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**Existing experiences visits on GPP processes and
results**

Report on Irish Visit

Wexford

3rd & 4th of October 2018



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1 About GPP and GPP4Growth

Green public procurement (GPP) can be defined as “a process whereby public authorities seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured” (European Commission, 2008).

GPP4Growth is a project funded by the Interreg Europe programme. This programme aims to initiate and advance interregional collaborations among EU regional and local authorities so that best practices can be identified and applied in all EU regions. The project “Green public procurement for resource efficient regional growth - GPP4Growth” intends to locate best practices for integrating green public procurement (GPP hereafter) in regional policy and for supporting public administrations and businesses to adopt lifecycle cost approaches and improve the overall management of resources and waste. The ultimate aim of the project is to improve resource efficiency in European regions.

GPP4Growth seeks to build upon the new EU public procurement reform (2016), i.e. a regulatory framework prepared by the EU to create 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 to environmental considerations. Specifically, the new rules enable public authorities to setup, publish and manage calls and contracts that require businesses / bidders to:

- comply with environmental obligations,
- integrate environmental costs in their offers based on a lifecycle cost approach, and
- 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 in order to achieve regional green growth and respond to current and future environmental and economic challenges, through the adoption of GPP. Spending 2 trillion Euros each year (19 % of the EU’s Gross Domestic Product (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, low emission public transport vehicles etc., promoting sustainable consumption and production patterns in their territories. GPP4Growth aims to facilitate EU regions to apply the EU public procurement system via the identification and exchange of best practices for GPP.

GPP4Growth brings together nine partners from nine countries, involving the managing authorities & regional bodies influencing regional and national policy instruments, to stimulate eco-innovation, resource efficiency and green growth by promoting GPP. The GPP4Growth partnership consists of the organisations set out in Table 1.

Table 1: List of Project Partners and Project Instruments

| No. | Partner Name | Acronym | Policy instrument addressed | Country |
|-----|---|-----------|--|----------|
| 1 | University of Patras (EL) | UPAT | Operational Programme of Western Greece 2014-2020 | Greece |
| 2 | Lombardy Region (IT) | Lombardy | ERDF Regional Operational Programme Lombardy | Italy |
| 3 | Lodzkie Region (PL) | Lodzkie | Regional Operational Programme Łódź province | Poland |
| 4 | Province of Antwerp (BE) | Antwerp | Flemish Public Procurement Plan 2016-2020 | Belgium |
| 5 | Ministry of Environment and Spatial Planning, Regional Government of Andalusia (ES) | Andalusia | Andalusia ERDF 2014-2020 Operational Programme | Spain |
| 6 | Zemgale Planning Region (LV) | ZPR | Operational programme "Growth and Employment" | Latvia |
| 7 | Stara Zagora Regional Economic Development Agency (BG) | SZREDA | Operational Programme "Environment" 2014-2020 (OPE) | Bulgaria |
| 8 | Department of Communications, Climate Action and Environment (IE) | DCCAE | Border, Midland and Western Regional Operational Programme 2014-2020 (BMW ROP) | Ireland |
| 9 | Malta Regional Development and Dialogue Foundation (MT) | MRDDF | OPI – Fostering a competitive and sustainable economy to meet our challenges – 2014-2020 | Malta |

To support public administrations and businesses to adopt lifecycle cost approaches and improve the overall management of resources and waste, GPP4Growth 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.

Finally, GPP4Growth will utilise all the above activities to achieve the following results:

- 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 of Euros 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.



2 Purpose of the Experience Visit

During the course of the GPP4Growth project all the project partners will meet for two ‘experience visits’ to provide an opportunity to share examples of existing GPP procedures, measures and criteria that have led to investments in green contracts, to acknowledge problems that are shared by Project Partners and to build upon the work of the project (which has outlined key barriers and enablers) in order to identify specific strategies to drive the GPP4Growth Project forward. As part of the project two ‘existing experience visits’ were planned to take place, one in Ireland and the second in Belgium.

The format of the visit was based on the results of the reports A1.2 and A1.3 which were completed by Zemgale (A1.2) and UPAT (A1.3). These reports were based on the following themes of the project;

- A1.2 - Identifying successful green public procurement cases
- A1.3 - Analysing existing policies, plans and criteria for GPP in the key GPP4Growth sectors.

