

Guidelines for ensuring socially responsible public procurement

Case city of Espoo, procurement of textile items

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<p>Abstract:</p> <p>In modern society, it is essential for companies and municipalities to ensure that all players in the supply chain are acting in a socially responsible way. The purpose of this study was to find out how the city of Espoo can ensure social responsibility in their purchases. The focus of the study was in a procurement of textile items carried out by Espoo during the year 2015.</p> <p>The research for this thesis was based on several qualitative data including the researcher's observations about the case, discussions, interviews, relevant literature, guides, and legislation. The aim of the research was to come up with recommendations on how the city of Espoo can continue its implementation of social responsibility in procurement and determine practical ways that social considerations can be included in a purchase procedure. The case procurement process was observed in order to analyse how social responsibility was taken into account in that specific case. Social responsibility is a wide-ranging term, but this research concentrates only on certain aspects of it, for example, respect of human rights and labour rights.</p> <p>The result of this study is that the city of Espoo is committed to social responsibility at a strategic level. For the time being, major activities concerning the issue have been focused on the employment impact of purchases, but now the scope could also be expanded to other social issues. This emphasis requires a consistent plan on how social responsibility issues are managed in the organization. SRPP aspects have to be an integral part of any procurement procedure. There are several ways how social considerations can be included in a procurement process, and it always depends on a specific case that is the best way to operate. In case procurement, social considerations were taken into account, starting from the planning phase. As a result of extended discussions, social requirements were included in few select criteria and as one specific item.</p>	
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1 INTRODUCTION

1.1 Background for the thesis

This research investigates corporate social responsibility in public procurement. The study is conducted by the city of Espoo and it aims to find out in which ways Espoo can make sure that the city's purchased products have been produced in a socially responsible way. The study focuses on a case purchase process of textile items that was carried out by the city of Espoo in 2015.

The topic of this research is current and relevant in many ways. The concept of socially or ethically responsible purchases is a "hot" topic in both private and public sectors. In general, the need for tracking operations through an entire supply chain has become significant because supply chains have grown to be extremely complicated. Media, NGOs (non-governmental organizations), international trade unions, and consumers all create a pressure on the companies and municipalities insisting for them to buy in a socially sustainable way. Nobody wants to end up on the headlines of the yellow press after it is being revealed that purchased items have been produced in factories where labour rights are violated. These kinds of scandals can be costly and do harm to the reputation of any company for a long time, even if the social problems are not happening in their own production. All of these factors lead to the fact that companies and municipalities need to find ways to increase transparency and ensure social responsibility throughout the whole supply chain.

When it comes to social responsibility, municipalities are facing the same challenges that private companies are. But at the same time, the public sector differs from the private one in many ways. Public authorities need to make sure that all the rules of public procurement, such as non-discrimination, are being followed during the purchasing process. But although there are some restrictions, the existing legislation on public procurement gives municipalities the possibility to set social requirements in their tendering processes. And the upcoming new legislation is striving to make this process even easier. One can find good examples of successful practices with socially responsible

public purchases both in Finland and in other European countries. Still, many municipalities and other public authorities do not yet have established ways how social responsibility can be carried out during the procurement process. Moreover, the discussion often comes down to the fact that the public budget is very limited, so it is necessary to find a balance between will and reality.

As with many other cities in Finland, Espoo has serious ambitious towards social responsibility in public procurement. The city has made a commitment to be a socially responsible purchaser. However, Espoo is now facing the challenge of how to implement strategic decisions in the practice. The city is considering ways how social responsibility could be better taken into consideration during the procurement processes. All of the staff members should follow similar principles when it comes to taking social responsibility into account during the procurement.

This study concentrates on a purchase process of a wide range of textile items for city's workers. The case procurement has been chosen partially because the textile industry is one of the most challenging when it comes to social responsibility matters. The majority of manufacturing of textile items is located in countries where a violation of workers' rights is common. In addition to potential social risks, the financial value of the case procurement is rather large and it is therefore important for the city. There already have been some similar tenders during recent years, and the need for similar products will most probably continue also in the future. That is why it is in the city's interests to make sure that social aspects can be taken into consideration in the purchase of these items in the future.

This research topic is also of a personal interest to the author. Companies can no longer care solely about their profits, but they must take care of people further in the supply chain and offer them a chance for a decent life too. Companies and municipalities should do their best to make sure that all players in the supply chain respect generally accepted rules. Social responsibility should indeed be an integral part of a company's activities, and it should be managed as with any other activity in the company. It is also worth noticing that the public sector has a specific role in this tendency. Specifically, public authorities should set an example in responsible buying. This is so not only be-

cause they use public tax money but also because, as big purchasers, they can really impact the market and try to move it to a more conscious way.

1.2 Purpose of the study and research questions

This study investigates how public authorities in general, and in the city of Espoo particularly, can ensure social responsibility in their procurement. The study tries to find how the existing political commitment to social responsibility can be implemented into practice. The research also studies ways in which ways a public author can include social considerations during different phases of a procurement process. The study concentrates on the case city of Espoo and one specific purchase process. The aim is to investigate how social responsibility is taken into consideration during the case process. The goal is to come up with managerial suggestions as to how the process could be improved in the future in order to ensure social responsibility.

The main aim of this study is to answer the following research question: How can the city of Espoo ensure that purchased products have been produced in socially responsible ways? The question can be divided into three sub-questions:

1. How can existing commitments to socially responsible public procurement be put into practice in procurement procedures?
2. In what ways can social responsibility be included in different phases of a public procurement procedure?
3. In what ways was social responsibility taken into consideration in the case procurement process of textile items?

1.3 Structure of the research and research methodology

This research is a single-case study. It examines the city of Espoo as a purchaser and concentrates especially on a specific case procurement procedure. The case study employs a research method frequently used in business contexts in order to survey companies and organizational behaviour. Research data used in this study is qualitative in nature. As usual for case studies, the research data is collected in natural, real-life sur-

roundings. It is generally based on the researcher's own observations and discussions. The study is carried out in a flexible way, which is also typical for case studies. (Mills, Durepos & Wiebe 2010, 67-69.)

The following research consists of five different parts: introduction, literature review, observations about the case, discussions, and conclusions. The introduction includes background, purpose, methodology, and limitations of the study. It also defines key terms in the study such as social responsibility and public purchases, which are essential for understanding the point of view of the topic. In the latter part of the introduction, the study goes deeper into the case. It describes the case city from the point of view of a purchaser and the case procurement process of textile items and similar earlier purchases from previous years.

The literature review investigates in more detail the concept of corporate social responsibility, principles in public procurement, and ways for ensuring social responsibility in different phases of the purchase process. This section also contains a review on social responsibility, especially in the textile industry as these issues differ substantially from one industry to another. The literature review as a whole gives a theoretical background, and it will be further applied to the case procurement process as recommendations. Additionally, this section includes some benchmarking information that gives some examples on how aspects of social responsibility have been considered in some other public organizations in Finland and abroad. Although it is impossible lay out guidelines for social considerations in procurement processes that would be applicable in every case, it is still useful to compare good practice examples from different countries and organizations. Many public authorities are dealing with similar challenges, so it can be quite useful to look at different solutions and learn from each others' experiences.

After the comprehensive literature review, the study continues with observations about the case. It investigates how the case purchase process was carried out. Specifically, different parts of the process are analysed especially from the perspective of emphasizing social aspects in the procurement. The aim here is to describe objectively the process using frameworks from the literature review. Such work will bring up possible problems that the procurement organization was facing during the process and will explore rea-

sons why certain social requirements were chosen to use. Finally, after analysing the process, the study comes up with conclusions about the case and offers managerial suggestions. The aim is to suggest new ways that could be adopted in the procurement process so that the city of Espoo can be sure that purchased items are produced in a socially responsible way.

The literature review of the research is based on diverse material about corporate social responsibility, public purchases, and social responsibility in public purchases. The material is mainly printed in books and journals in the related field of business. Besides that, legislation on both the national and EU-level is used as a source for providing a legal framework to the subject. In addition, very important sources of information are different guides that have been published by several institutions, e. g., the European Commission, the Ministry of Employment, and the Economy of Finland and Fair Trade Finland. These guides are important because they include plenty of practical examples and are therefore well justified to be used in this research, which is very practical in nature.

Information about the case city and case purchase process has been collected through several qualitative interviews with different representatives in the city of Espoo and Helsinki. The interviews have been semi-structured to include prepared questions and also feature open discussions without any prepared questions. The interviews have been conducted on the premises of Espoo and Helsinki and by phone and email. Interviews have been a key source of information in understanding the structure of the purchase organization, seeing the current state of responsibility issues in the organization, and following the case purchase. The role of the researcher in the purchase process has been as an observer. As such, there has been contact with the person responsible for the purchase in different phases of the process through e-mails and phone interviews. The target has been to observe how the process was going and receive comments from the purchase organization.

1.4 Limitations

The topic of responsible purchases is a wide-ranging subject. That is why the research topic here has been narrowed down in order to focus on the main details from the per-

spective of the case city and procurement process. First of all, ethical, social, and ecological aspects often go hand in hand when handling responsibility in purchases. However, in this research, the main focus will be on certain social and ethical factors. This limitation has been made in order to narrow down the subject but also because of needs in the city of Espoo. Since ecological factors and employing power of purchases are taken care of separately in the city, such issues have been excluded from the scope of this research. Nevertheless, it is worth mentioning that these topics are often very tightly connected to each other and cannot be always separated.

The second limitation in this research is the fact that it will concentrate mainly on public purchases and on purchases of products. The case purchase is a purchase of products. That is why this work will concentrate on products. However, many of the principles explored here can be applied to purchase of services as well. Our research will focus on the viewpoint of a public authority. Corporate responsibility in the private sector will be discussed shortly in the literature review in order to give a basis for comparison. This limitation is necessary because there are some fundamental differences in procurement practices between these two parties.

One should keep in mind that this research is not a comprehensive, quantitative study on previous purchases of the city of Espoo. Instead, the research focuses on one case purchase and describes briefly some similar earlier purchases. But the research does not take a more detailed look at past purchases and study what kind of requirements on social responsibility matters have been used in the past. That is why far-reaching conclusions and generalizations on the current state of procurement processes cannot be made based on this research. The reason for investigating a case purchase is to look at the purchase process in practice and to understand better how social responsibility can be taken into consideration in its different stages.

1.5 Public procurement

Public procurement means purchases or rents of products, services, and construction projects carried out by public authorities (Ministry of Employment and the Economy 2014). The act on public contracts defines the term as follows:

“Public contracts are contracts of financial interest concluded in writing between one or more contracting authorities and one or more suppliers and having as their object the execution of works, the supply of products or the provision of services;” (Finnlex 2007, §5, 1)

The term public authority includes states, municipalities, federations of municipalities, and other contracting authorities defined in the procurement legislation (Ministry of Employment and the Economy 2014). Besides public authorities, any purchase can be seen as a public procurement if at least half of its value is financed by public funds. This means that any private company or organization may occasionally end up running a public procurement. (Eskola 2011, 29.)

The law regulates public procurement process and dictates that all public purchases must be carried out according to national legislation and EU directives (Ministry of Employment and the Economy 2014). The main target of the legislation is to *“increase the efficiency of the use of public funds, promote high-quality procurement and safeguard equal opportunities for companies and other communities in offering supply, service and public works contracts under competitive bidding for public procurement”* (Act on public contracts 2007, Section 1, § 2). The main principles of public procurement and differences between public and private purchases are explained later in the literature review.

1.6 Social (ethical) responsibility in procurement

One of the key terms in this work is social – or ethical – responsibility in procurement. The term needs to be defined in order to gain a fuller understanding of what it consists of. The European commission defines socially responsible public procurement as follows:

“...procurement operations that take into account one or more of the following social considerations: employment opportunities, decent work, compliance with social and labour rights, social inclusion (including persons with disabilities), equal opportunities, accessibility design for all, taking account of sustainable

criteria, including ethical trade issues and wider voluntary compliance with corporate social responsibility (CSR), while observing the principles enshrined in the Treaty for the European Union (TFEU) and the Procurement Directives.
“ (European Commission, 7.)

The definition of the European Commission is quite extensive. However, in this work, the content of social responsibility will be narrower. The main focus will be on decent work and compliance with social and labour rights. This limitation is being used because it is in line with the way such terms are used in the purchase organizations of the city of Espoo. There, social responsibility is understood mainly as employment impact. This refers to the actions of local companies and how the city can increase the employment of local fragile population groups like youth, the long-term unemployed, and people with disabilities. Meanwhile, ethical considerations are seen as a responsibility on a more global level. For example, it means labour conditions of people in a distant factory far away from Finland. (City of Espoo, 2014a.) Hence, in this work, the term social responsibility corresponds to Espoo’s concept of ethical responsibility. Even so, the term social responsibility is used in this thesis because it seems to be more broadly used in related material.

The employment impact of purchases is excluded from the scope of this research because there is a separate project in the city of Espoo that takes care of this factor. There already exist more experiences and more established practices that are taking these issues into consideration in procurement process, but other social aspects need more investigation (City of Espoo, 2014a). In any case, one should notice that this kind of exclusion is artificial to some extent as all social impacts of purchases are tightly connected to each other. In related literature, these aspects are often managed together, and that is why they cannot always be separated in this work. The main focus, however, will be on decent work conditions and compliance with social and labour rights.

1.7 City of Espoo as a purchaser

The purchasing organization in the city of Espoo is quite complex. Purchasing management and actions are conducted at different levels within an organization. General

procurement management is led at the group level in a procurement management department. Moreover, the centralized tendering of procurement of goods and services is run in procurement services, but the tendering of construction projects happens in technical and environmental services and in public utilities services. Additionally, some separate and independently organized tenders are run by different sectors all around the city (City of Espoo 2013, 1.) Shown below is a chart depicting the organizational structure of procurement actions within the city that explains the connections of different units to each other:

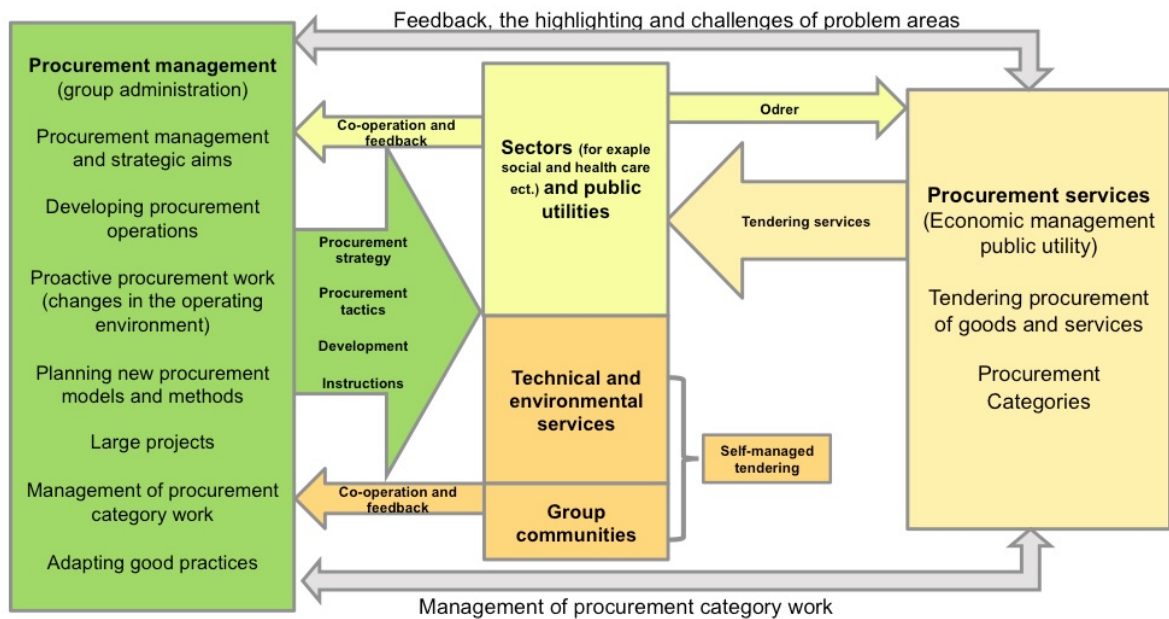


Figure 1 Organizational structure of purchases in the city of Espoo. (city of Espoo, 2012.)

Espoo’s annual purchase volume is about 950 million euros, which is more than, for example, its HR expenses. This means that purchases have a substantial role in city operations, and they may have a major impact on business infrastructure among local companies (City of Espoo 2013, 1). The selection and volume of the purchases is very wide: a subject matter of procurement can be anything from goods to the school kitchens to significant construction projects such as roads and hospitals and everything in between. (City of Espoo, 2014b.)

In 2013, the city of Espoo has approved priorities for procurement for the years 2013-2016 that guide its purchasing strategy for this period. The main aim of the priorities is

to strengthen financial state of the city and to improve the quality and effectiveness of purchases in all the units of the city. According to the priorities for procurement for the years 2013-2016, Espoo aims to be a forerunner in responsible purchases. The city's purchases should be economical and of high-quality and have extensive positive influences in surrounding areas (City of Espoo 2013, 1). In order to meet these goals, four main principles have been defined. They are sustainable development, promotion of fair competition, digitalization of procurement processes, and creative purchasing. From the perspective of social and ethical responsibility, the principle of sustainable development is the most relevant (City of Espoo 2013, 2).

<p>Sustainable development <i>Social and ethical development</i> <i>Ecological development</i> <i>Economic development</i></p>	<p>Promotion of fair competition <i>Prevention of grey economy</i> <i>Corporate-friendly purchases</i> <i>Strengthening and creation of new markets</i></p>
<p>Electronic procurement <i>Electrification of procurement process</i> <i>Increasing number of electronic orders</i> <i>Electronic procedures</i></p>	<p>Creative procurement <i>New means of procurement</i> <i>Innovative contract activities</i> <i>Purchasing effectiveness</i></p>

Figure 2 Principles in procurement in Espoo. (City of Espoo 2013.)

