

Building SPP

CAPACITY BUILDING IN SUSTAINABLE PROCUREMENT



5.3. RELATÓRIO PROJETOS-PILOTO APLICAÇÃO DA SPP TOOLBOX LIPOR

5.3. PILOT PROJECTS REPORTS SPP TOOLBOX APPLICATION LIPOR

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EXECUTIVE SUMMARY (English)

1 OBJECTIVES

This action, performed under the scope of Action 5, had the objective of testing the SPP Toolbox in a real organization, in this specific case, the inter-municipal waste management public company - LIPOR.

2 METHODOLOGY

In this pilot project, held under the scope of the Building SPP project, LIPOR had the technical support of LNEG, in order to implement the SPP Toolbox, procurement procedures, market involvement and training.

LNEG supported the application of the SPP Toolbox in LIPOR and this practical experience in pilot projects was used to further develop the SPP Toolbox. On the other hand, actions developed within pilot projects were used as models to develop the SPP Toolbox. The tool has evolved from this process of iterative nature.

The actual implementation of the pilot project followed the methodology set by the SPP Toolbox. In broad terms, this entailed an initial screening of strategic objectives, with participation from all the departments, the identification of strategies/objectives with relevance for procurement and the definition of a multidepartment working team.

The multidepartment working team, guided and supported by LNEG, was responsible for the step-by-step application of the Toolbox, that envisioned a set of actions conducive to the progressive development of a Sustainable Procurement Strategy to which the organization would commit itself.

The following sections report on the actions taken in the scope of the pilot project, presenting also the achieved results.

3 SPP TOOLBOX APPLICATION

3.1. Step 1 – Preparatory steps

3.1.1. Definition of responsible team for Sustainable Procurement strategy

This initial step consisted in identifying and defining the members of the organization that would be responsible for developing the strategic orientation and technical implementation of the Sustainable Public Procurement (SPP) strategy, held within the scope of the LIPOR pilot project.

On 22 Feb 2012, a kick-off meeting of the LIPOR pilot was held. In this meeting collaborators from the Procurement and Supply Division, the Office for Audit, Sustainability and Quality, the Department of Administration, Finance and Management Control and the Division of Maintenance and Works were present.

The team responsible by the strategic orientation of the SPP strategy has 4 elements, 3 from the Department of Finance and Management Control Department and 1 from the Office for Audit, Sustainability and Quality (see Table 1).

Table 1 Team in charge of the pilot project

Team Member	Department
Mónica Monteiro (senior officer)	Department of Finance and Management Control
Patrícia Leão	
Ana Tenreiro	
Inês Inácio	Office for Audit, Sustainability and Quality

3.1.2. SPP starting point

LIPOR has had over the years a growing experience with Green Public Procurement (GPP) and Sustainable Public Procurement. It was first in 2007 that LIPOR defined as a strategic priority the promotion of ecological acquisitions in the organization. This took into account the priority products defined under the National Public Procurement Strategy and allowed for the gradual inclusion of ecological specifications in tender procedures where there was need for those products.

After that, LIPOR has been increasing its level of ambition. With the SA 8000 – Social Responsibility Norm – certification achieved in 2008 and the definition of a Code of Conduct for all Suppliers and Subcontractors in 2009, this public company has been gradually integrating the possibility to include sustainability criteria in tender procedures.

It is with this background in mind that LIPOR tested the diagnosis tool included in this step to assess the organization starting point regarding SPP implementation in the meeting that took place in LNEG in June 2013. The results for the SPP Diagnosis Matrix starting point can be seen in Figure 1.

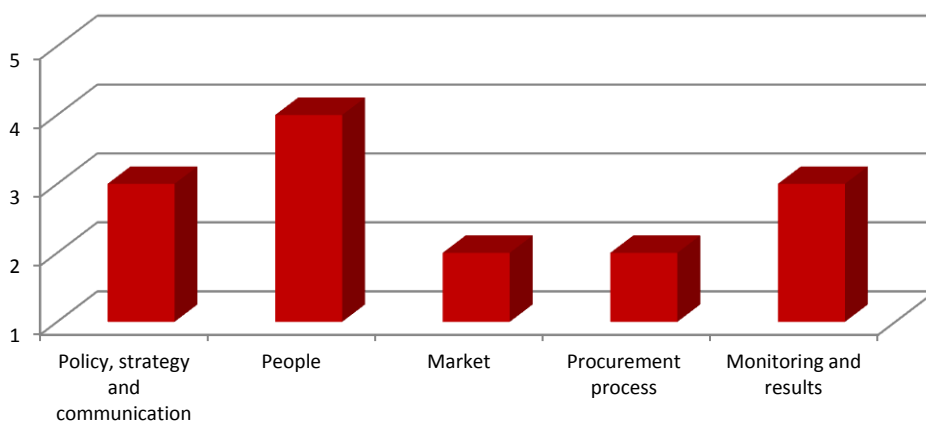


Figure 1 LIPOR's SPP Diagnosis Matrix - Starting point

Figure 1 demonstrates how LIPOR had already some areas well developed, with space for significant improvements in others. Thus, this diagnosis served as a baseline for the definition of goals and targets of the pilot project.

3.1.3. Carry out an expenditure analysis

This step corresponded to the assessment of existing and planned contracts and of contracts that are coming to end, as well as their budgetary importance for the organization. The expenditure analysis was executed considering the weight of each category on the total expended value of priority products acquisitions, as seen in the chart of Figure 2.