An input paper was also designed to facilitate the visit and guide the transfer of knowledge and experiences exchange by;

- a) Identifying the most relevant issues to be discussed and addressed by regional authorities during workshop sessions (based on the most prevalent needs and challenges of the partners as identified in the reports A1.2 and A1.3)
- b) Developing the purpose statements, guidelines and directions for the facilitation of the discussions to take place during the visit.

As outlined in the input paper, a report and list of action points for the development of GPP will be established to help each partner and the overall project to increase uptake and engagement with GPP.

This report summarises the visit to Ireland which took place in Wexford on the 3rd and 4th of October 2018.

These topics will be further built upon during the second experience visit to the Province of Antwerp, Belgium.

3 Delivery of Irish Experience Visits

During the ‘experience visit’ the partners took part in two days of activities. The first day was a workshop based session which sought to maximise sharing of experiences between the partners and to develop practical ways to increase GPP through sharing of best practices and knowledge. This was followed on day two by presentations of local and national level case studies and site visits which showed practical demonstrations of green public procurement projects.

AGENDA – Day 1

Wexford, Wednesday - 3rd October 2018

Workshop

| | |
|--------------------------|---|
| 9.00 - 9.30 | Welcome |
| 9.30 - 11.00 | Sharing of experiences and Good Practice Examples |
| 11.00 - 11.30 | Tea / Coffee Break |
| 11.30 - 13.00 | Use of GPP supports |
| 13.00 – 14.00 | Lunch |
| 14.00 – 15.30 | Action Planning |
| 15.30 – 16.00 | Tea / Coffee Break |
| 16.00 – 17.30 | Monitoring |

AGENDA – Day 2

Wexford, Thursday – 4th October 2018

Site Visits

| | |
|--------------------------|--|
| 9.00 – 11.00 | Welcome Case studies – GPP in Action at the National Level in Wexford |
| 11.00 - 11.15 | Travelling |
| 11.15 – 13.00 | Case Studies in Action at the Local Authority Level |
| 13.00 -13.15 | Travelling |
| 13.30- 14.30 | Lunch |
| 14.30- 17.00 | Case study in Action – Local Government/Tourism Examples |

4 The Workshop

The agenda for the Irish visit was designed to facilitate a one day workshop which covered some of the key themes that emerged from the two research reports A1.2 and A1.3. The themes and questions were designed to maximise the opportunities for partners to share their experiences of the implementation of GPP. Additionally, the discussion was framed by questions that help develop the process of GPP implementation by focusing on best practice examples of what should or can be done and how, rather than what has been done to date.



4.1 Session One: Sharing of Experiences

The purpose of this session was to enable the partners to better understand the context and challenges associated with the implementation of GPP in each region. It also sought to identify areas where mutual support and joint developmental work may be beneficial.

To stimulate discussion, a representative from each partner was asked to provide a short presentation covering the questions set out in Table 2.

Table 2: Session 1 Questions

Session 1 – Sharing Experience of GPP

- From your experience of GPP implementation - What has worked well?
- From your experience of GPP implementation - What has been difficult?
- From your experience of GPP implementation - What do you need more help with?

A copy of all the presentations was uploaded to the Freedcamp folder, however the common points are summarised in Table 3.

Table 3: Summary of responses

| Worked Well | Difficulties | Need Help |
|-------------|----------------------|-------------------|
| • Training | • Lack of monitoring | • Action Planning |



| | | |
|---|---|--|
| <ul style="list-style-type: none"> • Focus on small steps first • Centralisation – one stop shop • Using the project to drive engagement • Regulation – certainty • Tender templates • High level support • Monitoring | <ul style="list-style-type: none"> • Communication • Mandatory vs Voluntary • Poor high level support • Fear • MEAT vs LCC • Managing Change • Resources | <ul style="list-style-type: none"> • Monitoring • Communication • Gathering Knowledge • Tools • Joint Procurement options |
|---|---|--|

4.2 Session Two: Use of GPP Supports

Going into session two, the participants were put into groups and were asked to reflect on the previous presentations and consider the four questions outlined in Table 4. A summary of the responses is outlined below.

Table 4: Questions and summary of responses for Session Two

| Question | Summary of Responses |
|---|---|
| What is most interesting? | The importance of senior level awareness and support The prevalence of fear of change in the procurement community The problem of communication |
| What is most useful to give attention to? | Monitoring Joint Procurement Action Planning How to increase training |
| What do we want to get out of today? | Find out more about mandatory GPP Experiences of mandatory GPP What does good GPP look like? Agree top three problems and possible solutions |
| What do we want to get out of the project? | Useful Tools – eg LCC Help with monitoring Promotion of GPP Action Plans Long Term strategic thinking |

The purpose of this session was to look at how criteria (and other supports) are being used in practice in the implementation of GPP and to identify where there is most potential for improvement.

