

Report on the factors that influence business of key GPP4Growth sectors to participate in green contacts and tenders



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Table of Contents

1	Introduction	2
2	The GPP4Growth project	4
2.1	GPP4Growth activities	5
2.2	GPP4Growth expected results	5
3	Survey purpose and methodology	7
3.1	Purpose and research questions	7
3.2	Survey population and sampling	8
3.3	Data collection tool	9
4	Demographics and participants' profile	12
4.1	Country	12
4.2	Type of organisation	13
5	Survey data and results	15
5.1	The uptake of Green Public Procurement in partnership areas	15
5.2	Private sector's engagement in GPP	18
5.3	Motivations and needs	21
5.3.1	Suppliers motivations	21
5.3.2	Procurers motivations	23
5.4	Barriers and constraints	25
5.4.1	Barriers to private sector's participation in green tenders	25
5.4.2	Barriers to GPP implementation	30
5.5	Key enablers for engaging in GPP	33
6	Key findings	39
7	Recommendations	40
8	References	44
9	Annex A: Questionnaire	45

1 Introduction

The “Green public procurement for resource efficient regional growth - GPP4Growth” project aims to improve the implementation of policies on resource efficiency in particular the Circular Economy, by incorporating green public procurement (GPP) criteria to support public administrations and businesses to adopt lifecycle cost approaches and improve the overall management of resources and waste. The project will allow the involved public authorities to share practices and experiences relevant to the benefits and methods for implementing GPP, use of common GPP criteria for key sectors and identification of opportunities to apply GPP to achieve green growth based on regional conditions and challenges.

This document is the final deliverable of the GPP4Growth Activity 1.4 entitled “Investigating the factors that influence businesses in key GPP4Growth sectors to participate in green tenders and contracts”. The analysis report presents the barriers and enablers that affect businesses' involvement in tenders with environmental criteria and consequently investments in green products, services and works.

The purpose is to offer an overview that will enable policy makers to comprehend the inhibitors and policy obstacles that prevent businesses in key GPP4Growth sectors (e.g. construction and renovation works, transport, manufacturing) from participating in green contracts and tenders, and improve the management and implementation of own policy instruments.

Stakeholders and private sector's representatives (i.e. survey respondents) provided valuable insights into the extent businesses in partnership areas engage in green public tenders, their environmental performance, weaknesses and strengths, enabling the GPP4Growth partnership to identify the main factors (e.g. motivations, barriers, enablers) affecting companies' willingness/ability to adopt green practices and participate in green tenders.

The main findings/conclusions drawn from the survey will be used by regional authorities for developing territorial action plans that will promote the diffusion of environmental technologies and green practices among private entities and support their involvement in GPP.

The report is outlined as follows: section 2 provides information about the context of the GPP4Growth project; section 3 describes the methodological framework upon which the survey was carried out; section 4-5 present the results drawn from survey data analysis, including demographics; section 6 presents the key findings and summarises the main lessons learnt; and section 7 provides practical guidelines for public authorities on how to overcome the barriers preventing businesses from getting involved in GPP.

2 The GPP4Growth project

The new EU public procurement system (2016) creates new opportunities for public authorities to stimulate eco-innovation, resource efficiency and green growth, by using new award criteria in calls and tenders that pay particular attention on environmental considerations. Specifically, the new rules enable public authorities to setup, publish and manage calls and contracts that require businesses / bidders to: a) comply with environmental obligations, b) integrate environmental costs in their offers based on a lifecycle cost approach, and c) deliver goods fulfilling the requirements of environmental labels, reducing at the same time administrative burden.

This is particularly important for the local /regional public authorities to achieve regional green growth and respond to current and future environmental and economic challenges, through the adoption of – what is called Green Public Procurement (GPP). Spending 2 trillion Euros each year (19 % of the EU's GDP) on goods, supplies, services and works, Europe's public authorities can use their purchasing power to choose environmentally friendly goods and services, including efficient electronic & electrical equipment, electricity from renewable energy resources, sustainable construction works and low emission public transport vehicles, promoting sustainable consumption and production patterns in their territories.

Taking into account the different pace and conditions among the GPP4Growth regions in the setup and management of GPP, and the different approaches followed to foster green growth through GPP, interregional cooperation will allow exchange of experiences and information on environmental criteria to be used with a view to improve the implementation of resource efficiency policies, saving thus time and effort. Interregional cooperation will allow integration of lessons learnt into policies, such as green criteria in tendering, monitoring green contracts' performance and market availability of green products, with the aim to support the least-favoured regions to integrate GPP and reduce disparities.

The "**Green public procurement for resource efficient regional growth - GPP4Growth**" project aims to improve the addressed policies on resource efficiency, incorporating green public procurement to support public administrations and businesses to adopt lifecycle cost approaches and improve the overall management of resources and waste.

2.1 GPP4Growth activities

GPP4Growth brings together 9 partners from 9 countries, involving the managing authorities & regional bodies influencing regional and national policy instruments, to stimulate eco-innovation, resource efficiency and green growth by promoting Green Public Procurement (GPP). To support public administrations and businesses to adopt lifecycle cost approaches and improve the overall management of resources & waste, the project includes a wide range of activities, focusing on promoting the interregional learning process and the exchange of experience among regional authorities. Project activities include:

- Analysing the needs of GPP4Growth regions in Green Public Procurement.
- Identification of successful green public procurement cases.
- Evaluation and analysis of existing policies, plans, and criteria for GPP in the key GPP4Growth sectors.
- Analysis of the factors (barriers and enablers) that influence businesses in key GPP4Growth sectors to get involved in green tenders and contracts.
- Promoting public dialogue and consultation process to build consensus and ensure the successful implementation of regional action plans, through the support and participation of key regional stakeholders.
- Fostering interregional learning and capacity building through workshops, study visits, and policy learning events.
- Development of transferable tools & resources to promote benchmarking and policy learning, and transfer knowledge and lessons learnt beyond the partnership.
- Joint development of action plans to promote the improvement of the policy instruments addressed by the project.
- Increasing awareness, promoting and disseminating the project results and knowledge beyond the partnership.

2.2 GPP4Growth expected results

GPP4Growth will improve 9 policy instruments, relevant to the abovementioned policy areas, targeting to achieve:

- Over 7% increase in the number of businesses in partners' regions, integrating environmental factors and costs when producing goods and/or providing supplies, services and works.
- Increased capacity of 200 staff of public administrations to effectively implement resource efficiency policies applying GPP.

- €10 million worth of investments unlocked to promote new green products and services development.
- Increased knowledge awareness of over 1000 stakeholders on the influence of GPP on the adoption of sustainable consumption and production patterns by businesses.

3 Survey purpose and methodology

3.1 Purpose and research questions

The purpose of the survey is to offer an overview that will enable policy makers to a) comprehend the barriers and policy obstacles that prevent businesses from participating in green contracts and tenders in key GPP4Growth sectors (e.g. construction and renovation works, transport, manufacturing), and b) improve the management and implementation of policy instruments by providing suitable incentives to businesses to deliver environmentally-friendly products, services and works and get involved in GPP processes.

The empirical evidence gathered aims to provide insights on: a) the extent that public organisations include green award criteria in public calls and tenders that would promote environmental sustainability, b) the current state of businesses' participation in GPP processes, b) businesses' motivations behind the supply of green products and services, c) the constraints and barriers to private sector's involvement in green tenders, and d) the factors that positively affect a businesses' decision to participate in tenders with environmental criteria.

This study will therefore address the following research questions:

1. To what extent do businesses in the partners' regions participate in green tenders and contracts?
2. What are the main needs / objectives addressed by participating in tenders with environmental criteria?
3. What are the tangible and perceived barriers affecting the involvement of the private sector in GPP?
4. What are the key enablers to stimulate the involvement of the private sector in GPP?
5. How can the barriers affecting businesses' involvement in GPP be surmounted?

The scope of the survey is defined in the GPP4Growth Application Form, as follows:

- Research method: Field survey
- Data collection tool: Online questionnaire
- Geographical scope: Consortium countries (Greece, Italy, Poland, Latvia, Bulgaria, Spain, Belgium, Ireland and Malta), and secondarily neighbouring EU member states.
- Target population: Public authorities (demand-side) and Businesses (supply-side)

3.2 Survey population and sampling

According to the objectives of the survey, the target respondents should include individuals from two distinct target groups. The first group involved those on the demand-side of a green public procurement process; namely public administrations' staff that are involved in the procurement of green products and sustainable services and have a clear image about businesses' participation in GPP as well as the main challenges encountered. The second group comprised representatives from businesses in key GPP4Growth sectors (supply-side) that are involved as bidders in GPP processes or willing to participate in green tenders but may face unsurpassable constraints such as legal, administrative or financial barriers. Thus, the main groups comprising the target population of the survey were a) public administrations' staff in partnership regions, engaged with the development of technical specifications for tenders or/and the implementation of the tendering process and b) administrators, managers, and executives of businesses' in key GPP4Growth sectors that influence the process of decision making with regards to company's engagement in public tenders and calls.

Table 1: Target respondents

Public organisations	Businesses
<ul style="list-style-type: none"> - Project Managers - Technical staff - Budget / Payment Service - Procurement staff - Legal advisers 	<ul style="list-style-type: none"> - High-level executives (Owner / Director of company) - Medium-level executives (Administrative / Marketing / Sales / Operations managers) - Low-level executives (Staff with knowledge and experience in green tenders)

In addition to representatives of public organisations and businesses, field experts with knowledge, exposure and experience on GPP in the partners' areas were also contacted to provide insights on the factors that influence private sector's participation in green tenders.

The GPP4Growth Application Form dictates that the sample was to be drawn primarily from the countries represented in the project consortium (Greece, Italy, Poland, Latvia, Bulgaria, Spain, Belgium, Ireland and Malta) and secondarily from neighbouring EU countries, aspiring to cover as broad a geographical area as the resources and means of partners allow.

3.3 Data collection tool

A structured questionnaire (Annex A) was the main instrument employed to gather the survey data. The questionnaire collected opinion-based evidence and personal views on the factors that affect private sector's participation in GPP. A web-based approach was employed for reasons of practicality, and to facilitate the data collection, coding, and analysis process.

