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GREENER

boostinG industRy EngagemEnt iN grEen pRocurement



Centro Tecnológico
del Muñido y la Madera
de la Región de Murcia



Interviews

The GREENER consortium has developed a questionnaire for interviewing the main target groups in Italy, Belgium, Bulgaria and Spain. The consortium developed questionnaire for structured interview and created a protocol template to be followed from all partners. The estimated duration of each interview is 58 minutes, and the questions were distributed within 6 main sections related to knowledge and interest of participating in GPP, skills, green practices implemented, relation with the PA.

Big companies know quite well how to participate in public procurement, so the issue with them is more on the understanding of circularity/sustainability

No one in Spain has received tailored training on GPP or CPP

The legislation in Belgium is not well-known or in Spain is unclear about the inclusion of green criteria.

There is difficulty of applying green criteria in Bulgaria because it is considered as discrimination.

More information could be found in the web page of GREENER project: [Report: skills gap to the GPP](#)

Survey

The GREENER consortium has developed an online survey addressed to SMEs in Italy, Belgium, Bulgaria and Spain, with an English version to address other participants across Europe.

The survey was divided in several sections addressed to:



Enterprises that **have participated** into public tenders



Companies that **have not participated yet** in public tenders

There were questions referred to the Relations with the Public Administration (PA), the reasons for not-participation in public tenders, the importance of Human resources, identifying the factors that facilitate company's participation in Green Public Tenders.

Not-participating in public procurement SMEs seems to attribute an importance lower than participating SMEs to the skills of human resources.

Companies that have not participated to public tenders look to the degree of attention to environmental sustainability (i.e. inclusion of environmental criteria in tenders) as a way to obstacle them from the participation.

More information could be found on the web page of GREENER project: [Report: skills gap to the GPP](#)

Skills gap to the GPP

Based on the results from the online survey and interviews with public authorities and SMEs. The gaps detected are as follows:

Lack of knowledge of the tendering process

The focus of the training oriented to SMEs nonparticipating in GPP should be put on acquaintance with the basics of the procurement, terminology, procedures documents etc. Acquaintance with the PAs – responsible authorities, main requirements when participating in procurement procedures – administrative, financial etc.

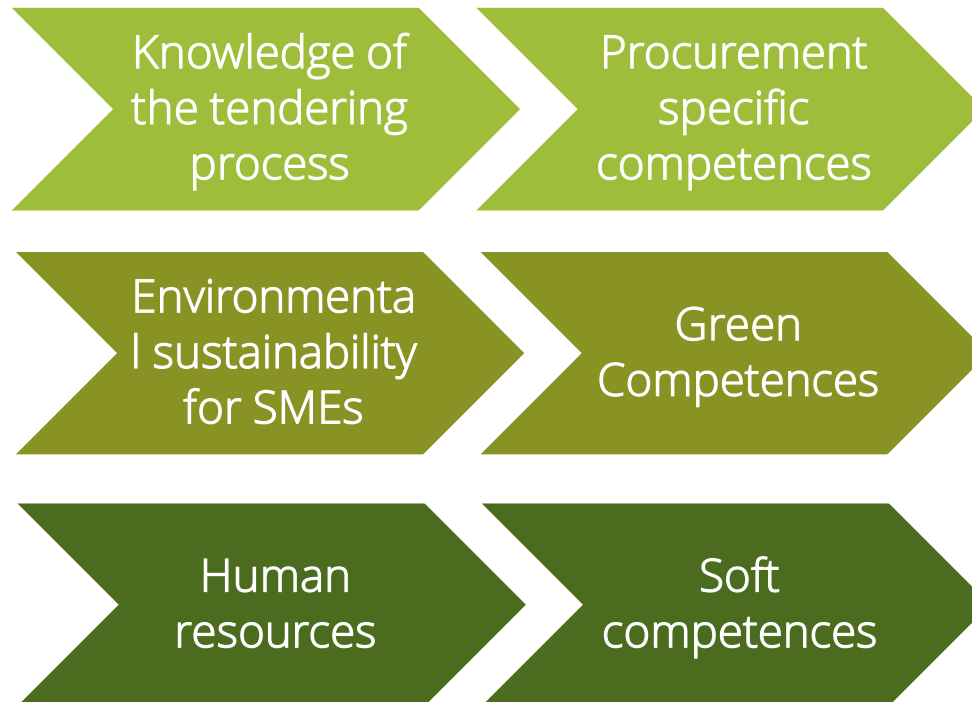
Environmental sustainability

The summary of the survey gives a clear view that this “obstacle” is the basis of non participating in GPP. Here comes the main aim of GREENER project to enrich the existing trainings with new knowledge according to the “green” requirements and to personalise it according to the companies’ needs.

Investment in human resources

A must for each SME or PA is the continuous training of the staff. Upskilling and reskilling provides higher quality and effectiveness of the working process, cost effectiveness etc.

Transforming Skills gap into Knowledge



A category of competencies specific to the management of the public procurement procedures

A category of competencies related to sustainability and resource-efficiency

A category of competencies related to behavioral skills that are by nature transversal

ProcurCompEU

The European competency framework for public procurement helps organisations to build the teams of professionals they need to reach their strategic investment goals and to encourage careers in procurement. It helps individual public procurement professionals valorise their competences and facilitates training and professional development. It also helps training providers to build the appropriate training programmes.

