CircLocal
A CIRCULAR COMMUNITY

Project Nr: 101015908

CircLocal: Building a community of local public authorities on improving circular procurement practices

D2.1 - Interregional Social Economy Mission Report Leeuwarden

Co-funded by the COSME programme of the European Union

Project acronym:	CircLocal	
Project full title:	Building a community of local public authorities on improving circular procurement practices	
Project type:	COSME-GAE	
EC Grant Agreement No:	101015908	
Project starting/ending date:	01 Feb 2021/ 31 Jan 2022	
Website:	www.circlocal.eu	
Deliverable No:	2.1	
Responsible participant:	Municipality of Leeuwarden (MOL)	
Due date of deliverable:	31/05/2021	
Revision history:	V 1.1	25/05/2021
	V 1.2	28/05/2021
Dissemination level:	Public	
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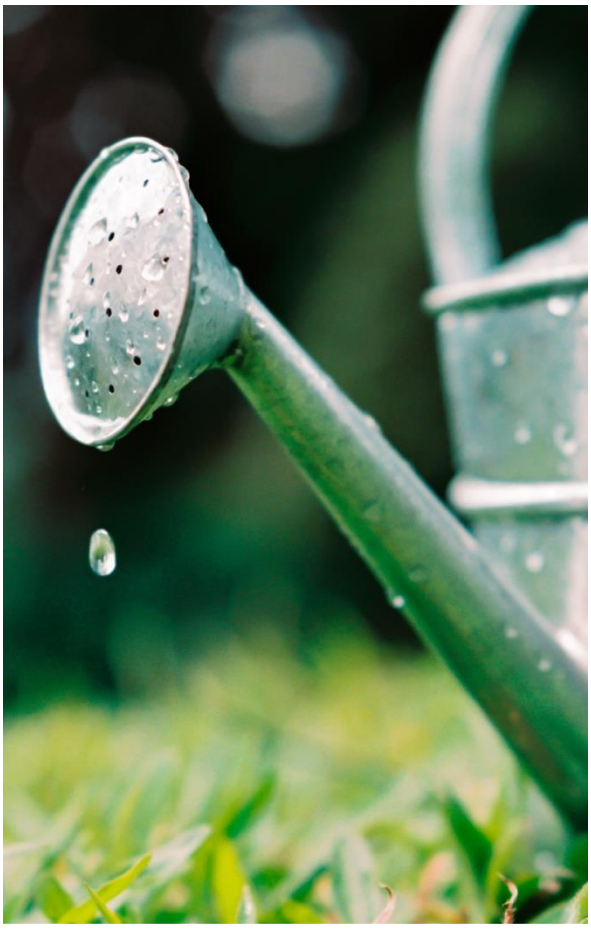
BUILDING A COMMUNITY OF LOCAL PUBLIC AUTHORITIES ON IMPROVING CIRCULAR PROCUREMENT PRACTICES

Socially responsible public procurement…

The transition towards a social and circular economy is becoming more evident and urgent. In this transition, every group from the quadruple helix has an important role to play. While innovation can come from businesses and new knowledge from universities, consumers can fasten the transition by changing their preferences for consumer goods.

As a consortium we want to establish a **Road Map** for every public partner individually that fits with their current situation making sure the **Community** of local public authorities working on circular procurement grows!