The questionnaire has been structured in a clear and simple manner to leverage a suitable level of participation of the aforementioned target groups. Direct communication (by e-mail or phone) with survey respondents also took place in order to establish an initial contact, whilst allowing potential participants to ask for additional details or clarifications on certain aspects regarding the implementation of the survey as well as the utilisation of survey results.

The survey questionnaire comprised mostly closed-ended questions as they are easier and quicker for respondents to answer; offer better coding, analysis and comparison possibilities; and can further clarify the meaning of each question through response choices. Open questions were included to allow participants to give a free-form answer with more information they think is relevant for the matter concerned. To ensure consistency and make data analysis easier, the questionnaire was developed, communicated and completed in English. However, all partners decided to translate the questionnaire in their own language in an attempt to reach as many local public organisations and businesses as possible.

Green public procurement survey questionnaire [GPP4Growth A1.4]

The "Green public procurement for resource-efficient regional growth" (GPP4Growth) is an Interreg Europe project aiming to stimulate eco-innovation, resource efficiency and green growth by promoting Green Public Procurement (GPP).

The project will support the creation of new opportunities for public authorities to stimulate eco-innovation, resource efficiency and green growth, mostly by using new award criteria in calls and tenders that pay particular attention to environmental considerations.

The objective is to enable policy makers to:

- understand the inhibitors and policy obstacles pertaining to the involvement of businesses in the provision of environmentally-friendly products, services, works, and
- improve the management and implementation processes of own policy instruments.

The questionnaire is a basic tool to map the factors that influence businesses to participate in green tenders and contracts and invest in green products services and works.

*** Required**

Email address *

Your email

NEXT

Never submit passwords through Google Forms.

The questionnaire was made up of 5 sections (a. Personal information, b. Current state, c. Needs and motivations, d. Barriers and enablers, d. Additional suggestions), which are designed to address the

research questions and purposes of the survey as well as determining the respondent's identity. The questionnaire items and their mapping to the survey's research questions are presented in Table 2 (questions not included cover demographic data).

As mentioned above, the questionnaire was provided as an on-line survey, which was directly completed by the respondents themselves, using their personal computing devices (e.g. desktops, smart-phones, tablets, laptops). The questionnaire remained open for more than two months, from January 2018 until the 5th of March 2018, in order to gather sufficient responses from the target stakeholder groups. MRDDF was the partner responsible for coordinating the survey, monitoring data collection and encouraging partners to collect as many responses as possible.

Table 2: Mapping of questionnaire items

Nr.	Research Questions	Questionnaire item	Variable	Units of measurement
1.	To what extent, do businesses in partners' regions participate in green tenders and contracts?	- Question 6	- Private sector's engagement in GPP	- Percentage
2.	What are the main needs / objectives addressed by participating in tenders with environmental criteria?	- Question 7	- Motivations behind businesses' participation in GPP	- Percentage
3.	What are the tangible and perceptual barriers affecting private sector's involvement in GPP?	- Question 8	- Constraints and barriers to getting involved in green tenders	- Percentage
4.	What are the key enablers to stimulate private sector's involvement in GPP?	- Question 9	- Factors that positively affect businesses' decision to get involved in GPP	- Percentage - Scale
5.	How can barriers to businesses' involvement in GPP can be surmounted?	- Question 10	- Additional suggestions	n/a

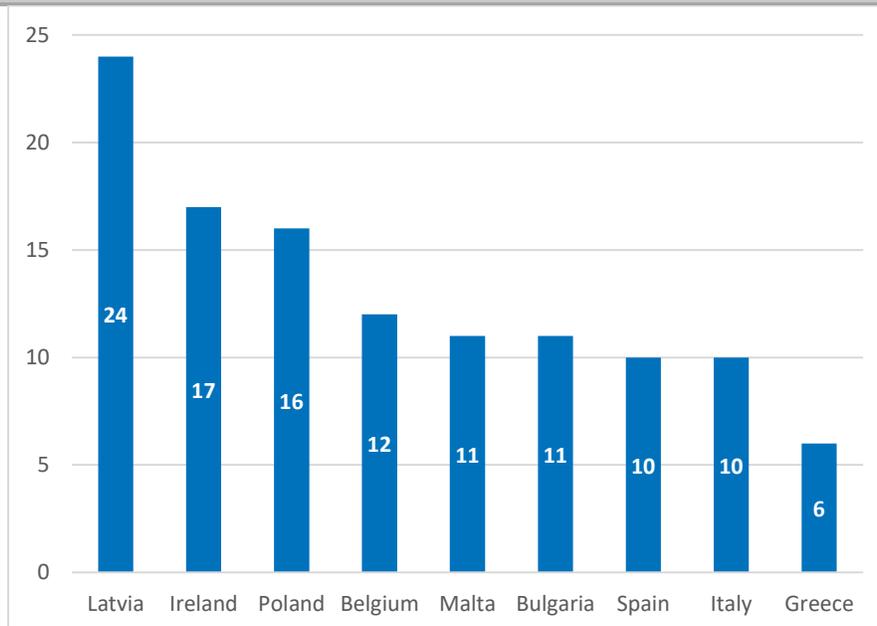
4 Demographics and participants' profile

The population of the survey included stakeholders (i.e. public authorities, businesses' representatives and field experts) from 9 EU countries, namely Belgium, Bulgaria, Greece, Ireland, Italy, Latvia, Malta, Poland and Spain. In total, 117 responses were collected through the online questionnaire (powered by Google Forms). The results are deemed representative in terms of geographical distribution, types of organisation, and target groups.

4.1 Country

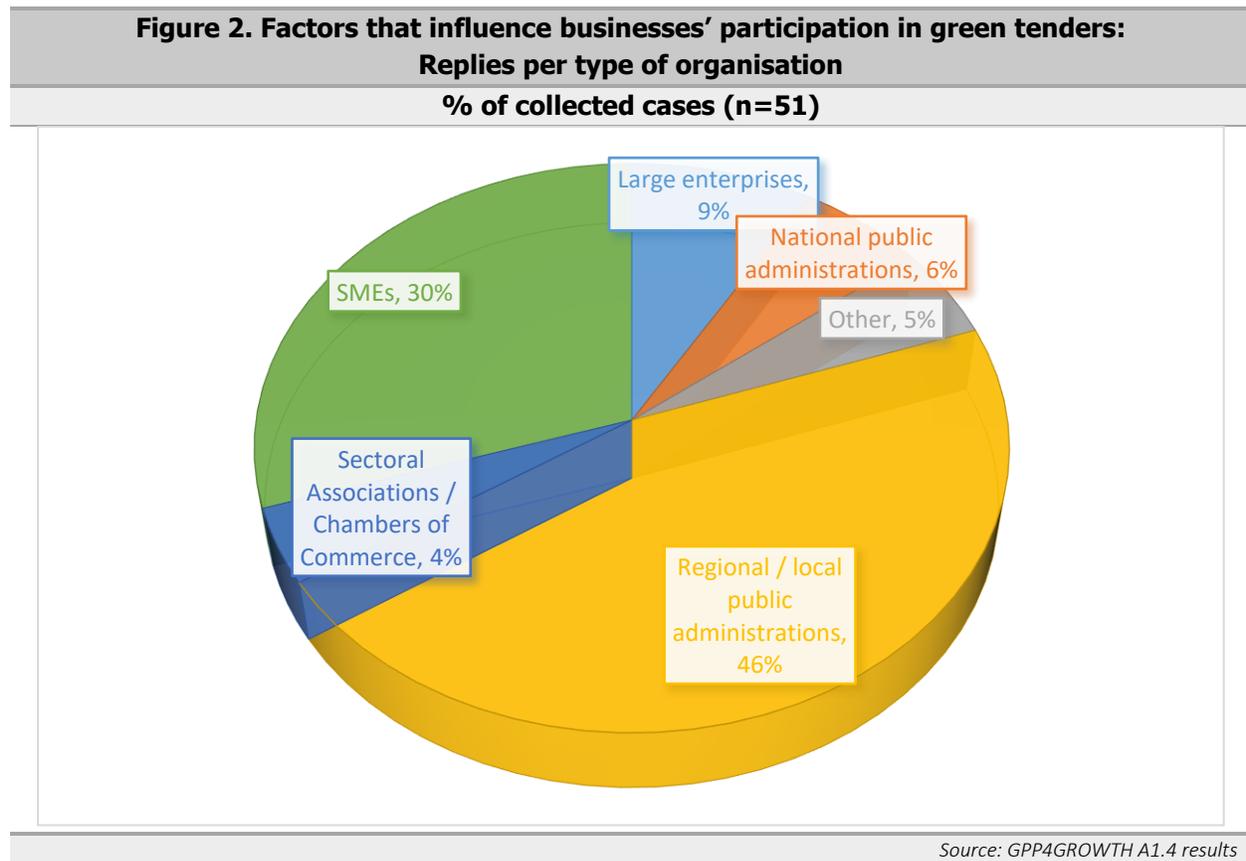
Regarding the sample distribution per location, Latvia had the highest participation rate, accounting to 20.5% (i.e. 24 answers). Ireland and Poland follow with 14.5% and 13.7% rate of participation respectively (17 and 16 answers), whereas Belgium has contributed with 12 responses, followed by Malta and Bulgaria both with 9.4% participation rate. The 26 remaining responses come from Spain, Italy and Greece (from 11 to 6 responses). It should be mentioned that all consortium partners have contributed to data collection with responses from regional or local stakeholders, demonstrating a high level of commitment and reaching the targets set in the methodology report.

Figure 1. Responses per country (n=117)



4.2 Type of organisation

The respondents represent either a public administration (i.e. the procurer side) or a business (i.e. the supply side) having participated in or, are willing to get involved in green tenders. The participants also include researchers, consultants and field experts with knowledge and exposure on GPP in the partners' areas. Figure 2 provides a breakdown of our sample in terms of type of organisation.



The sample of those surveyed was almost equally split between two types of organisations, procurers and suppliers. The majority of respondents (i.e. 52%, 61 responses) comprise public authorities' representatives, who have actual experience in the technical preparation or implementation of public tenders for the procurement of goods or/and services. These include project managers, personnel engaged with the definition of technical specifications, legal advisers, procurement staff and project managers. Unsurprisingly, regional and local public administrations are the more prevalent respondents in the survey sample, which is normal given their higher levels of involvement in projects similar in nature to of the INTERREG programme.

