Greening Ghent
Global Lead City Network on Sustainable procurement
4 December 2015
How Sustainable Procurement was put on the Strategic map in Ghent in recent years
1. Sustainable Procurement Strategy

What: Translation of the City Strategy to procurement-specific objectives

Goal: Create ownership and awareness about the potential of procurement in achieving the Strategic goals put forward by the City

Validated by the council September 2014

2. Ecoprocura 2014

3. Master project Strategic and sustainable Procurement
1. Sustainable Procurement Strategy

2. Ecoprocura 2014

What: International conference series (ICLEI), organised in Ghent from September 24-26th, 2014
Goal: Create a marketplace for sharing best practices and strengthening the international network of sustainable procurement

3. Master project Strategic and sustainable Procurement
1. Sustainable Procurement Strategy

2. Ecoprocura 2014

3. Master project Strategic and sustainable Procurement

What: Programme defined to group projects and efforts with regards to Sustainable procurement

Goal(s):
- Consolidate and set clearly defined targets/monitoring
- Optimize procurement organization
- Communication
Focus points
Baseline: everything is “in scope”

**Methodology: Strategic Map**
- Systematic evaluation of all upcoming contracts on which strategic ambitions are used and realistic
- Horizon of +/- 18 months
Focus cases

Everything is “in-scope”, however, new methodologies are developed and adapted on pilot cases

- Work clothing and linnen
- Cleaning products
- Fleet
- CO₂-neutral delivery
- Coffee & Tea
- Computers
Challenges & Success factors
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• Getting everyone on board (INTERNAL)
• Adopting and adapting methodologies to local situation (INTERNAL)
  – Developing tools & methods
• Maturing the market (EXTERNAL)
  – Balancing act between setting high ambitions and providing continuity in (internal) customer service
• Legal framework of public procurement and European directives (EXTERNAL)
  – Limits to the supplier-government relation?
Target setting & measuring impact
Manager’s Dashboard (EFQM)

Impact on strategic goals
- CO₂-impact of deliveries & evolution
- Office furniture re-use (cost avoidance, waste avoidance, raw material avoidance)
- Number of contracts awarded to Social Economy (+ Target value of contracts)
- # Specific HR-measures implemented in contracts (Social Criteria, on-the-job training, internships)

Impact on business processes
- Supplier relationship evaluation
- Customer service evaluation & delivery

Key steps:
- Define what owner wants to achieve
- Define what stakeholders want to achieve
- Define measurements & required data
- Set targets
- Measure impact
- Use dashboard in meetings (Plan-Do-Check-Act)
Contact us!

Aline De Tremerie
Head Of Procurement
Aline.DeTremerie@Stad.Gent

Thomas De Jonghe
Strategic Procurement Expert
Thomas.DeJonghe@Stad.Gent