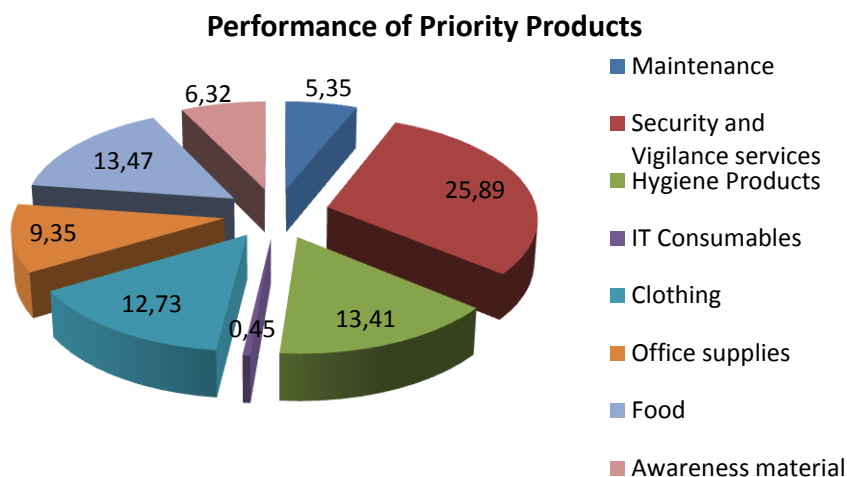


Figure 2 Expenditure analysis of priority products

This information, as summarized in the above chart served as input for the next step.

3.1.4. Selection of products/services groups on which to focus

This step involved the application of the matrix for the selection of priority products / services, starting from the list of products/services to be purchased by LIPOR that was identified in the previous step. For each of these products/services was assessed if: the product/service is covered by any policy/strategy identified, it's economic value, if it was identified by the internal stakeholder's (questionnaire) and the potential for influencing the market.

The identified priority products/services by this methodology are: **lighting, oils and lubricants for maintenance, maintenance paint, detergents, hygiene products, safety equipment** (boots, gloves, etc.), **plastic bags** (door-to-door collect), **cleaning services** and **electricity**.

Since LIPOR already implements sustainability criteria in the acquisition of products, the main challenge of this pilot relates to the application of sustainability criteria in services, starting with cleaning services.

So LIPOR has chosen cleaning services as the product to be object of the implementation of its pilot project. LIPOR has chosen to do so, because it was its intention to develop an procurement procedure for an innovative service, that would be replicable, with some financial weight and that would affect the whole organization. This choice also allows for the integration of social concerns, as cleaning services may involve social risk factors.

The fact that the beginning of the next contract of cleaning services would coincide itself with the period for which the pilot project was expected to be executed also contributed to the choice.

3.1.5. Defining the scope of the activities

LIPOR activities are extended and transversal to all units of the organization.

3.2. Step 2 – Targets and policy development

3.2.1. Define and approve a long term vision for Sustainable Procurement at the organization

In February 2013 LIPOR, through the department of Finance and Management Control (responsible for procurement), defined a vision for sustainable procurement that expresses the commitment to enhance sustainability through the process of procurement, stimulating the market, creating value and optimizing resources.

3.2.2. Define and approve the SPP policy

In an internal meeting of the responsible team, dating from 14 February 2013, LIPOR defined the SPP policy. It states the commitment to ensure stakeholder satisfaction, creating strong partnerships with suppliers, through integration, in the acquisition process, of sustainable requirements in order to create a more positive impact on society, the economy and the environment. This policy was approved by the working group in February 2013 and later by the Administration Board in October 2014. It was then integrated in the general policy of the organization.

LIPOR has set 2017 as a checkpoint year for the definition of its objectives in SPP, as such and if necessary the SPP policy must then be assessed and reviewed.

Considering the execution of the pilot project under the Building SPP scope, by 2017 LIPOR is aiming to become a reference entity in what pertains to procurement procedures with the inclusion of sustainability criteria and to consolidate its sustainable procurement strategy. The following SPP Diagnosis Matrix (Figure 3) sets the targets that LIPOR is aiming to achieve.



Figure 3 LIPOR's SPP Diagnosis Matrix – Expected results, 2013-2017

3.2.3. Internal and external communication of the SPP policy

The policy is communicated to workers and the community through several means available in LIPOR: e-news, LIPOR website, corporate TV and email.

3.3. Step 3 – Develop the action plan

3.3.1. Defining the working team

The working team is composed by a core group of 2 elements from the Procurement and Supply Division and 1 element from the Audit, Sustainability and Quality Office. Depending on the actions to be carried out other elements can be called to join this group.

3.3.2. Define Action Plan timeframe

LIPOR defined 3rd September 2014 as the horizon of the plan.

3.3.3. The Action Plan

Since LIPOR already implements sustainability criteria in the acquisition of products, the responsible team decided to focus in the procurement of services.

Based on the analysis of priority products and services, timings of contracts and replication potential, LIPOR decided to focus on the procurement of cleaning services.

A specific action plan for cleaning services procurement procedure was drawn, containing detailed tasks, responsibilities and deadlines. Taking also into account its core business, existing experience in sustainable procurement and sensitivity of its organic units, the organization has reached the maturity stage that has allowed to adopt a dedicated action plan.

Actions developed under the action plan involved the following topics:

- Definition of a working group;
- Definition of sustainability criteria;
- Meetings to involve the stakeholders in the procedure;
- Tender procedure;
- Contract Monitoring.

3.3.4. Define indicators

In terms of monitoring plan the defined indicators are as follow:

- Number of monitoring and verification visits;
- Number of proposed actions;
- Number of implemented actions;
- Degree of action plan execution.

An additional indicator on the dissemination of the project was defined. In order to assess it, two workshops targeting technicians from municipalities and suppliers will be carried out in 2015. The indicator was defined as follows:

- Percentage of workshop participants that join the network.

Concerning the monitoring plan:

- After the realization of the first (out of 4 during the contract execution) planned visit, and an action plan will be prepared in collaboration with the supplier in the meeting of 4 December 2014.
- During week 50, a second monthly check to the following contract execution aspects will take place: monthly report of all performed interventions; verification of the daily registers of WCs and locker rooms; verification of compliance of the proposed Cleaning Plan; fulfillment of schedule shifts.

3.4. Step 4 – Implementing the action plan

The action plan dedicated to this project was developed with the use of the methodology PDCA (Plan-Do-Check-Act) as proposed by the Kaizen office.

