

GUPP: Upgrading skills for EU Greener Public Procurements in Construction Works

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IO4. Engagement with GPP in construction works Policy recommendation guidelines



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Executive summary

The current report aims to provide “Policy recommendation guidelines” and presents the primary needs that shape the objectives and barriers found in the implementation of GPP, to determine the corresponding needs, objectives, and barriers in GPP training, in order to formulate appropriate recommendation directions of policy for GPP.

Their description was based on a method of analysis and grouping, which was defined in the context of GUPP for this purpose. Based on this method, references to '*IO1. Green Handbook: An instrument on GPP Regulatory Framework and Practice on Construction Works*', were used and grouped into eight fields, with the aim of achieving their adaptation both to the sectors that GPP affect and at the same time, must work together to implement a Green Contract.

The policy recommendations were derived by processing the objectives and barriers, following the same methodology.

1. Content and aim of the Report

GPP are complex forms of procurement and add complexity to already established methods.

The report encloses a review on the current policy which imposes new needs and objectives but also presents barriers for the implementation of GPP.

In order to satisfy needs and achieve the objectives it is necessary to overcome the barriers. But all of this acquires additional complexity because it applies on many sectors, public sector, legislation, market and the technical fields of a construction project. These sectors are interdependent as they interact throughout the duration of the assignment and implementation of a public contract.

For this reason the method used for the analysis, grouped the GPP objectives into eight areas. The three main ones are, Policy, Legislation, Market balance, and the next five are relevant to the implementation of GPP and referred as 5 pillars.

In order to achieve the objectives and to manage the complexity of GPP and achieve EU's policy targets, the education of stakeholders in all these fields is the key tool.

The description of the above is included in the following paragraphs:

2. Objectives and need for establishing appropriate measures to overcome barriers for GPP training as a mean to Increase the use of green criteria and enhance sustainability
 - 2.1. Policy derived needs
 - 2.2. Objectives and need for establishing appropriate measures for GPP training
 - 2.2.1. Objectives for Construction Industry
 - 2.2.2. Need and Barriers for GPP training.
3. Current policy and regulatory framework on GPP
4. GUPP project experience
5. Reasons for initiating changes
6. Recommendations for relevant policy makers



2. Objectives and need for establishing appropriate measures to overcome barriers for GPP training as a mean to Increase the use of green criteria and enhance sustainability

2.1. Policy derived needs

Under European Union's policy¹, several priorities that shape the political and policy agenda until 2024 were set. They serve to address the main challenges faced by the EU and EU nationals.

European Commission determined 6 political priorities for its current 5-year mandate. These are derived from the Council's strategic agenda and from discussions with the political groups of the European Parliament.

The 6 priorities

- A European Green Deal
- A Europe fit for the digital age
- An economy that works for people
- A stronger Europe in the world
- Promoting our European way of life
- A new push for European democracy

The Need for Change in the construction industry is formed under these priorities - goals, which are necessary to be achieved at the highest possible level.

²Green Public Procurement (GPP) is defined in the Communication (COM (2008) 400) "*Public procurement for a better environment*" as "*a process whereby public authorities seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured.*"

GPP is a voluntary instrument to choose goods and services, with lower impacts on the environment and can provide industry, with real incentives for developing green technologies and products.

The construction industry has the ability to respond by overcoming the barriers raised by the change in European policy and the voluntary use of GPP.

¹ https://european-union.europa.eu/priorities-and-actions/eu-priorities_en

² https://ec.europa.eu/environment/gpp/what_en.htm



2.2. Objectives and need for establishing appropriate measures for GPP training

2.2.1. Objectives for Construction Industry

The barriers to the implementation of GPP in the construction projects mentioned in IO1, identify the objectives for uptake of GPP in the Construction Industry.