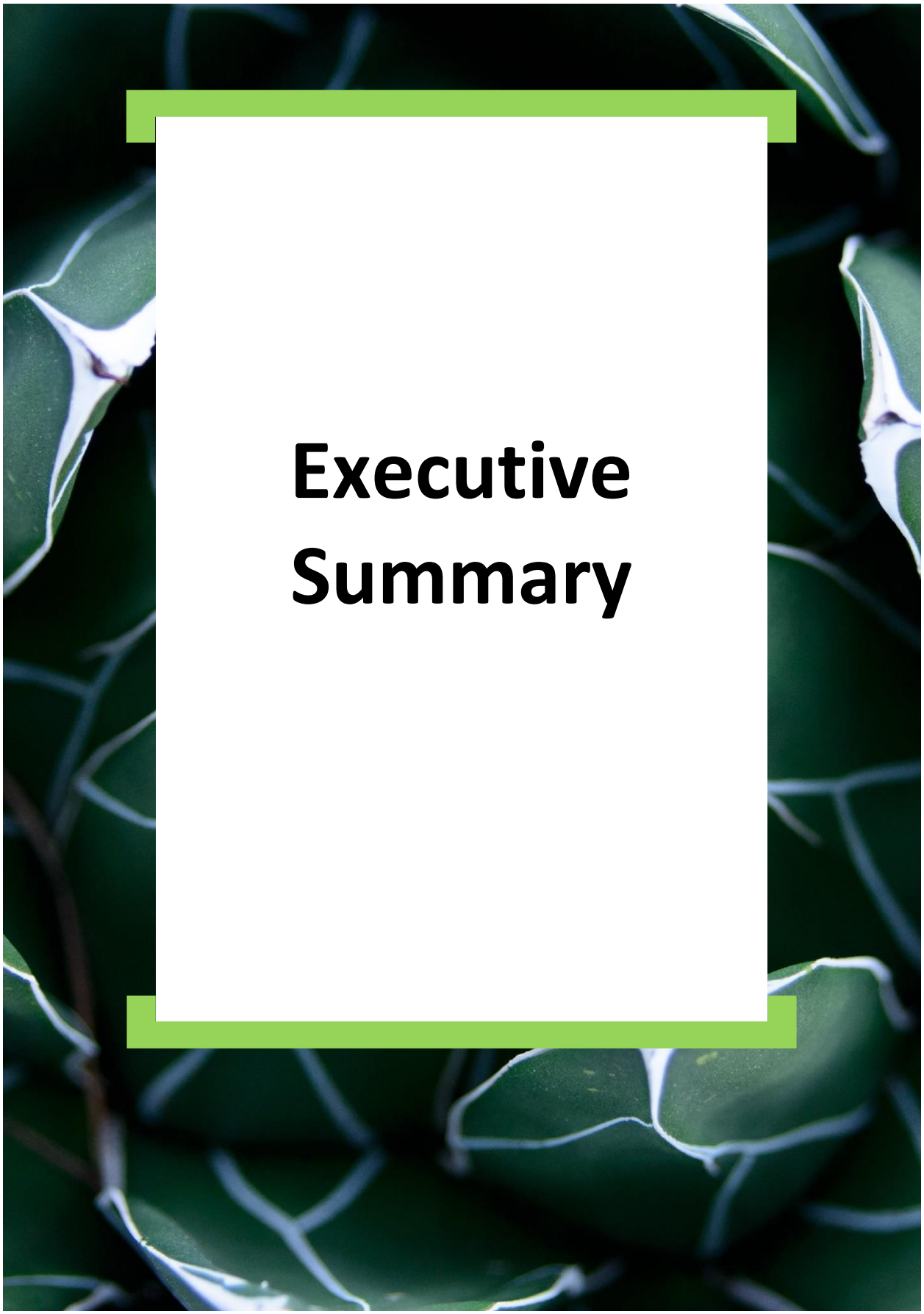
CircLocal focusses on setting up circular and social tender processes, involving the market in tender procedures.



THE GOAL

Within CircLocal project, each participating partner is responsible for the preparation and implementation of one Interregional Social Economy Mission.

The aim of this report is to describe and reflect on the first Interregional exchange that was organised by lead partner Leeuwarden and to gain the insight into the interregional learning process. To serve the purpose of the project, this report will be submitted to EISMEA and disseminated through CircLocal's various communication channels.