Following on from the earlier work, the participants in their groups were tasked with sharing stories of good examples of GPP from their regions. One example from each group was presented to the group and participants were asked to stand beside the example they would

like to hear more about (numbers beside topics below). Participants were also given the chance to ask questions about the examples. The presented examples were as follows;

- Spain: Catering Contracts (4)
- Latvia: E-procurement system (13)
- Belgium: Green Deal (3)
- Ireland: Public Construction (2)
- Spain: Training Program (2)
- Belgium: Vehicle Supply
- Spain: Technical Documents
- Malta: Green Criteria Awareness Event
- Poland: National GPP Seminars

This element of the workshop allowed people to exchange best practice examples, ask in-depth questions about them and also indicated which types of projects were of greatest interest to the group. It also stimulated sharing of experiences and networking during the breaks.



4.3 Session Three: Action Planning

The purpose of this session was to look at how action planning for the implementation of GPP is operating in different jurisdictions and any potential benefits that might be gained from standardising the approach of the partners.

Relationships between National, Regional and Local government vary a lot between states, which means that the formats for action planning (in particular who takes which role) inevitably varies too. The session looked at the different approaches to action planning being employed across the partner regions. It considered the similarities and differences in each

partner region and discussed these in detail in order to identify a common set of good practices.

From the details of the input paper, a range of elements that should be covered in the development of an action plan had been identified, these were;

- Information/Awareness/Training – countering fear
 - Procurers/Suppliers
 - Senior managers/Politian’s
 - Public
- What to centralize, what to make mandatory
- Growing joint procurement
- Enabling mechanisms
 - Tools
 - Systems
 - Technology
 - Documents
- Growing the range of products covered
- Helping the system see itself
- Continuous improvement/problem solving

The partners were split into new groups to discuss these and a few additional points were suggested. These were;

- The importance of award criteria
- Setting out the system – doing an organogram
- Development of a common plan that can be adopted by all levels of public administration
- Peer to Peer information sharing is essential
- Information and a positive attitude towards GPP must permeate the organisation
- Make sure to use existing structures to minimise the need for extensive change management
- Use reporting structures such as annual reports or CSR reports to highlight the importance and impact of GPP.
- Centralisation must be flexible and requires trust in the process.
- Geography and scale of organisations must be taken into consideration in action planning as the principles must translate effectively to each territory

The participants were asked to identify some of the key topics which they might like to further examine. This offered an opportunity to progress some of the elements that might make up future action plans and to learn from each other’s approach to these planning areas.

Six topics were identified for further discussion

1. A step by step approach to action planning



2. The place of centralisation and mandatory implementation
3. Enabling public institutions to apply more green criteria
4. Award Criteria
5. Enabling suppliers
6. Information, training and awareness

Each group discussed their topics and listed the key points they felt should be considered or given further attention. At the end of this process the groups outlined their thoughts and all participants were given the chance to add their own comments. Each of the topics is further described in the following paragraphs.

Topic 1: A step by step approach to action planning

There was a general discussion about all the key elements that should be included in the development of any action plan; these are set out in Box 1 below. The group struggled to put them in a step by step format. Instead it was felt that the development of any action plan would be an iterative process where all these aspects would be discussed in consultation with key stakeholders.

It was also noted that all the partners are at different stages of policy development; many have established action plans, some in need of updating. Others are only in the early stages of developing their own action plans. It was noted that these key elements were all important but must also take into consideration the location, scale and context of delivery in order to make implementation more achievable.

It was discussed whether having an action plan template could help Partner's with implementation. Such a template could be scaled up or down to suit a range of organisation sizes

Box 1: Key Elements to be included in action planning

| | |
|--|---|
| <ul style="list-style-type: none"> • Identify who is leading • Set out the legal /policy framework • Objectives – general and specific • Establish context/rationale • Clarify Finance and Resources • Help and Support Database • FAQ's • Training Plan • Communications Plan – Citizen, staff, market | <ul style="list-style-type: none"> • Build in feedback and improvement • Organogram of roles and responsibilities • Set Targets - in line with national/regional/local • Establish supports required and plan for development • Establish Indicators / Monitoring Procedures • Enforcement procedures • Implementation Forum |
|--|---|

Topic 2: The place of centralisation and mandatory implementation



There was a discussion in this group about the practicalities of completely centralising public procurement and GPP would therefore become centralised. Additionally the group considered the pros and cons of introducing mandatory GPP. Some of the key points for consideration for either of these approaches are outlined below.