Private sector representatives accounted for 39% of the total sample, providing a critical mass of responses that allowed businesses' perceptions and insights to be captured on the issue under examination. The survey distinguishes between large enterprises and SMEs to allow for a more in-depth view of patterns and problems encountered by private entities. Evidence shows that most responses came from SMEs (i.e. 35 responses). This is rational considering that SMEs represent 99% of all businesses across Europe, generate half of total added value in the EU economy and provide two-thirds of the total private sector employment across the EU-28. The participating SMEs share a common characteristic; their primary focus is on the delivery of green products and sustainable services. The sample is dominated by SMEs that have either participated in green tenders or demonstrate a strong interest to do so in the future.

The remaining 11 responses came from other types of organisations such as sectoral associations and chambers of commerce (5 responses), higher education and research institutions (2 responses), NGOs (1 response) and researchers and consultants (3 responses). All these participants belong to the category of field experts. Overall, the ratio of responses per type of organisation and participants' profile were consistent with the scope and objectives of the survey.

5 Survey data and results

This section provides a detailed presentation of the responses gathered using the structured questionnaire and a detailed analysis of the results is provided. The categories analysed include:

- a) The uptake of Green Public Procurement in partnership areas
- b) Private sector's engagement in GPP
- c) Motivations and needs
- d) Barriers and constraints
- e) Key enablers for engaging in GPP

The results of each survey question are presented using tables and charts (graphs). For all cases, the exact number of responses is mentioned. The structure of the analysis that follows is mostly based on the structure of the questionnaire (Annex A) and the sequence of questions included.

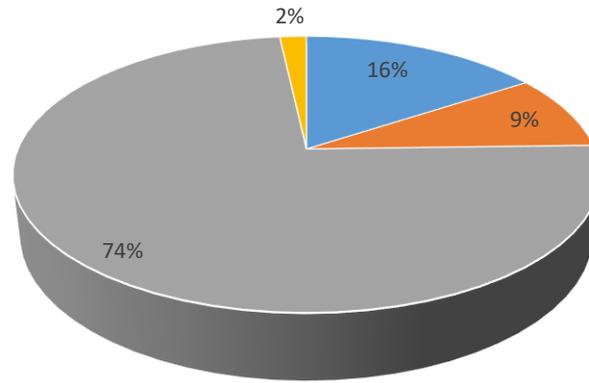
5.1 The uptake of Green Public Procurement in partnership areas

At EU level, more than 60% of public authorities have employed some form of environmental specifications in tendering processes. Of course, this figure varies significantly from country to country while different deployment levels also pertain for different products' types. This variability can be attributed to the voluntary nature of EU GPP policies as well as the different pace of their integration into national context. Other reasons for variations may be attributed to different levels of political commitment towards GPP implementation, the presence or lack of a concrete GPP strategy with defined targets and measures, suppliers' low environmental awareness/focus and bureaucracy.

Public authorities' representatives were asked to provide specific information on the green contracts signed by their organisation during the last ten years, as well as their future plans concerning the implementation of green tenders. The purpose was to identify the extent of GPP implementation in partnership areas. Figure 3 demonstrates that most public authorities have included some kind of environmental elements/components in their procurement processes. More particularly, 74% of public authorities have already applied environmental award criteria in procurement processes and will continue to do so in the future. These criteria may include operator's ability to apply an environmental management process during service provision or the use of secondary raw materials as input sources for the manufacturing of new products.

Figure 3. The uptake of GPP in partners' areas

% public authorities incorporating green elements in procurement processes (n=57)



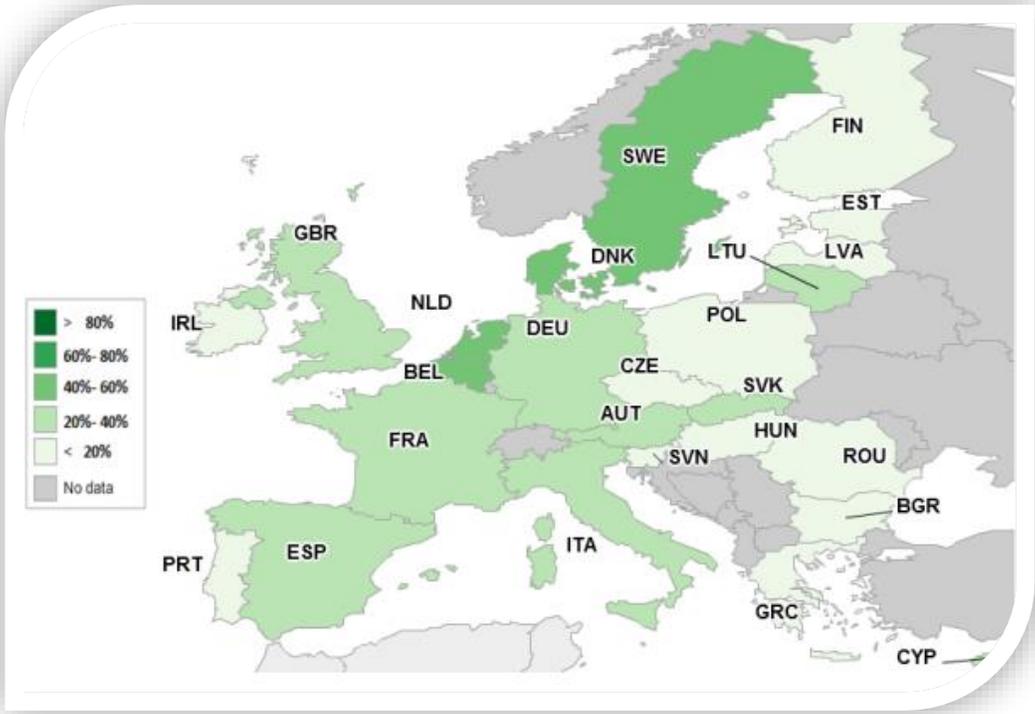
- It has never applied such criteria, but intends to do so in the future
- It has never applied such criteria, nor intends to
- It has previously applied such criteria and will continue to do so in the future
- It has previously applied such criteria, but will not continue to do so in the future

Status	Number of cases
It has never applied such criteria, but intends to do so in the future	9
It has never applied such criteria, nor intends to	5
It has previously applied such criteria and will continue to do so in the future	42
It has previously applied such criteria, but will not continue to do so in the future	1
Total	57

Source: GPP4GROWTH A1.4 results

These results are consistent with the findings of a) a research on the proliferation of GPP in the EU (Centre for European Policy Studies and the College of Europe, 2012), which states that 67% of EU public authorities incorporate a “green” component in their procurement practices and b) the PricewaterhouseCoopers’ study (2009) which investigated the GPP landscape in seven countries (Austria, Denmark, Finland, Germany, the Netherlands, Sweden, and the UK), concluding that on average 71% of authorities regularly launch green tenders to promote sustainability and environmental protection. In addition, those administrations that lag behind (16%), reported that they have already developed policies and strategies for implementing green practices in public purchasing. This confirms that GPP uptake in on the increase.

Figure 4: Level of GPP uptake in the EU (Source: Centre for European Policy Studies and the College of Europe (2012))



5.2 Private sector's engagement in GPP

Public authorities across the EU spend more than 2 trillion euros annually for purchasing goods, services and supplies; an amount which makes up around 14% of EU's GDP. The integration of sustainability criteria into public tenders has the potential to increase the demand for "green" products and services, whilst stimulating investments in R&D and technological innovation.

In order for GPP to be effective, suppliers need to be able to meet the environmental requirements put forward by public authorities (i.e. procurers). This requires not only a straightforward procurement procedure with clear/verifiable criteria to encourage massive participation but also a shift in private sector's focus towards green products/services and sustainable production.

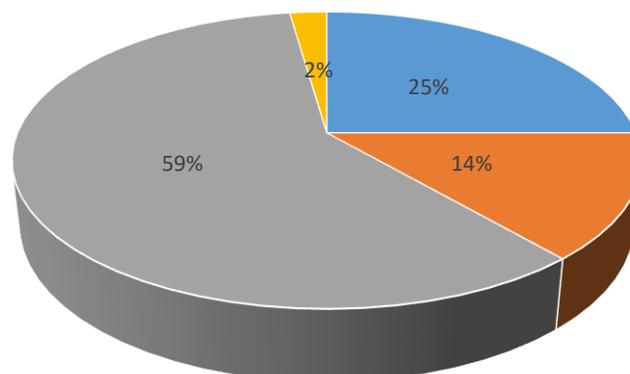
This sub-section seeks to explore private sector's involvement in public tenders. The value of these findings is twofold, as (a) they help identify the extent that private sector has an environmental focus (translated in delivering green and sustainable products and services), and participate in GPP processes, and (b) they act as screening questions for the more sophisticated GPP-related issues that are examined in the next sections of the questionnaire.

According to the survey results, the majority of businesses (59%, corresponding to 26 answers) replied that they have previously participated as a bidder in a green tender at national or regional level; 11 respondents responded that they have never participated but intend to do so in the future (25% of the total sample); and 6 individuals stated they have never applied for a green contract nor intend to participate in GPP processes in the future. The latter may be hesitant to engage in GPP because they perceive public authorities' commitment to environmental performance to be weak and that sustainability criteria do not weigh as much in the final decision.

Furthermore, suppliers tend to change their business model in a way that promotes environmental sustainability when the market or the policy framework, guide the integration of green practices into business operations and products. Therefore, companies in industry sectors with significant environmental implications (e.g. construction, transport, ICT, advanced manufacturing) are considered more responsive to GPP processes.

