

**COMPENDIUM FOR
TRANSNATIONAL
CIRCULAR
PROCUREMENT
SCALE UP**



WHAT IS THIS COMPENDIUM ABOUT?



© Throughout the project, valuable experiences and new insights have been shared on how to accelerate circular economy through procurement.

This document classifies the different project outputs in five stakeholder groups (procurers, managers, policymakers, suppliers and value chain actors and others). Some of the project outputs are beneficial for multiple stakeholders. In circles are those groups that can benefit from the project results, but to a lesser extent.

The purpose of this document is to provide a targeted path for each group with the tools and resources developed under ProCirc that can support them in accelerating the transition to circular public procurement.

The project outputs are classified in five categories:

- » Circular procurement guidance
- » Circular procurement tools and methodologies
- » Circular procurement cases and examples
- » Value chain engagement
- » Upscaling

There is one factsheet for each project output, which includes the description of the output, how the output supports circular public procurement, and finally, which stakeholders can benefit from each output and in which way.

CIRCULAR PROCUREMENT STAKEHOLDERS



Circular procurement requires the involvement of different stakeholders to achieve impact. This document targets five main stakeholder groups that can directly benefit from the ProCirc results in order to increase implementation and upscaling of circular procurement approaches transnationally. The category 'Others' includes other relevant stakeholders that can indirectly support the transition. For each stakeholder group there is a defined path of targeted resources that are particularly relevant to their role.



Procurers (public and private) are the principal actors in the procurement process. They are responsible for ensuring that the goals of procurement can be achieved. They must have a good understanding of the procurement process and principles, and they must be trusted by other stakeholders in the organisation. In order to embed circular principles in tenders, procurers might need guidance and training. Some of the ProCirc outputs that can help in this regard are the [Circular procurement transformation guidance](#), [Procurement transformation canvas and workshop manual](#), and the [Circular procurement tools and toolbox](#).



Managers (public and private)

and internal decision makers need to understand the opportunities, needs and tools for circular procurement. It includes having a common understanding of circular economy by the internal organisation, setting clear ambitions or involving internal stakeholders. It is specifically relevant for managers to understand their own organisation’s preparedness in order to support the adoption of circular procurement. Several deliverables from ProCirc can provide managers with guidance and tools in (better) embedding circular procurement in their organisation.



Policy makers at local, national and

European level set the boundaries and directions that influence what is possible or required to do in the procurement process. Policy makers need to be aware of the core principles of the circular economy and how circular procurement can be used to stimulate this. Specifically they need to understand the interlinkages between policy, strategy and different regulatory frameworks and the impact that they have on the opportunities for circular procurement. Some of the project outcomes that could help in this regard are the report on [Policy recommendations](#) or the [Pilot case studies](#).



Suppliers and value chain actors,

including producers, intermediaries, and business network organisations¹, are fundamental to enabling circular procurement as they will need to be able to deliver circular products and services that meet the needs of procurers. Forward thinking suppliers can show procurers what is possible within the product category which they supply, however many suppliers will need support as they themselves are on a circular transition.



Other stakeholders that can benefit

from project outcomes are public authority departments (such as finance, legal, or environmental departments), consultancies, network organisations, research centres, and NGOs focused on circular economy.

1. **Business network organisations:** such as sector bodies and sustainable business groups can have a very important role in engaging groups of businesses in the circular economy. This can range from awareness raising, supporting skills development for the circular economy, and facilitating collaborative projects to overcome systemic challenges.

POLICY MAKERS MUST GRASP THE CORE PRINCIPLES OF THE CIRCULAR ECONOMY AND HARNESS CIRCULAR PROCUREMENT TO STIMULATE ITS IMPLEMENTATION.

	Project outputs	Procurers	Managers	Policy makers	Suppliers and value chain actors	Others
Circular Procurement Guidance	Circular procurement transformation guidance					
	Organisational change					
	Training materials					
Circular Procurement Tools and Methodologies	Procurement transformation canvas and workshop manual					
	Circular procurement tools and toolbox					
Circular Procurement Cases and Examples	Opportunities and barriers report					
	Best practice articles					
	Pilot case studies					
Value Chain Engagement	Guidance for communities of practice					
	Joint statement of demand					
	Circular business model route maps					
Upscaling	Policy recommendations					
	C-PRONE					

Those groups that can benefit from the project results, but to a lesser extent.