Executive Summary

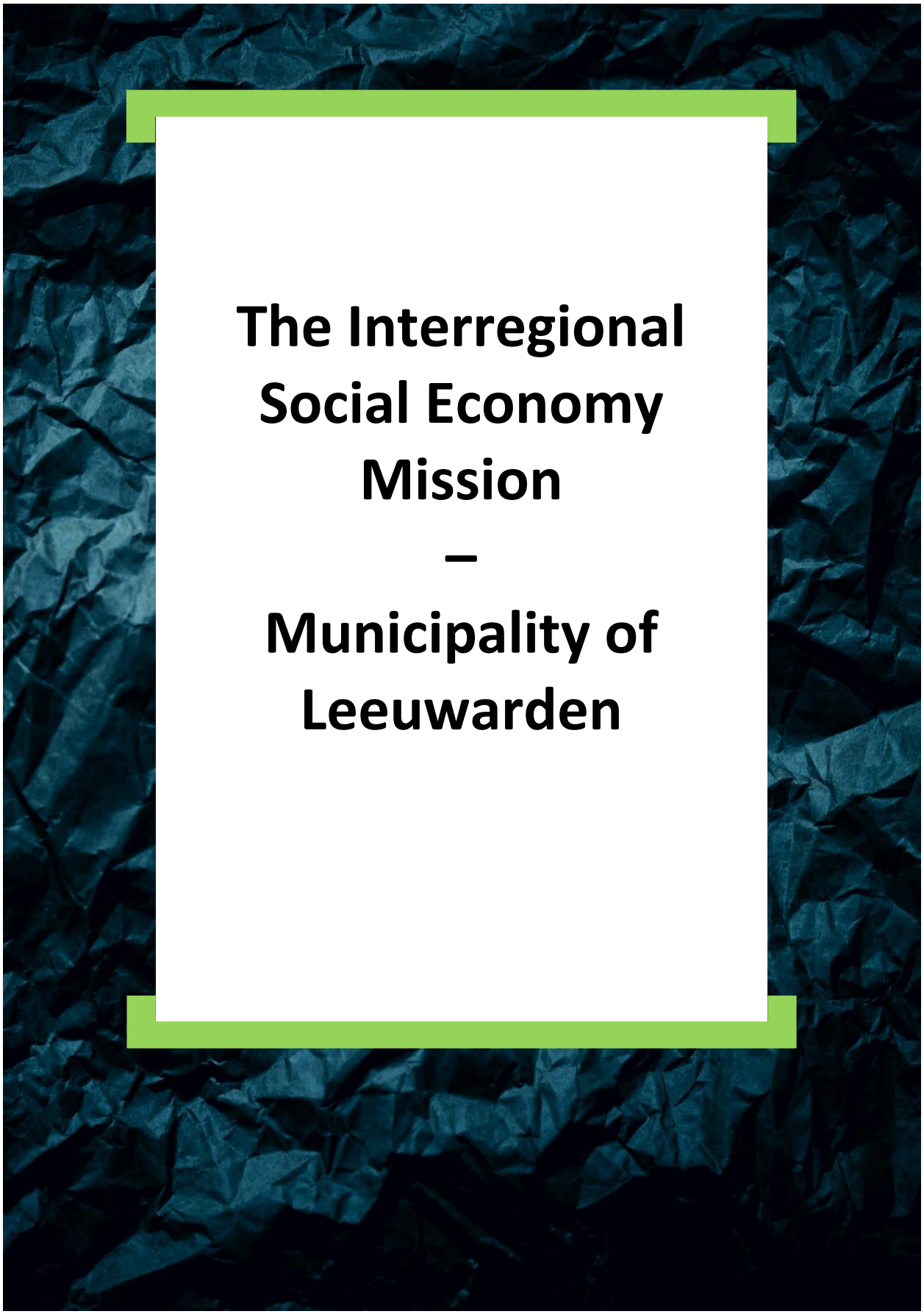
Introduction

On April 26th 2021, the first interregional workshop of CircLocal took place. Due to the ongoing Covid19 travel- and organizing restrictions, the workshop took place digitally through an online platform, being hosted live from the Kanselarij in Leeuwarden, one of the city's national monuments. The workshop was separated into a morning session (10.00 – 12.00) and an afternoon session (15.00 - 17.00), with some of the speakers present live in the studio, whereas others connected remotely from home. The meeting was chaired by the project coordinator of CircLocal and was attended by at least 34 different participants. Those who were present at the start of the workshop registered through Mentimeter.

The aim of the meeting was to share the city of Leeuwarden's and the region of Fryslân's knowledge and experiences with stakeholders from the partnering regions. To do so, regional best practices were presented and expert sessions were organized. Various online tools (Mural, Mentimeter, Break-out rooms) were used to make the program as interactive as possible. The complete agenda for the meeting can be found below.

Time	Agenda
09h30 – 10.00	Walk-in
10.00 – 10.05	Welcome speech from project coordinator
10.05 – 10.20	Setting the scene: Circular Economy in the Region of Fryslân • *Circular Friesland Association*
10.20 – 10.35	Interactive Mural exercise: Mapping the Existing Circular Networks that can be connected through CircLocal
10.40 – 10.50	Best practice 1: Raw Material Flow Analysis • *The Municipality of Leeuwarden*
10.50 – 11.00	Best Practice 2: Biobased Cycling Bridge • *Province of Fryslân*
11.00 – 11.15	Best Practice 3: Digital Site Visit to the Swettehûs • *Province of Fryslân*
11.15 – 11.25	Best Practice 4: Rapid Circular Contracting • *Security Organization Fryslân*
11.25 – 11.45	Break-out rooms: In conversation with the Best Practices

11.45	Look back and closing of the morning session
12.00 – 15.00	Break
15.00 – 15.10	Start of the afternoon session, welcome back by project coordinator
15.10 – 15.25	Expert session: The Eight Steps of Circular Procurement • *Copper8*
15.25 – 15.55	Break-out rooms: applying the eight steps to a case study • *Copper8*
15.55 – 16.05	Feedback and Q&A with Copper8
16.05 – 16.30	Expert session: The Role of Governments as a Launching Circular Customer • *Municipality of Leeuwarden in cooperation with Start-up in Residence*
16.30 – 16.45	Q&A
16.45	Looking forward and closure of the workshop



The Interregional Social Economy Mission – Municipality of Leeuwarden

More information about the session…

The interregional workshop was divided into two sessions: a morning and afternoon session, each with its own focus. The morning session was aimed at describing the context in which the municipality of Leeuwarden deals with circular economy and circular procurement and disseminating the region's best practices. The afternoon session focused on in-depth expert sessions that dealt with two themes: the process of setting up circular procurement practices in your organization and the role of governments as launching customers of circular products.

