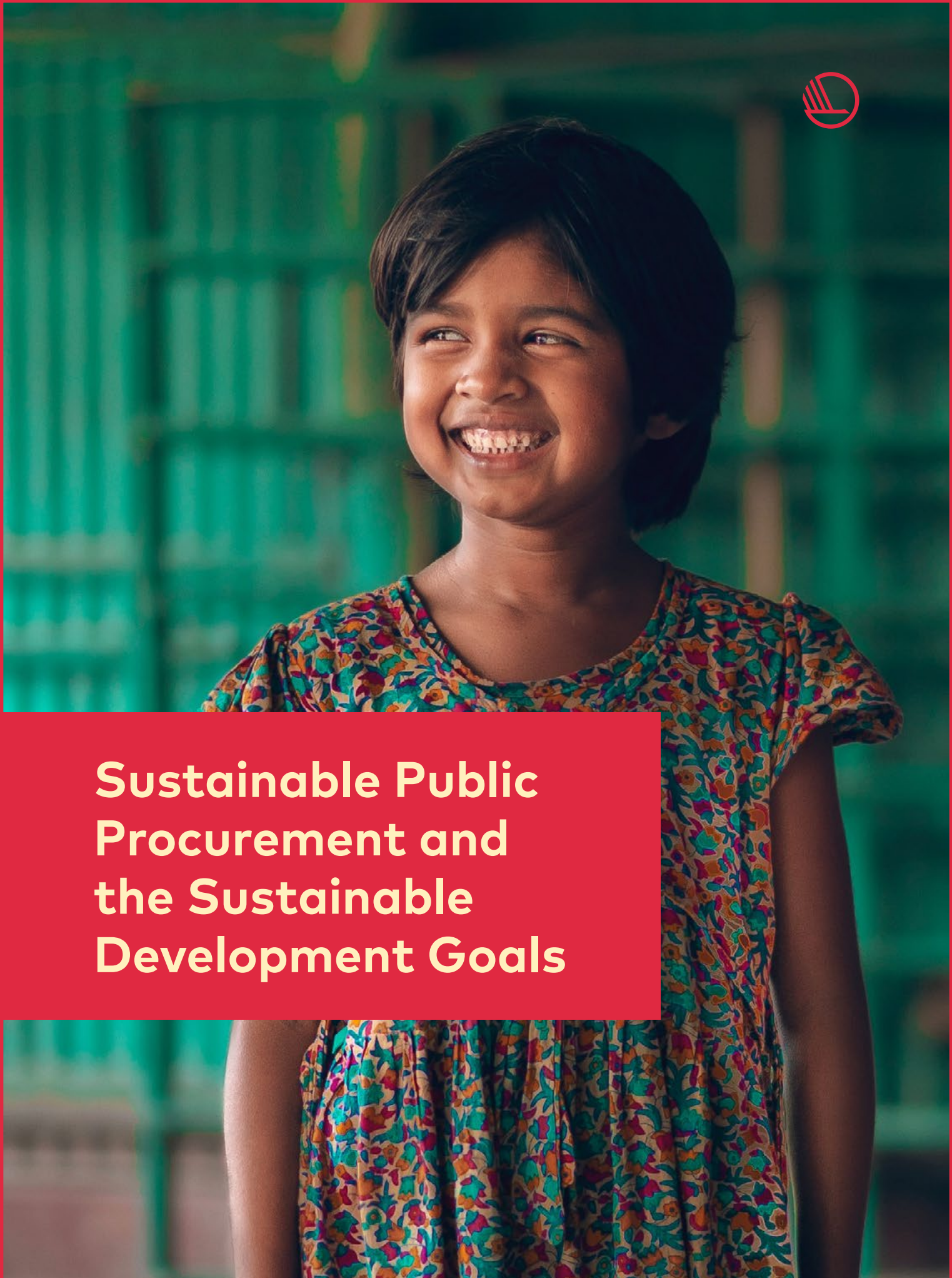




Sustainable Public Procurement and the Sustainable Development Goals



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and the Sustainable Development Goals**

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About this report

Public Procurement accounts for 6.5 trillion euros¹ annually and plays a fundamental role in achieving the Sustainable Development Goals. All public services and functions depend on public procurement to be delivered. Whether it is a question of building a hospital to deliver healthcare or a school to improve education, or whether buying food, medications or services, public procurement is involved in doing sustainable, global good. Sustainable Public Procurement² goes a step further; it not only helps by delivering core public services that support the SDGs but also by systematising and co-delivering added value along the way. A school aiming to increase academic attainment within a given population, when designed to be built with local materials and workforce, will not only do good by being built but also by how it is built.

This report aims to draw attention to the “added value” that sustainable public procurement can contribute towards these goals, directly or indirectly, going beyond delivering core public sector objectives. The report establishes clear linkages between Sustainable Public Procurement and the SDG targets, and aims to validate those linkages with specific and real-life case studies from Nordic settings.

The methodology³ on which the linkages in this report are established is based on a systematic assessment of the ISO 20400:2017 Guidance on

Sustainable Procurement⁴, conducted by Ramboll in collaboration with the Nordic Council of Ministers, and with the support of UNOPS. This process was complemented with insights from the United Nations Global Compact⁵, the Business Social Compliance Initiative⁶, and an extensive series of 40+ in-depth interviews with procurement practitioners and project executives from around the world⁷.

The Nordic Council of Ministers recognizes that Sustainable Development is a moving target and that while this report represents a “snapshot in time” of the linkages between the SDG targets and sustainable public procurement, both fields continue to evolve almost daily. As such, this report presents a “best attempt” to structure and express the importance of procurement in the context of development. The Nordic Council of Ministers recognizes that other views may exist and that sharing those views is an important element of this dialogue.

This is not a step-by-step guide on how to make procurement more sustainable. Rather, the report and the accompanying case studies are meant to increase global awareness of the catalysing role that procurement can have, if and when done with sustainability in mind. The report also hopes to dispel certain myths regarding sustainable public procurement which may have hindered, and which continue to limit, its implementation.

¹ 3 OECD Stat: Gross domestic product (GDP), 2019 archive Figures presented in USD and subsequently converted to EUR using the exchange rate of 01-12-2019. Total value of OECD GDP is app. 59 trillion USD.

² Sustainable Public Procurement is defined as “A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment”. Source – Procuring the Future – the report of the UK Sustainable Procurement Task Force, June 2006. Definition adopted by the Marrakesh Task Force on Sustainable Public Procurement.

³ The methodology was developed by sustainable procurement experts at Ramboll with technical support provided by UNOPS.

A full copy of the methodology and the mapping is available at www.norden.org.

⁴ See <https://www.iso.org/standard/63026.html>

⁵ See <https://www.unglobalcompact.org/what-is-gc/mission/principles>

⁶ See <https://www.amfori.org/content/amfori-bsci>

⁷ See list of organizations included under acknowledgements



Photo: Rasmus Hjortshøj

Sustainable public procurement: "The missing multiplier"

The Nordic countries have, for many years now, understood and promoted the importance of public procurement in the context of sustainable development. As one of the key functions that fuels local economies and cities, and one that accounts for a significant portion of public spending¹, public procurement is an essential lever for governments to achieve their objectives and provide key public services to their citizens.

Climate change continues to impact citizens and governments alike, reminding everyone about the importance, and indeed the urgency, of sustainable development. However, with 17 goals and 169 individual targets to be met, prioritizing and working towards sustainable development is no small feat. And while sustainable procurement has been recognized as an individual target² or good practice, its potential to impact and support the achievement of all the goals has never been qualified, until now.

According to a mapping and systematic analysis completed by the NCM, Ramboll and supported by UNOPS, Sustainable Public Procurement actions have the potential to impact all of the goals and 82% of the targets, with the highest potential impact noted for SDG 11: Sustainable Cities and Communities. If public institutions procured more sustainably, this could prompt rapid and significant improvements across global supply chains that would benefit the environment (through a stronger emphasis on sustainable materials use, re-use, the elimination of harmful chemicals and recycling), society (through enhanced labour standards and practices, improved capacity building for suppliers

and the integration of key gender mainstreaming considerations), and the economy (by driving increased efficiency, helping to develop local markets and suppliers, fostering innovation and much more). Sustainable procurement is therefore seen as the missing multiplier for development, it does not need to cost more, and often leads to better results that prioritize long term benefits over short term gains.

When procurement is seen as a strategic function that is attuned to an organization's objectives and priorities, good things can happen. And with many good examples from Nordic countries to share, the NCM is pleased to showcase just some of those lessons learned through this report. Many of the cases presented here have been developed over several years, enabling the municipalities and governments to fine tune their approach over time. However, despite having a more Nordic focus, these lessons are not limited by geographic boundaries and could be repeated with the same (if not better) results in almost any context.

The idea of development implies that there is a constant evolution or progress. The NCM hopes that this report will help procurers globally to recognize the tremendous role that sustainable procurement can play, and that the Nordic communities can be a source of inspiration and support to those who are brave enough to try.

¹ 15-20% according to OECD data.

² Sustainable Public Procurement is identified under Target 12.7 – promote public procurement practices that are sustainable in accordance with national policies and priorities.

Case studies

The following case studies have been selected to clearly express the impacts that sustainable public procurement can have on sustainable development.