CIRCULAR PROCUREMENT TRANSFORMATION GUIDANCE



WHAT

The Circular procurement transformation guidance is a framework that individual organisations can use to incorporate circular procurement in their own policies. It introduces to the many resources available and helps to determine which are relevant to each specific situation.

The guidance uses excerpts from the Interreg NSR ProCirc pilots as illustrations. Furthermore, it offers a relevant selection of circular procurement tools collected during ProCirc.



HOW

By providing recommendations in each step of the procurement journey. Each chapter stands on its own and can be read as such. This will allow the user to focus on the steps most relevant for each situation.

It includes different resources, links, relevant tools from the toolbox, categorised per chapter, as well as inspirational examples from Interreg NSR ProCirc pilots and beyond and hands on advice.



WHO

Procurers

Procurers can benefit from a standalone guidance and/or support to influence and provide evidence up to the management chain.

Others

Research centres, consultancies and affiliated positions can benefit from the different recommendations, case studies and tools.

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ORGANISATIONAL CHANGE



WHAT

This workshop methodology helps teams and organisations to change their minds and behaviour towards circularity. The guidance is, on one hand, based on the experiences of City of Malmö and Kolding Municipality and the journey these two organisations have taken in recent years to move from a single pilot to circular economy as an integrated part of procurement.

On the other hand, Flanders developed and implemented an organisational change workshop for procurement departments. The partners shared their experiences, challenges and success factors for organisational change management in order to implement circular procurement.



HOW

Guidance and inspiration for buyers on what tools, models and approaches can be used to motivate internal stakeholders and facilitate organisational change.

A powerpoint lecture shares the story from the City of Malmö providing with the lessons learned and different tips.



WHO

Procurers

For a circular economy driven procurer, it can help to start building the support they need in the organisation to make circular procurement a priority.

Managers

Managers play an important role in setting the agenda and framework for organisational transformation. Managers can get inspiration on how to avoid pitfalls and to approach both superiors and employees to impart the importance and benefits of circular procurement.

Others

Business organisations can support their interest groups by sharing tools and approaches to organisational transformation. The main audience consists of environmental and sustainability strategists and coordinators and others in the organisation who influence the strategic goals, and their execution.

Policy makers

Policy makers are not the intended target, but some of the experiences and models used in the project could be relevant for inspiration to promote the circular agenda.

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TRAINING MATERIALS



WHAT

Based on the experiences and lessons learned during the ProCirc project, the ProCirc partners developed several training materials and organised webinars on various topics:

- » E-learning by Zero Waste Scotland (ZWS);
- » Webinar: Seven steps to circular procurement (English and Danish);
- » Webinar: The Future of Furniture - Circular solutions;
- » Webinar: The future of ICT: Circular solutions for a post-Covid world;
- » Webinar: Procurement as a Building Block for Circular Construction;
- » Webinar: Delivering the EU Green Deal through Circular Procurement;
- » Webinar: Practical guidance for procurers and project managers in circular procurement;
- » Virtual tour through the circular office of Zonnige Kempen;
- » Webinar: Accelerating the green transition with Circular Public Procurement.
- » Translated training material in NSR languages.



HOW

Offering training on circular economy principles and procurement is key to accelerate the transition to a circular economy. The circular economy will not come around by itself. People need the knowledge and tools in order to implement circular principles in their procurement practices and to bring about a circular shift within their organisation as a whole.



WHO

Procurers

The ZWS e-learning is intended for all those involved in commissioning and procurement. It introduces the user to the strategic role of procurement in addressing policy and legislative priorities. It summarises the key outcomes and benefits that can come from a focus on sustainable procurement, and outlines the key principles, tools, techniques and guidance available to support sustainable public procurement. It is also intended to give users confidence to minimise risks and maximise opportunities associated with Climate Change. Also, to help buyers and suppliers understand their role in mobilising procurement and supply in the transition to a Circular Economy and 'Net Zero'.

The webinar "Seven steps to circular procurement" (47 minutes) introduces circular procurement and the seven steps you can take to implement it. The webinar provides a quick overview of all the different aspects involved in circular procurement.

