

Tool C: Self-assessment tool to identify other management steps to overcome organisational barriers to effective green procurement

Objectives of the tool

- to help public authorities to identify barriers that exist within their organisation that hinder the inclusion of environmental aspects in the public procurement processes
- to determine management steps that can be used to overcome those barriers

Benefits of the tool

- For those starting out in green procurement, to identify the most effective way to implement green procurement in their organisation
- For those who already practice green procurement, to evaluate their current operations and see where improvements can be made

What does this tool do?

By following the steps proposed in this tool, you will be able to identify barriers that your organisation face and define an action plan to overcome them effectively. A quick overview of the process is as follows:

Summary of the process for this tool		
Steps	Description	Tools provided
Step 1: Preparation	Identify key stakeholders within your organisation	
Step 2: Identify Barriers to green procurement	Identify barriers that would be relevant to your organisation in five key areas (identified through research as barriers to effective green procurement): 1. Policy 2. Internal awareness 3. Supply Market 4. Innovation 5. Regulation/enforcement	List of barriers for each of the five key areas
Step 3: Develop an organisation profile	Complete the self-assessment matrix	Self-assessment matrix
Step 4 : Identify Priority areas for change	Identify issues with highest priority for change within your organisation based on the outcome of the self-assessment matrix.	
Step 5: Develop an action plan to overcome barriers	Develop a list of management steps, tasks to overcome the identified barriers and persons responsible for those tasks in order to increase the implementation of effective green procurement.	List of possible actions to overcome barriers in each of the five key areas

Quick actions

If you don't have much time to go through the whole tool, you can identify the status of your organisation regarding green public procurement in order to identify priority areas for change and define an action plan to improve them.

To do so, use the table below and follow the next steps:

- Review each column of the table, one at a time, and mark the place in each column which best describes your organisation's current status.

Level	Policy Case studies 8, 9, 12, 13	Internal Awareness Case studies 8, 10, 13	Supply Market Case studies 6, 7, 14, 15	Innovation Case studies 7, 10, 11, 12, 14, 15	Regulation / Enforcement Case studies 6, 9, 12, 13,
4	Policy in place, action plan and regular review with commitment from top management (<i>that includes training sessions, communication, implementation tools...</i>)	Regular formal & informal programmes of training, staff awareness raising & information provision/practical guidance on green procurement at all levels	Regular formal programmes of supply chain management to improve environmental performance of services and products	Formal and active programme of measures to introduce innovation in green procurement	Internal regulations, systems and contract monitoring in place and fully operational to enforce the procurement of green products
3	Formal policy, active commitment from top management but no action plan or targets set OR Formal policy, action plan & targets but no commitment from top management	Programme of staff awareness, training and information provision / practical guidance but no active, regular implementation	Programme of supply chain management but no active commitment	Programme of measures in place but no active commitment	Internal regulations, systems and contract monitoring in place but no active, regular enforcement taking place
2	Unadopted policy set by manager but no commitment from top management	Some ad hoc staff awareness training and information provision	Some ad hoc working with suppliers on environmental performance	Some ad hoc innovation but no formalised programme of measures	Some ad hoc enforcement on certain products but no formalised systems or monitoring
1	Pockets of excellence within purchasing driven by individual personalities	Informal contact between colleagues used to raise awareness and promote green procurement on the bases of individual interest	Informal contact with suppliers on environmental performance	Informal contact with other organisations for innovative measures but no real implementation	Guidelines but no written regulations for enforcement
0	No green procurement policy in place or activity undertaken by any responsible person within the organisation	No promotion, awareness raising or information provision / practical guidance on green procurement	No liaison with suppliers	No innovation measures in place	No internal regulations, systems or contract monitoring measures in place

- Join up the marks to produce a graph line to create your Organisation Profile. This indicates how balanced green procurement is across your organisation and which are your weak points.

- Once that is done, you can go to [section](#) 5 to find ideas on how to improve those weak points for each of the categories of the matrix.
- Design an action plan with the actions to undertake, the responsible person for each action and a time plan to implement it.

The eventual aim is to move your organisation up through the levels towards 'best practice' performance and in doing so develop balance across the columns.

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INTRODUCTION

Although some public authorities practice green procurement, it is still not widely applied across Europe, and where it is applied it is not always effective. This is often due to internal organisational barriers that hinder the inclusion of environmental aspects in the public procurement processes. To increase effective green procurement in public authorities these barriers need to be overcome.