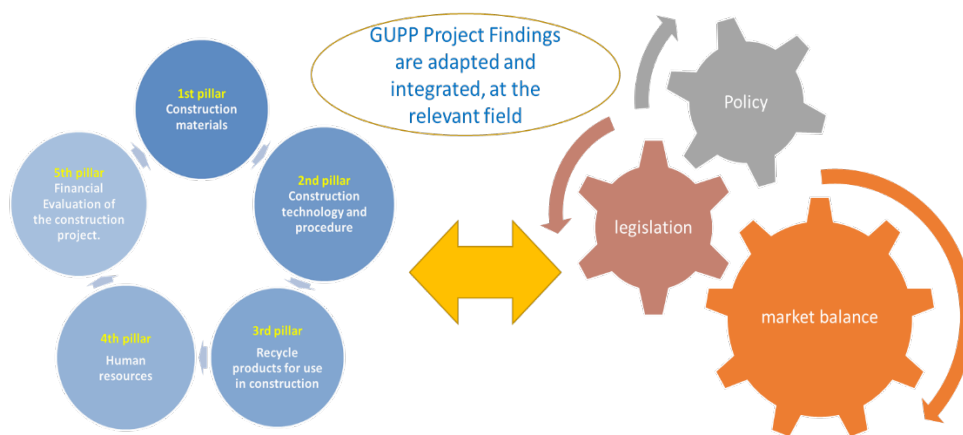
To identify these objectives, the barriers were grouped into eight areas:

- the three horizontal fields of policy, legislation, and market balance

as well as

- the five pillars that focus on the construction project, construction materials, building technology and process, recycled products for use in construction, human resources, and financial evaluation of the construction project.

These areas are interdependent and mutually defining when at least one of them is modified.



The objectives were formulated for each area:

In Policy the decision to

- follow guidelines for public sector construction procurement
- define green criteria across Government and Public Sector targeting priority products and services
- motivate procurers using GPP to engage with suppliers, especially SMEs regarding GPP opportunities
- collaborate for incorporation of green criteria and other social considerations into public procurement policy and practice
- develop clusters and networks for GPP
- accelerate the exchange of experience and best practices among Member States
- establish monitoring and reporting models, into the public sector governance model
- organize support mechanism for all stakeholders, by all levels of public administration
- achieve a homogeneous level of GPP implementation in the EU



104. Engagement with GPP in construction works

- establish environmental management systems and energy efficient design strategies

In Legislation, the determination of

- innovative procurement
- standards for materials and procedures (incl. recycled products)
- methodology for life cycle analysis and life cycle costing for construction projects
- green criteria for products and services
- adaptation of experience and best practices among Member States
- new certification processes, derived from GPP
- environmental and social clauses in public procurement
- CD waste management
- standard structure for green procurement/tender documentation
- energy performance contracting (EPC)

In Market Balance

- reassurance for use of the results of the life cycle analysis and life cycle costing methodology
- develop clusters and networks for GPP
- use of other Member States best practices
- avoid market failure and leading professional sectors under economic strain
- enhancement of Corporate Social Responsibility (CSR)

1st pillar Construction materials

- updated information data mechanism
- development and integration of new materials
- energy performance and environmental impact of material production and integration

2nd pillar Construction technology and procedure

- Integration of energy efficiency in construction
- updated information data mechanism
- assessment and evaluation criteria for materials and recycled products.
- energy performance and environmental impact of construction activity
- BIM integration in construction.

3rd pillar Recycle products for use in construction

- updated information data mechanism
- development and integration of new secondary materials
- energy performance and environmental impact of secondary material production and integration

4th pillar Human resources

- research projects to broaden the criteria for evaluation in the GPP



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- research on materials and technology of materials (incl. recycled products)
- Training
- Research for the cost reduction of recycled products
- environmental technical capacity

5th pillar Financial Evaluation of the construction project.

- update methodology for life cycle analysis and life cycle costing for construction projects, with inclusion of 'green' aspects and budgeting
- initiation of Value for money approach for reuse of material and building stock

2.2.2. Need and Barriers for GPP training.

Green Public Procurement is more complex than usual Public Procurement, mainly due to the inclusion of 'green' criteria.

