certified companies
- Owners of special parking permits in the city centre
- Municipal suppliers

- Other companies which own light vehicles.

Information services

The project publishes a newsletter, which provides information on developments in terms of legislation, new car models and petrol stations, etc. Printed material and press releases will also be produced. Seminars will be held for selected target groups.

The project has also established a unique Internet information service – *www.miljofordon.org* – where full details of all light and heavy vehicles are available with descriptions and performance, prices and addresses of dealers. The website contains Sweden's only fully comprehensive list of all petrol stations which supply alternative fuels. More detailed information about the environment, costs and the advantages of eco vehicles is also available on the site. A register of suppliers is also being created, containing details of all companies and businesses, which use eco vehicles. This will initially be restricted to the Göteborg region, but with the option of expansion.

Demo fleet

A demo fleet has been purchased to enable private and public businesses in the region to borrow eco vehicles for a week to assess for them whether the vehicles can meet the company's requirements. The demo pool includes an electric vehicle, a hybrid vehicle, three gas-operated cars, a gas-operated delivery van and an electric scooter, which can be hired at a subsidised rate.

Benefits and requirements

The municipality is also subjecting its suppliers to more stringent requirements with the aim of gradually leading major suppliers into a structured environmental management partnership in which transport issues play an important role. Direct purchasing of transport services, public transport and contracts places requirements on a vehicle's environmental performance and use of renewable fuels. Requirements are adapted to eco vehicles and petrol stations available for the service being purchased. These requirements in turn have a knock-on effect on suppliers' subcontractors.

All vehicles that comply with requirements are allocated free street parking in central Göteborg. At the Centralstationen, the best taxi bay is reserved for eco taxis.

Cooperation

Since the market for vehicles is international, local interest in eco vehicles in western Sweden alone is not sufficient to encourage vehicle and fuel suppliers to be more active in this field. Göteborg is therefore cooperating primarily with Stockholm and Malmö to increase supplier interest and the volume of vehicles purchased.

An interesting development project in which Göteborg and Stockholm are involved is a system for providing pools of eco vehicles for local government administration and companies. These pools can be used by staff for both work and leisure, with an Internet-based booking system and a debit system adapted to avoid the issue of taxation of perks, etc. In this way, both employer and employee can make travel more efficient, reduce costs and facilitate the use of eco cars.

Regulations and tax also affect the vehicles market. The three cities are therefore engaged in a dialogue with the government to highlight national measures to improve the situation for eco vehicles. The cities have put forward the issue of lower fuel tax on ethanol, regulations for low ethanol-blended fuels, tax rebates on electric and hybrid cars, lower tax benefit ceiling for eco cars, lower costs for heavy gas and ethanol vehicles and simpler emissions regulations for eco vehicles in the EU.

The Eco vehicle in Göteborg project is also cooperating with suppliers of alternative fuels and eco vehicle manufacturers. For example, we are testing new types of eco vehicle,

informing car dealers about the market for eco cars and working with energy suppliers in seminars and campaigns.

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Case Study Number 47

Title Göteborg (Sweden) case studies: buildings materials, vehicles and fuels

Tool H

1 The Biogas West Project

Background and purpose

The City of Göteborg, in unique cooperation with several of the surrounding municipalities and companies in Western Sweden, such as Volvo Cars and the Volvo Group, has over the course of several years developed a unique concept for the production, distribution and use of biogas for vehicles. The concept has been a catalyst for further investments in Western Sweden and has been further developed for cooperation to take place on both a regional and national level. The goal of the project is to improve the environment and create new jobs.

Cooperation between biogas and natural gas

The Biogas Väst concept builds upon the cooperation between biogas and natural gas, which are chemically the same substance (methane) but the difference between the two is that biogas is renewable. This cooperation is seen as a possibility and pre-requisite to make biogas an important fuel and a part of the Swedish and European fuel strategy.

An important aspect is the 'Green Gas Principle' - to be able to distribute biogas through the natural gas grid. Biogas is cleaned and methane levels are improved to acceptable levels and the gas is added to the natural gas grid. Biogas can in this way replace natural gas.

Goals

The main goal of the Biogas Väst project is to stimulate the development of a market for the production and distribution of biogas and to ensure that developments of gas-fuelled vehicles occur. Biogas Väst also aims to promote the development of a market for biogas through the cooperation with natural gas and to contribute to the development of competence and first class technology that can be used for export.

By 2006 the following results should be reached in the Västra Götaland region:

- 35 filling stations for methane gas
- 7 000 methane powered vehicles
- production of 120GWh biogas per year.

Methane – a bridge to hydrogen technology

Methane gas is strategically linked to the development of hydrogen fuel technology in several ways. The injection of hydrogen into methane gas increases the efficiency of the vehicle engine and decreases the hydrocarbon emissions. Hydrogen fuel can be distributed up to 8% through the natural gas grid. The natural gas grid can receive surplus amounts of hydrogen fuel from for example industry located along the grid.

For Further information contact:

The Biogas West Project
Business Region Göteborg

<http://www.businessregiongoteborg.com/huvudmeny/clusters/businessenvironment/biogaswest>

2 Environmental evaluation of building materials

City of Göteborg's Administration for the Supply of Premises (LFF) has since the year 2000 taken part in a national project, MilaB – Environmental Assessment of Building Materials, which has developed a mode to evaluate building material. MilaB will help LFF and others in the property and construction business to choose environmentally correct building materials and provide better knowledge of the environmental impact of the materials used in the properties. MilaB helps us take the responsibility that our customers, among others, expect of us.