The principle of sustainable development is divided into three sub-areas: social and ethical development, ecological development, and financial development. In this thesis work, the main focus will be on ethical development, which is defined in the documents as follows: *“The ethical chain must be identified in a way, that the purchaser can be sure, that the purchased products and services are ethical”*. The document suggests aiming this target in a gradual way where the first step is to identify the most risky product groups and then to address ethical requirements for them. The ultimate aim is to improve ethical conciseness along the entire supply chain and in suppliers' operations. (City of Espoo, 2013 2.)

The city of Espoo has received the Fair Trade city title of honour among the first cities in Finland as early as 2009 (City of Espoo, 2014a). This title means that the city is committed to promoting sustainable development and fair trade in its operations. Such action should especially be taken through the city's procurement (Fair Trade Finland 2014, 20). In practice, this title has meant an internal increase in the use of Fair Trade products – for example, coffee and tea – and the tendency to increase the number of

purchased Fair Trade items in the long run. The title has also had an important role in communications in building up the image of Espoo as a responsible city. The Fair Trade city project has, for example, its own Facebook page, which is used for sharing related links and information, and it has about 3,000 followers. This is a good channel because when the Fair Trade mark is well, it interests people and brings plenty of positive publicity. Otherwise, there is no constant plan of external or internal communication about social responsibility matters (City of Espoo, 2014b).

Responsibility about the sustainable development aspects of procurement is divided among many employees in the procurement organization of Espoo. There is an employee who is especially responsible for Fair Trade. Additionally, there is a person responsible for the purchases' impact on employment. But at the moment, there is no separate employee whose main task would be general management of social and ethical responsibility in procurement. (City of Espoo, 2014a.) However, ethical and social aspects are mentioned in the internal instructions for city's purchasers. The instructions are focused on environmental and social aspects and present how they can be considered in different phases of procurement processes. Social considerations are mainly understood as the employment of fragile population groups. But using other ethical aspects like compliance of the labour conventions of ILO are mentioned as one of the tools that can be used as a contract clause. (City of Espoo, 2015a.)

The city of Espoo is cooperating with several parties concerning sustainable development. There is occasional communication with other cities in the capital area and with other Finnish cities nationally. Espoo is also participating in relevant conferences when possible and keeping some contact with Hansel, Kuntahankinnat, and expert organizations Finnwatch, Motiva, Fair Trade Finland, and so on. In particular, expert organizations have helped with practical matters such as formulating requirements. (City of Espoo, 2014b.)

1.8 The case purchase process

This thesis concentrates on one tendering process that was carried out by the city of Espoo during 2015. The purchase included a large variation of different working textiles

and personal protective equipment for the city’s workers. A few similar tenders have been made in the past at least twice (City of Espoo, 2014b). The case procurement process will be observed starting from the planning phase until the moment when the purchase decision is completed. Our target is to investigate how social responsibility factors have been regarded during the procurement process and to come up with suggestions as to how procurement processes can be changed in the future.

This specific procurement has been chosen as a case study for several reasons. First of all, the procurement sum is noticeable; so the purchase has a real influence on the total amount of the city’s yearly purchases. Secondly, the purchase of textile items is a constant need for the city, which means that similar purchases will take place in the future (City of Espoo, 2014b). Thirdly, the textile industry is known to have many social and ethical challenges, and related scandals are not rare. The production of textiles has been largely relocated to countries with lower labour costs, mainly Asia. And often, lower labour costs mean violations of decent working conditions (Respiro 2007, 4). Because of the these factors, this specific purchase presents a good case for studying social responsibility in procurement processes. The procurement process lasted for about year, and the timetable for its process was as follows:

Table 1 Timetable for the procurement of working textiles.

March – April 2015	Start planning with the procurement, draft the documents, have internal and external discussions
6 th of October 2015	Publish the tender
23 rd of November 2015	Deadline for the offers
End of November- Beginning of December	Analyse the received offers, make the procurement decisions
End of year 2015 – Beginning of January	Sign the agreement with chosen supplier/suppliers

The tender was published in Hilma at the beginning of October. It is a web page for publishing public tenders that exceed national values and EU standards. As an appendix

to this work, there are few pages of the offer request. As a total, the request consists of dozens of pages, but this work includes only the relevant ones in terms of social responsibility.

The total value of the contract was about 1 million euros, which means that it exceeded the threshold value for EU-level tender. The purchase was carried out as an open procedure, meaning that everyone willing could attend to it (City of Espoo, 2015a). The aim in the purchase was to close a framework contract with several distributors for three years, and additionally one option year is possible as well. The purchase was divided into six categories: work wear for reception personnel, work wear for cleaning personnel, protective clothes for technical duties, footwear, clothing for lumberjacks and arborists, and personal protective equipment. Each category consisted of 5-32 different products. The aim of the purchase was to choose three distributors for each category and the distributors that will be ranked. During the tender process, companies have an opportunity to place their offers for one or several categories. (Appendix 1.)

1.8.1 Previous similar procurements from years 2009 and 2011

The city of Espoo has carried out two similar tendering processes of textile items in the past, in the years 2009 and 2011. The number and character of items between the tenders have varied depending on demand, but basically the purchases have consisted of similar products and volumes. Previous procurements have included working clothes for city staff in different sectors, and agreements with suppliers have been done in both cases for three years. Furthermore, these previous purchases will be analysed from the social responsibility point of view.

The procurement from 2009 has included a selection criterion for the offering company according to what it has to fulfil regarding the requirements from §53 in the public procurement law. This means proving that the company has not been convicted for certain crimes. There is also a requirement demanding that the company pay attention to the environment in its operations and promote sustainable development. As proof of this, the company has been asked to provide a report that can be made by the company itself. When it comes to requested items, there is a long list of adjectives describing item

quality, looks, material and so on. No specific requirements concerning the production of an item's raw materials or products themselves have been set. The award criterion in the tender is price. The target has been to choose different suppliers for different product groups and also deputy suppliers for each category (Appendix 2).

In the next procurement, in year 2011, suppliers have been chosen for every product group, with three suppliers for each. This tender has extended the EU threshold values, and the tender has been thusly published on the electronic TED-database. Some environmental requirements have been included in the procurement. Companies have been asked to present a statement of meeting environmental requirements on textile materials. Materials had to meet the EU-level quality and safety standards. In addition to the previous tender, there are some new selection criteria too. For example, companies must name their subcontractors in the offers. Also, protective clothes must have an OEKO-Tex standard of 100 or similar. (Appendix 3.) OEKO-Tex standard 100 is a certificate ensuring that the textiles do not include harmful substances (OEKO-TEX).

To sum it up, previous tenders have not really included any requirements when it comes to social and ethical factors. Nevertheless, environmental aspects have been added to the procurement in the year 2011. In addition, suppliers have been then been asked to prove the safety of used materials and to name their subcontractors. But ethical matters, such as decent working conditions, have not been directly named among requirements.

2 LITERATURE REVIEW

2.1 Corporate social responsibility

There are several terms used to describe the same concept: 'sustainable development', 'corporate conscience', 'corporate responsibility', 'social responsibility', and 'corporate social responsibility'. Whatever term is utilized, the meaning is more or less same, and each company can decide which term they prefer to use. (Juutinen & Steiner 2010, 20-21.). In addition, the term corporate social responsibility (CSR) is used because that term seems to be most widely used at the political level.

Corporate social responsibility is defined as the balanced development and management of company's economical, environmental and social impacts on the environment and stakeholders (Ministry of Employment and the Economy, 2009). In the history of Finland, industrial companies at the end of 19th century can be seen as pioneers in CSR. These large companies often provided healthcare, schools, and other social care for their workers and even their families. Thus, they were dealing with many things not directly connected to the core business. In the 1950's, the Finnish welfare society started to develop quickly, and these social functions were taken over by the government. As a result, the role of companies in society changed dramatically. A few decades later, in the 1970's, more and more public attention was targeted to environmental issues, and public interest forced companies to take care of the environmental impacts of their actions. However, it was only in the beginning of 21st century when demand for economic and social consciousness grew at the public and political levels. (Juutinen & Steiner 2010, 28-29.). This consciousness can be seen as a starting point for corporate social responsibility.

Accordingly, CSR is a wider term than merely production environmental impact. It includes business' various impacts on all sectors, including economical, environmental, and social influences to all stakeholders of a company. Thus, it is not just about the interests of owners or clients of a company but much more. A company needs to be well aware of these impacts. It should be able to recognize possible impacts and try to minimize potential drawbacks of its operations. Legislation sets certain requirements on companies that they are obliged to follow. But CSR is often seen as a practice going beyond the requirements of legislation. (Juutinen & Steiner 2010, 22-23.).

There are several sectors where a company can practice CSR. These include clients, personnel, environment, society, and products. These subdivisions are, of course, partially integrated with each other, but the model can be used for a company to understand various angles of CSR better. When a company starts to implement a CSR strategy, it can be useful to first start it on one sector and then move forward. (Ministry of Employment and the Economy 2009, 6.) In an ideal situation, a company can implement a proactive strategy in CSR. This means that a company actively investigates the expecta-

tions of different stakeholders, tries to anticipate the impact of its actions, and finds ways to meet the expectations (Juutinen & Steiner 2010, 153).

CSR is believed to have many benefits for any company's business regardless of company size. For example, the ministry of employment and the economy both claim that implementing CSR in a company's actions improves its profitability and capacity in the long run. Doing so may open new market opportunities and help to improve the products and production processes, which may lead to higher customer satisfaction. CSR also has a strong impact on a company's brand as an employer and a producer. All of this will eventually lead to growth in a business (2009, 5). On the other hand, neglecting CSR may have very serious consequences. For example, emerging problems may result with long-lasting reputation harm to a brand even if an actual problem is in production, sales, or some other area belonging to a sub-contractor (Juutinen & Steiner 2010, 141).

A company should be aware of its products' impact and service through the entire value chain. When planning to implement a CSR strategy, a company should first analyse the current situation and risks and understand the expectations of different stakeholders. Socially responsible behaviour should be integrated into all of the actions carried out by a company, in the annual planning, and in personnel's work objectives. This is important because CSR should not be separate from the company's core actions. After setting objectives, the company should monitor success in CSR and create a clear model for doing this on a regular basis. (Juutinen & Steiner 2010, 154-155.) Monitoring is often done via auditing suppliers. Nonetheless, one should be aware that an audit gives only a picture of what is happening at the moment. It doesn't necessarily give detailed analyses on reasons why it is happening and how the situation could be changed. Therefore, an audit itself is rarely enough and should be accompanied with corrective actions, good follow-up, and a strong engagement of all parties to real improvement. (Bourlakis & Spence 2009, 294.).

Apart from supplier audits, there are several other practical ways to ensure social responsibility in the value chain. A widely used method is to include ethical requirements in the contract terms. In this way, the supplier will have to commit to the objectives in order to keep the contract (Juutinen & Steiner 2010, 147). For example, Nokia paid

good deal of attention to these matters in its mobile business. The company required its subcontractors to keep a comprehensive documentation of material ingredients, which aimed to improve transparency regarding the origin of raw materials. Nokia also used various audits and inspections based on random selections. Besides actions targeted to the supply chain, the company tried to cooperate actively on the industry's networks in order to create common rules and verification systems in the field. (Juutinen & Steiner 2010, 150-152.)

A company needs to decide what kinds of requirements it wants to set for its suppliers. Code of conduct is often used as a tool for this purpose. It is a document explaining the requirements a supplier is expected to meet. The code of conduct can be used, for example, as an appendix to the contract. This idea helps to create a system for analysing whether the supplier fulfils the requirements or not. Code of conduct can include social requirements based on the international conventions of the UN and the ILO on such topics as child labour, forced labour, discrimination, and working environment or other requirements that a company sees as necessary. (CSR compass for private companies.)

Clearly, it is challenging and time consuming to make CSR work properly. One reason why it is challenging is because companies are acting in the global network where supply chains are long and difficult to control. In such circumstances, it can be problematic to attain reliable information. It is also worth noticing that CSR requires a 100% commitment from all of the players in a supply chain. A company can set a requirement on its direct supplier, but when going further down the supplier chain, maintaining control becomes more and more difficult. One should also notice that the bigger a company and its purchasing power are, the bigger their impact on suppliers is. Indeed, it can be more difficult for a smaller company to try to impact its suppliers' behaviour. (Juutinen & Steiner 2010, 147.)

CSR has been criticized for causing drawbacks to small and medium-sized companies. For example, certificate processes may be too time consuming and capacity consuming for smaller companies. In the worst cases, these kinds of requirements can lead to a reduction in supplier diversity. (Bourlakis & Spence 2009, 299.) There are also big differences between different fields of industries and countries. For example, legislation on

working conditions may vary considerably between different countries. When a company is operating in several countries, it needs to decide whether to follow local legislation or maybe go beyond it. (Juutinen & Steiner, 24.)

Michael Bourlakis and Laura Spence suggest in their article ‘The evolution from corporate social responsibility to supply chain responsibility’ that instead of corporate social responsibility, we should start to speak about supply chain responsibility. The writers claim that traditional CSR concentrates too much on the individual company’s view. A problem with this kind of perspective is that the company is an isolated unit from the rest of the supply chain. The company is seen to have a dominant position where it can set requirements on its suppliers as it wishes. But in the real world, social requirements can be fulfilled only if the entire supply chain is fully committed to them. This can be possible only in a true partnership approach. It means that social goals and objectives should be planned together between companies and communication should flow openly both ways. (2009, 294-295.)

2.2 Public Procurement - Main rules, principles and procedures

There are many aspects to separating public purchases from private ones. Legislation strictly defines public procurement procedure, and it must be always followed. In addition, there are a number of principles that apply to public procurement. The main idea behind the regulation is to guarantee fair and transparent competition in the market.

An estimated value of procurement is important because it defines whether or not the procurement needs to follow national or EU-level rules. These so called threshold values may be changed every few years. In 2015, the value for national procurement for products and services was 30.000 euros and for EU-wide rules it was 207.000 €. This means that public contract law does not apply to purchases under 30.000 €. (Kuntaliitto 2014.) In very special cases, public authorities may make contracts that exceed threshold values without publishing a call for tenders. The reason for this must be exceptionally cogent, for example, emergencies due to unforeseeable events. (European Union 2015.)

Regardless of a value of a contract, certain rules apply to all public contracts. The contractor's authority may use different award criteria for choosing the winner. It can be either the lowest price or the most economically advantageous tender. In both cases, contract award criteria must be announced beforehand. If an economically advantageous option is chosen, public authorities are obliged to inform precisely on criteria and weightings that will be used in the selection. A contract notice and a notice of the contract's award must be also always public. (European Union 2015.)

This methodology ensures that all interested parties are aware of the upcoming tender and details concerning it. Therefore, procurement documents should include a detailed description of an object of purchase. The technical specifications must accurately enough describe features of the subject matter, the purchased amount, and requirements concerning the quality. (Eskola 2011, 254-255.) Contracting authority is allowed to set minimum requirements on providers as well. These are called 'selection criteria conditions'. Such requirements and requested documents must be clearly specified in the contract notice. (Eskola 2011, 283-284.) In addition to these qualifications, an offer request should also contain the main contract terms. It can be, for instance, a reference to general contract terms or a template of a contract. (Eskola 2011, 292-293.)

The main principle with all criteria in the procurement process is that they must be published beforehand in the offer request. They must be linked to the purchase and comply with EU laws. Furthermore, all of the tenderers need to have the same information concerning the subject matter, award procedure, and requirements on the provider. And once criteria have been published, they must be followed and cannot be changed. (European Commission 2010, 37-39.) For example, if a certain system for awarding offers is chosen, it means that the purchase choice needs to be done according to this system. Such should be the case even though it may turn out that the selected system does not lead to the most optimal solution. Therefore, it is extremely important to reserve enough time for planning and formulating an offer request properly.

There are different types of public procurement procedures available. The most optimal procedure depends greatly on the subject matter of a contract. The most common proce-

Open and restricted procurement models are open and restricted processes. The main difference between these procedures is that in open procedure, anyone can place an offer. Although in a restricted procedure anyone can ask to participate, only those passing the first stage will have an opportunity to place their offer. Other possible procurement procedures include negotiated procedures, competitive dialogue, and electronic auctions. (European Union 2015.)

Below is a chart of a typical open procurement procedure showing the main phases of the process:

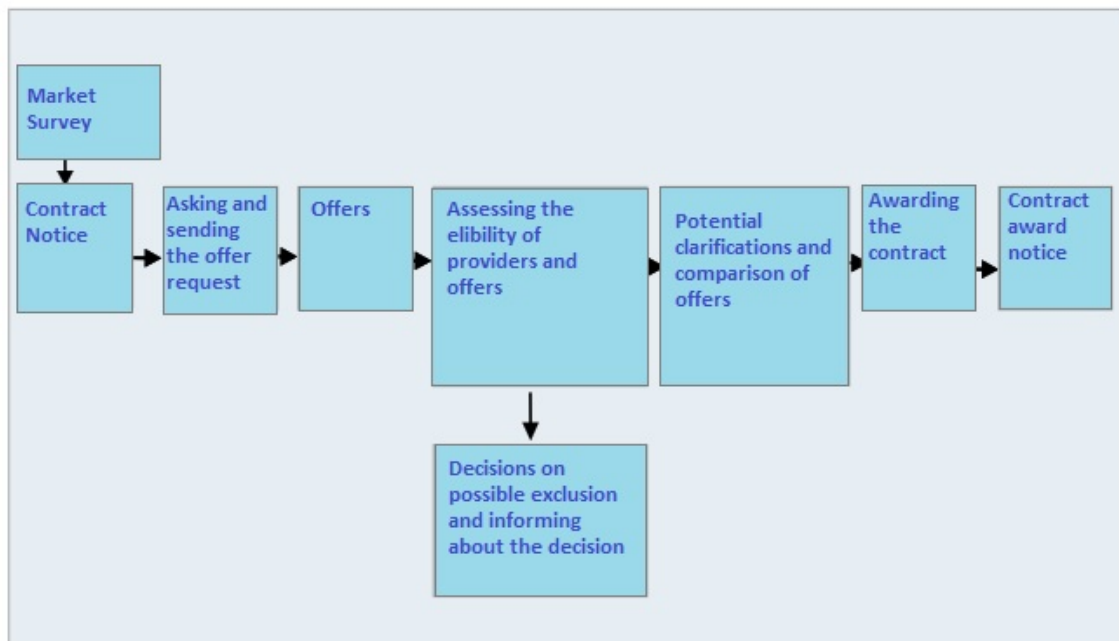


Figure 3 Open procurement process. (Ministry of Finance 2010.)