As Table 2 shows, 17 specific actions were conducted. Currently, 94% of the 17 actions defined in the action plan have already been implemented. One action is still underway, and it entails the monitoring of the contract, which will be enforced throughout the service supply (ending in September 2016).

Table 2 LIPOR's action plan

Theme	Sub-theme	Action	Deadline
Process	Sustainable criteria	Definition of sustainable criteria for the new Cleaning Services contract.	14-08-2013
Process	Partners	Teleconference with LNEG.	05-11-2013
Process	Procurement Procedures	Meeting with the Legal Support Office for definition of a legal framework on the inclusion of sustainability criteria.	07-11-2013
Process	Economic criteria	Identification of all areas intervened by the cleaning service, to access all characteristics that may influence its performance and used materials.	04-11-2013
Process	Working Team	Define working team for the Cleaning Services procurement procedure and hand out tasks.	19-02-2013
Process	Market sounding	Invite suppliers to meetings, so as to assess if they're able to comply with sustainable criteria.	23-01-2014
Process	Tender procedure	Validate tender procedure.	25-03-2014
Process	Tender procedure	Publish tender	02-06-2014
Process	Tender procedure	Award tender	30-09-2010
Process	Tender procedure	Monitoring of contract execution	Contract length
Process	Partners	Teleconference meeting with LNEG , to discuss the pilot project: action plan and results of LNEG research.	20-01-2014
Process	Market involvement	Draft specifications to deliver suppliers who were invited to meetings.	
Process	Market involvement	Supplier's response to LIPOR's demands.	28-02-2014
Process	Market involvement	Draft an invitation template for suppliers meetings.	14-11-2013
Process	Legal Framework	Meeting with the Legal Support Office to prepare tender documents.	18-03-2014

Theme	Sub-theme	Action	Deadline
Process	Legal Framework	Prepare tender documents.	05-05-2014

This Action Plan aimed to procure Cleaning Services for the facilities of LIPOR, the following aspects took place:

- **Procurement procedure adopted:** restricted procedure with prior qualification. This allowed for a set of differentiating factors, namely, certification and financial health of the tenderers;
- **SPP criteria:** Inclusion of GPP criteria from the EU for cleaning services, as well as social criteria, including the commitment with the Code of Conduct for Suppliers and Subcontractors and the possibility to give 1% of the payment received by the service to a charity organization. The code assures that the supplier does not have delayed wages, does not have discriminatory practices (migrant workers), and other requirements.
- **Market involvement:**
 - this action started with a meeting with the suppliers in order to assess their capability to comply with the sustainable criteria defined in the new cleaning services contract;
 - Communication to suppliers in order to inform them that LIPOR was going to implement a sustainable procurement action, its benefits and implications;
 - Suppliers were informed of LIPOR' policy towards procurement, highlighting its preference for goods and services with less social and environmental impact;
 - Meetings with regular suppliers had an allotted time for sustainability questions;
 - Suppliers were informed on how the information they provided would be used by LIPOR, and how the organisation would work at an initial phase to help the ones that didn't comply with the demands that were set.
 - **Monitoring plan:** this plan translates the following up on the verification of the defined criteria in the contract, namely: technical/service means; materials means; human resources. Audits to suppliers were performed and an action plan and corrective measures were defined.

Results show that the objectives and actions defined by the working team for this tender procedure and contract have been completely successful, from the definition of a tender procedure designed to accommodate and promote a sustainable service, to the close collaboration with the suppliers to define criteria and develop new solutions for the performance of the service.

None of the suppliers present in the meetings had any objections towards the criteria that were developed, and were readily available to present evidence of compliance.

The tender had the participation of 12 companies, all caring the total or most of the certifications requested in the suppliers selection phase (ISO 14001, ISO 9001 e OHSAS 18001). Throughout all the phases of the tender procedure, all suppliers were able to present evidence of compliance with the defined criteria.

Finally, the awarding of the contract was made to best price/quality solution presented by the market.

3.5. Step 5 – Monitoring and Reporting

3.5.1. Calculation and analysis of indicators

The contract under monitoring was celebrated in the 30th September 2014 and has duration of two years.

The following indicators have been calculated:

- 1 out of 4 planned monitoring visits and reports has been conducted;
- 2 out of 24 monthly verifications during the contract execution;

These indicators point to an execution rate of 33%.

Indicators for project dissemination will only be assessed after the realization of the Workshops in 2015.

3.5.2. Results

With the completion of the pilot project is now possible to present a SPP Diagnosis Matrix that tracks the progress achieved and the expected results for the 2017 horizon.

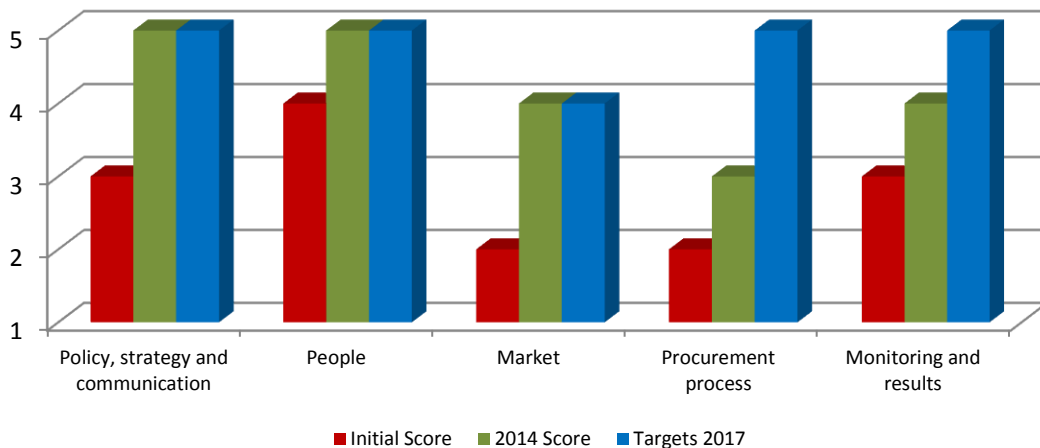


Figure 4 SPP Diagnosis Matrix – Final results

As Figure 4 shows, the implementation of the Building SPP project in LIPOR, through its pilot project, has made this organization evolve towards a level very close to the objectives proposed for 2017.