The objectives mentioned for the construction projects, identify the need for the reorganization of the stakeholders, the processes and the development of materials technology and the methods of integration. The aim is the introduction of appropriate environmental criteria in the process of tendering a project, resulting in reduction of the environmental impact of construction projects throughout their lifetime (Life Cycle) and implementation of Cyclic Economy aspects.

For the reorganization of the stakeholders, it is necessary to develop and update their knowledge in legislation, market evolution and opportunities, technology and characteristics of available materials and recycling products, available technologies and IT, human resources development and the application of financial assessment tools.

The effort for the stakeholders to succeed in adapting in these areas, creates the need to upgrade their skills.

In the effort to develop GPP training for construction projects it is decisive to overcome the barriers resulting from the analysis of the objectives and those included in '*4.3.2 Key conclusions reached on transnational level*' of deliverable '*IO1. Green Handbook: An instrument on GPP Regulatory Framework and Practice on construction works Transnational Report*'.

The main barriers are summarized in

- Inability of Management to support the transition from Public Procurement to Green Public Procurement. This support is needed for the incorporation and targeting of training, individually for each stakeholder
- Fear of Change in procurement methods. In general, resistance to change is a characteristic of all economic entities (public or private) and is a challenge for the management team, which also applies to GPP stakeholders.
- The perception of higher costs in supplying green products and services. It is the subject of research for each stakeholder about the financial approach of the final cost.



- Lack of information and knowledge on GPP mechanism. The lack of continuous information about the achievements of 'green' material technology and the methods of their management and integration in construction projects.

It becomes necessary to establish appropriate measures for the training in GPP for the construction projects and to overcome the barriers. This will be a mean to increase the use of green criteria and enhance sustainability in construction projects.

3. Current policy and regulatory framework on GPP

Public procurement policy in European Union³ is based on the view that public procurement is a powerful tool for implementing the economic policy of each Member State. The basic legal framework that reflects this policy position, are the Directives

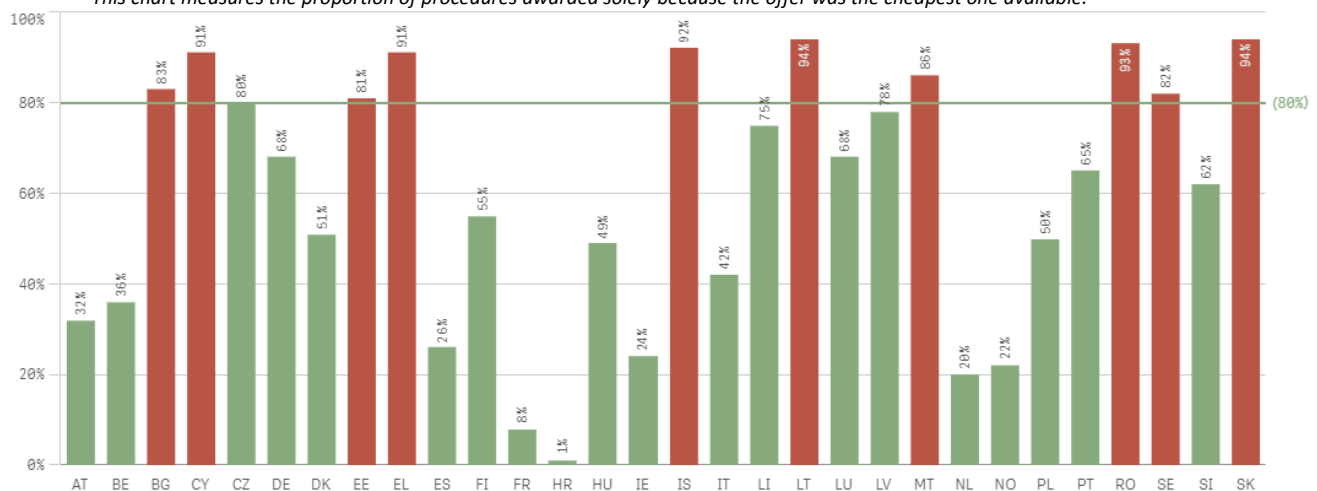
- 2014/23/EU (concessions),
- 2014/24/EU (general), and
- 2014/25/EU.

