SOUTH EAST EUROPE
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Qualifying Demand side in Energy Efficiency Public Procurement (EEPP)

Index for Demand Side SWOT Analysis

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1 INTRODUCTION

The SWOT analysis will be aimed to analyze and map the level of adoption of energy efficiency criteria in public tenders of SEE regions, in order to point out the main strengths and opportunities to be further exploited and inserted as key elements in all public procurement procedures of involved countries. Given that the energy efficient policies adopted are deeply influenced by EU and national legislation, in order to define the current state of the art and to take into consideration possible changes in the future, the SWOT analysis will also include data on the legal, fiscal and incentive systems of each country involved in the project. Furthermore, these will be useful for the reduction of EEPP guidelines. Furthermore, the weaknesses and threats detected will be used through the local training sessions for improving public authorities awareness.

Starting from the national, regional and local researches carried out in act 3.2, ERDF PP9 (EAO) drafts the SWOT analysis on Demand side of EEPP procedures in the SEE area. The TWT provides scientific inputs and support to the drafting and finalization of the SWOT Analysis.

In order to be able to prepare a SWOT analysis a synthesis of the information collected from national surveys was prepared. This material is offered together with Transnational EEPP Procedures Catalogue and the conclusions from the demand and supply side analysis.

1.1 Purpose of this activity

Six partners have investigated their own countries for Energy Efficient Public Procurement procedures in order to find out how the EU directives have been implanted in the cooperation area involved in the project and how is the level of energy efficient criteria integration of SEE area public procurement procedures. To this end, all partners with a public status or directly working with public administration (RDAs and REAs) were in charge of investigating their national level on their EEPP procedures.

The aim of this action is to provide a clear and complete knowledge on energy efficiency EU directives adoption in SEE area and to investigate on the state of the art of EEPP application in involved countries fostering a new sustainable approach to public procurement starting from the survey results collected in the catalogue. Moreover, the results of this action will be used as

starting point for the Demand side SWOT analysis and supply side survey and will be also the basis for the definition of EEPP guidelines.

The SWOT diagram summarizes the content of the questionnaires filled by the interviewed public officers in charge of public procurement procedures or in involved in any way in tenders of services, supplies or works during the planning and/or implementation phase. The target was to prepare a SWOT analysis based on the six fulfilled questionnaires of each project partner. The questionnaire aimed at analyzing the situation of PP procedures in relation to the use of green and energy efficiency criteria both at external level (legislation and implementing provisions) and at internal level (practice of the entity and its departments).

1.2 Involved Project Partners

The assignment of tasks for all participating project partners was to investigate their own national level and at least 5 public administrations at regional or local level on EEPP procedures state of the art. In the tables below the selected public authorities of each country are listed in detail. First of all the involved project partners of this activity of the EFFECT project are listed in the following table.

table 1.1: involved project partners

partner role	official name in english	abbreviation	country
LP	ARAEN – ABRUZZO REGIONAL ENERGY AGENCY	ARAEN	Italy
ERDF PP1	Sviluppo Marche SpA, Development Agency of Marche Region	SVIM	Italy
ERDF PP2	NORRIA North Hungarian Regional Innovation Agency Non-profit Corporation	NORRIA	Hungary
ERDF PP8	NORTH-EAST REGIONAL DEVELOPMENT AGENCY	ADR NORD-EST	Romania
ERDF PP9	Energy Agency Upper Styria	EAO	Austria
ERDF PP10	DAFNI – AEGEAN ISLANDS NETWORK FOR SUSTAINABLE DEVELOPMENT	DAFNI	Greece
ERDF PP12	NORTH AEGEAN REGION	NAR	Greece
ERDF PP13	MINISTRY OF PUBLIC ADMINISTRATION	MPA	Slovenia
ERDF PP14	REGIONAL ADMINISTRATION OF VARNA	RAV	Bulgaria
10 % PP1	SERBIAN ENERGY EFFICIENCY AGENCY	SEEA	Serbia

In the tables below the selected public authorities are listed. 99 documents (50 ANNEX 3 documents and 49 ANNEX 4 documents) were received in total filled out by 66 selected public authorities in project partners' country. In order with the transmitted information we got also 19 ANNEX 5 documents. NAR (Greece) provided only 1 report for 9 authorities. From BULGARIA we have RAV that provided 1 document for the District of Varna. In some cases the selected municipalities of the involved countries didn't receive all documents that had to be fulfilled. A list of the adapted ANNEX is shown in the following table.

table 1.2: listed municipalities or public authorities

5	ARAEN	Annex 3	Annex 4	Annex 5
1	Abruzzo	*	*	
2	Sant'Egidio alla Vibrata	*		
3	Torano Nuovo	*		
4	Raiano	*		
5	Municipality of Ancarano	*		
9	SVIM	Annex 3	Annex 4	Annex 5
1	Provincia Rimini	*		*
2	Provincia Pesaro	*	*	*
3	Provincia Roma	*	*	*
4	Provincia Ancona	*	*	
5	Municipality Pesaro	*		
6	Municipality Jesi	*	*	
7	Municipality of San Benedetto del Tronto	*	*	
8	Marche Region	*	*	
9	Pesaro Hospital	*		
6	NORRIA			
1	Mayor's Office of Arnót	*	*	
2	Mayor's Office of Encs	*	*	*
3	Self Government of Eger	*	*	
4	Chamber of Commerce and Industry of Borsod-Abaúj-Zemplén County	*	*	
5	North Hungarian Regional Development Agency	*	*	
6	Self Government of Sajósenye	*	*	

1	RAV	Annex 3	Annex 4	Annex 5
1	District Varna	*	*	
7	ADR Nord-Est	Annex 3	Annex 4	Annex 5
1	Bacau County Council	*		
2	Municipality of Suceava	*	*	*
3	Municipality of Iasi	*	*	
4	Municipality of Vaslui	*	*	*
5	Municipality of Piatra Neamt	*	*	
6	Ministry of Environment and Forests	*	*	*
7	Neamt County Council (testing the forms)	*	*	
7	EAO	Annex 3	Annex 4	Annex 5
1	EAO	*	*	
2	Municipality of Judenburg		*	
3	Municipality of Knittelfeld		*	
4	Municipality of Murau		*	
5	Municipality of Obdach		*	
6	Municipality of Zeltweg		*	
7	Nat. AEA		*	
2	IFZ	Annex 3	Annex 4	Annex 5
1	City of Vienna			*
2	Vorarlberg Environmental Association			*
12	DAFNI	Annex 3	Annex 4	Annex 5
1	Civil aviation service	*	*	
2	Min. of Devel. Gen. Secr. Of Commerce	*	*	
3	Municipality of Aigina Island	*	*	*
4	Municipality of Chalkida in Evoia Island	*	*	*
5	Municipality of Iraklon Crete Island	*	*	
6	Municipality of Limnos Island	*	*	*
7	Municipality of Rodos Island	*	*	*
8	Municipality of Syros Island	*	*	*
9	Municipality of Thira Santorini Island	*	*	
10	Municipality of Tinos Island	*	*	*
11	Regional Unity of Evoia Island	*	*	*

12	Municipality of Sifnos	*	*	
10	NAR	Annex 3	Annex 4	Annex 5
1	Regional Development Fund of North Aegean	*	*	*
2	Municipality of Ikaria	*	*	*
3	Municipality of Fournoi	*	*	*
4	Municipality of Lesvos	*	*	*
5	Municipality of Agios Efstratios	*	*	*
6	Municipality of Limnos	*	*	*
7	Municipality of Samos	*	*	*
8	Municipality of Oinouses	*	*	*
9	Municipality of Chios	*	*	*
10	Municipality of Psara	*	*	*
7	MJPA	Annex 3	Annex 4	Annex 5
1	KRANJ	*	*	
2	LJUBLJANA	*	*	*
3	MARIBOR	*		
4	MIREN-KOSTAJEVICA	*	*	
5	MPJU	*	*	
6	VELENJE	*	*	
7	GOLEA Energy Agency			*
4	SEEA	Annex 3	Annex 4	Annex 5
1	EKOPLAN	*	*	
2	EPA	*	*	
3	Min. of Infrastructure		*	
4	Provincial Secretariat		*	

1.3 ANNEX 3

The SWOT analysis is developed according to the available data collected and gathered in ANNEX 3 and ANNEX 4 of the WP3 Implementation Methodology. The information was gathered by using a common template (ANNEX 3) that was applied by each PP to each entity included in the survey. The information was collected based on a set of EEPP criteria that were split in two main topics.