Managers

The ZWS e-learning provides managers the comfort of knowing their staff have the tools and knowledge to help procure in a more circular and sustainable way.

The webinar "Seven steps to circular procurement" gives managers a quick introduction to circular procurement. With this basic knowledge they can better assess what else is needed to take circular procurement further in their organisation.

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PROCUREMENT TRANSFORMATION CANVAS AND WORKSHOP MANUAL



WHAT

The Procurement Transformation Workshop Manual supports procurers how to organise a workshop, in which they can determine their main focus areas whilst rethinking their procurement processes and ambition to integrate circularity in their procurement department. The Manual is created to support procurers in the process of implementing circular procurement in the organisation's business strategy.

The Manual contains a Procurement Transformation Canvas, a tool inspired by a 'customer journey in marketing', as a circular procurement journey that helps organisations to decide how circularity can be implemented in their own business strategy.



HOW

This document provides the necessary material to organise a workshop, including the methodology. The key element of this workshop is the canvas showing the different steps in the circular procurement process. In addition, there are appendices with templates for each stage of the procurement process.

The purpose is to discuss the specific needs and risks regarding circular procurement within the organisation. These instruments help the target audience to easily find relevant information and tools to upscale circular procurement within their organisation.



WHO

Procurers

Provides them with answers on frequently asked questions and examples on how others have solved certain problems. It is a tool to involve other members of the organisation, and it helps to improve the performance of the procurement process.

Managers

The Procurement Transformation Canvas gives managers insights and guides them to the many resources that are available, and helps you decide which are relevant for your specific situation. For Quality Assurance (QA) managers it is an aid and will possibly significantly increase your chances of receiving high quality offers that meet your circular ambitions. The document gives insights related to reporting of performance, progress and support requirements. It can also be used as the basis for a communication methodology or dashboard. Contract managers can also make use of the information in order to gain insights in how they can include circularity in their contracts.

Suppliers and value chain actors

Suppliers can use the information to better determine the direction in which their business should grow, what aspects to consider, make room for growth, etc.

Others

On the one hand, business networks provide support for business, and on the other hand, based on the insights, companies can make targeted calls for advisors/ expert support.

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CIRCULAR PROCUREMENT TOOLS AND TOOLBOX



WHAT

A publicly accessible, enriched circular procurement toolbox based on existing tools and methodology aimed at supporting procurers. The toolbox contains the original tools and methods as compiled over the life of the project and is being improved based on practical experience with their application in practice.



HOW

When choosing a tool, it is important to consider the context of your organisation, the maturity of the circular, the product category and – most importantly – the goal you want to achieve.

The toolbox contains a list of tools that can be filtered based on the product category, the stage of the procurement, and other specific parameters in order to arrive at a selection of the most appropriate tools for your procurement. The toolbox collects several elevator pitches and explanations about available tools. In this way, viewers can assess which tool is most appropriate for their specific context.



WHO

Procurers

For procurers who want to get a first impression and assess if a tool might fit their needs. The tools can be applied directly to the procurement cycle.

Managers

Managers can make use of strategic tools which can contribute to behavioural change or to structural organisational change.

Others

Professionals who deliver impact data can benefit from various tools. Other tools provide support to consultants and business organisations.

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OPPORTUNITIES AND BARRIERS ANALYSIS REPORT



WHAT

More than 30 circular procurement pilots were done in ProCirc. Based on interviews with the pilots, the opportunities and barriers that exist for implementing circular procurements have been identified. The analysis report summarises the lessons learned and provides public and private procuring organisations with practical examples on how to address circular procurement for different sectors, incl. furniture, construction, waste, and ICT.



HOW

The purpose of this report is to offer procurers, management, and sustainability leaders a first insight and inspiration into circular procurements. For each sector it highlights the current opportunities on the market, success factors when tendering, steps to take to prepare the own organisation, as well as recommended case studies for further information. The report concludes with a checklist summarising the main steps of the Circular procurement transformation canvas.



WHO

Procurers

Inspiration and first insights into opportunities for getting started with circular procurement.

Managers

Inspiration and first insights into circular procurement opportunities. It is specifically relevant for managers to understand the needs for preparations of their own organisation in order to support the uptake of circular procurement.