Actions such as the 'Pact of Amsterdam,'¹⁷³ are an attempt to implement this policy through a balanced, sustainable, and integrated approach to managing urban challenges. It can be achieved by innovative, green, and responsible public procurement.

Procurement possibilities³ are not sufficiently used⁴, since procurement procedures in many member states, use the lowest price as the only award criterion. Most economically efficient tenders based on a cost-effectiveness approach with inclusion of social, environmental, innovative, accessibility or other qualitative criteria, are still underused.

Indicator [5]: Award criteria⁴

This chart measures the proportion of procedures awarded solely because the offer was the cheapest one available.



³ 2017, COM(2017) 572 final, COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS Making Public Procurement work in and for Europe

⁴ https://single-market-scoreboard.ec.europa.eu/policy_areas/public-procurement_en



The low level of professionalisation³ of public buyers is recognized as a systemic problem in many Member States and improving procurement skills is of vital importance. The changing culture and the increased use of strategic public procurement requires a wider use of flexible practices, knowledge of markets and innovative tools. The public sector needs to develop talent and skills in public procurement. Member States are at different stages in their journey towards professionalization. Sharing best practices will enable them to improve their procurement practice and will increase the impact and reputation of procurement in delivering public policy objectives. Long-term professionalization strategies at national level are essential to deliver the best outcomes.

GPP is the next generation of public procurement and is the appropriate tool to achieve the policy objectives and the elaboration of professionalization for public sector executives.

The regulatory framework source (not only) for GPP, derives from

- Directive 2010/31/EU on the energy performance of building (EPBD) and Directive 2018/844/EU (amending Directive 31) establish that Member States shall take the necessary measures to ensure that:
 - when buildings undergo major renovation or new buildings, the energy performance of the building or the renovated part thereof is upgraded to meet minimum energy performance requirements
 - by 31 December 2020, all new buildings are nearly zero-energy buildings (NZEB);
 - after 31 December 2018, new buildings occupied and owned by public authorities are nearly zero-energy buildings (NZEB).
- Art. 11 Directive 2010/31: Member States shall lay down the necessary measures to establish a system of certification of the energy performance of buildings
- Art. 8 Directive 2018/844: regarding new non-residential buildings and non-residential buildings undergoing major renovation, with more than ten parking spaces, Member States shall ensure the installation of at least one recharging point with and ducting infrastructure.
- Supplementing Directive 2010/31/EU of the European Parliament and of the Council on the energy performance of buildings by establishing a comparative methodology framework for calculating cost-optimal levels of minimum energy performance requirements for buildings and building elements

GPP related actions:

- Circular Economy Action Plan, including a sustainable products initiative with particular focus on resource-intensive sectors including the construction sector.
- Initiatives to screen and benchmark green budgeting practices of the Member States and EU itself;
- 'Renovation wave' initiative for the building sector;
- Commission soon to propose further legislation and guidance on GPP –including mandatory criteria



The policy in the European Union has been set and the Member States are called upon to implement it.

The case of France⁵

Conditions have been defined for the application of environmental award criteria and sustainable development objectives are considered at the planning stage and additional award criteria have been set for the selection of the most economically advantageous offer.

In addition, some contracts may require an environmental declaration and for the preparation of waste management and organization (SOGED).

For the carbon footprint the developer must define the evaluation methods and specify the content of the relevant criterion.

Life cycle costing has been institutionalized since 2014 and in article 63 of the decree of 25 March 2016 on public procurement. It concerns the estimation of the direct, indirect and end-of-life costs of the project.