1.3.1 External PP framework (how is perceived the existing EEPP legislation and implementation provisions)

- Specific legislative framework for EEPP (smart procurement, GPP, SPP, climate strategy, NAP…)
- Policy/strategy for EEPP including specific targets
- Guidelines for EEPP including specific criteria
- Indicators for EEPP(specific broader) to monitor progress
- Division of responsibilities for EEPP, GPP, SPP, between different authorities/departments
- Central competences for public procurement

1.3.2 Internal PP framework (what you do to encourage implementation of EEPP)

- Shared competency between central and regional/local government
- Collaborative activities with other departments
- Communication outside tendering procedures with contracted, regular or potential suppliers
- Risk management in PP (including usage of LCC and CO2 calculation tools)
- Incentives to force EEPP projects
- Dissemination of information and training including exchange of best practices in EEPP, GPP, SPP

1.4 Organizational Assessment Matrix

To identify the status on the implementation of energy-efficient procurement policy in each region, the Organizational Assessment Matrix (OAM) elaborated by ICLEI DEEP Toolkit and the Energy Efficient Procurement Policy Guide

were used. This tool means to follow the bellow procedure using an organizational assessment matrix (→ Annex 4.1).

The Organisational Assessment Matrix investigates 7 fields on a scale from 4 (the maximum) to 0 (the minimum): Policy, Product and Services, Implementation, Supporting Mechanisms, Information, Communication and Training, Monitoring and Reviewing, Suppliers. The organizational assessment matrix should give Specific information on EEPP implementation status in each SEE Member State and should provide the input-information for the SWOT analysis. This is the task/goal of this matrix.

level	Energy-efficient (EE) policy	Products and services	Implementation	Supporting mechanisms	Information, communication and training	Monitoring and reviewing	Suppliers
4							
3							
2							
1							
0							

1.5 Annex 4.1

1.5.1 Step 1

Review each column of the matrix, one at a time, and mark the place in each column which best describes your organization's current situation. This part can be done by one person only. If different departments are responsible for different areas affected, ensure that all are given the opportunity to complete the matrix. This will help determine what others think that strengths and weaknesses are of your implementation plan. If you involve several people in your organization, you will need to make further copies of the matrix and ask the stakeholders to complete the matrix in the above-named way. Afterwards, compare the matrixes collated and merge the results into only one matrix.

1.5.2 Step 2

Join up the marks to produce a graph line to create your Organization Profile. This line indicates how balanced the different aspects of the implementation of your policy are across your organization and which are your strong and weak points.

table 1.3: balanced profile

Level	Energy-efficient (EE) policy	Products and services	Implementation	Supporting mechanisms	Information, communication and training	Monitoring and reviewing	Suppliers
4							
3							
2							
1							
0							

table 1.4: unbalanced profile

Level	Energy-efficient (EE) policy	Products and services	Implementation	Supporting mechanisms	Information, communication and training	Monitoring and reviewing	Suppliers
4							
3							
2							
1				weak points			
0							

1.5.3 Step 3

Once the status is recorded, go back to steps 1 and 2 to find measures to improve the weak points identified. The weak points identified will then be addressed by proposing countermeasures, recorded into a given template (Annex 4.2).

1.5.4 Step 4

Include those actions suggested in the revision of your action plan and give them priority over other aspects by allocating more resources to them.

The eventual aim is to move your organization up through the levels towards 'best practice' performance whilst aiming for balance across the columns. This step will be concluded with a prioritization of the actions to be taken according to step 3 for the overall public procurement-related activity of the organization assessed.

This is a systematic method for gathering information from (a sample of) organizations for the purposes of describing the attributes of the larger category to which they belong to. The attributes attempt to describe basic characteristics of larger groups in SEE countries.

2 SWOT ANALYSIS

SWOT analysis (alternately SWOT Matrix) is a strategic planning method used to evaluate the **S**trengths, **W**eaknesses/Limitations, **O**pportunities, and **T**hreats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

Setting the objective should be done after the SWOT analysis has been performed. This would allow achievable goals or objectives to be set for the organization.

2.1 Internal and external factors

The aim of any SWOT analysis is to identify the key internal and external factors that are important to achieving the objective. These come from within the company's unique value chain. SWOT analysis groups key pieces of information into two main categories:

- Internal factors – The strengths and weaknesses internal to the organization.
- External factors – The opportunities and threats presented by the external environment to the organization.

The internal factors may be viewed as strengths or weaknesses depending upon their impact on the organization's objectives. What may represent strengths with respect to one objective may be weaknesses for another objective. The factors may include all of the 4Ps; as well as personnel, finance, manufacturing capabilities, and so on. The external factors may include macroeconomic matters, technological change, legislation, and socio-cultural changes, as well as changes in the marketplace or competitive position. The results are often presented in the form of a matrix.

- Strengths: characteristics of the business, or project team that give it an advantage over others
- Weaknesses (or Limitations): are characteristics that place the team at a disadvantage relative to others
- Opportunities: external chances to improve performance (e.g. make greater profits) in the environment
- Threats: external elements in the environment that could cause trouble for the business or project

Identification of SWOTs is essential because subsequent steps in the process of planning for achievement of the selected objective may be derived from the SWOTs.

First, the decision makers have to determine whether the objective is attainable, given the SWOTs. If the objective is NOT attainable a different objective must be selected and the process repeated. In the following figure you can see a SWOT analysis.

figure 2.1: SWOT – analysis (overview)

Users of SWOT analysis need to ask and answer questions that generate meaningful information for each category (strengths, weaknesses, opportunities, and threats) in order to maximize the benefits of this evaluation and find their competitive advantage.

2.2 Problems for the draft & appraisal of SWOT analysis

The collected information (Annex 4.1) varies significantly between organizations. Some of the questionnaires were more consistent while others were insufficient. This could have various reasons like some lack of relevant competence or knowledge of the respective municipality/organization or the language-barrier. From the other hand in some cases the municipality/organization seemed not responsible for this work. So the quality of the returned Documents was much differentiated. That was a significant factor affecting to the SWOT Analysis. Detailed information is presented in the next pages.

3 DEMAND SIDE SWOT ANALYSIS OF THE EEPP PROCEDURES

Strengths are usually defined as local assets that should be taken into account as competitive advantages of the region, in our case the legislative framework and particularities of the procedures for implementation will be considered Weaknesses as obstacles to the improvement of the EEPP criteria implementation, Opportunities as favorable exogenous (external) conditions relevant to the EEPP criteria implementation, and Threats as unfavorable exogenous (external) conditions.

- Result → SWOT analysis of EEPP criteria implementation on demand side at SEE level

3.1 AT – Austria

3.1.1 AT – graphic representation

Austria has implemented a national energy-efficiency- strategy. This national action plan is known in almost every district in Austria. The selected public authorities in Austria returned the organizational assessment matrix with the following information. The information according to the documents was provided and supplied by the ERDF PP9 (EAO). The graph shows the appraisal from the data in Annex 4.1. The profile gives an outline of the situation in the selected areas of Austria. There can be seen at national Level (Austrian Energy Agency) that Austria has a very good state-of-the-art of science and technology. Also public authorities like "Murau" and "Judenburg" have a high level of knowledge and implementation of EE criteria. As a little municipality "Obdach" doesn't have such capacity and possibilities like "Judenburg". These framework conditions reflect also the graphic representation below.

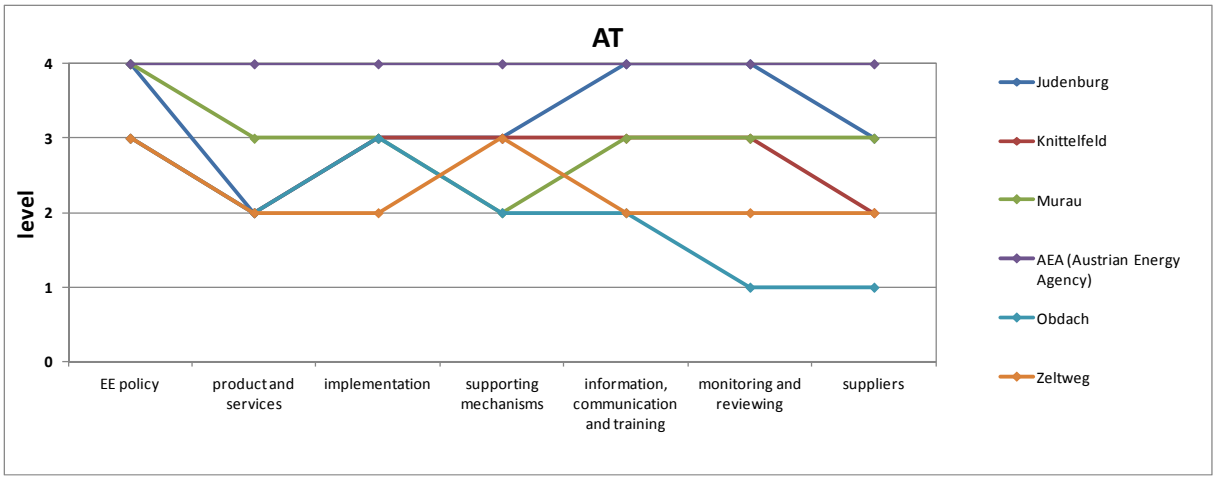

figure 3.1: graphic representation of Austria

You can see that according to the questions from Annex 4.1 Austria has a good level of implementation in EE policy, products and services. Nevertheless weak points concern for example the lack of internal awareness, the insufficient information of green products or the higher costs of green products and investment. Municipalities have very low budgets, so the decision is based mostly on the price. If green products don't have positive synergetic effects and there are no other advantages, they will decide upon the price. A detailed schedule you will see at the SWOT analysis.