SDG #	Title	Country
1. No poverty	New shelters became a game changer for securing decent housing for refugees	World (Nordic solution)
2. Zero hunger	Sowing seeds of prosperity to end hunger in schools in El Salvador	El Salvador
3. Good health and well-being	Preventing cross contamination and reducing total cost of ownership in hospitals through outcome-focused procurement in the Netherlands	The Netherlands
4. Quality education	Helping migrants to become better integrated into Finnish society through online courses	Finland
5. Gender equality	Demands for gender equality in Stockholm ensure equal treatment in health care	Sweden
6. Clean water and sanitation	Enhancing local knowledge to improve health and sanitation	Zambia (Nordic solution)
7. Affordable and clean energy	Wind power to fuel South Africa's energy sector transition from coal to clean energy sources	South Africa (Nordic solution)
8. Decent work and economic growth	Creating decent working conditions in global supply chains through supplier inspections	Malaysia (Nordic solution)
9. Industry, innovation and infrastructure	The Norwegian electric "ferry" tale	Norway
10. Reduced inequalities	Reducing inequalities through electronic birth registration	Pakistan (Nordic solution)
11. Sustainable cities and communities	Procuring cleaner public transportation that uses locally generated landfill biogas	Finland
12. Responsible consumption and production	Sustainable procurement of ICT equipment with a lifecycle approach	Sweden
13. Climate action	Green pallets reduce CO ² emissions from transport by 40%	World
14. Life below water	Procuring sustainable marine stewardship with third party standards	Iceland
15. Life on land	Circular procurement of school furniture in Aalborg	Denmark
16. Peace, justice and strong institutions	Sales platform helped combat corruption in Ukraine	Ukraine
17. Partnerships	Working together to secure environmental demands in procurement	Denmark

Sustainable Public Procurement actions can be organized into seven key themes. These themes are used throughout the report, each identified by one of the icons below. In the table, the seven key themes are explained in more detail:

	Organizational governance	Enabling sustainability by communicating priorities internally and externally, training employees in sustainability, and making procurement decisions based on social and environmental factors, such as total cost of ownership and circular economy principles
	Human rights	Ensuring that human rights issues are properly addressed throughout the supply chain, eliminating discrimination of all kinds, and considering the impacts of the procurement on the rights of stakeholders
	Labour practices	Upholding universal workers' rights through the supply chain, including health and safety and supporting human capacity development
	The environment	Preventing pollution and waste, using resources such as air, water, energy and natural materials sustainably, and considering climate change impacts throughout the procurement
	Anti-corruption/fair competition	Working to eliminate all forms of corruption and bribery, and supporting underrepresented supplier groups such as women and young people through the procurement process and supply chain
	Consumer issues	Advocating for consumer rights, requiring adherence to local and international laws, purchasing re-used products or requesting take-back programmes where possible
	Community development	Supporting under-represented groups, creating local employment opportunities for women through contract delivery, or considering local innovative solutions

For each SDG, we have mapped how sustainable public procurement can impact the SDG in question. These linkages build on an extensive research, mapping and analysis work undertaken¹, and are shown in a table under the description of each SDG. When a sustainable public procurement action has the potential to impact one of the SDG targets, the relevant icon and theme to which those actions correspond is included next to the target. For example, the mapping for SDG 1 can be seen on p. 11.

Each case study finishes with a diagram where the above-mentioned linkages have been further detailed through the inclusion of the specific sustainable public procurement actions taken in the specific case. These have then been linked to the specific SDG targets they impact. Additional SDGs impacted by the case have also been identified in the final column, titled "Impacts on other SDGs", as can be seen on p. 13, for instance.

¹The methodology and analysis is detailed in the methodology report.

Sustainable Development Goals 1-17: Sustainable Public Procurement Case Studies



End poverty in all its forms everywhere

Goal 1 commits to ending poverty in all its manifestations, including its most extreme forms, over the next 15 years, and resolves that all people, everywhere, should enjoy a basic standard of living. This includes social protection benefits for the poor and most vulnerable and ensuring that people harmed by conflict and natural hazards receive adequate support, including access to basic services.

Sustainable Public Procurement can have an important impact on ending poverty by ensuring that supply chains protect and reward their employees. It can increase the participation of under-represented, marginalized or vulnerable supplier groups in public contracts and help to create local employment opportunities. Sustainable Public Procurement also promotes the rights and the health and safety of workers throughout the supply chain, thereby building resilience amongst supply chain employees and improving their living conditions.

How Sustainable Public Procurement can impact SDG 1







SDG targets	SPP Impact theme
1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	
1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	
1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	  
1.A Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions	



Photo: © UNHCR/Ali Arkady

Refugee camps / 2013-ongoing /
UNHCR and Better Shelter / Nordic solution

New shelter design became a game changer for securing decent housing for refugees

The Better Shelter Project has significantly improved the living conditions of refugees in emergency settings through the development of a solution that fills a gap between tents used in emergency situations and transitional housing set-ups within UNHCR's set of existing housing solutions. Started as an innovation project between UNHCR and Better Shelter, and heavily supported through procurement, the new design of the Better Shelter Project uses a flat pack system of plastic panels that can be easily transported, easily assembled, is fire-retardant and provides better protection from the elements.

In addition to having a lower total cost of ownership than traditional tents, partially because the shelters are modular, UNHCR and Better Shelter engaged local beneficiaries and refugees in the design and test of the products, and have since trained local communities in how to assemble them, creating ownership and awareness. The procurement process has enabled UNHCR to develop new and innovative requirements that previously did not exist and ensure that there is a regular demand for these products which continue to be a game changer for the international development community many years on¹.

¹ Interview with UNHCR

https://bettershelter.org/?gclid=EAlalQobChMI9_2hsY196QIVh-F3Ch3NVAumEAAyASAAEgKIXPD_BwE

<https://bettershelter.org/tag/unhcr/>

<https://emergency.unhcr.org/entry/254351/shelter-solutions>

<https://www.unhcr.org/innovation/5-lessons-learned-from-rolling-out-joint-innovative-shelter-projects/>

<https://www.devex.com/news/new-shelter-design-a-game-changer-for-humanitarian-partnerships-86016>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Specifying requirements for tents resembling local housing	1.1 Eradicate extreme poverty for all people everywhere 1.4 Ensure that all men and women have equal rights to economic resources, as well as access to basic services 1.5 Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events	SDG 3 SDG 8
Specifying durability requirements for suitability in all kinds of weather	1.5 Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events	SDG 9
Consideration of total cost of ownership	1.A Significant mobilization of resources from a variety of sources to provide adequate and predictable means for developing countries to end poverty in all its dimensions	SDG 10 SDG 11
Specifying requirements for easy transportation		SDG 17
Specifying requirements for easy assembly (modularity)		
Providing local partners with training and capacity building opportunities		



End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 2 focuses on ending hunger, in all its forms, by 2030. It also aims to achieve food security, and ensure that everyone, everywhere has enough good-quality food to lead a healthy life. Achieving this goal will require better access to food and the widespread promotion of sustainable agriculture.

The agricultural industry is the single largest employer in the world, providing livelihoods for 40% of the world's population. It also represents the largest source of income and jobs for poor rural households¹. Global food security and achieving zero hunger are simply not possible without a robust and stable market for local food production; the public sector is one of the largest purchasers.

Sustainable Public Procurement can support environmental protection and improved crop yields by requiring suppliers to eliminate or, at least, safely manage harmful chemicals. Buying local helps remove barriers for under-represented suppliers, such as women and in some cases young adults. By keeping employment opportunities local, Sustainable Public Procurement creates an enabling environment for zero hunger. Sustainable Public Procurement also emphasizes the importance of paying fair wages throughout the supply chain which, irrespective of the industry, also contributes to this goal.

¹ Source: <https://www.un.org/sustainabledevelopment/hunger>

How Sustainable Public Procurement can impact SDG 2




SDG targets	SPP Impact theme
<p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p>	
<p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p>	
<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p>	
<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, help maintain ecosystems, strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and progressively improve land and soil quality</p>	
<p>2.B Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round</p>	
<p>2.C Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility</p>	



Photo: © FAO

El Salvador / 2013 – 2019 /
FAO and the El Salvador Ministry of Education

Sowing seeds of prosperity to end hunger in schools in El Salvador

The Sustainable Schools Feeding Programme in El Salvador has increased the nutrition and healthy eating habits of school students whilst creating new economic opportunities for the rural population and reducing soil degradation. In a collaboration between the Food and Agriculture Organization of the United Nations and the El Salvador Ministry of Education, and backed by local municipal help, this example showcases how international cooperation can use public procurement to provide targeted support to developing countries with a lasting legacy.

In addition to facilitating much needed infrastructure changes such as the creation of a local food depot, procurement was also pivotal in bridging the gap between fresh produce demand and supply.

Contracting opportunities were kept small so that they would appeal to local smallholder farms. Specifications included menus that required variable, local and seasonal produce which improved pupil nutrition and supported sustainable agriculture. This regular and consistent access to public contracts has enabled local farmers to improve their living standards and diversify their crops. As a result, it has helped to increase prosperity and contributed to reducing the migration of skilled labour – which was previously a significant issue.

Four hundred and eighty (480) schools have benefited from this project over the course of 6 years¹.