This document aims to provide a self-assessment tool to help public authorities across the EU to identify barriers that exist within their organisation and determine management steps that can be used to overcome them.

This tool aims to support both those starting out in green procurement and those who already practice green procurement to some extent but want to evaluate their current operations and see where improvements can be made.

The following table provides a quick view of the steps that need to be taken when dealing with barriers to green procurement.

Summary of process for this tool		
Step 1	Preparation	Identify key stakeholders within your organisation. Possibly staff involved in procurement and/or environment/sustainability.
Step 2	Identify Barriers to green procurement	Identify barriers that your organisation is experiencing or would be likely to experience in five key areas (identified through research as barriers to effective green procurement). These areas are: <ol style="list-style-type: none"> 1. Policy 2. Internal awareness 3. Supply Market 4. Innovation 5. Regulation/enforcement
Step 3	Develop an organisation profile	Complete the self-assessment matrix to assess your current profile, to determine whether you have a balanced or unbalanced profile, and where the areas of strength and weakness to implementing green procurement lie.
Step 4	Identify Priority areas for change	Identify issues with highest priority for change within your organisation based on the outcome of the self-assessment matrix.
		Ask senior managers to repeat the exercise with the agreed collated matrix from Step 3, or on their individual matrix (as applicable).
Step 5	Develop an action plan to overcome barriers	From the priority areas identified in Step 4, develop a list of management steps, tasks and responsible persons for those tasks in order to overcome the barriers and, therefore, increase the implementation of effective green procurement.

1. STEP 1 – PREPARATION

Before starting identifying barriers, you will need to identify the key stakeholders within your organisation that are/ would be involved in implementing green procurement. These could be those involved in procurement and those in environmental/ sustainability roles. Those at all levels of seniority should be identified. This will assist with gaining input and buy-in at an early stage from all that are/ would be involved in effective green procurement and will ensure that barriers throughout the organisation can be identified. Once this has been done you move to Step 2.

2. STEP 2 – IDENTIFY BARRIERS TO GREEN PROCUREMENT

Once you've identified the key stakeholders within your organisation, you'll have to identify the barriers that your organisation is experiencing, or would be likely to experience, in implementing effective green procurement.

The [barriers](#) (identified through research undertaken in the development of this tool have been arranged into five categories, which are all key areas for the successful implementation of green procurement:

1. Policy
2. Internal awareness
3. Supply market
4. Innovation
5. Regulation/enforcement

In order to identify your barriers, the first stage is to read through the barriers listed below and note down the ones that you would consider to exist in your organisation.

2.1 Lack of a Green Procurement Policy

A policy stating the organisation's position on green procurement is vital to provide clear aims and objectives and act as a driver for all those working within the organisation. Without a policy a universal approach cannot be achieved, as there is no focus or guidance for people on what they should be doing and why they should be doing it. Specific barriers in this category experienced are:

- No aims at an individual or municipal level to procure green products/ services or works
- No organisation procurement policy strongly promoting / enforcing environmental performance of products, services or works procured
- Lack of a strategic focus at an organisational level for how green procurement should be implemented
- Little or no guidance at an operational level on how to implement policies that are in place
- No (or insufficient) resources dedicated to green procurement
- Lack of communication on the policy – a policy can be a key driver but people must understand it and know what is required of them.

2.2 Lack of Internal Awareness

Information and awareness is vital to ensure all those within an organisation understand what they need to do, why they need to do it, how they need to do it and where they can access guidance. This can assist with change management and increase commitment within the organisation. If clear information is not available or actively imparted then it is very difficult to expect people to effectively implement green procurement. Key barriers experienced in this category are:

- Lack of promotion within the organisation of green procurement, its benefits and external drivers
- Lack of awareness among persons responsible for procurement of why environmental products should be considered for specification
- Lack of interest from clients, staff, project team members in improving environmental performance
- Lack of information on green products available and the environmental aspects of these products
- Lack of available information on incentives and sanctions for green procurement
- Lack of information on rules and regulations i.e. what can or cannot be specified without contravening EU regulations for competitive procurement
- Lack of information on how to procure green products, works or services (specifications drawn up traditionally rather than on the basis of need)
- Lack of internal data on which products, goods or services are to be purchased green and which are not
- Poor perception of recycled products i.e. too expensive, poorer quality
- Buyer inertia
- Information overload.