3.1.2 SWOT for selected public authorities in Austria

The table below presents an overview of the strengths-weaknesses-opportunities and threats. Austria has filled out the Document Annex 4 completely and precisely. This is the reason why you can see many listed points in every element of the SWOT analysis (excluded threats). The municipalities/ public authorities identify also some weak points.

- Top management is committed but not involved in review of EE-policies
- Criteria for procurement have to be developed further. But the process of procurement is not handled by a single person. (Responsibilities)
- Lack of money makes the prospective planning difficult. Politicians' planning and thinking is structured in household years
- Lacking implementation of EE and environmental protection in organizational structure
- No strategic planning in the city administration

The participants of the SWOT analysis in Austria also developed countermeasures points for an improvement of EEPP. They said first it will be helpful when generally a reform of the municipal household schemes will be done. Responsibilities for procurement have to be made clear. Commitment of

top management to sustainable procurement and directives for people responsible for procurement is necessary. Obligatory training sessions for staff and politicians about energy efficiency will help to raise the awareness and the knowledge about EE in public procurement. A strategic network for talking, sharing knowledge, cooperate with partners should be assembled.

table 3.1: SWOT analysis for selected public authorities in Austria

internal	
strengths	**weaknesses**
• **AT** National Energy strategy (includes also EE targets of the EU) • **AT** In scattered regions there are (different) green/sustainable procurement policy/strategies • **AT** Working together with local/regional governments • **AT** The majority of the public bodies have internal strategies for GPP and energy efficiency in PP procedures, in such cases these are in line with national policies • **AT** Working groups, regional or provincial agencies have been established with the aim of best practices exchange, facilitating/coordinating the procedures • **AT** in few cases personal interviews and informative seminars are held to keep communication with suppliers • **AT** The Life Cycle Costing (LCC) is widely known among PP operators • **AT** The CO2 calculation tool is known • **AT** Some training activities have been implemented at local level • **AT** Supported programs for awareness raising + consulting • **AT** Programs like klima:active, e5; www.topprodukte.at, energy agencies etc. are running	• **AT** Only some organisations support green procurement activities • **AT** No systematic implementation of EE criteria for products and services • **AT** Insufficient aims at an individual or municipal level to procure green products/ services or works • **AT** LCC is not often used. • **AT** Insufficient awareness among persons responsible for procurement of why environmental products should be considered for specification • **AT** At regional level the local public authorities are not aware of the EU directive and the related activities of EEPP - public authorities don't know about EE aims of the EU and the related activities → they are not aware of the national laws and orders too • **AT** Insufficient information on green products available and the environmental aspects of these products • **AT** Lack of information on how to procure green products, works or services (specifications drawn up traditionally rather than on the basis of need) • **AT** Higher costs for green products and investments

external	
opportunities	**threats**
• **AT** National Law for Energy Efficiency (Building sector) • **AT** Regular seminars for potential suppliers to announce future tenders and requirements • **AT** change in budgeting/accounting procedures to enable the benefits of LCC • **AT** information on the value and benefits of LCC to apply LCC • **AT** Training activities should include refreshing courses and allow a wider exchange of best practices and experiences among different Regions and local authorities as well as with the National level	• **AT** Very limited budget during financial crisis • **AT** No standardized EE guidelines for products and services • **AT** Financial restrictions due to Local and European Financial Crisis according to the implementation of sustainable procurement and also to advancements

3.2 BG – Bulgaria

3.2.1 BG – graphic representation

The selected public authorities of Bulgaria had returned the documents with the following information. The Republic of Bulgaria has an Energy strategy which guarantees the security of energy supply, attain the targets for renewable energy, increase the energy efficiency, develop a competitive energy market and policy for the purpose of meeting the energy needs and protect the interests of the consumers. This energy strategy is worked out by the Ministry of Economy, Energy and Tourism and approved by the Council of Ministers. The Regional "green-strategy" will be prepared in accordance with The Second National Energy Efficiency Action Plan and The National Energy Efficiency Strategy. The green sustainable procurement strategy/policy is not implemented in every district of Bulgaria. In some municipalities the strategy of EEPP is currently on the project status. The information according to the documents was provided and supplied by the ERDF PP14 (RAV).

This graph shows the appraisal from the data in Annex 4.1. The data were provided by PP in Bulgaria. The profile gives a general outline of the situation in Bulgaria (average level).

You can see that according to the questions from Annex 4.1 Bulgaria has a good level of implementation EE policy, products and services. Weak points are at the supply side and also at information, communication and training. A detailed schedule you will see at the SWOT.

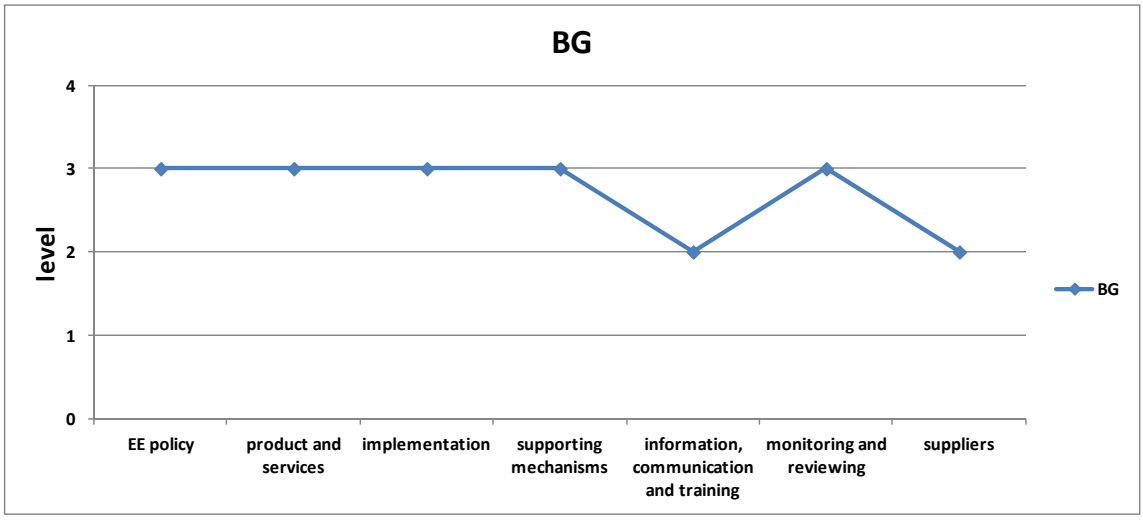

figure 3.2: graphic representation of Bulgaria

3.2.2 SWOT for selected public authorities in Bulgaria

The table below gives an overview of the strengths-weaknesses-opportunities and threats. The selected public authorities of Bulgaria have filled out the document Annex 4 completely and precisely. This may be the reason why you can see many listed points in every element of the SWOT analysis. The municipalities of Bulgaria also worked out several weak points.

