

How to achieve national GPP success...

- This presentation focuses on:
  - Organizing
  - Main tasks
  - Personnel
  - Guidelines and tools
  - National law

Based on personal experience...

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Organizing

- GRIP (Green in Practice) was established in 1995
- GRIP was set up as a non-profit foundation
- GRIP was the Ministry of Environment's tool to promote green practice in the professional market.

- Lesson 1: A close contact with the authorities (environment and procurement) is a key to success
- Lesson 2: A close contact with procurement officers and suppliers is a key to success
- Lesson 3: A non-profit foundation-model works well. It gives credibility in the market, it can act in close cooperation with Ministries, but still have its own voice.

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2008 – GRIP went bankrupt...

- GRIP's income came from the Ministry of Environment and other sources. The Ministry only covered half the costs, hence GRIP was forced to act in competition with ordinary consultancy firms.
- That made GRIP both a consultancy firm and a tool for policy implementation. This combination had many implications and was probably not sustainable:
  - It gave an unclear profile in the market
  - It gave the personnel and the organization competing goals
  - Hence resulted in practical problems
- BUT poor leadership and weak governing from Min of Env. were also important factors causing the bankruptcy

- Lesson 4: GRIP as a non-profit foundation and a tool for implementing policy in practice worked. But it is doubtful that such a foundation should also compete with other institutions for assignments in the same area as it is a tool of the government.
- GPP in Norway is today organized in The Agency for Public Management and eGovernment (DIFI)

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National centre

A national centre should have the following tasks:

- Provide the tools: Make and disseminate guidelines and tools
- Be visible: Participate in seminars and training sessions
- Be relevant:
  - Focus on the tendering process.
  - Give personal help in implementing and evaluating environmental criteria
  - Collect and disseminate tender documents that have worked well – such a base will probably be popular

- Lesson 5: Establish a national "engine" to promote GPP
- Lesson 6: A small, skilled and dynamic group of people can achieve a lot
- Lesson 7: Influence the tender process and help purchasers do their job. This gives first hand experience and access to good tender documents
- Lesson 8: All services have to be free – otherwise you won't reach out to the many – and that's the point: To make a difference.

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Guides and tools

- In 1996 the first edition of "GRIP Purchasing" was published - a general handbook on GPP.
- It is based on general purchasing principles
- The 1996 edition was translated into English and printed (very good rating as late as in 2006)
- During the 1990's tools were developed for all the important stages of GPP, except green product criteria


- Lesson 9: A good general handbook is needed. It is good for users, and it represents a knowledge base
- Lesson 10: The use of general purchasing principles is a success factor

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## A few and robust tools

- Quite a few tools were made... 
- But the key tools should be:
  - For procurement officers:
    - A general handbook on GPP
    - Product specific green criteria
    - General evaluation methodology (not "green")
  - For management:
    - Good arguments for why do GPP
    - Draft policy statement for implementation

➤ Lesson 11: Make a few and robust set of guidelines and tools – which can live for some years without too much need for upgrading



## Steal with pride

- Do "steal", translate and adopt what is already there
- Do **not** make national product specific criteria – it is neck breaking and wrong strategy in an international environment. It is better to join efforts with the EU.

➤ Lesson 12: The procurement principles are alike across Europe and so are the products. Therefore; reuse the best and join ongoing processes



## Use skilled people in national centre

- It is better taking skilled procurement people and upgrade their green know-how than the other way around
- That increases the credibility and therefore ability to communicate with the target group


➤ Lesson 13: Procurement officers are the best to communicate with procurement officers



## Keep focus

- GPP is about changing behavior
- During the late 90's GRIP only had one person working on GPP. It was enough to develop the tools and holding a number of lectures, but it was not enough to make the great change.
- In the beginning of this century the focus on GPP dropped in Norway, and the now two co-workers on GPP in GRIP were allocated to other tasks. This was not good. We lost the initiative.

➤ Lesson 14: Keep focus over a long time - at least 10 to 15 years (maybe longer...)



## Legal approach

- Norwegian national **Public Procurement Act** included in 2001 an environmental paragraph:
  - § 6 Resource and environment-conscious procurement: "Central, municipal and county-municipal authorities and legal persons shall when planning each procurement have regard to the resource implications and environmental consequences of the procurement."

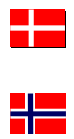
➤ Lesson 15: We did have great expectation that the new paragraph would increase the demand for GRIP's services. That did not happen.


➤ Lesson 16: The law is a good support in daily procurement work – secures a steady focus on env. matters, and there is no need to always have to explain why green criteria should be included

## Panel on GPP

- In 2005 Norway established a GPP-panel, consisting of 14 members from various organizations. Inspiration came from Denmark.
- GRIP was the secretariat for the panel
- The Panel should give advice to the Ministry of Environment and generally promote GPP in Norway all through 2008.
- This worked quite well for 1,5 years. But then the Panel was given the job to develop product specific criteria. They did not have the required competence. Things started to go bad.

➤ Lesson 17: Do not spread the resources – build one simple and robust structure



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### Conclusions

- Establish a national centre with a small group with skilled and dedicated people, mostly recruited from public procurers
- Make a few and robust tools, based on the general purchasing principles and "steal" from the best
- Be relevant to procurement officers – address their core activity (making tender documents and evaluating offers)
- Provide free services
- Keep up the focus for many years
- Consider national legislation and the need for a green §

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