2.3 Poor Supply Market

A good supply market of green products and services is a key requirement to implementing green procurement. Without suitable supplies an organisation cannot actively select to procure green options. The main barriers identified in this category are:

- High prices of recycled products
- Lack of green products available
- Lack of suppliers of green materials and services
- Lack of liaison between organisations and suppliers to improve environmental quality of products and services
- Lack of promotion of green products by suppliers to demonstrate quality / comparability with conventional products
- Suppliers viewing products with environmental attributes as niche and trying to charge more
- Suppliers not taking requests seriously enough
- Negative market perception of local authorities as a customer (e.g. local authorities have a reputation for being late payers) meaning suppliers feel that contracts are not worth tendering for

- Too much bureaucracy in the procurement process puts tenderers off
- Not enough lead time given to gather information

2.4 Lack of Innovation

As green procurement is relatively new to many organisations, innovative and proactive measures can be needed to kick-start its implementation. Key barriers in this category are:

- Buyers hesitant to use unproven products / materials
- Not much innovation in partnering for green procurement activities
- No measures in the green procurement policy to introduce innovation
- Lack of awareness

2.5 Lack of Regulation/Enforcement

Change in behaviour can be difficult to achieve in organisations. Enforcement and regulation is a key way of ensuring that new policies and initiatives are adhered to, and ensuring that green procurement can be implemented. The main barriers identified in this category are:

- No enforcement and measurement of the procurement policy
- No internal rules on how to procure green products, goods or services
- End users buying off contract where only an environmental option is included on a corporate contract because they do not want to use environmental products/materials
- Failure of buyers to choose green products even when available and when all specifications have been met
- Devolved purchasing structure
- Lack of awareness of departments as to the availability of centralised contracts.

3. STEP 3 – DEVELOP AN ORGANISATION PROFILE

3.1 Aims of the Matrix

To bring about the changes and development required for effective green procurement, organisations need to review how well they are currently performing, establish their current areas of strength and weakness assess the quality and level of support within the organisation and identify where they want to get to next. This will allow you to identify priority areas for change.

To establish your organisation's profile, the first task is to have to completed the self-assessment matrix outlined in Figure 1.¹

The self-assessment matrix is divided into columns and rows. Each column of the matrix addresses the five key organisational issues that need to be addressed to allow effective implementation of green procurement:

1. Policy
2. Internal awareness
3. Supply market
4. Innovation
5. Regulation/enforcement

The rows numbered from 0 – 4 represent increasingly developed organisational methods and activities to address these issues.

Once completed, the profile will portray your organisation's current performance in these five areas, indicating how advanced they are, and whether there is a balance across them. The eventual aim is to move your organisation up through the levels towards 'best practice' performance and in doing so develop balance across the columns.

¹ The matrix template used for this tool has been adapted from the Energy Management Matrix outlined in 'Report 13: Reviewing Energy Management' produced by the Building Research Establishment as part of the UK Energy Efficiency Best Practice Programme