- Insufficient aims at an individual or municipal level to procure green products/ services or works. Also the provided resources for green procurement are insufficient.
- No organization procurement policy strongly promoting / enforcing environmental performance of products, services or works procured
- Lack of a strategic focus at an organizational level for how green procurement should be implemented (little or no guidance), lack of communication on the policy
- Insufficient awareness among persons responsible for procurement of why environmental products should be considered for specification
- Insufficient interest from clients, staff, project team members in improving environmental performance
- Insufficient information on green products available and the environmental aspects of these products, lack of internal/external promotion on green procurement

- Lack of information on how to procure green products, works or services (specifications drawn up traditionally rather than on the basis of need)
- Lack of internal data on which products, goods or services are to be purchased green and which are not - Lack of suppliers of green materials and services
- Poor perception of recycled products i.e. too expensive, poorer quality, higher prices
- Lack of liaison between organizations and suppliers to improve environmental quality of products and services
- Lack of promotion of green products by suppliers to demonstrate quality / comparability with conventional products
- Suppliers viewing products with environmental attributes as niche and trying to charge more; Suppliers not taking requests seriously enough
- Negative market perception of local authorities as a customer (e.g. local authorities have a reputation for being late payers) meaning suppliers feel that contracts are not worth tendering for
- Too much bureaucracy in the procurement process

The participants of the SWOT analysis in Bulgaria also developed countermeasures points for an improvement of EEPP. They mentioned that it is important to develop a formal green procurement policy, either as a stand-alone document or as part of the main procurement policy that is adopted at the organisation level. This is one of the key factors to overcome barriers to green procurement, as it will provide clear aims and objectives for the organisation. Another point is to assign responsibilities for implementing the policy, outline those that are accountable for the policy and identify those that must be informed of the policy to ensure there is a clear focus for internal awareness raising. For those it will be helpful to develop a programme of training/knowledge sharing for all employees to promote and raise awareness on green procurement & EE procurement, its benefits and external drivers, to increase interest. Specific training sessions for employees which are responsible for purchasing and for employees who set contracts with suppliers are meaningful. The development of a series of educational programmes to continually improve market awareness and keep up with the latest developments in green products and services will be helpful.

table 3.2: SWOT analysis for selected public authorities in Bulgaria

internal	
strengths	**weaknesses**
• **BG** National Energy strategy (includes also EE targets of the EU) • **BG** In scattered regions there are (different) green/sustainable procurement policy/strategies • **BG** According to the Public Contracting Procurement Law, authorities shall be obliged to adopt internal rules for public procurement assignment • **BG** For a couple of products and services EE criteria, targets and actions are developed/defined • **BG** In some buildings energy-audits were carried out • **BG** The LCC tool and the CO_2 calculation tool is known • **BG** Some training activities have been implemented at local level	• **BG** Only some organisations support green procurement activities • **BG** No management tools and supporting mechanisms implemented • **BG** No awareness training for people, no preparation of information • **BG** No external promotion/advancement • **BG** Insufficient aims at an individual or municipal level to procure green products/ services or works • **BG** No organisation procurement policy strongly promoting / enforcing environmental performance of products, services or works procured • **BG** in the majority of cases there is no support team and no coordination among different departments • **BG** LCC is not often used. • **BG** Lack of a strategic focus at an organisational level for how green procurement should be implemented • **BG** Little or no guidance at an operational level on how to implement policies that are in place • **BG** Insufficient resources dedicated to green procurement • **BG** Lack of promotion within the organisation of green procurement, its benefits and external drivers • **BG** Insufficient awareness among persons responsible for procurement of why environmental products should be considered for specification • **BG** Insufficient interest from clients, staff, project team members in improving environmental performance • **BG** Insufficient information on green

internal	
strengths	**weaknesses**
	products available and the environmental aspects of these products • **BG** Lack of information on how to procure green products, works or services (specifications drawn up traditionally rather than on the basis of need) • **BG** Lack of internal data on which products, goods or services are to be purchased green and which are not • **BG** Poor perception of recycled products i.e. too expensive, poorer quality • **BG** High prices of recycled products • **BG** Lack of green products available • **BG** Lack of suppliers of green materials and services • **BG** Lack of liaison between organisations and suppliers to improve environmental quality of products and services • **BG** Suppliers not taking requests seriously enough • **BG** Negative market perception of local authorities as a customer (e.g. local authorities have a reputation for being late payers) meaning suppliers feel that contracts are not worth tendering for • **BG** Too much bureaucracy in the procurement process puts tenders off

external	
opportunities	**threats**
• **BG** Incentives for implementation of EEPP (Tax benefits, Public funding for EE projects, Government guarantees for loans for EE investments,…) • **BG** Improvement of the communication between contractors and constituent • **BG** Regular seminars for potential suppliers to announce future tenders and	• **BG** Financial restrictions due to Local and European Financial Crisis according to the implementation of sustainable procurement and also to advancements

external	
opportunities	**threats**
requirements • **BG** Change in budgeting/accounting procedures to enable the benefits of LCC • **BG** Information on the value and benefits of LCC to apply LCC • **BG** Change in existing procurement procedures to incorporate LCC are necessary • **BG** Training activities should include refreshing courses and allow a wider exchange of best practices and experiences among different Regions and local authorities as well as with the National level • **BG** Implement monitoring systems for measuring energy consumption • **BG** Develop a formal green procurement policy • **BG** Internal awareness: Assign responsibilities for implementing the policy • **BG** Develop a programme of training/knowledge sharing for all employees to promote and raise awareness on green procurement	

3.3 GR – Greece

3.3.1 GR – graphic representation

Following the analysis of the different documents we got the information that Greece has targets, legislation and strategies for EEPP. A national consistent EE strategy is currently under development. The information according to the documents was provided and supplied by the ERDF PP10 (DAFNI) and the ERDF PP12 (NAR).

The appraisal of the received documents of the selected public authorities of Greece is represented below. A representative number of questionnaires have been filled in by selected municipalities and central public authorities,

indicating all difficulties and challenges addressed. In some cases the Organizational Assessment Matrix was filled out very well, especially in the case of central public authorities and big insular public administrations.

The survey indicated that all municipalities of the Region face similar difficulties and are latent to the integration of GPP and EEPP criteria into their procurement processes. This is not only associated to the limited number of technical staff and the difficulties generated by the insular character of the region, but also to the absence of sufficient/simplified legislative framework with regards to the application of GPP and EEPP criteria in practice.

During the analysis of the received documents we could see that in some municipalities the lower level of knowledge has probably affected the filling out of the documents. Reasons for this are listed in point 2.2. The selected areas of Greece returned the organizational assessment matrix with the information depicted in the graph below. The profile gives a general outline of the situation in the selected municipalities of Greece.

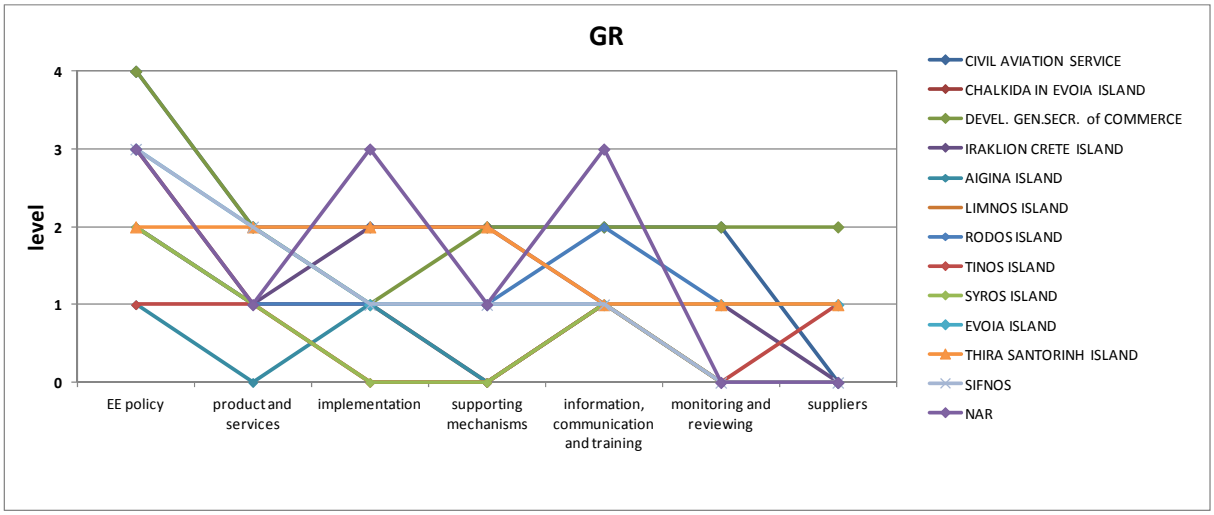

figure 3.3: graphic representation of Greece

One can see that according to the different filling of the documents, Greece presents a varying level of implementation of relevant EE policy on different products and services. It is difficult to find weak points for specific municipalities. However we can say in general that in Greece the lack of information and lack of consistent structure are the main weak points.