However, improvement must still take place, namely in the need to promote sustainability in the different procurement phases, and in the monitoring of contracts.

The whole process introduced an innovative aspect to the way LIPOR works, since the monitoring of a contract and the definition of indicators is a pioneering action within the procurement procedures of this organization.

3.6. Revision

3.6.1. Difficulties and obstacles assessment

Significant obstacles found were:

- Very tight margin for the integration of environmental criteria in procurement procedures, resulting from the added cost of environmental products versus conventional products and a need for more involvement from the competent authorities;
- The current economic situation, that leads to organizations giving more prevalence to price instead of quality;
- Lack of knowledge and awareness within the suppliers;

3.6.2. Overcome Obstacles and new measures

- Need for a scale effect in the public administration (establish as mandatory the procurement of defined quotas of ecological products);
- To go towards a Circular economy in detriment of the Linear Economy;
- Life-cycle Cost assessment reflected in the price factor

3.6.3. Update SPP Policy and Action Plan

Considering the work that needs to be developed and the proposed objectives for the 2017 horizon, LIPOR will review its SPP strategy before that date.

1 FASE 1 – PREPARAÇÃO

1.1. Definição da equipa responsável

Tabela 1 Equipa responsável

Membro da Equipa	Departamento
Mónica Monteiro (senior officer)	Departamento de Finanças e Controlo da Gestão
Patrícia Leão	
Ana Tenreiro	
Inês Inácio	Gabinete de Auditoria, Sustentabilidade e Qualidade Total

1.2. Ponto de partida das Compras Sustentáveis

Foi em 2007, que a LIPOR definiu como uma prioridade estratégica, no âmbito da Prevenção, a promoção das **Aquisições Ecológicas** na Organização. Assim, e desde então, temos vindo gradualmente a incorporar nos procedimentos concursais especificações de carácter ecológico, privilegiando-se os produtos constantes da Estratégia Nacional de Compras Públicas. Atualmente, e, sempre que haja necessidade, atuamos sobre esses mesmos produtos.

Em 2008, com a Certificação da Lipor no âmbito da Norma de Responsabilidade Social, SA 8000, surgiu desde logo a possibilidade de vir a integrar nos seus procedimentos concursais as Aquisições Sustentáveis. Desde então, somos cada vez mais determinados no desenvolvimento de políticas sustentáveis que potenciam ações que preveem melhoria e a interiorização de uma cultura de qualidade e responsabilidade social com todos os seus parceiros, nomeadamente fornecedores.

De forma a estreitar laços, fortalecer parcerias e estabelecer compromissos, a Lipor, em 2009 definiu um Código de Conduta para todos os seus Fornecedores e Subcontratados, que promove o respeito pelos direitos humanos e pelos princípios da responsabilidade social.

Desde a implementação do conceito de compras ecológicas, em 2007, e seguindo as orientações da Estratégia Nacional de Compras, que o comprometimento da Lipor é visível bem como a melhoria da inclusão dos critérios previstos nos processos de compra. Decorrente de todo o trabalho desenvolvido, foi possível classificar a Lipor de acordo com a matriz inicial (Tabela 2), o que serviu de ponto de partida para o projeto.

Tabela 2 SPP Diagnosis Matrix - Situação inicial

Level	Policy, strategy and communication	People	Market	Procurement process	Monitoring and results	
5	Sustainable procurement policy in place, action plan and regular review with commitment from top management. Sustainable procurement policy is part of a wider sustainable development strategy. Communicated to staff, suppliers and key stakeholders.	Sustainable procurement champion and a working team identified. Regular training for key procurement staff. Performance objectives include sustainable procurement factors. These can include benefits achieved.	Supply chain improvement program in place including sustainability audits. Achievements are formally recorded and best practices shared with other organizations.	Sustainability considered at an early stage and in all stages of the procurement process. Management actions to minimize risks in procurement process (lack of competitors, non-compliance with sustainable criteria, type of procedure used, contract management)	Sustainable procurement actions are linked to organization sustainable development objectives and actions	
4	Sustainable procurement policy in place endorsed by top management. Communicated to staff and key suppliers.	Sustainable procurement champion and a working team identified. All procurement staff has received basic training in sustainable procurement.	General program of supplier engagement initiated with top management involvement towards continuous sustainability improvements. Program involves two way communication between procurers and suppliers.	Inclusion of sustainability criteria in key contracts. Life cycle costs (LCC) approach adopted in some contracts.	Actions are defined to secure that objectives are attained	
3	Existing sustainable procurement objectives but no sustainable procurement policy in place.	Sustainable procurement champion. Key procurement staff has received basic training in sustainable procurement.	Key suppliers identified based on expenditure analysis and sustainability impact and targeted for engagement.	Key sustainability objectives (derived from organization plans and policies) and expenditure analysis used for prioritisation of contracts.	Analysis of indicators is carried out to assess planned procurement objectives	
2	Pockets of excellence within purchasing driven by individual personalities	No assigned responsibilities for sustainable procurement. Some individuals with basic training in SPP.	Some ad hoc working with suppliers on environmental performance	Expenditure analysis undertaken and some contracts include general sustainability criteria. Contracts awarded on the basis of value-for-money not lowest price.	Indicators have been defined and calculated to monitor actions implementation regarding people, procurement process and market levels	
1	No sustainable procurement policy in place or activity undertaken by the organisation	No assigned responsibilities for sustainable procurement. No awareness/training in SPP.	No liaison with suppliers regarding sustainability issues	Contracts do not include sustainability aspects. Compliance with legal requirements.	Results are not monitored.	
LIPOR	Starting point	3	4	2	2	3