Figure 1: Self-Assessment Matrix

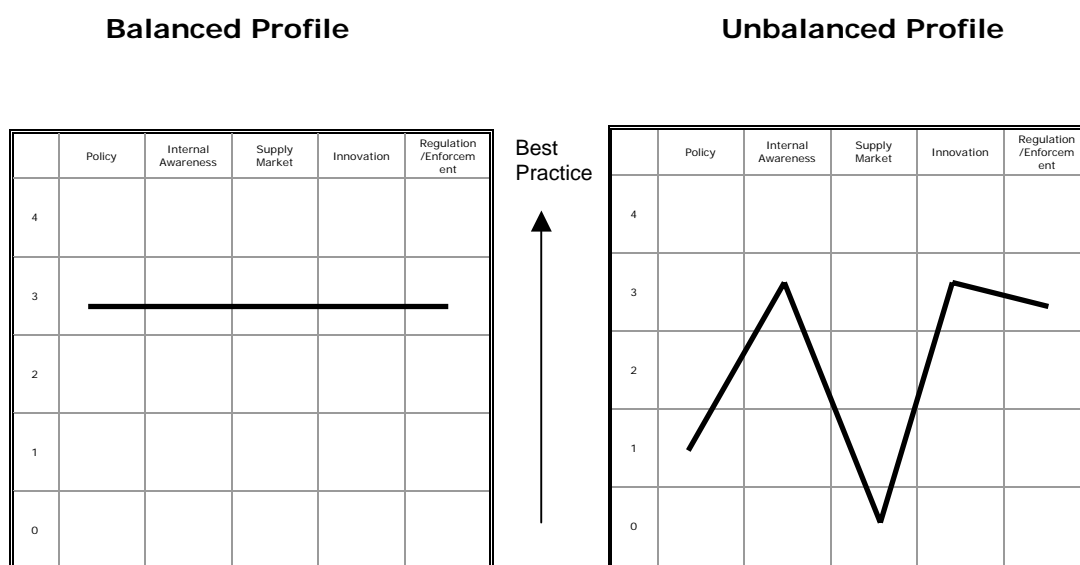
Level	Policy Case studies 8, 9, 12, 13	Internal Awareness Case studies 8, 10, 13	Supply Market Case studies 6, 7, 14, 15	Innovation Case studies 7, 10, 11, 12, 14, 15	Regulation / Enforcement Case studies 6, 9, 12, 13,
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3.2 Completing the Matrix

To complete the matrix for your organisation, these steps should be followed:

1. Take a photocopy of the matrix. Review each column one at a time then mark the place in each column which best describes your organisation's current methods and activities used to address each issue. The mark may be placed in a cell or between cells if this is more accurate. For example, if your organisation covers the criteria outlined in level 1 and is more comprehensive, but doesn't quite meet the level 2 criteria then the mark should be placed between cells 1 and 2.
2. Once you have placed a mark in each column join up the marks to produce a graph line to create your Organisation Profile. This indicates how balanced green procurement is across your organisation. Examples of balanced and unbalanced Organisation Profiles are shown in Figure 2

Figure 2– Balanced and Unbalanced Organisation Profiles



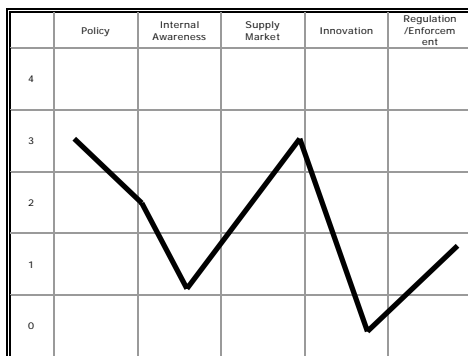
3. Once completed make further photocopies of the matrix and ask the stakeholders identified in Step 1 (i.e. managers within your organisation involved in both procurement and environmental / sustainability issues) to complete the process in the same way. If different departments are responsible for different areas ensure all are given the opportunity to complete the matrix. This will help determine what others think are your organisational strengths and weaknesses in the area of green procurement.
4. Compare the Organisation Profiles collated and determine where they agree and disagree. If they disagree see if you can reach an agreed compromise position and draw this Profile on a new copy of the matrix. If you can't agree, draw the separate Profiles on a new copy of the matrix and label each one, to represent the different points of view.

4. STEP 4 - IDENTIFY PRIORITY AREAS FOR CHANGE

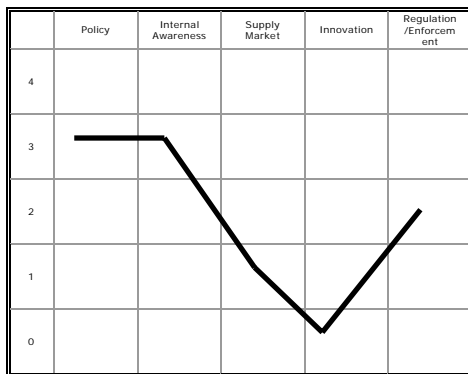
Having established your Organisation Profile, the next step is to identify the issues with the highest priority for change within your organisation. The following steps should be taken:

1. Working on your own, use the matrix / matrices collated and decide which columns contain issues that are a priority for change in your particular circumstances. It may not always be the columns with the lowest scores that are given immediate attention. If there are no obvious opportunities for improvement in these areas you may be better investing your time and attention on areas where changes and improvement can easily be made. Examples of different organisation profiles and indicated priority change areas are shown in Figure 3.