Figure 5. Private sector's participation in green tenders
% businesses having at least one time applied in green tenders (n=44)

Figure 5. Private sector's participation in green tenders



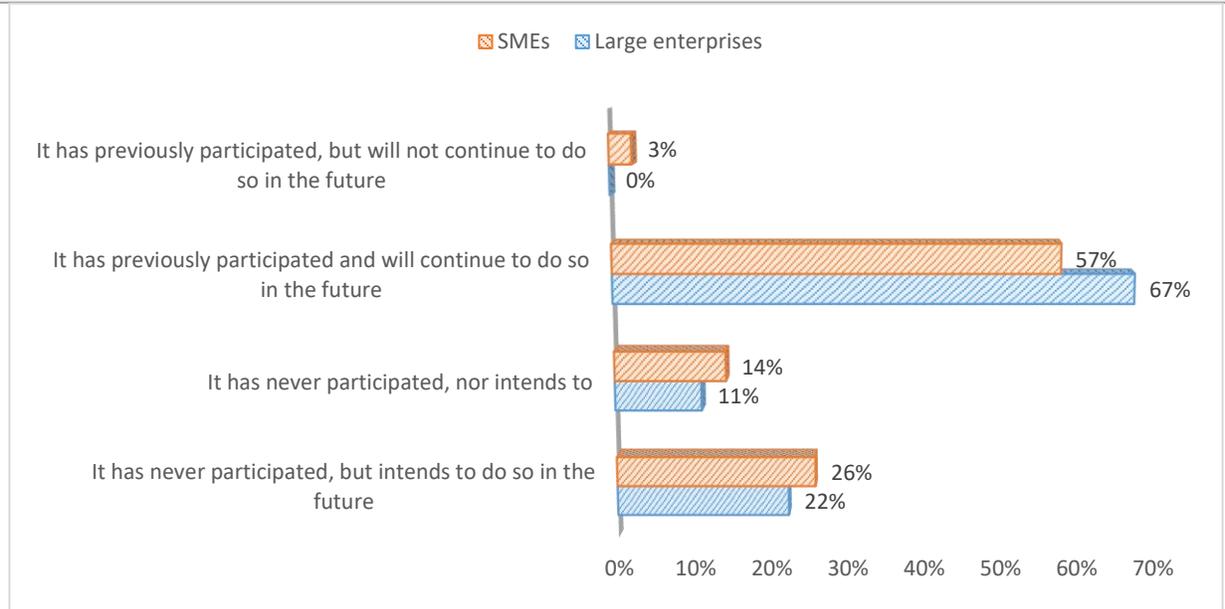
- It has never participated, but intends to do so in the future
- It has never participated, nor intends to
- It has previously participated and will continue to do so in the future
- It has previously participated, but will not continue to do so in the future

Status	Number of cases
It has never participated, but intends to do so in the future	11
It has never participated, nor intends to	6
It has previously participated and will continue to do so in the future	26
It has previously participated, but will not continue to do so in the future	1
Total	44

Source: GPP4GROWTH A1.4 results

The breakdown per enterprise size (i.e. large enterprises and SMEs) reveals that large enterprises are more engaged in GPP; 67% of large enterprises reportedly have taken part in green tenders against 57% of SMEs (Figure 6). The reason why large enterprises appear more experienced to respond to GPP initiatives is the increased human capacity, the administrative time available to search for opportunities and prepare paperwork, product and service diversification that allows to access new market segments (i.e. green products), flexibility and low organisational resistance. Furthermore, large enterprises are more concentrated in more capital intensive sectors with significant environmental impact (e.g. construction and manufacturing). On the other side, SMEs may face a series of challenges that may prevent them from applying in a green tender. For instance, the lack of locally produced green products might constrain their production process to meet the requirements while limited funding may jeopardize investments in environmental technologies and new business models.

Figure 6. Private sector's participation in green tenders per business size
% businesses having at least one time applied in green tenders (n=44)



Source: GPP4GROWTH A1.4 results

5.3 Motivations and needs

5.3.1 Suppliers motivations

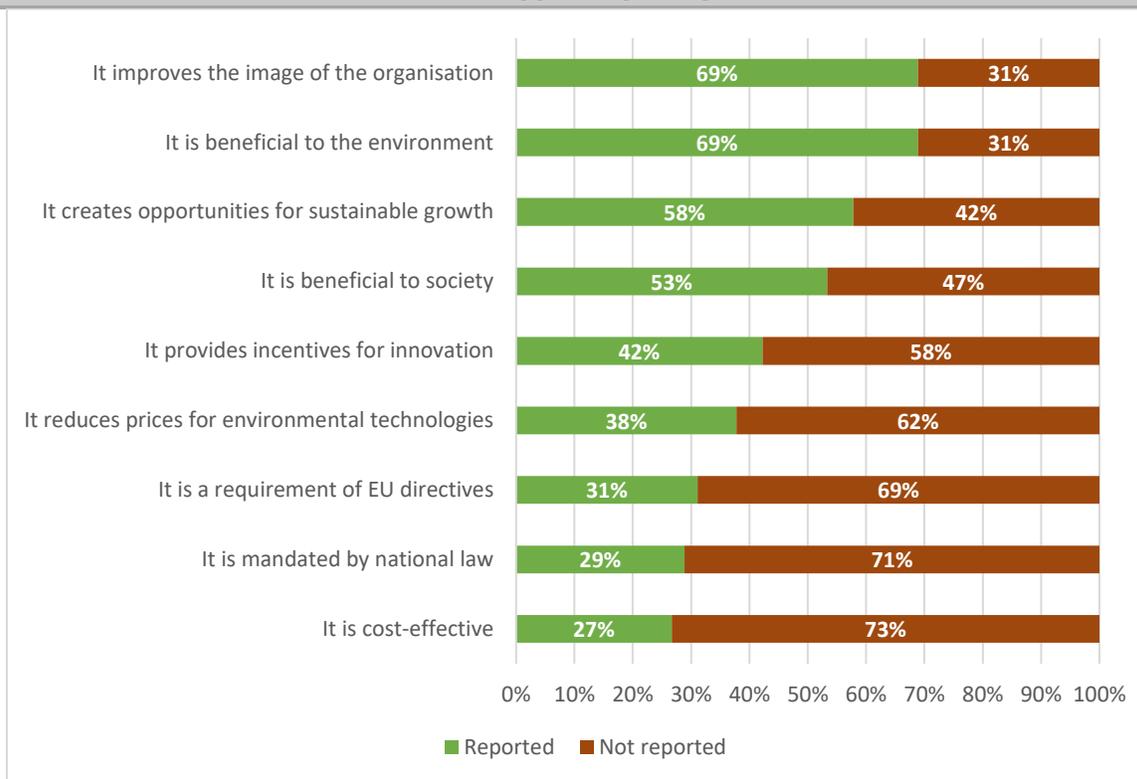
Businesses may have different motivations associated with their participation in green tenders. Profitability, competitiveness and improved company image are cited as the most pronounced reasons among companies. For instance, the delivery of green products or the adoption of sustainable practices within core business processes (translated into improved company image) will eventually lead to higher scores when bidding for public tenders, and hence more chances to award a contract. Companies will increase their competitiveness so that they can access new markets and expand their customer base. Furthermore, businesses forced by environmental regulations to adapt their offerings have managed to foster innovation in the services/products delivered and simultaneously decrease their ecological footprint.



The respondents were asked to select among a pre-defined set all the reasons why they engage in public procurement. The purpose is to identify their motivations and possible needs addressed, based on their expectations and perspectives. The data shows that four types of motivations underlie businesses' engagement in GPP; namely the need to a) improve company's image and enhance their competitiveness, b) contribute to environmental protection by decreasing their ecological footprint, c) create new business opportunities, and d) deliver services/products of superior value and provide a better quality of living for the society.

Figure 7. Needs addressed through the adoption of green practices and engagement in GPP

% suppliers (n=45)



Needs	Reported
It is cost-effective	16
It creates opportunities for sustainable growth	33
It provides incentives for innovation	20
It reduces prices for environmental technologies	19
It is beneficial to society	41
It is beneficial to the environment	50
It improves the image of the organisation	29
It is mandated by national law	25
It is a requirement of EU directives	25

Source: GPP4GROWTH A1.4 results

5.3.2 Procurers motivations

Green public procurement involves significant benefits that are not limited to improving environmental performance, but can include societal, economic and political benefits. From an environmental point of view, GPP can be instrumental in addressing key environmental challenges such as deforestation, greenhouse gas emissions, air pollution and waste management. For instance, GPP can help increase energy efficiency and resource use by purchasing products that are more efficient and follow environmentally conscious design principles. Similarly, public authorities can decrease the volume of waste produced by specifying production, delivery and packaging processes that encourage the use of secondary raw materials.

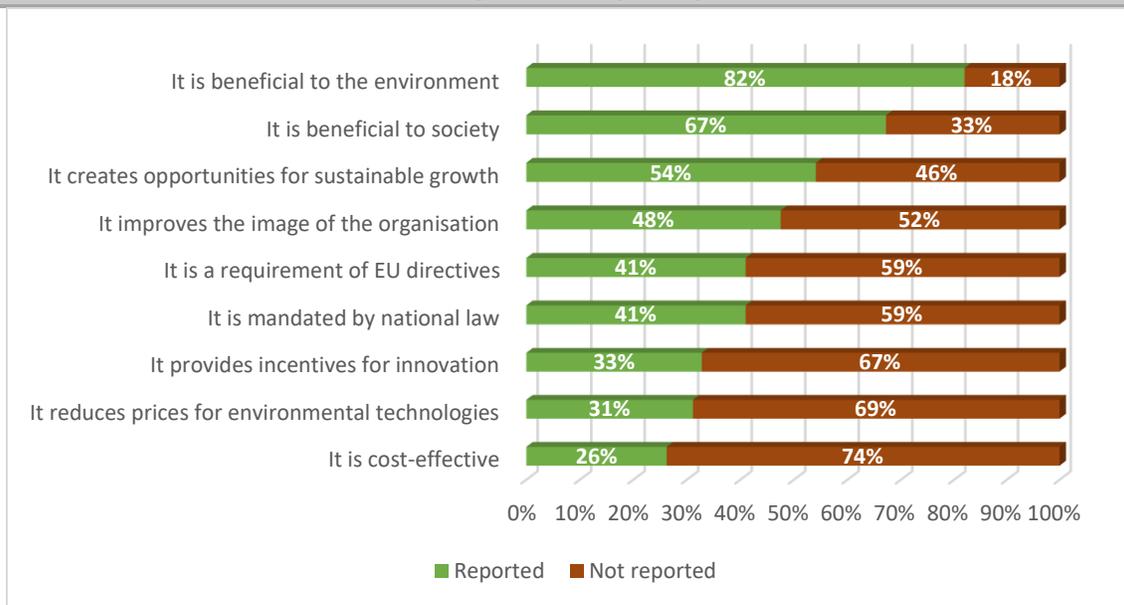
Furthermore, GPP sets an example for suppliers, providing strong incentives to foster innovation and produce more sustainable products and services. It also acts as a dissemination tool for raising public awareness on environmental protection and create a sustainability culture within the society. The integration of green criteria can also help establish high environmental performance standards for products and improve the standard of living; for example, the decreased consumption of hazardous cleaning products will provide a healthier working environment and improve life quality. Finally, GPP often leads to significant economical savings for the public over the full life-cycle of a purchase. For example, the procurement of energy efficient luminaires may incur higher up-front costs, but will save money in the long run, taking into account their life duration and the decreased cost for maintenance and repair.

