

## **Third semester**

# **A16. Facilitation methodology for the policy instrument stakeholder group meetings**

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Author: Fondazione Ecosistemi

## Contents

1. Introduction .....	3
2. Applicable methodologies: general aspects .....	3
2.1 Description of methods .....	4
Annexe .....	6

## 1. Introduction

The policy instrument stakeholder group meetings are one of the various types of capacity building events foreseen in GPP-STREAM, so it (the other ones are: transnational learning events; exchange of best practices; webinars; toolkits) whose purpose is to improve the individual and organizational capacities and skills of both partners staff and stakeholders. These meetings are organized by each policy maker involved in the project (at least 4 one-day meeting throughout the whole project) and are aimed at co-building with stakeholders the improvement of the respective policy instrument from a GPP viewpoint.

In particular, the stakeholder group meetings to be organized by each partner in the third semester (**A16**) shall be used to collect the inputs for the Action Plans that will have to be developed gradually starting from the fourth semester (**A22**). These inputs are key elements as they ensure that the measures of the Action Plan will be adequate to address the specific needs of the various stakeholders and the obstacles met by them when implementing GPP. Such meeting can be furthermore used as an opportunity to start reasoning on who, among the stakeholders, could provide support and commitment for the kick-off and implementation of the each identified action.

The collected inputs, once cross-checked with the eventual actions already identified by the partner based on the interregional learning experience (i.e., transnational learning events, exchange of best practices, webinars) carried out throughout the first phase of the project, will form the basis for the elaboration of the Action Plan.

## 2. Applicable methodologies: general aspects

There are several methodologies that can be applied to address the specific scope of the meeting and collect the above-mentioned inputs, among which there are Open Space Technology (OST), Pro-action café and World café. You can find a detailed description of these methodology in **section 2.1**.

Regardless of the specific participatory methodology you will decide to put in place, there are some general aspects that should always be kept in mind when preparing the format and the content of the meeting, i.e., targeted group and specific objectives.

As for the targeted group, the meeting should be addressed to the stakeholders already involved in the previous meetings and throughout the transnational learning events.

As for the specific objectives, the interaction and the involvement of participants should be focused on the following aspects:

- Exploring GPP aspects that are important for them;
- Identifying the specific needs and obstacles related to the implementation of GPP;
- Collecting ideas and proposals regarding the potential tools and actions needed to overcome the obstacles;

- Assess the feasibility of the identified actions, in terms of needed competences and financial resources.

The questions that could be used by the facilitator/s to trigger a conversation aimed at addressing the above-mentioned aspects are:

1. Which obstacles must be faced by enterprises in their efforts to make their products and services more environmentally sustainable so that they can fulfil the public demand for “green” products and services?
2. Which are the difficulties met by the Public Administration in relation to the governance of the GPP policy? Which are the needs of PAs?
3. Which actions should be put in place to develop a market of products and services with a reduced environmental impact and efficient in terms of natural resources?

To facilitate the brainstorming around the potential actions and their feasibility, before the beginning of the working sessions, the participants could be provided with a copy of the table with the examples of actions organized by type included in the Action Plans Guidelines (**A13**) and the **annexe** of this document. The actions to be identified with the stakeholders should be linked to one of the following type of actions:

1. Support to enterprises in the transition towards a more efficient use of material and energy inputs
2. Enhancement of the governance of GPP policies to align the public spending to both sustainable development and resource efficiency objectives
3. Capacity building of public administrators for the elaboration of green tenders, selection of offers and management/execution of the contract
4. Establishment of tools, methodologies and practices to account and monitor GPP implementation and its environmental and economic benefits
5. Support the dissemination of GPP at all levels of PA so as to have relevant impacts on the market and on the creation of environmental impacts
6. Improve the communication to citizens regarding GPP and its environmental and economic benefits

## 2.1 Description of methods

### **Open Space Technology**

The Open Space Technology (OST) enables participants to organize their own conference. The agenda of the event is set by participants that are called to propose issues related to a central theme, and to form accordingly spontaneous working groups. The setting is extremely informal and free (i.e., participants are free to move from one group to the other, each working session can start and end whenever participants wish, the agenda can evolve during the event), and it encourages cooperation, creativity and self-organization. It requires a minimum of 6 hours (while it can carry on for several days) and it can cost groups of different sizes (from a minimum of 20 up to several hundreds), according to the venue.

### **World Café**

The World Café allows for a meaningful conversation in a given span of time (even a couple of hours). Participants are spread in different tables (like in a café), each table has a host.