Morning session

Setting the Scene
After a welcome by the project coordinator, the morning session kicked off with an introduction on circular economy in the region of Fryslân by the Circular Friesland Association (CFA), a triple helix collaboration that was founded in 2015. The presentation covered the history, philosophy and members of the association. Special attention was given to the association's approach: the association conducted a regional resource analysis that mapped various resource streams in Fryslân. This analysis served as the basis of an organizational structure consisting of working groups on 10 different themes, that all developed their own circular 'do-agenda'. The association also highlighted the importance of circular public procurement as a tipping point in the transition to a circular economy.

Questions from the audience focused on how to involve educational institutions in associations such as the CFA. According to the CFA, this was due to a playful approach of the educational institutions, good personal leadership and the fact that the province of Fryslân had also integrated circular economy into its economic agenda, making it worthwhile for educational institutions to invest in circular economy.

After hearing the importance of a circular network, the participants were then simulated to map circular actors and networks in their own region that can be connected to each other, possibly through CircLocal. The results of this Mural exercise can be found in the annex.

Best practices
The second part of the morning session focused on presenting four regional best practices, which elaborate reports can be found in the annex. The four best practices include:

- Raw Materials Flow Analysis (Municipality of Leeuwarden)
- Biobased Cycling Bridge (Province of Fryslân)
- Circularly build bridge operating central (Province of Fryslân)
- Rapid Circular Contracting (Safety Organization Fryslân)

After the presentations, participants had the opportunity to interact with the various speakers in multiple break-out rooms. The discussions in the break-out rooms focused mainly on:

- **Costs** related to the best practices. For the physical projects, these were 10-15% higher than when it would have been done traditionally. This was mainly due to prolonged designing phases in which multiple bio-based materials

needed to be tested. Once new standards have been developed, these costs will decline.
- How circular buildings can meet legislative safety requirements. It was advised to remain in close contact with local authorities.

Afternoon session

After the break, the workshop continued with two in-depth expert sessions: the eight steps of circular procurement and the role that governments can play as a launching circular customer.

The eight steps of circular procurement
During the first expert session, consultancy firm and think tank Copper8 presented its eight step-methodology for organizations to set up circular procurement practices. This methodology is based on the theory that circular procurement is not just a technical challenge, but also a financial and procedural challenge. Not only should bought circular goods and services meet a certain quality standard, but they should also be financially attractive for both parties that can lead to long lasting procedural relationships between provider and contractor. The eight-step methodology to prepare your own organization for circular procurement, as well as to manage external relations, is based on this principle and can be found here.

To illustrate the methology, concrete examples were presented. After the presentation, Copper8 introduced the participants to an interactive case study in which teams were to procure their own bridge circularly. Each team discussed this case in a break-out room. During the discussion afterwards, the topics that were most frequently raised were how organizations can deal with the fact that in public procurement, price is often a critical factor and a barrier to circular procurement. Solutions that were offered were working with knock-out criteria and fixed budgets. Also, questions were raised about preparing your internal organization for new procurement practices, approaches to which are described in the link above.

Governments and launching circular customership
In the second part of the afternoon, the municipality of Leeuwarden delved deeper into the role that governments can play as a driver for circularity. Besides mentioning the government's role as a legislator, financing party and networking partner, the municipality's presentation focused on the role of governments as a launching customer for circular products. After the municipality stressed the added value this practice, it inspired the participants by providing some concrete examples of how Leeuwarden has acted as a launching circular customer. These best practices ranged from circular laptop cases for the municipality's employees, to in-house water recycling systems for a newly built city district. These launching customer projects have the benefits of making the government's procurement more circular, while also helping innovative and circular businesses to develop, which is necessary for the transition to a circular economy.

