

HOW TO ORGANISE A CIRCULAR PROCUREMENT TRANSFORMATION WORKSHOP



This document is created as a manual for the Procurement Transformation Workshop. This workshop can be set up by organizations who want to rethink their procurement processes and integrate circularity in their procurement department.

PREFACE

To successfully integrate circular requirements in procurement, a circular mindset and a systemic approach is needed. Only when European ecodesign specifications are obliged for all product groups, minimum circular criteria for procurement can be specified. Moreover, the circularity rate of a product also depends on how the users are handling the products and how maintenance is structurally organized. For example: if a reusable cup is thrown away by the user after one drink, this wasn't a circular product after all... Therefore, circular procurements require fit-for-purpose criteria and combined with changes in behavior within organizations.

The **Procurement Transformation -workshop** and **-canvas** were developed by Interreg NSR ProCirc to help procurers in the process of implementing circular procurement in the organization's business strategy. Inspired by a 'customer journey' in marketing, the 'circular procurement journey' helps organizations to reflect on necessary questions in each phase of a procurement to make sure barriers are addressed and solutions are found to follow the process through.

This document is connected with the Interreg NSR ProCirc Circular Procurement Transformation Guidance. During the workshop the organisation can determine the areas that they want to address, and the Guidance can be consulted afterwards specifically on these focus chapters.

METHOD

The key element of this workshop is the canvas showing the different steps in the circular procurement process. During the creation of this canvas, it was clear that many other phases could be defined, but most important is it can start the discussion. The actual name or starting point is not crucial to talk about the challenges and solutions in circular procurement.

Vertically first the challenges or bottlenecks for each phase are asked, and this from a buyer's view. This exercise can also be done by suppliers using a blank template. On the following row the buyers can fill in for each phase what are their needs to overcome the bottlenecks. Then the next row examples of projects in each phase are brought together (examples come

from different partners of Interreg NSR ProCirc but the stakeholders in the workshop can provide their own examples). And finally in the bottom row for each phase practical tools or solutions can help the group to implement the possible solutions.

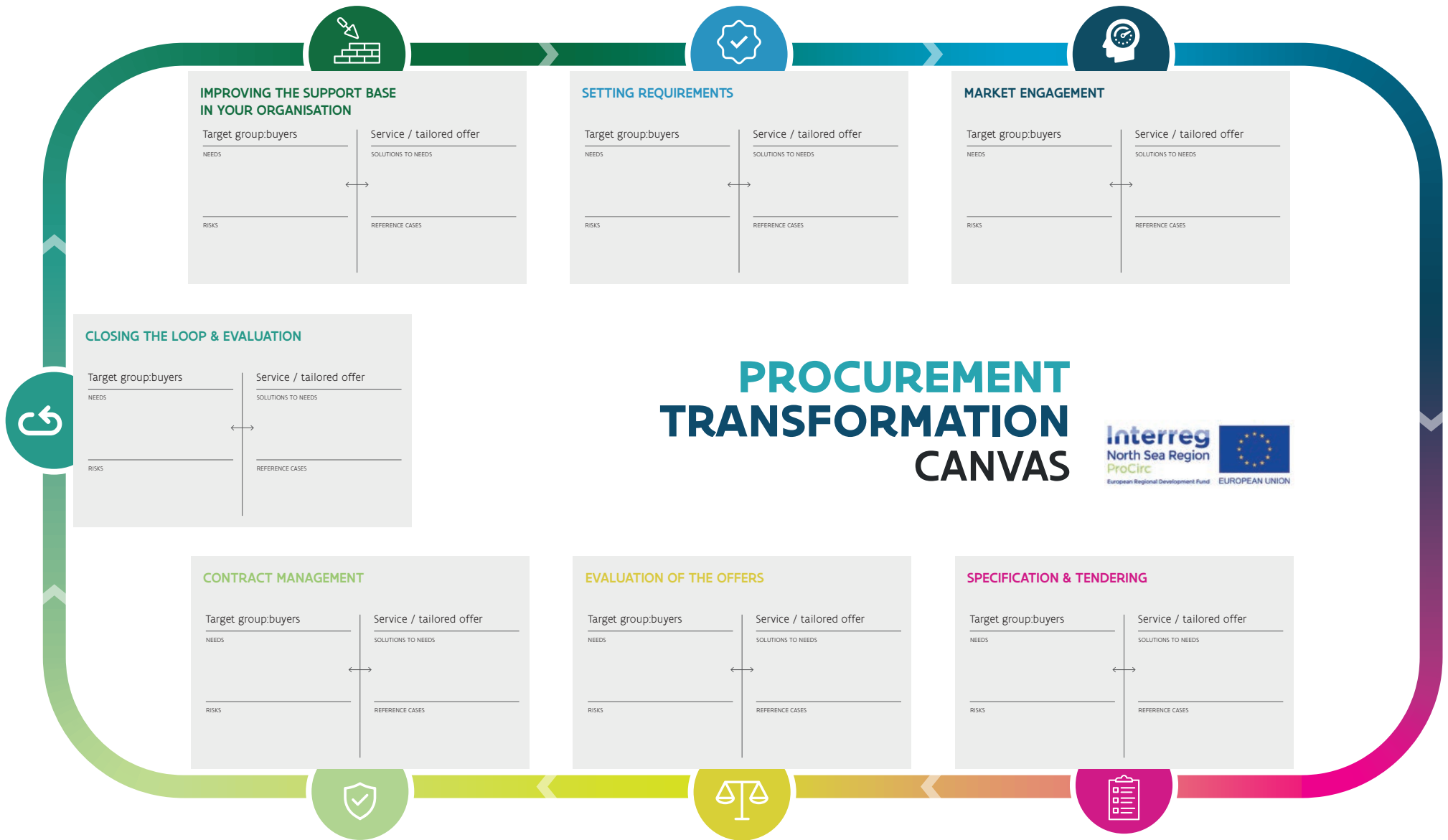
The material for this workshop consists of:

1. Manual for the Procurement Transformation Workshop
2. Clean Procurement Transformation Canvas
3. Annexes with templates for each phase of the procurement journey.

The canvas and the prefilled templates from previous workshops can be found in MIRO.

https://miro.com/app/board/o9J_IntrUdE=?share_link_id=140911683292

It can give inspiration to the workshop leader.



PREPARATION

› Who to invite?

The target group for this workshop can vary but is most suitable for procurers of one organization or at least having a similar goal (for ex. a learning network of public procurers). It works best when the participants have basic knowledge of circularity. If not, a preliminary training on circular strategies is necessary. The sustainability manager of the organization can also have an added value in some parts. The financial or general managers could also benefit from this workshop but this would be most effective in a second round. When the procurers can first discuss their challenges amongst peers they might feel more secure and can be more open minded to creative solutions. Doing this workshop again with the management and/or the internal clients, starting with the filled in table of the first workshop, might provide new solutions and could especially create a support base for the implementation.

An ideal discussion group has 6 to 10 members, so if more than 10 a division of the group is recommended.

› How much time should be foreseen?

When the group doesn't have any knowledge on circularity, an introduction can take 30 to 90 minutes, best planned on another day before the MCR workshop. The actual 'Minimum Circular Requirements' workshop takes about 2 to 2.5h. A follow up meeting with the management or internal clients builds upon the work done and will take about 1 to 1.5h.

› What kind of material is needed?

The table as in the example above is available as a template. To work in a physical workshop this template can be printed on A0-format. When it is a problem to have a physical meeting this template is also available in [MIRO](#).

Postits, markers and tape to hang the A0-template are all the extra material needed.

How can the facilitator prepare itself? This workshop has been tested in Belgium, Sweden, Denmark and the Netherlands. So examples and inspiration can be found in English, Dutch, Swedish and Danish. Since those filled-in-tables are the result of real discussions within groups of procurers the content can be also relevant for this new discussion. It would be good to have those examples as back up to give suggestions to the group when the discussion diminishes.

› Focus?

The table has several building blocks and the facilitator can choose to go into the most priority phases to the organization or to do the whole exercise. Another focus could also lie on one specific product group because this might help to broaden the approach of a concrete tender towards different circular aspects in different phases. Each step could also be the focus of a separate workshop as they cover complex fields of expertise that might be relevant for different branches or departments.



DURING THE WORKSHOP

› A good foundation.

A workshop on circular procurement is an exercise in both creativity and collaboration, to create ideas and solutions in uncharted territories – even if there are conflicting interests between workshop participants. Therefore it is important to make sure everyone feels comfortable sharing their opinion and making the workshop a safe space at the beginning of the workshop. Dedicate some time and energy to establish the tone and feel of the workshop and make sure everyone knows their role, what is expected of them and how they will best contribute to the workshop.

› Start explaining the different building blocks on the table (15min).

