

**PART III  
PROPOSAL PREPARATION FORMS (PPF)  
Version 4.0**

**for**

**Financial support from the EC  
financial instrument for the environment**

**LIFE-Environment**

**DEMONSTRATION PROJECTS**

**Including notes on how to complete the proposal preparation forms (PPF)**




This document can be downloaded from URL:  
<http://europa.eu.int/comm/life/envir/infopk/index-en.htm>

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# 1. Summary Forms

<b>LIFE-Environment demonstration projects</b>		<b>Form S0. General Project Data</b>	
 <b>EUROPEAN COMMISSION</b> ENVIRONMENT DG	FOR COMMISSION USE ONLY		<b>LIFE ENV/</b>

**PROJECT ACRONYM**


Project title (English):  
 Local Authority EMAS and Procurement (LEAP)  
 .....  
 Expected starting date: 01/11/2003..... Expected ending date :31/10/2006..... Duration in months : 36.....

**APPLICANT**

Legal Name : .Leicester City Council.....  
 Public institution                      Public authority                          Private structure                      NGO  
 (check where appropriate)  
 Street Name and No... 16 New Walk .....PO Box Post..... LE1 6UV .....  
 Town/City...Leicester ...Country Code...UK United Kingdom – East Midlands Code Country Name  
 Tel. N° : 0044 (0) 116 252 8139.                      Fax N° : 0044 (0) 116 255 6385. E-mail address : Leaaa001@leicester.gov.uk  
 Contact person: Title: Ms...First Name ...Alison .....Family name....Lea

**PROJECT POLICY AREA**

<b>PG1</b>	<b>Land-use development and planning</b>				
	PG1.1	Urban environment		PG1.3	Integrated Coastal Zone Management
	PG1.2	Quality of air and noise abatement		PG1.4	Other area
<b>PG2</b>	<b>Water management</b>				
	PG2.1	At the scale of the river basin		PG2.4	Diffuse and dispersed sources of pollution
	PG2.2	Ground water protection		PG2.5	Other area
	PG2.3	Waste water treatment			
<b>PG3</b>	<b>Impact of economic activities</b>				
	PG3.1	Clean technologies		PG3.4	Sustainable tourism
	PG3.2	Integrated environment management		PG3.5	Other area
	PG3.3	Reduction of emission of gases having a greenhouse effect			
<b>PG4</b>	<b>Waste management</b>				
	PG4.1	Packaging and plastics		PG4.3	Waste important in volume
	PG4.2	Hazardous or problematic waste		PG4.4	Other area
<b>PG5</b>	<b>Integrated Product Policy</b>				
X	PG5.1	Eco-design, eco-efficiency, green financial products		PG5.3	Other area
	PG5.2	Eco-labelling			

<b>LIFE-Environment demonstration projects</b>		<b>FORM S1. Benefitting Country(ies)/Region(s)</b>	
 <b>EUROPEAN COMMISSION</b> ENVIRONMENT DG	FOR COMMISSION USE ONLY		<b>LIFE ENV/</b>


**The project will be implemented in the following countries/regions**

	<b>België-Belgique B</b>
	Bruxelles-Brussel
	Région Wallonne
	V1aams Gewest
	<b>Danmark DK</b>
	Århus amt
	Bomholms amt
	Frederiksborg amt
	Fyns amt
	Københavnvt Og
	Frederiksberg
	Kommuner
	Københavns amt
	Nordjyllands amt
	Ribe amt
	Ringkøbing amt
	Roskilde amt
X	Sonderjyllands amt
	Storstrøms amt
	Vej1e amt
	Vestsjællands amt
	Viborg amt
	<b>Deutschland D</b>
	Baden-Württemberg
	Bayern
	Berlin
	Brandenburg
	Bremen
	Hamburg
	Hessen
	Mecklenburg-
	Vorpommern
	Niedersachsen
	Nordrhein-Westfalen
	Rheinland-Pfalz
	Saarland
	Sachsen
	Sachsen-Anhalt
	Schleswig-Holstein
	Thüringen
	<b>Ellas GR</b>
X	Anatoliki Makedonia Thraki
	Attiki
	Dytiki Ellada
	Dytiki Makedonia
	Ionia Nisia
	Ipeiros
	Kentriki Makedonia
	Kriti
X	Notio Aigaio
	Peloponnisos
	Sterea Ellada
	Thessalia
	Voreio Aigaio
	<b>España E</b>
	Andalucia
	Aragón
	Asturias
	Baleares
	Canarias
	Cantabria
	Castilla-La Mancha
	Castilla-León
	Cataluña
	Ceuta y Melilla
	Comunidad Valenciana

	Extremadura
	Galicia
	Madrid
	Murcia
	Navarra
	Pafs Vasco
	Rioja
	<b>Finland Suomi FIN</b>
	Ahvenanmaa/Åland
	Etelä-Karjala
	Etelä-Pohjanmaa
	Etelä-Savo
	Häme
	Kainuu
	Keski-Pohjanmaa
	Keski-Suomi
	Kymenlaakso
	Lappi
	Päijät-Rime
	Pirkamnia
	Pohjois-Karjala
	Pohjois-Pohjanmaa,
	Pohjois-Savo
	Satakunta
	Uusimaa
	Vaasan rannikkoseutu
	Varsinais-Suomi
	<b>France F</b>
	Alsace
	Aquitaine
	Auvergne
	Basse-Normandie
	Bourgogne
	Bretagne
	Centre
	Champagne-Ardenne
	Corse
	France-Comté
	Guadeloupe
	Guyane
	Haute-Normandie
	Île-de-France
	Languedoc-Roussillon
	Limousin
	Lorraine
	Martinique
	Midi-Pyrénées
	Nord-Pas-De-Calais
	Pays de la Loire
	Picardie
	Poitou-Charentes
	Provence-Alpes-Côte d'Azur
	Réunion
	Rhône-Alpes
	<b>Ireland IRL</b>
	Donegal
	East
	Mid West
	Midlands
	North East
	North West (IRL)
	South East (IRL)
	South West (IRL)
	West
	<b>Italia IT</b>
	Abruzzi
	Basilicata

	Calabria
	Campania,
	Emilia-Romagna
	Friuli-Venezia Giulia
	Lazio
	Liguria
	Lombardia
	Marche
	Molise
	Piemonte
	Puglia
	Sardegna
	Sicilia
	Toscana
	Trentino-Alto Adige
	Umbria
	Valle d'Aosta
	Veneto
	<b>Nederland NL</b>
	Drenthe
	Flevoland
	Friesland
	Gelderland
	Groningen
	Limburg
	Noord-Brabant
	Noord-Holland
	Overijssel
	Utrecht
	Zeeland
	Zuid-Holland
	<b>Luxembourg L</b>
	<b>Österreich A</b>
	Burgenland
	Kärnten
	Niederösterreich
	Oberösterreich
	Salzburg
	Steiermark
	Tirol
	Vorarlberg
	Wien
	<b>Portugal P</b>
	Açores
	Alentejo
	Algarve
	Centro
X	Lisboa e vale do Tejo
	Madeira
	Norte
	<b>Sverige S</b>
	Mellersta Norrland
	Norra Mellansverige
	Östra Mellansverige
	Övre Norrland
	Småland med Öarna
X	Stockholm
	Sydsverige
X	Västsverige
	<b>United Kingdom UK</b>
	East Anglia
X	East Midlands
	Gibraltar
	North
	North West (UK)
	Northern Ireland
	Scotland
X	South East (UK)

		South West (UK)
		Wales
	X	West Midlands
		Yorkshire and Humberside
		<b>Romania RO</b>
		<b>Slovenia SLO</b>
		<b>Bulgaria BG</b>
		<b>Czech republic CZ</b>
		<b>Lithuania LT</b>
		<b>Hungary H</b>
		<b>Slovak Republic SK</b>
		<b>Cyprus CY</b>
		<b>Poland PL</b>
		<b>Latvia LV</b>
		<b>Estonia EE</b>

LIFE-Environment demonstration projects	FORM S2A. Project Summary	
 <b>EUROPEAN COMMISSION</b> ENVIRONMENT DG	FOR COMMISSION USE ONLY	<b>LIFE ENV/</b>

## SUMMARY OF THE PROJECT (ENGLISH VERSION)

**Project title (precise translation of original title) :** .Local Authority EMAS and procurement (LEAP)

### **Objectives (maximum 1000 characters)**

The objectives of LEAP are: 1. To develop tools for local authorities to systematically, effectively and efficiently deal with green procurement as part of an EMS. 2. Applying the tools to test joint procurement approaches to overcome market barriers in Europe for 'green' purchasing. This in turn will lead to delivering policy objectives highlighted in EU 6<sup>th</sup> EAP. Specifically.

*'Promoting green procurement, while respecting Community competition rules and the internal market, with guidelines on best practice and starting with a review of green procurement in Community institutions'.*

*'Encouraging wider uptake of the Communities Eco-Management and Audit Scheme'.*

*'Promoting integrated policy approaches to encourage the taking into account of environmental requirements throughout the life-cycle of products, more widespread application of environmentally friendly processes and products'.*

LEAP will build on other projects that have dealt with EMAS in municipalities (such as LACE, PIE, Euro EMAS, GALA) and projects related to managing procurement impacts of public authorities (RELIEF).

### **Actions and means involved (maximum 2000 characters)**

The project manager Alison Lea will ensure the following actions related to the tasks 1 –10 will be undertaken:

**Task 1: Review of existing EMAS practice. Action and means.** Project meeting and review of EMAS use by local authorities in procurement of goods, to identify current levels of integration, approaches and limitations.

**Task 2: Survey of existing procurement practice. Action and means.** Review existing green purchasing projects to identify products that could provide price/environmental benefits through joint purchasing, and undertake supplier survey to identify product availability and pricing thresholds required to make joint purchasing advantageous for local authorities.

**Task 3: Development of practical purchasing tools. Action and means.** A series of 11 tools dealing with; developing purchasing policy, EMS management procedures, Self-assessment tools for overcoming organisational barriers to green procurement, standard specification and award criteria for green products, tender evaluation processes, connections to EU wide green purchasing consortia and products, improving environmental performance of supply chain to help suppliers develop markets for more sustainable products, market promotion.

**Task 4: Agree model for joint procurement network structure. Action and means.** Drafting and consultation with partners to agree model for procurement network

**Task 5: 1st Joint procurement. Action and means.** Undertake 1<sup>st</sup> joint procurement with partners to test procurement structure.

**Task 6: Tools test. Action and means.** Test tools in partner municipalities and survey of 30 other municipalities.

**Task 7: Network development. Action and means.** Develop network further. Carry out 2<sup>nd</sup> joint procurement based on experience gained in task 5-6.

**Task 8: Review tools. Action and means.** Review and redesign tools as required based on outcome of tasks 6 - 7.

**Task 9: Dissemination. Action and means.** Promote tools to senior managers and politicians in municipalities across Europe and final conference with opportunity to sign up to environmental procurement charter. Reports submitted to EU at regular intervals. All contain a chapter on evaluation and dissemination.


**Task 10: Evaluation Action and means.** Performance evaluation throughout project and final report presented to EU and placed on website.