¹ Interview with FAO. Escuelas sostenibles: Promoviendo alimentación saludable y creando oportunidades rurales en El Salvador, <http://www.fao.org/elsalvador/noticias/detail-events/zh/c/1203276/>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
<p>Specifying requirements for local, nutritious and seasonably available produce and meals</p>	<p>2.1 End hunger and ensure access by all people, in particular the poor and people in vulnerable situations</p> <p>2.2 End all forms of malnutrition</p> <p>2.3 Double the agricultural productivity and incomes of small-scale food producers</p> <p>2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production</p>	<p>SDG 1</p> <p>SDG 3</p>
<p>Specifying requirements for sustainable agriculture</p>	<p>2.3 Double the agricultural productivity and incomes of small-scale food producers</p> <p>2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production</p>	<p>SDG 4</p> <p>SDG 5</p>
<p>Working with local micro, small and medium suppliers</p>	<p>2.1 End hunger and ensure access by all people, in particular the poor and people in vulnerable situations</p> <p>2.3 Double the agricultural productivity and incomes of small-scale food producers</p> <p>2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production</p>	<p>SDG 8</p> <p>SDG 9</p> <p>SDG 10</p>
<p>Inclusion of skills training programme for suppliers</p>	<p>2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production</p> <p>2.3 Double the agricultural productivity and incomes of small-scale food producers</p>	<p>SDG 12</p> <p>SDG 15</p> <p>SDG 16</p>
<p>Consolidating spend to increase purchasing power and creating a stable demand</p>	<p>2.1 End hunger and ensure access by all people, in particular the poor and people in vulnerable situations</p> <p>2.3 Double the agricultural productivity and incomes of small-scale food producers</p> <p>2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production</p>	<p>SDG 17</p>



Ensure healthy lives and promote well-being for all at all ages

Goal 3 seeks to ensure health and well-being for all. It includes improving reproductive, maternal and child health, ending disease epidemics, and ensuring health coverage and access to safe, affordable and effective medicines and vaccines. World leaders have also committed to support research and development, increase health financing, and strengthen the capacity of all countries to reduce and manage health risks.

Suppliers and markets around the world present enormous opportunities to drive change, particularly in terms of ensuring minimum labour standards that can protect the physical and mental health of workers and their families.

Sustainable Public Procurement can support this goal by ensuring that suppliers and their employees have access to proper health and safety equipment and healthcare. Sustainable Public Procurement also directly supports this goal, through the elimination of hazardous and toxic chemicals in products, and by placing an emphasis on innovative solutions that protect the natural environment and resources such as air, water, and ecosystems which are fundamental to human health.

How Sustainable Public Procurement can impact SDG 3

SDG targets	SPP Impact theme
3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	
3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	
3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	
3.4 By 2030, reduce by one-third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	
3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	
3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents	
3.8 Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all	
3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	
3.D Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks	

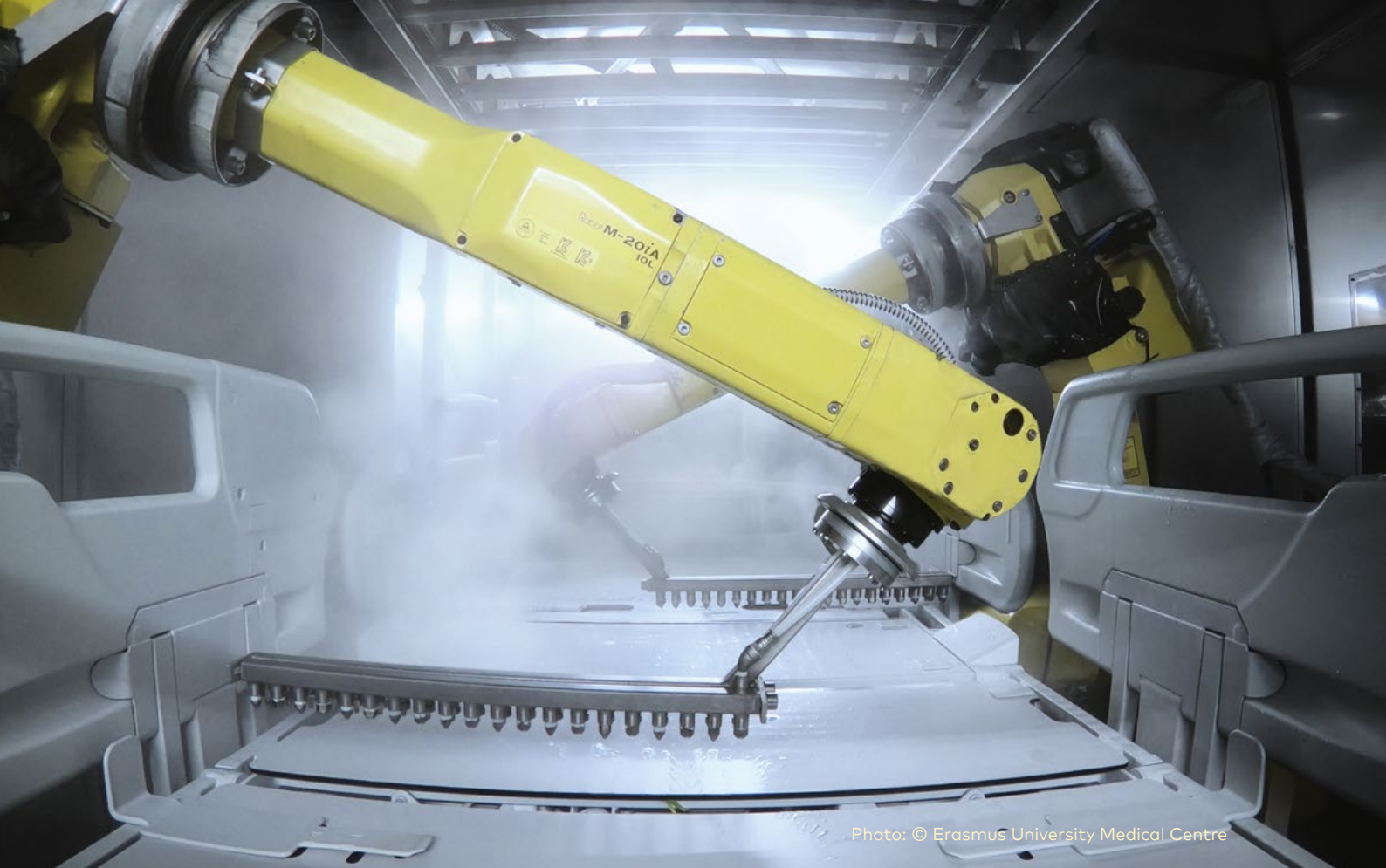


Photo: © Erasmus University Medical Centre

The Netherlands / 2011 – 2014 /
Erasmus University Medical Centre

Preventing cross-contamination and reducing total cost of ownership in hospitals through outcome-focused procurement in the Netherlands

Erasmus University Medical Centre in the Netherlands used procurement to develop an innovative robotic bed cleaning solution, improving health outcomes for both patients and staff, whilst reducing costs and carbon emissions. A multidisciplinary team collaborated with the procurement function to develop an outcome-focused specification¹. To maximise market participation, they lowered their financial credit requirements, enabling small and medium-sized companies to compete. They used competitive dialogue², which allows a solution to be built collaboratively with suppliers.

The successful bidder, a start-up named Weber Hospital Systems, developed a robotic bed and

mattress cleaning solution and maximized the required outcomes such as a reduction of accident rates by almost eliminating traditional forms of manual interventions (such as lifting heavy mattresses).

The new solution also supports key environmental objectives; associated carbon emissions have been reduced by 65%; using steam, cleaning chemicals have been eliminated and water consumption has been significantly reduced. Whilst the capital costs for developing this solution were greater upfront than for a conventional cleaning service, the procurement team considered the total cost of ownership for the project, enabling the operational savings to fully compensate for the additional investment³.

¹ An outcome-focused specification is a tender where the desired outcome is what is evaluated, not how it will be achieved.

² Competitive Dialogue allows dialogue/negotiation between an awarding body and economic operators about the terms of the contract where the awarding body is not totally sure about the best way of realising its objectives. See for instance <https://www.eipa.eu/using-competitive-dialogue-and-the-competitive-procedure-with-negotiation/>

³ Interview with Erasmus University Medical Centre. <https://noharm-europe.org/issues/europe/erasmus-mc-leading-way-innovation-procurement>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Specifying elimination of heavy manual labour and minimization of staff contact with contaminated beds	3.D Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks	SDG 6
Specifying durability requirements for suitability in all kinds of weather	3.9 Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	SDG 7 SDG 8
Working with local micro, small and medium suppliers	3.C Increase health financing and the recruitment, development, training and retention of the health workforce	SDG 9 SDG 11
Lowered minimum credit requirements to support MSME participation	3.C Increase health financing and the recruitment, development, training and retention of the health workforce	SDG 12 SDG 13
Consideration of total cost of ownership		SDG 14
Employing pre-procurement competitive dialogues with supplier to collaboratively define requirements		SDG 15 SDG 17
Specifying water and energy efficiency		



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 4 is about access to quality education and lifelong learning opportunities for all. It focuses on the acquisition of foundational and higher-level skills across all stages of education and development. It also promotes technical and vocational education and training which provide the knowledge, skills and values needed to function well and contribute to society.

Sustainable Public Procurement can help deliver this goal in a variety of ways. By improving workers' rights throughout the supply chain, and especially focusing on the rights of the child, it enables greater access to education for children. Through the creation of apprenticeships, traineeships and work placements, Sustainable Public Procurement can help increase vocational skills across economically inactive population groups. It can also advocate for additional training and capacity building opportunities to be provided to local communities throughout the delivery of contracts.