As the picture shows, the procurement procedure consists of several different stages. The time needed for each stage can vary much depending on the purchase. In any case, the purchase process should start with a market research. In this phase, the contracting authority gets familiar with the market situation and different solutions available and prepares the offer request. After this, the contract notice with all relevant documents are published. The potential providers need to have enough time to prepare their offers. Then, the legislation sets a minimum period depending on the value and procedure model of the procurement. For an open procurement process that exceeds the national level, this period is 45 days. When offers are received, and the time has expired, the of-

fers are opened, and the actual selection process begins. First, the eligibility of providers is estimated, and providers that do not meet the set requirements are excluded from the competition. After this, the offers are compared and awarded according to the selected award system. An offer receiving the most points is selected, the contract award notice is sent, and the contract with the winning supplier is signed. (Kuntaliitto, 2015.)

As mentioned earlier, the main idea behind the legislation of public procurement is to offer equal rights for companies to make offers. It aims to free the movement of goods and services in the internal market within the EU. The target is also to improve the competitiveness of European companies by giving them an opportunity to offer their products and services through an open and fair competition. (Eskola 2011, 21.) The public authority's point of view of the main target is naturally to make a purchase that meets needs. So the main focus should be on finding the best solution by using the existing competition situation in the market. (Eskola 2011, 86.)

There are several principles that aim to ensure fair and open competition. The principles must be followed in all public procurement processes no matter if it is EU-wide or national competition. The main principles are as such: prohibition of discrimination, equality, transparency, and relativity. The principle of non-discrimination means that all of the offering companies need to be handled in the same way no matter the origin of a company, for example. Equality means that a tender needs to be formulated in a way that does not set offering companies in an unequal position towards each other. It also means that set requirements concerning offered products and offering companies need to be handled in an equal way; that is, the same requirements concern all companies. The principle of transparency requires that information concerning a tender is public as a rule. The purchasing authorities must inform publicly about the tender and procurement decision, and if some additional information is given later in the process, all the potential providers must receive it. The fourth principle, relativity, means that requirements in a procurement process must be proportional to value and the type of purchase. (Kuntaliitto 2012.)

These principles must be followed in all phases of the public procurement process (Eskola 2011, 25). The principles are basically quite simple, but the problem is that they

are drawn at a very general level. In practice, it is not always so simple to follow them in all situations. As a result, a stakeholder who feels that the principles are not being followed may take a public tender to the Market Court. This happens quite often, and because it is time consuming, it can significantly slow down the purchase process. That is why it is certainly important to try to avoid such situations.

The principles of public procurement make a big difference between the public and private procurement procedures. Private sector companies can more freely choose how and where they buy, but public authorities have to always make sure that the principles are followed. This also creates challenges when it comes to social requirements on goods and services. The purchasing authority needs to find a good balance in order to avoid any problems but at the same time making sure that the public funds are used in the best possible way and the wishes of different stakeholders are heard.

The regulations of public procurement mainly concern the tendering phase of the process. Iloranta and Muhonen-Pajunen (2012) bring up an issue in their book saying that a more strategic approach to the procurement process should be adopted. The main focus should not only be on the actual tender and its technical details, but procurement should be seen as a longer process. Managing of the procurement processes should be more organized and systematic (404-405). In reality, this means that the focus should also focus more on the planning and executing phases of the contracts.

2.3 Socially responsible public procurement

Socially responsible public procurement (SRPP) is a term used to describe public procurement that takes social considerations into account (European Commission 2010, 7). There are several reasons why Finland's public authorities should be committed to SRPP. Apart from obligations, it is believed to bring many benefits as well.

One main reason to implement SRPP in organization is political pressure. More and more products are brought to Finland from developing countries where the risk for violation of human rights is high. Finland is committed to international agreements on human rights and to the conventions of International Labour Organization (ILO).

(Finnwatch 2013, 5.) These political commitments set an obligation for public authorities to ensure the ethical use of public funds.

Added to the forementioned commitments, Finnish Government has agreed on the resolution on social responsibility in the end of year 2012. In the resolution, the government commits to pay more attention to the responsibility in the fields of economy, development and trade politics and also in public procurement. (Finnish Government 2012, 1.) The resolution underlines that the government has to control the responsible use of public money. When it comes to promoting responsibility apart from government, cities and municipalities also have an important role. According to the resolution, the government is committed to promoting the consideration of ecological and social responsibility on its own public contracts. It also encourages other public contractors to think about how these matters can be considered by everyone's actions. (Finnish Government 2012, 17-19.) Although the resolution does not set any concrete targets or obligations concerning social responsibility to public authorities, it at least places moral pressure on municipalities to make an effort to promote responsibility.

The legal background for public procurement in the European Union is provided mainly by directive 2004/18/EC. It was empowered in Finland by the act on public contracts, which came into power in 2007. The new directive on public procurement 2014/24/EC was approved in the beginning of 2014, and it will be empowered in Finland with a new act on public contracts that is expected to be ready by the end of 2016. In the new directive, there is more focus on socially responsible procurement, and it clarifies some details missing in the previous directive. But already, the existing legislation provides public authorities good opportunities to set different environmental and ethical requirements in their procurement procedures. (Fair Trade Finland 2014, 10-11.)

The volume of public procurement is significant. At the European level, the public procurement consists of about 17% of total GDP (Ministry of Employment and the Economics 2013, 7). In 2014, in Finland, the fiscal amount of all public contracts was about 32 billion Euros, and the share of product procurement was approximately 5 billion Euros (Hilma 2015, 1-2). This means that the public authorities represent a significant purchasing power and can have a big influence on the market.

In the European Commission's guide 'Buying social' it is claimed that '*SRPP can be a powerful tool for advancing sustainable development and for achieving the EU's (and member states') social objectives*'. The term SRPP includes a wide range of different social considerations, which can be included in the procurement process depending on the subject matter of the contract and objectives that the purchasing organisation sets. (European Commission 2010, 7.) Below is a list of possible some social goals:

- Promoting employment opportunities
- Promoting decent work
- Promoting compliance with social and labour rights
- Supporting social inclusion and promoting social economy organizations
- Promoting accessibility and design for all
- Taking into account ethical trade
- Seeking to achieve wider voluntary commitment to corporate social responsibility
- Protecting against human rights' abuse and encouraging respect for human rights.

Implementing SRPP in purchases is believed to have various benefits. First of all, it can help in compliance with social and labour laws, for instance, different related national and international policy commitments to which EU and member states are committed. Secondly, as public procurement represents a significant share of the total GDP, SRPP can stimulate markets towards a more socially conscious direction. This means that it can really change the structure of the existing markets, expand markets, and even create totally new markets. Additionally, SRPP is believed to stimulate the integration of significant minority groups into society. (European Commission 2010, 9-10.). In the end, a socially conscious procurement can have a significant impact on workers' health and safety through the complete lifecycle of a product. It should improve respect for international labour standards and prevent illegal labour, child labour, and unethical purchases of raw materials. (Respiro 2007, 2.).

As the Ministry for Employment and Economy of Finland states in its guide, socially responsible procurements may have a large impact on society on a larger scale. For example, SRPP may bring overall savings by improving the working abilities of certain groups of people such as the long-term unemployed or people with disabilities. In addition, social requirements may encourage markets to come up with new innovations. For instance, requirements on accessibility in public tenders may encourage providers to come up with products with new features and materials. (Ministry of Employment and the Economy 2013, 8-9.)

One very important aspect of socially responsible public procurement is also how society's demand on governments to be socially responsible is growing all the time (European Commission 2010, 9-10). Public authorities should be able to demonstrate that public funds are being used in a socially responsible way. Public support for socially responsible purchases seems to also be very strong in Finland as it is in other European countries. In a survey ordered by Fair Trade Finland, as many as 80% of Finns think that public funds should be used for purchasing products in production where child labour is not used or other human rights are not violated. (Fair Trade Finland 2014, 9.). An estimated 70% of Finns claim that they are ready to pay more for products from developing countries that have been produced in a way where the production supports local people. This figure is much higher than in EU countries in general. (Eurobarometer 2013, 3.) These statistics show that Finns are willing to support people in developing countries even in a difficult economic situation.

2.4 Strategy for implementing social responsibility in purchases

Launching an organizational strategy in SRPP should be made gradually but determinedly. The European Commission proposes in its guide, 'Buying social', some key steps that should be included in this process. First of all, an organization wishing to increase social awareness in its purchases needs to set an organizational strategy for social responsibility, including main objectives. After this, the strategy should gain political commitment from the very top of the organization. (European Commission 2010, 15.) Priorities and goals of socially responsible procurement should be linked to more exten-

sive goals in the organization, for example, protecting human rights. Procurement plays a big role in meeting these targets, but every action in the organization needs to be in line with the objectives. (Ministry of Employment and the Economy 2010, 10.)

After gaining political commitment and identifying targets, it is important to define human and financial resources for carrying out the strategy. These responsibilities should be identified clearly through the entire organization. (European Commission 2010, 15.) Without precisely defined leadership, the strategy is unlikely to transform into actions in practice. Top management's commitment has a key role in this because it is in the hands of management to determine responsibilities and resources and to control how the implementation is progressing successfully. (Ministry of Employment and the Economy 2010, 10.)

Assessing social risks and the impact of purchases is also essential. Public authority should focus on those categories that can best help to achieve the goals set in SRPP. This prioritizing could be completed in several ways. For example, starting with a small range of products where social impact is significant and socially responsible alternatives are easily available could be one option. Alternatively, focusing at first on one or two specific social problems or making sure that contracts do not have any negative social impacts could be possible strategic choices as well. One should also consider the human and financial capacities of a purchasing organization when planning a suitable and efficient programme of action. Setting objectives that are too high when compared to resources will probably not lead to the best results. (European Commission 2010, 16-17.) The Ministry of Employment and the Economy of Finland provide a helpful tool, a CSR compass, which includes practical instructions on carrying out a risk analysis, for example. One should pay attention to the structure of a supply chain, the production process, knowledge of earlier problems, and what kind of labour is normally used in a specific industry. If the risk analysis shows that the product includes high risks, it is relevant to include social considerations in procurement processes. (The Ministry of Employment and the Economy 2010, 12-13.)

As pointed out earlier, SRPP is an interest of different stakeholders like regional and local governments, potential suppliers, civil society, and trade unions. Therefore, raising

awareness of SRPP and involving stakeholders is extremely important. All the parties should be involved in the process of implementing socially responsible procurement. This can mean, for example, organizing different kinds of workshops, seminars, and conferences in order to share views and knowledge about the matter. One should also not forget about the importance of good internal and external communication. Positive examples and success stories help in building an attractive image and reach strategy goals. (European Commission 2010, 18.)

The actual implementation of an SRPP strategy means dividing it into smaller, more practical units. It should include detailed information about responsibilities, objectives, professional and financial resources, and how the progress will be monitored and reported. In practice, this could mean developing a guide explaining how social considerations can be considered in procurement processes and organizing training for purchasers and other related employees. (European Commission 2010, 19.) Social responsibility issues could be also included in job descriptions and personal annual objectives for the staff (Ministry of Employment and the Economy 2010, 10).

Measuring outcomes is extremely important. This process involves both internal and external controls. Internal methods for measuring SRPP should be integrated into an already existing reporting system. External control could mean independent audits that include benchmarking against earlier performance and other relevant organizations. It is recommended to make results of such audits public. And the results of monitoring should of course lead to reviewing policies, targets, and processes if necessary. (European Commission 2010, 19.)

It is also useful for contracting authorities to share experiences about socially responsible purchases between organizations. This means, for instance, sharing good and bad examples so that others can learn from them. SRPP can also involve a cooperation for combining resources in joint purchases and audits. Moreover, it is useful because this kind of cooperation between specialists sends positive message to the market. It encourages public and private sectors to pay more attention to social considerations in their own activities. (Ministry of Employment and the Economy 2010, 10.)

2.5 Social responsibility aspects in different phases of a procurement process

At practical level, a public procurement procedure can be divided into five main phases as shown in the picture below. The phases are as follows: planning the procurement, qualitative selection criteria for providers, minimum requirements to the object of the procurement, award criteria, and contract terms. The legislation enables inclusion of social consideration in all parts of these stages. (The Ministry of Employment and the Economy 2013, 14.) In addition to these stages, it is also important to take care that the set social requirements are followed during the actual contract period. So the contract period could be seen as the sixth phase of a purchase:

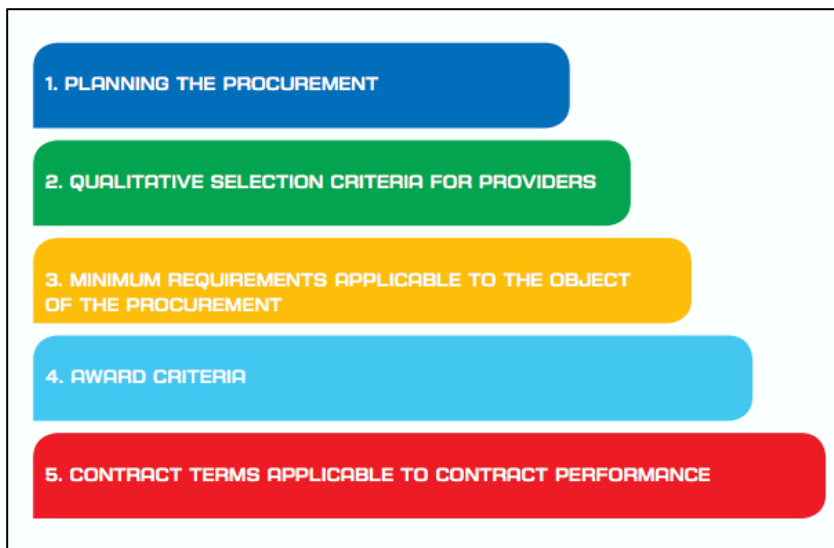


Figure 4 Stages in a public procurement procedure. (The Ministry of Employment and the Economy 2013, 14.)

A public authority always has to individually decide in which phases and in which ways social responsibility considerations can be included within the specific procurement process. The right choice depends on the subject matter of the procurement, set social objectives, and the situation in the market. But when setting social requirements, public authority should be well aware that all of the principles of public procurement are being followed at the same time. That means, for example, that the requirements should be set in a way where they are relevant to the subject matter and do not discriminate among different providers. For instance, public authorities can not refer to any specific brands,

patents, or certificates because this would set potential providers in an unequal position with each other (European Union 2015). That being said, a Fair Trade label cannot be directly requested in the tender. But requirements, which are behind the Fair Trade label like a guaranteed price to the farmer, can be requested. In that case, the provider can use a fair trade label to show that the requirements are met, but also other similar certificates must be accepted. (Fair Trade Finland 2014, 12.)

Before the actual procurement process starts, it is important to have enough time for planning the procurement properly. This is the time when a public authority is getting familiar with the market in order to be able to formulate the tender documentation. At this point, the subject matter and the objectives of the procurement are being defined. (European Commission 2010, 20.) It is recommended to include social considerations into the process already at the planning phase because this is when many important decisions about the procedure and content of the purchase are made. (The Ministry of the Employment and the Economy 2013, 14.)

A risk analysis is a useful tool for identifying the social objectives of procurement. The content of an analysis is similar as presented earlier in Chapter 2.4, but in this case, it focuses only on the specific procurement. If the analysis shows that the procurement is associated with high social risks, these matters should be especially taken into consideration during the procurement process. (The Ministry of Employment and the Economy 2013, 13.)

During the planning phase, it is important to have discussions with several stakeholders. The public authority should gain understanding on the needs of end users and the existing solutions available in the market in order to define a subject matter properly. Social considerations should be an essential part of the discourse. It is important to have discussions with potential suppliers, but besides that, relevant organizations and unions should also be engaged in dialogue. When having the dialogue with stakeholders, a public purchaser should always carefully follow the principles of public procurement. It is not forbidden to contact one supplier in the field, but in order to ensure openness and fairness in the procedure, it is better to offer any potential supplier same opportunities. To illustrate, a purchaser can publish a request for information or organize an open

event where all suppliers may take part in order to eliminate any risk of discrimination. (The Ministry of Employment and the Economy 2013, 16-17.)

In the actual tender contracting, authorities can set requirements that are targeted to the actual object of the purchase or to the offering company. Requirements that are aimed at the providing company are called ‘selection criteria’. The selection criteria cannot be discriminatory, and they must be proportionate to the amount of purchase and linked directly to the subject matter. One should keep in mind that the main purpose of such criteria is to make sure that a provider is able carry out the contract. (The Ministry of Employment and the Economy 2013, 18.)

If selection criteria have been set, and a provider cannot meet them, it needs to be excluded from the competition directly. In addition, the Act of Public Contracts includes a list of reasons for excluding a candidate. For example, failure to pay social contributions or taxes or being convicted as guilty on professional misconduct should lead to exclusion from the competition. In some cases, a purchaser can also set requirements on providers’ technical capacity. These requirements must be related to the candidates’ ability to deliver purchased products. Such requirements are mostly used in cases where the contract requires some specific knowhow of a certain business field (European Commission 2010, 35-36.) As a proof of meeting the selection criteria, a provider can be asked to provide with relevant documentation such as certificates from pension insurance or tax officers or a list of earlier references (The Ministry of the Employment and the Economy 2013, 18-20).

Another option to include social considerations in the procurement is to use minimum requirements for the object of the purchase. Offers that do not comply with the set requirements need to be automatically rejected. However, including social considerations in the technical specification is also very challenging because the requirements need to be directly related to the product itself or to some stage of its lifecycle but not on the way a company is managed. For instance, requirements such as recycled material or organically grown products could be acceptable. But one should notice that a certain eco-label could not be required because it would be against the main principle of public procurement (European Commission 2010, 29-32). Social considerations that are easy to

include in the technical specification might include requirements for accessibility for disabled people and other criteria that are relevant for the end user. (The Ministry of Employment and the Economy 2013, 21-23.)