### **Expected results (maximum 1000 characters)**

The expected results of the project will be practical hands-on measures, processes and procedures for improved green procurement that can readily be installed in any local authority:

- A set of practical purchasing tools, tested by a range of authorities, who will integrate these into their environmental management systems. The tools will help to deliver a range of environmental benefits through helping local authorities to target action on the most environmentally significant product groups
- The tools can be used by any local authority at a basic level ie installing and running with the key products/product group or further as a developmental tool to drive change further within the local authority and down the supply chain.
- A procurement network structure tried and tested across the European partners and used to purchase environmentally significant products
- Identification of critical success factors for each tool
- Validation of approach through external verification for those partners that operate EMAS
- Dissemination of results

– MAXIMUM NUMBER OF CHARACTERS GIVEN MUST BE RESPECTED

LIFE-Environment demonstration projects	FORM S2B. Project Summary	
 <b>EUROPEAN COMMISSION</b> ENVIRONMENT DG	FOR COMMISSION USE ONLY	<b>LIFE ENV/</b>

**SUMMARY OF THE PROJECT (NATIVE OR OTHER EC LANGUAGE VERSION)**

ES IT FR NE DE DA P SV FIN GRX

**Project title:** EMAS και Προμήθειες στην Τοπική Αυτοδιοίκηση (LEAP)

**Objectives (maximum 1000characters)**

Οι στόχοι του LEAP είναι: 1. Ανάπτυξη εργαλείων για τη συστηματική και αποτελεσματική προώθηση πράσινων προμηθειών ως τμήμα ενός συστήματος περιβαλλοντικής διαχείρισης στην τοπική αυτοδιοίκηση. 2. Εφαρμογή των εργαλείων αυτών, με σκοπό να δοκιμαστούν οι από κοινού προμήθειες ανάμεσα σε διαφορετικές χώρες της Ευρώπης. Αυτό με τη σειρά του, βοηθά στην επίτευξη των στόχων που τίθενται στο 6<sup>ο</sup> Πρόγραμμα Δράσης για το Περιβάλλον της Ευρωπαϊκής Κοινότητας. Πιο συγκεκριμένα: «*Προώθηση οικολογικών προμηθειών με ταυτόχρονη τήρηση των κοινοτικών κανόνων ανταγωνισμού και της εσωτερικής αγοράς*». «*Προώθηση ευρύτερης χρήσης των συστημάτων Οικολογικής Διαχείρισης και Ελέγχου της Κοινότητας*». «*Προώθηση ολοκληρωμένης πολιτικής προσέγγισης που θα λαμβάνει υπόψη τις περιβαλλοντικές απαιτήσεις μέσω του κύκλου ζωής των προϊόντων και την ευρύτερη εφαρμογή φιλικών προς το περιβάλλον μεθόδων και προϊόντων*».

Το πρόγραμμα LEAP θα βασιστεί πάνω σε προγράμματα που έχουν ήδη ασχοληθεί με την εφαρμογή του EMAS σε Δήμους (όπως το LACE, PIE, Euro EMAS, GALA) και προγράμματα που σχετίζονται με τη διαχείριση των προμηθειών της δημόσιας διοίκησης (RELIEF).

**Actions and means involved (maximum 2000characters)**

Οι δράσεις του προγράμματος περιλαμβάνουν τα εξής:

Δράση 1: Ανασκόπηση των υφιστάμενων πρακτικών για το EMAS. Ανασκόπηση της χρήσης του EMAS από τους Δήμους, ιδιαίτερα στην προμήθεια προϊόντων. Δράση 2: Έρευνα για τις υπάρχουσες πρακτικές προμηθειών. Ανασκόπηση των υφιστάμενων προγραμμάτων για πράσινες προμήθειες, με στόχο τον εντοπισμό προϊόντων που μπορούν να παρέχουν οικονομικά και περιβαλλοντικά πλεονεκτήματα μέσω των από κοινού προμηθειών. Υλοποίηση έρευνας για τους προμηθευτές ώστε να εντοπιστεί η διαθεσιμότητα των προϊόντων και των ορίων τιμολόγησης που απαιτούνται, ώστε οι από κοινού προμήθειες να είναι επωφελείς για τους Δήμους. Δράση 3: Ανάπτυξη πρακτικών εργαλείων για τις προμήθειες. Μία σειρά από 11 εργαλεία σχετικά με τα εξής: ανάπτυξη πολιτικής προμηθειών, διαδικασίες διαχείρισης Συστημάτων Περιβαλλοντικής Διαχείρισης, εργαλεία αυτο-αξιολόγησης, προσδιορισμό προτύπων και κριτηρίων επιβράβευσης πράσινων προϊόντων, διαδικασίες αξιολόγησης προσφορών, σύνδεση με ευρωπαϊκές εταιρικές συνεργασίες και προϊόντα, βελτίωση της περιβαλλοντικής επίδοσης της αλυσίδας προμηθειών. Δράση 4: Συμφωνία για ένα μοντέλο σχετικό με τη δημιουργία ενός δικτύου από κοινού προμηθειών. Προώθηση συνεργασίας μεταξύ των εταιρών για την από κοινού συμφωνία σε ένα μοντέλο για το δίκτυο προμηθειών. Δράση 5: 1<sup>η</sup> από κοινού προμήθεια. Ανάλυση της 1<sup>ης</sup> από κοινού προμήθειας με τους εταίρους για να εξεταστεί η δομή και ο τρόπος της προμήθειας. Δράση 6: Δοκιμή εργαλείων. Δοκιμή των εργαλείων σε όλους τους συμμετέχοντες Δήμους και τη διεξαγωγή έρευνας σε άλλους 30 Δήμους. Δράση 7: Ανάπτυξη Δικτύου. Περαιτέρω ανάπτυξη δικτύου. Διεξαγωγή 2<sup>ης</sup> προμήθειας βασισμένη στην εμπειρία που αποκτήθηκε στις δράσεις 5-6. Δράση 8: Ανασκόπηση Εργαλείων. Ανασκόπηση και αναθεώρηση των εργαλείων, βάση των αποτελεσμάτων των δράσεων 6-7. Δράση 9: Διάδοση. Προώθηση των εργαλείων σε υψηλά στελέχη και σε πολιτικούς στους Δήμους σε όλη την Ευρώπη και οργάνωση συνεδρίου με δυνατότητα εγγραφής στο δίκτυο προμηθειών. Εκθέσεις θα υποβάλλονται στην Ευρωπαϊκή Ένωση σε τακτά χρονικά διαστήματα. Δράση 10: Αξιολόγηση. Αξιολόγηση επίδοσης καθόλη τη διάρκεια του προγράμματος και τελική έκθεση στην Ευρωπαϊκή Ένωση διαθέσιμη και στην ιστοσελίδα του προγράμματος.


**Expected results (maximum 1000characters)** Τα αναμενόμενα αποτελέσματα του προγράμματος θα είναι πρακτικά μέτρα και διαδικασίες για βελτιωμένες πράσινες προμήθειες που θα μπορούν εύκολα να εφαρμόζονται στους Δήμους. Πιο συγκεκριμένα:

- Ένα σύνολο πρακτικών εργαλείων για τις προμήθειες, δοκιμασμένα σε διάφορους Δήμους. Τα εργαλεία αυτά θα παρέχουν μία σειρά από περιβαλλοντικά πλεονεκτήματα, βοηθώντας την τοπική αυτοδιοίκηση να επικεντρώσει τη δράση της στις περισσότερο περιβαλλοντικά σημαντικές ομάδες προϊόντων.
- Τα εργαλεία θα μπορούν να χρησιμοποιηθούν από κάθε Δήμο σε ένα βασικό επίπεδο όπως η προμήθεια των κύριων πράσινων προϊόντων, ενώ περαιτέρω σαν ένα εργαλείο ανάπτυξης για την προώθηση άλλων πρωτοβουλιών, όπως η ενθάρρυνση της αλυσίδας των προμηθευτών.
- Ένα δίκτυο προμηθειών που θα δοκιμαστεί και θα ελεγχθεί από όλους τους Ευρωπαίους εταίρους και θα χρησιμοποιείται για την προμήθεια περιβαλλοντικά σημαντικών προϊόντων
- Εντοπισμός των κρίσιμων παραγόντων για την επιτυχία του κάθε προϊόντος.
- Επικύρωση των διαδικασιών μέσω εξωτερικής επαλήθευσης στους εταίρους που εφαρμόζουν το EMAS
- Διάδοση αποτελεσμάτων

MAXIMUM NUMBER OF CHARACTERS MUST BE RESPECTED



## 2. Technical Proposal Forms

LIFE-Environment demonstration projects	FORM T0	
 <b>EUROPEAN COMMISSION</b> ENVIRONMENT DG	FOR COMMISSION USE ONLY	<b>LIFE ENV/</b>

Project Acronym	LEAP
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<b>TECHNICAL DESCRIPTION OF THE PROJECT</b>	Page 1 of 2
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(General description) The LEAP project is a 3-year project that will build on previous EU funded projects in the field of green procurement and the application of EMAS in the public sector. This will involve the development of tools to allow municipalities to deal with green procurement in a systematic way as part of an EMS and as part of the tools to develop and test joint procurement processes to overcome current market barriers in Europe for green purchasing. The project will consist of the following tasks.

Task 1. Initial meeting. Review of EMAS use in procurement of goods and services by local authorities to identify current approaches limitations and best practice. **Action 1. Initial project meeting . Action 2. Local authorities with EMAS will be identified by survey of EMAS competent bodies** in each country and questionnaires sent to each identified local authority with EMAS. involves the following actions.

Task 2 . Survey of present green procurement practice **Action 1. Review of progress and outcome reports of existing EU local authority green purchasing projects** and initiatives identified through survey of existing networks and desk study to establish current best practice. The review will also identify any issues of concern related to procurement legislation and interpretation (building on com {2001} 274) by local authorities from different member states. **Action 2. Survey of suppliers** used by project partners to identify availability of green product options and purchase volumes necessary for joint procurement of green products.

Task 3. Development of green procurement tools. Building on the outputs of task 1&2. 11 tools will be developed and tested by partners for improving green procurement in municipalities. Actions involved: **Action 1. Partner meeting for project management and to confirm definition and purpose of 11 tools** with specific partner responsibilities for tool development. **Action 2.** Development of tools Tool 1. Standard policy for municipal green procurement. Tool 2. EMS Management procedures to organise procurement in most environmentally responsible way. Tool 3. A self-assessment tool to identify other management steps to overcome organisational barriers to effective green procurement. Tool 4. Joint procurement network structures. Tool 5. Joint procurement models. Tool 6. Joint procurement activity of selected goods/materials. Tool 7. Standard specification and award criteria for green products Tool 8. Tender Evaluation module Tool 9. Access to information module. Connections to consortia and updates of environmental products/services Tool 10. Supply chain management approaches to generate better environmental performance over time. Tool 11. Market promotion module. Working with suppliers to enhance markets

Task 4. Develop and agree model for LEAP joint procurement network structure and procurement contract models. **Action 1. Development of draft network structure** and **Action 2. Contract models building on current best practice** and circulation amongst partners for comment and ratification. Action 3. Promote procurement network throughout Europe.