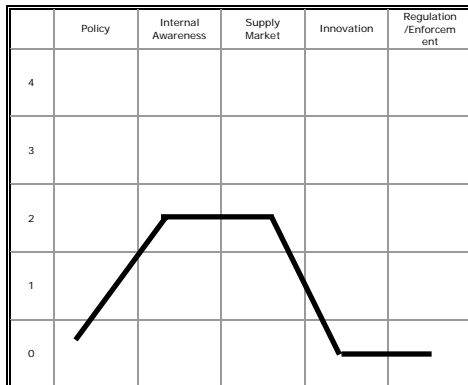
Figure 3: Example Organisation Profiles



A. Organisation A has a fairly advanced policy and a good supply market but there is little internal awareness on green procurement, very little innovation and little enforcement. Priority areas for change are likely to be improving internal awareness and improving enforcement. Once awareness is increased it will be easier to introduce innovation.



B. Organisation B has an advanced policy and internal awareness, and fairly advanced enforcement but does not have a good supply market and has no innovation. Priority areas for change are improving the supply market to allow the requirements of the policy to be met, and encouraging innovation to explore different ways of implementing the policy.



C. Organisation C has an undeveloped policy, and very little innovation and enforcement, however internal awareness is fairly good and there is a supply market. The priority area for change is likely to be the development of a green procurement policy, and the development of enforcement measures to ensure the policy is adhered to.

2. Once you have compiled your priority list, ask senior managers to repeat the exercise with the agreed collated matrix from Step 1, or on their individual matrix if no compromise was reached, to determine their priority areas.

3. Collate and compare the lists received. If they disagree try to reach a consensus, if this is not possible amalgamate the list of priorities. Once finalised this list will be the key areas for change to be taken forward to the next step.

5. STEP 5 - DEVELOP AN ACTION PLAN TO OVERCOME BARRIERS

Having identified the key barriers to green procurement within your organisation, created your Organisation Profile, and established a list of priority areas for change; the fifth and final step is to develop an action plan for improved green procurement.

Listed in sections 5.1 to 5.5 are a number of actions that can be taken to overcome barriers in each of the categories of the matrix. These actions have been listed in order of priority to allow local authorities that are only able to adopt one activity to select the action that is likely to yield the highest returns.

To develop the action plan the following steps should be taken:

Step	Outcome
1. Using your list of priorities, read through actions in relevant category/categories in sections 5.1 – 5.5	Identify which would be feasible to be undertaken within your organisation
2. For each action, identify who should be responsible for taking it forward, an appropriate timescale for doing so, and how progress should be measured	Provides a focus for implementation
3. Develop a summary report of the outputs from Steps 2 – 5 of this tool	Outlines where the key barriers lie to green procurement within your organisation (Step 2), what your current organisational strengths and weaknesses are (Step 3), what the key areas for change should be (Step 4) and the action plan, responsibilities and timescale for change (Step 5)
4. Pass copies of the report to senior managers for comments and an agreement on the way forward	This is an important stage, as top-level approval will help to ensure implementation. Once you have approval, put the action plan in progress

5.1 Policy

1. Develop a formal green procurement policy, either as a stand-alone document or as part of the main procurement policy that is adopted at the organisation level. This is one of the key ways to overcome barriers to green procurement, as it will provide clear aims and objectives for the organisation. Regular review of the policy will ensure it remains relevant and realistic.
2. When developing the policy it is important to gain top-level buy-in to ensure enforcement across the organisation. It is also important to gain lower level buy-in, particular of those that would be directly involved in implementing the policy, to increase interest and awareness.
3. Once a policy has been developed a senior manager needs to act as a champion for the policy to ensure it remains high profile, that there is clear leadership and that it is driven forward.

Additional Resources

- See *Tool A* for assistance in the development (or enhancement) and implementation of a green procurement policy for your organisation.
- See *Tool B* for assistance on producing procedures for ensuring environmental considerations are taken on board throughout the procurement process.