The municipality closed off with 5 lessons they learned as a launching customer for circular products:
1. Make extensive use of your external network
2. Make sure to listen carefully to the entrepreneurs
3. Communicate about launching customership within your own public organisation

4. Create a fund to overcome the (price) difference between a regular solution and the innovative solution
5. Create the media attention the companies deserve for their products through the press and social media

One of the ways through which the municipality acts as a launching customer for circular products, is by participating in the Start-up in Residence program, a representative of which presented the program during the last part of the afternoon session. Start-up in Residence is a program that connects public institutions with societal issues ('the challenge-owners') to innovative start-ups, and guides both parties during a process of 6 months, in which the start-up can develop and pitch their solution to the challenge-owner. This process, in which the start-ups also learn from each other, can result in a public institution becoming the start-up's launching customer. This way, the program provides a structured and safe way in which governments can become a launching (circular) customer and is becoming increasingly popular amongst both public institutions and start-ups.

Questions during the last part of the afternoon mainly focused on the costs (for governments) and the success rate of the Start-up in Residence program. The total budget for the program is around €100.000; participating governments pay an entry fee of circa €2.500. Regarding the success rate of the program, this is difficult to determine for Leeuwarden/Fryslân, since the program is currently underway. However, the program has also been run in other provinces, where circa 33% of the participating start-ups got to the phase of procurement. However, for the other 66%, the program has also been very valuable in terms of networking, coaching and finetuning their product.

The first interregional workshop was closed off by a pitch for the second interregional workshop on the 1st and 2nd of July, which will be hosted by the region of Coimbra (PT).

Suggestions & Next Steps

Recommendations and Next Steps

In the CircLocal project, two more interregional workshops will be organized. The first interregional workshop has provided a couple of themes that proved to be most relevant to the audience:

- Concrete examples of best practices
- (Additional) costs related to the implementation of best practices
- How to cope with 'traditional' (internal) procedures and legislation in setting up circular procurement practices

These themes came forth during the multiple discussions, as well as through the Menitimeter in which participants could post their requests regarding the content of the next interregional workshop (see annex). CircLocal will react to these requests by taking these themes into account in the preparation of the upcoming workshops and dissemination.

Regarding the organization of the next digital interregional workshop, the municipality of Leeuwarden advises to work with an (external) professional that sets up the technology of the workshop, and preferably work with a professional studio. Invitations can be more widely spread than was the case now, as long as specific structured methods for interaction are designed. These ensure that no chaos or unwanted interruptions will occur.

Conclusions

Conclusion

Based on the participant's reactions and the project partners' own perception, CircLocal's first interregional has been a success, both in terms of attendance and content. Presenting the region's approach to circular economy and its best practices regarding circular procurement, the workshop provided a balanced mix between in depth expert sessions and hands-on showcases. The main issues that were discussed amongst the participants were how to deal with higher costs, obstructing legislation and organizational change. The participants indicated that being exposed to best practices from other regions than their own, which often have a different approach towards circular procurement, was most valuable. Therefore, the best practices will also play a central role in the upcoming workshops and dissemination activities in the CircLocal project.

Annexes

a) Best practices

b) Mentimeter: Participants' suggestions for next meeting

c) Mural exercise: Mapping existing networks and circular actors across Europe

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Gemeente Leeuwarden

CIM | RC

NOVO MESTO

STARTUP EUROPE REGIONS NETWORK

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Reports Best Practices

FEV 2021

Raw Materials Flow Analysis

CircLocal Good Practice

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Country	The Netherlands
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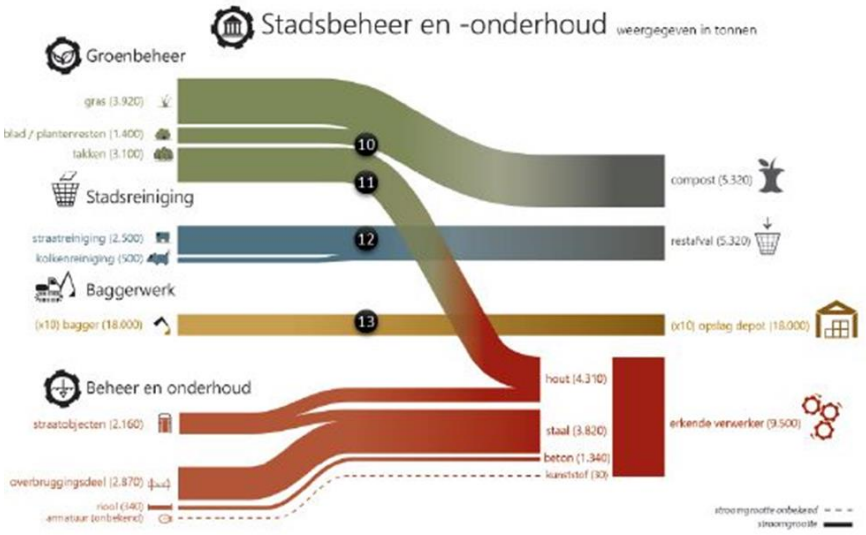
3. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	Yes	
If no, please tell us who is the main institution in charge	Name Organisation	
	Country	
	Region	
	City	