How Sustainable Public Procurement can impact SDG 4







SDG targets	SPP Impact theme
<p>4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes</p>	
<p>4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university</p>	
<p>4.4 By 2030, substantially increase the number of young people and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>	
<p>4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations</p>	
<p>4.6 By 2030, ensure that all young people and a substantial proportion of adults, both men and women, achieve literacy and numeracy</p>	
<p>4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development through education and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p>	



Photo: © Unsplash

Espoo, Finland / 2015-2016 /

Ministry of Economic Affairs and Employment in Finland, City of Espoo and Funzi

Helping migrants to become better integrated into Finnish society through online courses

Education is a fundamental component of enabling integration in society, particularly when it comes to new migrants. Through a collaboration between the Finnish Ministry of Economic Affairs and the City of Espoo, sustainable public procurement not only helped to drive increased access to education, but also innovation, enabling migrants to integrate better into Finnish society.

The Ministry of Economic Affairs and the Finnish city of Espoo initiated a market dialogue with several companies, including Funzi, which informed the subsequent procurement process. The winning bidder, Funzi, was able to provide an online solution with courses providing migrants with professional skills (for instance in relation to job seeking), skills on

health and safety, and information on the community of which they will become a part. Since its inception the course has provided 20,000 migrants with important knowledge about Finnish culture that can be used to find jobs, manage their health, participate in their community and increase their quality of life. What's more, this model of online learning (and the public procurement of this type of educational services) has become a new standard in Finland. It has also removed important barriers to access that normally exist with in-person classes that in some cases have higher fees and require more administration to run¹.

¹ Interview with Funzi

<https://www.funzi.fi/cases>

<https://static1.squarespace.com/static/59b281492278e7557eaa3316/t/5b86f87188251bfd43580c6b/1535572102054/Funzi+case+study+-+Migrant%20+Integration+in+Finland+20180827.pdf>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Specifying requirements for skills in everyday life in Finland, applying for a job, and a healthy lifestyle	4.4 Increase the number of young people and adults who have relevant skills	<p>SDG 2</p> <p>SDG 3</p>
Specifying requirements for courses to include modules on sustainability	4.7 Ensure that all learners acquire the knowledge and skills needed to promote sustainable development	SDG 8
Specifying requirements for courses to be accessible/online	4.4 Increase the number of young people and adults who have relevant skills	<p>SDG 10</p> <p>SDG 12</p>
Employing pre-procurement dialogues with supplier to collaboratively define requirements		SDG 17



Achieve gender equality and empower all women and girls

This goal is about empowering women and girls to reach their full potential. To do so, policies and processes must be inclusive and non-discriminatory so that women and girls have equal access to opportunities when compared to men and boys. This includes eliminating all forms of discrimination and violence against women and girls, including violence by intimate partners, sexual violence and harmful practices, such as child marriage and female genital mutilation (FGM). Access to paid employment, sexual and reproductive health, reproductive rights, and real decision-making power in public and private spheres must also be improved for women and girls.

Achieving gender equality continues to be one of the biggest challenges that the world faces. In emerging markets, female entrepreneurs account for 31-38% of micro, small and medium enterprises¹, but access less than 1% of public procurement opportunities².

Sustainable Public Procurement can help to level the playing field for women by encouraging increased sourcing from women-owned businesses, helping key suppliers understand how to incorporate gender equality in their businesses, and eliminating discrimination and harassment throughout the supply chain. It can also help create meaningful employment opportunities for women and remove gender biases in the products and services that are sourced. Sustainable Public Procurement can also advocate for the equal representation of women and men in supplier management teams and the payment of fair and equal wages.

¹ https://www.ungm.org/Shared/KnowledgeCenter/Pages/PT_GRP

² *ibid*

How Sustainable Public Procurement can impact SDG 5









SDG targets	SPP Impact theme
<p>5.1 End all forms of discrimination against all women and girls everywhere</p>	
<p>5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p>	
<p>5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate</p>	
<p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p>	
<p>5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences</p>	
<p>5.A Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws</p>	
<p>5.B Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women</p>	
<p>5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels</p>	



Photo: © Unsplash

Sweden / 2012-ongoing /
Stockholm County Council

Demands for gender equality in Stockholm ensure equal treatment in health care

For the better part of a decade, public procurers in Sweden have been working to integrate gender equality considerations into their tenders, building on a long history of positive human rights developments for men and women.

With the publication of an initial guideline on gender equality procurement, the Swedish Association of Local Authorities and Regions is educating both policymakers and practitioners on what they can do and how best to consider the needs of both men and women when purchasing goods and services. Stockholm County Council (SCC) – a regional form of government that includes 26 municipalities – has incorporated these guidelines as a requirement for all public health and medical care procurements. In the guidelines, there are also demands that suppliers and their staff wishing to bid participate in training on gender mainstreaming and are expected to

carry out analysis on how they align internally with gender equality principles and the gender policy goals of each municipality. By 2019, 800 managers at SCC had been trained in gender issues¹.

By enforcing these requirements through the public procurement process, and by conducting follow up activities Stockholm County Council is ensuring that suppliers not only address unequal treatment of women and men in the healthcare industry, but that they also improve over time². Today, a precondition for entering into an agreement with SCC is that the supplier must follow SCC's equality policy which among other things includes taking part in ongoing quality work and focusing on providing equal treatment for women and men in healthcare³.

New guidelines are on their way and will be ready and implemented at the beginning of 2021.

¹ <https://www.includegender.org/gender-equality-in-practice/health-care/gender-equality-at-the-district-health-care-centre/>

² <https://charter-equality.eu/exemple-de-bonnes-pratiques/gender-equality-requirements-in-public-procurement.html>

Upphandling för jämställdhet, <https://www.jamstall.nu/wp-content/uploads/2014/01/Upphandling-f%C3%B6r-j%C3%A4mstalldhet-pdf.pdf>

³ <https://charter-equality.eu/exemple-de-bonnes-pratiques/gender-equality-requirements-in-public-procurement.html>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Developing national guidance on gender equality in public procurement and mandating inclusion in procurements	5.1 End all forms of discrimination against all women and girls 5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality	SDG 3
Conducting follow-up activities on specific tenders to monitor compliance	5.1 End all forms of discrimination against all women and girls 5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality	SDG 10 SDG 17
Training suppliers in gender equality and encouraging the use of data and monitoring to drive change	5.B Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	



Ensure availability and sustainable management of water and sanitation for all

Goal 6 goes beyond drinking water; it tackles sanitation, hygiene and the quality and sustainability of water resources, which are critical to the survival of people and the planet. The 2030 Agenda recognizes that water resources are key to achieving sustainable development, and that drinking water, sanitation and hygiene play a vital role in making progress with health, education and poverty reduction targets.

Global supply chains depend on the availability of water to function properly. However, the way in which water is used, treated and ultimately returned to the natural environment does not always feature highly on the agenda of public procurement. Nevertheless, Sustainable Public Procurement can contribute towards SDG 6 by selecting water-efficient products and solutions, whilst also ensuring that solid waste streams are properly managed to eliminate any potential harmful impacts on waterways and streams.

How Sustainable Public Procurement can impact SDG 6

SDG targets	SPP Impact theme
<p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p>	
<p>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p>	
<p>6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</p>	
<p>6.B Support and strengthen the participation of local communities in improving water and sanitation management</p>	



Photo: © Unsplash

Zambia / 2019 /

Danida, Kafubu Water and Sewage Company, Krüger / Nordic solution

Improving local knowledge to enhance health and sanitation

Through a Danida-funded project, a local public water company in Zambia, Kafubu Water and Sewage Company in Ndola, has refurbished its water and sewage pipes using Nordic knowledge. The procurement involved an extensive refurbishment with 147 km of pipes for water, 30 km for sewage, 18 pumping stations and 9 wastewater treatment plants. Since local knowledge was not available at the time of the procurement process, it was decided to apply an international public procurement exercise.

Through this exercise, Kafubu was able to benefit from international best practices and ensure that this knowledge was transferred to their local staff.

In addition to supporting the local community and creating employment for local suppliers through sub-contracts, training in the skills and knowledge required to maintain and manage the system were included as part of the tender.

Importantly, engaging an international company also enabled Kafubu to design and build an energy-efficient solution which contributed to lowering the overall operations and maintenance costs of the system. The overall benefits of this project have contributed to significant improvement in the health and sanitation of the affected communities and a reduction in untreated wastewater runoff¹.

¹ Interview with Krüger. Kafubu Water and Sewage Company (2019): Veolia awarded USD 101-million contract to enhance water supply and sanitation in Zambia's Copperbelt (awarded through subsidiary Krüger) Vandcenter Syd: Zambia-projekt giver viden videre.

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Conducting an international tender to leverage specialized expertise	6.A Expand international cooperation and capacity-building support to developing countries in water and sanitation programmes	
Specifying requirements for the refurbishment of water and sewage pipes	6.1 Access to safe and affordable drinking water 6.2 Access to adequate and equitable sanitation and hygiene	SDG 3 SDG 6
Working with local micro, small and medium suppliers through sub-contracts	6.A Expand international cooperation and capacity-building support to developing countries in water and sanitation programmes	SDG 8
Providing suppliers with training and capacity building opportunities	6.A Expand international cooperation and capacity-building support to developing countries in water and sanitation programmes	SDG 12 SDG 15
Inclusion of requirements to design an energy-efficient solution, lowering overall costs	6.1 Access to safe and affordable drinking water	



Ensure access to affordable, reliable, sustainable and modern energy for all

Access to affordable, reliable and sustainable energy is crucial to achieving many of the Sustainable Development Goals. However, clean energy provision varies widely across geographies and the current rate of progress falls short of what will be required to achieve the goal. Efforts will need to increase, particularly for countries with high energy needs but low levels of access.