The group needs to get a common language and a similar background idea on the different phases of the procurement process. When participants don't agree on the given phases, a proposal can be made to the group to start with the exercise the way it is and at the end check if another phase brought up by the participant would have other challenges/solutions/examples/tools. This to avoid a big discussion on the terminology instead of on the circular content.

Next, a bit of time needs to be put into explaining the goal of filling in the different rows. This method can give insights in how new ideas rise when digging deeper in a specific challenge or solution. A discussion with others on specific examples or tools will teach both participants new elements.

› Round 1: starting from individual post-its (40min.)

Each participant gets a pile of post-its. First 15 minutes they note the risks (first row) and needs (second row) they see in each phase when trying to implement circular principles into that phase. Then for each phase the different post-its are presented and stucked together when they are the same or related. Then the facilitator asks if after this overview some new challenges popped up thinking of the proceedings or decisions within the own organization. These discussions can get heavy when

frustrations or long term problems occur on the table. The time frame is not strict so when more time is needed to go to the bottom of the discussion this is ok, when less time is needed this is also ok.

› Break (15min)

› Round 2: positive vibes (40min.)

Again this round starts with 15 minutes of individual post-its with practical examples and tools or possible solutions they might see to answer to the risks and needs written in the first phase. Then again the presentation of all ideas and sticking them together when related is repeated for each phase. Important in this round is to add links or contact persons to the examples and tools.

If someone has good experiences with one or more tools it would also be good to let them explain how this works and why it is so useful to stimulate circularity into the procurement proceeding.

› Check up and next steps (40 min).

What will the participants take up from this workshop and how will they integrate it in their work? What still has to be done or realized before they can apply the ideas? Do these actions involve extra money or time and who has to get involved in the decision process? Which of the participants can commit to follow up on those decisions? This is important so all work in the follow up doesn't come on the shoulders of the facilitator.

Then open questions can be asked to the group: would it be a good idea to do a follow up workshop with the management or internal clients? Or perhaps a workshop with suppliers could give new insights and mutual understanding? So in short: what will be the next steps to make sure the procurement process will be more circular in future.

Ask the group to write down three concrete actions they will do after the workshop to make this happen. What will they get done: in the next day? In the next coming week? In a month?

AFTER THE WORKSHOP

› Share the cleaned up template.

It would be great if the facilitator can clean up the matrix and add the links to the cases or tools. Then this filled in matrix can be used as a backup for all ideas. When it is saved on a common cloud all participants can use this as a working tool and add new cases or tools or needs to help colleagues or other procurers. This way the time spent in the workshop has a long term positive effect

› Follow up on decisions taken.

This could be an additional workshop (see suggestions above) or this could be to test a specific tool or to invite the responsible of a good practice suggested during the workshop...

Share good practices. If this procurement department has been inspired to send out a circular tender it would be great to share the insights and examples also outside the organization. For example on the <https://circulareconomy.europa.eu/platform/>



ANNEX

IMPROVING THE SUPPORT BASE IN YOUR ORGANISATION

Target group:buyers

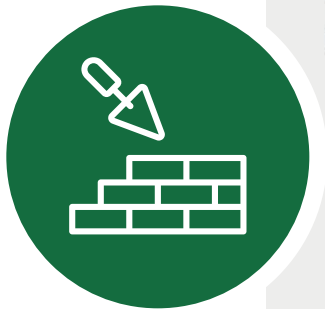
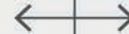
NEEDS

Service / tailored offer

SOLUTIONS TO NEEDS

RISKS

REFERENCE CASES



SETTING REQUIREMENTS

Target group:buyers

NEEDS

Service / tailored offer

SOLUTIONS TO NEEDS



RISKS

REFERENCE CASES



MARKET ENGAGEMENT

Target group:buyers

NEEDS

Service / tailored offer

SOLUTIONS TO NEEDS

RISKS

REFERENCE CASES



SPECIFICATION & TENDERING

Target group:buyers

NEEDS

RISKS

Service / tailored offer

SOLUTIONS TO NEEDS

REFERENCE CASES



EVALUATION OF THE OFFERS

Target group:buyers

NEEDS

RISKS

Service / tailored offer

SOLUTIONS TO NEEDS

REFERENCE CASES



CONTRACT MANAGEMENT

Target group:buyers

NEEDS

RISKS

Service / tailored offer

SOLUTIONS TO NEEDS

REFERENCE CASES



CLOSING THE LOOP & EVALUATION

Target group:buyers

NEEDS

Service / tailored offer

SOLUTIONS TO NEEDS

RISKS

REFERENCE CASES





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

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North Sea Region
ProCirc
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