1.3. Análise das despesas

A análise da despesa é efetuada tendo em consideração o peso de cada rubrica no valor total despendido na aquisição dos produtos prioritários, conforme gráfico abaixo:

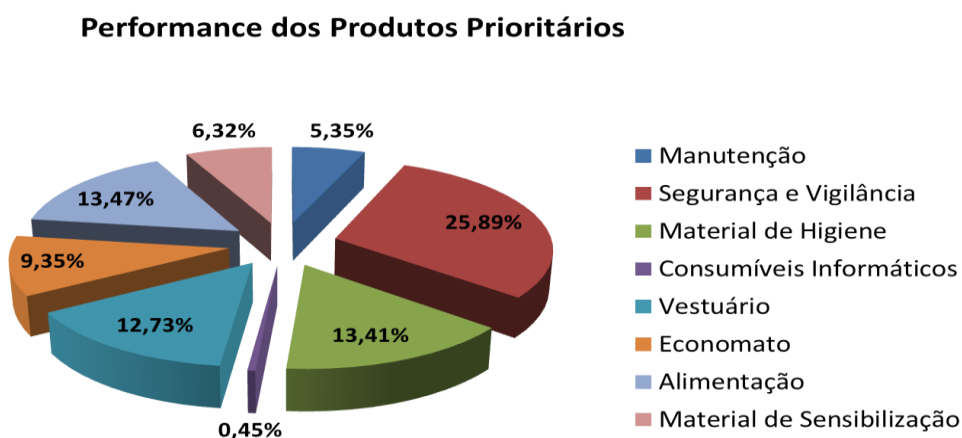


Figura 1 Análise de despesas

1.4. Seleção dos produtos serviços prioritários

Com base na análise da despesa (ponto 1.3) definiram-se os seguintes produtos e serviços prioritários: Iluminação, óleos e lubrificantes de manutenção, tintas de manutenção, sacos plástico para recolha seletiva porta-a-porta, detergentes, produtos de higiene, material de segurança, serviços de limpeza e energia elétrica.

A escolha, para a implementação do projeto-piloto, dos serviços de limpeza das instalações, a Lipor baseou-se na intenção de desenvolver um projeto inovador, replicável, com expressão financeira e transversal a toda a organização. Outro fator chave na escolha do serviço de limpeza prendeu-se com o facto deste tipo de prestação acarretar riscos sociais.

Aliando-se, ainda às considerações acima referidas o facto de a data início do contrato seguinte, previsão de compra, coincidir com o período para o qual estava previsto desenvolver o projeto-piloto.

1.5. Definição do âmbito das atividades

As atividades são alargadas e transversais a todas as unidades orgânicas da Lipor.

2 FASE 2 – METAS E POLÍTICA DE COMPRAS SUSTENTÁVEIS

2.1. Uma visão de longo prazo para as Compras Sustentáveis

Ser uma organização de referência na área das compras públicas sustentáveis, promovendo a temática junto das partes interessadas, enquanto resposta às necessidades de compra e fator dinamizador de mercado, criando valor e poupando recursos em cada procedimento de compra, apostando na sensibilização quanto á inserção de especificações sociais, económicos e ambientais nos procedimentos de compra

Aprovado em sede de reunião de grupo de trabalho a 14 de Fevereiro de 2013.

2.2. A política de Compras Sustentáveis

A Lipor, estando consciente do inegável papel da contratação pública para o desenvolvimento sustentável, bem como a importância da harmonização do crescimento económico com a proteção ambiental e desenvolvimento social, definiu como sua Política de Compras Sustentáveis:

“Assegurar a satisfação das partes interessadas, criando parcerias sólidas com os fornecedores, através da integração, no processo de aquisição, de requisitos sustentáveis, de forma a criar um impacto mais positivo na sociedade e na economia e um menor impacto no ambiente.”

Aprovado em sede de reunião de grupo de trabalho a 14 de fevereiro de 2013.
Aprovado pelo Conselho de Administração da Lipor a 27 de outubro de 2014.

Tendo, no âmbito das compras públicas sustentáveis, a Lipor definido objetivos para o horizonte 2017, deverá ser analisada e revista nessa altura e se necessário, a política de compras sustentáveis.

Tabela 3 SPP Diagnosis matrix, situação inicial e objetivos

Level	Policy, strategy and communication	People	Market	Procurement process	Monitoring and results
5	Sustainable procurement policy in place, action plan and regular review with commitment from top management. Sustainable procurement policy is part of a wider sustainable development strategy. Communicated to staff, suppliers and key stakeholders.	Sustainable procurement champion and a working team identified. Regular training for key procurement staff. Performance objectives include sustainable procurement factors. These can include benefits achieved.	Supply chain improvement program in place including sustainability audits. Achievements are formally recorded and best practices shared with other organizations.	Sustainability considered at an early stage and in all stages of the procurement process. Management actions to minimize risks in procurement process (lack of competitors, non-compliance with sustainable criteria, type of procedure used, contract management)	Sustainable procurement actions are linked to organization sustainable development objectives and actions
4	Sustainable procurement policy in place endorsed by top management. Communicated to staff and key suppliers.	Sustainable procurement champion and a working team identified. All procurement staff has received basic training in sustainable procurement.	General program of supplier engagement initiated with top management involvement towards continuous sustainability improvements. Program involves two way communication between procurers and suppliers.	Inclusion of sustainability criteria in key contracts. Life cycle costs (LCC) approach adopted in some contracts.	Actions are defined to secure that objectives are attained
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Level	Policy, strategy and communication	People	Market	Procurement process	Monitoring and results	
2	Pockets of excellence within purchasing driven by individual personalities	No assigned responsibilities for sustainable procurement. Some individuals with basic training in SPP.	Some ad hoc working with suppliers on environmental performance	Expenditure analysis undertaken and some contracts include general sustainability criteria. Contracts awarded on the basis of value-for-money not lowest price.	Indicators have been defined and calculated to monitor actions implementation regarding people, procurement process and market levels	
1	No sustainable procurement policy in place or activity undertaken by the organisation	No assigned responsibilities for sustainable procurement. No awareness/training in SPP.	No liaison with suppliers regarding sustainability issues	Contracts do not include sustainability aspects. Compliance with legal requirements.	Results are not monitored.	
LIPOR	Score Initial	3	4	2	2	3
	Targets 2017	5	5	4	5	5

A Lipor tendo como ponto de partida a participação no *Building SPP*, e após o desenvolvimento do projeto-piloto, tem como objetivo, até 2017, ser uma entidade de referência no que respeita a procedimentos de compra com inclusão de critérios sustentáveis bem como consolidar a sua estratégia de compras sustentáveis.