Topic 3: Enabling public institutions to apply more green criteria

The group felt that there were four key approaches to enabling public institutions to apply more green criteria. These elements should be considered as options under action planning. A number of sub-points were outlined under the four main headings and demonstrated in Box 2.



Box 2: Key points for enabling public institutions to apply more green criteria.

| Informational Measures | Stimulating Measures | Mandatory Measures | Admin Capacity |
|--|--|---|---|
| <ul style="list-style-type: none"> • Engage expert knowledge • Green Newsletters • E-platform to exchange information • Info services need to be promoted and mainstreamed | <ul style="list-style-type: none"> • Rewards for savings • Take into consideration in budgets • Mainstream into governance of organisations | <ul style="list-style-type: none"> • Create regional action plans with targets • Mandatory use of green criteria for certain products | <ul style="list-style-type: none"> • Templates for GPP in different categories • Training courses • Simplified Legislative framework for GPP |

Topic 4: Award Criteria

Setting the award criteria is a key element in helping procurers award greener contracts; however this is an area where fear of change is often encountered. In this group a number of questions were raised about how to counter this. Antwerp gave the example of how award criteria were used in buying cars. In Belgium they have a website <http://ecoscore.be/en/home> that calculates the ‘ecoscore’ of every car, so it is easy to use this tool as a green award criteria.

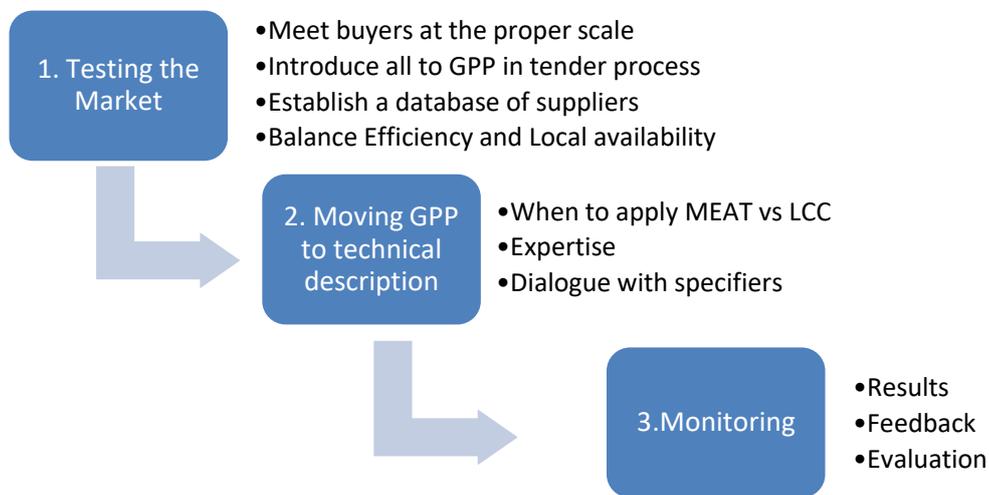
Some of the points to consider when introducing more green criteria into the tender process are outlined below.

| | | | |
|------------------------------|---|---------------------------------|---|
| How to decide best criteria? | Is the market ready - enough suppliers? | Need strong technical knowledge | Stimulate Market to produce greener options |
| | Mandatory inclusion in certain categories | How to ensure fair competition? | |



Topic 5: Enabling Suppliers

While public administrations may be ready to implement more GPP into the tender process it is important to consider whether the market is ready to respond. In this group the partners worked through some options that may help to ensure that the market can fully respond to greener tenders. It was noted that a first step in a procurement procedure can be to publish an RFI on the TED (Tenders Electronic Daily) website with questions about the available green solutions in that market: all the interested companies automatically get this RFI and can respond if they want. These are outlined below.



Topic 6: Information, training and awareness

The final group looked at possible options for inclusion in action planning that could help raise awareness and share information about GPP across the procurement system. These options are outlined in Box 3.



Box 3: Options for information, training and awareness.



4.4 Session Four: Monitoring

The purpose of the last session was to look at how the implementation and development of GPP is being monitored and the potential for improvements in this area. However as this issue had come up multiple times in the other sessions, it was more useful to think of other conversations that hadn't happened as well.

