



## 4.2. SPP Toolbox Consultation

Portugal

September 2014

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## 1. SPP TOOLBOX CONSULTATION EVENTS

In order to foster the development of the SPP Toolbox the consultation of various stakeholders connected to public procurement (municipalities and other public organizations) was conducted. This consultation consisted in the presentation of the instrument and in gathering feedback from participants in a number of events. Additionally, In the course of the Building SPP project the partners (LIPOR, Torres Vedras Municipality and Loures Municipality) had the opportunity to implement the tool in pilot projects. As these experiences unfolded, it was possible to retrieve feedback on the performance of the tool, which allowed for its continuous improvement. Partners' suggestions were collected in a meeting that took place on 20<sup>th</sup> June 2013 at LNEG.

One of the actions taken in this consultation was the preparation of a questionnaire on the degree of importance and capability to implement the actions described in the SPP Toolbox. This questionnaire was given out to participants on two different occasions (see below). The data gathered through them was analysed and became one more input in the assessment of the tool and its improvement.

The specific events where the SPP Toolbox was presented and discussed were the following:

### 1) Portuguese SPP Network meetings

- The 3<sup>rd</sup> SPP Network meeting in LNEG premises, on the 15<sup>th</sup> March 2012 (22 participants);
- The 4<sup>th</sup> SPP Network meeting held on the 23<sup>rd</sup> November 2012 at the premises of LNEG (14 participants);
- The 7<sup>th</sup> SPP Network meeting also held at LNEG on the 9<sup>th</sup> April 2014 (18 participants). In this meeting a special session to fill in the questionnaires by participants was held.

### 2) Building SPP project meeting with partners

- Meeting for the development of the action plan of the Portuguese partners (LIPOR, Torres Vedras and Loures), held on the 20<sup>th</sup> June 2013 in LNEG. Main contributions from the partners experience with the tool were collected.

### 3) One-day workshop

- The SPP toolbox was presented during the One-day Workshop, organized on the 21<sup>st</sup> of May 2014 at LNEG, with 48 participants. The event targeted stakeholders associated with public procurement (procurers and suppliers), and aimed to collect recommendations for the National Sustainable Public Procurement Strategy, as well as feedback on the SPP Toolbox and SPP Training Package. In this meeting a special session to fill in the questionnaires by participants was held.

## 2. SPP TOOLBOX PRESENTATION METHOD

The project team at LNEG prepared a presentation of the SPP Toolbox to the participants of the mentioned events. This presentation included the framework for the instrument, its definition and structure, as well as guidance on how to start implementing it.

The team presented the SPP Toolbox's structure, comprised of six steps, each one composed by several key actions, as it can be observed in Table 1.

**Table 1 SPP Toolbox structure as presented in consultation events**

Step	Action
1. Preparatory Steps	1.1. Definition of the responsible team
	1.2. Starting Point (elaboration of the Diagnosis Matrix)
	1.3. Expenditure analysis
	1.4. Selection of priority products/services
	1.5. Defining the scope of activities
2. Targets and policy development	2.1. Definition of a long term vision for Sustainable Procurement at the organization.
	2.2. Definition and approval of the SPP policy
	2.3. Communication of the SPP policy
	2.4. Define and approve SPP objectives
3. Definition of the Action Plan	3.1. Definition of the working team
	3.2. Definition of the action plan timeframe
	3.3. Definition of actions for each objective, considering the dimensions: people, procurement processes and market
	3.4. Definition of deadlines and responsibilities for each action
	3.5. Definition of indicators for each action
	3.6. Identification of stakeholders and resources
4. Action Plan implementation	4.1. Planning of actions (definition of tasks, deadlines and responsibilities for each action)
	4.2. Implementing actions
5. Monitoring and Reporting	5.1. Calculation and analysis of indicators
	5.2. Obstacles assessment
	5.3. Communication of results
6. Revision	6.1. SPP evolution (SPP Diagnosis Matrix)
	6.2. Obstacles and results assessment
	6.3. Definition of new measures
	6.4. Update of the Policy and Action Plan

The presentation went through each action, highlighting how the user should proceed and what was to be expected from their application. Figure 1 shows a sample of slides used in the presentation.

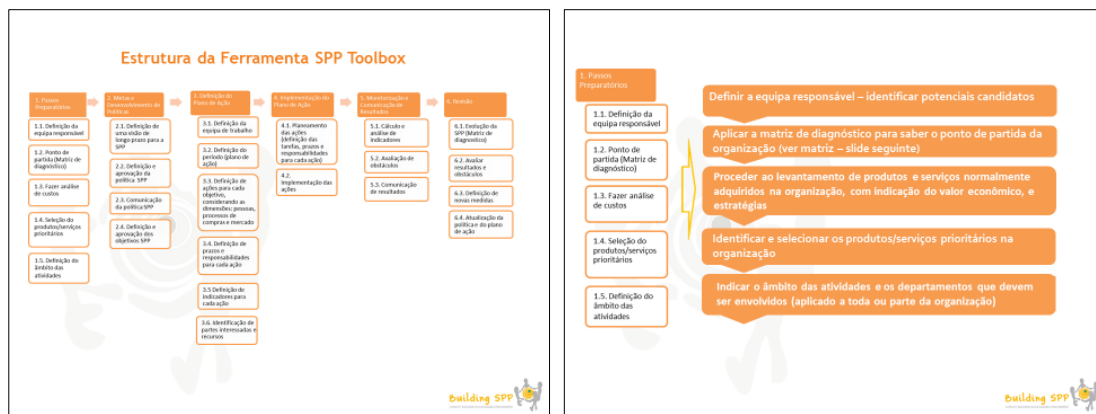


Figure 1 Sample of two slides used in the presentation of the SPP Toolbox: Structure (left) and action procedure (right)