Almost every process, action or product requires some form of energy consumption. As our energy requirements continue to grow, energy-efficient

solutions can help bridge the gap between demand and supply. This is particularly important in places where affordable energy is in short supply. However, energy-efficient solutions need to be affordable in order to be effective. TCO, or Total Cost of Ownership, is a regularly used tool in Sustainable Public Procurement; it supports decisions that reduce overall energy needs (and costs), navigating away from “cheap to buy but expensive to run options”. This also helps develop markets for energy-efficient products.

How Sustainable Public Procurement can impact SDG 7



SDG targets	SPP Impact theme
7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	
7.3 By 2030, double the global rate of improvement in energy efficiency	



Photo: © Vestas Wind Systems A/S

South Africa / 2019-ongoing /

South Africa Wind Energy Association, EDF Renewables and Vestas / Nordic solution

Wind power to fuel South Africa's energy sector transition from coal to clean energy sources

The recent Integrated Resource Plan in South Africa sets out to move the energy sector away from dependency on coal to clean energy sources such as wind and solar power. Setting procurement demands for cleaner energy sources has laid the foundation for cleaner air at an affordable cost for the South African population. The wind power solutions reduce carbon emissions compared to coal-based energy sources, while at the same time building energy security, since the coal power plants are reaching the end of their life in South Africa.

The procurement contract comprises supply, installation and commissioning of ten wind power turbines, as well as civil and electrical works for the full project, using local sub-suppliers. Upon completion of the project, Vestas will commence a 15-year full-scope service agreement. The work was carried out in 2020¹.

In addition to delivering affordable electricity for the population, the procurement of wind energy is expected to attract more than R300 billion in investments and create jobs in different industries including construction, manufacturing, transportation and warehousing as well as finance and professional services². Thus, setting procurement demands for cleaner energy helps fuel economic growth in a wide range of sectors in South Africa.

Whilst the Danish company Vestas has been selected to build seven wind farms in the country, the procurement also ensures that new skills are being developed in the local value chain and that the existing knowledge and skills in South Africa are being involved to the fullest³. Vestas has been working in South Africa for a period of time and has up until now installed 525 MW wind energy in the country. With the current projects it is expected to reach 1,000 MW⁴.

¹ https://www.vestas.com/-/media/vestas/media/news%20and%20announcements/news/2019/190603_nr_uk_nce.pdf

² <https://sawea.org.za/sas-energy-transition-offers-an-opportunity-to-upscale-wind-energy-localisation/>

³ <https://sawea.org.za/sas-energy-transition-offers-an-opportunity-to-upscale-wind-energy-localisation/>

⁴ Information from Vestas

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
<p>Conducting an international tender to leverage specialized expertise</p>	<p>7.A Enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p>	<p>SDG 8</p>
<p>Specifying requirements for energy generation through wind power</p>	<p>7.1 Access to affordable, reliable and modern energy services</p> <p>7.2 Increase substantially the share of renewable energy in the global energy mix</p> <p>7.3 Double the global rate of improvement in energy efficiency</p>	<p>SDG 9</p> <p>SDG 12</p> <p>SDG 17</p>
<p>Working with local micro, small and medium suppliers through sub-contracts</p>		



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Sustained and inclusive economic growth is a prerequisite for sustainable development. It helps contribute to improved livelihoods for people around the world through new and improved employment opportunities and greater economic security for all. Rapid growth, especially among the least developed and other developing countries, can help reduce the wage gap relative to developed countries, thereby diminishing significant inequalities.

Sustainable Public Procurement is about improving both the environmental and the social impacts of the products and services that public entities buy. Sustainable Public Procurement is key in supporting the creation of decent employment opportunities and economic growth by ensuring that suppliers throughout the supply chain respect labour rights and are held accountable through regular communication and spot checks. Sustainable Public Procurement also supports this goal by encouraging the upskilling of employees and by creating new opportunities for local communities and underrepresented groups, including women and young people, as well as advocating for the payment of fair and equal wages.

How Sustainable Public Procurement can impact SDG 8

SDG targets	SPP Impact theme
<p>8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p>	 
<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p>	 
<p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p>	  
<p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p>	 
<p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p>	 
<p>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training</p>	
<p>8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p>	  
<p>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>	 
<p>8.A Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries</p>	
<p>8.B By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization</p>	



Photo: © Unsplash

Malaysia / 2019 /
SKL Kommentus – A subsidiary of Swedish Municipalities

Creating decent working conditions in global supply chains through supplier inspections

Surgical and examination gloves, widely and frequently used by health and care services, are mostly manufactured in Malaysia where there are known and documented abuses of labour standards and human rights.

SKL Kommentus and its procurement arm SKI addressed this through carefully developed contract performance conditions that are effectively monitored and implemented using on-site supplier inspections and audits. Hållbarhetskollen¹ – a dedicated shared service for SKL Kommentus – regularly collects data from glove suppliers using supplier self-assessment questionnaires, and conducts on-site audits to identify any possible breaches or abuses.

When issues are identified, suppliers are provided with training and resources to help them develop and implement an improvement plan. Contracts are awarded for a minimum of 2 years to allow enough time for the purchasing organisations to support suppliers to improve their performance in a reasonable time frame. Feedback from the audits has highlighted that supplier involvement or dialogue prior to tendering can help them understand the procuring authority's requirements, especially as they relate to key labour standards which vary from country to country.

Audits have been linked to improvements in working conditions and Hållbarhetskollen continues to carry out approximately 30 supplier audits per year covering 20 different categories of products².

¹ For more information please see <https://www.skllkommentus.se/om-oss/vi-tar-ansvar-for-hallbarhet/hallbarhetskollen/>

² Interview with SKL Kommentus and <https://www.skllkommentus.se/om-oss/vi-tar-ansvar-for-hallbarhet/hallbarhetskollen/>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Specifying contract requirements for decent work and labour standards	<p>8.1 Sustain per capita economic growth in least developed countries</p> <p>8.7 Eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers</p>	<p>SDG 1</p> <p>SDG 2</p> <p>SDG 3</p>
Monitoring of suppliers through on site inspections	<p>8.7 Eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers</p>	<p>SDG 4</p> <p>SDG 5</p> <p>SDG 6</p>
Providing suppliers with training and capacity building opportunities	<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers</p>	<p>SDG 9</p> <p>SDG 10</p> <p>SDG 11</p>
Creating longer contracts to enable improvements in a reasonable timeframe	<p>8.5 Full and productive employment and decent work for all women and men</p>	<p>SDG 12</p>
Imposing vendor sanctions if reasonable improvements have not been made	<p>8.7 Eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour</p>	<p>SDG 16</p> <p>SDG 17</p>



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 9 addresses three important aspects of sustainable development: infrastructure, industrialization and innovation. Infrastructure provides the basic physical facilities essential to business and society. Industrialization drives economic growth and job creation, thereby reducing income inequality. Innovation expands the technological capabilities of industrial sectors and leads to the development of new skills.

Sustainable Public Procurement can support SDG 9 by helping to push markets towards innovative solutions that deliver sustainable outcomes. It also drives the supplier community to develop better ways of achieving sustainability objectives in the long term, instead of just focusing on immediate needs. Sustainable Public Procurement also supports this goal by underpinning requirements for enhanced efficiency and resource use and the adoption of clean technologies.

How Sustainable Public Procurement can impact SDG 9

SDG targets	SPP Impact theme
<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p>	
<p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>	



Photo: © Statens Vegvesen

Norway / 2014 – 2022 /
Norwegian Public Roads Administration

The Norwegian electric "ferry" tale

Due to Norway's unique coastline, ferry transport is a key way to connect communities. Norwegian Public Roads Administration (NPRA) is the largest procurer of ferry services domestically, servicing approximately 22 million vehicles and 44 million passengers annually.

NPRA used competitive dialogue to invite the market to develop the world's first battery-powered car ferry to operate the Lavik-Oppedal fjord transport route. By working with individual suppliers to develop their ideas into suitable proposals whilst committing to compensation for the unsuccessful ones, NPRA succeeded in using its purchasing power to create a shift in the market. Evaluation of tenders was based on price and quality, which included specific targets for sustainability (increased efficiency and reducing emissions) and innovation.

The innovative low emission technology delivers air quality improvements together with efficiency savings – the new electric ferries cost 70% less per km to operate versus previous diesel models and have fewer maintenance issues – and has incentivized research into clean ferry technology with replicable and exportable applications. The research and development investments made by the competing firms in the Lavik-Oppedal tender have since enabled those companies to engage in and win similar tenders. Zero and Low emission ferries have become the new norm¹.

¹ Interview with the Norwegian Public Roads Administration (Statens Vegvesen) The Norwegian Public Roads Administration (2014): Procurement of Technology Neutral ferry. Statens Vegvesen: Innspill vedr "Det grønne skiftet i ferjedriften"

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Specifying requirements for energy efficiency of ships including full electric options	9.1 Develop quality, reliable, sustainable and resilient infrastructure 9.4 Upgrade infrastructure, increased resource-use efficiency and greater adoption of clean technologies 9.5 Upgrade the technological capabilities of industrial sectors and encourage innovation	SDG 3 SDG 7 SDG 8
Employing pre-procurement competitive dialogues with supplier to collaboratively define requirements	9.1 Develop quality, reliable, sustainable and resilient infrastructure 9.2 Promote inclusive and sustainable industrialization 9.4 Upgrade infrastructure, increased resource-use efficiency and greater adoption of clean technologies 9.5 Upgrade the technological capabilities of industrial sectors and encourage innovation	SDG 10 SDG 11 SDG 12 SDG 13
Working with local micro, small and medium suppliers	9.1 Develop quality, reliable, sustainable and resilient infrastructure 9.2 Promote inclusive and sustainable industrialization	SDG 14 SDG 15
Including total cost of ownership considerations to improve sustainability such as lower maintenance and operation costs	9.2 Promote inclusive and sustainable industrialization	SDG 16 SDG 17



Reduce inequality within and among countries

Goal 10 calls for reducing inequalities in income and access to services on the basis of sex, age, disability, race, class, ethnicity, religion and opportunity. It also addresses issues relating to representation and development assistance.