3.3.2 SWOT for selected public authorities in Greece

The SWOT analysis carried out reveals a number of weak points and deficits that still restrain a wide promotion of EEPP. The main points are listed below:

- A clear and common national legal framework is needed, concerning the energy efficiency of as many products and services as possible. This

should come both from the Ministry of Environment Energy and Climate Change and the General Secretary for Public Works

- There is a lack of information and training on the relevant legislation, obligations, as well as written guidelines on products and services
- The financial situation in Greece is currently very difficult. Based on that, restrictions in funding of public authorities is a big problem and a stumbling block for the implementation of EEPP
- Processes have to be adapted to the EE needs. Once there are rules and procedures it will be easier to implement and monitor the effectiveness of EEPP measures.
- The bureaucracy in Greece remains a significant barrier for EEPP (Greek Regional governments are not allowed to legislate)

The selected public authorities for the SWOT analysis in Greece have also proposed some key-points as countermeasures for the improvement of EEPP implementation. It is clear that a more intense dissemination and information campaign is needed, accompanied by specific guidelines and training for local procurers in order to enable the implementation of the relevant legislation. Nevertheless, all local authorities (and public sector in general) are interested in reducing energy costs through energy efficient procurement and contracting (even in the long-term) as this safeguards sustainability of the local administration system. Training and awareness raising on energy efficient public procurement with specialized workshops for staff and suppliers is necessary in order to encourage the selection of EE products. Thus, a supporting structure providing information for the procurement procedures in the municipalities would be very helpful.

Financial support especially in the period of crisis is extremely important. Therefore green procurement must be encouraged with the provision of financial incentives. For example the price on EE products should be compensated by grants or other means of financial support, to keep the procurement cost at reasonable level.

Table 3.3: SWOT analysis for selected public authorities in Greece

internal	
strengths	**weaknesses**
• GR In few cases working groups, regional or provincial agencies have been established with the aim to exchange best practices, facilitate/coordinate the	• GR No framework for systematic implementation of EE criteria for products and services

internal	
strengths	**weaknesses**
procedures • GR In few cases PP experts coordinate and support different departments in the preparation/specification of tenders • GR The CO2 calculation tool is known • GR Some few training activities have been implemented at local level • GR LCC tool is known • GR Involvement of municipalities in the Covenant of Mayors.	• GR Lack of training for personnel • GR Lack of internal awareness on benefits of EEPP and promotion of EEPP • GR Lack of awareness ~~on~~ on obligations arising from the national and European strategy on EEPP and the relevant legislative framework • GR in the majority of cases there is no support team and no coordination among different departments • GR LCC or CO2 tool is not often used. • GR Little or no guidance at an operational level on how to implement policies that are already in place • GR In some cases regional governments don't support EEPP programs (internal political barriers)
external	
opportunities	**threats**
• GR National Energy strategy (includes also EE targets of the EU) • GR Incentives for implementation of EEPP (Tax benefits, Public funding for EE projects, Government guarantees for loans for EE investments,…) • GR Energy Performance of Buildings Regulation already in place, which includes obligations for the public sector • GR Regulation for vehicles already in place • GR Involvement of municipalities in the Covenant of Mayors.	• GR No standardized EE guidelines for products and services • GR financial barriers in the implementation of sustainable procurement due to budgetary cuts to public authorities • GR delay in more detailed implementation of the EU policy.

3.4 HU – Hungary

3.4.1 HU – graphic representation

The returned documents from the selected public authorities of Hungary were different. The information according to the documents was provided and supplied by the ERDF PP2 (NORRIA). A consistent statement was given in the case of a national action plan. So all selected public authorities told that in Hungary a national action plan exists and all of the selected municipalities take care about this plan. According to the local legal framework the public authorities gave different answers. That means that on the one hand some municipalities have local EE strategies and environmental goals defined but on the other hand the majority of the public authorities didn't have local strategies for energy and environment. In the field of local/public agencies or external experts we assert problems with knowledge and information. The majority of the selected public authorities didn't know who the right contact is, or which public agency can help them. It was also found out that some of the districts have a close connection and good working conditions to the agencies. This applies also for other points that were asked for.

In most of the cases the Organizational Assessment Matrix was filled out very well but in a few cases the documents didn't have a high quality level. The reason for this is probably the level of the knowledge or the information desk. Other reasons could be due to the factors, listed in point 2.2.

Hungary had returned the Annex 4.1 with the following information. This graph shows the appraisal from the data in Annex 4.1. The profile gives a general outline of the situation.

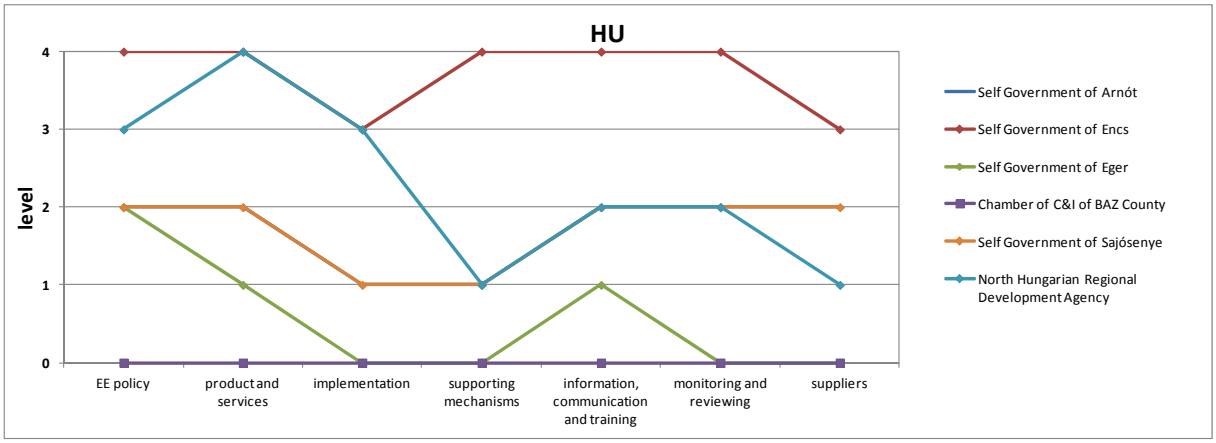

figure 3.4: graphic representation of Hungary

This diagram represents the situation in Hungary. We can see the affinity with Greece. According to the questions from Annex 4.1 Hungary has a completely

varying standard of implementation, EE policy, products and services and so on. It is difficult to find weak points for different municipalities. But we can say in general that in Hungary (like in Greece) the lack of information and lack of consistently structure are the weak points. Demonstration of this provides the comparison of the appraisal of the "Self Government of Encs" (high level standard) and the appraisal of the "Chamber of C&I of BAZ County" (low level standard).

3.4.2 SWOT for selected public authorities in Hungary

The table below gives an overview of the strengths-weaknesses-opportunities and threats. In the one hand some municipalities in Hungary filled out the Document Annex 4 completely and precisely and in the other hand we can see the lack of information and knowledge. This could be the reason why we can see many listed points in weaknesses and opportunities of the SWOT analysis and no points at threats. The selected municipalities of Hungary also worked out several weak points.

- No local energy efficiency strategies, no green procurement strategy/policy
- Insufficient awareness among persons responsible for procurement of why environmental products should be considered for specification
- Insufficient information on green products available and the environmental aspects of these products, lack of internal/external promotion on green procurement
- Lack of a strategic focus at an organizational level for how green procurement should be implemented
- No systematic implementation of EE criteria for products and services
- Lack of information on how to procure green products, works or services (specifications drawn up traditionally rather than on the basis of need)
- Lack of promotion of green products by suppliers to demonstrate quality / comparability with conventional products
- Lack of information and training of relevant legislation, obligations, written guidelines on products and services

The selected public authorities of the SWOT analysis in Hungary also developed countermeasure points for an improvement of EEPP. To envisage the lack of information and knowledge it is necessary to do training seminars and to set the focus on intense dissemination and information campaign. Training and awareness on public procurement for the working staff and suppliers is necessary in order to encourage them to prefer trading EE products. For energy efficiency in public procurement and also for green

procurement specific regulations and legal framework conditions are needed. All people who are in charge of the public procurement process should be aware of LCC, LCA and other models related to the cost estimation.

table 3.4: SWOT analysis for selected public authorities in Hungary

internal	
strengths	**weaknesses**
• **HU** National Energy strategy (includes also EE targets of the EU) • **HU** Working together with local/regional governments • **HU** For a couple of products and services EE criteria, targets and actions are developed/defined • **HU** Working groups, regional or provincial agencies have been established with the aim of best practices exchange, facilitating/coordinating the procedures • **HU** Cooperation with local energy agencies and other organisations • **HU** The Life Cycle Costing (LCC) is widely known • **HU** The CO2 calculation tool is known	• **HU** Green/sustainable procurement policy/strategy is not aligned with the national EE strategy/action plan (depend on the district) • **HU** No systematic implementation of EE criteria for products and services • **HU** No awareness training for people, no preparation of information • **HU** Insufficient aims at an individual or municipal level to procure green products/ services or works • **HU** LCC is not often used. A change in PP procedures (including budgeting) would be necessary to facilitate its use • **HU** The CO_2 calculation tool is not used • **HU** Lack of a strategic focus at an organizational level for how green procurement should be implemented

external	
opportunities	**threats**
• **HU** Incentives for implementation EEPP (Tax benefits, Public funding for EE projects, Government guarantees for loans for EE investments,…) • **HU** Financial incentives to force the process of EEPP • **HU** Change in budgeting/accounting procedures to enable the benefits of LCC • **HU** Information on the value and benefits of LCC to apply LCC	• **HU** Financial restrictions due to Local and European Financial Crisis according to the implementation of sustainable procurement and also to advancements

external	
opportunities	**threats**
• **HU** Training activities should include refreshing courses and allow a wider exchange of best practices and experiences among different Regions and local authorities as well as with the National level	

3.5 IT – Italy

3.5.1 IT – graphic representation

The survey conducted in Italy has involved 15 public entities of which the majority belongs to the territory of Marche Regional Government, one in Emilia Romagna Region (Province of Rimini) and one in Lazio Region (Province of Rome). Especially this last one, due to its size, (more than 4 million inhabitants - the most populous in Italy) can be considered of a national relevance. The information according to the documents was provided and supplied by the ERDF PP1 (SVIM) and LP (ARAEN).