If the contracting authority is unsure about the existence, price, and quality of socially responsible products, a good option is to ask for a variant offer. This means that a purchaser will have to define the minimum technical requirements on the product. Providers will give two offers, one 'neutral', which meets minimum requirements, and another socially responsible variant that includes additional social considerations. After receiving offers, a purchaser can compare neutral and socially responsible offers using the same award criteria. This approach obviously needs to be informed beforehand in the contract notice. (European Commission 2010, 30-31.)

Social considerations can also be included in awarding criteria for the contract. If a purchaser decides to choose an offer on the basis of the most economically advantageous offer, social criteria can be one of the sub-criteria in the comparison. The purchaser can decide on techniques for comparing and weighting different sub-criteria. Clearly, the technique needs to be published in the purchase note and must be consistently followed throughout the whole process. A tender that gets the highest points need to be chosen. Award criteria have to be related to the subject matter and be specific and objectively measurable. (European Commission 2010, 37-39.) Social considerations as awarding criteria may often include the same topics as requirements in technical specifications. But the advantage is that, as award criteria, a purchaser can really compare tenders. This is unlike requirements in technical specifications that lead either to the acceptance or rejection of orders but do not make any real difference between them. (The Ministry of Employment and the Economy 2013, 24-25.) It is up to the contracting authority to choose how the awarding system is built and which topics have the biggest weight in calculations. But this should be carefully planned because once the system is published and offers are received, the system must be followed.

The last possibility in adding social considerations in a procurement process is to do it after the purchase decision has been made by adding requirements as contract performance clauses. This means that these requirements do not play a role when deciding

who gets the deal, and providers do not need to provide proof of compliance with the clauses during the tendering process. However, a provider who gets the contract needs to comply with the requirements during the contract period. Certain social and health regulations need to be followed automatically by all public contracts. On top of these, additional social objectives can be used. The requirements need to be already published in the contract notice, for example, by including a draft of contract in the tender documentation. Furthermore, contract performance clauses need to be linked to the performance of the contract. This means that they need to be linked to tasks critical for producing the goods. However, they are separate from the technical specifications. Therefore, contract performance clauses are useful tools in including social considerations that are difficult to link directly to a product. This makes contract performance clauses often the most appropriate stage of the procedure in including requirements about labour conditions of workers. (European commission 2010, 42-47.)

Contract performance clauses are a good way to set social considerations for the whole supply chain. The European Commission states that this is particularly essential when the supply chain extends outside the EU and when dealing within industries where such problems often occur. Public contractors may set, for example, requirements on the subcontractor concerning child and forced workforces, minimum wage, and social and health considerations. A contractor can be asked to prove the compliance of subcontractors with the set requirements by providing a relevant certificate or by other means. (European Commission 2010, 47-48.) A good way to include these requirements is to require compliance with relevant ILO and UN conventions. A provider should ensure compliance with these conventions on its own and on the subcontractor's performance. (The Ministry of Employment and the Economy 2013, 29-30.)

To sum it up, there are many stages in a procurement process where social and ethical considerations can be included. It depends greatly on the subject matter, which is the right way to set these requirements. The main principles are that the requirements need to be linked to a contract, and they need to be proportional to the quantity of the contract. Requirements need to be published in the contract notice, and nothing can be added during the process without letting all the parties know about it. If certain require-

ments and award systems are published, then they need to be followed during the entire process. (European Commission 2010, 48-49.)

A monitoring and auditing system should be planned beforehand and carried out determinedly. It is also good to notice that requirements should be balanced against the possibilities that a public authority has for monitoring compliance with the requirements during a contract period. (European Commission 2010, 48-49.) Setting social requirements on a purchase is meaningless if their fulfilment is not monitored during the contract period. This is especially important with contract terms because they are not verified in the procurement process, unlike other requirements. Monitoring can be time and money consuming. Using different kinds of certificates is one way to reduce supervision duties of the contracting authority. (The Ministry of Employment and the Economy 2013, 26.) When dealing with a domestic supplier, a purchaser may carry out supervision by conducting inspection visits, requesting a CSR report, or sending a CSR query that the supplier can fill in. With a foreign supplier, the same means can be used, but of course, human and financial resources for auditing visits may be limited. That is why a purchaser can ask for information about CSR reporting, certificates, and audits prepared by other parties. It could be, for instance, a BSCI audit certificate, SA 8000 certificate, or something similar. Whatever the means are, supervision should be carried out at regular intervals during the contract period. (The Ministry of Employment and the Economy 2013, 33-35.)

In addition to a monitoring scheme, a contracting authority should also plan beforehand on how it will act in case some problems occur. For example, penalties or even cancellation of the contract are possible ways. On the other hand, cancellation should be used only in extreme situations and as a last option. A contracting authority should primarily encourage a supplier to improve its performance and fix problems during the contract period. As a case in point, with a violation of labour rights, cancellation of the contract will hardly make the life of workers any better. Yet this should be the ultimate target of setting social requirements in the first place. On the contrary, it can make the situation even worse. And that is why a public authority should carry out its responsibility even in such situations. (The Ministry of Employment and the Economy 2013, 27.)

2.6 Social responsibility in the purchase of textile items

In the EU, the public sector is a significant buyer of textile items such as functional workwear, protective clothes and representative workwear. It is estimated that in 2008, the turnover of companies in EU-15 countries selling such clothing was 4 billion Euros, and half of this was purchased by the public sector. Increasingly, textile production is located in countries with lower labour costs. And this often means poor working conditions for workers. (Respiro 2007, 4.) The violation of labour rights tends to take place through the entire supply chain in high-risk countries. The most common problems are the misuse of harmful chemicals, forced labour and child labour, low salaries, long working hours, issues concerning working conditions, the unprotected position of workers and lack of access to professional unions. (CSR Compass 2015, 3.)

Social considerations in the purchase of textile items can be taken into account at all phases of a procurement process. An appropriate way to formulate the requirements is to use relevant conventions of the International Labour Organisation (ILO), which define basic labour rights. In addition to this, a purchaser may want to set more ambitious goals concerning social responsibility. This could be achieved, for example, by requiring certain certifications and labels. (Respiro 2007, 5.) However, it should be kept in mind that a certain label cannot be directly requested. Nonetheless, one can use the requirements that lie behind the label.

Motiva, a government-owned expert group promoting the efficient and sustainable use of energy and materials, has published a guide for the public sector regarding the procurement of textiles and work wear items. The guide proposes different requirements that can be adopted in a purchase process depending on the set target level. As a basic level for social considerations, the guide suggests compliance with ILO Conventions 29, 87, 98, 100, 105, 111, 138 and 182, local legislation, and the UN's Convention 32 on the rights of children. These principles should be followed as well in the cultivation of cotton and throughout the CMT-process (cut, make, and trim) of a product itself. If a purchaser wants to add requirements on a raw material going beyond the above-mentioned conventions, it can use the formulations that are behind the Fair Trade label. (Motiva 2015, 6.)

In addition to certificates and labels, another way of setting more ambitious social goals in purchase processes is to use codes of conduct. These are public documents defining social and environmental principles and values that a purchaser company follows. A company can require its supplier to commit to these principles, as well. (Respiro 2007, 5.) This code of conduct is widely used in private corporations, but can equally be adopted in the public sector. For example, the KONE Corporation publishes its supplier code of conduct on its website, and the company expects all of its suppliers and their subcontractors to comply with the set principles. The document includes five core themes: ethics, environment, labour, health and safety, and management system. The topic of labour includes issues such as non-discrimination, child labour or forced labour, working environment, wages, and benefits. All of the topics are detailed, and described, and the company makes it very clear that it does not allow for any violation of labour rights at any stage of the supply chain. (Kone 2015.)

2.7 Benchmarking: Social responsibility in procurement in the city of Helsinki

Not only is the city of Helsinki geographically close to Espoo, but it also shares many other qualities when it comes to organizational structure. The procurement organization is pretty similar to that of Espoo. Purchasing responsibility is not in the hands of one department, but it spread all over the complex organization at different levels. The city's procurement centre has a key role in purchasing actions, and it carries out many of centralized procurement processes. At the same time, individual purchasing departments in the organization like construction office Stara or the hospital pharmacy independently take care of their own procurement processes. (Pohjonen Perttu 2015.)

Social responsibility in procurement is organized according to the same decentralized model. Actually, there is no specific party that is in charge of social responsibility as a whole. When it comes to environmental responsibility, management appears to be more organized. First of all, the city has set a very clear strategic target that, by 2015, 50% of city's procurement should include environmental considerations. The environmental centre of Helsinki appears to be primarily responsible for this target, and is the initial

point of call for the city's environmental concerns. Environmental issues are included in the city's internal guides and at least in the procurement centre's workers' personal annual objectives. These types of concrete targets and leadership goals are missing in social responsibility (Pohjonen Perttu 2015.)

Even though social responsibility may not yet be organized in a structured way, the city of Helsinki appears to be very committed. These issues have been mentioned in the city's strategy programme, in the global responsibility strategy, and in the procurement strategy (Pohjonen Perttu 2015). Indeed, there seems to be strong political commitment to socially responsible public procurement. However, at a lower level, an organized model on how these matters are handled is not yet in place. Moreover, most importantly, it remains unclear who carries general responsibility, what are the practical tools for meeting the goals mentioned in the political documents, and how this is monitored. Currently, everyone making purchases shares responsibility.

Observably, the city of Helsinki stands for the importance of social responsibility, and its role is believed to be growing in the future. For the time being, the city is actively taking part in several cooperation forums at both national and international levels, which are concentrated on environmental and social responsibility issues. Perttu Pohjonen (2015) stresses that international cooperation is especially useful because many countries such as Sweden, Holland, and Germany are forerunners in this field and are really and willing to share their experiences. Therefore, Pohjonen believes that Helsinki and other Finnish cities can gain a considerable amount of useful information and tips from such a cooperation. (Pohjonen Perttu 2015.).

Although the use of ethical requirements in the city's procurement is not constant, there are still some good examples to share. For instance, Stara has been using social requirements in procurements for paving stones. In these cases, requirements concerning social responsibility were applied as contract performance clauses. The requirements were targeted more to the raw materials than to the production process of the products. It is worth mentioning that social requirements have been used in procurements of other items by the city of Helsinki too. Nevertheless, as purchasing departments are performing their procurements independently and there are no statistics for this, it is impossible

to ascertain the precise number of purchases where ethical considerations have been included. There is also no structured way of controlling how the requirements are met during the contract period. Pohjonen (2015) states that these matters are normally subsequently discussed if problems occur. In such situations, cancellations of contracts or fines are possible ways to sanction. However, so far, there is very little experience of such situations. (Pohjonen Perttu 2015.)

In 2013, the city of Helsinki was awarded the honoured title of 'Fair Trade City'. This process was run as a result of city council's decision. Indeed, the city has been very satisfied with the title. Perttu Pohjonen (2015) stresses that the title actually has had no significant impact on the degree of Fair Trade products used because they were already used before being awarded. Still, the title is believed to have much positive value in internal and external communications towards citizens and other stakeholders. The Fair Trade City title is the most visible tool used in communications about social responsibility, and it has proven to be a useful tool for building a positive public image of the city. When considering Helsinki in an international context, communication is definitely one thing to be improved. Although city officials understand the importance of ethical matters to citizens, a structured way to inform people about achievements in purchases is missing. (Pohjonen Perttu 2015.)

To summarise, the city of Helsinki appears to be committed to ethically responsible procurement, but at the moment, it remains unclear how these matters should be organized and monitored. The city is actively participating in different forums at national and international levels, but cooperation could be used more in practical concerns, like joint procurements within capital areas and learning from others' good experiences. Moreover, the training of staff about social responsibility in purchases could be increased and detailed tools for city officers created for helping the work. The city could also improve its internal and external communications towards stakeholders about good examples and objectives that are already being met.

2.8 Benchmarking: Good practices in Finland and other European countries

Although there is much less experience about setting social rather than environmental requirements on a purchase in many organizations, good examples can be found both in Finland and in other countries. The Ministry of Employment and the Economy of Finland have published a survey presenting several cases in very different public purchase organizations. Many success stories presented in the publication are connected to the reduction of unemployment, but also, other social considerations are included. Although some trailblazing organizations have already had years of experience with socially responsible purchases, they are still in a piloting phase, and social considerations are not implied in all the procurement actions within the organization. Comprehensive ways to manage these matters in organizations are often missing. (The Ministry of Employment and the Economy 2015, 31.)

Many of the example cases emphasise the importance of political commitment and clear allocation of responsibilities in order for SRPP to be successful. The adoption of new practices in purchases requires knowledge and resources, and this is not possible without committed management. In addition, persons responsible for social responsibility create internal pressure regarding these matters within the organization. The excitement and commitment of individual specialists can have an important role when adopting new practices. (The Ministry of Employment and the Economy 2015, 32.) As an example of responsibility allocation, Hansel has formed its own responsibility groups who have undergone EU-level courses (The Ministry of Employment and the Economy 2015, 15-16). And in Munich, the city's International Development Department helps its procurement department with social requirements, coordinates actions between departments, and works for the development of SRPP (Landmark 2012, 20).

In the long run, SRPP should not depend only on committed individuals, but it should be an essential and integral part of procurement procedures. SRPP should be taken into consideration in the working guides, the documents, and the objectives set for personnel. (The Ministry of Employment and the Economy 2015, 32.) This is the case at Hansel, where the use of social criteria is systematically integrated into the purchase guides.

Social risks of purchases and the use of appropriate criteria should be considered in the planning phase of every purchase. (The Ministry of Employment and the Economy 2015, 15.)

Examples show that suitable social criteria depend greatly on the subject matter, so the use of requirements always needs to be considered individually. And it is worth noticing that the emphasis of social responsibility may not be suitable in every purchase. (The Ministry of Employment and the Economy 2015, 32.) It is impossible to determine which ways the social considerations should be included in the procurement process in order to reach the best results. This always depends on a particular product, market, and set of goals that a purchasing organization has determined. For example, Kolding municipality chose not to add social considerations with selection criteria in their purchase of textile services. The decision was made after finding out that in the market, all possible suppliers are taking social issues very seriously and have relevant certificates. Therefore, asking for certificates would not have added any value to the procurement. Instead, a purchaser asked suppliers to describe their system for quality management of ethical trade, including subjects such as traceability in the supply chain, ways to implement ethical requirements, and ways to monitor it in the supply chain. These descriptions were used as award criteria in a tender, which helped to differentiate the bidders. (Landmark 2014, 19-22.) A similar self-made description can also be a good tool if a particular market lacks transparent monitoring systems as in the IT sector. As certificates may not be available, it is better for the public authority to ask providers to explain in their own words how they will comply with set social requirements. (Landmark 2014, 10.)

As the above presented examples show, proper market research is a key factor for deciding on inclusion of social requirements in a procurement process. But market research also has another aspect. Having open discussions about social responsibility increases awareness of the suppliers and other stakeholders to the importance of responsibility and rising up to meet current problems. (Landmark 2012, 21.) For example, KL Kuntahankinnat Oy, a joint purchase body for municipalities, sees spreading the information as one of its key objectives (the Ministry of Employment and the Economy 2015, 20). When the number of public authorities committed to social responsibility in-

creases, it creates a major impact on the market. This will eventually have a positive impact by encouraging companies to improve their working practices. (Landmark 2012, 31.)

There are several different ways an organization can implement socially responsible public procurement strategies. Quite often, at least in the beginning of launching SRPP, organizations choose to implement it only with certain product groups. For example, in Malmö in the year 2010, a comprehensive risk analysis was made. Based on the analysis, three product groups – electronics, furniture, and office materials – were identified to have high risks for violation of worker rights. After this, the activities of SRPP were aimed only towards the purchase of these items. (Landmark 2012, 7.) In the organization Lipor, an inter-municipal waste management entity for eight municipalities, a certain verification process was developed. It was decided to be addressed only to a group of suppliers. This group included companies exceeding a turnover of 10.000 Euros, all suppliers of services, and to certain strategic suppliers. (Landmark 2012, 12). In Munich, another strategic choice was made due to a lack of resources. They decided that their own verification and monitoring process would be too challenging. Therefore, before this problem could be solved, the city decided to require certain labels from suppliers that would guarantee compliance with the set requirements and monitoring. (Landmark 2012, 21.)

Many public authorities have developed and started the systematic use of their own codes of conduct. For example, the municipality of Loures introduced a first time code of conduct in a procurement process in December, 2012. The code of conduct was developed in cooperation with internal experts, and the aim was to involve suppliers in the municipality's social sustainability policy. The launching of a code of conduct received much positive feedback from the suppliers, and nowadays, the municipality intends to include it in the largest possible number of purchases. Special attention is on the high-risk product groups. (Landmark 2014, 14-17.) In Finland, Fingrid Oyj, an enterprise taking care of the nationwide high-voltage grid, is also using a code of conduct to clarify the responsibility strategy and values of the company. Fingrid expects all its suppliers with over 30.000 Euro purchases to accept the code of conduct. The company has found out that the requirements have influenced the selection of suppliers and has forced com-

panies to pay more attention to responsibility and safety issues. (The Ministry of Employment and the Economy 2015, 12-13.)

There are several different models on how a set requirement can be monitored during the agreement period. For instance, in Malmö, the verification scheme that is applied to high-risk products consists of four stages. At first, bidders are asked to agree with the code of conduct when placing the offer. If a company does not agree with it, it is automatically excluded from the competition. After this, about four months after the contract has become effective, the supplier is sent a follow-up questionnaire. The city officers use a special assessment model to evaluate answers on the questionnaire. Added to this, all the suppliers are inspected at some point of the contract period. The extent of inspection depends on the supplier's answers in the questionnaire. (Landmark 2012, 7-8.)

No matter how well a verification model is thought through, it is always possible that some problems in the supply chain occur. For such cases, there should be a scheme explaining how the public authority will act. For example, Loures municipality has described in detail what kinds of consequences are expected from the possible violations of principles in the code of conduct. In the contract clauses, a penalty is defined to be 0,5 % of the total value of the contract. But the fine would be enforced only if mutually agreed corrective actions are not followed. Ultimately, repeated violations of principles will lead to the termination of the contract. (Landmark 2014, 15.) The hospital district of Southwest Finland faced this situation when problems in the supply chain were brought up. After finding out about the problems from third party representatives of the hospital district a supplier started immediate discussion on how to solve the problems. The supplier made necessary changes in the supply chain and provided the hospital district with a detailed statement report of the situation. For some time, monitoring the situation was run on a more frequent basis. But when the purchaser was convinced that the situation had been normalised, the monitoring was returned to a normal phase. This experience nevertheless led the hospital district to follow more strict controls on procurements of other products as well. (The Ministry of Employment and the Economy 2015, 28.)