The facilitator triggers conversation within the tables with questions, participants have a given time (usually no more than 30 minutes) to find one or more answer (or even more questions). At each new question participants change table and mingle with the others, except for the host, who represents the living memory of every conversation that took place at a given table and will present them in the final plenary session. World café is informal and it helps groups to discuss issues in a more focused and respectful way, it gives everyone the opportunity to contribute while shifting the focus from single ideas (and proponents) to collective threads.

### **Pro-action café**

It represents an easy way to sparkle new projects. Participants in a first plenary session are invited to propose a question that is urgent to them inherently to the topic of the event. Only a certain number of questions are taken. Each proponent becomes the host of a different table, and the rest of the group helps them to find an answer to the question they presented (while searching answers to the many questions that were unspoken). Participants spread in the different tables hosted by the question proponents and collectively answer to further questions proposed by the facilitator, at each new question everybody except the hosts changes table. At the end hosts "put up for auctions" the project ideas that emerged, participants can decide freely which project they want to support and how.

## Annexe

Table 1: 21 examples of measures, organised by type, which can be included in the Action Plan

Type 1	Nature of the action	Expected results	Stakeholders involved	Costs and funding resources
Support to enterprises in the transition towards more efficient use of material and energy inputs	<p><b>ACTION 1: Working groups with representatives from institutions and enterprises</b></p> <p>Sector-specific working groups with representatives of the policy instrument managing authority and local producers' organization to enhance the knowledge and skills of enterprises in relation to GPP and resource efficiency.</p> <p>The organisation of 5 or more meetings per year (throughout the two-year implementation phase of GPP-STREAM) with specific working groups related to the various industrial sectors in the region (e.g., furniture, mechanical engineering, agribusiness, textile)</p>	Improved capacity of enterprises to participate in GPP tenders and increased availability of green products and services on the market	Ex: a regional official from the Environmental Department (on behalf of the policy instrument managing authority) in charge of coordinating the organisation and implementation of the working groups	Zero cost/Almost cost-free
	<p><b>ACTION 2: MSc in GPP</b></p> <p>Support for the establishment of a Master of Science programme in GPP, resource efficiency, products life cycle, certifications, eco-design, etc.</p>	Increased availability of professionals who can define strategies for the ecological transition of SMEs and large enterprises	Universities  Enterprises	To be evaluated

Development Fund	<p><b>ACTION 3: Network of transitioning SMEs</b></p> <p>Support for the creation of a network of SMEs which support each other and are supported in their transition towards greener production processes. These networks are often participated by the SMEs that belong to the supply chain of larger enterprises.</p>	Increased availability of green products and services on the market	Universities University spinoffs Enterprises Regional Administration	Zero cost/Almost cost-free
	<p><b>ACTION 4: Fiscal incentives</b></p> <p>Fiscal incentives to favour the ecological transition of SMEs</p>	Increased availability of green products and services on the market	Regional Administration	To be evaluated
	<p><b>ACTION 5: GPP expert register</b></p> <p>Establishment of a register of experts, organized by product category, who can support both PAs in the draft of the tenders and enterprises in the qualification of their production process. These experts should be technicians who can carry out products' LCA and define strategies for the ecological transition of the enterprises.</p> <p>Examples of product categories: Furniture for public buildings and offices Urban furniture Street lighting Construction materials Paper and paperboard IT equipment (computers, monitors, printers, etc.) Textiles Cleaning products</p>	Increased availability of green products and services on the market	Regional/Municipal Administration Environmental consulting firms Regional environmental protection agency Chambers of Commerce	Zero cost/Almost cost-free

Development Fund	Catering services Waste management			
	<p><b>ACTION 6: Funding for innovation</b></p> <p>Allocation, within the next programming period 2021-2027, of specific funding for process and product innovation towards GPP criteria</p>	Increased availability of green products and services on the market	Officer in charge of the regional operational programme	To be evaluated
	<p><b>ACTION 7: Environmental Helpdesk</b></p> <p>Establishment of a helpdesk, at least once in each main city/industrial district of the region, to provide information and technical support to enterprises on:</p> <ul style="list-style-type: none"> <li>• Product LCA</li> <li>• Gap analysis between product environmental performance and GPP requirements</li> <li>• Action plan to improve the production process</li> <li>• Plan for the qualification of the supply chain</li> <li>• Information on the available product certification</li> </ul> <p>The helpdesks could be made operational for the two-year implementation phase of GPP-STREAM, and then they could be funded through specific resources from the new programming period.</p>	<p>Enhanced knowledge by enterprises on their products' environmental impacts throughout the life cycle</p> <p>Increased awareness and responsibility of producers in relation to their products' consumption of resources throughout the lifecycle</p>	<p>Technical officers of the policy instrument managing authority</p> <p>Regional environmental protection agency</p>	<p>Zero cost/Almost cost-free (in case the helpdesks are run by internal employees of the public authorities)</p>