The resolution of environmental and societal challenges is the most pronounced reason why public authorities in partnership areas (i.e. procurers) use environmental criteria in public tenders. Regional development and legal issues are of less importance according to PA's perception on the matter; however they remain critical to GPP implementation. More particularly, "It is beneficial to the environment" is the most popular answer among public authorities (82%), followed by "it is beneficial to society with a percentage of 67%." "It creates opportunities for sustainable growth" is ranked in the third place with 54%. These 3 statements apart from being the most preferred, where those chosen by more than half of the



respondents. "It improves the image of the organisation" is found in the fourth place (48%), followed by "It is a requirement of EU directives" and "It is mandated by national law" with a percentage of 41% each. The remaining statements are ranked lower in preference, with percentages ranging from 33% to 26%. Figure 8 presents the survey data in a visual format.

Figure 8. Needs addressed through the adoption of green practices and engagement in GPP
% procurers (n=61)



Needs	Reported
It is cost-effective	12
It creates opportunities for sustainable growth	26
It provides incentives for innovation	19
It reduces prices for environmental technologies	17
It is beneficial to society	24
It is beneficial to the environment	31
It improves the image of the organisation	31
It is mandated by national law	13
It is a requirement of EU directives	14

Source: GPP4GROWTH A1.4 results

5.4 Barriers and constraints

5.4.1 Barriers to private sector's participation in green tenders

To raise private sector's engagement in GPP, it is crucial to understand the key barriers that businesses confront when responding to environmentally responsible requirements in public tenders. A review of the literature demonstrates that most companies (regardless their size, country of origin and type of activity) face similar constraints to the adoption of green practices and engagement in GPP, which fall in two broad categories a) internal and b) external barriers.

The first category comprises the factors within a company structure that impact on its ability to adopt green practices and participate in green tenders. The extent to which a company has control over these factors is determined by inner strengths and weaknesses that affect (positively or negatively) its operational objectives. Internal barriers to GPP include:

- Lack of own financial resources and difficulty in accessing funding from external sources
- Technological readiness, availability of green technologies
- Low environmental awareness among employees
- Lack of internal capacity and technical knowledge to support the paperwork associated with public tendering
- Uncertainty over business benefits and perceptions of rising product prices upon the adoption of green practices
- Management problems (time management, strategic orientation, operational efficiency).

External factors include all those parameters are beyond the company's control. Market structure, competition pressures, lending conditions, policy framework and regulations, customers' expectations and trends are some of the external factors that affect virtually every business. When it comes to private sector's engagement in GPP, the most cited barriers refer to the complexity of the tendering processes. Companies have limited access to information on green tenders, tendering procedures usually entail significant bureaucracy (i.e. paperwork) and time constraints while procurers provide limited feedback on tender results. Additional constraints hindering compliance with green demands include suppliers' lack of trust regarding the buyer-supplier relationship, and their perceptions that the adoption of green practices entails high investment costs which will lead to an increase in products' market prices.

The factors that can be referred as the most cited (in the literature) barriers to private sector's engagement in GPP are those related to human resources capacity, strategic orientation and management. This clearly

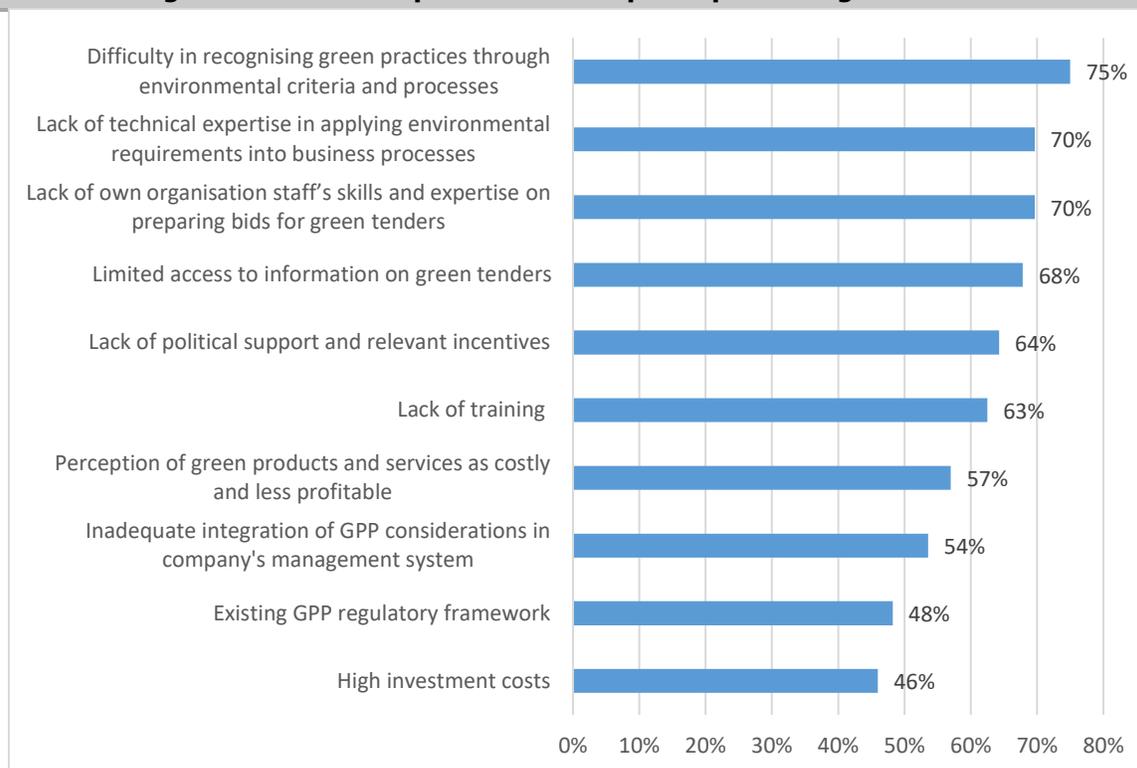
indicates that internal environment factors such as the lack of technical experience in green tenders, the untrained personnel and the limited environmental awareness and consciousness are the biggest challenges that businesses in partnership areas should overcome to engage in GPP. Fortunately, companies have control over these factors. It is important that companies should recognise their weaknesses and strengths, and make targeted interventions (e.g. organisational restructure, change internal processes, adopt new business models) in order to unleash their environmental potential.

To identify the barriers to private sector's engagement in GPP, the respondents were asked to report how a series of factors affect a company's decision to get increasingly involved in tenders with environmental criteria, based on their actual experience or personal perceptions.

The evidence shows that the companies surveyed experience certain limitations to engage in green tenders, having for instance difficulty in recognizing the need for green practices within calls, lack of technical skills and expertise on preparing technical bids and supporting the paperwork associated with green tenders, limited support from public authorities that could enable them adopt green practices, and limited access to information on public calls. The barriers reported are presented in Figure 9.

Figure 9. Barriers to private sector's participation in green tenders
% of business and field experts perceiving the following factors as barriers (n=56)

Figure 9. Barriers to private sector’s participation in green tenders



Barriers	Reported
Lack of political support and relevant incentives	36
Perception of green products and services as costly and less profitable	32
Limited access to information on green tenders	38
Inadequate integration of GPP considerations in company's management system	30
Lack of own organisation staff’s skills/expertise on preparing bids for green tenders	39
Lack of training	35
Lack of technical expertise in applying green requirements into business processes	39
Existing GPP regulatory framework	27
Difficulty in recognising green practices through environmental criteria & processes	42
High investment costs	26

Source: GPP4GROWTH A1.4 results

“Difficulty in recognising green practices through environmental criteria and processes” is the most pronounced factor hindering businesses in partnership regions to apply in green tenders (75%). The low level of company’s environmental awareness and strategic orientation and the limited availability of environmental training provision are key factors that decrease a company’s capability to recognise green practices and requirements with public calls. At the organizational level, private sector attitudes toward the environment also affects their likelihood of becoming environmentally responsible.

“Lack of technical expertise in applying green requirements into business processes” and “Lack of skills” appear to be the second most pronounced constraints among companies and field experts (with a percentage of 70% each). Companies find that the staff responsible for preparing technical bids do not always have the necessary skills to perform this task. GPP entails significant paperwork whereas companies have to prepare detailed technical and financial offers accompanied with certifications, declarations and digital signatures to demonstrate compliance with environmental requirements. Moreover, companies struggle with allocating human resources to adopt and implement green practices such as waste management, reuse, recycling, and environmental monitoring that fall outside companies’ main focus.

Almost 69% of respondents stated that insufficient information on tender documents is a significant problem in green public procurement. The complexity of green tendering decreases the likelihood of businesses partaking in green calls, whilst limiting the possibility of greater adoption of green practices. This lack of clarity in green tenders may also reflect the diversity and complexity of the legislative environment.

A high percentage of respondents (i.e. 64%) cited limited support by public authorities as an additional barrier to private sector’s engagement in GPP. This is particularly true considering that policy making can affect the different dimensions/aspects underlying not only GPP implementation but also the adoption of green practices. These may include access to finance and technological equipment, capacity building and human resources, market linkages, availability of research facilities, and access to key information, among others, through regulations, interventions, and funding schemes.

Surprisingly, financial issues have not been widely reported by participants as bottlenecks to private sector’s responsiveness in GPP tendering, a finding inconsistent with recent surveys. A review of the literature shows that financial constraints remain one of the biggest barriers to the adoption of green practices among companies. Lee (2018) highlights that the availability of own financial resources or external funding is positively related to the willingness/ability of companies to adopt environmental initiatives. The cost of environmental technologies is high while companies lack the financial resources to restructure their internal processes and business model. Lastly, access to finance from external financial institutions seems to be limited, creating further bottlenecks.

Finally, the table below presents the most cited barriers to private sector’s engagement in GPP per partnership country.