It states that "*When a purchaser evaluates costs according to a life-cycle approach, he shall indicate in the consultation documents the data to be provided by tenderers and the method he will use to determine the life-cycle cost on the basis of these data.*" However, the officially recognized method for life cycle costing has not been completed.

It is also stipulated that eco-labels can be used for the implementation of a contract.

Waste management has been institutionalized since 2021 and includes the use of recycled materials and the reuse of materials and temporary structures

The case of Greece⁵

Efforts are underway to harmonize the country by:

1. the publication of the National Strategy for the Circular Economy (2018, Ministry of Environment and Energy),
2. the Act of the Council of Ministers 185A/29.09.2020 approving the National Waste Management Plan and
3. the Joint Ministerial Decision 466B/08.02 .2021 for the approval of the National Action Plan for Green Public Procurement.

The National Strategy for the Circular Economy states that the main long-term goals (2030) are:

- 1) Integration of ecological design criteria and product life cycle analysis.
- 2) Effective implementation of waste management prioritization.
- 3) Creation and promotion of Guides for improving energy efficiency in production processes.
- 4) Promotion of innovative forms of consumption

⁵ IO1, par. 3.1.1



- 5) Presentation of a rational model of consumption, based on the transparency of information on the characteristics of goods and services, their life - cycle and their energy efficiency.
- 6) Facilitate and create appropriate information exchange channels
- 7) Projecting the importance of the transition from the linear to the circular economy
- 8) Develop transparent and achievable indicators for monitoring the implementation of the transition.

The National Waste Management Plan includes the following objectives:

- increasing the geographical coverage of CD waste management systems
- obligation of CD waste management
- separate collection of excavation waste products
- market development for waste recycling products

The National Action Plan for Green Public Procurement is a strategic tool for enabling the limited environmental impact of construction projects, to confront climate change.

- 1) The establishment and implementation of an elementary level of adoption of green criteria in public procurement of products, services, and projects.
- 2) The gradual increase in the supply of green products and the provision of green services over the next three years in defined sectors of goods, services, and projects.
- 3) The wider integration of product life - cycle costing into public procurement.
- 4) Dissemination of the environmental and economic benefits that GPP brings.
- 5) The active participation of those involved, such as contracting authorities and economic operators, in the GPP process.
- 6) The monitoring of the achievement of the objectives and their updating for the optimal implementation of the Action Plan and its adaptation to the national, European and international data in this field.

In article 86 of Law 4412/2016, the most economically advantageous offer is provided as the basic criterion for awarding public contracts.

The contracting authority may specify the criterion for the most economically advantageous offer:

- either based on price (lowest price applicable, discount),
- either cost-based (using a cost-effectiveness approach, such as life - cycle costing in accordance with Article 87 of Law 4412/2016),
- and may include the best quality-price ratio, which is assessed based on criteria, qualitative, environmental, or even social, linked to the subject of the specific public contract.

These criteria may include quality factors, such as technical value, aesthetic and functional characteristics, accessibility, design for all users, social, environmental and innovative characteristics, marketing and related conditions (Article 86 of the Law 4412/2016).

Regarding construction projects, GPP is involved

- in the design, construction, and management of buildings, offices
- in the design, construction, and maintenance of roads.
- in road transport.

The implementation of GPP use in awarding public construction contracts, will not be completed soon, as it is pointed out that "*.. Since the adoption of GPP generally requires a gradual approach and the selection of a small number of groups of products and services, on which the GPP will*



initially focus, it is the method proposed by the EU, fifteen categories of products/services/public works were selected for this National Action Plan, eight of which are of binding application. ...".

These eight categories do not include construction projects.

In conclusion, while the elements of GPP concerning CD Waste Management are adopted, the full implementation of GPP in the awarding and implementation of public construction contracts is not foreseen in the immediate future.