The analysis points out that, despite the existence of a national action plan concerning energy efficiency, the practices inside public administrations are still widely differentiated and left up to the will of singular departments and/or department's directors. In fact the coordination among offices still has scarcities and the presence at local level of PP experts who can support PP procedures of various kinds is exceptional and not regular.

LCC and CO_2 emission tools are known but still scarcely used while some more specific training activities or well organized best practices exchange with experienced and staffed CAs could help. It is evident that a stronger political commitment would be necessary to increase EEPP practices inside public administration as well as a more coordinated effort on the staff preparation and selection would finally increase the awareness raising towards the common public and economic operators.

The received documents from the selected public authorities of Italy were in some points completely different. Some municipalities filled out the Organizational Assessment Matrix (OAM) very well but other municipalities didn't have a high quality level. Potential reasons for this could be some of the listed in point 2.2.

The selected public authorities of Italy have returned the Annex 4.1 with the following information. The graph shows the appraisal from the data in Annex 4.1. The profile gives a general outline of the situation. We can see that the Province of Rome has a very high level in nearly all of the asked points. Other municipalities/organizations didn't have such a high knowledge. When we look at the whole appraisal we also see, that a lack of information and a lack of consistent structure are mentioned as weak points.

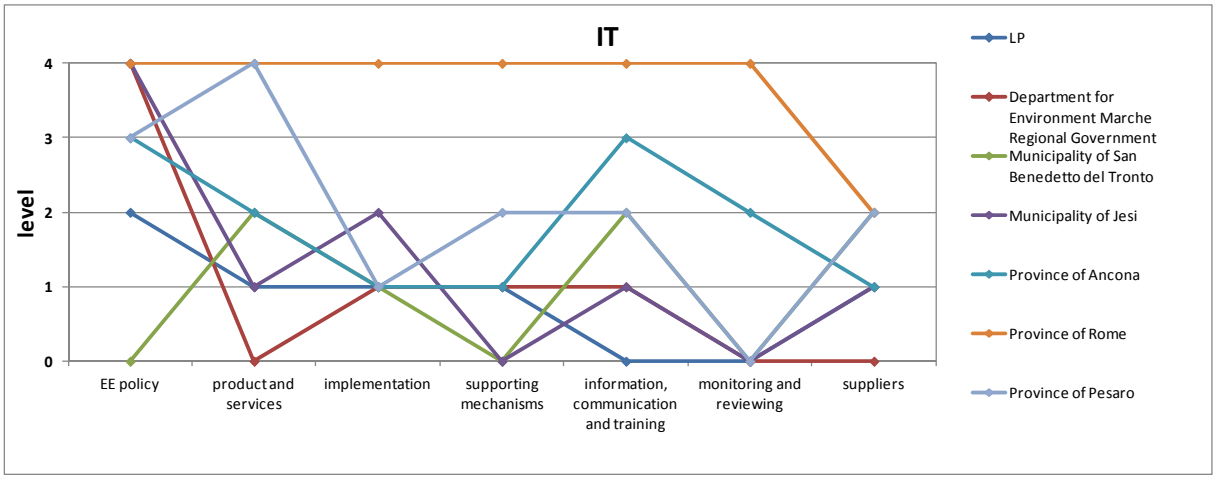

figure 3.5: graphic representation of Italy

3.5.2 SWOT for selected public authorities in Italy

The table below gives an overview of the strengths-weaknesses-opportunities and threats. In the one hand some municipalities in Italy filled out the Document Annex 4 completely and precisely and in the other hand we can see the lack of information and knowledge. This may be the reason why we can see many listed points in weaknesses and opportunities of the SWOT analysis. The selected municipalities of Italy also worked out several weak points.

- Insufficient aims at an individual or municipal level to procure green products/ services or works
- Not all districts know, if a NAP does exist or not
- Lack of communication on the policy – a policy can be a key driver but people have to understand it and know what is required of them LCC is known but it is not often used.
- No support from public agencies/external experts (maybe this is connected with the motivation/commitment of the municipality)
- No collaboration with public agencies/external experts or other municipalities

The selected public authorities from the SWOT analysis of Italy also mentioned countermeasures points for an improvement of EEPP. In order to have an improvement in the EEPP legal framework, conditions and local action plans are needed. In general working teams had to be set up in order to adopt the national directives and to elaborate a regional action plan. A further point is the need for strong and efficient dissemination and information activities which is really urgent both for administrative staff who work in PP and for the general public.

Information dissemination about LCC and CO_2 calculation tools and activities will help to implement these useful tools.

table 3.5: SWOT analysis for selected public authorities in Italy

internal	
strengths	**weaknesses**
• **IT** the majority of the public bodies have internal strategies for GPP and energy efficiency in PP procedures, in such cases these are in line with national policies; • **IT** For a couple of products and services EE criteria, targets and actions are developed/defined • **IT** Working groups, regional or provincial agencies have been established with the aim of best practices exchange, facilitating/coordinating the procedures, • **IT** Decision makers support GPP and energy efficiency in PP procedures, • **IT** Supply contracts/procedures mainly follow green/energy efficiency criteria; • **IT** In few cases PP experts/coordination team support other departments in the preparation of tenders/specification; • **IT** In few cases PIN and informative seminars are held to keep communication with suppliers; • **IT** The Life Cycle Costing (LCC) is widely known among PP operators;	• **IT** Nevertheless guidelines, protocols, procedures, experimental actions at local level are not based on common objectives, criteria and instruments • **IT** Not all districts know, if a NAP does exist or not → Lack of Information and communication • **IT** No systematic implementation of EE criteria for products and services and no standardized EE guidelines for products and services • **IT** Insufficient aims at an individual or municipal level to procure green products/ services or works • **IT** Little or no guidance at an operational level on how to implement policies that are in place • **IT** Lack of internal awareness • **IT** Number of procedures vary substantially from institutions to institutions; • **IT** In the majority of cases there is no support team and no coordination

internal	
strengths	**weaknesses**
• **IT** The CO2 calculation tool is known; • **IT** Some training activities have been implemented at local level;	among different departments; • **IT** In the majority of cases there isn't any kind of communication between CA and suppliers; • **IT** Despite LCC is known it is not often used. A change in PP procedures (including budgeting) would be necessary to facilitate its use; • **IT** The CO2 calculation tool is not used; • **IT** Training activities should include refreshing courses and allow a wider exchange of best practices and experiences among different Italian Regions and local authorities as well as with the National level.

external	
opportunities	**threats**
• **IT** Existence, at national level, of an Action Plan for Energy Efficiency; • **IT** Italian PP legal framework is based on EU Directives and Policies concerning public procurement; • **IT** The Italian Authority for the Supervision of Public Contracts (AVCP) based in Rome supports Contracting Authorities and economic operators in their daily work; • **IT** CONSIP, the Italian central purchasing agency utilises, within its PP procedures, green and energy efficiency criteria; • **IT** Incentives for implementation EEPP (Tax benefits, Public funding for EE projects, Government guarantees for loans for EE investments,…) • **IT** Information on the value and	• **IT** There is an evident lack in communication/dissemination purposes as, the half of interviewed local authorities, is not aware of the National Action Plan; • **IT** The Italian legal framework is not very much specific and bundling towards energy efficiency and green criteria; • **IT** AVCP does not give specific support in relation to energy efficiency and green criteria; • **IT** AVCP does not play a coordination role among Contracting Authorities neither is in charge of organising training and refreshing courses on PP general and specific aspects • **IT** Financial restrictions due to Local and European Financial Crisis according to the implementation of sustainable procurement and also to advancements

external	
opportunities	**threats**
benefits of LCC to apply LCC • **IT** Change in existing procurement procedures to incorporate LCC are necessary	• **IT** CONSIP is much more used at National level rather than at local one;

3.6 RO – Romania

3.6.1 RO – graphic representation

All of the returned documents were complete and precise. Every municipality filled out the Organizational Assessment Matrix very well and this in all points that were asked for. The information according to the documents was provided and supplied by the ERDF PP8 (ADR NORD-EST). Through the draft and the appraisal of the SWOT we found out that the EEPP situation in Romania can also be improved. There were identified deficiencies similar to those from other SEE countries – a lack of information and a lack of consistent structure. (Reasons therefore are listed in point 2.2.)