Task 5. 1<sup>st</sup> joint procurement. **Action 1. Agree goods to be purchased** arising from outcome of task 1.and contract model from task 4. **Action 2. Partner meeting to review progress and finalise procurement arrangements followed by procurement.**

Task 6. Testing tools. **Action 1. Test application of tools 1-3, 7-11** in partner municipalities and produce report on outcome **Action 2.** Test tools in 30 further municipalities by way of questionnaire and produce report on outcome

Task 7. 2<sup>nd</sup> Joint procurement. **Action 1. Further development of procurement network.** **Action 2. Partner meeting to review progress, agree goods to be procured** followed by procurement.

Task 8. Revise tools. **Action 1. Review and revise tools** in light of reports arising from action 9 and 10, **Action 2. Final Partner meeting.** Agree conference requirements and final dissemination

Task 9. Dissemination/project management. **Action 1. communication strategy** for internal and external communication **Action 2. Development of web site** **Action 3. Promote tools** to senior management and politicians from local authorities across Europe by posting on project website, e-mails, professional and national networks, relevant publications etc **Action 4. Organise final conference** for senior management and politicians from local authorities across Europe and other relevant stakeholders. Develop environmental procurement charter for participants to sign up to at conference.

Task 10. Evaluation and reporting. **Action 1. Project evaluation** **Action 2. Project management.** **Action 3. Reporting project outputs and management**

YOU MAY DUPLICATE THIS PAGE. MAXIMUM n° OF PAGES OF FORM T0: 2

(General description)

Organisational description: Please describe your organisation (beneficiary and partners), its activities and competence/experience in the area concerned by the project. The descriptions given should enable the Commission to evaluate the technical reliability of the participants, i.e. if they dispose of the experience and expertise necessary for a successful implementation of the project. Please advise of past or present participation by the participants in a project funded by the Community.

**Leicester City Council** (the beneficiary), a unitary local authority which has a corporate EMAS system and is one of the largest organisations in Europe on the register. The system is managed by the Environment Team where 5 members of staff have undertaken IEMA approved EMAS training. The authority has a Corporate Procurement team, experienced in a wide range of purchasing, from small local contracts to larger contracts requiring advertising in the OJEC. The authority is a member of ESPO, a purchasing consortium through which much of the authority's purchasing is made. Leicester City Council works closely with ESPO to identify and promote the purchase of environmentally preferable goods and ESPO will be participating in the proposed project. EU funded project include ATLAS and under Article 10 of the ERDF DG XVI

**Municipality of Almada** is a municipal council.. Environmental specialist staff involved in this project are in the process of developing an EMAS system for the municipality. The project team also includes procurement and contract specialists. EU funded projects include the ECOPADEV Project to develop new sustainability decision making tools.

**Municipality of Amaroussion Development Company** is a not-for profit municipal company within delivering sustainable development programmes within one of Greece's leading local authorities for environmental programmes. Technical experts involved in this project are developing EMAS for services including contracts and finance and have LA21 plans in place. EU funded projects are extensive, and include, ZEN (5<sup>th</sup> FP), ZEUS (Thermie), GALA, Eco-budget (LIFE). Relevant network participation include Municipal Green Purchasers Network.

**EKU** is an organisation working on ecologically sustainable procurement in Sweden based in Stockholm City Council's procurement division. Staff involved in this project have extensive experience of green procurement and have previous experience on the Swedish Committee for Ecologically Sustainable Procurement.

**Global to Local (G2L)** is an environmental management consultancy working primarily for the public sector specialising in EMS, green procurement consortia development (ZEUS project) and contract management. G2L advise a wide range of local authorities across Europe on EMAS, greening supply chains, and contract processes and environmental best practice. Personnel involved in the project have a wide experience of project management and technical advice on European projects including, LIFE (LACE, PIE, GALA,).

**The Municipal Enterprise of Holargos** is a non- profit purely municipal enterprise with staff working on implementing a range of sustainable development programmes. The team will work with EMS specialists from EPTA ltd a Greek EMS consultancy. EU project experience includes LIFE project Climate alliance for Mediterranean. EPTA's EU project experience includes Life, Leonardo Da Vinci, Ecos-Ouverture, Thermie, Telematics For Environment.


**Improvement and Development Agency (IDeA)** is a public sector organisation providing professional advice to UK local authorities. Procurement specialists who will be involved in this project are running a number of e-procurement programmes and providing national guidance on sustainable procurement for local authorities. Past relevant community funded projects include: LIFE (LACE, PIE, Euro-EMAS). **Kalitheia- Rhodes Sustainability** is a non-profit municipal company delivering a range of sustainable development programmes. The team involved in this project have experience of environmental management and EU funded projects. **London Borough of Lewisham** is a unitary authority. The team involved in this project, include environmental management specialists and members of the corporate procurement and contracts team.

**Sandwell Metropolitan Council** is a metropolitan authority with a range of sustainability programmes in place. The team for this project include members from the Sustainable Development Team (including Environmental business advisors who are working to green the supply chain) and Central Purchasing Unit. **London Borough of Sutton** is a unitary authority that became the first European local authority to gain EMAS in 1995. The municipality employs EMS and procurement specialists and contract management Extensive supply chain management work to improve the environmental performance of the supply chain and major contracts. Sutton is involved in green purchasing consortia. EU funded projects include LACE, MOSES, ZEN. **London Borough of Southwark** is a unitary authority. Technical experts from strategic and departmental procurement and environmental management will undertake the project. Teams experience includes green procurement codes of practise and procedures, joint procurement, ISO14001 sustainability management systems. EU funded projects include ZEN (FP5)

**Göteborg City Council** is an acknowledged leader in the field of environmentally aware local authority procurement. A Sustainable Development and Procurement Advisor will be leading the Göteborg team. The team also includes EMS specialists. The City has a long track record of using environmental assessment in all procurement activities and have developed a Göteborg model for environmentally aware purchasing. Including addressing legal and policy issues and collaborating with suppliers. A recent innovation is the development of an Environmental Diploma for suppliers, as a mark of recognised good environmental management practices. Göteborg have experience of participating in a number of European funded projects.

Partners involved in the project have a wealth of experience as beneficiaries, project managers, co-ordinators and lead partners in a range of related European funded projects so helping ensure that this project will be a success from the point of view of management and co-ordination as well as from delivering innovative technical approaches to overcome the problems associated with achieving effective environmentally aware procurement in the municipalities.



<b>LIFE-Environment demonstration projects</b>		<b>FORM T1.Tasks Summary</b>	
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<b>Project Acronym</b> LEAP	<b>Tasks Summary</b>
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Task ID <sup>1</sup>	Task Title <sup>2</sup>	Start Date <sup>3</sup>	End Date <sup>4</sup>	Actions <sup>5</sup>	Deliverables <sup>6</sup>	Task Cost <sup>7</sup>
1	Review of EMAS use	01/11/2003	01/04/2004	Initial meeting to co-ordinate work of all partners Identify and survey municipalities with EMAS for current use in procurement Survey of municipalities with EMAS / procurement integration plans	Meeting held. Report on meeting produced. Survey of local authorities with EMAS to identify current use in procurement. Report on survey Survey of 100 local authorities with plans to develop EMAS to identify EMAS procurement integration plans Report on survey of intended future practice	192,170
2	Survey of present green procurement practice	01/11/2003	01/04/2004	Review of existing green purchasing projects. Identify product categories identified by RELIEF as having biggest environmental impacts.	Report on review of existing EU procurement projects identifying good practice and product categories that have the most significant environmental impacts.	250,257
3	Development of Green Procurement Tools	01/04/2004	01/012/2004	Partner meeting. Define purpose of tools then define tools	Partner meeting. Agree 11 procurement tools. Identify lead partners for each tool development. Develop tools 1-3, 7-11 and post on web page	391,332
4	Joint procurement network structure and contract model	01/04/2004	01/12/2004	Development of draft procurement network structure and contract models Promote procurement network throughout Europe	Agreed joint procurement network structure produced and placed on web site. Agreed joint procurement contract model produced. A significant number (>100) of public authorities register to consider participating in the first joint procurement activities	260,672
5	1 <sup>st</sup> Joint procurement	01/11/2004	01/09/2005	Agree goods to be purchased and contract model. Partner meeting to finalise arrangements followed by joint tender, evaluation and signing of framework contract	Agreed 1 <sup>st</sup> joint procurement (JP). JP tender produced. Partner meeting held. Consortia and partnership arrangements confirmed. 1st JP undertaken. Report on 1 <sup>st</sup> joint procurement produced.	266,150

**You may insert rows if required (max 10 tasks). You may duplicate this page. MAXIMUM n° OF PAGES OF FORM T1: 2**

**SUM OF COST OF TASKS = PROJECT TOTAL COST €**


**Total next page**

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<b>Project Acronym</b> LEAP	<b>Tasks Summary</b>
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Task ID <sup>8</sup>	Task Title <sup>9</sup>	Start Date <sup>10</sup>	End Date <sup>11</sup>	Actions <sup>12</sup>	Deliverables <sup>13</sup>	Task Cost <sup>14</sup>
6	Testing Tools	01/11/2004	01/12/2005	Test tools 1-3, 7-11 in partner municipalities. Report Test in further 30 municipalities. Report	Partner questionnaire on use of tools 1-3, 7-11. Report produced. Questionnaire of 30 additional municipalities on use of tools 1-3, 7-11. Report produced identifying any changes needed for tools 1-3, 7-11	363,137
7	2 <sup>nd</sup> Joint procurement	01/08/2006	01/05/2006	Further develop procurement network Partner meeting. Finalise procurement arrangements and commence procurement	Joint procurement network structure further developed, based on outcome of 1 <sup>st</sup> JP and partner comment. JP tender produced. Partner meeting held. Consortia and partnership arrangements confirmed. 2nd JP undertaken. Report on 2nd joint procurement produced.	288,712
8	Revise Tools	01/03/06	01/08/2006	Arising from test review and revise tools as required Final partner meeting for project management and agreement on conference and final dissemination activities	Revised tools 1-3, 7-11 posted on web site Final partner management meeting held	362,823
9	Dissemination	01/11/03	01/10/06	Progress reports submitted to EU Promote tools to local authority senior managers and politicians Final Conference with procurement charter	Project communication strategy produced. Project web site produced. Procurement tools promoted via web site, e-mails to networks and interested parties. Final conference held. Procurement charter developed and adopted at final conference.	355,482
10	Co-ordination and Evaluation	01/11/03	01/10/06	Project evaluation and final report presented to EU	Evaluation procedures developed and undertaken at each project stage. Management meetings held as part of scheduled project meetings. Periodic reports produced. Technical reports posted on web site and disseminated to interested parties. Management reports presented to EU.	251,470

<b>You may insert rows if required (max 10 tasks). You may duplicate this page. MAXIMUM n° OF PAGES OF FORM T1: 2</b>	
<b>SUM OF COST OF TASKS = PROJECT TOTAL COST €</b>	2,982,205

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<b>Project Acronym</b>	LEAP	<b>T2a - Task Form</b>	
		Page 1 of 10 (1 task per page)	
<b>Task ID<sup>15</sup></b>	1	<b>Task Title<sup>16</sup></b>	Review of EMAS use
<b>Objectives</b>			
<ul style="list-style-type: none"> <li>- Initial Project meeting</li> <li>- To identify current approaches, limitations and best practice in the use of EMAS in the procurement of goods and services by local authorities</li> <li>- To identify planned EMAS/integration activities by local authorities.</li> </ul>			
<b>DESCRIPTION : Actions - Methods - Progress Indicators – Awaited results - Targets - Constraints and Assumptions<sup>17</sup></b>			

**Action 1:** Initial meeting to co-ordinate work of all partners, to establish effective project monitoring and communication structures

**Method:** Meeting hosted by Leicester City Council and attended by representatives from each partner. Meeting agrees project management and internal and external communication structures and participants made aware of existing good practice. An internal report on outcome of meeting produced by G2L and circulated to all partners. (All relevant reports will be made available on the project web page at a latter stage in the project)

**Progress indicator:** Meeting arranged, meeting held, management and communications systems agreed, best practice presentation made. Report on outcome and best practice produced and circulated to each partner. (in this case progress indicators are the same as the sub-tasks)

**Target:** Meeting attended by representatives from 100% of project partners. Report circulated to 100% of partners

**Constraints:** All partners must agree by the end of the meeting on monitoring and communication structures.

**Assumptions:** We assume all partners will be able to send a representative to the meeting. We also assume that partners gain a common understanding of the project aims, targets and specific actions. There will be agreement on relevant communication structures and management approaches.