5.2 Internal Awareness

1. Assign responsibilities for implementing the policy, outline those that are accountable for the policy and identify those that must be informed of the policy to ensure there is a clear focus for internal awareness raising.
2. Develop a programme of training/knowledge sharing for all employees to promote and raise awareness on green procurement, its benefits and external drivers, to increase interest. Have specific training for employees with responsibility for choosing goods, and for employees who let contracts.
3. Hold one-off workshops and seminars for intensive awareness raising throughout the organisation on the organisation's position, policy and strategy for green procurement. These should be aimed at staff of all levels involved in procurement and environmental management.
4. Issue regular bulletins / reminders on what products, goods or services are to be purchased green and which are not.
5. Develop a series of educational programmes to continually improve market awareness and keep up with the latest developments in green products and services.
6. Hold tailor-made training to educate end-users on the quality and performance of green products.
7. Hold training for product specifiers on the Green Purchasing Market to raise awareness of what can or cannot be specified without contravening EU regulations for competitive procurement, and how to draw up specifications for green products.

Additional Resources

- See *Tool G* for assistance on sources of available information on environmental products and services relevant to local authorities across Europe, and information on purchasing consortia.

5.3 Supply Market

1. Focus on one or two areas first, for examples recycled content of paper or timber procurement. The areas can be identified through a formal risk assessment or through internal discussions, but this will allow a step-by-step approach to be taken.
2. Undertake internal market research to understand the market place and what it has to offer.
3. Organisations should work more closely with suppliers to improve the quality of green products.
4. Buyers, environmental experts and end-users should work together on the development of specifications.
5. Suppliers should be encouraged to promote their green products to demonstrate their quality and performance in comparison with conventional products.
6. Initial pricing of green products has been high due to traditional low demand. Internal compliance through enforcement of green procurement policies and better management of maverick spend will increase the demand for green products thus decreasing the price.
7. High prices can also be addressed through the use of business cases to elected members to outline the whole life cost of environmental good and services.

Additional Resources

- See *Tool H* for assistance on good practice approaches to working with suppliers to improve environmental performance and working with suppliers to enhance markets for environmentally responsible services and products.

5.4 Innovation

1. Working groups should be developed to investigate new products and keep up to date with latest developments.
2. Build research / keeping up to date with new products into employees' training requirements through appraisal systems and Continuing Professional Development.
3. Encourage suppliers to offer free samples/trials of new products to encourage innovation amongst buyers.
4. Start to think about long term, partnership contracts – there are good examples of this in highways and waste management sectors.
5. Investigate joint tendering with other organisations to gain better prices for green products and services.
6. Investigate grant funding for new initiatives.
7. Learn and share knowledge between purchasers by networking.

5.5 Regulation/ Enforcement

1. Give buyers power to enforce the use of green products through approved internal rules and procurement strategies/policies. Build monitoring procedures into the green procurement policy. It will be necessary to consider what evidence it is possible to obtain when defining any specific green materials / products in the policy, and train relevant staff on what that evidence should look like.
3. Use an e-procurement system to prevent off-contract spends by always making the system default to the environmental product, removing alternative non-

environmental options to ensure buyers can only select green products and services, or provide a pre green-filtered catalogue for staff e.g. for stationery. Have the uptake of environmental materials as a Key Performance Indicator in the contract to monitor performance in this area, and include requirements for reporting on this performance in the contract award.

5. Develop a systematic procedure for contract monitoring to collate internal information and report on progress towards implementing policies.

6. CASE STUDIES

Case Study 6 Paper - Imperial College London, UK

Case Study 7 Supply Chain Challenge – Belfast City Council, UK

Case Study 8 Green Procurement Initiative – Creative zones, UK

Case Study 9 Enforcing Environmental Procurement Policy –London Borough of Croydon, UK

Case Study 10 Sustainable Building – Santa Perpetua de Mogoda, Spain

Case Study 11 IT Consumables – Transport for London

Case Study 12 Public Urban Transport Services, City of Goteborg, Sweden

Case Study 13 Environmental Purchasing Program - City of Santa Monica's Approach

Case Study 14 Pencils - Ernst and Young

Case Study 15 Energy – City of Plymouth Council

Case Study 16 Green Procurement (GP) in Barcelona City Council

Case Study 17 Green Procurement (GP) in Manlleu City Council

ANNEX of TOOL C

6.1 Methodology

To develop this self-assessment tool, the first step undertaken was research to identify the current common barriers to green procurement within organisations. This was done in the following ways:

6.1.1 RELIEF Project

In January 2001 a research project on green purchasing in Europe, named RELIEF (Environment Relief Potential of Urban Action on Avoidance and Detoxification of Waste Streams through Green Public Procurement, EESD-EVK-2000-00723), was undertaken. This project aimed to identify and understand the internal hurdles to implementing green procurement and understanding why implementation rarely meets expectations within organisations. This project identified that there were five categories of hurdles:

- Aims – no aim of individuals and the municipality to procure green
- Regulations – no external or internal rules on how to procure green
- Information – no information on aims, rules, knowledge, incentives and sanctions
- Knowledge – no knowledge on how to procure green
- Incentive or sanction systems – no incentives to procure green or sanctions if you do procure green.