Development Fund	<p><b>ACTION 8: Easy consultation of green public tenders</b></p> <p>Creation of search engines on both institutional websites and private online platforms to ease the identification and consultation of green tenders by enterprises. The search engine could include an icon that identifies the tenders with GPP criteria, thus allowing enterprises to identify market opportunities for their green products and services.</p>	Enhanced matching between the public demand and the market supply of green products and services	<p>Regional Administration</p> <p>Agencies for the digitalisation of the PA</p> <p>Chambers of Commerce</p>	Zero cost
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Type 2	Nature of the action	Expected results	Stakeholders involved	Costs and funding resources
Enhancement of the governance of GPP policies to align the public spending to both sustainable development and resource efficiency objectives	<p><b>ACTION 9: Discussion Table (ROP – GPP – Regional strategy for Sustainable Development)</b></p> <p>Establishment of a discussion table to define integrated policy strategies within the public authority (ROP, GPP, Agenda 2030), participated by: officers in charge of the policy instrument; officers in charge of the EU funded projects of which the public authority is partner and that are related to environmental themes; officers in charge of the Regional Plan for Sustainable Development and/or Circular Economy; representatives of public EU funds beneficiaries (e.g., municipalities); representatives of environmental protection agencies.</p>	Enhanced capacities of public officials to define the strategies for sustainability and to manage plans/programmes so that the impacts in terms of ecological transition of the market can be maximised	The Discussion Table could be activated and coordinated by either the Regional officer in charge for the promotion of GPP or a Regional officer of the General Affair Department/ Environmental Department	Zero cost/Almost cost-free

Development Fund	<p>This discussion table shall meet once a month and should aim at identifying the synergies among the various policy strategies managed by the same public authority and at systematically integrating the GPP approach to green the public spending. The creation of synergies among the policy instruments would improve their effectiveness by maximising the overall positive impact in terms of resource efficiency objectives.</p>			
	<p><b>ACTION10: Forum on GPP</b></p> <p>The organisation of a two-day event dedicated to GPP with workshops and information/training activities addressed to local institutions (e.g., municipalities, local health authorities, park authorities, agencies, sports associations, research institutions)</p>	<p>Increased knowledge on GPP also by small public EU funds beneficiaries and enhanced engagement of these actors in the definition of environmental policies.</p>	<p>Regional/municipal officer in charge for the promotion of GPP</p>	<p>Costs related to the organisation of the two-day event</p>

Type 3	Nature of the action	Expected results	Stakeholders involved	Costs and funding resources
Capacity building of public administrators for the elaboration of green tenders, selection of offers and management/e	<p><b>ACTION 11: Coaching on the job</b></p> <p>Set up of training activities (workshops, coaching, helpdesks, webinars) addressed to both regional officials and representatives of public EU funds beneficiaries to teach them how to practically include GPP criteria in their purchasing processes.</p> <p>The implementation of the training activities could be outsourced to external organisations with consolidated expertise in GPP training.</p>	<p>Enhanced capacities of public purchasers in relation to the technical aspects involved in the application of GPP requirements, and reduced risk of unsuccessful procedures caused by an incorrect application of GPP criteria.</p>	<p>Regional/municipal officer in charge for the promotion of GPP</p> <p>Environmental consulting firms</p>	<p>Costs related to the outsourced service</p>

<p>Development Fund Execution of the contract</p>	<p><b>ACTION 12: Support for GPP application</b></p> <p>Establishment of a dedicated office or working group of GPP experts within the Environmental Department to support officials in the application of GPP requirements (e.g., with the interpretation of the norms, with receiving answers from the Ministry of Environment to specific questions related to GPP)</p>	<p>Reduced risk of unsuccessful procedures caused by an incorrect application of GPP criteria.</p>	<p>The Discussion Table could be activated and coordinated by either the Regional officer in charge for the promotion of GPP or a Regional officer of the General Affair Department/ Environmental Department</p>	<p>Zero cost/Almost cost-free</p>
	<p><b>ACTION 13: Platform of competencies on GPP</b></p> <p>Creation of an online platform on the public entity institutional website where the most skilled officials can share their knowledge and experience on GPP with the less skilled colleagues. The platform could also include shared folders to exchange best practices and tools (e.g., GPP tender models, LCC calculation tools) and forum to discuss specific legal and technical aspects related to the application of GPP.</p> <p>It could be made operational for the two-year implementation phase of the project and then included in a more consolidated way within then new programming period</p>	<p>Enhanced capacities of public purchasers in relation to the technical aspects involved in the application of GPP requirements, and reduced risk of unsuccessful procedures caused by an incorrect application of GPP criteria.</p>	<p>Regional/Municipal Administration  Chambers of Commerce  Agencies/Department for the digitalisation of the PA</p>	<p>Almost cost-free</p>