One thing that clearly helps companies reach set social goals is cooperation among public authorities. It can help in all stages of the procurement process by reducing costs and time. In Norway, the city of Oslo leads the cooperation among several municipalities in verifying social responsibility in public purchases. Oslo made a framework agreement on monitoring the supply chain, and it invited all Norwegian public institutions to participate in the agreement. The results of the monitoring became available on the Procurement Portal. As a result, 60 public institutions took part in the agreement, and this sent a clear message to the market about the commitment of the public sector to responsibility issues. (Landmark 2014, 36-43.) In Catalonia, Barcelona city council, Barcelona's provincial council and the government of Catalonia have formed a working group on SRPP that comes together on monthly basis. One object of the group is to form common standards on inclusion of requirements in the procurement processes. In this way, it aims to influence on the market and to press companies to follow ILO conventions. (Landmark 2014, 31-32.)

3 OBSERVATIONS ABOUT THE CASE PROCUREMENT

The author of this work had an opportunity to follow one case procurement procedure from the start of its planning until the moment when purchasing decisions had been completed. The author was in contact with an employee of Espoo who had the main responsibility of tendering during the process. The main focus in this observation was to see how ethical responsibility was taken into consideration during the process and what kind of impacts it had in procedures.

3.1 Formulating the tender

The planning of the case purchase started in the spring of 2015. Assortment in the purchase is rather large, and that is why it is well understood that the planning phase was time consuming. This stage of the process included many discussions, both internal and external. As a result of the discourse, social considerations were included in few of the selection criteria and as one separated item in the purchase.

In total, the tender has 23 different selection criteria targeted to suppliers, and few of them are related to social responsibility. This means that a provider needs to meet these requirements or its offer will be disqualified. First of all, there is a selection criterion concerning subcontractors. Providers must enclose a report about all subcontractors that will be used in the supply chain of products. The provider needs to guarantee that the work of its subcontractors meets the set social requirements. The seventh selection criterion of the procurement is called 'ethical responsibility'. This means that a provider needs to identify ethical responsibility in the supply chain for the production of textiles and raw materials. The provider also needs to make sure that the products have been made while respecting the fundamental rights of workers and that ILO's conventions, the UN's convention on the rights of the child, and local legislation, are all being followed. As a proof of this, a provider may include a certificate or its own affirmation assuring that these rights are being followed. (Appendix 1.)

In addition to these requirements concerning labour rights, fair trade has also been included in the tender separately. Namely, one of the items of work wear for cleaning personnel is a Fair Trade t-shirt. The t-shirt should be produced from Fair Trade cotton. The 16th point of the qualification requirements clarifies what it means. The clarification includes points that are behind the Fair Trade label such as a decent payment for workers and prohibition of a child labour force. It is said that a product meets these requirements if it has a Fair Trade label, but other relevant certificate will be accepted as well. (Appendix 1.) This formulation complies with principles of public procurement because not only one specific certificate is accepted, so it cannot be seen as employing the unequal treatment of providers.

When formulating the tender, there was a strong pressure internally to include social and ethical considerations in this purchase. The city is committed to promoting socially responsible purchases in general and Fair Trade in specific, and therefore, there was an internal pressure to add these considerations into the case. However, as there are no very detailed instructions available on how this can be done, it aroused many questions and hesitations. It was known that the city of Vantaa has included Fair Trade t-shirts in a similar purchase, and this was used as an example in this procurement process. Still, the idea met some hesitation among users. The quality and features of such t-shirts were

called into question. The purchasing organization also felt that Fair Trade products still have a very immature position in the market. The price variation of products among companies was confusingly wide, and there were problems finding any sample products in order to get a handle on the products. (City of Espoo, 2015a.) No matter the challenges during the planning phase, a few weeks before the publishing date, the Fair Trade t-shirt was included in the tender. This tells us that the internal wish for including it was big enough to concur with the obstacles.

A great deal of discussions also took place externally. For example, a current supplier was asked several questions by email. The questions concerned, for example, Fair Trade products and other social aspects. Motiva helped in formulating requirements. In addition, Fair Trade Finland helped concerning their products. This external assistance seemed necessary for including social considerations in the procurement. The employee responsible for the tender felt that without this help, it would have been impossible to formulate the requirements in the right way. But at the same time, she felt that even these organizations did not seem to have direct answers and suggestions about the formulations. There seems to be much more practice about environmental considerations, but detailed instructions about social matters are not to be found. (City of Espoo, 2015a.)

So in the end, requirements concerning ethical and social responsibility were included as selection criteria. However, there also would have been other ways to include them. Selection criteria were chosen because in this way non-suitable candidates can be excluded from the competition. For instance, if these requirements had been included as comparison conditions, this would have meant that a company that did not meet social requirements could have won the competition. This is because it could have received more points in other aspects. This possibility was to be excluded, so qualification criteria were chosen. (City of Espoo, 2015a.)

A company can prove to fulfil the set requirements by providing its own proof about itself as an appendix to the offer. The city of Espoo does not yet have a systematic plan to monitor social responsibility during the contract period. There is also no distinct plan on how to make sure that these aspects will be respected and how to act when some problems occur. However, these issues have been discussed a lot internally. If serious

problems come up, a possible consequence could be the termination of the contract. These possible consequences will be included in the contract. (City of Espoo, 2015a.). This means that some kind of a plan of possible actions exists, but it is rather reactive than proactive.

A number of challenges rose up during the formulation of procurement. For instance, the principles of public procurement prevent the requirement of a certain certificate that could improve possibilities to make sure that social criteria are indeed followed. Still, even in the given framework, it is possible to set suitable requirements, but the procurement organization felt that there were no detailed instructions available. The city's internal guides do not give in-depth examples, and Motiva's guides were also still in process when the planning phase of the tender was actual. (City of Espoo, 2015a.)

When all was said and done, the purchase organization was satisfied with the tender. They felt that they could find the balance between the interests of different stakeholders. They also felt that the formulations of requirements were in line with the city's principles of social and ethical responsibility. This was the first time when such requirements were used in the purchase of textile items in the city of Espoo, so it was definitely a good start.

3.2 Making the purchase decision

During the tender period, the city of Espoo received 13 offers. Some of them were aimed only to certain parts of the offer request. The purchase authorities did not receive any questions concerning social requirements from suppliers. And as far as the city's officers know, none of the companies gave up in making their offers because of the set requirements. (City of Espoo, 2015b.)

The offering companies proved compliance with set requirements by sending their own or a producer's statement. This did not seem to cause any problems for the companies; they are used to giving such statements. City officers noticed that statements given by the producers are much more comprehensive and substantial than those made by the importing company who is placing the actual offer. Internally, the purchasing organiza-

tion of Espoo was satisfied with the set requirements. They are in line with the city's strategic decision to promote environmental and ethical responsibility in procurement. It is very likely that similar requirements will also be used in future procurements (City of Espoo, 2015b.)

Nevertheless, the procurement process brought up some challenges. First of all, the city officers noticed that the requirement of a Fair Trade t-shirt was challenging for many companies. The use of Fair Trade materials on work-wear textiles is not yet common even as a t-shirt. Also, receiving the certificate for Fair Trade label is expensive for companies. Secondly, SRPP can be seen to increase workload of purchasing officers. It is difficult to find ready-made requirements, and they always need to be modified to a particular purchase. It is also worth mentioning that the monitoring of compliance with set requirements is much more complicated than, for example, with environmental requirements. (City of Espoo, 2015b.)

The purchasing authorities felt that the most important aspect of social requirements in this purchase was to send a signal to the market. Importing companies, who were making offers, may not have had tools or even the willingness to really monitor compliance with social requirements during the purchase process. But by setting such requirements, a public authority can send a signal that such matters should be taken into consideration throughout the entire supply chain. Thus, in the long run, current practices in the industry can change. (City of Espoo, 2015b.)

4 DISCUSSION AND RECOMMENDATIONS

Nowadays, it is not enough for companies to take care of their own actions. Instead, they should be aware of the impact of their operations throughout the whole supply chain. Globalization has led to the extension of supply chains, which has made it difficult for companies to control everything that is happening during the lifecycle of a product. However, public pressure for the topic has grown, so companies need to find ways to ensure social responsibility.

The same pressure concerns the public sector too. In addition, municipalities and other public authorities are carrying special responsibility about the matter because they are using public funds for their procurements and should therefore take care that money is spent in a sustainable way. But at the same time, there is always a pressure to minimize costs, which leads to a struggle in finding balance between these factors. One should also notice that law strictly regulates a public procurement procedure. A public authority must take care that the main principles of public purchases are being followed during the full procedure. The principles are these: prohibition of discrimination, equality, transparency, and relativity.

Socially responsible public procurement is important not only because of the pressure from different stakeholders. Public authorities also represent great purchaser volume in the market, on average 17% of GDP in the EU. This means that public procurement may have a strong impact on the market. By requesting social responsibility in their purchases, public authorities may change contemporary tendencies in the market and push companies to pay more attention to these matters. In the long run, this helps in the aspiration to achieve political commitments to which EU countries are engaged. So public organizations have a moral responsibility to take social matters into consideration in their actions. Implementing social responsibility in their procurement processes is profitable also because it is proven to help certain minority groups to integrate into society. In this way, it will bring direct benefits to the municipality by, for example, reducing unemployment in the region. In addition, SRPP has a strong value in brand building. SRPP has a persuasive approval from people, and by showing that an organization acts in a responsible way, it may gain plenty of positive attention.

The case city of Espoo is committed to sustainable development and socially responsible public procurements. In the principles for procurement, it is said that the city wants to be a forerunner in responsible purchases. The first steps for implementing this political will into practice have already been accomplished. By this time, the main focus has been on environmental issues and employing the impact of purchases, but also social responsibility and ethical trade are mentioned in internal procurement guides. The main research question in this work was to find out how the city of Espoo could continue im-

plementing socially responsible public procurements. The suggestion is to execute the following steps, which are more detailed later in the text:

1. Defining financial and human resources
2. Setting objectives and prioritising
3. Gaining the commitment of staff
4. Integrating SRPP as a part of procurement practices
5. Developing a scheme for measuring outcomes
6. Increasing cooperation with other public authorities.

The procurement organization in Espoo is complex, and different operational units carry out purchases in practice. At the moment, there is a person responsible for the Fair Trade project and also a project that focuses on the employment impact of procurement. But it remains unclear who carries general responsibility for the social aspects of procurement. At this point, it would be important to define human resources in implementing SRPP. This means defining a person or a team that would have the general responsibility of planning, executing, training, and monitoring and reporting on social responsibility in procurement. Additionally, there could be a responsibility group that would consist of several persons from different parts of the organization who are personally committed to social responsibility. This kind of group would help in creating common practices, coordinating actions between different departments, and spreading the word throughout the organization. Apart from human resources, it is important to define financial resources too. Available funding greatly defines the extent of possible actions.

The next step in the implementation is setting objectives and prioritizing. This is essential because it is impossible to change everything immediately. It is also important because the range of products and services bought by the city of Espoo is very wide. Social considerations are not applicable to all products. And, therefore, it is important to make a decision as to which product groups or social problems will be the focus for actions. This idea would also be in line with the city's strategic document, Principles for Procurement, for the years 2013-2016. In the document, it is said that the riskiest product groups need to be identified, and social considerations need to be targeted to them. This prioritizing could be done with the help of a comprehensive risk analysis on pro-

curement operations for the city of Espoo. The analysis studies all of the products and services and helps to identify those associated with social risks. Based on the risk analysis, a public authority can make a decision to target the efforts first on a certain product group or social problem and then gradually expand the scope of actions. It also helps to understand what kinds objectives are relevant and proportional. The objectives should be practical and easy to monitor. One target could be, for instance, to set an amount of purchases in a certain product group, including social requirements.

Setting relevant and understandable objectives and prioritizing actions is important because it increases the motivation of procurement personnel. When social considerations are concentrated on products where they are really suitable, it makes sense to spend time resources with them during the process. This strategy increases the commitment of staff to SRPP, which is the next step in the implementation plan. At the moment, it seems that taking social responsibility into account during the procurement process depends on the subject matter of the contract and team's opinions. This may be because the common objectives are missing. Improving internal communication, training, and sharing good experiences can raise the commitment level. There should also be practical guides helping purchase personnel to formulate the requirements during the procurement processes.

Overall, taking social responsibility into consideration during the procurement process cannot depend on the personal interest of individuals. It should become an integral part of any procurement process. It should be automatically thought of in the beginning of any procurement process if the particular procurement included social aspects that need to be taken care of. Social considerations should always be part of a discourse with suppliers and other stakeholders. Furthermore, social responsibility should be included in the annual targets of purchasing personnel.

A good way to integrate social responsibility in all procurement operations is to create a code of conduct. This would be a good way to clarify objectives and the importance of social responsibility. The code of conduct could be used in all or selected procurement processes. It should be attached in tender documents, and suppliers can be asked to provide it with an agreement attached to it as one of the selection criteria. Later, the code of

conduct should be attached to the purchase agreement. It should also be visible on the web pages for anyone interested. This would definitely support the city's intent to be a responsible purchaser. The use of code of conduct would also have a significant role in unifying procurement practices within the organization. The same social aspects would be automatically included in the contracts, so they would not depend so much on individuals.

After these steps, the next phase is to build a monitoring and measuring scheme. At present, there does not seem to exist any clear understanding as to how widely social requirements are used in Espoo's procurement processes. Also, there is no general plan on how compliance with set requirements is followed during the contract period. So monitoring and measuring should focus on individual contracts but also at the organizational level in order to see how the implementation of social responsibility in procurement processes has progressed. Measuring should give an idea how well the set targets are achieved and should lead to modifications of targets and other corrective actions if needed.

The last factor in the suggestion list is to increase cooperation with other public authorities. Already now, the city of Espoo is co-operating with other public authorities and several different organizations concerning social responsibility. This is seen as an important way to share experiences and get new ideas. But at the moment, the cooperation is rather informal and irregular. It could definitely be increased given the resources available. There could be, for example, a working group on sustainable development between cities in capital-area cities. This would provide a good forum for sharing information and creating common plans to promote social responsibility. Such cooperation could also bring concrete savings in resources. For instance, it is possible to pool human and financial resources in a form of joint purchases and audits.

The second research question in this thesis was to look at the practical ways as to how social considerations can be included in different phases of a procurement process. The procedure can be roughly divided into six phases: planning phase, selection criteria, technical specification, award criteria (or contract terms), and the contract period. Legislation offers possibilities to include social considerations in all of these phases. In the

table below, some of the main means are presented on how social considerations can be taken into consideration in different phases of the procedure:

Table 2 Ways to include social consideration in different phases of a public procurement process

Planning phase	<ul style="list-style-type: none"> • Market research • Risk analysis, identifying social risks and objectives • Dialogue with end-users, stakeholders, potential suppliers
Qualitative selection criteria	<ul style="list-style-type: none"> • Compliance with local legislation and relevant ILO and UN conventions • Agreement with the code of conduct
Technical specification	<ul style="list-style-type: none"> • Requirements concerning material, e.g., organically grown products, recycled materials • Socially consciousness variant offers • Listing requirements behind certain labels
Award criteria	<ul style="list-style-type: none"> • Asking for a provider's own description of how social considerations are managed and monitored through the supply chain
Contract terms	<ul style="list-style-type: none"> • Requirements concerning sub-contractors • Labour conditions (child and forced labour, minimum wage, social and health conditions) • Compliance with local legislation and relevant ILO and UN conventions • Code of conduct • Consequences of not meeting the requirements (corrective actions, penalties, termination of contract)
During the contract period	<ul style="list-style-type: none"> • Monitoring and auditing scheme • Follow-up questionnaires • Existing auditing reports • Certificates

	<ul style="list-style-type: none"> • Communication • Inspection visits
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Social considerations should be taken into account already at the planning stage of procurement. In this stage, the purchasing authority should have discussions with suppliers, end users, and other stakeholders in order to formulate the procurement documents properly. Social considerations should be a part of this discussion. Risk analysis focusing on the specific purchase helps to identify potential social risks and define relevant requirements.

In the actual tender process, social considerations can be included either as qualitative selection criteria targeted to suppliers, minimum requirements to the object of purchase itself, and award criteria in comparing the offers or as contract terms. It is impossible to say which would always be the best choice because it depends on the subject matter, the existing market situation, and the social objectives that the purchasing organization has set. As proof of compliance with the requirement, an offering company can provide certain certificates or its own assurance. This is important because the requirement cannot be discriminatory. One should also keep in mind that the requirements should not be set at too high a level so that they prevent companies from placing offers. That is why it is essential to spend enough time in the preparatory stage to get familiar with the market and understand what kinds of requirements are relevant.

Often, contract terms are the most suitable phases to include considerations about labour conditions and subcontractors. At this stage, one should also define the consequences of not meeting the requirements. There should always be an aspiration to solve the problems by discussing and offering for the supplier to make corrective actions. But in case it does not solve the problems, the next consequences can be penalties or even termination of contract.

It is, of course, in the interests of all parties that such situations do not happen. That is why it is essential to have a clear auditing model to ensure that the set requirements are being followed during the contract period. This should also be already planned beforehand. Due to restricted financial resources, it can be impossible to organize comprehen-

sive inspection visits to all suppliers. But there are also more economical ways to carry out monitoring such as follow-up questionnaires, regular communications, and inquiries for existing auditing reports and certificates.

The third research question in this thesis was to inspect how social responsibility was taken into consideration in the case procurement of textile items for the city of Espoo. The purchase process was carried out during 2015. Social considerations were part of the procedure starting from the planning phase. A great deal of internal and external expertise was used in formulating the requirements. Discussions with potential suppliers and relevant expert companies led to the decision that social requirements were included as selection criteria to providers and in the technical specification for one item. Internal pressure had a huge impact on the fact that a Fair Trade t-shirt was included in the purchase.