These key hurdle groups were used a starting point in the development of this tool.

6.1.2 Similar Projects

There are currently many green initiatives and research programmes underway in the field of green procurement. Research into similar projects being undertaken by other organisations was undertaken to review the additional potential key organisational barriers identified by these projects. Similar projects identified have been undertaken by London Remade, United Nations Environment Programme Division of Technology, Industry and Economics, United States Environmental Protection Agency, UK Environment Agency, UK Department of Trade and Industry, Dresden University and Tufts University.

6.1.3 Partners and Other Organisations

A questionnaire derived from Dresden University and Tufts University was used as an evaluation tool, as these institutions have developed similar methods to identify barriers to green procurement. Questionnaires were sent to all LEAP partners and also to members of the London Contracts and Suppliers Group (LCSG), which aims to review the performance of the London Boroughs in the fields of purchasing and supply and formulate policy for Greater London as a whole. The questionnaire asked organisations to identify barriers they have or are experiencing in trying to implement effective green procurement, and how organisations have sought to overcome these barriers.

Approximately 70 questionnaires were sent out and 11 were received back (from Municipality of Amaroussion, Greece, Municipality of Holargos, Greece, London Borough of Redbridge, UK, Wandsworth Borough Council, UK, London Borough of Hounslow, UK, Leicester City Council, UK, London Borough of Sutton, UK, London Fire and Emergency Planning Authority, UK, Municipality of Kallithea, Greece, Royal Borough of Kensington and Chelsea, UK, Sandwell Metropolitan Borough Council, UK). The responses to these questionnaires were collated to generate an overall list of barriers encountered. The results were as follows:

Figure 4: Organisational Barriers Encountered to Green Procurement

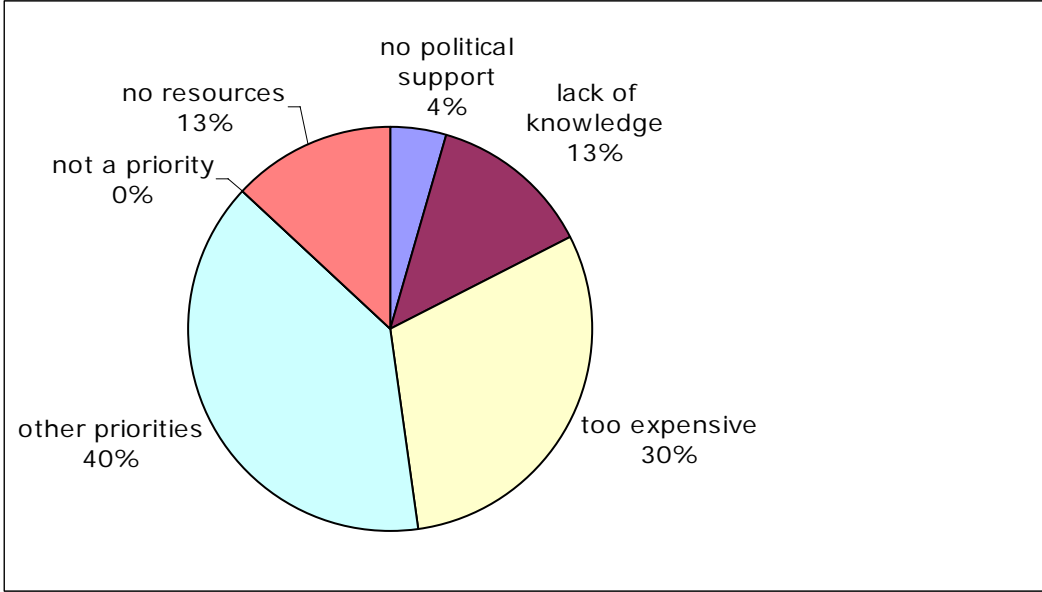
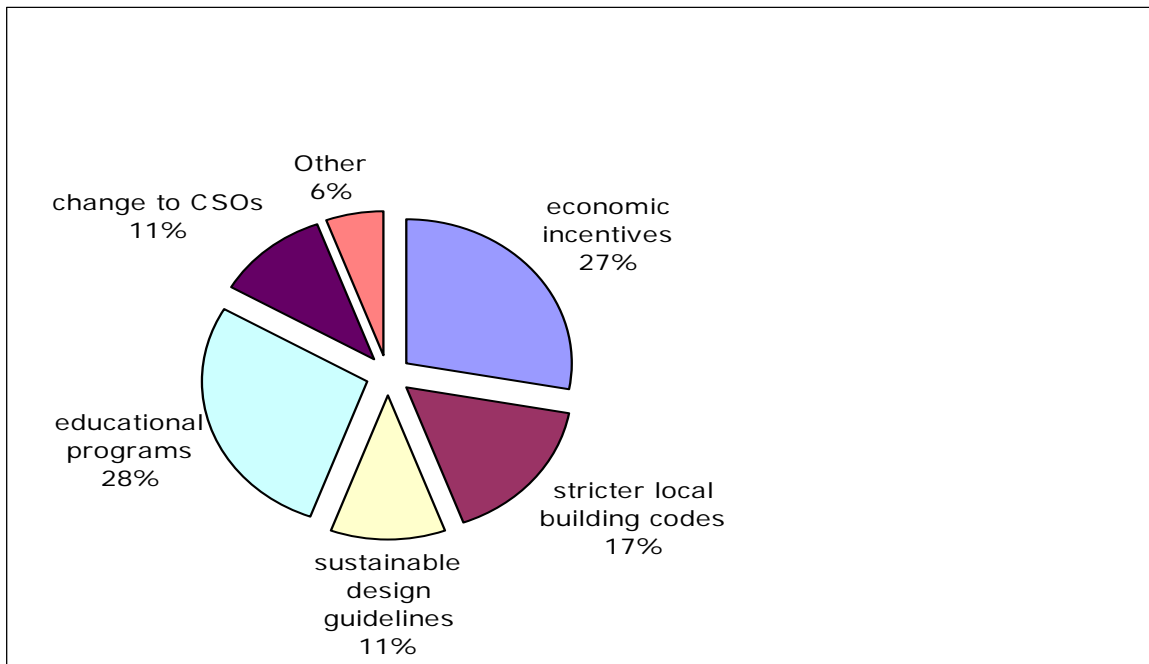


Figure 5: Extent The Following Factors Have Hindered Organisations From Incorporating Green Procurement

Barrier	Major	Minor	Not
lack of training/education	18%	64%	18%
lack of interest from clients/staff	27%	36%	36%
lack of interest from others on project teams	10%	80%	10%
lack of technical understanding from project team	0%	20%	80%
lack of technical understanding from supplier	0%	64%	36%
not sure where to get info from	9%	55%	36%
too expensive	27%	73%	0%
products not available	27%	18%	55%
insurance problems	0%	36%	64%

Figure 6: Type of Policies That Would Make Incorporating Green Procurement Easier



References

The following resources were used in the research and development of this document:

- ICLEI – Local Governments for Sustainability, <http://www.iclei-europe.org/>
- RELIEF Project, EESD-EVK-2000-00723
- EC, Buying Green – A Handbook on Environmental Public Procurement, http://europa.eu.int/comm/internal_market/publicprocurement/docs/keydocs/gpp_handbook_en.pdf
- Dresden University of Technology, http://tu-dresden.de/index_html?set_language=en&cl=en
- US Environmental Protection Agency, <http://www.epa.gov/>
- Tufts University of Urban Development, <http://ase.tufts.edu/gradstudy/default.aspx>
- London Remade, <http://www.londonremade.com/>
- Energy Efficiency Best Practice Programme General Information Reports, www.bre.co.uk
- Environment Agency, <http://www.environment-agency.gov.uk/>
- United Nations Environment Programme, www.unep.org
- UK Department of Trade and Industry, <http://www.dti.gov.uk/>
- Forum for the Future, Purchasing for Sustainability, <http://www.forumforthefuture.org.uk/>
- WRAP, Sustainable Procurement – Making it Happen, <http://www.wrap.org.uk>