Beside these weak points we may also see that the selected municipalities of Romania all know the national action plan and in most of the cases, when they have a local green/sustainable procurement strategy, this strategy is connected with the national action plan of Romania. The majority of the selected municipalities of Romania have implemented a green procurement strategy. In order to reach the goals and aims of these local EE strategies, municipalities work together with local agencies, external experts, governments and so on. Only a few of the selected public authorities don't know local agencies and have also no collaboration with other municipalities. Almost all of the selected public authorities know LCC but don't know CO_2 emission tools.

North-East RDA Romania has returned the Annex 4.1 with the following information. This graph shows the appraisal from the data in Annex 4.1. The profile gives a general outline of the situation. We can see that we have in every point different standards of implementation and knowledge. This is very interesting, because it outlines also the gap between the municipalities/organizations.

When we look at the whole appraisal we can also say, that a lack of information and a lack of consistent structure are the weak points.

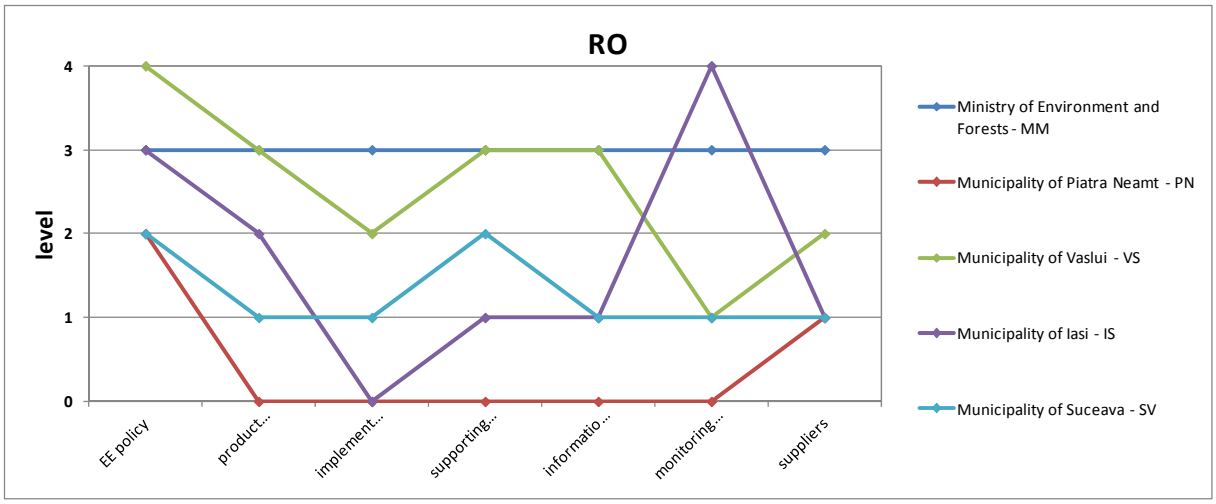

figure 3.6: graphic representation of Romania

3.6.2 SWOT for selected public authorities in Romania

The table below gives an overview of the strengths, weaknesses, opportunities and threats. In general the participating municipalities/organizations in Romania filled in the documents completely and precisely. The selected public authorities of Romania have identified several weak points.

- Insufficient funds to support sustainable/green/energy efficient public procurement
- Lack of training on the field of sustainable procurement
- Lack of specialized personnel in Green Public Procurement
- Rigid rules on public procurement legislation which prevents the sustainable/green/energy efficient procurement
- Lack of green procurement specialists and political changes in management
- Lack of information, internal awareness and training of relevant legislation, obligations, written guidelines on products and services
- Lack of visible promotion of green products by suppliers to demonstrate quality / comparability with conventional products
- No consistently local energy efficiency strategy
- No systematic implementation of EE criteria for products and services
- No standardized EE guidelines for products and services

The public authorities selected for the SWOT analysis of Romania also mentioned countermeasures points for an improvement of EEPP. One big point is the awareness raising and also the motivation of staff. Therefore

training sessions and information programs could be a suitable way to improve this. Another way to force this could be the inveiglement of green procurement specialists. Continuous seminars on funding models and solutions of available green products techniques could be a approbate instrument against weak points mentioned above. Regular advertising campaigns for population could be also a countermeasures point.

table 3.6: SWOT analysis for selected public authorities in Romania

internal	
strengths	**weaknesses**
• RO National Energy strategy (includes also EE targets of the EU) • RO Working together with local/regional governments • RO Green/sustainable procurement policy/strategy exist and is aligned with the national EE plan • RO Working groups, regional or provincial agencies have been established with the aim of best practices exchange, facilitating/coordinating the procedures • RO PP experts/coordination team support other departments in the preparation of tenders/specification • RO Cooperation with local energy agencies and other organisations • RO The Life Cycle Costing (LCC) is widely known among PP operators • RO The CO2 calculation tool is known	• RO Don't have a local strategy or action plan in general – also no strategy for Green Public Procurement • RO No systematic implementation of EE criteria for products and services • RO No awareness training for people, no preparation of information • RO Insufficient aims at an individual or municipal level to procure green products/ services or works • RO LCC is not often used. • RO CO_2 calculation tools are mostly not used or known • RO Little or no guidance at an operational level on how to implement policies that are in place • RO No standardized EE guidelines for products and services

external	
opportunities	**threats**
• RO final approval of the NAP for GPP • RO Availability and willingness of PP experts to attend EEPP/GPP training • RO Incentives for implementation EEPP (Tax benefits, Public funding for EE	• RO Financial restrictions due to Local and European Financial Crisis according to the implementation of sustainable procurement and also to advancements

external	
opportunities	**threats**
projects, Government guarantees for loans for EE investments…) • RO Change in budgeting/accounting procedures to enable the benefits of LCC if there is such proposal • RO Publicised information on the value and benefits of LCC to apply LCC • RO Training activities that include refreshing courses and allow a wider exchange of best practices and experiences among different Regions and local authorities as well as with the National level • RO An initiative to develop green/sustainable procurement policy/strategy will be helpful	

3.7 SI – Slovenia

3.7.1 SI – graphic representation

In Slovenia the relevant legislation act (decree on Green Public Procurement) is now in place respectively in the implementing phase. The level of knowledge of municipalities is now rising. A further increase in their commitment to EEPP is expected once the reorganization process of the Slovenian government is completed and the responsible authorities will be able to organize more training for the municipalities, starting with the EFFECT local training sessions. It may be a reason why the returned documents from the selected public authorities of Slovenia were different. The information according to the documents was provided and supplied by the ERDF PP13 (MJPA). The received documents have a different level of quality. One could see that the selected municipalities/organizations didn't have the same knowledge for filling out the whole Organizational Assessment Matrix. Other reasons for this could be some of the listed in point 2.2.

Nearly every public authority that was selected knows the national action plan of Slovenia. They are all exerted to observe the aim of the national action plan but the majority of the selected public authorities don't have a local

green/sustainable procurement policy/strategy. The disposition for implementing green product procurement or EEPP as well as the disposability of local public (energy) agencies exists. Measuring tools like LCC-tools or CO2-tools are known but not used. In this field we can see that there is a lack of knowledge and information.

The graph below shows the appraisal from the data in Annex 4.1. The profile gives a general outline of the situation. We can see that the Ministry of Justice and Public Administration has a very high level in nearly all of the asked points. Other municipalities/organizations didn't have such a high knowledge. No public authority that was selected to fulfil the documents marked Level Zero. This is an indication that every municipality know the national action plan and according to that also the aims and goals of the EE policy. When we look at the whole appraisal we are able to see that a lack of information and a lack of consistently structure are weak points.