**Action 2.** Survey of EMAS national competent bodies to identify all local authorities with a verified EMS in place.

**Method.** ICLEI to identify local authorities with verified EMS system, for this they will contact EMAS and ISO competent bodies in each EU country requesting list of local authorities registered under EMAS together with contact person and addresses. G2L and ICLEI develop set of standard survey questions to identify for each local authority. a) the coverage of the EMAS (whole council or selected service areas or sites) b) whether procurement is managed as a strategic corporate function or as a departmental function within EMAS c) Environmental objectives and targets related to the procurement of goods and services, contract management and supply chain performance d) environmental management procedures in place for procurement e) plans for integration or further integration of EMAS and purchasing e) Barriers encountered in trying to integrate environmental management and procurement especially legal issues related to interpretation com (2001) 274. ICLEI (project consultant) to email survey to EMAS registered local authorities The email survey returns will be assessed and follow up questions sent if necessary and a report produced for circulation to all partners and posting on web page.(developed as task 4)


**Progress indicator.** Contact made with all competent bodies, survey designed and sent. Survey and follow-up questions returned and analysed. Report produced, circulated and posted on web page. The results should show the number of local authorities in EU with EMAS in place and the efforts being made by the local authorities to integrate EMAS and procurement processes and highlighting the barriers being encountered especially in relation to legal constraints.

**Targets.** Survey covers 100% of EMAS local authorities in EU. At least 70% response rate. Review report covers experience of 100% of local authorities responding to the survey.

**Constraints.** The registers maintained by competent bodies may not contain the most recent local authority verifications. The contact person details may be out of date due to local authority staff movement. Local authorities may not respond in time for the report to be produced in a timely manner to inform the production of procurement tools. The person being sent the survey must have the relevant experience/ competence in EMAS and procurement in order to respond.

**Assumptions.** That at least 70% of local authorities will respond to the survey. That local authorities are actually trying to integrate EMAS and purchasing functions and have some experience of the barriers encountered when applying EMAS considerations to the procurement of goods and services.

(maximum 10 tasks, i.e. 10 pages)

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<b>Project Acronym</b>	LEAP	<b>T2a - Task Form</b>	Page 2 of 10 (1 task per page)
<b>Task ID<sup>18</sup></b>	2	<b>Task Title<sup>19</sup></b>	Survey of present green procurement practice
<b>Objectives</b>			
- To identify local authority green procurement best practice through review of existing EU projects - To identify green products that could be effectively and economically purchased through a procurement consortia network			
<b>DESCRIPTION : Actions - Methods - Progress Indicators – Awaited results - Targets - Constraints and Assumptions<sup>20</sup></b>			

**Action 1.** Start up meeting Desktop review undertaken by Global to Local and ICLEI (project consultants) of existing EU local authority green procurement projects (ZEN, ZEUS, RELIEF, EKU-delegation final report BIG-NET etc) and relevant local projects to establish current best practice and any issues of concern. Production of report on review.

**Method.** Global to Local and ICLEI (project consultants) to identify all relevant projects through survey of existing networks and scrutiny of relevant websites; ICLEI to Review reports from projects to identify products purchased, size and structure of networks, network structures used, contract models developed, outcomes, problems (especially in relation to legal worries and concerns related to clarification of com (2001) 274 and other relevant EU and domestic legal and guidance issues); ICLEI produce draft report on current best practice and goods that could be potentially purchased by partners; circulate to all partners for comment; produce final report; post on web-page (to be developed as part of task 4).

**Progress indicator.** Survey of existing networks undertaken; Websites visited; Relevant existing projects identified; All relevant reports reviewed; Goods with potential for joint procurement identified; report on best practice approaches and potential procurement goods produced, circulated to all partners and posted on web page.

**Targets.** 100% of relevant projects/initiatives are identified. The review of projects/initiatives identifies 100% of green products purchased by consortia, approaches taken and barriers identified. Report circulated to all partners.

**Constraints.** The survey must be completed in time to effectively inform the development of LEAP project tools.

**Assumptions.** That all the current projects have produced reports containing information relevant to this project; Some of the projects have attempted to interpret/clarify approaches to com (2002) 274; Projects have established successful procurement networks and undertaken procurement of goods.

**Action 2.** ICLEI (consultants) with Global to Local survey product categories identified by RELIEF (and the EKU final report) as having the biggest environmental impact and identify the products from the categories most frequently purchased by local authorities.

**Method.** Global to Local assisted by ICLEI (consultants) to identify products from categories identified by RELIEF and EKU final report as having biggest environmental impacts (categories include Energy, transport, chemicals, sustainable construction. ) and green alternatives, e.g. based on guidelines developed by RELIEF project or EKU catalogue. Each partner to identify 10 most purchased products from these categories by quantity and price from last financial year. Supply information to ICLEI (consultants) to produce report. By focussing on these products we can have a very significant positive environmental impact. Research practice of project partners on purchasing these products and prices currently paid or estimated Identify supplier for each item in different countries. ICLEI contact producers and request information on: a) availability of green product options for each of 10 products together with b) The purchase volume necessary to make cost of purchase of green option comparable with existing goods being purchased. Produce report detailing the outcome of the survey listing available green alternatives for each of the 10 most purchased items from each of the partners , the opportunities to save money through sourcing from the cheapest of the countries and/or the volume of purchase necessary to make green option comparative to usual purchased goods. Compare results to RELIEF report. Circulate report to partners and post on web-page (developed in task 4)

**Progress indicator.** 10 most purchased goods identified by each partner. Standard survey questions produced. All suppliers of 10 most purchased goods contacted. Survey information returned by requested date. Suppliers provide information on alternatives. Suppliers and partners provide price indications. Report produced and posted.


**Targets.** 10 suppliers from each local authority partner contacted. 80% of suppliers respond to survey. Green alternatives availability and price structure identified for 80% of goods. Cost options provided for 100% of green alternatives identified.

**Constraints.** The survey report must be completed and circulated in time to develop the purchasing tools and inform decisions about the goods to be procured as part of the 1<sup>st</sup> joint procurement exercise. The information on the green performance of goods may be variable in quality and focus and so it may be difficult to apply a universal reporting template on all the information

**Assumptions.** That all 10 suppliers from each partner respond to survey, that there are green alternatives for at least 80% of products and that suppliers are able to provide environmental performance information on 80% of the goods requested. We also assume that the partner local authorities are presently buying products from the categories identified in the EKU final report and RELIEF project. Lastly we are assuming that the green alternative is not presently the cheapest economic option.



(maximum 10 tasks, i.e. 10 pages)

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<b>Task ID<sup>21</sup></b>	3	<b>Page 3 of 10 (1 task per page)</b>	
<b>Task Title<sup>22</sup></b>	Development of green procurement tools		
<b>Objectives</b>			
To develop a suite of 11 tools for use by local authorities to help improve green procurement practices.			
<b>DESCRIPTION : Actions-Methods-Progress Indicators–Awaited results-Targets -Constraints and Assumptions<sup>23</sup></b>			

**Action 1.** Partner meeting to confirm definition of 11 tools and for project management co-ordination. **Methods.** A meeting will be hosted by the beneficiary. The content and structure of the meeting will be decided by the beneficiary. A draft outline of all 11 tools will be developed by G2L with ICLEI (consultants) and circulated to all partners for initial comment prior to meeting. The 11 tools are as follows: Tool 1. Standard policy for municipal green procurement. Tool 2. EMS Management procedures to organise procurement in most environmentally responsible way. Tool 3. A self-assessment tool to identify other management steps to overcome organisational barriers to effective green procurement building on the RELIEF project tool. Tool 4. Joint procurement network structures. Tool 5. Joint procurement models. Tool 6. Joint procurement activity of selected goods/materials. Tool 7. Standard specification and award criteria for green products Tool 8. Tender Evaluation module Tool 9. Access to information module. Connections to consortia and updates of environmental products/services Tool 10. Supply chain management approaches to generate better environmental performance over time. Tool 11. Market promotion module. Working with suppliers to enhance markets. Partners will agree to lead and support on the development of specific tools. The beneficiary will chair a section of the meeting to discuss project administration matters. **Progress indicators.** The location and date of meeting has been arranged and all partners are able to attend on agreed date. Outlines of the 11 draft tools are circulated in advance of meeting to all partners and initial comments received back by time of meeting. Arising from the meeting a lead partner is found to progress each of the 11 tools. All necessary project administration matters will be dealt with at meeting. It is expected to have an agreed timescale for completing development of the tools. **Targets.** 100% of partners to attend meeting. A lead and supporting partners identified to develop all 11 tools to an agreed timescale. **Constraints.** The survey in task 2 needs to have provided information for the meeting to ensure tools are developed in a fashion applicable for all local authorities. undertaking most of the work. The work needs to be completed in time for partners and other local authorities to test them from month 16 of the project **Assumptions.** All partners need to have enough expertise to be able to lead or support on the development of at least 1 tool to avoid 1 or 2 partners.


**Action 2.** Development of tools 1-3 and 7-11 by partners with help of ICLEI (consultants). **Methods.** Following the meeting each partner will develop a specified tool within their own municipality based on their own experience. The development process will include draft development of each tool by project groups of relevant specialist officers from within each municipality and circulated to all partners for additional comments. A final draft of each tool is then sent to the consultants for collation and streamlining is required. A report containing the 8 tools is then distributed to all partners and placed on the web page. **Progress indicators.** All 8 draft tools developed and passed to project manager by agreed date. **Targets.** It is expected to have a report containing all 8 draft tools completed at end of task. **Constraints.** Some partners will already have some of the tools in place and will be able to easily and relatively quickly develop and adapt them to provide tools for the project, whilst other partners will need to start from the beginning in developing tools or face real organisational problems in delivering aspects of the tools and so will need longer to deliver. This variability in timeframe needs to be well effectively managed by project manager in order to maintain momentum of all partners. **Assumptions.** The outcome of the earlier survey of local authorities will indicate that the 11 tools noted above are the most useful ones for a wide selection of local authorities. That the lead partners for each tool are able to work with other partners and consultants to ensure that the tools being developed is applicable to as many local authority types as possible.