4. General Information

Practice Image	
Title of the practice	Raw Material Flow Analysis
Geographical scope of the good practice*	Local

5. Good Practice Detailed Information

Short summary of the practice	The municipality of Leeuwarden has mapped all their raw material flows used in civil engineering and maintenance in a so-called Raw Material Flow Analysis. By doing so, the organisation has a clear image of its largest material flows and the CO2-emissions. Having this information visible, the next step is to set clear targets and to take action on closing the loop for each of these material flows.
Detailed information on the practice	The municipality of Leeuwarden wants to reuse all of its materials, close building material chains and eliminate all waste in the municipality by 2050. Additionally, it wants to maximize its circular procurement by 2025. To make waste streams more efficient, the municipality first had to map the streams of raw materials used in civil engineering and maintance. The material flow analysis was conducted in cooperation with an external party. The results show there were three main flows in civil engineering: • Moving soil • Concrete roads • Asphalt roads

	Regarding maintenance, the municipality had the following main flows: • Green waste (grass, wood) • Dredging • Construction parts The RMFA showed the municipality the amounts and types of raw materials it had available through everyday activities such as maintaining the public parks (for instance grass) or roads (asphalt and concrete). With this insight, the municipality can redirect the flows so that raw materials can be used for new products or services, instead of being wasted. In this way, the outcomes of the material flow analysis form the foundation for targeted action on closing the loop for the organization of the municipality. It creates awareness on what the impact is of these materials. Moreover, it has an impact on how the city cooperates with its suppliers and partners. To be able to close the loop, more cooperation with local companies and other governments is required. Finally, closing these loops will result in a lower usage of virgin materials, lower CO2-emissions and a more connected network of companies and governments.
Resources needed	The total budget for this project was €20.000,- to map the material flows and provide advice on how to close (some of) the loops. Moreover, 100 hours of internal support was required to deliver the required data.
Timescale (start/end date)	Report was established between November 2018-March 2019. To implement the advice and closing the loops is an ongoing process.
Evidence of success (results achieved)	• Increased awareness on the CO2-emissions and material usage • At least 5 projects developed from the analysis focusing on closing loops • Inspired others to do the same • A new monitor will be released in 2021/2022 that shows the progress
Challenges encountered (optional)	A (communication) plan is required for further implementation after the analysis is delivered. In this way, follow up and support are more guaranteed.
Potential for learning or transfer	To make the next step in a circular economy as a local government, you need to have insights in your output and the material flows you can affect. A material flow analysis of your organisation is therefore a great starting point. It also tells you more about which flow provides the highest impact. After the analysis, the organisation can

	set priorities and clear targets on how to diminish these material flows. After three of four years measure your circularity again to see the generated impact.
Further information	Material Flow Analysis Leeuwarden (in Dutch)
Keywords related to your practice	Materials, circular economy, municipality, procurement, local government, analysis, infrastructure

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Biobased Cycling Bridge Ritsumasyl

CircLocal Good Practice

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3. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
If no, please tell us who is the main institution in charge	Name Organisation	Province of Fryslân
	Country	The Netherlands
	Region	Friesland
	City	-

4. General Information

Practice Image	
Title of the practice	Bio-based Cycling Bridge Ritsumasyl
Geographical scope of the good practice*	Local / regional (City of Leeuwarden, province of Friesland)

5. Good Practice Detailed Information	
Short summary of the practice	The first movable, circular, biobased cycling bridge in the world, with a total span of 66 meter, has been realised in the village of Ritsumasyl, province of Friesland
Detailed information on the practice	By 2025, the province of Fryslân (NL) wants to be the most favorable development region in the Netherlands in terms of circular economy. To support the realization of that ambition and to create a circular movement, the province wanted a large infrastructural project to become a circular iconic landmark. The province chose to replace the concrete and steel cycling bridge in Ritsumasyl, built in the 1960's, with a new bio-based cycling bridge. The old bridge had reached its end of life, and needed replacement. The result of this project had to be an iconic, visible and circular bridge that could kick-start the circular building movement. An innovative construction team was formed, including the provincial government, a constructor, an engineering company and a producer of biobased materials. This team started with the first phase of testing various bio-based materials under multiple circumstances (weather, pressure, expansion coefficient, etc.). This was done in laboratories of the Technical Universities in Delft and Leuven, as well as in a technical school in Osnabrück. In Delft, a full-