Supplier due diligence, supported by comprehensive remediation action, helps identify and reduce global inequalities.

Sustainable Public Procurement can also help increase opportunities for under-represented groups such as women, young people, and local micro, small and medium enterprises to play a more active role in the public procurement process through various mechanisms such as set-asides or reserved lots for tenders.

How Sustainable Public Procurement can impact SDG 10










SDG targets	SPP Impact theme
10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	
10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	 
10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	 
10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	   



Photo: © Unsplash

Pakistan / 2014- current /

UNICEF, Governments of Punjab and Sindh provinces and Telenor / Nordic solution

Reducing inequalities through electronic birth registration

In Pakistan, life can be a struggle for those without an identity. It can impact access to the health system and prevent unregistered people from getting necessary vaccines, obstruct access to the country's education system, limit access to social support and prevent unregistered people from voting. Therefore, to reduce inequalities in Pakistan, UNICEF initiated an innovative pilot project for birth registration through mobile phones in collaboration with local and provincial authorities¹. The procurement for a mobile communication technology that could help increase birth registration rates was tendered by UNICEF and the local Pakistani authorities and won by Telenor Pakistan.

UNICEF has been working with the relevant departments of Local Government and Health, National Database and Registration Authority (NADRA) and the mobile telecom network operator Telenor to register every child in the provinces of Sindh and Punjab. Previously, the birth registration process was cumbersome and time-consuming, so many parents opted to leave their children unregistered and were not aware of the services which are only available to registered children and adults². Today, it is easily done electronically through a visit from a health worker, who immediately registers the child via a tablet or a mobile phone.

The pilot phase of this project saw an increase in birth registration rates from 30 to 90 percent. The ambition is that an upscaling of this project will provide birth registration for 7 million people by 2020³.

¹ <https://www.unicef.org/stories/boosting-birth-registration-pakistan-mobile-phones>

² <https://www.unicef.org/stories/boosting-birth-registration-pakistan-mobile-phones>

³ https://www.uib.no/sites/w3.uib.no/files/attachments/one_year_closer_status_report_2016.pdf

<https://www.telenor.com/sustainability/digital-birth-registration/giving-pakistani-children-an-identity/>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
<p>Specifying requirements to register more newborns to increase access to health services, social support and voting systems</p>	<p>10.1 Achieve and sustain income growth of the bottom 40% of the population at a rate higher than the national average</p> <p>10.2 Empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>	
<p>Specifying requirements for easing the registration process</p>	<p>10.1 Achieve and sustain income growth of the bottom 40% of the population at a rate higher than the national average</p> <p>10.2 Empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>	<p>SDG 1</p> <p>SDG 5</p> <p>SDG 17</p>
<p>Providing suppliers with training and capacity building opportunities</p>		
<p>Working with local micro, small and medium suppliers</p>		



Make cities and human settlements inclusive, safe, resilient and sustainable

Today, more than half the world's population lives in cities. By 2030, it is projected that 6 in 10 people will be urban dwellers. Despite numerous planning challenges, cities offer more efficient economies of scale on many levels, including the provision of goods, services and transportation. With sound, risk-informed planning and management, cities can become incubators for innovation and growth and drivers of sustainable development.

According to our research, SDG 11: Sustainable cities and communities is the most heavily influenced by Sustainable Public Procurement, with more than 100 direct and indirect linkages. Given that procurement enables cities to deliver key services to inhabitants such as water, electricity, health, education and public transportation, few other functions are better placed to ensure that these services can be delivered sustainably.

How Sustainable Public Procurement can impact SDG 11


SDG targets	SPP Impact theme
<p>11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p>	
<p>11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p>	
<p>11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage</p>	
<p>11.5 By 2030, significantly reduce the number of deaths and the number of people affected, and substantially decrease the direct economic losses relating to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations</p>	
<p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</p>	
<p>11.A Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p>	
<p>11.B By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels</p>	



Photo: © City of Vaasa

Finland / 2014 – 2017 /
City of Vaasa

Procuring cleaner public transportation that uses locally generated landfill biogas

The City of Vaasa has committed to becoming carbon neutral by 2035. Against a background of decreasing local air quality, the City of Vaasa went to market with a circular economy solution in mind – a new, cleaner bus service, powered by waste biogas generated at local landfill sites. Biogas is up to 90% less polluting than petrol and diesel¹.

The procuring authority split this complex need into two separate procurements in order to optimally balance risk and reward. The first tender was for the design and construction of the biogas infrastructure which would be used to capture, refine and distribute the fuel to the buses. The second tender was for the procurement of the biogas powered buses and their operation and maintenance.

The City of Vaasa also committed to release the buses to the winning service provider, helping to minimize the risks for bidders and encouraging the limited supply market to innovate and commit.

Using the well-designed tender and contract structure has enabled important benefits for the city. In addition to helping to improve air quality, the City has achieved an 85% reduction in CO² emissions and has shielded itself from price fluctuations in diesel fuel – the savings of which have offset the marginal cost increases. This setup has also supported the development of biogas infrastructure for other purposes, including cars and logistics, which are supporting the development of a strong and sustainable community².

¹ <https://www.dena.de/en/topics-projects/projects/renewable-energies/german-biogas-register/>

² Interview with City of Vaasa. Presentation of biogas buses (by City of Vaasa), ppt

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
<p>Specifying requirements for the use of more sustainable fuel sources including waste to fuel</p>	<p>11.2 Providing access to safe, affordable, accessible and sustainable transport systems for all</p> <p>11.6 Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and waste management</p>	<p>SDG 3</p> <p>SDG 7</p>
<p>Assuming a higher portion of risk to increase sustainability outcomes vs passing this on to the suppliers up front</p>	<p>11.2 Providing access to safe, affordable, accessible and sustainable transport systems for all</p> <p>11.6 Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and waste management</p>	<p>SDG 8</p> <p>SDG 9</p>
<p>Employing pre-procurement competitive dialogues with supplier to collaboratively define requirements</p>	<p>11.A Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p>	<p>SDG 12</p> <p>SDG 13</p>
<p>Including total cost of ownership considerations</p>		<p>SDG 15</p>



Ensure sustainable consumption and production patterns

Sustainable growth and development means reducing our dependence on natural resources and managing our waste throughout the entire production and consumption process. Goal 12 encourages more sustainable patterns of consumption and production through various measures, including specific policies and processes on the management of toxic materials.

SDG 12 is perhaps the best representation of Sustainable Public Procurement, because the latter constitutes one of the specific targets that member states are encouraged to meet: “12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities”.

By ensuring that governments not only consider what, how and why they purchase goods, as well as how these are manufactured and produced to minimize harmful and social impacts, Sustainable Public Procurement can support the development of more sustainable production and consumption patterns such as fee-for-service models (i.e. leasing instead of buying) where the suppliers maintain accountability for the proper disposal of products at the end of their useful life. Sustainable Public Procurement also plays a key role in helping consumers to understand the impacts of their purchases and change behaviours through the promotion and use of eco-labels.

How Sustainable Public Procurement can impact SDG 12














SDG targets	SPP Impact theme
<p>12.1 Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries</p>	 
<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p>	  
<p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p>	
<p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>	  
<p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>	
<p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>	  



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Sweden / 2010 – 2015 /
Region Stockholm

Sustainable procurement of ICT equipment with a lifecycle approach

For the Region of Stockholm¹ the procurement of ICT has been highlighted as a high risk area, due to known supply chain violations of human and labour rights. The region decided to address these, as well as environmental impacts, through its procurement process.

As part of its initial market engagement, the authority shared proposed sustainability criteria and social contract performance clauses with prospective suppliers and invited their feedback prior to developing their tenders. The feedback received was used to inform the development of 9 separate ICT tenders valued at over 60 million euros.

Sustainability criteria such as lifecycle impacts, limiting the content of hazardous chemicals and conflict minerals, and ensuring product durability and energy efficiency, were evaluated as part of the quality requirements, weighted as high as 30% in some cases. The contract performance clauses addressed the working conditions under which goods are made and were bolstered by requirements for manufacturers to have effective procedures to address non-compliance. As part of the award criteria, resellers and manufacturers were also asked to present specific risk-analysis on some of the components, including their methods for monitoring risk at factory level².