The development of the 11 Procurement Tools is integral to the success of the project. The tools will be developed in three stages: Stage 1, is based on current knowledge and expertise available in Europe and especially from amongst the partners. It will reflect known projects and current leading edge practice and identify areas which should be developed to make the tools easily accessible to users. At this stage, some of the tools will contain an element of hypotheses which will be developed and tested at later stages. An important input to the tools development will be the survey in task 2. Stage 2 entails an in depth development of each tool in local circumstances by each of the partners in particular emphasising simplicity and clarity of all aspects of the tools. Advice will be sought from all relevant departments within participating organisations including legal, policy and management from both within the individual partners organisations and across the project participants. Stage 3 is the full scale testing of each of the tools initially within the partner organisations but then in an additional 10 authorities (this is task 6) before finalising the tools

The application of the tool will be ensured through integration into existing procurement activities. At a national level will be integrated in IDEAs procurement activities in UK. At a European level the tools are designed for application with ICLEI's Procurement Campaign, which will have been launched at the time the project beginning. This Campaign demands participants to go through the following milestones: Procurement Inventory, Political Decision on targets, Action Plan, Implementation and Reporting. The tools developed support this process and provide campaign participants with detailed guidance

At the end of the project text descriptions of the tools will be available in easily downloadable format. Furthermore they will be integrated into ICLEI's Campaign Manual. For local authorities who choose not to join ICLEI's Campaign, the information can be used separately: It can either be applied directly (tools 1 -3, 7-8), used as a basis for an in house programme of improvements in procurement (tools 10,11) or allow an organisation to patch into consortia or form such consortia together with others (4-6, 9). The intention is to allow organisations to use the tools at different levels,


which reflect their own in house capacity. Small municipalities might want to use the tools to achieve some quick gains, larger and better staffed ones might want to use the tools for example to further develop their supply chain relationships.

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<b>Task ID<sup>24</sup></b>	4	<b>Task Title<sup>25</sup></b>	Develop joint procurement network structure and procurement contract models
<b>Objectives</b>			
<ul style="list-style-type: none"> <li>- To develop and agree a model for LEAP joint procurement network structure</li> <li>- To develop green procurement contract models</li> </ul>			
<b>DESCRIPTION : Actions - Methods - Progress Indicators – Awaited results - Targets - Constraints and Assumptions<sup>26</sup></b>			

**Action 1.** Development of draft network structure. **Methods.** Any network models identified through tasks 1 and 2 together with partners and consultants own experience of developing and managing procurement network structures will be used as starting point for developing an appropriate structure for LEAP network structure. The development of the first draft will be undertaken by ICLEI (project consultants) together with a number of partners previously designated as lead and support partners for this tool in the project meeting. (task 3). The structure of the model will be designed to meet the needs of purchasers for various levels of commitment to the network. Firstly to be able to spread procurement information as widely as possible, the network structure must allow for purchasers who just want to use the network as an information service without any pre-conditions on information receipt. Secondly the network must allow for purchasers wanting to profit from a joint purchasing activity by establishing a code of conduct for treatment of confidential procurement information. Thirdly the model must allow for local authorities with a higher level of commitment that would be able to offer joining calls for tenders and influence the specification and award criteria for common call for tender before issue. The first draft of the model will be circulated to all partners for comment and fine tuning . A final model will then be produced by the designated partners and consultant and acceptance of the model sought from all partners A web site will be established by the designated partners and consultant in order to support the procurement network structure. The web site will have different levels of password protected entry and be a multi-lingual portal. The web site will also contain an electronic mailing list for purchasers and a LEAP project newsletter to place the reported outcomes of the relevant stages of the project. (web page Task 9. **Progress indicators.** The first draft of the model being developed and circulated by agreed date. Comments received back from all partners by agreed date. Web site developed. The awaited results are an agreed network structure model. **Targets.** To have development of network structure in keeping with recognised best practise that is agreed by LEAP partners. **Constraints.** The review of existing projects and local authority experience (task 1 and 2) needs to identify examples of network structures that can help inform the LEAP model. The partners need to all agree on the model in order to participate in joint procurement activities. **Assumptions.** The model developed will be accessible and robust enough that it can be applied to a wide range of purchasing activities and be useable by the majority of local authorities. **Action 2:** To develop green procurement contract models: **Methods:** The starting point of the project is the isolated experience of joint EU wide municipal procurement by some municipalities and the wide range of issues which are being raised by municipal procurers that are seen as obstacles for green procurement. These include finding a legally secure way of including 3 party option applicants in the procurement process, the most effective way of extracting better environmental performance form the procurement process. The procurement process envisaged in this project will be proceeded by project manager, consultants, and designated lead partners identifying and clearing the legal obstacles perceived from previous projects and partners and including a debate with Commission procurement specialists to identify a correct way of progressing. The object of the approach is to enable the largest possible number of participants to join as third parties, commensurate with likely volume discount thresholds and national distribution capability of potential international contractors. The model will be produced by consultants, distributed to partners for final comment and will be tested twice through the two procurement rounds (task 5 and 7). It is hoped that a generally acceptable formula for green municipal procurement will transpire. **Progress indicators:** A model for the procurement steps accepted by the majority of partners and endorsed by Commission officials. A working procurement approach where the joint effort required to set it up are outweighed by price advantages achieved through the procurement. **Targets:** a step by step documented procurement process with necessary cross references to specifications, which covers authoritatively key issues including the management of third party options and evaluation criteria. **Constraints:** The extent to which current divergent opinion can be replaced by a degree of consensus of what is acceptable and what is not in more environmentally sustainable procurement. **Assumptions:** There is a sufficiently large body of opinion on EU wide procurement practice that a working consensus on an effective pan European procurement approach of environmentally more sustainable products and services can be achieved. **Action 3:** Promote procurement network throughout Europe **Methods:** Joint procurement is a challenge which cannot be expected to be welcomed by purchasers alone, which are rather risk-adverse group of society. There urgently has to be a political backing for this process as well as sufficient information demonstrating the feasibility of the approach. For that reason both a framework for political commitment and a public relations activity is needed. The partners will draft a political document, committing the respective public authority to explore all opportunities to join the European purchasing activities. ICLEI will promote this scheme throughout Europe in a information brochure, mass media, on the internet and through presentation on events. **Progress indicators:** A significant number (>100) of public authorities register to


consider participating in the first joint procurement activities. **Constraints:** The readiness of different political milieus at national level to take up idea of green purchasing as efficient policy tool **Assumptions:** As in the past years ICLEI will be invited to numerous local, regional, national and European events to speak about green purchasing. (maximum 10 tasks, i.e. 10 pages)

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<b>Task ID<sup>27</sup></b>	5	<b>Task Title<sup>28</sup></b>	1 <sup>st</sup> Joint Procurement
<b>Objectives</b>			
- To successfully undertake joint procurement of green goods using procurement network			
<b>DESCRIPTION : Actions - Methods - Progress Indicators – Awaited results - Targets - Constraints and Assumptions<sup>29</sup></b>			

**Action 1.** Agree goods to be purchased. **Methods.** Based on task 1 the cities will explore which of the identified goods are subject to an upcoming call for tender and develop long list of possible products on this basis. ICLEI with beneficiary and selected lead partners develop selection criteria based on environmental impacts of goods, availability and price of goods, and individual partners existing procurement commitments and compatibility requirements. ICLEI (project consultants) with Global to Local and other selected lead partners circulate list to all partners, and identify most popular option for 1<sup>st</sup> procurement exercise and also for 2<sup>nd</sup> procurement exercise. Plan to tender will be shared with other interested purchasers and models offered, how they can join, e.g. through network web site. A joint tender as appropriate will be issued at European level. Options for procurement by third party organisations will be explored and legal interpretations clarified **Progress indicator.** Long list of goods produced. Short list of goods agreed by given date. Selected products identified and partners participating in joint procurement confirm participation to project leader (main beneficiary). Procurement methodology clarified especially re third party options **Targets.** Over 75% of partners will agree to participate in 1<sup>st</sup> joint procurement of selected good. **Constraints.** The need for partner consensus regarding the 1 product to be purchased and for there to be sufficient demand to achieve necessary purchase volumes. **Assumptions.** At least 75% of partners will want to enter in to a joint procurement exercise for the selected product.

**Action 2.** Partner meeting to finalise arrangements followed by joint tender, evaluation and signing of framework contract. **Methods.** A meeting will be hosted by a selected partner under the chairmanship of the Project Leader (beneficiary). The content and structure of the meeting will be developed by ICLEI (the project consultants) with project leader. The partners attending the meeting will discuss and finalise the financial and administrative aspects of the first joint procurement and the particular partnership arrangements for managing the consortia and the buying arrangement. Confirmation will then be sought from all participating partners to commit to the joint procurement. , if necessary according to the procurement model developed in task 4. Purchase of the selected product will be undertaken following tender evaluation and award of contract to one or a selection of suppliers. The meeting will also be used for the purpose of project administration and reporting. Following the successful purchase of the goods, the project leader will seek feedback on the process from each participating partner. The feedback will inform the production of a report on the process. The report is to be distributed to all partners and posted on the web page. **Progress indicator.** Meeting held according to agreed date. Partnership arrangements finalised. Confirmation of partners participating in consortia. Product purchased successfully. **Targets.** The 1<sup>st</sup> joint procurement is successful and undertaken according to planned arrangements. A report is posted on website. **Constraints.** The green products required by the consortia may not be readily available in the quantity and locations required by the participating partners. There are possible communication and logistical constraints between the supplier and all relevant parties within the consortia due to the multinational membership of the consortia. **Assumptions.** Assume products can be delivered in time so that report on process can be produced in time to effectively inform, clarify and improve the 2<sup>nd</sup> procurement exercise and subsequent tasks.

(maximum 10 tasks, i.e. 10 pages)


LIFE-Environment demonstration projects		FORM T2a. Tasks Form	
 <b>EUROPEAN COMMISSION</b> ENVIRONMENT DG		FOR COMMISSION USE ONLY	<b>LIFE ENV/</b>
<b>Project Acronym</b>	LEAP	<b>T2a - Task Form</b>	
<b>Task ID<sup>30</sup></b>	6	<b>Task Title<sup>31</sup></b>	Testing Tools
<b>Objectives</b>			
- To assess whether the procurement tools can be used successfully.			
<b>DESCRIPTION : Actions - Methods - Progress Indicators – Awaited results - Targets - Constraints and Assumptions<sup>32</sup></b>			

**Action 1.** To test and further develop the application of Procurement tools 1-3, 7-11 in the partner municipalities. **Methods.** The project leader will consult with all municipality partners to identify which partners will take the lead in testing each tool. Some municipality partners will test the tools against any similar procedures that may already be in place and assess whether the tool is an improvement on existing approaches or whether it needs to be improved. Other municipality partners will be asked by consultant to apply the tools in a particular area of their procurement work where no such tools exist. Again, improvement in the tools will be looked for. The non-municipality partners will provide advice and assistance to partners. Each partner will be asked to complete a questionnaire about the application of the tools to identify limitations, adaptations and improvements required. The questionnaire responses together with general comments will be used by the project leader with assistance from Global to Local and consultant to produce a report highlighting how the tools can be used effectively and what further changes are needed. The report will be circulated to partners for comments then posted on web site **Progress indicators.** Municipality partners have each tested selected tools. Questionnaire developed, distributed and completed. Report produced that identifies improvements to the tools. **Targets.** 100% of tools assessed and potential improvements reported. **Constraints.** Not all partners may be able to find a procurement activity on which to test the tools within the timeframe of the task. Careful selection of which partner tests which tool should overcome this. The tools may need significant revision which may make it difficult to meet the timeframe of the task. **Assumptions.** All tools can be effectively tested within the timeframe of the task, and all municipality partners are able to complete and return the questionnaire in order to produce the report in timely fashion.