Type 4 <small>Development Fund</small>	Nature of the action	Expected results	Stakeholders involved	Costs and funding resources
Establishment of tools, methodologies and practices to account and monitor GPP implementation and its environmental and economic benefits	<p><b>ACTION 14: Analysis of the contribution of the policy instrument in terms of resource efficiency</b></p> <p>Definition of sets of standardised GPP indicators (one set for each product and service category) and calculation tools to measure the environmental and economic benefits achieved through the implementation of the policy instrument</p>	Increased knowledge of the results in terms of resource efficiency gains	Regional/Municipal officer in charge for the promotion of GPP	To be evaluated
	<p><b>ACTION 15: GPP monitoring methodology</b></p> <p>Implementation of the monitoring methodology defined within GPP-STREAM</p>	Enhanced knowledge of the progress in terms of GPP dissemination	Regional/Municipal officer in charge for the promotion of GPP	To be evaluated
	<p><b>ACTION 16: Monitoring of the green products and services available on the market.</b></p> <p>Establishment of a catalogue containing all the green products and services procured by the public entity. This catalogue would allow the public purchasers to:</p> <ul style="list-style-type: none"> <li>• assess the ability of the market to provide innovative green solutions to the needs of the PA;</li> <li>• adjust the levels of the required product environmental performance based on the actual ability of the market to supply those products.</li> </ul>	Increased knowledge on the market's ability to meet the public demand for innovative green products	Regional/Municipal officer in charge for the promotion of GPP	To be evaluated

Type 5	Nature of the action	Expected results	Stakeholders involved	Costs and funding resources
Support the dissemination of GPP at all levels of PA to have relevant impacts on the market and in terms of resource efficiency gains	<p><b>ACTION17: Help desk</b></p> <p>Activation of a Help Desk to support the EU funds public beneficiaries in the integration of GPP in their public tenders. The Help Desk shall be managed by a regional official who provides immediate support to solve specific technical and legal issues related to the application of GPP in real tenders</p>	Reduced numbers of tenders without GPP criteria awarded by the PAs	Regional officer in charge for the promotion of GPP	Zero cost/Almost cost-free
	<p><b>ACTION18: GPP price list</b></p> <p>Creation of a price list for green products and services based on a previous market analysis</p>	Improved capacity to assess the actual costs for green goods and services	Regional officer in charge for the promotion of GPP	The costs are related to the number of items included in the price list

Type 6	Nature of the action	Expected results	Stakeholders involved	Costs and funding resources
Improve the communication to citizens regarding GPP and its environmental and economic benefits	<p><b>ACTION19: GPP awarding decisions</b></p> <p>The official document (i.e., deliberation), by which the contracts are awarded to private operators, should include a table with the amount of the energy and material resources saved through the green tender (as compared to a traditional tender).</p>	Increased awareness by the general public regarding GPP and its environmental and economic benefits	Regional/Municipal officer in charge for the promotion of GPP	Zero cost/Almost cost-free
	<p><b>ACTION 20: TV-screens in offices open to public</b></p>	Increased awareness by the general public regarding GPP and its	Regional/Municipal officer in	Costs related to the purchase of

Development Fund	Installation of one or more screens, in offices open to the public, displaying real-time values regarding the energy and material resources saved by the public authority since the beginning of the year thanks to green tenders ROP/GPP	environmental and economic benefits	charge for the promotion of GPP	TV-screens and the set-up of the real-time monitoring system
	<p><b>ACTION 21: GPP open days and awards to enterprises</b></p> <p>Dedicated open days initiatives to inform the citizens on GPP/ROP and to award the most innovative green products and/or enterprises that contributed the most in the ecological transition of the market</p>	Increased awareness by the general public regarding GPP	Regional/Municipal officer in charge for the promotion of GPP	Costs related to the organization of the event