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BEST PRACTICE ARTICLES



WHAT

It includes professional public procurement articles on specific ProCirc topics. They bring together expertise and experience from the project to elaborate on specific circular procurement topics:

- » Pathways to circular procurement (the benefits of circular procurement and how to get started)
- » Leasing: ownership from a new angle (new business models; how can leasing schemes help to drive the circular economy)
- » Buying in to a better future (a municipality's journey to becoming a more circular organisation)
- » The importance of early market dialogue and creating trust (the advantages of circular business models and how to create mutual trust during the tendering process)
- » Pioneering the circular procurement of office furniture (benefits, barriers and lessons of setting up systems for the circular procurement of furniture)
- » Building a case for circular construction (experiences on two different circular building projects in Belgium)
- » Waste warriors: fighting the plastic problem (with a deposit system for cups and by setting up a community of practice with municipalities, to learn how to push procurement in a more sustainable direction)



HOW

The articles go in depth into several circular procurement topics and give detailed information on the background, lessons learned, results, new insights etc.



Procurers

The articles cover a range of topics that can inspire and provide new insights on how to approach circular procurement.

Managers

Shows that ambitions can lead to results and impact, and that managers have a responsibility to set the ambition and to support circular procurement practices within their organisation.

Suppliers and value chain actors

Circular procurement builds partnerships between procuring organisations and value chain actors. The articles show that everyone has a role to play, and that a positive Circular Economy impact is accomplished by joining forces.

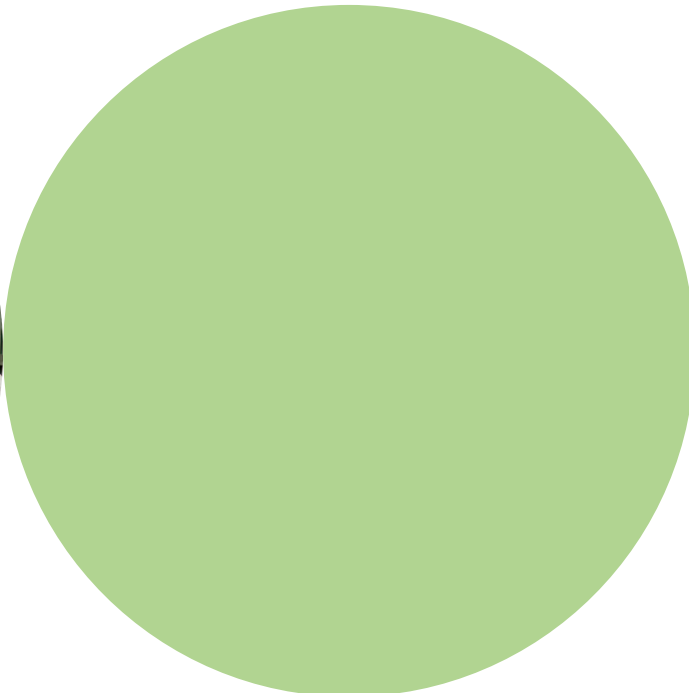
Others

Knowledge institutes (research) and high-political level (e-specialists, CE consultants), future policymakers (e.g. students).

Policy makers

Shows that practical barriers exist, and that they can be resolved.

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PILOT CASE STUDIES



WHAT

The Interreg NSR ProCirc project initiated and supported more than 30 pilots to demonstrate circular procurement opportunities in the field of furniture, construction, waste, textiles and several other topics. For all pilots a case study is written, which summarises per pilot the procurement process, results and lessons learned.

One of the main success factors of these pilots are the people behind them – the circular procurement champions. The champions lead the process and inspire others to follow, support and contribute. The ProCirc champions are invited to join the LinkedIn group [Circular Procurement Learning Network](#) where their cases are shared and the discussions can continue.



HOW

Case studies can inspire others to do the same and build on the lessons learned. By spreading case studies, the wheel doesn't have to be reinvented. Concrete examples of circular procurement and its results can help to create support and trust within the organisation to implement circular procurement.

Each case study includes the contact information to the champions behind it so that other procurers championing new circular projects can reach out for more details and connect.

When the champions connect and share their case studies, experiences, and insights, they can inspire each other and help each other and by doing so, the circular procurement message spreads.