	scale model was developed to prove that the new bridge would last a lifetime The testing phase resulted in the new bridge having the following qualifications: • Total of 66 meter span bio-composite • Free span 22m bio-composite • Flax fiber 100% natural • Total bio-content of deck is 80%
Resources needed	Total costs for development and construction: €8.500.000,-
Timescale (start/end date)	The preparation, testing and construction lasted between 2015 and 2019. From 2020 onwards the monitoring will take place.
Evidence of success (results achieved)	The bridge has won several awards, among which the National Circular Award 2019, from the Ministry of Infrastructure and Waterways
Challenges encountered (optional)	
Potential for learning or transfer	The bridge is equipped with over 200 sensors in and between the decks, measuring 16 variables, such as Fibre Bragg grating sensors, weather sensors (rainfall, temperature, etc.) and the position of and force on various parts of the moveable bridge. To stimulate interregional learning, the province has made the data measured by the sensors on the cycling bridge publicly available on: https://www.biobasedbrug-ritsumasyl.nl/.
Further information	www.biobasedbrug-ritsumasyl.nl www.drive.frl
Keywords related to your practice	Biobased, bridge, infrastructure, circular, construction team, procurement, innovation, Friesland, cycling, movable

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Circular Bridge Operation Central: The Swettehûs

CircLocal Good Practice

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3. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
If no, please tell us who is the main institution in charge	Name Organisation	Province of Fryslân
	Country	The Netherlands
	Region	Friesland
	City	-

4. General Information	
Practice Image	
Title of the practice	Circular Bridge Operation Central: The Swettehûs
Geographical scope of the good practice*	Local / regional (city of Leeuwarden, province of Friesland)

5. Good Practice Detailed Information	
Short summary of the practice	As a circular icon, 'It Swettehûs' is a bridge control centre in construction from which 40 bridges in Fryslân are operated remotely. It Swettehûs is innovative, provides a healthy work environment, is energy neutral, and is being realised with circular materials.
Detailed information on the practice	A new Bridge Control Centre and Support Centre for Asset Management needed to be realised to operate around 40 of the many bridges in the province of Friesland. The provincial government required this new building to be a circular icon, providing a healthy and green environment and build from only circular materials and in a energy neutral way. Ambitions for this building have been incorporated in a program of requirements with specific goals, which include for instance: • At least 40% of the applied materials (the monetary value) is recycled (used) material

	• At least 10% (of the monetary value) of the other materials is biodegradable • All materials are recorded in a so-called 'material passport' with at least the following information: properties, origin, connections and the degree of reuse • It Swettehûs has to be measurably circular After conducting a marketing consultation with engineering and building companies to confirm the feasibility of these ambitions, the tender process was started. This process had two phases: • Setting up a construction team that developed the design of the building • Setting up an engineering team, that will build and maintain the building As of April 2021, the building is under (circular) construction. The Swettehûs will likely open in November 2021.
Resources needed	Approximately €4.000.000,-
Timescale (start/end date)	Development started in 2016, construction will last between November 2020 – November 2021.
Evidence of success (results achieved)	Although still in construction, it is already considered the most circular building in the province of Friesland.
Challenges encountered (optional)	• Developing material-driven design: what circular materials are available in our region? • Dealing with regulation that is not adjusted to circular building yet, for instance safety regulations regarding the use of wood.
Potential for learning or transfer	So far, a couple of crucial success factors have been identified, which can be applied to other circular building projects across Europe: • Apply a mix of hard and soft criteria in the tender and selection process. • Maintain a clear division of roles between client and contractor; construction team for exploration and renewal • Regarding partnerships: keep talking, also (and especially) in the realization phase.

Further information	www.fryslan.frl/swettehus
Keywords related to your practice	Circular, materials, bridge, energy neutral, waterways, reuse, biobased