The participants were asked if anyone could identify any key topics that they felt had not yet been covered, four emerged from this process and participants arranged themselves into groups based on these issues outlined below

- Block chain – and its use in procurement
- EU targets
- Integration of GPP
- Monitoring Performance

The key points identified under each topic are summarised in Box 4.



Box 4: Key additional points

BlockChain

- IT Expertise essential
- Not enough practical examples
- Pilot projects needed

EU Targets / Monitoring

- What is the target? eg. '100%' or '50% of number and 50% of value'
- What is included? what should / shouldn't be measured
- Definition of 'Green' is essential
- Monitoring is easier in centralised procurement systems
- Digital monitoring - monitoring should be included in existing (accounting or other) systems
- To have comparable stats across countries/regions - same procedures/definitions need to be applied everywhere

Integration of GPP

- Government need to set a good example
- make sure to maximise as an opportunity
- link to other government objectives - policy mapping
- include in reporting structures e.g. annual report
- Need to look around - beware of the silos

Monitoring Contract Performance

- Performance after the tender is often forgotten
- Procurer is often removed from the management or use of product tendered
- Need to think about compliance monitoring when drafting the tender
- Performance auditing or monitoring team useful in larger organisations
- Penalties for non performance/ end contracts
- How often should performance be checked?

4.5 GPP in Action

A number of examples of GPP in action were demonstrated on the second day of the experience visit.

This involved presentation of case studies and site visits to green projects in action to show how GPP has been successfully integrated into purchasing decisions.

EcoMerit

The first presentation was given to the partners and stakeholder group on the 2nd of October by Phil Walker of [EcoMerit](#), a local business that works with both the public and private sector to help them green their organisations. Phil has worked with a number of local and national businesses across multiple sectors to help them reduce their environmental footprint and is keenly interested in how green public procurement can act as a significant driver in this area.

Phil noted that measurement and accountability are key areas where progress needs to be made in terms of GPP in order to increase its effectiveness. He noted that in the private sector environmental certification for suppliers is becoming increasingly important in terms of winning tenders so this should be considered more often in terms of public sector contracts as well. He also noted that he believed that measurement of GPP in the public system should be kept simple to start by using metrics such as;

- **The % of suppliers with a credible environmental certification**
- **The % of annual spend going to these suppliers**

Phil also noted that the environmental certification of companies, especially SME's, needs to be cost effective and not too onerous to allow them to compete for tenders as the ISO certification process is often too complex and costly for smaller companies to complete.

A number of partners and stakeholders asked questions following the presentation.

Garda Síochána (Ireland's National Police Service)

In the morning the partners and stakeholders travelled to the local police station to hear from one of the senior architects from the [Office of Public Works \(OPW\)](#) about how they take the environment and other sustainable factors into consideration when planning national building projects such as police stations, schools or other public buildings. While the building regulations have high energy efficiency standards, the presentation outlined how ecology, repair and renovation costs, material use, transport and water are also taken into account in all OPW building projects. There was a rigorous question and answer session about some of the principles employed in projects and about specific case studies mentioned. The group was then taken on a tour of the police station to see some of the elements mentioned in the presentation in place.

While a further presentation by the Gardaí regarding their attainment of ISO 50001 (1st police force globally) was cancelled, a copy of their presentation will be provided to all partners on the Freedcamp platform.



Irish National Heritage Park

Maura Bell the manager of the site outlined how a number of changes of different scales have been made including energy efficiency upgrades, the installation of solar panels, the instigation of a zero waste policy, taking part in the [Conscious Cup](#) campaign and other initiatives. The site is run as a not-for-profit enterprise so costs and value for money are a key concern. This case study demonstrates that these elements can be achieved when aligned with an environmental improvement program.



Wexford County Council

In the afternoon the group travelled to Wexford County Council Offices for presentations from the council on green public procurement projects completed in the region in the past year. The presentations will be available on the 'Freedcamp' platform. There were three case studies presented

1. Street Lighting Upgrade
2. Social Housing Energy Efficiency Upgrade
3. Flood Defence Works Design

Wexford County Council has begun working with the Department of Communications, Climate Action and Environment as a GPP champion. As observed in the case studies presented, purchasing decisions have resulted in significant savings for the local authority. These stories build trust in a green procurement agenda which will support procurers including green criteria in future tender agreements.