2.3. Comunicação interna e externa da política de Compras Sustentáveis

Comunicações em formato digital nos meios disponíveis (e-news, site Lipor, TV Corporativa e email).

3 FASE 3 – PLANO DE AÇÃO

3.1. Prazo do Plano de Ação

O prazo de implementação do plano de ação é 30 de setembro de 2014.

3.2. O Plano de Ação

Com base na análise dos produtos e serviços prioritários identificados pela Lipor, e *timings* dos contratos, pelo efeito replicador, estabeleceu-se que o projeto-piloto a trabalhar seria os serviços de limpeza.

Dada a especificidade da atividade da Lipor e dos seus próprios estatutos, foi elaborado um plano de ação alternativo ao da SPP TOOLBOX, dedicado apenas ao projeto-piloto.

O plano de ação teve em consideração a especificidade do tipo de organização que a Lipor é, nomeadamente a especificidade inerente ao código de contratação pública, tendo-se definido um conjunto de ações que envolveram os seguintes tópicos:

- Definição de equipa de trabalho;
- Definição de critérios sustentáveis;
- Reuniões de envolvimento das partes interessadas neste procedimento;
- Procedimento Concursal;

- Monitorização de contrato.

No início do projeto, a Lipor já levava a cabo um conjunto de boas práticas no âmbito das compras sustentáveis, tendo formalizado as mesmas com a definição e disseminação da visão e política para as compras sustentáveis.

Pelo próprio *core business*, pelo trabalho desenvolvido na área das compras e aprovisionamento, pela sensibilidade das unidades orgânicas, a Lipor atingiu um nível de maturidade que permitiu adotar um plano de ação dedicado.

3.3. Indicadores

Relativamente ao plano de monitorização os indicadores são:

- Número de visitas de monitorização e de verificação;
- Número de ações propostas;
- Número de ações implementadas;
- Grau de execução do plano de ação.

Foi também definido um indicador quanto à disseminação do projeto, para tal serão realizados 2 Workshops durante o ano de 2015 para técnicos das câmaras e fornecedores:

- Percentagem de adesões à rede face ao número de participantes nos Workshops.

Plano de Monitorização:

Realizada a primeira das 4 visitas previstas ao longo da duração do contrato, vão ser propostas 4 ações de melhoria, e será elaborado um plano de ação com o fornecedor na reunião de 4 de dezembro de 2014.

Durante a semana 50 será efetuada a segunda verificação mensal aos seguintes aspetos da execução do contrato:



- Análise do relatório mensal de todas as intervenções realizadas;
- Verificação dos registos diários de limpeza de WC's e Balneários;
- Verificação de conformidade com o Plano de Limpeza proposto;
- Cumprimento das escalas de horários.

4 FASE 4 – IMPLEMENTAÇÃO DO PLANO DE AÇÃO

4.1. Detalhe do Plano de Ação

Tabela 4 Plano de Ação detalhado

								Observações
N.º	Área	Tema	Sub-Tema	Ação	Resp.	Data Planeada	PDCA	
1	BUILDING SPP	Processos	Critérios Sustentáveis	Definição de critérios sustentáveis para o novo contrato de serviços de limpeza	AT	14-08-2013	PDCA	
2	BUILDING SPP	Processos	Parceiros	Reunião Telefónica com o LNEG	AT	05-11-2013	PDCA	Ata da 6ª Reunião de Projeto em Creta - LNEG vai apoiar a Lipor na definição dos critérios sustentáveis (ambientais, económicos e sociais) para os produtos e serviços de limpeza.
3	BUILDING SPP	Processos	Proced. Concursal	Reunião GJAOA	PL MM II AT GJAOA	07-11-2013	PDCA	Pretende-se integrar o GJAOA e sensibilizar para a questão do projeto-piloto no âmbito do projeto <i>Building SPP</i> . E se com base nos dados recolhidos nas reuniões anteriores há matéria passível de ser inserida no processo de Concurso. Enquadramento legal - Em caso de empate de propostas, será valorizada aquela que se destaque por promover uma ou várias ações que permitam a poupança de recursos e/ou otimização do serviço (desde que evidenciada). Privilegia-se a utilização de produtos nacionais (Ver aplicabilidade em AD e CP) Deverá o Adjudicatário doar no mínimo 1% do total líquido da fatura a uma instituição de solidariedade social á sua escolha, ou dentro da área de intervenção da Lipor, Podemos majorar?
4	BUILDING SPP	Processos	Critérios Económicos	Identificar as áreas a intervir, características dos materiais aplicados (chãos e paredes), vidros, e todas as outras que se considerem pertinentes para o serviço a prestar	GASQT EQ. DE TRAB. DOMO	04-11-2013	PDCA	Deverá o Adjudicatário ajustar e fazer adequar os meios humanos e materiais e respetivos equipamentos às características ambientais, estruturais e arquitetónicas de cada uma das áreas de intervenção.
5	BUILDING SPP	Processos	Equipa de Trabalho	Definir equipa de trabalho para os serviços de limpeza e distribuir tarefas	EQ. RESP.	19-02-2013	PDCA	
6	BUILDING SPP	Processos	Pesquisa de Mercado	Convidar um grupo de fornecedores para breves reuniões, de forma a aferir se estão preparados para responder às nossas questões / critérios. Pedir ao LNEG indicação de um ou dois fornecedores a auscultar.	PL EQ. DE TRAB.	23-01-2014	PDCA	A reunião será agendada após a reunião com o LNEG, agendada para o próximo dia 14 de novembro de 2013. O LNEG indicou o Fornecedor SAFIRA FACILITY SERVICES, para estar presente na reunião de auscultação.