Although social considerations caused some headaches and extra work to purchaser officers, they were satisfied with the end result. The formulation of social requirements did not raise further questions during the tendering period. All of the providers gave their own assurance of compliance with the requirements, and they did not seem to cause much additional effort for the companies. As far as it is known, no company decided not to attend the competition because of the requirements. As a result, the purchasing organization was pleased with the purchase process and set social requirements. They are in line with the political commitments of the city and send a signal to the market, which will hopefully have an impact on companies' practices in the long run.

In this specific case, the internal pressure seemed to have very strong impact on the fact that social considerations were a substantial part of the selection criteria. It was a pilot case in many ways, so the next time it will be easier to formulate the requirements. As a further recommendation, it would be good to include social considerations as award criteria so that they could have a real impact on the purchase decisions.

It is understandable that there is not as much space for creativity in public purchases as there is in the private sector. Still, the city of Espoo could try some bolder solutions as pilot projects. Asking for a supplier's own assurance that everything is good in produc-

tion may not always be the most effective way to ensure that it is really the case. For instance, it could be worth trying the Kolding municipality's example to ask suppliers to give a statement as to how they will ensure social responsibility in the supply chain. This plan would force suppliers to really think over the matters, and it would give a purchaser a chance to rate the offers according to the credibility of these statements. In general, setting social considerations as award criteria is a good way put more weight on these facets. When the weighting system is built correctly, this will make a greater difference between offers, and the most socially responsible offer will win the competition.

5 CONCLUSIONS AND FURTHER STUDIES

The main target of this research was to study how the city of Espoo can ensure that purchased products have been produced in a socially responsible way. Espoo is committed to promote social responsibility at the political level, and there have already been good experiences in including social considerations in a city's purchases. The next step is to include social responsibility in procurement in a more holistic way. As an answer to this, the research proposes to do following things: define financial and human resources, set objectives and prioritise, gain the commitment of staff, integrate social responsibility as part of procurement practices, develop a scheme for measuring outcomes, and increase cooperation with other public authorities.

As a result, social responsibility should become an automatic and inseparable part of each procurement process. Already at the planning phase, what kinds of social risks are included in the purchase should always be considered, and actions should be adopted accordingly. Social requirements can be included in the actual procurement in selection criteria, technical specification, award criteria, or contract terms. It always depends on a particular purchase, which is the most suitable way.

But setting requirements during the tender process is obviously not enough. It is just as important to plan how compliance with requirements can be monitored during the contract period. A monitoring scheme should already be planned during the procurement process and carried out systematically. There should also be a clear plan on what to do if some problems occur, and these consequences should be defined in the contract. A

first step in solving problems should always involve discussion and offering possibilities for corrective actions. If this does not lead to improvement, contract penalties and even terminations of contracts are possible.

This study has investigated one case purchase process and the state of social responsibility in the city of Espoo at the moment. It has also given recommendations based on that. After some time has passed, it would be good to formulate a more comprehensive study in order to see how the implementation of socially responsible public procurement has gone. This could include a wider range of case purchases where social considerations have been taken into consideration. The case purchases can be from one product group or several different product groups.

Another idea for further study is to follow a procurement process for a longer period of time. In this study, the observation ended at the moment when the purchase decision was made. But in order to get a picture as to how the set requirements have been met during the contract period, it would be necessary to study for a longer period. It would also be important to investigate procurement processes during the performing of contracts and to study how social requirements are being monitored, how possible problems are being solved, and how all of this supports the city's strategy on SRPP.

LIST OF KEY PERSONS INTERVIEWED

City of Espoo

1. Anneli Enbom, Development Manager, Mayor's Office. 13.4.2014, 27.10.2014, 28.1.2015.
2. Anneli Junno, Procurement Expert, Procurement Services. 10.9.2015, 19.12.2015.
3. Elina Kukkasjärvi, Specialist, Mayor's Office. 10.9.2015.
4. Helena Kyrki, Coordinator for Fair Trade City. 13.4.2014, 27.10.2014, 28.1.2015.
5. Jaana Räsänen, Procurement Director, Mayor's Office. 13.4.2014, 27.10.2014, 28.1.2015.

City of Helsinki

1. Perttu Pohjonen, Specialist for Environmental Issues. 24.2.2015.

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APPENDIX 1 THE CASE PROCUREMENT



Espoon kaupunki
Tarjouspyyntö 3541/2015
Päiväys 06.10.2015

1/24

TARJOUSPYYNTÖ 3541/2015

Työvaatteiden ja henkilösuojainten hankinta

1. Hankintayksikön perustiedot

Yhteystiedot:

Espoon kaupunki
PL 640
02070 ESPOON KAUPUNKI
Suomi
Vastaanottaja: Anneli Junno
puh. +358 981 684846
hankinta@espoo.fi
<http://www.espoo.fi/hankinnat>

Osoite, josta saa lisätietoja:

Ks. edellä hankintayksikön yhteystiedot

Osoite, josta saa eritelmiä ja täydentäviä asiakirjoja (myös kilpailullista neuvottelumenettelyä ja dynaamista hankintajärjestelmää koskevia asiakirjoja):

Ks. edellä hankintayksikön yhteystiedot

Osoite, johon tarjoukset tai osallistumispyynnöt on lähetettävä:

Tarjous tai osallistumishakemus lähetettävä Tarjouspalvelu.fi:n kautta

Hankintaviranomaisen luonne:

Alue- tai paikallistason virasto/laitos:

Mukana olevat muut yhteisöt:

Espoon kaupungin konserniyhteisöt

Pääasialliset toimialat:

Yleinen julkishallinto

Hankintaviranomainen tekee hankintoja muiden viranomaisten puolesta:

Ei

Hankintayksikön esittely:

Espoon kaupungin hankintapalvelujen tehtävänä on vastata keskitetysti Espoon kaupungin hankintojen kilpailuttamisesta ja sopimushallinnasta. Hankintapalvelut vastaa hankintaprosessin valmistelusta, toteutuksesta ja sopimuksista.

2. Hankintalaji

Hankintalaji:

Tavarahankinnat

3. Hankinnan kohde

Hankintaviranomaisen sopimukselle antama nimi:

Työvaatteiden ja henkilösuojainten hankinta

Hankinnan tunniste- tai viitenumero:

3541/2015

Espoon kaupunki
PL 640
02070 ESPOON KAUPUNKI
0101263-6

Puhelin +358 981621
Telefax
Email hankinta@espoo.fi
Internet <http://www.espoo.fi/hankinnat>

Sopimuksen tai hankinnan (hankintojen) lyhyt kuvaus:

Espoon kaupunki pyytää tarjouta työ- ja suojavaatteista sekä henkilösuojaamista.

Hankinta on jaettu seuraaviin osioihin:

1. Aulapalveluhenkilöstön työasut
2. Siivouspalveluhenkilöstön työasut
3. Suojavaatteet tekniseen työhön (sis. takit, housut, käsineet, väliasut, sukat, päähineet, sadeasut)
4. Jalkineet
5. Metsureiden ja arboristien varusteet
6. Henkilösuojaimet.

Hankinnan sisältö ja vaatimukset on kuvattu tarkemmin liitteellä 1. toimituksen kuvaus.

Espoon kaupunki ei sitoudu arvioituihin hankintamääriin.

Toteutustapa:

Hankinta

NUTS-koodi:

K049 (Espoo)

Pääasiallinen toteutus-, toimitus- tai suorituspaikka:

Espoo

Ilmoituksessa on kyse:

Julkista hankintaa koskevasta sopimuksesta

Kesto:

36 kuukautta

Sopimukseen liittyy lisähankintamahdollisuuksia:

Kyllä

Lisähankintojen alustava kesto:

12 kuukautta

Yhteinen hankintanimikkeistö (CPV) Päänimikkeistö:

18100000-0 (Työvaatteet, erikoistyövaatteet ja työasusteet)

Yhteinen hankintanimikkeistö (CPV) Lisäkohde (-kohteet):

18800000-7 (Jalkineet)

35800000-2 (Yksilölliset ja tukivarusteet)

Sopimus kuuluu Maailman kauppajärjestön (WTO) julkisia hankintoja koskevan sopimuksen soveltamisalaan:

Ei

Kokonais määrä tai laajuus:

Puitejärjestely on kolmivuotinen ja se on suunniteltu alkavaksi 1.1.2016. Espoon kaupungilla on oikeus jatkaa sopimusta yhdellä optiovuodella. Optio käytämisestä tehdään erillinen päätös ja siitä ilmoitetaan kolme (3) kuukautta ennen puitejärjestelyn päättymistä. Espoon kaupunki varaa oikeuden olla ottamatta optiota käyttöön kaikkien sopimustoimittajien kanssa.

4. Hankintamenettely**Hankintamenettely:**

Espoon kaupunki
PL 640
02070 ESPOON KAUPUNKI
0101283-6

Puhelin +358 981621
Telefax
Email hankinta@espoo.fi
Internet <http://www.espoo.fi/hankinnat>

Avoin menettely

Menettelyllä perustetaan puitejärjestely

Puitejärjestely, jossa on:

Useita toimijoita

Lisätietoa puitejärjestelyn toimintamallista:

Hankinnassa muodostetaan puitejärjestely, jossa jokaiseen osioon valitaan kolme sopimustoimittajaa. Tilaukset toteutetaan etusijajärjestyksen perusteella, siten että Asiakas tekee ensisijaisesti tilauksen etusijajärjestyksen ensimmäisellä sijalla olevalta Sopimustoimittajalta. Myöhemmällä sijalla olevalta Sopimustoimittajalta tehdään tilaus ainoastaan, mikäli paremmin sijoittunut Sopimustoimittaja ei pysty toteuttamaan tilausta. Yli 6000 euron arvoiset kertatilaukset toteutetaan kevennettynä kilpailutuksena eli hintatiedusteluna puitejärjestelyn sisällä.

Sopimus on jaettu osiin:

Kyllä

Tarjoukset voivat koskea:

Yhtä tai useampaa osaa

Osatarjoukset hyväksytään:

Kyllä

Vaihtoehtoiset tarjoukset hyväksytään:

Ei

Hankinta varataan työkeskuksille tai toteutettavaksi työohjelmien yhteydessä:

Ei

Käytetään kahden kuoren menettelyä:

Ei

Ehdokkaiden tai tarjoajien soveltuvuutta koskevat vaatimukset:

Katso kohta Kelpoisuus- ja vähimmäisvaatimukset.

Hankintamenettelyä koskevat lisätiedot:

Tarjousten arviointi ja vertailu toteutetaan kolmessa vaiheessa:

- 1) kelpoisuusehtojen täyttymisen arviointi
- 2) tarjousten tarjouspyynnön mukaisuuden tarkistaminen
- 3) tarjousten vertailu.

Sähköistä huutokauppaa käytetään:

Ei

Vertailuperusteiden määrittely järjestelmässä:

Pisteytys kohderyhmittäin

Ratkaisuperusteet:

Kokonaistaloudellisesti edullisin tarjous, kun otetaan huomioon eritelmissä tai tarjouspyynnössä taikka neuvottelukutsussa esitetyt perusteet

Tuotenumero	Syötettävä			
Koot	Syötettävä			
M. liivi	Minimi-vaatimus	Maksimi-vaatimus	Maksimi-pisteet	Pisteiden laskentatapa
Hankittava määrä: 25 kpl	€/kpl			
MÄÄRITTELYT: softshell-tyyppinen materiaali, vetoketjulliset etutaskut ja rintatasku				
Materiaalitiedot	Syötettävä			
Tuotenumero	Syötettävä			
Koot	Syötettävä			
Ryhmän yleiset kriteerit	Minimi-vaatimus	Maksimi-vaatimus	Maksimi-pisteet	Pisteiden laskentatapa
Laatu 1. Asukokonaisuuden visuaalinen ilme			15.00	Manuaalinen
Laatu 2. Asukokonaisuuden soveltuvuus työhön			15.00	Manuaalinen
Kohderyhmän pisteet yhteensä 100.00				
2. Siivouspalveluhenkilöstön työasut (Osatarjoukset kohderyhmän sisällä ei sallittu)		Kohderyhmän yhteishinnan maksimipisteet	70.00	pienin annettu arvo ----- * maksimipisteet tarjottu arvo
N. lyhythihainen T-paita	Minimi-vaatimus	Maksimi-vaatimus	Maksimi-pisteet	Pisteiden laskentatapa
Hankittava määrä: 100 kpl	€/kpl			
MÄÄRITTELYT: joustava sekoitemateriaali jossa väh. 50 % puuvillaa, suora malli, kantattu joustava ja kiristämätön pääntie samasta materiaalista, kankaan paino vähintään 170 g /m2				
Materiaalitiedot	Syötettävä			
Tuotenumero	Syötettävä			
Koot	Syötettävä			
N. Reilun Kaupan T-paita	Minimi-vaatimus	Maksimi-vaatimus	Maksimi-pisteet	Pisteiden laskentatapa
Hankittava määrä: 100 kpl	€/kpl			
MÄÄRITTELYT: lyhythihainen, joustava materiaali, suora malli, pääntie joustava ja kiristämätön				
Materiaalitiedot	Syötettävä			
Tuotenumero	Syötettävä			
Koot	Syötettävä			
N. 3/4-hihainen T-paita	Minimi-vaatimus	Maksimi-vaatimus	Maksimi-pisteet	Pisteiden laskentatapa
Hankittava määrä: 200 kpl	€/kpl			
MÄÄRITTELYT: joustava sekoitemateriaali jossa väh. 50 % puuvillaa, suora malli, kankaan paino vähintään 180 g /m2.				
Materiaalitiedot	Syötettävä			
Tuotenumero	Syötettävä			
Koot	Syötettävä			
N. liivi, lantiopituus	Minimi-vaatimus	Maksimi-vaatimus	Maksimi-pisteet	Pisteiden laskentatapa
Hankittava määrä: 350 kpl	€/kpl			
MÄÄRITTELYT: vetoketjulla tai painonapeilla, sekoitemateriaali vähintään 30 % puuvillaa. 2 kpl viistoja alataskuja, toisessa taskussa avainlenkki ja suljettava puhelintasku n. 9x15 cm. Rintatasku henkilökorttia varten, ripustuslenkki niskassa.				

Tarjousten vertailukelpoisuuden varmistamiseksi tarjottujen hintojen tulee olla kiinteitä kattaen kaikki tarjouspyynnöstä ja sopimuksesta aiheutuvat kustannukset. Muu kuin kiinteä hinta, esim. ehdollinen tarjoushinta, johtaa tarjouksen hylkäämiseen tarjouspyynnön vastaisena.

7. Laskutus ja maksuehto

Laskuissa on mainittava sekä verollinen että arvonlisäveroton hinta, ja laskun tulee täyttää arvonlisäverolain 209 e §:n määräykset. Maksuehto on 30 päivää netto hyväksyttävän laskun saapumisesta. Maksuaika alkaa kulua laskua vastaan vasta, kun tavara on toimitettu hyväksytysti ja sopimuksenmukaisesti.

Espoon kaupunki käsittelee saapuvat ostolaskut sähköisesti. Espoon kaupungille lähetettävien laskujen on oltava selväkielisiä ja niistä on ilmentävä laskutuksen syy. Virheelliset tai laskuohjeiden vastaiset laskut palautetaan toimittajalle. Espoon kaupunki ei vastaanota faksilla tai sähköpostilla lähetettyjä laskutiedostoja tai kuvia.

Verkkolaskut:
Espoon kaupunki
PL 112
02070 ESPOON KAUPUNKI

Espoon kaupungin OVT-tunnus: 003701012636
Verkkolaskuoperaattori: Enfo Zender Oy
Operaattorivälittäjä-tunnus: 003714377140

Verkkolaskutukseen liittyen voi ottaa yhteyttä sähköpostitse osoitteeseen
eOstolaskut@espoo.fi.

8. Kelpoisuus- ja vähimmäisvaatimukset

Vertailuvaiheeseen pääsevät ne tarjoukset, jotka täyttävät kelpoisuusehdot. Tarjoajan tulee vastata kysymyksiin ja tarvittaessa ladata pyydyt selvitykset PDF-muodossa osana tarjoustaan. Selvitykset ja todistukset eivät saa olla kolmea kuukautta vanhempia. Hankintayksikkö voi tarvittaessa pyytää kelpoisuuteen liittyviä täydentäviä selvityksiä.

	Minimi-vaatimus	Maksimi-vaatimus	Lisätietoa
1. Tarjoajaa tai sen johtoon kuuluvaa henkilöä ei ole tuomittu rikosrekisteristä ilmenevällä lainvoimaisella tuomiolla hankintalaissa luetelluista rikoksista (laki julkisista hankinnoista 53§).	Ei		
2. Tarjoajan rekisteröityminen kaupparekisteriin, ennakkoperintärekisteriin, työnantajarekisteriin sekä arvonlisäverovelvollisten rekisteriin, jos lainsäädäntö edellyttää rekisteröitymistä.	Ladattava		Tarjoajan on ladattava selvitys rekistereihin kuulumisesta tai kuulumattomuuden perusteista. Ulkomaisen tarjoajan on ladattava suomenkieliset vastaavat tiedot sijoittumisensa lainsäädännön mukaisella rekisteriotteella tai vastaavalla todistuksella tai muulla yleisesti hyväksytyllä tavalla.