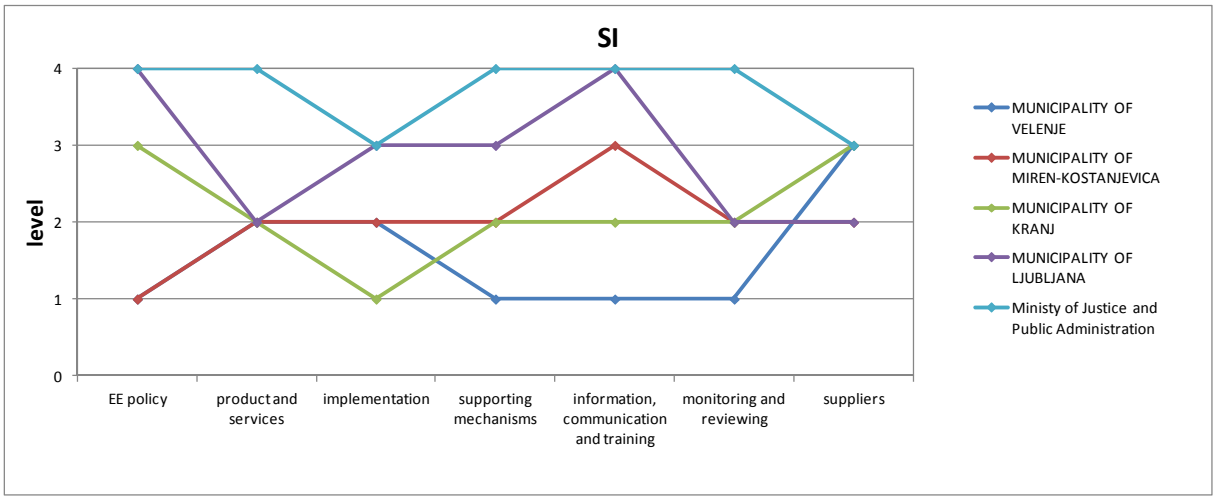

figure 3.7: graphic representation of Slovenia

3.7.2 SWOT for selected public authorities in Slovenia

The table below gives an overview of the strengths-weaknesses-opportunities and threats. The document Annex 4 was filled out differently by municipalities in Slovenia. Maybe the lack of information and knowledge could be responsible for this. This could be the reason why we see many listed points in weaknesses and opportunities of the SWOT analysis. The selected public authorities also mentioned some weak points.

- No green/sustainable strategy/policy for local municipalities and Lack of specialized personnel in GPP
- Lack of education on the field of sustainable procurement and also referring to measuring tools like LCC or CO2-emission tools

- Lack of information, internal awareness and training of relevant legislation, obligations, written guidelines on products and services
- No systematic implementation of EE criteria for products and services
- No standardized EE guidelines for products and services

The selected public authorities from the SWOT analysis of Slovenia also mentioned countermeasures points for an improvement of EEPP. One of the best ways to improve public authorities or staff is to keep training sessions or refreshing courses according to energy efficient public procurement. Also a wider exchange of best practices and experiences among different Regions and local authorities as well as with the National level will help to support the communication between partners and will also raise the awareness. Continuous seminars about funding models and solutions of available green products techniques could be an approbate instrument against weak points mentioned above. Training sessions for open tendering procedures or contract designing for GPP could also help. Tax benefits, Public funding for EE projects or Governmental guarantees for loans for EE investments could be incentives for the implementation of EEPP processes.

table 3.7: SWOT analysis for selected public authorities in Slovenia

internal	
strengths	**weaknesses**
• **SI** National Energy strategy (includes also EE targets of the EU) • **SI** Working together with local/regional governments • **SI** Green/sustainable procurement policy/strategy exist and is aligned with the national EE plan • **SI** Working groups, regional or provincial agencies have been established with the aim of best practices exchange, facilitating/coordinating the procedures • **SI** The Life Cycle Costing (LCC) is widely known among PP operators • **SI** The CO2 calculation tool is known	• **SI** Don't have a local strategy or action plan in general or for Green Public Procurement • **SI** No systematic implementation of EE criteria for products and services • **SI** Insufficient aims at an individual or municipal level to procure green products/ services or works • **SI** number of procedures vary substantially from institutions to institutions • **SI** LCC is not often used. • **SI** The CO_2 calculation tool is not used • **SI** Little or no guidance at an operational level on how to implement policies that are in place

internal	
strengths	**weaknesses**
	• **SI** Lack of internal awareness • **SI** No standardized EE guidelines for products and services

external	
opportunities	**threats**
• **SI** Incentives for implementation EEPP (Tax benefits, Public funding for EE projects, Government guarantees for loans for EE investments,…) • **SI** financial incentives to force the process of EEPP • **SI** Training activities should include refreshing courses and allow a wider exchange of best practices and experiences among different Regions and local authorities as well as with the National level • **SI** green/sustainable procurement policy/strategy will be helpful	• **SI** financial restrictions due to Local and European Financial Crisis according to the implementation of sustainable procurement and also to advancements

4 CONCLUSIONS

In the SWOT analysis carried out above, the individual members (project partners) were evaluated according to their strengths, weaknesses, opportunities and threats.

This review has shown especially large scarcities in awareness raising as well as in processing existing information. Some countries (districts) have a good level of information. They know about energy efficiency, green/sustainable procurement policy/strategy and national action plans. These organizations also work together with local governments or local energy agencies. In a few cases external experts were also integrated in the process. With the knowledge of these persons the district is able to work more efficiently on sustainable projects.

On the other hand there have been also evaluated organizations with almost no knowledge. The reason in most cases is that these organisations/districts don't have a high level of information/knowledge. The specific problem is the lack of information exchange and the bureaucracy. The transfer of the information is blocked and local organisations are not able to implement the relevant projects in the same quality level as other institutions may do.

An additional problem for evaluating and creating the SWOT was the gap of information in the municipalities or organizations. Some organizations filled in Annex 3, some Annex 4 and some filled in both forms. Another difficult task was to evaluate the documents, because of distinction of quality. Some filled out very well and consistently but other documents were filled out insufficiently. In our opinion this could have various reasons.

- Lack of competence or knowledge to answer the questions
- Language-barrier
- Wrong municipality/organization/person selected to fill in the questionnaire/document, wrong responsibility

According to the received documents we have also to say that the amount of points in the SWOT analysis doesn't agree with the quality of infilling. For example Bulgaria did a very good job by the completion of the Annex 4 document. According to this they have listed many weakness points. But the amount of weakness points is not comparable with the reality. For example when we take points like:

- Insufficient interest from clients, staff, project team members in improving environmental performance

- Lack of liaison between organisations and suppliers to improve environmental quality of products and services
- Negative market perception of local authorities as a customer (e.g. local authorities have a reputation for being late payers)

We are quite sure that other SEE countries have also the same weakness point, not only Bulgaria.

Overall the quality of the returned Documents was very variable, which was a major difficulty for drafting the SWOT Analysis.

strenghts	weaknesses
• Implementing and conversion is running in every PP country (the intensity of conversion is different) • Key-aspects activities, best practise can be identified in SEE countries • Organization of campaigns, trainings, workshops • Municipalities that participate in the CoM or have adopted an Energy Management System	• Existence of local agencies/persons/ governments that have little knowledge about EEPP • Awareness of laws and orders • Lack of organizational structures to coordinate efficient operational sequences • Lack of expertise by the described topics above • Higher costs of energy efficient products and investments • LCA is known but in most cases it isn't used.

opportunities	threats
• Availability of supportive organizations/experts/agencies in some countries • Availability of websites that spread information on EE products (www.topprodukte.eu, www.achizitiiverzi.ro) in some countries • Relevant existing laws, regulations and orders • Availability of financial incentives for EEPP • Systematic processes for the EEPP in different sectors already in place • awareness raising, trainings (tendering agencies + production engineers)	• Very limited budget during financial crisis • National laws, action plans are either insufficient or not consistently implemented • Local tendering agencies do not have access to full information and are therefore not involved

The listed points constitute only directions or suggestions for creating a better environment for EEPP in the future. They are suggestions for the future promotion and support of EEPP implementation by the public authorities.

- Support from national agencies, more funding from government
- Financial incentives to force the process of EEPP
- Regular seminars for potential suppliers
- Announcement of future tenders and requirements
- Change in budgeting/accounting procedures to enable the benefits of LCC
- Information on the value and benefits of LCC and application in existing procurement procedures to incorporate LCC dimension
- Seminars, discussion/reference groups, two-way discussion between procurers and suppliers on the future market developments and the potential future procurement requirements
- Training activities including refreshing courses and allowing a wider exchange of best practices and experiences among different Regions and local authorities as well as with the National level
- Certification of products before distributing them to the market
- List of attributes to support EE products distribution.
- Establishment of relevant specifications, obligations and monitoring rules for all procurements to be based on.
- Development of training/knowledge sharing programs for all employees to promote and raise awareness on green procurement