WHO

Procurers

Provide input to their work and get to know other inspiring practices. It can also be a starting point for new procurements and provide examples that can help to convince their managers.

Policy makers

The results and impact created can result in policy adaptation.

Suppliers and value chain actors

It can provide insights to suppliers on how the market is evolving and into what leading procurers are looking for. Some businesses are included in cases (winning bidders).

Other

Those helping procurers: helpdesk for procurers, e.g. Upphandlingsmyndigheten (SE), DFO (Norway), VCI (Netherlands).

Managers

Case studies provide evidence on feasibility and what an organisation gains from circular procurement.

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GUIDANCE FOR COMMUNITIES OF PRACTICE



WHAT

The ProCirc project set up 16+ Communities of Practice (CoPs) on circular procurement. A Community of Practice is a group of organisations from across a sector and/or a specific place coming together to share knowledge and experience.

A guidance package on setting up, managing and retaining CoPs based upon experience from the project has been created. The successes and learnings from each of ProCirc's CoPs have been assessed so that other network organisations and collaborative projects can take our learnings into account when creating their own CoPs.



HOW

The Guidance for Communities of Practice aims to inspire other network organisations and collaborative projects to set up their own CoPs to enable circular procurement, and to share learnings from ProCirc which can help make the CoPs work effectively.

The guidance shares our definition and design principles for a CoP, the different approaches to CoPs that have been experimented with through ProCirc, the successes and lessons learnt through each CoP, and our top tips for setting up your own CoP.



WHO

Suppliers and value chain actors

To inspire business network organisations and inform future CoPs to enable business collaboration on circular procurement.

Others

Public organisations and circular economy agencies that will be part of future collaborative projects can also use it to inspire and inform future CoPs.

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JOINT STATEMENT OF DEMAND



WHAT

A Joint Statement of Demand (JSD) presents a shared set of commitments relating to the procurement process, along with a set of circular asks, relating to the product or service that is being bought, which will be included in future tenders. A JSD approach recognises that harnessing collective purchasing power can drive innovation and accelerate a shift to a sustainable future.

The ProCirc project is creating three Joint Statements of Demand focused on the categories of Professional Clothing, Office Furniture, and Electric Vehicle Chargers.



HOW

A common barrier to the circular economy is that there are few circular options available on the market – i.e. they can't be bought because they don't exist. From the supplier perspective, it is hard to justify investment in circular products unless they know there will be a demand for them. The Joint Statement of Demand aims to solve this chicken / egg scenario.

By agreeing on these commitments and asks, signatory organisations can use their collective purchasing power to send a signal to suppliers that there is a strong demand for circular products. This creates the basis for investment and innovation by the supply chain to increase the availability of circular products. By becoming a signatory to the JSD you can help to increase the impact of the project.

Practically, the JSDs can act as a tested framework for what 'good' looks like on circularity for office furniture and clothing. Signatories can carry these asks over into their tenders, avoiding the need for procurers to do extensive research on circular economy for these product categories.



WHO

Procurers

For procurers it is easy to adopt the asks into their own procurement rather than having to do it on their own.

Managers

Confidence that there is a momentum, which gives a feeling of not doing it alone.

Policy makers

A JSD demonstrates to policy makers what is possible and allows them to focus on what is deemed necessary.

Suppliers and value chain actors

For business network organisations the JSD give them handles to mobilise business around and gives a clear market signal to suppliers, industry and associations.

Others

For politicians – allows them to be seen as part of the project legacy, evidence on feasibility and what an organisation gains from circular procurement.

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CIRCULAR BUSINESS MODEL ROUTE MAPS



WHAT

Two Circular business model route maps were created both aimed at supplier businesses:

- » Embracing circular economy practices: targeting larger enterprises.
- » The Circular Success Guide: targeting SMEs

The objective of these documents is to set out a go-to, hands-on approach to transition towards a circular business and to point to useful tools which will aid businesses in their transition.



HOW

Each route map sets out a series of steps, showing what is needed for an organisation to transition to become a 'circular' business. Each step points to a set of useful tools which helps businesses to embed circularity.



WHO

Suppliers and value chain actors

It supports business organisations to develop circular strategies, redesign business models and business / operational processes.

It indicates to all stakeholders in the supply chain to rethink their way of collaborating and creating value.