3. Verot, sosiaaliturvamaksut ja eläkevakuutusmaksut on suoritettu.	Ladattava	Tarjoajan on ladattava veroviranomaisen antama todistus maksetuista veroista ja sosiaaliturvamaksuista tai verovelkatodistus ja selvitys siitä, että verovelkaa koskeva maksusuunnitelma on tehty. Eläkevakuutusmaksujen osalta on ladattava työeläkekassan tai vakuutusyhtiön todistus eläkevakuutuksen ottamisesta ja eläkevakuutusmaksujen suorittamisesta tai selvitys siitä, että eräntyneitä eläkevakuutusmaksuja koskeva maksusopimus on tehty. HUOM. Kohdat 1 ja 2 voidaan kattaa tarjoajan toimittamalla tilaajavastuu.fi -todistuksella.
4. Tarjoajan luottoluokitus on vähintään tyydyttävä A.	Ladattava	Tarjoajan on ladattava luottotietolaitoksen lausunto.
5. Referenssit	Ladattava	Tarjoajalla on oltava hankinnan kohteen laatu ja laajuus huomioon ottaen riittävästi kokemusta vastaavista toimituksista. Riittävänä kokemuksena pidetään vähintään 3 kpl asiakasreferenssejä viimeisen kolmen vuoden ajalta. Näiden sopimusten yhteenlasketun arvon tulee olla vähintään 200 000 eur/4 v. Tarjoajan on liitettävä tarjoukseensa lyhyt kuvaus tärkeimmistä työvaatesopimuksista kokonaisarvoineen ja vastaanottajatietoineen viimeksi kuluneilta kolmelta vuodelta.
6. Selvitys käytettävistä alihankkijoista.	Ladattava	Tarjoukseen on liitettävä selvitys käytettävistä alihankkijoista. Tarjoaja vastaa palvelun edellytysten täyttymisestä myös alihankkijoidensa osalta. (Liitteeksi ladataan lista käytettävistä alihankkijoista tai ilmoitus, että niitä ei käytetä.)
7. Eettiset kriteerit	Ladattava	Työ- ja suojavaatteita tarjoavan on selvitettävä vaatteiden valmistuksen ja materiaalien hankintakehityksen eettisyys. Toimittajan tulee varmistaa, että tarjotut tuotteet on valmistettu työntekijöiden perusoikeuksia kunnioittaen. Vaatimukset omassa ja alihankkijoiden toiminnassa: a) ILO:n kahdeksan yleissopimuksen (numerot 29, 87, 98, 100, 105, 111, 138 ja 182) noudattaminen, b) YK:n lapsen oikeuksien yleissopimuksen 32 artiklan noudattaminen, c) tuotantomaa paikallisen lainsäädännön noudattaminen, erityisesti koskien työ-, työsuojelu- ja vähimmäispalkkalainsäädäntöä.
8. Yhteyshenkilöt	Ladattava	Tarjoajan tulee nimetä vastuuhenkilöt sopimuseurannan, asiakaspalvelun ja tuotetiedoston ylläpidon osalta.
9. Tuotetiedot	Kyllä	Tuotteen valmistusmateriaalit sekä pesuohjeet on merkitty selkeästi tuotteeseen.
10. PVC:n ja metallien käyttö	Kyllä	PVC:n ja metallien mahdollinen käyttö on merkitty tuotteeseen.
11. Formaldehydin enimmäismäärät	Kyllä	Formaldehydin määrä ihoa vasten käytettävissä tekstiileissä on enintään 75 ppm ja muissa tekstiileissä enintään 300 ppm.
12. Toimipisteet	Ladattava	Tarjoajalla on HSL:n liikennöntialueella vähittäisliike tai muu toimipiste, jossa henkilöstö voi käydä sovittamassa työasuja, tai myyntiedustaja, joka käy asiakkaiden toimipisteissä. Tarjoajan tulee ladata tähän pääkaupunkiseudulla sijaitsevien toimipisteidensä osoitteet.
13. Muutostöiden hinta	Syötettävä	Tarjoajan tulee ilmoittaa lahkeiden ja hihojen lyhennysten ja mahdollisten pidennysten hinta.
14. Alennus hinnaston muista tuotteista	% Syötettävä	Tarjoajan tulee ilmoittaa Espoon kaupungin alennus-% hinnastonsa muista tuotteista.
15. Vaatteiden viimeistely	Kyllä	Suojavaatteiden ompeleet ovat kestäviä ja ompelujalki sekä painonappien ja neppareiden kiinnitys on kulutusta kestävä. Kaikki asujen vetoketjut ovat kestäviä ja ns. isohampaisia.

16. Reilun kaupan kriteerien todentaminen.	Kyllä	Tuote, jossa vaatimus Reilun Kaupan puuvillasta: tuotteessa käytettävän raakapuuvillan osalta työntekijöille maksetaan elämiseen riittävä palkka. Tuotteesta maksetaan viljelijälle vähintään takuuhinta, joka kattaa ympäristön ja ihmisten kannalta kestävän tuotannon kustannukset. Hinnan tulee kattaa ympäristöystävällisen tuotannon kustannukset sekä mahdollisuuden riittävään palkkatasoon tuottajaorganisaatiossa. Em. hinnan tulee perustua eri sidosryhmien välillä käytävään konsultaatioon. Ostohinnan lisäksi tuotteesta on maksettu lisä, jonka ostaja maksaa tuottajayhteisölle, esimerkiksi pienviljelijöiden tuottajaosuuskunnalle. Lisä on tarkoitettu yhteisön sosiaaliseen tai taloudelliseen kehittämiseen sekä koko yhteisöä hyödyttäviin hankkeisiin (esimerkiksi koulutukseen, terveydenhuoltoon). Lapsityövoimaa ei ole hyväksikäytetty. Tuotteen katsotaan täyttävän nämä vaatimukset, jos sille on myönnetty kansainvälinen Reilu kauppa -sertifiointi. Myös muu asiallinen todistus kriteerien täytymisestä hyväksytään.
17. Standardien täytyminen	Kyllä	Tarjoaja vakuuttaa, että tarjotut tuotteet täyttävät Suomen lakien mukaiset ja tarjouspyynnössä vaaditut turva- ja laatustandardit.
18. Suojavaatteet ovat CE-merkittyjä	Kyllä	
19. Käytöstä poistuvien vaatteiden kierrätys		Jos tarjoajalla on käytössä suojavaatteiden kierrätys- tai uusiokäyttöjärjestelmä, tähän pyydetään lataamaan selvitys siitä.
20. Miesten ja naisten mallistot	Kyllä	Tarjoajan mallistossa on miesten malliston lisäksi erillinen naisten tai unisex-mallisto.
21. Tuotekuvat	Kyllä	Tarjottujen tuotteiden kuvat löytyvät tuotenumeron avulla tarjoajan nettisivuilta tai tarjoaja toimittaa muulla tavalla tuotekuvat nähtäväksi.
22. Valmistajan logomerkinnät	Kyllä	Suojavaatteiden valmistajan logo tai tunnus ei saa olla huomattavan näkyvä suojavaateen ulkopuolella. "Kyllä" tarkoittaa, että tämä vaatimus täyttyy.
23. Keskeiset sopimusehdot	Kyllä	Tarjoaja hyväksyy tarjouspyynnön liitteenä olevat keskeiset sopimusehdot. Tarjoajan tulee tutustua huolellisesti liitteen 4 keskeisiin sopimusehtoihin. Sopimusehdot ovat ehdottomia vaatimuksia, eikä niihin saa tehdä muutoksia. Muita kuin tarjoushintaan vaikuttavia sopimusehtokohtia voidaan täsmentää sopimusneuvotteluissa puutteellisilta osin. Omia sopimusehtoja ei voi esittää tarjouksessa.

9. Oikeudelliset, taloudelliset, rahoituskelliset ja tekniset tiedot

Palvelun suorittaminen rajattu tietyille ammattikunnalle:

Ei

Oikeushenkilöiden on ilmoitettava palvelun suorittamisesta vastaavien henkilöstön jäsenten nimet ja ammatillinen pätevyys:

Ei

10. Hallinnolliset tiedot

Espoon kaupunki
PL 640
02070 ESPOON KAUPUNKI
0101263-6

Puhelin +358 981621
Telefax
Email hankinta@espoo.fi
Internet http://www.espoo.fi/hankinnat

Samaa hankintasopimusta koskeva ilmoitus on julkaistu aiemmin:

Ei

Asiakirjat ovat maksullisia:

Ei

Kieli (kielet), jo(i)lla tarjoukset tai osallistumishakemukset voidaan laatia:

suomi

Tarjousten avaustilaisuudessa saa olla läsnä ulkopuolisia henkilöitä:

Ei

11. Täydentävät tiedot

Kyse on toistuvasta hankinnasta:

Ei

Sopimus liittyy yhteisön varoista rahoitettuun hankkeeseen ja/tai ohjelmaan:

Ei

12. Tarjouksen voimassaoloaika

Tarjouksen on oltava voimassa 28.02.2016 saakka.

13. Päätöksenteon perusteet

Pisteytys osa-alueissa 1 ja 2; hinnan painoarvo on 70 pistettä ja laadun maksimipisteet 30 pistettä.

Laatupisteet jakaantuvat seuraavasti.

1. Asukokonaisuuden visuaalinen ilme 15 pistettä
2. Asukokonaisuuden soveltuvuus työhön, 15 pistettä.

Laatuominaisuudet pisteytetään erikseen asteikolla 5-15 seuraavasti.

- 5 p = Ominaisuudet eivät vastaa toimituksen kuvauksessa kerrottua tavoitetasoa
10 p = Ominaisuudet vastaavat osittain tavoitetasoa
15 p = Ominaisuudet vastaavat hyvin tavoitetasoa.

Vertailussa tarjoajan rivikohtainen hinta kerrotaan arvioidulla ostovolyyymilla ja vertailuhinta on tulojen summa. Halvimman tarjouksen (X) tehnyt saa yhteishinnan maksimipisteet (70). Muut tarjoukset (Y) suhteutetaan siihen kaavalla $Y/X \cdot 70$. Lopuksi tarjoajan saamat laatupisteet summataan hintapisteisiin. Kolme eniten pisteitä saanutta tarjoajaa valitaan puitesopimustoimittajiksi.

Pisteytys osa-alueissa 3-6; hinta 100 pistettä. Jos joku tarjoajista ei tarjoa kaikkia tuoterivejä vertailu tehdään rivikohtaisesti. Rivikohtaisessa vertailussa kunkin tuotteen alin tarjottu hinta kerrotaan hankintamäärällä ja hinta suhteutetaan koko osa-alueen teoreettisesti halvimpaan ostoskoriin, jolloin kukin tuote saa tietyn prosenttiosuuden osa-alueesta ja sen hintapisteistä. Tämän jälkeen kukin tuote vertaillaan erikseen kaavalla: alin tarjottu arvo/tarjottu arvo x tuotteen hintapisteet. Jos tarjoaja ei ole tarjonnut tuotetta, saa hän kyseiselle riville 0 hintapistettä. Vertailuhinta on tarjoajan saamien rivikohtaisten hintapisteiden summa.

Osa-alueita 1 ja 2 tarjoavan tulee toimittaa laatuvertailuun

- siivoushenkilöstön naisten asu kokoa 40; Reilun Kaupan t-paita, ¾-hihainen t-paita, liivi, monitaskuesiliini, jakku, ja kaikki kolme housumallia.
- aulapalvelun miesten puku ja kauluspaita, vahtimestarin reisitaskuhousut, ja työliivi, kaikki kokoa 58.

Näyteasiat tulee toimittaa rahtivapaasti 25.11.2015 klo 15.00 mennessä osoitteeseen Asemakuja 2 C, 3 krs, 02070 ESPOON KAUPUNKI. Näytteet ovat noudettavissa viimeistään 15.12.2015.

Hankintapäätöksen tekee viranhaltija. Hankintapäätöksestä ilmoitetaan kaikille tarjoajille kirjallisesti.

Katso tarkat hankinnan kohteen kriteerit kohdasta Hankinnan kohteen kriteerit.

14. Hylkäämisperusteet

Tarjottujen tuotteiden tulee olla tarjouspyynnön mukaisia kaikilta osiltaan.

Tarjouksen tulee vastata tarjouspyyntöä ja sen liitteitä sekä niissä mainittuja vaatimuksia. Sisällöltään tarjouspyyntöä vastaamaton tarjous hylätään. Tarjoaja, joka ei täytä kelpoisuusehtoja suljetaan tarjouskilpailusta pois. Myöhästynyt tarjous ei oteta tarjouskilpailussa huomioon.

Tarjouksen pyytäjä voi myös muusta perustellusta syystä olla hyväksymättä tarjousta tai jättää hankinnan toteuttamatta.

Tarjoajilla ei ole oikeutta saada korvausta tekemästään tarjouksesta.

15. Sopimusmenettely

Hankintapäätöksen tekemisen jälkeen tehdään hankintaa koskevat kirjalliset sopimukset. Hankintasopimus voidaan tehdä ja panna täytäntöön aikaisintaan 21 päivän kuluttua siitä, kun ehdokas tai tarjoaja on saanut tai hänen katsotaan saaneen päätöksen ja muutoksenhakuohjeet tiedoksi.

16. Tarjousasiakirjojen julkisuus

Hankintaa koskevien asiakirjojen julkisuuden osalta noudatetaan viranomaisten toiminnan julkisuudesta annetun lainsäädäntöä. Tarjousasiakirjat ja muut hankintaan liittyvät selvitykset ovat julkisia, kun sopimus on tehty. Asianosaisella, esimerkiksi tarjoajalla, on kuitenkin oikeus saada tieto edellä mainituista asiakirjoista heti kun päätös on tehty ja pöytäkirja tarkastettu.

Tarjoajaa pyydetään yksilöimään ja merkitsemään tarjouksestaan ne tiedot ja asiakirjat merkinnällä SALAINEN, jotka ovat salassa pidettäviä, esimerkiksi liikesalaisuudet. Salassa pidettävät liikesalaisuudet on sijoitettava erilliselle tarjouksen liitteelle. Espoon kaupunki harkitsee tapauskohtaisesti, ovatko liikesalaisuuksiksi esitetyt asiat lain mukaan salassa pidettäviä. Hintatiedot eivät ole liikesalaisuuksia.

Tarjoajan on huomattava, että julkisuuslain 11§:n 2 momentin 6 kohdan mukaan asianosaisella on aina oikeus saada tieto tarjousten vertailussa käytetystä hinnasta ja muusta tarjousten vertailussa käytetystä tekijästä.

17. Erimielisyyksien ratkaiseminen

Sopimukseen sovelletaan Suomen lakia.

Mahdolliset erimielisyydet pyritään ratkaisemaan ensisijaisesti keskinäisin neuvotteluin. Mikäli neuvotteluissa ei päästä sopimukseen jätetään asia Espoon käräjäoikeuden ratkaistavaksi.

18. Lisätiedot

Lisätietokysymykset on lähetettävä 27.10.2015 klo 12:00 mennessä.

Kysymykset tulee lähettää Tarjouspalvelu-toimittajaportalista.

Kysymyksiin annetut vastaukset ja mahdolliset tarjouspyyntöön tehdyt tarkennukset ovat luettavissa Tarjouspalvelu-toimittajaportalista viimeistään 30.10.2015 klo 16.00.

19. Tarjouksen lähettäminen

Tarjoukset tai osallistumishakemukset on toimitettava viimeistään:

23.11.2015 klo 12:00

Tarjoukset tulee lähettää sähköisesti Tarjouspalvelu.fi -toimittajaportaalista osoitteessa <https://tarjouspalvelu.fi/espoo>.

Tarjouspyyntö poistuu verkkoportaalista ilmoitettuna määräaikaana. Tarjoaja vastaa siitä, että tarjous on jätetty määräaikaan mennessä. Tarjouksen tekemistä ja jättämistä koskevilla tietoteknisillä kysymyksissä ja ongelmatilanteissa tulee olla yhteydessä Cloudia-tukeen, puh. 020 766 1077 (tuki@cloudia.fi).

20. Allekirjoittajat

Mauri Suuperko, liiketoimintajohtaja

21. Liitteet ja linkit

Liite 1. Toimituksen kuvaus.pdf

Liite 2. Sopimusehdot.pdf

Liite 3. Laskutusohje toimittajalle.pdf

Sininen Espoo logo.PNG

APPENDIX 2 PREVIOUS TENDER OF TEXTILE ITEMS FROM YEAR 2009

SISÄTYÖVAATTEIDEN HANKINTA

Espoon kaupunki pyytää tarjousta henkilöstön sisätyövaatteista. Sisätyövaatteita hankitaan siivoustyössä ja asiakaspalvelussa työskentelevälle henkilöstölle.

Espoon kaupungin konserniyhteisöt voivat halutessaan liittyä tämän tarjouskilpailun perusteella laadittavaan hankintasopimukseen tarjouspyynnön liitteellä 3 olevien keskeisten sopimusehtojen mukaisesti.

Hankinnan kohde ja kuvaus

Sisätyövaatteita hankitaan siivouspalveluhenkilöstölle ja yhteis- palvelupisteiden asiakaspalveluhenkilöstölle sekä yksittäisille asiakaspalvelussa työskenteleville henkilöille.

Vertailussa olevat vaatteet on kuvattu tarkemmin tuotokuvaus ja hintaliitteessä 2A siivouspalveluhenkilöstö (yksi osa-alue) ja 2B asiakaspalveluhenkilöstö (kolme osa-alueita). Tarjoaja voi tarjota tuotteitaan yhteen tai useampaan osa-alueeseen.

Mallistojen pääväri tulee olla tummansininen. Osaan vaatteista tulee Espoon tunnus ja teksti ESPOO ESBO ja osaan lisäksi yhteis- palvelupisteiden logo ja teksti yhteispalvelu ja samservice tai teksti siivouspalvelut. Ohuempiin vaatteisiin logo/teksti tulee painettuna ja paksumpiin brodeerattuna. Tuotteet, joihin logo/teksti painetaan tai brodeerataan, on merkitty liitteessä 2A ja 2B.

Mallin Espoon tunnuksesta saa linkistä
<http://www.espoo.fi/default.asp?path=1;28;11894;49602;24006>

Mallin yhteis- palvelupisteiden logosta saa linkistä
[http://www.yhteispalvelu.fi/intermin/hankkeet/yp/home.nsf/files/logoMVfi_sv/\\$file/logoMVfi_sv.jpg](http://www.yhteispalvelu.fi/intermin/hankkeet/yp/home.nsf/files/logoMVfi_sv/$file/logoMVfi_sv.jpg)

Hankittavien työvaatteiden tulee olla erilaisia työasentoja sallivia, joustavia, materiaaliltaan hengittäviä, ulkonäöltään siistejä, mukavia pitää yllä ja riittävän suojaavia. Työvaatevaihtoehtoja tarvitaan riittävästi, käyttäjinä on kaiken ikäisiä ja kokoisia työntekijöitä (miehet, naiset), tällöin tulisi huomioida sopiva yhdisteltävyys, värit ja yksityiskohdat.