**Action 2.** Test tools in further 10 municipalities. **Methods.** Project manager with assistance from consultant to identify 10 additional municipalities from a range of EU countries using existing partner networks. Develop a questionnaire that examines the potential ease of application and effectiveness of the tools to help green the procurement process within a range of municipalities. Send questionnaire to selected specialist procurement or EMS member of staff with explanatory guidance for completion together with the tools and detailed application notes to each of 10 municipalities with a specified return date. At end of period set aside for completion of questionnaire, project leader with assistance from Global to Local and consultant to produce a report highlighting how the tools can be used effectively and what further changes are needed. The report will be circulated to partners for comments then sent to the 10 municipalities posted on web site **Progress indicators.** 10 municipalities and key recipient officer identified. Questionnaire developed and questionnaire package sent. Questionnaire returned within given period, report produced, circulated and posted. **Targets.** 100% of tools tested by questionnaire. 75% response rate to questionnaire. **Constraints.** Not all tools may be tested by the 10 municipalities either theoretically or in practice within the timeframe of the questionnaire. The municipalities are unable to test the tools with enough rigour to identify further improvements. **Assumptions.** At least 75% of municipalities which are sent the questionnaire respond with enough detail to form the basis of the report on further improvements to the tools

(maximum 10 tasks, i.e. 10 pages)




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<b>Project Acronym</b>	LEAP	<b>T2a - Task Form</b>	Page 7 of 10 (1 task per page)
<b>Task ID</b> <sup>33</sup>	7	<b>Task Title</b> <sup>34</sup>	2 <sup>nd</sup> Joint Procurement
<b>Objectives</b>			
- To successfully undertake a second joint procurement of green goods using procurement network			
<b>DESCRIPTION : Actions - Methods - Progress Indicators – Awaited results - Targets - Constraints and Assumptions</b> <sup>35</sup>			

**Action 1.** Further development of procurement network **Methods.** The beneficiary, with the assistance of selected partners and consultant will further develop the structure and operation of the joint procurement network The further development will be based on recommendations from the report of the first procurement exercise together with comments and feedback from partners and any feedback from other interested parties posted on the web page. Also the actual procurement methodology will be rationalised, whilst providing access to a wider range of local authorities through third party procurement. The network will be adjusted accordingly and confirmation of the proposed changes sought from partners. With partner confirmation, the developed network will then be used for the 2<sup>nd</sup> procurement exercise. Details of revisions to the network structure will be posted on the web site. 2<sup>nd</sup> joint tender produced **Progress indicator.** Changes to network drafted. All partners consulted on all changes. Acceptance of changes from all partners received by project manager (beneficiary). Changes posted on web site. Joint tender produced **Targets.** A revised network will be available for the 2<sup>nd</sup> joint procurement exercise. **Constraints.** Any changes to the network structure must be identified and agreed on in time for the revised network structure to be used for the second procurement exercise according to the project timescale. **Assumptions.** Partners will agree to accept changes to network . Also that there will not be the need for a fundamental re-structuring of the network but just clarification and re-focussing particular aspects.

**Action 2.** Partner meeting to finalise arrangements followed by joint procurement. **Methods.** A meeting will be hosted by a selected partner under the chairmanship of the Project Leader (beneficiary). The content and structure of the meeting will be decided by the beneficiary and organisation assisted by consultant. The partners attending the meeting will discuss any changes to the financial and administrative aspects of the second joint procurement and the particular partnership arrangements for managing the consortia and the buying arrangement in light of the lessons from the first procurement exercise. Confirmation will then be sought from all participating partners to commence purchase. Purchase of the selected product will be undertaken following the project meeting. The meeting will also be used for the purpose of project administration and reporting. Following the successful purchase of the goods, the project leader will seek feedback on the process from each participating partner. The feedback will inform the production of a report on the process. The report is to be distributed to all partners and posted on the web page. **Progress indicator.** Meeting held according to agreed date. Partnership arrangements finalised. Confirmation of partners participating in consortia. Product purchased successfully. **Targets.** The 2<sup>nd</sup> joint procurement is successful and undertaken according to planned arrangements. A report is posted on website. **Targets.** To ensure lessons from 1<sup>st</sup> procurement exercise have been incorporated into the procurement process and to ensure that the joint procurement is undertaken successfully and that the purchase is undertaken to the agreed cost, quantity, time frame and delivery requirements. **Constraints.** The green products required by the consortia may not be readily available in the quantity and locations required by the participating partners. There are possible communication and logistical constraints between the supplier and all relevant parties within the consortia due to the multinational membership of the consortia. **Assumptions.** Assume products can be delivered in time so that report on process can be produced in time to effectively inform, clarify the tools in the subsequent task.

(maximum 10 tasks, i.e. 10 pages)

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<b>Project Acronym</b>	LEAP	<b>T2a - Task Form</b>	Page 8 of 10 (1 task per page)
<b>Task ID<sup>36</sup></b>	8	<b>Task Title<sup>37</sup></b>	Revise tools
<b>Objectives</b>			
- To complete the development of the procurement tools			
<b>DESCRIPTION : Actions - Methods - Progress Indicators – Awaited results - Targets - Constraints and Assumptions<sup>38</sup></b>			


**Action1.** Review and revise tools 1-3, 7-11. **Method.** The partners leading on the development of particular tools together with ICLEI (project consultants) will review the reports arising from the testing of the tools by partners and 30 municipalities, together with feedback from interested parties received on the web page and via other media. In light of this information the lead partners, co-ordinated by the project manager will revise the tools for which they were responsible, if revision is necessary. The final version of the tools will then be posted on the web site. **Progress indicators.** Final version of tools posted on web site. **Targets.** To have tools 1-3, 7-11 completely reviewed and all required revisions made. **Constraints.** That the reports informing the review are not completed and made available in time for partners to review and revise the tools effectively. **Assumptions.** That the tools do not require completely rethinking but just adjusting and focussing in certain areas. Also that revisions made by lead partner are acceptable to all project partners and tools remain applicable to all EU national circumstances.

**Action 2:** Final partner management meeting to co-ordinate conclusion of work of all partners, project management and to agree on structure of final conference and dissemination activities **Method:** Meeting hosted by Leicester City Council and attended by representatives from each partner. Meeting agrees conclusion of works and final conference and dissemination. **Progress indicator:** Meeting arranged, meeting held, agreement gained on structure and approach of final conference and final dissemination activities. **Target:** Meeting attended by representatives from 100% of project partners. Agreement on final conference and dissemination achieved

**Constraints:** All partners must agree by the end of the meeting on overall structure of final conference and dissemination activities

**Assumptions:** We assume all partners will be able to send a representative to the meeting. We also assume that partners gain a common understanding of the requirements of the conference and final dissemination activity.

(maximum 10 tasks, i.e. 10 pages)

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<b>Project Acronym</b>	LEAP	<b>T2a - Task Form</b>	Page 9 of 10 (1 task per page)
<b>Task ID</b> <sup>39</sup>	9	<b>Task Title</b> <sup>40</sup>	Dissemination, project management
<b>Objectives</b>			
To ensure project processes and outputs are disseminated as effectively as possible To establish effective project evaluation processes.			
<b>DESCRIPTION : Actions - Methods - Progress Indicators – Awaited results - Targets - Constraints and Assumptions</b> <sup>41</sup>			

**Action 1:** Formulation of a communication strategy. **Methods.** Beneficiary with assistance from Global to Local to develop draft communication strategy; draft presented to all other partners. Partner feedback incorporated and communication strategy produced. **Progress indicators.** Draft strategy produced, partner comments incorporated, final strategy produced according to timescale. **Target:** To develop strategy that will specify the exact communication deliverables, the form the communications should take and the time (within the duration of the project) communications should be made available. **Constraints:** Difficulties in determining with the launch of the project the nature of all foreseeable communication needs over the lifetime of the project. **Assumptions.** That the project communication strategy does not conflict with partners local communication protocols.

**Action 2.** Development of LEAP web site. **Methods.** Beneficiary and consultant to develop web site for project, to act as a communication and dissemination tool for the project outputs and also as a tool for the procurement network. The web site will be structured into different sections for different target audiences, e.g. the local politicians and the public, EMS officers and procurement officers. Integration with existing web sites of the partners will be ensured and is sought for with view to third parties. **Progress indicator.** Web page structure established. Upgraded with each new project report. Structure for procurement network web tool placed on web site. **Target.** Web page for project report designed and activated according to agreed timescale. 100% of project report placed on web site Procurement network tool developed according to timescale agreed by partners. **Constraints.** Possible technical issues related to upgrading web pages may cause delays. Time taken to format reports for posting onto web page. At start of project the size of the reports is not known. The size and nature will affect formatting time. **Assumptions.** We assume all relevant information will be made available for the web page in time with the agreed communication strategy


**Action 3:** Promote tools. **Methods:** Project manager with ICLEI promote tools to local authority senior managers and politicians and local government associations across Europe by posting tools and supporting information on project web site, appropriate partner web sites, through e-mail to national, professional and local networks, relevant publications etc with contact details for further information requests. Furthermore a range of print-products will support the process, including a project leaflet, a brochure on common procurement structures (see task 4), a report on the project outcomes and the EcoProcura Magazine. **Performance indicator.** The number of local authorities who have been sent information on the tools or who have requested information. **Target.** Local authorities from all existing relevant partner networks have been informed. **Constraints.** The sheer volume of information being sent to politicians and senior managers means that information about the tools has to be sent in a very focussed and attractive way to ensure intended recipients are made aware of the tools, **Assumptions.** The promotion will be effective

**Action 4:** Final Conference. **Method.** Decision made upon the content of the Conference, possible sessions, speakers and topics by the project manager (beneficiary) with assistance from ICLEI (project consultant). ICLEI to: Develop Conference structure; invite speakers; develop draft procurement charter; produce comprehensive list of possible interested participants from existing partner and consultant networks; send out invitations. Produce material to be distributed with the invitations and during the Conference produced. **Progress indicator:** Conference held in time. Participants sign procurement charter **Target.** Concluding Conference held. 55% of delegate organisations commit to procurement charter. **Constraints.** Lack of attendance at the Conference to allow satisfactory dissemination of information on project results and sign up to charter **Assumptions.** We assume satisfactory number of people will attend and that attendees will be representatives of cross section of EU local authorities and other interested parties.