- **Street Lighting Upgrade**

In Wexford County 14,575 street lights under the remit of the Council cost over €1 million per year in operating and maintenance costs. In response to national energy efficiency targets, increasing energy costs, high maintenance costs, obsolete equipment and poor lighting quality the Council decided to upgrade the bulbs to LED. To date 3,430 bulbs have been replaced reducing the maintenance costs by 87% per annum. The council will continue to replace approximately 2,500 bulbs per year until 2021.

- **Social Housing Energy Efficiency Upgrade**

The Council renovated a small estate of 12 one bed houses within the town of Wexford. The energy performance of these houses was extremely poor; energy costs were very high and the health of tenants was poor. With the help of 50% funding from the Sustainable Energy Authority of Ireland these houses received a deep retrofit; internal and external insulation, heat pump, solar PV panels, demand controlled ventilation and new windows and doors.

At the end of the project all properties had received an 'A' level energy performance certificate. After grant aid, improvements cost the Council €12,500 per unit. While energy costs have significantly decreased there were other significant benefits such as reduced maintenance, better air quality and health outcomes. These properties have become sought after within the area by social housing tenants.

- **Design of Flood Defence Works**

The town of Enniscorthy, located on the banks of the River Slaney, in Wexford has a long history of flooding. Extreme floods have occurred in 1924, 1947, 1965, 2000 and more recently in 2015. Flooding has resulted in inundation of properties and roads in the town and represents a risk to the health and safety of its inhabitants, causing property damage and traffic disruption and adversely affecting commercial activity in the town and its environs. The Office of Public Works (OPW), in conjunction with Wexford County Council, undertook a study of the flooding problem, following which a preliminary design for the Enniscorthy Flood Defence Scheme was exhibited for public consultation in 2009.

In response to feedback received, the initial designs were altered to improve bio-diversity and ecology issues within the design. This included tree planting, a nesting wall, re-design of the bridge to reduce impact on flight path of birds, fish refuges, spawning areas, habitat creation and the construction process has been designed to reduce impact on fish and lamprey migration. The project will cost in the region of €45 million and has gone to tender.

5 Summary and Conclusions

A key focus of the GPP4Growth project is to initiate and advance interregional collaborations among EU regional and local authorities so that best practices can be identified and applied in all EU regions. The research conducted to date has highlighted the common barriers that exist in trying to increase the levels of GPP in a region and has signposted ways that this may be overcome.

This experience visit provided an opportunity for the partners to share their common problems and the examples of existing GPP procedures, measures and criteria that have helped overcome some of them. The workshop element of the visit allowed the partners to build upon the work of the project (which has outlined key barriers and enablers) in order to identify specific strategies to drive the GPP4Growth Project forward.

There are a number of key areas where partners need help, these were identified as;

- Action Planning
- Monitoring
- Communication
- Gathering Knowledge
- Tools/Templates/Support documents

Some of the partners were in a position to share how they have dealt with these issues through the sharing of good practices which should help instigate practical actions in the partner regions.

The session on Action Planning (Session Three) provided practical options for partners to help them further develop GPP implementation instruments in their own regions.

The case studies presented in Ireland demonstrated the importance of choosing pilot projects where GPP could assist in delivering on organisational priorities. A local authority's role in the provision of housing and public infrastructure is of fundamental importance. If it can be demonstrated and acknowledged that GPP helps realise these priorities, a local authority is more likely to use GPP again in furthering its own development agenda.



6 Key points for trip to Antwerp (March 27-28, 2019):

The first experience visit covered construction and energy. It is planned to complement this in Antwerp through demonstrations of projects on furniture, ICT, fleet management, office supplies and catering. A full agenda and list of projects will be provided by Antwerp early in 2019.

Given the success of GPP implementation in Antwerp, during the second experience visit it is envisaged to devote some time to the features of an organisation that facilitate doing GPP successfully such as a political and administrative commitment to GPP the relationship between procurement and sustainability office, monitoring, communication, ...

In the light of the development of the action plans it would be helpful to illuminate alternative strategies to speed up green procurement in society and take into consideration the key constraints and enablers (Box 5) already identified within the project.

Box 5

Constraints

- Lack of tools and resources
- Skills Shortage
- Experience Shortage
- Lack of Awareness of the benefits
- Inefficient implementation and co-ordination
- Limited political support

Enablers

- Clearly defined criteria
- EU tools and supports
- Good Procurement officers
- Green culture in the private sector
- Legal expertise