								Observações
8	BUILDING SPP	Processos	Proced. Concursal	Validação do Processo de Concurso	EQ. DE TRAB.	25-03-2014	PDCA	
9	BUILDING SPP	Processos	Proced. Concursal	Lançamento de Concurso	EQ. DE TRAB.	02-06-2014	PDCA	
10	BUILDING SPP	Processos	Proced. Concursal	Adjudicação do Procedimento	EQ. DE TRAB.	30-09-2010	PDCA	
11	BUILDING SPP	Processos	Proced. Concursal	Monitorização da execução do contrato	GASQT EQ. DE TRAB.	Duração do Contrato	PD	
12	BUILDING SPP	Processos	Parceiros	Reunião com o LNEG nas instalações da LIPOR	LNEG EQ. DE TRAB.	20-01-2014	PDCA	Discussão do Projeto-piloto - Plano de ação e resultados da pesquisa efetuada pelo LNEG. Linhas orientadoras. Realizou-se por conferência telefónica.
13	BUILDING SPP	Processos	Envolv.do Mercado	Elaborar um draft de Caderno de Encargos para distribuir aos fornecedores convocados para as reuniões	EQ. DE TRAB.		PDCA	
14	BUILDING SPP	Processos	Envolv.do Mercado	Resposta dos fornecedores aos requisitos da Lipor	EQ. DE TRAB.	28-02-2014	PDCA	
15	BUILDING SPP	Processos	Envolv.do Mercado	Elaboração de modelo de convite a enviar aos fornecedores para estarem presentes nas reuniões	AT	14-11-2013	PDCA	
16	BUILDING SPP	Processos	Enquad. legal	Reunião com GJAOA de preparação de Peças Concursais	AT GJAOA	18-03-2014	PDCA	
17	BUILDING SPP	Processos	Enquad. legal	Preparação das Peças Concursais	AT GASQT	05-05-2014	PDCA	

(Nota: Ação 11 a ser concluída aquando o término do contrato 29 de setembro de 2016)

4.2. Implementação do plano de ação

Para a definição do Plano de Ação dedicado ao Projeto, utilizou-se a metodologia PDCA, no âmbito do Kaizen Office.

Tendo em consideração as 17 ações definidas no plano de ação, à data o seu grau de implementação é de 94%. A ação que se encontra em execução diz respeito à monitorização do contrato e durará toda a prestação de serviço.

O detalhe do plano de ação, no que respeita às ações definidas, data de implementação e estado da ação encontra-se evidenciado no ponto 4.1.

Para contratação dos serviços de Higiene e Limpeza nas Instalações da Lipor, o procedimento adotado foi o Concurso Limitado por Prévia Qualificação. Optou-se por este tipo de procedimento para assegurar uma série de fatores diferenciadores, nomeadamente a certificação e a saúde financeira das empresas a Concurso.

Tendo sido o serviço de limpeza identificado como um produto/serviço prioritário no levantamento efetuado pela Lipor, estando previsto o início de novo contrato para junho de 2014, e sendo um serviço que abrange toda a Organização considerou-se ideal para ser o projeto-piloto.

As características do concurso que o diferenciam foram a inclusão de critérios de compras ecológicas (GPP) da EU para serviços de limpeza, bem como critérios sustentáveis já implementados na Lipor, nomeadamente a assinatura de Declaração de Compromisso para com o Código de Conduta para Fornecedores e Subcontratados.

A principal motivação consistiu na melhoria do desempenho ambiental e sanitário dos serviços de limpeza através da utilização eficiente de produtos menos poluentes e aplicando técnicas de limpeza mais eficientes.

A consulta de mercado iniciou-se com a realização de reunião com os fornecedores para auscultar a capacidade de resposta aos critérios sustentáveis definidos para o novo contrato de serviço de limpeza.

As ações de envolvimento dos fornecedores consistiram em:

- Comunicar aos fornecedores que a organização se encontra a implementar um programa de compras sustentáveis, quais os benefícios e implicações;
- Comunicar aos fornecedores a política da organização relativamente às compras, explicando a sua preferência para bens/serviços com menor impacto ambiental e na sociedade;
- Fornecedores habituais incluir questões de sustentabilidade em visitas e reuniões;
- Realizar auditorias a fornecedores e definir um plano de ação corretivas e de melhoria;
- Explicar como a organização vai utilizar as informações facultadas pelo fornecedor e como irá trabalhar junto de um fornecedor que inicialmente não responde aos requisitos exigidos.

O resultado desta metodologia traduziu-se em fornecedores capazes de dar resposta ao caderno de encargos do concurso de serviço de limpeza e posterior plano de monitorização de contrato.

O plano de monitorização do contrato de serviços de limpeza das instalações da Lipor traduz o acompanhamento a efetuar aos critérios definidos em contrato, nomeadamente os associados aos:

- Meios técnicos/serviços;
- Meios materiais;
- Meios humanos.