By defining 30 key competences, it provides a common reference for public procurement professionals in the European Union and beyond.

GPP Skills framework

Stepping on the European framework for public procurement, taking into consideration the skills gap identified, the GPP skills framework contains knowledge and skills divided in 3 areas:

Procurement Specific competencies

- Horizontal – Procurement Lifecycle, Legislation, Sustainable procurement etc.
- Pre-award - Needs assessment, Tender documentation, Tender evaluation etc.
- Post-award - Contract management, Certification and payment etc.

Soft competencies

- Self - Adaptability and modernisation, Communication, Ethics and compliance etc.
- People – Collaboration, Team management and leadership etc.
- Performance - Organisational awareness, Project management, Risk management and internal control etc.

Green competencies

GREENER's innovation

- General – Interpersonal (knows how to promote greener products and services) etc.
- Specific - Tools and regulations (knows EU GPP criteria , knows circular economy principles, know Life-cycle costing etc.

More information could be found in the web page of GREENER project: [Report: GPP skill framework](#)

Procurement Specific competencies

GPP Skills Framework for Middle management and administrative profiles								
Competence groups	Competency name	Description	lack of knowledge	basic A1-A2	pre-intermediate B1	intermediate B2	upper intermediate C1	advanced C2
			0	1	2	3	4	5
PROCUREMENT SPECIFIC COMPETENCIES								
Horizontal	Planning	knows organisation's procurement planning, policy priorities and budget is able to develop a procurement plan according to available budget resources						
	Lifecycle	knows the different phases of the procurement lifecycle, from pre-publication through post-award is able to follow the various phases of the procurement lifecycle						
	Legislation	knows the legislation on public procurement and other relevant areas of law is able to apply specific aspects of procurement legislation and other legal frameworks impacting procurement						
	e-Procurement and other IT tools	knows e-procurement and other IT systems and tools is able to use e-procurement and other IT systems and tools						
	Sustainable procurement	knows relevant sustainability policies and how to promote them is able to incorporate environmental and sustainable objectives set by the organisation and national policies into the procurement process						
	Innovation procurement	knows relevant innovation policies and how to promote them is able to incorporate innovation objectives set by the organisation and national policies into the procurement process						
	Category specific	knows the features and specificities of one or more specific category of supplies, services or works is able to get the most out of one or more category of supplies, services or works						
	Supplier management	knows supplier management strategies and processes is able to develop, manage and maintain relationship with suppliers while respecting public procurement principles						
	Negotiations	knows negotiation processes relevant in public procurement is able to apply negotiation processes and strategies in accordance with public procurement principles and ethical standards						

Soft competencies

SOFT COMPETENCIES		
Self	Adaptability and modernisation	knows change management techniques and tools is able to anticipate and accommodate to changing tasks and circumstances and aim to continuously learn and grow
	Analytical and critical thinking	knows analytical and critical thinking approaches and is able to use analytical and critical thinking in evaluating an information and/ or a situation and solving problems
	Communication	knows communication tools and techniques and how to apply the public procurement principles in various communication situations is able to ensure compliance with applicable public procurement rules, principles, and ethical standards
	Ethics and compliance	knows the procedural rules and principles as well as tools, codes and guidance document that help ensure adherence thereto is able to communicate effectively by adapting the communication medium and message to the target audience while ensuring public procurement principles are
	Collaboration	knows collaboration tools and techniques is able to promote inclusive and collaborative thinking and processes
	Stakeholder relationship management	knows the key concepts and methods of stakeholder management is able to create mutual trust and credibility that contribute to solid internal and external stakeholder relationships
People	Team management and leadership	knows the key concepts and methods of team management? is able to tailor management and leadership methods and techniques to the team and circumstances thereby creating a conducive environment for achieving common goals
	Organisational awareness	knows organisation's administrative structure, procedures and processes, internal culture and legal and policy is able to navigate both the procurement function and organisation's structure, and understand their culture
	Project management	knows project management tools and techniques relevant for the public administration is able to apply project management tools and techniques to effectively carry out a procurement procedure and

Green competencies

GREEN COMPETENCIES		
General	Cognitive	knows the principles of sustainable development and has environmental awareness
		is able to identify opportunities and create new strategies to respond to green challenges
	Interpersonal	knows how to promote greener products and services
		is able to facilitate holistic and interdisciplinary approaches that encompass ecological objectives
	Intrapersonal	is able to apply new technologies and processes required to green their jobs, entrepreneurial skills to
		is able to capture opportunities presented by green technologies
Specific	Tools and reglaments	knows EU GPP criteria
		is able to include environmental requirements into tender procedures
		knows Life-cycle costing (LCC) and can assign costs to environmental externalities
		is able to apply effective measurement approaches to improve environmental performance
		knows the standards for environmental protection, environmental labels and certificates
		is able to make sustainable purchasing decisions
		knows circular economy principles
		is able to apply circular economy approach into procurement practices

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