The case of Ireland⁶

Current Irish GPP policy includes:

- National Action Plan – ‘Green Tenders’ (January 2012)- outlines examples of GPP best practice to assist public bodies in implementing GP
- Guidance on Green Procurement (2014)- published by Environmental Protection Agency EPA 2014
- Climate Action Plan (2019)- outlines various proposals to reduce Ireland's greenhouse gases including a number of GPP measures
- Circular 20/2019: Promoting the use of Environmental and Social Considerations in Public Procurement

At the national level, the clear vision and position of Green Public Procurement (GPP) in future national governance arrangements is defined

The National Action Plan on Green Tenders was published in 2012 which sought to incorporate green procurement into 50% of the value of public contract, did not achieve its intended impact.

The Guidance on Green Procurement published in 2014 by the EPA, set out legal, organizational and GPP criteria for each of the sectors. The document also includes a GPP toolkit designed to be inserted directly into tenders and contracts and are accompanied by notes on the relevant legislation, standards and labels in each sector and information on how the criteria can be evaluated and verified. Specific environmental obligations which must be taken into account in public procurement. These range from the requirement to conduct an environmental impact assessment in advance of certain construction projects, to minimum energy-efficiency standards which must be applied when buying office IT equipment, through to rules on the handling of hazardous substances and waste.

The GPP criteria for each sector also highlight the main applicable legislation and how it can be referenced in tenders.

The two most relevant include Construction works and Energy.

⁶ IO1, par. 3.1.1



The majority of provisions within the GPP are all voluntary for contracting authorities to adopt, not mandatory. Although the target was to incorporate green procurement into 50% of the value of public contract, this was not achieved due to the lack of direction and enforcement.

In Construction, several actions proposed for the green procurement of construction products and services (Green Tenders 2012, P. 62), including guidelines for

- public sector construction procurement,
- energy efficiency into construction projects,
- purchases (or lease) buildings by public bodies,
- innovative procurement,
- research projects to broaden the GPP evaluation criteria,
- database of relevant properties and evaluation criteria for building materials and products,
- feasibility of developing a national methodology for life cycle analysis and life cycle costing and
- long term ambitions for GPP for construction.

As part of Climate Action Plan 2019, an amended approach was developed for the GPP and states nine (9) steps should be taken to accelerate green procurement practice: (Climate Action Plan, P. 127).

The Action 148 includes a mandate for the integration of green criteria in public sector procurement, introducing requirements on a phased basis and provide support to procurers as required (2019 Climate Action Plan, P. 129).

The National Public Procurement Policy Framework (NPPPF) 2019 sets out the procurement procedures to be followed by Government Departments and State Bodies under national and EU rules. It consists of five strands: (2019 NPPF, P. 1)

- Legislation (Directives, Regulations)
- Government Policy (Circulars etc.)
- Capital Works Management Framework for Public Works and Construction related Services
- General Procurement Guidelines for Goods and Services
- More detailed technical guidelines

Support in implementing, reporting, and monitoring of Green Public Procurement are included.

The case of Slovenia⁷

In accordance with the valid regulation (121/21 published Decree on Amendments to the Decree on Green Public Procurement), green public procurement is mandatory for 22 subjects of public procurement with determination of environmental aspects the contracting authority should consider when awarding public contracts and, the objectives must be achieved by a public procurement procedure.

⁷ IO1, par. 3.1.1



Environmental requirements and criteria are defined (examples) for contracting authorities to achieve the official objectives. These examples are considered as more flexible and non-binding for new, multiplying choices.

Slovenia has prepared examples of environmental requirements and criteria for various items for which GPP is mandatory.

Building and road construction are included in GPP documentation.

4. GUPP project experience

In the context of the implementation of the GUPP project, the main fields analyzed are

- the benefits,
- the role and contribution of a public procurement process to the green transition,
- the legal and institutional framework of GPP,
- the objectives,
- the relevance of GPPs to Circular Economy,
- the type and description of the assessments required,
- the need for market engagement,
- the use of Labels in the awarding procedures,
- the most appropriate procurement process,
- the formation of the award criteria,
- the Contract Performance Clauses,
- use of Level(s) in GPP,
- LCA and LCC approach,
- reference for Economic appraisal,
- the use of BIM in GPP and
- the certification of the outcomes.