Table 3: Most cited barriers to private sector's engagement in GPP per partnership country

Country	Top 3 most cited barriers
Belgium	<ol style="list-style-type: none"> 1. Difficulty in recognising green practices through environmental criteria and processes 2. Existing GPP regulatory framework 3. Lack of technical expertise in applying green requirements into business processes
Bulgaria	<ol style="list-style-type: none"> 1. Lack of own organisation staff's skills and expertise on preparing bids for green tenders 2. Lack of technical expertise in applying green requirements into business processes 3. High investment costs
Greece	<ol style="list-style-type: none"> 1. Lack of political support and relevant incentives 2. Perception of green products and services as costly and less profitable 3. Lack of skills and training
Ireland	<ol style="list-style-type: none"> 1. Difficulty in recognising green practices through environmental criteria and processes 2. Existing GPP regulatory framework 3. Limited access to information on green tenders
Italy	<ol style="list-style-type: none"> 1. Difficulty in recognising green practices through environmental criteria and processes Lack of skills and training 2. Lack of technical expertise in applying green requirements into business processes 3. Difficulty in recognising green practices through environmental criteria and processes
Latvia	<ol style="list-style-type: none"> 1. Lack of political support and relevant incentives 2. Perception of green products and services as costly and less profitable 3. Difficulty in recognising green practices through environmental criteria and processes
Malta	<ol style="list-style-type: none"> 1. Limited access to information on green tenders 2. Lack of own organisation staff's skills and expertise on preparing bids for green tenders 3. Existing GPP regulatory framework

Country	Top 3 most cited barriers
Poland	<ol style="list-style-type: none"> 1. Difficulty in recognising green practices through environmental criteria and processes 2. Limited access to information on green tenders 3. Lack of skills and training
Spain	<ol style="list-style-type: none"> 1. Lack of political support and relevant incentives 2. Difficulty in recognising green practices through environmental criteria and processes 3. Limited access to information on green tenders

5.4.2 Barriers to GPP implementation

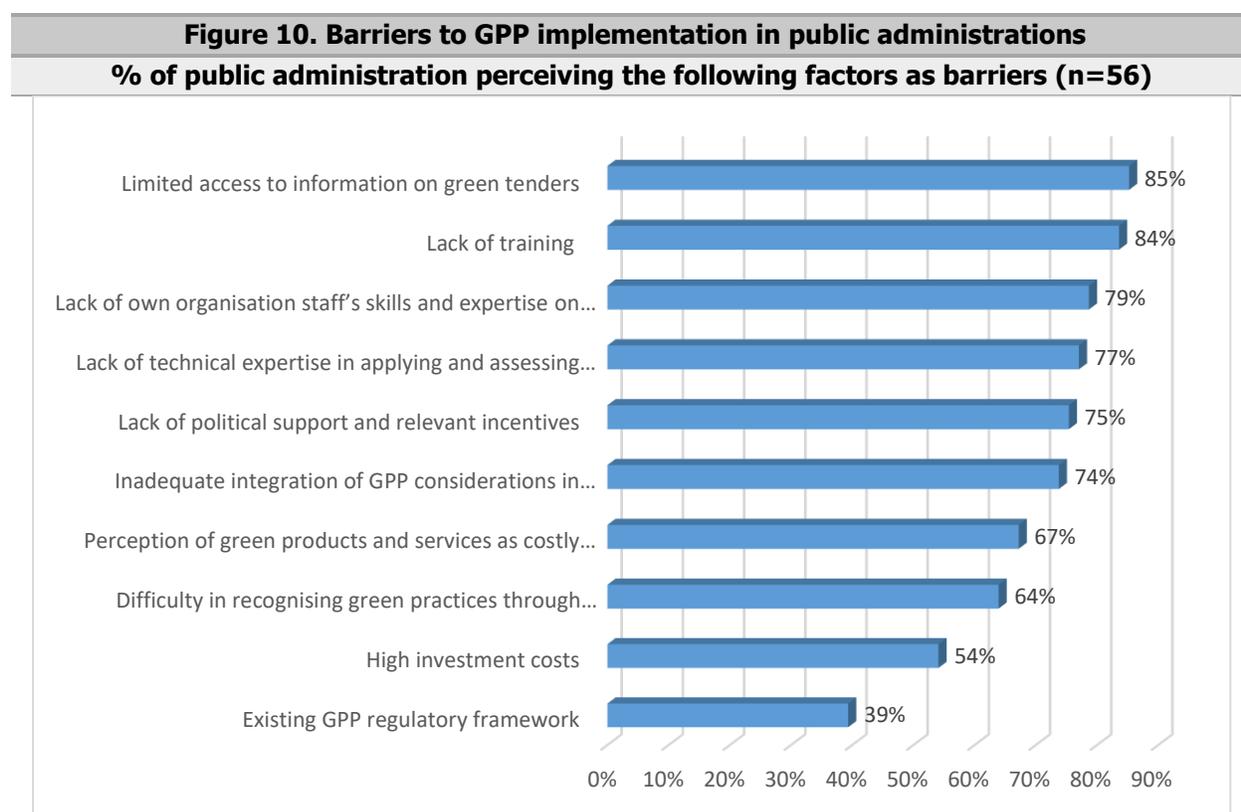
Public administrations that attempt to implement GPP into their purchasing processes often confront similar challenges that hinder the successful preparation and execution of green contracts. This sub-section presents the perceived barriers that limit the integration of environmental and sustainability criteria into public procurement processes, as cited by public administrations during the research. The survey results highlight 6 major obstacles regarding the implementation of GPP in partnership areas.

- Limited access to information on GPP implementation.
- Lack of training provision for public administrations' staff engaged with the technical preparation and implementation of green tenders.
- Shortage in technical skills and experience in applying environmental criteria
- Lack of management and political support as an additional barrier to broader GPP implementation.
- Inadequate integration of GPP considerations in administration's management system
- Perception of increased costs associated with green products compared to their common alternatives

What we can conclude is that there seems to be a knowledge gap that affects GPP implementation (referring not only to horizontal GPP principles but also product specific technical information). This shortage sets a major concern over public administrations' understanding related to GPP policies, the implementation of green procurement processes and the achievement of EU-wide and nationwide targets. The lack in practical tools (e.g. helpdesk, guides) contribute to the knowledge deficit as GPP requires is a

complex procedure with significant paperwork and technicalities, not only during the technical preparation of a call but also in the evaluation of the different bids and contracts award.

Many purchasers struggle to determine what an "environmentally and/or socially preferable" product or service may be and then to choose the most appropriate criteria and specifications to be incorporated into the call in order to prioritise and distinguish these products. This is because public administrations' staff do not have the necessary knowledge and experience to understand the environmental and social impacts of purchasing particular products or services.



Barriers	Reported
Lack of political support and relevant incentives	46
Perception of green products and services as costly and less profitable	41
Limited access to information on green tenders	52
Inadequate integration of GPP considerations in administration's management system	45
Lack of own organisation staff's skills and expertise on GPP	48
Lack of training	51
Lack of technical expertise in applying and assessing environmental criteria	47
Existing GPP regulatory framework	24
Difficulty in recognising green practices through environmental criteria & processes	39

Figure 10. Barriers to GPP implementation in public administrations

High investment costs	33
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Source: GPP4GROWTH A1.4 results

Training provision could be a solution to this problem; however public administrations in partnership areas complained about a lack in educational programs and work-based learning related to GPP. The European Commission states that training is generally required for procurers on the legal and technical aspects of GPP implementation, especially on issues related to life-cycle costing and the sustainable consumption of products.

Finally, another key challenge is public administrations' perception that green products incur higher initial purchasing costs compared to their common alternatives. In most cases, contracts and framework agreements are awarded to the bidder offering the most economically sustainable products and services are associated with lower operating, maintenance and disposal costs; contributing also to environmental protection and well-being. The fact that purchase price remains (in many cases) the sole criterion to decide between offers limits the uptake of green products and services.

5.5 Key enablers for engaging in GPP

Enablers can be defined as the factors that aid a company or organisation to achieve its strategic objectives. The literature indicates that there is a great range of factors that influence private sector's incentives, willingness and ability to participate in green tenders. These may range from the application of transparent criteria in GPP procedures to the availability of an adequately skilled workforce and access to finance.

This chapter examines the internal and external drivers/enablers of innovation, looking first at firm-level characteristics (e.g. internal capital, employees with relevant skills, prior experience with new technology innovation) before turning to external factors such as the regulatory framework, market potential and availability of business support. Participants were asked to rate the importance of a number of factors in increasing companies' participation green tenders. A five-point Likert scale (where 1 is unimportant and 5 is very important) was employed to facilitate companies' representatives to express their views/perceptions on the perceived enablers the threshold to define a factor as a key enabler has been set for the purposes of this analysis to 3.0.

Survey results show that the factors that can essentially prompt a business to engage in green tenders can be categorised into three clusters: a) internal capacity and capability (e.g. availability of existing technological infrastructures, internal capital, employees with relevant skills, environmental certifications), b) market structure (e.g. market potential, collaboration with public administrations and other actors across the supply chain, availability of business support) and c) policy and regulatory framework (e.g. availability of tools and information, transparency in GPP procedures, external funding). Table 4 presents the descriptive statistics (mean, median, mode, standard deviation) for all the variables included in this question.

Table 4: Descriptive statistics for the variables on enabling factors (from the factor with the highest mean to the lowest)

Drivers / Enablers	Mean	Median	Mode	Standard deviation
Improvement of environmental regulatory measures.	4.22	4	5	0.82
Available information on green public procurement.	4.42	5	5	0.70

Drivers / Enablers	Mean	Median	Mode	Standard deviation
Establishment and improvement of transparent criteria and processes for green products/services.	4.34	4	5	0.74
Increased awareness on market trends and market capacity for green products and services.	4.31	4	5	0.75
Organisation of training programs.	4.29	4	5	0.81
Improvement of environmental regulatory measures.	4.22	4	5	0.82
Availability of tools, such as helpdesks, manuals, and toolkits.	4.19	4	5	0.79
Provision of economic and financial incentives related to green public procurement.	4.14	4	5	0.92
Implementation of life-cycle costing.	4.06	4	4	0.94
Development and improvement of green certification procedures.	4.06	4	4	0.81
Enhanced cooperation and development of trust between organisations and industries.	4.03	4	4	0.85
Development and improvement of eco-label schemes.	4.03	4	4	0.86
Measuring and monitoring of green public procurement results to provide feedback for policy makers.	3.97	4	4	0.90

All factors examined were found to be important for participants, having a mean score above 3.0. This implies that respondents assume that the degree by which the factors examined constitute facilitators/enabling factors for companies' engagement in GPP is above average.