MilaB is an evaluation template in the form of a database that will be used for the procurement, planning and building of both new production and rebuilding and maintenance. By searching under various commodity groups you quickly obtain an overview of which building materials are Recommended, Acceptable or To Be Avoided, and what alternative products there are.

MilaB's system is based on details from the Swedish Building Centre's Environmental Goods Base. MilaB 's task is to make a comprehensive environmental assessment of these building materials descriptions from a long-term user perspective. MilaB's environmental assessment is made in collaboration with the Institute for Building Ecology and the Clinic for Occupational and Environmental Medicine at the University Hospital in Örebro.

Included in the database are a large number of products that are available on the market. These are evaluated environmentally on a scale from 1 to 5 from nine different aspects - among other things raw materials, the building phase, the user phase, demolition and interior environment -and provide a choice similar to "Good Environmental Choice" among the approved products.

By building in line with the template you can avoid hazardous products in the properties and thereby contribute towards reducing the environmental impact of the construction and property sector.

The database was launched in November 2001. There were then about 800 environmentally assessed building materials. And now it is about 5,000 building materials that have been environmentally assessed by MilaB. Fully extended, the MilaB database is expected to contain 10,000 building materials or perhaps even more.

For Further Information contact:

Administration for the Supply of Preroises

paul.boqvist@lff.goteborg.se

<http://www.lff.goteborg.se>

<http://www.milab.nu>

3 Hybrid waste collection vehicle project

The development of waste collection has already come a long way, for example through a number of natural gas waste collection vehicles. City of Göteborg is now taking a step further by utilising the hybrid technology - for a better environment and a healthier population.

An electrical engine powers the lifting, emptying and compression procedures and the vehicle is fitted with a gas or biogas driven engine. As a result, local environments are spared any disturbing noise levels and exhaust fumes, whilst providing a better working environment for refuse collectors.

The new technology used in these waste collection vehicles is unique in Europe and indeed, in the rest of the world. The City of Göteborg anticipates that all future waste collection vehicles will be of this type.

The electrical hybrid waste collection project is assessed on a regular basis and technical innovations monitored in order to further develop the concept of an environmental waste collection vehicle. The project aims to develop an ultimate waste collection vehicle with emissions of harmful substances and noise levels reduced to a minimum.

The new waste collection vehicles combine a gas engine, an electrical hydraulic waste chamber and an efficient catalytic exhaust converter. The vehicle's internal combustion engine is driven by natural gas (CNG) or biogas. The engine detects the quality of the gas and adjusts its operation accordingly. The new hybrid waste collection vehicle complies with expected Euro4 standards for exhaust emissions.

The vehicle's catalytic converter operates at a considerably higher temperature compared with traditional gas engine catalysts. This aids the oxidation of greenhouse gases, removing 80% of methane gas.

For Further Information:

Hybrid waste collection vehicle project

<http://www.renova.se/t/Page520.aspx>

http://www.cleanowa.com/index_eng.html

4 Environmental adapted vehicles in Göteborg

The Eco vehicles project aims to increase the use of vehicles that are more environmentally friendly than current petrol and diesel vehicles. The aim is to introduce 10 000 light eco vehicles in the Göteborg region, the equivalent of approximately 3% of the vehicles on the road. A subsidiary target is to replace half of the city's 2 000 light vehicles with Eco vehicles.

The way to achieve this goal is to disseminate information. With better awareness of which vehicles and which petrol stations are available, how much vehicles cost and what benefits they have, it is hoped that businesses and municipal bodies will use more eco vehicles. Information will be disseminated in mail shots, seminars, personal visits and press activities. Vehicle and fuel suppliers will also be informed of interest levels among customers.

Examples of groups being targeted are local government administration and companies, taxi and courier companies, industry associations, companies with environmental certification, car sales staff, dealers and leasing companies, fuel suppliers, environmental consultants and municipal suppliers. They will be offered market overviews, consultancy, parking benefits and demo vehicles.

The municipality also has requirements for its suppliers to start using environmentally friendly transport. With other Swedish cities, Göteborg regularly check that the Swedish government is tackling national issues that apply to tax and regulations for eco vehicles.

Benefits and requirements

The city is also subjecting its suppliers to more stringent requirements with the aim of gradually leading major suppliers into a structured environmental management partnership in which transport issues play an important role. Direct purchasing of transport services, public transport and contracts places requirements on a vehicle's environmental performance and use of renewable fuels. Requirements are adapted to eco vehicles and petrol stations available for the service being purchased. These requirements in turn have a knock-on effect on suppliers' subcontractors.

All vehicles that comply with requirements are allocated free street parking in central Göteborg. At the Central Station, the best taxi bay is reserved for eco taxis.

For further information contact:

Eco vehicles in Göteborg
Miljöfordon i Göteborg
<http://www.miljofordon.se/english>
info@miljofordon.org

Information for suppliers:
mats-ola.larsson@miljofordon.se

Information for local authorities:
ove.eriksson@gatubolaget.goteborg.se