Os resultados obtidos nesta contratação foram de encontro aos objetivos e ações delineadas pela equipa de trabalho ao longo de todos o processo. Senão veja-se:

- a) Foi “desenhado” um modelo de Caderno de Encargos para apresentar a um conjunto representativo de empresas do setor e enquadrados no segmento de limpeza industrial, que paralelamente com critérios ecológicos / ambientáveis, contemplava critérios / requisitos sociais, nomeadamente evidências quanto à não existência de salários em atraso, discriminação (trabalhadores emigrantes), e ainda a possibilidade de doar parte da fatura (1%) a uma Instituição de Solidariedade Social. A totalidade dos fornecedores presentes não apresentou qualquer objeção contra os termos exigidos no documento, e prontamente se mostraram disponíveis a fazer provas do exigido;
- b) Todos os fornecedores presentes colaboraram de forma estreita com a equipa de trabalho da Lipor, na apresentação de soluções alternativas e até novas na forma de prestar o serviço;
- c) Responderam ao Concurso um total de 12 empresas;
- d) Todos os Concorrente eram certificados, se não em todos os normativos exigidos em fase de qualificação, pelo menos em grande parte (ISO: 14001, ISO: 9001 e OHSAS: 18001);
- e) Todas as empresas concorrentes apresentaram evidências quanto aos pagamentos pontuais dos salários aos seus colaboradores, assim como uma saúde financeira que permitia suportar todos os encargos da sua estrutura;
- f) Em fase de entrega de proposta os concorrentes qualificados, apresentaram todas as evidências e prestaram provas dos requisitos exigidos em sede de concurso;
- g) A adjudicação foi feita à melhor solução qualidade / preço apresentada pelo mercado.

5 FASE 5 – MONITORIZAÇÃO E COMUNICAÇÃO

5.1. Cálculo e análise dos indicadores

O contrato objeto de Monitorização foi celebrado em 30 de setembro de 2014 e tem a duração de 2 (dois) anos.

Até à data, das 4 visitas e relatórios previstas nos indicadores, foi realizado 1 Relatório e uma visita de Monitorização, que se anexa, e consequente reunião com o fornecedor.

Foram igualmente realizadas 2 verificações mensais das 24 previstas, durante a execução do contrato.

Neste momento os indicadores estão com uma taxa de realização na ordem dos 33,33%.

No que respeita aos Workshops, a sua realização está prevista ao longo do ano de 2015.

5.2. Resultados

Tabela 5 SPP Diagnosis Matrix - Resultados finais

Level	Policy, strategy and communication	People	Market	Procurement process	Monitoring and results
5	Sustainable procurement policy in place, action plan and regular review with commitment from top management. Sustainable procurement policy is part of a wider sustainable development strategy. Communicated to staff, suppliers and key stakeholders.	Sustainable procurement champion and a working team identified. Regular training for key procurement staff. Performance objectives include sustainable procurement factors. These can include benefits achieved.	Supply chain improvement program in place including sustainability audits. Achievements are formally recorded and best practices shared with other organizations.	Sustainability considered at an early stage and in all stages of the procurement process. Management actions to minimize risks in procurement process (lack of competitors, non-compliance with sustainable criteria, type of procedure used, contract management)	Sustainable procurement actions are linked to organization sustainable development objectives and actions
4	Sustainable procurement policy in place endorsed by top management. Communicated to staff and key suppliers.	Sustainable procurement champion and a working team identified. All procurement staff has received basic training in sustainable procurement.	General program of supplier engagement initiated with top management involvement towards continuous sustainability improvements. Program involves two way communication between procurers and suppliers.	Inclusion of sustainability criteria in key contracts. Life cycle costs (LCC) approach adopted in some contracts.	Actions are defined to secure that objectives are attained
3	Existing sustainable procurement objectives but no sustainable procurement policy in place.	Sustainable procurement champion. Key procurement staff has received basic training in sustainable procurement.	Key suppliers identified based on expenditure analysis and sustainability impact and targeted for engagement.	Key sustainability objectives (derived from organization plans and policies) and expenditure analysis used for prioritisation of contracts.	Analysis of indicators is carried out to assess planned procurement objectives
2	Pockets of excellence within purchasing driven by individual personalities	No assigned responsibilities for sustainable procurement. Some individuals with basic training in SPP.	Some ad hoc working with suppliers on environmental performance	Expenditure analysis undertaken and some contracts include general sustainability criteria. Contracts awarded on the basis of value-for-money not lowest price.	Indicators have been defined and calculated to monitor actions implementation regarding people, procurement process and market levels
1	No sustainable procurement policy in place or activity undertaken by the organisation	No assigned responsibilities for sustainable procurement. No awareness/training	No liaison with suppliers regarding sustainability issues	Contracts do not include sustainability aspects. Compliance with	Results are not monitored.

	Level	Policy, strategy and communication	People	Market	Procurement process	Monitoring and results
			in SPP.		legal requirements.	
LIPOR	Score Initial	3	4	2	2	3
	Score 2014	5	5	4	3	4
	Score 2017	5	5	4	5	5

Analisando a SPP *diagnosis matriz* (score inicial, score 2014, score 2017) verifica-se que com a implementação do projeto *Building SPP* a Lipor evoluiu para um nível muito próximo dos objetivos propostos para 2017. No entanto, ainda terá de ser levado a cabo um conjunto de ações que potenciem a sustentabilidade nas diferentes fases do processo de compra, bem como a monitorização dos contratos estabelecidos.

Analisando todo o processo, a contribuição da contratação dos serviços de limpeza para os objetivos da Lipor, é sem dúvida a questão da inovação, uma vez que a monitorização de um contrato e o estabelecimento de indicadores é uma ação pioneira nos processos de compra da Lipor.

6 FASE 6 - REVISÃO

No decorrer da implementação da estratégia SPP, a Lipor deparou-se com os seguintes obstáculos:

- Pouca abertura para introdução de critérios ambientais nos procedimentos de contratação; diferenças de custo relativamente aos produtos convencionais; necessidade de maior envolvimento das autoridades competentes;
- A conjuntura atual faz com que as organizações estejam mais focadas no fator preço em detrimento do fator qualidade; falta de conhecimento e sensibilização junto dos fornecedores; necessidade de efeito de escala na administração pública (obrigatoriedade de compra de x% de produtos ecológicos) - Começar pelo básico (ex. papel);
- Passar à Economia circular vs. Economia linear;
- Cálculo do Custo de Ciclo de Vida refletido no fator preço.

Tendo em conta o trabalho a desenvolver após a conclusão do projeto *Building SPP*, e considerando os objetivos propostos para o horizonte 2017, a Lipor irá rever até esta data a sua estratégia de SPP.



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