The most pronounced enabler for a company to participate in green tenders is easy access to the information related to procurement opportunities (4.42). Public authorities should publish all calls related to the procurement of green products and services in order to ensure transparency and equal access to opportunities. This entails the publication of all the information and provisions underlying the procurement process. Suppliers need to have adequate time to prepare their technical offers/bids and collect all the necessary documentation to demonstrate compliance with tender specifications. The literature suggests that a good way to guarantee easy access to information is the use of one web portal where all calls for public tenders are published. Having a centralized portal for green tenders (e.g. e-procurement) will foster companies' accessibility to required bidding information. Other tools such as helpdesks, manuals and toolkits can also serve this purpose (4.19).

Nevertheless, information sharing should not be limited to the technical specifications of the tendering process but also to include guidelines and recommendations on how companies can proactively adopt green practices and participate in green tenders. Communicating the benefits associated with the "greening" of processes and products (e.g. contracts awarded in public tenders, increased profitability and extraversion) will leverage companies' participation in green tenders and instil a sustainability culture within the private sector. In addition, it will help companies already engaged in GPP to further decrease their ecological footprint and hence achieve improved sustainability scores when bidding in tendering procedures.

Transparency, which is also cited as a key enabler for participation in green tenders (4.34), has also to do with the amount of information provided in tendering procedures and the publicity of all actions and decisions from the side of procurers on the selection of a contractor. Procurers should guarantee openness and publicity across all stages of the tendering process (call publication, evaluation, complains, appeals, contract award and execution) and take all the necessary actions and measures to counteract corruption and ensure that the process was conducted legitimately and fairly. All bidders in GPP should be subject to exactly the same conditions are treated in exactly the same way.

Survey results reveal that the establishment of a favourable regulatory and policy framework is a key determinant for the implementation of sustainable practices and companies' participation in green tenders (4.22). The regulatory framework is crucial to generate and speed the diffusion of green technologies and sustainable production processes. Good regulatory conditions stimulate companies to engage in innovation and R&D activities, accelerating the reallocation of resources towards environmentally-friendly companies and industries. In contrast, a poor institutional environment (widespread corruption, weak rule of law, lack of funding programmes and burdensome red tape) can substantially increase the cost of adopting green

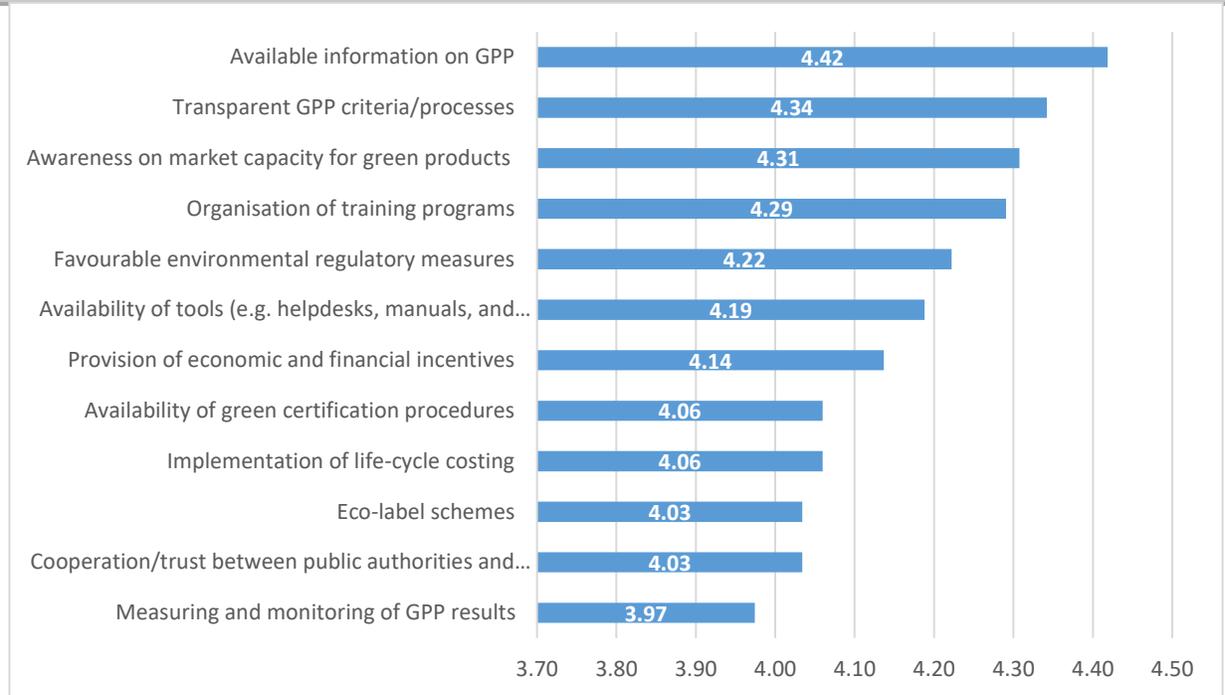
practices and make returns to investment in green products more uncertain. Public authorities have already established an array of measures to support private sector's financial and human resource capabilities that are necessary for implementing environmental practices. These include the delivery of educational programmes to raise companies' capacity to address environmental requirements, the provision of business support services through dedicated centres and institutes, as well as financial incentives in the form of tax concessions, grants, or loans (4.14).

A series of factors internal to the company serve as key drivers for private sector's engagement in GPP (not directly resulted from this research). More specifically, companies with a coherent environmental policy, strategic orientation towards the environment, employees' personal commitment to sustainability, established quality systems and multiannual experience in public tenders are more likely to participate in GPP and engage in environmental management. In addition, management and administrative personnel, who receive environmental training (4.29), acquire positive attitudes toward the adoption of new business models and green practices, embrace flexibility and innovation, and are more eager and capable to support company's participation in green tenders.

Finally, the availability of green certification procedures (4.06) and eco-label schemes (4.03), the implementation of life-cycle costing in GPP (4.06) and awareness on market capacity to absorb green products' supply (4.31) have been also found to be significant and positively related to the willingness/ability of companies in partnership areas to adopt environmental initiatives and participate in green tenders. Figure 11 displays a visualisation of the calculated arithmetic means in descending order.

Figure 11. Enablers for engaging in GPP
Average degree of perceived GPP enablers

Figure 11. Enablers for engaging in GPP



Source: GPP4GROWTH A1.4 results

Generally, private sector’s engagement in GPP is influenced by different factors in each country. Nonetheless, all the listed factors in the survey have been found to be positively related to companies’ willingness to participate in green tenders in GPP4Growth countries, as they all received an arithmetic mean above 3.0.

Perceived enablers	Belgium	Bulgaria	Greece	Ireland	Italy	Latvia	Malta	Poland	Spain
Favourable environmental regulatory measures	4.33	4.27	4.50	4.12	4.30	4.21	4.36	4.06	4.10
Available information on GPP	4.33	4.27	4.67	4.41	4.70	4.42	4.64	4.31	4.20
Awareness on market capacity for green products	4.42	4.36	4.00	4.35	4.50	4.29	4.18	4.25	4.30
Cooperation/trust between public authorities and companies	3.92	4.09	4.00	3.88	4.20	4.13	3.91	4.06	4.10
Provision of economic and financial incentives	3.58	4.36	4.17	4.06	3.70	4.21	4.09	4.63	4.20
Availability of tools (e.g. helpdesks, manuals, and toolkits)	4.17	4.18	4.33	4.24	4.30	4.08	4.18	4.00	4.50
Organisation of training programs	3.92	4.27	4.33	4.59	4.80	3.92	4.27	4.38	4.50
Implementation of life-cycle costing	4.00	4.36	4.00	4.41	4.40	3.92	4.00	3.63	4.00
Transparent GPP criteria/processes	4.67	4.36	4.33	4.29	4.00	4.21	4.82	4.25	4.30
Eco-label schemes	4.17	3.91	4.17	3.88	3.90	4.13	4.27	3.81	4.20
Availability of green certification procedures	4.25	3.91	4.17	4.00	3.70	4.17	4.27	3.94	4.10
Measuring and monitoring of GPP results	3.67	3.91	3.83	4.29	4.40	3.92	4.09	3.56	4.20

6 Key findings

This section presents the main findings and conclusions drawn from the survey conducted with public administrations' and companies' representatives regarding the factors that influence businesses in key GPP4Growth sectors to participate in green tenders and contracts.

GPP uptake in partnership countries

The majority of the participating public authorities (i.e. 74%) have at least on one occasion applied some type of environmental award criteria in the procurement processes and will continue to do so in an effort to promote environmental protection and sustainable development. What is more, those administrations that lag behind reported that they have already developed policies and strategies for implementing green practices in public purchasing. What we can conclude is that the level of GPP deployment varies significantly between the partnership countries. The main reason is the voluntary nature of EU GPP policies as well as the different pace of their integration into national context. Notwithstanding this, the uptake of GPP is on the rise as more and more public administrations appear committed to apply environmental criteria in the short future.

Private sector's engagement in GPP

When examining private sector's engagement in green tenders, 59% of businesses stated that they have previously applied in green tenders at national or regional level while those they haven't participated up to now, seem interested in adopting green practices and explore the possibility to take part in a green tender in the future. Data shows that large enterprises are more engaged in GPP while companies in industry sectors with significant environmental implications (e.g. construction, transport, ICT, advanced manufacturing) tend to be more responsive to GPP processes.

Motivations and needs

Companies areas across the partner states (i.e. suppliers) tend to participate in green tenders for addressing their functional and societal needs; the motivations to get benefits drawn from the adoption of green practices and participating in GPP. Improved company image (69%), new growth opportunities (58%) and contribution to environmental protection (69%) are cited as the most pronounced motivations among businesses. Alike, procurers see GPP as an opportunity to a) address key environmental challenges such as deforestation, greenhouse gas emissions, air pollution and waste management (82%), improve the quality of life of citizens by promoting a new pattern of consumption (67%) and c) promote sustainable

development, setting the ground (GPP is considered a strong incentive for the private sector to innovate) for investments in circular and green economy.