¹ The region of Stockholm is responsible for healthcare, public transport, regional planning and culture across 26 municipalities in the capital city region of Sweden

² Interview with Region Stockholm

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Specifying requirements for energy efficiency	<p>12.1 Implement the 10 year framework programme on sustainable consumption and production</p> <p>12.2 Sustainably manage and efficiently use natural resources</p> <p>12.7 Promote public procurement practices that are sustainable</p>	<p>SDG 1</p> <p>SDG 2</p> <p>SDG 3</p>
Specifying requirements for the minimization of hazardous chemicals, presence of conflict minerals, minimized packaging and modularity	<p>12.1 Implement the 10 year framework programme on sustainable consumption and production</p> <p>12.2 The sustainable management and efficient use of natural resources</p> <p>12.4 Ensure the environmentally sound management of chemicals and all wastes throughout the life cycle</p> <p>12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.7 Promote public procurement practices that are sustainable</p>	<p>SDG 5</p> <p>SDG 6</p> <p>SDG 7</p> <p>SDG 8</p> <p>SDG 9</p>
Employing pre-procurement competitive dialogues with supplier to collaboratively define requirements and promote sustainability	<p>12.1 Implement the 10 year framework programme on sustainable consumption and production</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices</p> <p>12.7 Promote public procurement practices that are sustainable</p>	<p>SDG 10</p> <p>SDG 13</p>
Inclusion of contract requirements for decent work and labour standards and monitoring suppliers through on site inspections	<p>12.1 Implement the 10 year framework programme on sustainable consumption and production</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices</p> <p>12.7 Promote public procurement practices that are sustainable</p>	<p>SDG 14</p> <p>SDG 15</p> <p>SDG 16</p>



Take urgent action to combat climate change and its impacts

Climate change presents the single biggest threat to development, and its widespread, unprecedented effects disproportionately burden the poorest and the most vulnerable. Goal 13 calls for urgent action not only to combat climate change and its impacts, but also to build long term resilience in responding to climate-related hazards and natural disasters.

Approximately 3% of global greenhouse gas emissions¹ are derived from the shipping industry. This figure, while seemingly small, only represents the activities required to move products between locations and does not reflect the emissions or climate impacts created from manufacturing activities.

Sustainable Public Procurement can positively influence SDG 13 by ensuring that environmental considerations such as energy and water efficiency are included in tenders for products or services.

Sustainable Public Procurement also places a concerted effort on ensuring that natural resources such as trees and waterways are properly stewarded and that supply chain activities do not contribute to deforestation or pollution. In doing so, Sustainable Public Procurement raises awareness of the importance of climate action with key industries and suppliers, and encourages them to better mitigate climate impacts in the future.

How Sustainable Public Procurement can impact SDG 13

SDG targets	SPP Impact theme
13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	
13.2 Integrate climate change measures into national policies, strategies and planning	
13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	
13.B Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities	

¹ Please see International Maritime Organization <https://wwwcdn.imo.org/localresources/en/OurWork/Environment/Documents/Third%20Greenhouse%20Gas%20Study/GHG3%20Executive%20Summary%20and%20Report.pdf>



Photo: © Unsplash

2016-2019 /
IPG Packaging Group, Norway

Environmental Pallets reduce CO² emissions from transport by more than 40 %

An international aid organization is looking to reduce its CO² emissions from deliveries of food assistance to the areas of the world in need. Thus, in 2016, the WFP carried out a procurement process which included demands to lower carbon footprints as part of their overall commitment to increase sustainability. The solution, provided by IPG Packaging Group, was a low weight pallet made entirely of recyclable plastics, called the Environmental Pallet. The low weight of the pallet, combined with its ability to be folded and easily stacked, means that more of them can be loaded onto a 40 ft container, reducing CO² emissions and improving efficiency. The pallet helps to minimize raw material consumption, waste, emissions, and energy consumption.

At the end of its useful life, the Environmental Pallet is pelletized and upcycled into new plastic products.

The procurement process has increased IPG Packaging Group's existing focus on lowering carbon footprints as much as possible. The company is currently looking at how old packaging from their current deliveries can also be returned and recycled. For instance, IPG Packaging group has worked on collecting packaging waste from food deliveries, pelletizing it on the spot and moulding new plastic products such as school desks, chairs or other products – a solution that is not yet in operation¹.

¹ Interview with IPG
<https://www.ip-group.com/>
<https://www.ip-group.com/innovation-center/ipg-circular-economy-innovation-hub/>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
<p>Specifying requirements for suppliers to support the reduction of CO² emissions through the minimization of materials and weight</p>	<p>13.1 Strengthen the resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p>	<p>SDG 7</p> <p>SDG 8</p>
<p>Including circular economy principles such as reusable plastic and stackability to extend life of the product, and supporting responsible manufacturing through reduced energy and raw materials consumption</p>	<p>13.1 Strengthen the resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p>	<p>SDG 9</p> <p>SDG 12</p>
<p>Including end of life disposal and recycling in the lifecycle of the products</p>	<p>13.1 Strengthen the resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p>	<p>SDG 14</p> <p>SDG 17</p>




Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Oceans, seas and other marine resources are essential to human well-being and social and economic development worldwide. They provide livelihoods, subsistence and benefits from fisheries, tourism and other sectors, while regulating the global ecosystem by absorbing heat and carbon dioxide from the atmosphere. However, oceans and coastal areas are extremely vulnerable to environmental degradation, overfishing, climate change and pollution.

Oceans produce over half of the world’s oxygen and sequester significant amounts of carbon dioxide¹, all of which helps to mitigate the impact of climate change. However, oceans also play a crucial role in the supply chain of products by acting as a primary transportation channel. While the impacts of Sustainable Public Procurement on oceans and life below water are mostly indirect, Sustainable Public Procurement can support a healthy marine ecosystem by advocating for reduced usage of harmful or hazardous chemicals and materials, reducing the use of single use plastics, and placing a concerted focus on local production and more sustainable materials such as recycled content.

How Sustainable Public Procurement can impact SDG 14

SDG targets	SPP Impact theme
14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	

¹ See National Oceanic and Atmospheric Administration, US Department of Commerce <https://oceanservice.noaa.gov/facts/why-care-about-ocean.html>



Iceland / 2011 – 2019 /
City of Reykjavik

Procuring sustainable marine stewardship with third party standards

The fishing industry has been pivotal for Icelandic culture and its economy for centuries. Contributing to more than a third of the country's total exports and thus sustaining one of its largest industries, fishing is crucial to Icelanders today and will continue to be so for generations to come.

Despite several decades of overfishing in the 1970s-80s which led to a severe decline in fish stocks and unreliable harvests, the Government of Iceland has today become a global leader in the sustainable management of seafood¹ – and has ensured that these expectations are mirrored in their procurement processes. Today, the City of Reykjavik requires that all publicly procured fish products are not only sourced locally, but also that suppliers adhere to the inter-

national standards of the Marine Stewardship Council (MSC)². Suppliers that do not meet those requirements simply cannot be considered in procurement processes.

While raising standards to meet such a high bar is something that has been introduced over several decades, the benefits of this not only support healthier marine ecosystems, but can also help the global industry to continuously raise the bar.

Third party sustainability certifications or a supplier's ability to demonstrate an equivalency are an important aspect of Sustainable Public Procurement and are helping markets evolve towards a more sustainable vision of the future³.

¹ The sustainable management of the seafood supply chain in Iceland has been the result of the introduction of Individual Trade Quotas through the adoption of the 1990 Fisheries Act.

² The certification can be obtained by fisheries that live up to three main principles; sustainable fish stocks, minimizing environmental impact and effective fisheries management. Neither the NCM nor UNOPS officially endorse the MSC certification but do encourage the use of third-party sustainability standards, or equivalents where possible.

³ Interview with City of Reykjavik.

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Specifying requirements for third party sustainability requirements on marine stewardship	14.2 Sustainably manage and protect marine ecosystems	
Establishing national legislation that includes minimum sustainability requirements	14.C Enhance the conservation and sustainable use of oceans and their resources through law 14.4 Effectively regulate harvesting and end overfishing and destructive fishing practices	SDG 8 SDG 12
Sourcing from local suppliers	14.1 Prevent and significantly reduce marine pollution of all kinds 14.B Provide access for small-scale artisanal fishers to marine resources and markets	



Protect, restore and promote sustainable use of terrestrial ecosystems and halt land degradation and biodiversity loss

Goal 15 focuses specifically on managing forests sustainably, halting and reversing land and natural habitat degradation, successfully combating desertification and stopping biodiversity loss.

Forests and trees are not only critical to environmental protection and the biodiversity of the planet, but also to the viability of global supply chains.

Sustainable Public Procurement can positively impact this SDG by placing a concerted focus on using these resources sustainably, e.g. by preferring recycled material, certified sustainably harvested materials, or by ensuring proper disposal or recycling of products.

Sustainable Public Procurement can play a vital role in the elimination of illegal logging of forests and ensuring that suppliers have the appropriate standards to meet global expectations for environmental protection.

How Sustainable Public Procurement can impact SDG 15

SDG targets	SPP Impact theme
15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	
15.B Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation	



Photo: © Højer Møbler A/S

Denmark / 2017-2018 /
Municipality of Aalborg

Circular procurement of school furniture in Aalborg

To meet their needs for classroom furniture with multiple functions, the Municipality of Aalborg set up a framework agreement for the procurement of furniture for a learning environment. By focusing on reducing the demand for new furniture, and recycling, reusing or upcycling older furniture, Aalborg used its purchasing power to not only improve the environmental impacts of school furniture; it also tested new models for production and consumption that foster and promote the sustainable management of forests and reduce unnecessary demand for natural resources like timber.

To ensure that local suppliers were able to participate and create an environment for the best possible outcome, the municipality undertook extensive market engagement to explore how potential suppliers would respond to a tender that included circular economy principles. The procuring authority required that 70% of the wood came from sustainable sources, and also mandated that suppliers provide a 20-year guarantee on new furniture and spare parts.

Old furniture that was identified as requiring replacement could be refurbished and reused in different locations, and furniture that could not be reused would be responsibly recycled. Inclusive design¹ features were also included in the authority's requirements to ensure that individuals with disabilities were considered.