The collaboration between team members from different EU countries, carrying out the analysis inclusively at national level (collection, data processing and research), highlighted and identified common objectives for GPP and for the training of public procurement professionals in construction projects.

There is enough space for GPP development, to achieve the scope of transitioning to a construction industry, which will contribute to the Green and Circular European Economy.

The basic step, for the necessary changes to be accepted (resistance to Change) and to give impetus to the great attempt of this transition, is the training on GPP.

Among the already identified barriers, the resistance to change is fundamental and in combination with the voluntary implementation of GPP at EU level, causes procrastination regarding the undertaking of necessary decisions and support for the implementation of GPP at national level.

This fact,

- prevents further research and GPP specialization in the various sectors of the construction industry as described above through the 5 pillars and their relationship with Policy, Legislation and Market.
- prevents innovation enhancement



- has caused a disparity in the degree of GPP adoption among EU countries, as observed among the countries of origin of the GUPP project team members.
- maintains complexity in national procurement processes, which is a secondary inhibitor to the adoption of GPP
- does not strengthen the financial literacy of the executives in construction industry, to acquire the necessary level of knowledge, with secondary effects such as the buildup of sub-optimal portfolios and the use of financial tools, for construction investments.
- does not allow the creation of new business opportunities in the market

The lead role of training in GPP is established, in order to remove the barriers identified and mentioned previously and to achieve the modernization of the awarding procedures, in a uniform way across EU.

5. Reasons for initiating changes

The goal of the Circular Economy has been set and the action plan⁸ has been defined, which is also one of the main building blocks of the European Green Deal.

Public procurement is a powerful tool for implementing the economic policy of each Member State δεδομένου ότι €1.8 trillion is spent by EU public authorities each year (14% of EU GDP).

In the above paragraphs 2.1 and 2.2, are described the Need for Change deriving from Policy, the objectives, and barriers for implementation of GPP and the need for GPP training.

The GUPP project references⁹ include elements of market regulation, such as the access of SMEs, the need to strengthen business clusters, the development of new areas of business activity, the inability of suppliers to respond as the public sector does not demand high-performance products, new opportunities in the real estate market.

Also references included on procurement and management, such as the formulation of additional criteria for procurement, cooperation between stakeholders, good practices, faster implementation of appropriate measures, etc.

Summarizing these reports, the policy decided in E.U. requires a series of actions to be implemented, since the existence of a significant benefit is evident if this policy is implemented in a proper manner.

The process for the rational implementation of this policy includes the overcoming of barriers mentioned in paragraph 2.2, by regulating policy, legislation, and the market.

⁸ https://environment.ec.europa.eu/strategy/circular-economy-action-plan_en

⁹ IO1



The fundamental reason for adopting the Change is to obtain the benefit that is evident from the implementation of GPP, in the economy, the environment and the modernization of the processes and the market.