As part of the dissemination of the project results municipal coordinating organisations such as IDeA in the UK and KEDKE in Greece, will be asked to advocate the use of the tools developed to their members. Discussion will be held with these organisations to develop familiarisation courses explaining the developed tools. In addition discussions will be sought with EU Commission representatives for a wider dissemination of the tools across European Institutions.

*In terms of dissemination during the project, two situations have to be distinguished: Ongoing dissemination for interested institutions on the one hand, One-off dissemination events on the other hand. Of the latter, one-off dissemination, the project foresees two events. One is foreseen in task 4, when a leaflet on the joint procurement networking structure will be produced, inviting additional public authorities to join. This will at the same time report about the project status and drive attention to the project results. The other is foreseen within task 6, where tools will be tested in 10 additional local authorities. Finding these will require targeted information to a much larger number of possible candidates.*

*In terms of ongoing dissemination the project foresees a project website, to be updated with latest information. Furthermore ICLEI will make use of their working structures. Results will be disseminated to the BIG-Net, which brings together leading edge public procurement experts from all over Europe. As described above they are also targeted at the participants of ICLEIs Campaign and will be disseminated in this context. Additionally ICLEI will feature the project in its bimonthly update, which is distributed to a long list of multipliers in public procurement in Europe. Last but not least, ICLEI will integrate results into its ongoing advocacy and consultation work toward national governments and international institutions, e.g. EU and UN institutions.*

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<b>Project Acronym</b>	LEAP	<b>T2a - Task Form</b>	Page 10 of 10 (1 task per page)
<b>Task ID<sup>42</sup></b>	10	<b>Task Title<sup>43</sup></b>	Evaluation and Co-ordination
<b>Objectives</b>			
<ul style="list-style-type: none"> <li>- To ensure effective evaluation of the project. This is in terms of the quality of the project procedures the quality of the final outcome of the project and the quality of the dissemination processes.</li> <li>- To establish effective reporting to the EC on project progress</li> </ul>			
<b>DESCRIPTION : Actions - Methods - Progress Indicators – Awaited results - Targets - Constraints and Assumptions<sup>44</sup></b>			

#### **Action 1: Evaluation**

**Methods.** In the following only the main elements of the evaluation method are given.

- Draft evaluation procedures developed by beneficiary with assistance from G2L
- Draft procedures circulated to project participants for comment
- Feedback received and evaluation procedures finalised
- Evaluation at all project phases, mainly by filling in questionnaires but also through interviews
- Evaluation through the web page too (questionnaire available on the web page)
- Progress reports contain a dedicated chapter to the evaluation of previous project steps
- Project management and co-ordination evaluated by project participants
- Dissemination activities evaluated by project participants as well as third parties

**Progress indicators:** Draft evaluation procedures developed. Consultation undertaken. Final procedures developed in time. Internal procedures operate satisfactorily, project outcomes correspond to the objectives set with the project launch, project results disseminated to all interested stakeholders

**Target:** To evaluate the quality of the procedures leading to the final outcome, the final outcomes and dissemination activities

**Constraints:** All project participants will need to undertake on-going completion of evaluation documentation in accordance with the agreed evaluation procedures in order for reports to be produced from 13/05/05

**Assumptions:** We assume that an adequate number of stakeholders and interested parties respond to the evaluation and feedback questionnaire through the web page so we can gauge the value of the project processes and outcomes to the wider European community.

#### **Action 2: Project management.**

**Methods:** Leicester City Council (the beneficiary) will be responsible for financial and technical project management. Leicester City Council will chair a management meeting consisting of representatives from each partner participating as part of overall scheduled project meetings. Leicester City Council with assistance of Global to Local will have the following management roles. Responsibility for technical and financial aspects of project; distribution of meeting minutes and any project documents amongst partners and to EC monitoring team. Responsibility for quality and timeliness of reports. Other partners will have the following roles.: participating in project team meetings and participating in decision making process. Responsibility for development of specific tools and participation in procurement processes; making sure resources provided for project are used appropriately at local level; Supplying, promptly and in accordance with the time schedules, all such information or documents as the project manager may require. Promptly notifying the project manager of delay, Preparing & presenting the reports to the project manager; Dissemination of project outputs through networks partners participate in. The everyday form of communication for partners will be by e-mail. **Progress indicators:** Project to be successfully implemented, set objectives met within foreseen time-schedule & resources. **Targets.** To meet the objectives set in the proposal within time-schedule and resources.


**Constraints:** The big number of project participants and stakeholders and the variety of project activities **Assumptions:** We assume project partners are eager to make the project a success.

#### **Action 3. Reporting.**

**Methods.** All project partners submit reports to Leicester City Council as agreed. Leicester City Council assemble reports with assistance from Global to Local and consultants. Draft reports circulated to partners for comments. Feedback received and final

reports produced by Leicester City Council for posting on web site and to EC/monitoring team where appropriate. **Progress indicator.** Reports submitted in time. No objections received by the EC/Monitoring Team **Target:** Submission of technical and financial reports to the EC/Monitoring Team in approved format and on time. **Constraints:** Potential for partners not to provide requested information in timely manner therefore creating delays in collation and production of final reports, especially with regard to financial information due local authority budgeting protocols. **Assumptions:** We assume partners send in information and comment upon draft reports in time for final report publication

(maximum 10 tasks, i.e. 10 pages)

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Project Acronym	LEAP
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<b>T3. TECHNICAL PROPOSAL</b>	Page 1 of 3
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### State-of-the-art and innovation <sup>45</sup>

Present state of the art related to green procurement arise from EU funded research projects such as RELIEF which focuses in on the most significant procurement impacts of public authorities in Europe. This is resulting in a range of guidance to help municipalities to become more efficient in approaches to procurement. At the national level the guidance emerging from UK government organisations on green procurement for local government can also help define the present state of the art. The work of individual municipalities, (including a number of partners in this project) on greening the supply chain and greening contracts can also be considered to be state of the art). The first task of the LEAP project will ensure partners have a thorough understanding of present green procurement best practice.

With regard to joint procurement, experience gained from the EU funded ZEUS project can be considered to be state of the art. This is based on the model where several municipalities issue a Europe wide call for tender for a number of items to be procured, which includes a call for options which can be made available to other municipalities. With regard to EMAS a number of projects have been carried out and co-funded that have tested and applied the concept of EMAS to municipalities (such as the LACE, PIE, EURO EMAS and GALA projects). In addition many UK municipalities have corporate wide EMAS systems in place. This experience can be regarded present state of the art regarding EMAS in municipalities.

The LEAP project will use this state of the art experience in the different elements of the project as the baseline from which to build the project and provide practical hands on tools for small as well as large municipalities. Partners involved in the project have first hand experience of delivering the majority of projects mentioned above.

LEAP will build on the present state of the art to deliver innovation in the following ways:

**EMAS.** Currently many local authorities, even those with relatively sophisticated EMAS in place, are finding it difficult to truly apply environmental considerations to every step of the procurement process in a systematic way and therefore are not tackling one of their most significant organisational impacts. The suite of 11 practical purchasing tools developed by the LEAP project will be tested by a range of authorities to ensure they can be fully integrated into a municipal Environmental Management System and so effectively use the EMS process to ensure green procurement requirements are fully integrated into municipality management procedures. This will provide an innovative approach to systems integration.

**Green Procurement.** The green procurement tools will be designed to be used at a number of different levels. Either at the basic level to just install and run with the suggestions and key products, or else as a developmental tool to provide innovation and drive change further within municipalities.

The survey of local authorities in Task 2 will identify barriers experienced by practitioners to effectively integrating environmental performance considerations into procurement, especially in relation to interpretive and clarification issues related to com (2001) 274. The project will ensure that the process of developing and testing the tools will provide innovative solutions to overcoming those barriers. But more importantly the barriers will be overcome by seeking clarification as part of the project and at a number of stages from Commission officials as to the most likely correct route to take (for example issues related to 3<sup>rd</sup> party options and how much you are allowed to make of selection criteria etc).

**Joint Procurement Network Structures.** The concept of the joint procurement network provides an innovative approach to enabling a wide range of municipalities across Europe to gain different levels of benefit from the network without having to be involved in every joint purchasing activity. This allows the consortia to use the network structure to address the tension between the necessity to spread information about on-going purchasing activities widely in Europe and the confidential nature of the contract conditions **Supply Chain Management.** The 11 tools not only focus on internal management processes for municipalities but also provides innovation in organising the supply chain and approved suppliers and contractors to generate better environmental performance down the chain over time. A number of the partners already work extensively with suppliers to enhance markets for environmentally sustainable products, these innovative approaches will be further developed in the design and application of tools 10 and 11. which in turn are aimed at encouraging innovation in the supply chain

**Demonstration character and dissemination plan <sup>46</sup>**



**Technical Scale:** The 11 tools are going to be tested in real situation by partner municipalities and further tested by other municipalities. The project can therefore be considered a pilot for the application of the tools. The network is going to be used for 2 actual procurement activities involving partner municipalities. This can be considered a first full scale application of the joint procurement network.

#### **Monitoring**

Monitoring will take place throughout the project.

The project manager (Leicester City Council) will undertake performance monitoring against the progress indicators for each task, through data collected from partners according to agreed processes and at time of partner meetings. Monitoring of the feedback from other municipalities testing the tools will be undertaken by the project manager and reported to lead partners for further development of the tools. The management and performance of the 2 procurement activities will be monitored by the project manager but it is assumed also be monitored by financial auditors from within the municipalities as part of existing financial monitoring arrangements.

#### **Evaluation**

The project will be evaluated at all stages. Evaluation of the project consists of:

- Evaluating the quality of procedures leading to the final outcome (could be considered as the equivalent of internal auditing)
- Evaluating the quality of the final outcomes of the project
- Evaluating the dissemination activities

Evaluation will be carried out by

- The Project Manager
- The partners

It is essential that progress reports contain in all cases a separate chapter specifically dedicated to evaluation of previous steps and procedures as well as specific proposals as to the following steps.

The detailed procedures and the specific means required to achieve the above objectives will be decided by the partners with the project launch. Evaluation will be carried out at all the project stages, mainly by filling out relevant questionnaires (prepared Project Manager) and by interviewing key individuals as appropriate. During the implementation of the project questionnaires will be completed by all the parties involved. Questionnaires will also be given to the participants of the final conference asking for feedback. In addition, a questionnaire will be available on the web site. So, feedback in the form of e-mail is also expected and will be welcomed. Finally, with the completion of the project evaluation of the benefits that each project partner has received from participation and the added value will be undertaken. The website will also be a continuously updated resource of best practices and case studies

#### **Target Groups and Methods of Dissemination**

The target groups for dissemination activities are: local authority senior managers and politicians; local authority staff involved in purchasing and environmental management; suppliers of goods and services to local authorities; academics involved in environmental management and local governance; local government organisations; trade organisations

The dissemination of the results is one of the main tasks of the project. With the project launch the LB Sutton Project Manager will have the responsibility of formulating an adequate communication strategy. Dissemination activities will take place throughout the project. The dissemination of the project will always be one of the issues discussed during the joint meetings of the project partners. From the early stages of the project there will be a web page on Internet, giving information about the project content, progress and results. The web page will be kept continuously up-dated, while it will also include on-line discussion groups, so that we can get a direct feedback from the visitors of the site. Project outputs will be routinely evaluated as described above and in the detailed description of Task 9. The 11 tools will be promoted to senior managers and politicians across Europe by posting tools and supporting information on project web site, appropriate partner web sites, and negotiating links from other related sites, through e-mail to national, professional and local networks, relevant publications etc (including local government journals, environmental management and procurement journals, trade papers and general press). Local government associations in each country will also be notified and the tools promoted.