This tender, which was awarded to Højer Møbler, was recognized with the 2017 IKA (Danish Association of Public Procurement) award for Denmark's Best Call for Tender, was shortlisted for the Procura+ "Sustainable Tender of the Year" award (2018) and has been featured as a good practice case by the European Commission. In addition, as a result of the framework agreement, the municipality's school department set up a register of surplus furniture for all schools and school-based leisure facilities, which has not only improved the environmental impact of the schools' operations but reduced their expenditure on new furniture as well².

¹ A process where the product is optimized for a specific user with specific needs

² Interview with the Municipality of Aalborg

<http://circularpp.eu/strategic-workshop-on-circular-public-procurement-in-aalborg/>

<https://milestone-pro.dk/wp-content/uploads/2018/12/H%C3%B8jer-M%C3%B8bler-casebeskrivelse.pdf>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Specifying requirements for minimum % of materials from sustainable sources	15.1 Ensure the conservation, restoration and sustainable use of terrestrial ecosystems such as forests 15.2 Promote sustainable forest management and halt deforestation 15.B Mobilize resources to finance sustainable forest management and provide incentives	SDG 1 SDG 3
Specifying requirements for reusability, easy disassembly and repair, and circular economy	15.1 Ensure the conservation, restoration and sustainable use of terrestrial ecosystems such as forests 15.2 Promote sustainable forest management and halt deforestation 15.9 Integrate ecosystem and biodiversity values into national and local planning	SDG 4 SDG 8
Considering the total cost of ownership	15.1 Ensure the conservation, restoration and sustainable use of terrestrial ecosystems such as forests	SDG 9 SDG 10
Employing pre-procurement competitive dialogues with supplier to collaboratively define requirements		SDG 11
Specifying requirements for inclusive design and accessibility		



Promote peaceful and inclusive societies, provide access to justice for all and build inclusive institutions

The 2030 Agenda for Sustainable Development aims to promote peaceful and inclusive societies. The elimination of violence and armed conflict should be accompanied by strong institutional development as well as universal access to justice, information and other fundamental freedoms.

Fair, effective and transparent competition is widely recognized as a key principle of sustainable public procurement. It also contributes to SDG 16 by ensuring that public institutions demonstrate the proper stewardship of public funds, and by helping to eliminate fraud and corruption throughout global supply chains. Sustainable Public Procurement can ensure that appropriate measures are taken to hold suppliers accountable and support them to remediate.

How Sustainable Public Procurement can impact SDG 16






SDG targets	SPP Impact theme
16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime	
16.5 Substantially reduce corruption and bribery in all their forms	
16.6 Develop effective, accountable and transparent institutions at all levels	
16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	
16.B Promote and enforce non-discriminatory laws and policies for sustainable development	



Photo: © Unsplash

Ukraine / 2015-ongoing / Ukrainian Ministry of Economic Development and Trade and Transparency International

Driving accountability and transparency through eProcurement in Ukraine

To combat corruption and help fuel economic growth, the Ukrainian Ministry of Economic Development and Trade launched the idea of creating a world class e-procurement system, which would enable the development of an efficient and transparent marketplace where public agencies could procure its goods and services, while at the same time providing the public with full access to all public purchasing data on all tenders announced from 31 July 2016 in the Ukrainian language. If the tender value exceeds a specific expected value, the tenders must be published in English as well¹. To support this process, the government passed a law that made electronic public procurement mandatory for all processes from 31 July 2016. The Prozorro system uses an Open Contracting Data Standard² as a key instrument for data modelling, since information available in open data allows for easy analysis and processing³.

The increased transparency stemming from the online system has reduced corruption by demanding that any documents or information relating to public procurement must be open and freely accessible online, and by demanding that all tenders are published in electronic form only⁴.

Since its inception, Prozorro has succeeded in lowering corruption in the public sector by 25 %, thus creating a much more transparent and law-abiding procurement setup. In 2018, Prozorro won an international anti-corruption challenge⁵ and the platform was also expanded to include procurement functions in other sectors such as the sale of state and municipal properties, as well as the sale of materials such as scrap metal and timber.

¹ <https://prozorro.gov.ua/en>

² A free, non-proprietary open data standard for public contracting, implemented by over 30 governments, <https://www.open-contracting.org/data-standard/>

³ https://www.open-contracting.org/2015/06/02/open_contracting_in_ukraine_a_collaborative_effort_for_procurement_reform/

⁴ https://www.open-contracting.org/2015/06/02/open_contracting_in_ukraine_a_collaborative_effort_for_procurement_reform/

⁵ <https://ti-ukraine.org/en/news/prozorro-sale-wins-global-anti-corruption-challenge/>

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
<p>Creating transparent and open access to procurement requirements through eProcurement systems</p>	<p>16.5 Reduce corruption and bribery</p> <p>16.6 Develop effective, accountable and transparent institutions</p> <p>16.10 Ensure public access to information and protect fundamental freedoms</p>	<p>SDGG 1</p> <p>SDG 10</p>
<p>Mandating that all public procurement must be done through the online solution</p>	<p>16.5 Reduce corruption and bribery</p> <p>16.6 Develop effective, accountable and transparent institutions</p>	<p>SDG 12</p>
<p>Specifying requirements for the eProcurement system to be open-source</p>	<p>16.5 Reduce corruption and bribery</p> <p>16.6 Develop effective, accountable and transparent institutions</p>	<p>SDG 17</p>



Strengthen the means of implementation and revitalize the global partnership for sustainable development

Achieving the ambitious targets of the 2030 Agenda requires a revitalized and enhanced global partnership that brings together governments, civil society, the private sector, the United Nations system and other actors, mobilizing all available resources.

Sustainable Public Procurement creates an enabling environment for suppliers to shift their production patterns towards more sustainable outcomes, and in so doing, this creates the opportunity for other suppliers and industries to follow suit.

With an increasingly global and complex supply chain, Sustainable Public Procurement requires that countries work together to support the transfer of knowledge sharing and best practices.

How Sustainable Public Procurement can impact SDG 17




SDG targets	SPP Impact theme
17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed	
17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence	
17.14 Enhance policy coherence for sustainable development	



Photo: © Unsplash

Denmark / 2006-ongoing / The Danish Ministry of the Environment,
14 Danish municipalities and 2 regions, Danish companies

Advancing sustainable procurement through partnerships

For more than fifteen years, the Danish Ministry of Environment and the three largest Danish municipalities – Copenhagen, Aarhus and Odense – have been partners for Green Public Procurement. The Partnership for Green Public Procurement (POGI)¹ has enabled its members to set clear sustainable procurement demands, driving the market and suppliers towards developing better, more environmentally responsible products, and has established minimum environmental requirements for key product and service categories. In practice, this is done through the partnership developing common binding procurement goals, which form the basis for the members' individual procurement demands. The common procurement goals set environmental requirements for procurement, thus influencing the market and ensuring a positive environmental effect.

Twice a year, the partnership re-evaluates the sustainability goals, formulates new goals and advances existing sustainability goals. Moreover, it reviews and proposes updates to legislation. The partnership now includes 14 municipalities as well as two regions, a Danish water and wastewater company and the Ministry of the Environment and Food. The partnership helps its members to set individual procurement demands based on the common procurement goals,

and has played a large role in securing more green demands in procurement in Denmark².

A concrete example of how POGI and a key player in the network, City of Copenhagen, have inspired each other to set sustainability demands in procurement, is a procurement in which the City of Copenhagen has set goals for including 90% organic food in municipal canteens, using demands from POGI to reach this goal³. In this project, having a robust market dialogue was central to helping the municipality to achieve this goal.

These dialogues included discussions on kitchen needs, market capacity and what compliance criteria should look like. The process also required that the public tenders be restructured into smaller lots to enable local suppliers to participate (as no single supplier had the capacity to supply all 900 institutions and kitchens alone). Most remarkably, the municipality also chose not to increase its budget to achieve this target – choosing instead to meet its objectives through more innovative means such as making more food from scratch, buying goods in season, using less meat and reducing the amount of food waste⁴. As of 2019, more than 90% of food procured by the City of Copenhagen was certified organic.

¹ More information can be found at <https://ansvarligeindkob.dk>

² <https://ansvarligeindkob.dk/partnerskab/>

³ <https://www.kk.dk/sites/default/files/edoc/4b7b2b8a-8c96-458b-9b19-4644147dcc69/15c14f74-0f04-46aa-aa12-aea2a0396a2b/Attachments/18036891-23385478-1.PDF>

⁴ Interview with City of Copenhagen

How this case study impacted the SDGs

SPP considerations	Linkage with SDG target	Other SDGs impacted
Integrating lessons learned from sustainable procurement into government policy requirements and minimum standards for procurement	17.14 Enhanced policy coherence for sustainable development	<p>SDG 2</p> <p>SDG 6</p>
Developing a multi-stakeholder public-private partnership on Green Public Procurement	17.17 Partnerships to support achievement of SDGs	<p>SDG 7</p> <p>SDG 8</p>
Developing specific, measurable goals for sustainable procurement that are endorsed and supported by various municipalities	17.19 Develop measurements of progress	<p>SDG 9</p> <p>SDG 11</p> <p>SDG 12</p>
Consolidating sustainable procurement demands between several purchasers to facilitate more progressive market changes		SDG 13



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Public Procurement accounts for 6.5 trillion euros annually and plays a fundamental role in achieving the Sustainable Development Goals. All public services and functions depend on public procurement to be delivered. This report aims to draw attention to the “added value” that sustainable public procurement can contribute towards these goals, directly or indirectly, going beyond delivering core public sector objectives. The report establishes clear linkages between Sustainable Public Procurement and the SDG targets, and aims to validate those linkages with specific and real-life case studies from Nordic settings.

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