Procurers

It helps them understanding the type of alternative products and services that suppliers can deliver; it helps rethink how to use alternative contracts (services instead of products).

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POLICY RECOMMENDATIONS



WHAT

The uptake of circular procurement practices is still limited to a small number of ambitious frontrunners. The report presents several policy areas and higher-level strategies to further promote and upscale circular procurement.

In parallel, partners have been actively involved in the Leadership Group on Circular Procurement of the European Circular Economy Stakeholder Platform (ECESP) where they shared experiences and challenges during several #EUCircularTalks. In this way, experts were able to come together to reflect on the needs and opportunities to address circular procurement challenges through lively debates.



HOW

The objective of the report is to stimulate action among policymakers at European and national levels by identifying what is needed to further accelerate the scale-up of circular procurement. The report provides 5 main recommendations:

- #1 Raise the minimum standards for procuring organisations.
- #2 Require circular, social, and environmental minimum criteria throughout the value chains
- #3 Incentivise the market to develop circular business models and solutions.
- #4 Stimulate organisations and individuals to think circular.
- #5 Ensure global and holistic agendas and policy instruments that drives transition.

Additionally, based on their experiences, partners have organised three different #EUCircularTalks, which are part of a new exchange concept of the ECESP. All of them can be accessed on the website. The reports are available as well.

- 1. Could mandatory circular procurement drive the EU CEAP?** Insights into the policies in order to drive circular procurement, thereby accelerating the transition to a circular economy within the EU.
- 2. #EUCircularTalk: Measuring Circularity.** Addressing the link between ISO work on international circular economy standards and circular procurement practices.
- 3. From local to global: how procurement could drive a just transition.** The transition from an extractive to a regenerative economy should include social justice and poverty. The just transition is about transitioning towards a circular economy in a fair and just way, leaving no one behind.



WHO

Policy makers

The report helps policy makers understand the opportunities and existing barriers for scaling circular procurement practices. Specifically, it shows the need to simultaneously address procurement regulation and raise the lowest levels of social and environmental impact through sector-specific product and value chain legislation.

Procurers

Procurers also benefit from understanding policy recommendations. This can give them a better understanding of their profession and where there is room for improvement. Their experiences are in fact the groundwork for these insights. It has given them the opportunity to give input, disclose and disseminate knowledge.

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C-PRONE



WHAT

During the project time, partners prepared the concept of C-PRONE, a platform that is meant to become a one-stop first guidance on what is going on, which tools are available, who is working on which aspects, what has been done before, etcetera. C-PRONE will function as a structural sharing platform, connecting projects, networks and other initiatives around circular procurement.



HOW

C-PRONE has three main aims:

- 1) connect current projects and networks to exchange best practices and build alliances;
- 2) create a body of knowledge for circular procurement with a library function for previous projects;
- 3) influence the (international) policy agenda by addressing specific issues and topics that derive from the network.

C-PRONE will organise online and in person meetings; collaborate with Sustainable Public Procurement congresses and meetings to stimulate sharing about circular procurement; and use of existing structures and tools if available and possible.



WHO

1. C-PRONE's main target group are representatives of projects, networks and organisations working with circular procurement in practice. They are active in projects or networks around the topic, and/or engaged in other initiatives. They want to learn the latest insights, exchange best practices and together build and refresh a body of knowledge about circular procurement. Their role is to further share with their projects and connections.
2. The second targeted audience typically are professionals involved in circular and sustainable procurement. People with an ambition to apply and implement circularity in their organisation. Being procurers, their clients and commissioners, policy makers, decision makers, circularity and sustainability advisors, et cetera.

Others

Project managers and network managers: help them build further on existing knowledge, insights and tools for sustainable and/or circular economy and circular procurement.

Procurers

Disclose and disseminate knowledge and best practices and connect them with other procurers and networks and projects.

Managers

Disclose and disseminate knowledge and best practices and connect them with other managers in networks and projects.

Policy makers

Especially those involved in sustainability, circular economy, SDGs and procurement. Disclose and disseminate knowledge and best practices and connect them with other policy makers in networks and projects.

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More information on the Interreg NSR ProCirc project can be found on <https://northsearegion.eu/procirc/>

Design: www.dougdawson.co.uk

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