*In terms of dissemination during the project, two situations have to be distinguished: Ongoing dissemination for interested institutions on the one hand, One-off dissemination events on the other hand.*

*Of the latter, one-off dissemination, the project foresees two events. One is foreseen in task 4, when a leaflet on the joint procurement networking structure will be produced, inviting additional public authorities to join. This will at the same time report about the project status and drive attention to the project results. The other is foreseen within task 6, where tools will be tested in 10 additional local authorities. Finding these will require targeted information to a much larger number of possible candidates.*

*In terms of ongoing dissemination the project foresees a project website, to be updated with latest information. Furthermore ICLEI will make use of their working structures. Results will be disseminated to the BIG-Net, which brings together leading edge public procurement experts from all over Europe. As described above they are also targeted at the participants of ICLEI's Campaign and will be disseminated in this context. Additionally ICLEI will feature the project in its bimonthly update, which is distributed to a long list of multipliers in public procurement in Europe. Last but not least, ICLEI will integrate results into its ongoing advocacy and consultation work toward national governments and international institutions, e.g. EU and UN institutions.*

#### **Marketing and Publicity of concept**

Dissemination of specific project outputs will also be supported by general marketing of the tools and the procurement network to the same audience. After the project period has finished, the tools and procurement network structure will continue to be maintained by beneficiary and consultants for future procurement activities. The tools and network will therefore continue to be marketed after the project.

#### **Final Conference**

There will also be a final conference when a wide range of interested parties identified from existing networks and from contacts made via web page will be invited to learn more about the lessons of the project, how they can apply the tools in their own municipalities and how to develop and join purchasing consortia. Participants will also be given an opportunity to sign up to a green procurement charter.



**Reproduction potential and transferability<sup>47</sup>**


The project will produce a suite of 11 tools including a tested joint procurement network structure. Each tool will be designed specifically to be as reproducible and re-useable as possible by local authorities of any size or structure across Europe. The tools will be supported with sufficient guidance material to allow their easy use and adaptation within the sector.

The joint procurement network structure will again be designed specifically so that it can be used by any sized consortia of local authorities and not just the project partners. Also, the project will be testing the procurement structure in 2 procurement exercises for specific designated goods decided on by the partners. However the procurement network can be reproduced for a very wide range of goods and services involving local authorities from across Europe. It is anticipated that the tools will be further developed at the local and in some cases national level by interested parties after the finish of the project. Experience gained re the respective role of specifications, third party options, framework contracts and tender evaluation criteria will be included in the dissemination

The tools and joint procurement network approach are transferable to many other sectors. Health care, education, social care, and elements of the service sector could all use the tools and network approach relatively easily. With some adaptation to sector specifics the tools could also be transferable to a wide range of other sectors. The tools related to greening contract processes and supply chain management would be particularly transferable to a wide range of sectors including construction, manufacturing and retail. The tools related to integrating EMAS procedures would be of value for any organisation implementing EMAS

This project is part of a continuum of projects related to greening the procurement process. It is therefore readily anticipated that the procurement network could be extended at the end of the project to include consortia of different members, adapting the network to undertake joint procurement of other goods and services at the European level.

IF NECESSARY, YOU MAY USE ONE PAGE PER ITEM (Total Maximum: 3 pages for the three items)

<b>LIFE-Environment demonstration projects</b>		<b>FORM T4</b>	
 <b>EUROPEAN COMMISSION</b> ENVIRONMENT DG	FOR COMMISSION USE ONLY		<b>LIFE ENV/</b>

<b>Project Acronym</b>	LEAP
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**T4. TECHNICAL PROPOSAL**

Page 1 of 2

**Environmental problem**<sup>48</sup>

The environmental problem this project seeks to tackle is related primarily to Integrated Product Policy. Local authorities are a major purchaser of goods and services across Europe and is responsible for a very significant range of environmental impacts related to the specification, purchase, transportation, use and disposal of goods and related services. Due to this larger spending power the local authority sector has a large potential influence in encouraging the production of ecological or green goods and services. But, presently a lot of municipalities feel constrained from applying environmental considerations to procurement due in part to perceived concerns regarding what environmental procurement requirements are allowed under EU law and secondly due to lack of tried and tested tools to assist municipalities in applying environmental criteria to every stage of the procurement process.

Added to this, many local authorities recognise the importance of working with the supply chain to encourage the development of further green products and processes but are unclear as to how to begin the process of dialogue and encouragement.

Lastly, it is recognised that there are an increasing amount of green product alternatives in the marketplace, but many municipal staff involved in the procurement of goods and services do not have access to information regarding the environmental performance and suppliers of such products or access to workable procurement network structures and contract specifications related to these goods.

This project is therefore seeking means by which local authorities can give support to the development of eco-designed or eco-efficient products through changes in purchasing and consumption patterns and the management of these processes. Also to develop effective structures to disseminate information on eco-designed and eco-efficient products through purchasing networks and other purchasing tools.

**Value for money - environmental cost/benefit ratio**<sup>49</sup>

The value for money from the project can be considered to be very positive. One of the main areas where value for money is being added is in the support the project will be giving to creating and developing markets for green or ecological goods and supporting existing markets. This market development process can lead to the creation manufacturing jobs, as well as distribution, installation and maintenance jobs related to the new green products. Secondly by creating increased purchase volumes through the creation of joint procurement networks the unit price of products being purchased will be reduced, thereby creating greater value for money for the local authority purchaser. Thirdly, by using the considerable purchasing power of local authorities individually and through joint procurement networks, applying tools developed by this project will be a very efficient way of enabling environmental improvements in the manufacture, distribution and use of goods right across the EU wide supply chain. This will therefore provide very considerable value for money by applying appropriate improvements at the right point in the supply chain.

The encouragement of the use of EMAS within an organisation can lead to significant savings in terms of energy and water use, waste management and other direct impacts therefore providing greater value for money.

The environmental cost/benefit is also well defined. Existing methods of procurement by local authorities have not tended to focus on ensuring that the goods or services being purchased are as environmentally responsible as is economically possible. This project will seek to ensure that the environmental benefits of the procurement process are greatly increased

**Added value of international approach and employment implications<sup>50</sup>**

The project involved partners from a range of EU member states. This multi- country approach will add value by ensuring project outcomes are applicable to a wider range of European local government approaches to procurement and environmental management systems and ensure the outcomes will draw on wider best practice research and provide broader dissemination of project outcomes. A number of the partners are already well advanced in green procurement processes, such as the Swedish and some UK partners and have already applied well tried approaches to greening the supply chain and joint procurement processes. These partners will be able to directly share this experience with partners in the project who are less well advanced. This will provide a very fast learning experience for these partners. It is thought that all partners will be able to communicate many of the benefits of the tools and approaches being developed in this project to other municipalities within their countries. This adds considerable value by ensuring the benefits of applying the tools can be realised by as many EU municipalities as possible. Such dispersion of technical experience would be much harder to achieve without a multi-national project team.

As has been mentioned in the section on value for money the project will give support to creating and developing markets for green or ecological goods and supporting existing markets. This market development process can lead to the creation and protection of manufacturing jobs, as well as distribution, installation and maintenance jobs related to the new green products. Such pump priming of the green market place may also encourage new companies or existing companies to start manufacturing new green products to service increase demand. This will also have obvious positive employment implications.

Lastly, the employment potential within municipalities should not be overlooked. Helping to create green

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## ANNEX 1: FORMS – FIELD GUIDELINES

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### 1. <sup>1</sup> Task ID:

Provide an index number to the task. Example: 1 or 1.1 should you wish to breakdown the tasks. The index number should correspond to the task ID indicated in the task summary Form.

### 2. <sup>2</sup> Task Title:

Provide a short concise description of the work package in the form of a title.

Examples: *Optimisation of site planning. Engineering and construction. Prototype test. Dissemination programme. Management task.*

### 3. <sup>3</sup> Start Date:

Specify the baseline starting date of the work package activities.

### 4. <sup>4</sup> End date:

Specify the baseline ending date of the work package activities.

### 5. <sup>5</sup> Actions:

List briefly the various actions planned in the work package. See Form T2 for detail and examples.

### 6. <sup>6</sup> Deliverables:

List all deliverable products and their expected production deadline chronologically. Deliverables are tangible products (e.g. management plans, studies and other documents, software, videos, etc). Remember that a copy of all these products shall be sent to the Commission. .

### 7. <sup>7</sup> TASK Costs:

Give the estimated real total cost of the work package. Each work package total should correspond to the individual work package cost presented in the detailed form T2.

**Note that the TOTAL should correspond to the total real costs of the project.**

### 8. <sup>8</sup> Task ID:

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Example of actions

*Prevention of pollution of the surface water  
Installation of the drainage system  
Construction of the project web site  
Monitoring of the emissions of the process*

Example of targets - validation

*The dissemination event - workshop will reach 100 stakeholders - including political and technical authorities.  
The emission should be reduced by 90% when compared to the conventional process.  
Consumption of drinking water for other purpose will have been reduced by 90%.  
The project web site will allow feedback and registration of interested parties - this feedback will be recorded and follow-up will be assured and registered.*

Example of constraints

*The installation of the measurement system must be finalised by June 2001 in order to conduct the monitoring during the high season.*

Example of assumptions

*We assume the management board will give the green light for the testing of the prototype in July 2002.  
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**45. <sup>45</sup> State-of-the-art and innovation:**

Provide a description of the state of the art of the technique or method. Elaborate on the technical description of the processes or methods and/or proposed innovation(s), new elements, improvements. For public authorities: innovative feature of the project, in terms of technique or methods or partnership. Previous research and experience in preparing the project, feasibility studies.

**46. <sup>46</sup> Demonstration character and dissemination plan:**

Provide a description of the technical scale of the project (pilot scale, pre-industrial scale, first full-scale application). Description of activities for monitoring/measurements (which, how?) and/or evaluation of the project. Target groups and methods for dissemination of knowledge. Comment on activities for general publicity and/or marketing of the concept during and after implementation.

**47. <sup>47</sup> Reproduction potential and transferability:**

Comment on the reproduction potential in the same sector of activity, in technical, socio-economic or commercial terms. Elaborate on the applicability of the technique or methods to other geographical areas, to other sectors of activity or to other environmental problems. Anticipated extension of the project at local, national or Community level.

**48. <sup>48</sup> Environmental Problem : Reference should be made to specific areas given in the Guidelines, Part 1, Application Guide.****49. <sup>49</sup> Value for money - environmental cost/benefit ratio:**

Discuss the value for money ration of the project, presenting the economic interest and viability of the technique or methods proposed. If possible indicate the environmental cost/benefit ratio (in comparison with existing methods Include any other information that is considered essential for the evaluation of the project's environmental added value.

**50. <sup>50</sup> Bonus points may be awarded based on information given under this heading only.**