Barriers

The companies surveyed experience certain limitations to engage in green tenders. Lack of technical experience in green tenders, low-skilled personnel and limited environmental awareness and consciousness are cited as the most significant internal barriers to GPP engagement. Additionally, the external factors that affect virtually every business when considering the adoption of green practices or to apply for green tenders are the limited access to GPP information, lending conditions, policy framework and market trends. When it comes to procurers, the major problem is public administrations' understanding of the process of GPP implementation, the lack of technical skills (incl. inadequate training of the personnel engaged with the technical preparation of calls), as well as the inadequate integration of GPP considerations in administration's management system.

Enablers

Key enablers for the adoption of green practices and increased engagement in GPP can be broadly categorised into three clusters: a) internal capacity and capability (e.g. availability of existing technological infrastructures, internal capital, employees with relevant skills, environmental certifications), b) market structure (e.g. market potential, collaboration with public administrations and other actors across the supply chain, availability of business support) and c) policy and regulatory framework (e.g. availability of tools and information, transparency in GPP procedures, external funding). More specifically, easy access to information related to procurement opportunities, transparency across all stages of the tendering process, good regulatory conditions and political support (e.g. funding, educational programmes, business support services) were the most pronounced factors related to companies' willingness/ability to participate in green tenders.

7 Recommendations

This section includes the provision of guidelines on how to exploit the main lessons learned from the survey for planning policy measures and interventions to overcome the barriers preventing businesses from getting involved in GPP. The rationale is to provide guidance to policy makers as regards the formulation and implementation of measures to encourage companies in partnership countries to adopt green practices, promoting eco-innovation and resource efficiency. Their implementation will result in overcoming the challenges associated with businesses' participation in green tenders, and maximising environmental

benefits through GPP. More recommendations on improving and further developing existing GPP policies in partnership regions will be provided in the context of A1.3.

Barriers	Recommendations
Limited access to information on procurement opportunities	<ul style="list-style-type: none"> - Set up a centralised portal for green tenders (e.g. e-procurement) where all calls for public tenders will be published. This will help companies access all the required bidding information, whilst ensuring transparency and equal access to opportunities. - Establish a helpdesk in regional administrations that will provide suppliers with useful information on the practical aspects of GPP implementation and will reply to their inquiries (e.g. questions on supporting documentation, deadlines, and appeals). - Update regional authorities' websites to include links to a wide range of resources related to sustainability issues as well as local, national and international information on green procurement practices.
Regulatory framework	<ul style="list-style-type: none"> - Create a regional action plan to outline key actions and measures to promote green public procurement and foster private sector's engagement. A prerequisite for successful GPP implementation is to secure political support from government or regional authorities. This can be realised by adopting a GPP policy with clear definitions, targets and actions to raise private sector's willingness to participate in green tenders. - Address the definition gaps in legislation concerning fundamental terms related to GPP (e.g. waste, by-products, recycling, reuse, recovery, environmental labelling) and establish a common set of technical, environmental and managerial principles underlying tendering procedures. - Resolve issues related to conflicting regulations that prevent companies from adopting green practices. For example, hygiene rules versus extending the product lifecycle.
Lack of clarity in tender documents	<ul style="list-style-type: none"> - Engage personnel with experience in drafting technical specifications or/and organise training programs to increase procurement officers' capacity to a) integrate environmental considerations into tender

Barriers	Recommendations
	<p>procedures and b) administer the entire tendering process by ensuring tender's visibility and timely implementation</p> <ul style="list-style-type: none"> - Consider collaborating with a field expert in specifying the environmental criteria to be integrated in the tender document, writing the technical specifications and assessing the bids received. - Check the availability of environmental criteria so that you can insert them directly into new tenders. Notwithstanding, this is not a straightforward process. Procurement authorities should take into account their own political priorities and procurement objectives, assess the transferability potential of the established criteria, and proceed with the necessary adjustments to accommodate for their distinct needs, based on local specificities.
<p>Limited environmental awareness</p>	<ul style="list-style-type: none"> - Raise public awareness (via email campaigns, information days, social media, media appearance, brochures and posters) about the benefits of green public procurement for the private sector, and demonstrate that adoption of green practices within business processes do not entail only environmental benefits but it has the potential to create substantial financial savings, enhance competitiveness and improve public image.
<p>Low-skilled staff</p>	<ul style="list-style-type: none"> - Organise education and training programmes to increase companies' environmental awareness and enhance their capability to handle new technologies and innovation. These programmes will also train companies' staff on how to identify green criteria in tender documents and prepare technical bids that demonstrate compliance with tender specifications. - Organise mini workshops for companies in key GPP4Growth sectors to update them on the latest advancements in green technologies and environmental regulation. - Create learning materials and open educational resources, such as simulation games, handbooks, toolkits and online courses.
<p>Lack of policy support</p>	<ul style="list-style-type: none"> - Promote a green tax reform that will focus on unsustainable resource use, non-recycled products and waste generation, in an attempt to provide a strong incentive to adopt green practices. This will make unsustainable

Barriers	Recommendations
	<p>goods and services more expensive, stimulating the demand for green products and services.</p> <ul style="list-style-type: none"> - Set up a preferential social security scheme with lower security contributions for companies implementing green practices. - To increase the demand for green products, public authorities can provide discount vouchers for environmental purchases and reward consumers that demonstrate their commitment to sustainable consumption with coupons, bonus points and tax credits. - Establish business support centres in partnership regions that will provide advisory services to companies willing to adopt green practices and participate in green tenders. Their role will be to a) disseminate research findings and innovation knowledge, b) provide practical information on tender opportunities and environmental regulation, and c) assist companies with the drafting of technical bids for green tenders.
Funding	<ul style="list-style-type: none"> - Establish a dedicated (GPP) fund that will support companies in key economic sectors to adopt green practices and integrate environmentally sustainable technologies. This fund may support new green products' commercialisation, promote green business ideas by financing investments in R&D, technology development and facilities design, and support synergies among businesses (e.g. industrial symbiosis projects).

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9 Annex A: Questionnaire

GPP4Growth A1.4

Green public procurement survey questionnaire

The “Green public procurement for resource-efficient regional growth” (GPP4Growth) is an Interreg Europe project aiming to stimulate eco-innovation, resource efficiency and green growth by promoting Green Public Procurement (GPP).

The project will support the creation of new opportunities for public authorities to stimulate eco-innovation, resource efficiency and green growth, mostly by using new award criteria in calls and tenders that pay particular attention to environmental considerations.

The objective is to enable policy makers to:

- a) understand the inhibitors and policy obstacles pertaining to the involvement of businesses in the provision of environmentally-friendly products, services, works, and
- b) improve the management and implementation processes of own policy instruments.

The questionnaire is a basic tool to map the factors that influence businesses to participate in green tenders and contracts and invest in green products services and works.

Respondent information								
Name:								
Organisation / company:								
Email:								
What is your organisation / company?*	Regional / local public administration	National public administration	Large enterprise	SME	Sectoral Association / Chamber of Commerce	Business Support Centre / Innovation Centre	Higher Education Institution / Research Institution	Other (please specify)
Questions on your organisation*								
*Please note that not all questions are relevant to public authorities (buyers, procurers) and / or to businesses (suppliers). If not relevant, please chose N/A.								
For Procurers: To what extent does your organisation include green criteria in the procurement process?								

It has never applied such criteria, nor intends to	It has never applied such criteria, but intends to do so in the future	It has previously applied such criteria and will continue to do so in the future	It has previously applied such criteria, but will not continue to do so in the future
For Suppliers: Does/would your organisation participate in tenders with environmental criteria? (tick one)			
It has never participated, nor intends to	It has never participated, but intends to do so in the future	It has previously participated and will continue to do so in the future	It has previously participated, but will not continue to do so in the future
If your organisation engages (or would engage) in green public procurement, please indicate why. (tick all that apply)			
1. It is cost-effective.			
2. It creates opportunities for sustainable growth.			
3. It provides incentives for innovation.			
4. It reduces prices for environmental technologies in the long term.			
5. It is beneficial to society.			

6. It is beneficial to the environment.	
7. It improves the image of the organisation.	
8. It is mandated by national law.	
9. It is a requirement of EU directives.	
10. Other	

Questions on the factors that influence GPP (1/2)

How do the following factors contribute to your organisation's decision to (further) apply green public procurement or to get increasingly involved in tenders with environmental criteria?

	Positively	Negatively	Not important
Political support and relevant incentives			
Perception of green products and services as costly and less profitable			
Access to information on green public procurement			
Integration of green public procurement in the management system of own organisation			
Own organisation staff's skills and expertise on green public procurement			
Staff training on green public procurement			

Own organisation technical expertise in applying, assessing and demonstrating environmental criteria and measures.			
The existing green public procurement regulatory framework (having or lacking completeness and clarity)			
The recognition of green practices through environmental criteria and processes			
Initial costs			
Other			
In case you have selected "Other" in the previous question, please specify:			

Questions on the factors that influence GPP (2/2)					
<p>How important do you consider the following factors for increasing the participation of businesses in green public procurement? (1-5 scale, ranging from unimportant to very important) <i>Unimportant / Very important</i></p>					
	1	2	3	4	5
Improvement of environmental regulatory measures.					
Dissemination of information on green public procurement, to increase awareness on green public procurement solutions and benefits for buyers, businesses and the society.					
Increased awareness on market trends and market capacity for green products and services.					
Enhanced cooperation and development of trust between organisations and industries in the area of green public procurement.					
Provision of economic and financial incentives related to green public procurement.					
Availability of tools, such as helpdesks, manuals, and toolkits, which help increase the capacity of the public sector to use procurement strategically and the capacity of businesses to participate in green tenders.					
Organisation of training programs, which increase staff capacity to strategically use procurement (in the public sector) and to participate in green tenders (for businesses).					
Implementation of life-cycle costing.					

Establishment and improvement of transparent criteria and processes for green products/services.					
Development and improvement of eco-label schemes.					
Development and improvement of green certification procedures.					
Measuring and monitoring of green public procurement results to provide feedback for policy makers.					
Other (please specify below).					
In case you have selected "Other" in the previous question, please specify:					
Additional suggestions					
Is there anything else you would like to point out with regards the factors that influence green public procurement, business involvement in tenders with environmental criteria and investment on green products and services?					



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