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2021

Rapid Circular Contracting

CircLocal Good Practice

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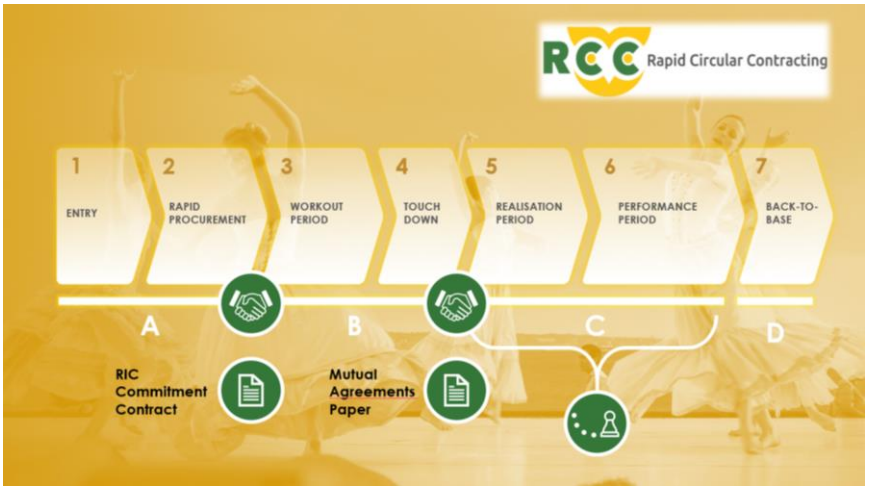
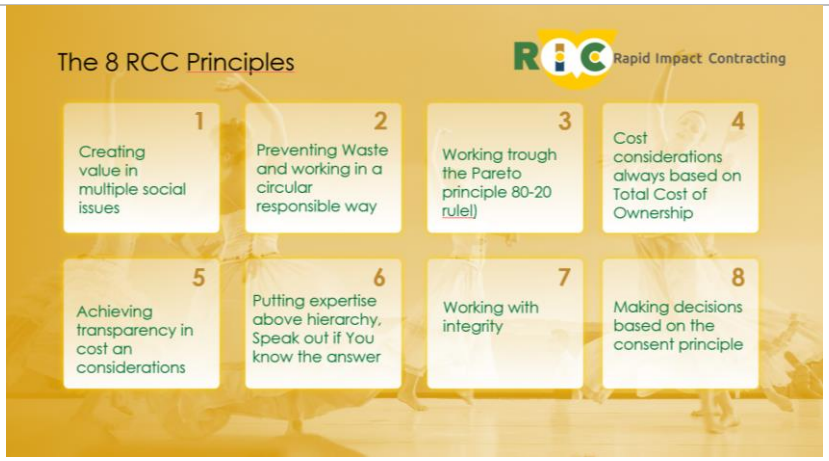
Organisation Name	Municipality of Leeuwarden

3. Organisation in charge of the good practice		
Is your organisation the main institution in charge of this good practice?	No	
If no, please tell us who is the main institution in charge	Name Organisation	Safety region Fryslân
	Country	Netherlands
	Region	Fryslân
	City	-

4. General Information	
Practice Image	RCC Rapid Circular Contracting
Title of the practice	Rapid Circular Contracting in Facility Management
Geographical scope of the good practice*	Regional

5. Good Practice Detailed Information	
Short summary of the practice	Adopting the rapid circular contracting method in facility management leads to innovative and circular solutions for every organisation.
Detailed information on the practice	In 'regular' procurement, the client designs the solution and requests the market to realise that solution. In this way, there is very limited space for innovation from the market. To make this change, the client co-creates its solution with the market to reach their ambitions and stimulate circular innovation. This can be done by adopting the rapid circular contracting method. The procedure and principles: 

	  The Safety Region Friesland (VRF) has successfully applied this method for a number of products and services, such as: 1. Hot and Cold drinks 2. Reproduction – printers & copiers 3. Garbage handling 4. Exterior landscaping 5. Interior furniture
Resources needed	Initially, an additional €5.000-10.000,- is needed to gain external advice in such a trajectory. After several of these trajectories, the client himself should be able to use the method.
Timescale (start/end date)	2018-ongoing
Evidence of success (results achieved)	In at least 5 procurement trajectories, the VRF has successfully used the method which led to innovative contracts with a large focus on circular economy and therefore, diminishing waste and energy.
Challenges encountered	- The method needs to be practised with, external knowledge (consulting) will be necessary in the first trajectories.

(optional)	- It can take more time during the first trajectories. Also, the market needs to get used to it in several cases.
Potential for learning or transfer	It is a proven method for circular procurement – working from ambitions instead of prescribing a solution. This provides clients with the possibility to change its facility management to a circular management.
Further information	
Keywords related to your practice	Circular, procurement, facility management, RCC, rapid

What would you like to see in our next meeting?

Mentimeter

Never enough of good and bad practices...

View from companies on circular procurementLocal iconsBest practices and hickups

price comparison in normal projects and circular projects

How to develop better procurement processes with circular economy products? European or National good practices projects about circular economy - how to be financed.

more good practises

How we can help each other, as regions, as countries by sharing knowledge with direct collegue's in other municipalities

More concrete cases of good practices.

1) New examples from rural municipalities. 2) Waste managment examples.

8

Identifying Circular Networks