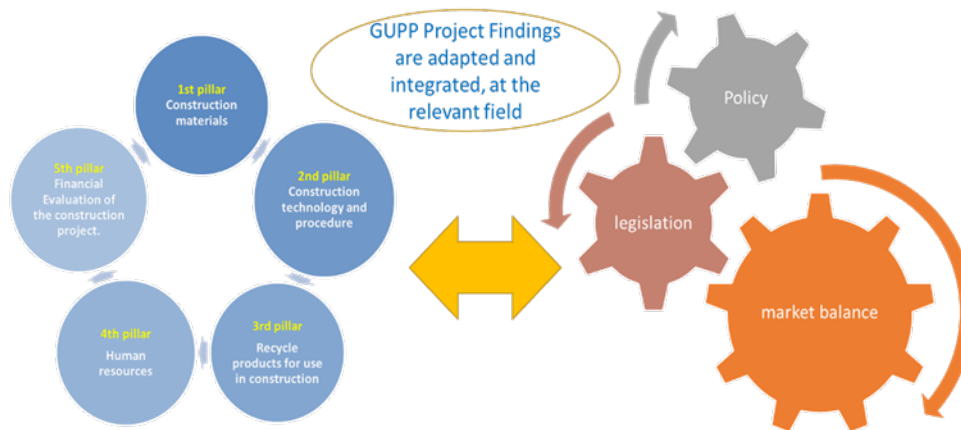
Based on this fundamental reason, individual reasons emerge for the adoption of GPP, with GPP training as a key implementation step. Their analysis and identification were carried out through the same grouping method described in paragraph '2.2.1. Objectives for Construction Industry'.

To identify these reasons, the findings, and references of GUPP project, were grouped into eight areas:

- the three horizontal fields of policy, legislation, and market balance

as well as

- the five pillars that focus on the construction project, construction materials, building technology and process, recycled products for use in construction, human resources, and financial evaluation of the construction project.



These areas are interdependent and mutually defining when at least one of them is modified.

The individual reasons for adopting the Change were formulated for each area:

In Policy

- achievement of environmental performance
- political incentive for perception of benefits in long-term
- compliance among specifications, financial, and environmental performance
- development of cooperation level between stakeholders
- decrease of political cost by ensuring the continuity in government policy
- achieving sustainability in construction

In Legislation

- compliance of undertaking actions with legislation
- compliance of updated procurement criteria with legislation



In Market Balance

- new opportunities for market expansion
- improving the access of SMEs in public procurement
- enhancement of vertical clustering

1st pillar Construction materials

- production of innovative material

2nd pillar Construction technology and procedure

- ability to innovate

3rd pillar Recycle products for use in construction

- production of innovative secondary material

4th pillar Human resources

- the need for upgrading of stakeholders' skills

5th pillar Financial Evaluation of the construction project.

- achieving financial balance

The reason for initiating changes in GPP training, is to make the fundamental step forward by upgrading of all stakeholders' skills.

6. Recommendations for relevant policy makers

Following the same grouping method described in paragraph '2.2.1. Objectives for Construction Industry', the raised recommendations are:

1. Strengthen GPP procedures and criteria (policy and legislation actions) to achieve compliance to European directives, common and robust implementation in public procurement, reduce 'market failure' (with an emphasis on SMEs and high levels of performance by all actors) and the potential for expansion of markets affected by Green Public Procurement.
2. Strengthen GPP procedures and criteria (policy and legislation actions) to develop the capacity of all stakeholders, emphasizing in public authorities' level of support, reduction of 'Resistance in Change' and governance problems and to define a 'GPP Management Model' for all stakeholders.
3. Strengthen GPP procedures and criteria (policy and legislation actions) for the reduction of complexity in Regulations.
4. Reduction of complexity in (Green) public procurement procedures.
5. Define an 'Environmental Management System' for all stakeholders.
6. Strengthen GPP by defining 'Green' criteria for specifications, selection, awarding and contract clauses.



7. Consider the application of 'green' award clauses in Public Procurement
8. Environmental impact benchmarking in GPP criteria.
9. Strengthen GPP procedures and criteria (policy actions) for financial assesment emphasizing in social, market and cost restrictions.
10. Establish financial assessment emphasizing in material variety and innovation.
11. Establish financial assessment of the effect of GPP implementation on recipient markets.
12. Promote innovative and environmentally friendly materials, technologies, and procedures by comparative analysis.
13. Utilization of new technologies and the digitization of constructions
14. Promote training with an appropriate level of intensity, to improve GPP knowledge, together with a GPP communication strategy.
15. Promote good practices and motivate the market stakeholders to innovate.
16. Promote vertical clustering of market stakeholders.