SISÄTYÖVAATTEIDEN HANKINTA

Tarjoajan nimi _____

Valintaperusteena on halvin hinta. Vertailuvaiheeseen pääsevät tarjoukset, jotka täyttävät kelpoisuusehdot. Tarjoajan tulee merkitä taulukkoon täyttyvätkö kelpoisuusehdot.

KELPOISUUSEHDOT		
1. Tarjoajien kelpoisuus	Täyttyy	Ei täyty
<ul style="list-style-type: none">Tarjoajaa tai sen johtoon kuuluvaa henkilöä ei ole tuomittu rikosrekisteristä ilmenevällä lainvoimaisella tuomiolla hankintalaissa luetelluista rikoksista (laki julkisista hankinnoista 53§). <i>(Selvitys voi olla tarjoajan itsensä laatima)</i>Tarjoaja on merkitty kaupparekisteriin, ennakkoperintälain mukaiseen ennakkoperintärekisteriin ja työnantajarekisteriin sekä arvonlisäverolain mukaiseen arvonlisäverovelvollisten rekisteriin, jos lainsäädäntö edellyttää rekisteröitymistä. <i>(Selvitys voi olla tarjoajan itsensä laatima)</i>Verot, sosiaaliturvamaksut ja eläkevakuutusmaksut on suoritettu <i>(Tarjoajan edellytetään toimittavan veroviranomaisen antaman todistuksen maksetuista veroista ja sosiaaliturvamaksuista tai verovelkatodistuksen tai selvityksen siitä, että verovelkaa koskeva maksusuunnitelma on tehty). (Eläkevakuutusmaksujen osalta on toimitettava työeläkekassan ja / tai vakuutusyhtiön todistus eläkevakuutuksen ottamisesta ja eläkevakuutusmaksujen suorittamisesta tai selvitys siitä, että erääntyneitä eläkevakuutusmaksuja koskeva maksusopimus on tehty).</i>Luottotiedot häiriöttömät <p><u>Tekniseen suorituskyykyyn ja ammatilliseen pätevyyteen liittyvät kelpoisuusehdot:</u></p> <ul style="list-style-type: none">Tarjoajalla on oltava hankinnan kohteen laatu ja laajuus huomioon ottaen riittävästi kokemusta vastaavista toimituksista. Riittävänä kokemuksena pidetään vähintään 3 kpl referenssejä viimeisen kolmen vuoden ajalta. <i>(Tarjoajan on liitettävä tarjoukseensa lyhyt kuvaus tärkeimmistä nyt kysymyksessä olevaa hankintaa koskevista toimituksista kokonaisarvoineen ja vastaanottajatietoineen viimeksi kuluneilta kolmelta vuodelta).</i>		

<ul style="list-style-type: none"> • Tarjoajalla on oltava laaja työvaatemallisto. Mallistossa tulee olla työvaatteista useita eri malleja ja materiaalivaihtoehtoja. (Tuoteluettelo / muu selvitys on liitettävä tarjoukseen) 		
<p><u>Muut tarjoajaan liittyvät kelpoisuusehdot:</u></p> <ul style="list-style-type: none"> • Tarjoaja hyväksyy tarjouspyynnön liitteenä olevat keskeiset sopimusehdot • Tarjoajan tulee toiminnassaan ottaa huomioon ympäristöasiat sekä edistää kestävää kehitystä. Kuvaus ympäristöasioiden huomioon ottamisesta ja toimenpiteistä kestäväen kehityksen edistämiseksi tulee liittää tarjoukseen. (Toimitettava selvitys voi olla tarjoajan itsensä laatima) • Tarjoajan on toimitettava laatutoimintansa / laatujärjestelmänsä kuvaus. (Toimitettava selvitys voi olla tarjoajan itsensä laatima) 		
<p>2. Tarjottavalle tuotteelle asetettavat vaatimukset</p>		
<ul style="list-style-type: none"> • Tarjottavat tuotteet ja palvelut ovat tarjouspyynnön ja sen liitteiden mukaisia. 		

APPENDIX 3 PREVIOUS TENDER OF TEXTILE ITEMS FROM YEAR 2011



TARJOUSPYYNTÖ

1 (7)

3264/02.08.00/2011

25.8.2011



Hankinnan nimi

Espoon kaupunki pyytää tarjousta Työ- ja suojavaatteiden sekä suojainten hankinnasta. Espoon kaupungin toimipisteille eri tilauksin toimitettuna. Espoon kaupungin konserniyhteisöt voivat halutessaan liittyä tämän tarjouskilpailun perusteella laadittavaan hankintasopimukseen tarjouspyynnön liitteellä 4 olevien keskeisten sopimusehtojen mukaisesti.

Hankinnan kohde ja kuvaus

Kilpailutuksen tarkoituksena on muodostaa etusijajärjestykseen perustuva puitejärjestely jokaisen kilpailutettavan ryhmän osalta. Tarjousvertailu tehdään ryhmäkohtaisesti. Kuhunkin ryhmään valitaan 3 toimittajaa.

Puitejärjestelyn aikana tehtävät tilaukset tullaan tekemään ensisijaiselta toimittajalta. Ensisijainen toimittaja on kyseisessä ryhmässä eniten pisteitä saanut toimittaja. Muilta valituilta toimittajilta tullaan tilaamaan, mikäli ensisijainen toimittaja ei kykene toimittamaan tuotetta tai ensisijaisen toimittajan tuote ei sovellu yksittäiseen tilaustarpeeseen.

Lisäksi kaupunki varaa oikeuden hankkia muun tyyppisiä tai muita kuin tässä tarjouspyynnössä mainittuja työasuja muilta toimittajilta.

Tarjoajan on toimitettava tarjouksen yhteydessä tuoteluettelo ja hinnasto Espoon kaupungille (alv 0%) sekä materiaaleista kangasmallit ja lämpöluokitusselosteet. Mikäli toimitetuista tuoteluettelosta ei löydy kaikkia tarjottuja tuotteita, on näistä tuotteista toimitettava erilliset tuoteselosteet. Lisäksi tarjoaja on velvollinen huolehtimaan siitä, että ajantasainen tuoteluettelo ja hinnasto ovat kulloinkin saatavilla. Espoon kaupunki valitsee ne tuotteet, joita se tulee hankkimaan kultakin toimittajalta.

Tarkeimmat hankinnan yksityiskohdat ilmenevät sopimusluonnoksesta ja muista tarjouspyynnön liitteistä. Palveluiden ja tuotteiden kuvaus on annettu liitteellä 1 Hankinnan yksilöinti.

Espoon kaupunki ei voi sitoutua tiettyihin hankintamääriin sopimuskauden aikana.

**Sopimuskausi**

Sopimuskausi on **3** vuotta hankintasopimuksen allekirjoittamisesta lukien ja se on suunniteltu alkavaksi **01.01.2012**. Sopimuskautta on mahdollista jatkaa yhdellä optiovuodella. Espoon kaupunki tekee päätöksen option käytöstä erikseen. Kaupunki ilmoittaa option käyttämisestä 6 kuukautta ennen sopimuskauden päättymistä.

Espoon kaupunki varaa oikeuden olla ottamatta optiovuotta käyttöön kaikkien toimittajien kanssa.

Hankintapäätös

Hankintapäätöksen tekee viranhaltija. Hankintapäätöksestä ilmoitetaan kaikille tarjoajille kirjallisesti. Tarjoajaa pyydetään ilmoittamaan liitteellä 2 sähköpostiosoite, johon se haluaa otteen hankintapäätöksestä lähetettävän.

Hankintasopimus

Hankintapäätösten tekemisen jälkeen tehdään hankintaa koskeva kirjalliset sopimukset. Hankintasopimus voidaan tehdä ja panna täytäntöön aikaisintaan **21** päivän kuluttua siitä, kun ehdokas tai tarjoaja on saanut tai hänen katsotaan saaneen päätöksen valitusosoituksen ja oikaisuohjeen tiedoksi.

Hankintamenettely

Kyseessä on EU-kynnysarvon ylittävä hankinta. Hankinnasta on julkaistu ilmoitus Ted-tietokannassa ja Espoon Internet-sivuilla. Hankinnassa käytetään avointa menettelyä.

Tarjouksen jättäminen

Tarjousten jättöaika päättyy **6.10.2011 klo 12.00**.

Tarjous on tehtävä suomenkielisenä ja toimitettava paperisena kahtena kappaleena suljetussa kirjekuoressa, joka sisältää tarjouksen myös sähköisenä muistitikulla tai cd- rom levyllä osoitteeseen:

Espoon kaupunki
Asiakirjahallinto kirjaamo
PL 1
02070 Espoon kaupunki

Käyntiosoite: Siltakatu 11, 3 krs (kauppakeskus Entresse).

Tarjouskuoreen sekä tarjoukseen on merkittävä tarjoajan nimi sekä teksti: **Työ- ja suojavaatteet sekä suojainten hankinta 3264/02.08.00/2011**.



Paperimuotoinen tarjous on ensisijainen, mikäli sähköisen ja paperisen välillä on ristiriitaa.

Tarjouksen voimassaolo

Tarjouksen tulee olla sitovana voimassa 31.1.2012 saakka.

Tarjouksen hylkääminen

Tarjouspyyntöä vastaamaton tarjous hylätään. Myöhästynyttä tarjousta ei oteta tarjouskilpailussa huomioon.

Tarjoaja, joka ei täytä kelpoisuusehtoja suljetaan tarjouskilpailusta pois.

Tarjousten käsittely

Tarjousten arviointi ja vertailu toteutetaan hankintalainsäädännön mukaisesti kolmessa vaiheessa:

- kelpoisuusehtojen täyttymisen arviointi
- tarjousten tarjouspyynnön mukaisuuden tarkistaminen
- tarjousten vertailu

Tarjoajien kelpoisuuden arviointi

Tarjoajan ja tarjouksen on täytettävä liitteellä 2 mainitut kelpoisuusehdot, jotta tarjous pääsisi varsinaiseen tarjousten vertailuun. **Liite tulee palauttaa tarjouksen mukana asianmukaisesti täytettynä.**

Tarjottavan tuotteen ja palvelun kelpoisuuden arviointi

Tarjottujen tuotteiden tulee olla tarjouspyynnön mukaisia.

Tarjousten tarjouspyynnön mukaisuuden tarkistaminen

Tarjouksen tulee vastata tarjouspyyntöä ja sen liitteitä sekä niissä mainittuja vaatimuksia.

**Tarjouksen muotoon ja pyydettyihin selvityksiin liittyvät ehdot**

Tarjoajan yhteystiedot ja tarjouksen yhteyshenkilö on merkittävä tarjouksen liitteelle 2.

Tarjouksen mukana toimitettavat todistukset ja selvitykset eivät saa olla kahta kuukautta vanhempia tarjousten jättöpäivästä laskettuna.

Tarjouksen hintatiedot

Tarjoushinnat on ilmoitettava tarjouspyynnön liitteellä **3a**. Hintaliitteelle ei ole sallittua lisätä, eikä siitä poistaa rivejä. Solukokoa voi tarvittaessa muuttaa. Tarjousten vertailussa otetaan huomioon ainoastaan tarjouspyynnön hintaliitteellä ilmoitetut hintatiedot. **Tarjoushinnat on esitettävä tuoteryhmän jokaiselle riville.** Muulla tavalla tarjottuja hintoja ei oteta huomioon tarjousvertailussa.

Lisäksi lomakkeella tulee ilmoittaa tuoteryhmän ulkopuolelle jääville tuotteille alennusprosentti toimittajan yleisestä hinnastosta. alennusprosenttia käytetään hankittaessa muita tuotteita kuin vertailussa mukana olevia. Alennusprosenttia ei oteta huomioon vertailussa.

Hintojen tulee sisältää kaikki toimituksesta ja käsittelystä aiheutuvat kustannukset. Mitään erikseen veloitettavia kustannuksia ei hyväksytä.

Tarjoushintojen on oltava kiinteänä **31.12.2012** asti.

Ympäristönäkökohdat

Tarjoukseen tulee liittää selkeä selvitys ympäristökriteerien täyttymisestä koskien kaikkia tarjottujen työvaatteiden kankaita. Todistuksen kankaiden haitta-aineettomuudesta voi esittää valmistajan Ökö-Tex standardi -sertifikaatilla tai muulla valmistajan testitodistuksella. Tarjoukseen liitetty sertifikaatti tai todistus ei saa olla vuotta vanhempi tarjouksen jättöpäivästä laskettuna.

Tarjousten vertailu

Valintaperusteena on kokonaistaloudellinen edullisuus.

Vertailuperusteet on esitetty liitteessä 2, kelpoisuusehdot ja vertailuperusteet.

Tilaaminen

Tilaukset tehdään joko ERP -järjestelmän kautta tai paperisella tilauslomakkeella. Tilaus lähtee Espoon järjestelmästä toistaiseksi PDF-muotoisena toimittajan antamaan sähköpostiosoitteeseen.



Valittavan toimittajan tulee ilmoittaa koko sopimuskauden ajan tuotteistetut tuotteet ja niihin tulevat muutokset Espoon kaupungin vahvistamassa muodossa (Excel-taulukko).

Tuote- ja hintatiedot annetaan liitteenä olevalla Excel -taulukolla.

Verkkolasku

Espoon kaupunki on siirtynyt vastaanottamaan ostolaskuja verkkolaskuna.

Toimittajalla tulee olla sopimuskauden alusta alkaen valmius verkkolaskutukseen.

Enfo muuntaa laskut Espoolle Finvoice 1.2 -muotoon.

Lisätietoja Espoon verkkolaskusta löytyy www.espoo.fi/hankinnat, käynnissä olevat hankinnat ja oikealta valitaan Verkkolasku.

Sopimusehdot

Tarjoajan tulee tutustua huolellisesti liitteen 4 sopimusehtoihin, **jotka sen on nimenomaisesti hyväksyttävä ilmoituksellaan tarjouksessaan**. Sopimusehdot ovat ehdottomia vaatimuksia eikä niihin saa tehdä muutoksia. Muita kuin tarjoushintaan vaikuttavia sopimusehtokohtia voidaan täsmentää sopimusneuvotteluissa puutteellisilta osin. **Omia sopimusehtoja ei voi esittää tarjouksessa.**

Muut ehdot

Kaupungin hankinnoissa noudatetaan lakia julkisista hankinnoista ja sen nojalla annettuja alemman asteisia säädöksiä, Espoon kaupungin menettelytapaohjeita sekä julkisten hankintojen yleisiä sopimusehtoja JYSE 2009 TAVARAT (<http://www.vm.fi>)

Hallintolain 4 luvun 17 §:n mukaan lähettäjän on huolehdittava siitä, että tarjous saapuu viranomaiselle määräajassa.

Tuoteryhmäkohtaiset osatarjoukset hyväksytään (ks. tarkemmin tarjouspyynnön liite 1, s.2).

Vaihtoehtoisia tarjouksia ei oteta huomioon.

Tarjouksen pyytäjää voi myös muusta perustellusta syystä olla hyväksymättä tarjousta tai jättää hankinnan toteuttamatta.

Tarjouksen tekemisestä, esittelystä, tarjoukseen liitetyistä näytteistä tai muusta menettelyyn osallistumisesta ei makseta tarjoajille korvausta.

**Suositus**

Tarjousten tarjouspyynnön mukaisuuden varmistamiseksi, tarjoajia suositetaan sisällyttämään tarjoukseensa seuraava teksti: "Tämä tarjous on tehty tarjouspyynnön ehtoja vastaavaksi ja sitoudumme kaikkiin tarjouspyynnössä esitettyihin vaatimuksiin. Mikäli tähän tarjoukseen olisi jäänyt tarjouspyynnöstä poikkeavia ehtoja, tarjouspyynnön ehdot saavat etusijan."

Asiakirjojen julkisuus

Hankintaa koskevien asiakirjojen julkisuuden osalta noudatetaan viranomaisten toiminnan julkisuudesta annettua lainsäädäntöä. Tarjousasiakirjat ja muut hankintaan liittyvät selvitykset ovat julkisia, kun sopimus on tehty. Asianosaisella, esim. tarjoajalla, on kuitenkin oikeus saada tieto em. asiakirjoista heti, kun päätös on tehty ja pöytäkirja tarkastettu.

Tarjoajaa pyydetään yksilöimään ja merkitsemään tarjouksestaan ne tiedot ja asiakirjat merkinnällä SALAINEN, jotka ovat salassa pidettäviä esim. liikesalaisuudet. Salassa pidettävät liikesalaisuudet on sijoitettava erilliselle tarjouksen liitteelle. Espoon kaupunki harkitsee tapauskohtaisesti, ovatko liikesalaisuuksiksi esitetyt asiat lain mukaan salassa pidettäviä. Hintatiedot eivät ole liikesalaisuuksia

Tarjousten avaustilaisuus ei ole julkinen.



TARJOUSPYYNTÖ

7 (7)

3264/02.08.00/2011

25.8.2011



Lisätiedot

Mahdolliset hankintaan liittyvät kysymykset ja huomiot on esitettävä 26.9.2011 mennessä sähköpostilla osoitteeseen: hankinta.tyt@espoo.fi.

Kaikkiin kysymyksiin vastataan keskitetysti. Vastaukset ja tarjouspyyntöön mahdollisesti tehdyt tarkennukset julkaistaan Espoon kaupungin Internet-sivuilla osoitteessa: <http://www.espoo.fi/hankinnat> viimeistään 30.9.2011.

Tarjoajan on tarkistettava mahdolliset muutokset ja täsmennykset tarjouspyyntöasiakirjoihin yllämainitusta osoitteesta ennen tarjouksen jättämistä.

Espoossa 25.8.2011

Niina Hannonen
Kehittämispäällikkö
Hankintapalvelujen johtajan sijainen

Tarjouspyynnön Liitteet Liite 1 Hankinnan yksilöinti
 Liite 2 Kelpoisuusehdot ja vertailuperusteet
 Liite 3a Hintaliite (palautettava tarjouksen mukana)
 Liite 4 Keskeiset sopimusehdot (sopimusluonnos)