## Questionnaire

In the last two events where the SPP Toolbox was presented (7<sup>th</sup> SPP Network meeting and One-day Workshop) the questionnaire was handed out at the end of the meeting. Its structure was prepared in order to assesses the view of the participants on the degree of importance and capability to implement each individual step and component actions (as presented in Table 1), as well as to collect contributions for improvement of the tool.

Table 2 summarizes the structure of the questionnaire.

Table 2 Structure of the questionnaire.

Object of the questions	Questions
<p><b>Steps and actions (questions for each individual one)</b></p>	<ul style="list-style-type: none"> <li>One question for the assessment of the degree of relevance of the proposed action: <ul style="list-style-type: none"> <li>Box selection of five degrees of relevance: Very low; Low; Medium; High; Very high</li> </ul> </li> <li>One question for the assessment of the difficulty/capability to implement the action: <ul style="list-style-type: none"> <li>Box selection of five degrees of difficulty: Not easy; A little easy; Somewhat Easy; Easy; Very easy.</li> </ul> </li> <li>Positive aspects of the actions in the step: Written answer;</li> <li>Negative aspects of the actions in the step: Written answer;</li> <li>How to overcome obstacles to implementation of the actions in the step: Written answer.</li> </ul>
<p><b>SPP Toolbox as a tool</b></p>	<p>Five questions with written answers:</p> <ul style="list-style-type: none"> <li>Strengths and weakness of the SPP Toolbox;</li> <li>Suitability of the SPP Toolbox to the organization;</li> <li>SPP Toolbox structure evaluation;</li> <li>Possibility to use the SPP toolbox in the organization;</li> <li>Suggestions for improvement to the tool;</li> </ul>

### 3. CONSULTATION RESULTS

The results and conclusions presented are based on contributions from the partners of the project, the feedback of external entities in the consultation events and the questionnaires handed out in the 7<sup>th</sup> SPP Network meeting and One-day workshop.

From the work done with the partners and SPP Network meetings was possible to collect the following contributions:

- Need to make the tool easier and user-friendly;
- Very useful tool to define the actual situation of the organization regarding sustainable procurement and the goals to achieve in the future;
- Need to better define some levels in SPP diagnosis matrix, but it was possible to verify at what level their organization was;
- Good reference tool that allows setting goals by the board of the organisation.

The questionnaires allowed to conclude that in general the SPP toolbox is regarded as an important and well developed management tool for the implementation of a SPP strategy.

In the two events where these questionnaires were distributed it was possible to collect 28 filled out forms, all of these done by experts in the field of public procurement (e.g. procurers, procurement division officers).

**Table 3 Questionnaire participation**

Event	Number of filled out questionnaires
<b>7<sup>th</sup> SPP Network meeting</b>	10
<b>One-day workshop</b>	18
<b>TOTAL</b>	28

The major considerations gathered through the questionnaire analysis can be grouped has follows:

- **Positive aspects of the tool:**
  - A relevant management tool that allows for the planning of a SPP strategy.
  - Well organized, its structure follows a logical sequence that is conducive to the operationalization of a SPP Strategy in an organization.
  - Allows for the definition of objectives, evaluation of performed actions and revision of the taken strategy.
  - Accessible;

- **Action implementation difficulty level and main constraints:**
  - In general, the actions set by the tool are considered **easy** to implement. However their easiness depends on the intensity of resources needed (time, human resources, information). The bigger the needs in resources the more difficult to implement the actions are.
  - Time consumption: As time availability was the main constraint referred by the respondents, the concern that many of the tools proposed actions would take too much time was prevalent.
  - Established practices and mind-sets in the organization, were considered to be a big obstacle to the application of the tool.
  - Some respondents mentioned a concern for an increment in costs;
  - One particular contribution mentioned that the tool might have an excess and simultaneity of actions that can lead to a deviation from the set goals.
- **Improvements needed:**
  - The elimination of paperwork production in some steps in order to lighten the process, and the ability to use more simplified versions of the matrixes/documents.
- **Ways to overcome obstacles to the implementation of the tool:**
  - The main suggestion referred by the respondents was to involve the top managers of the organization and make them aware of the relevance of SPP and its benefits.

When asked if they would implement the tool in their organizations a plain majority of the respondents (80%) said they would, as it represents a good starting point and strong support in the implementation of a Sustainable Procurement Strategy.





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