

# The GREENER toolbox



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## ABBREVIATIONS

| Abbreviation | Definition   |
|--------------|--|
| GPP          | Green Public Procurement                                   |
| CPP          | Circular Public Procurement                                |
| PA           | Public Authority   |
| SME          | Small and medium-sized enterprise                          |
| VET          | Vocational Education Training                              |
| ICVET        | International Centre for Vocational Education and Training |
| I-VET        | Initial Vocational Education Training                      |
| C-VET        | Continuing Vocational Education Training                   |
| NGO          | Non-Governmental Organisation                              |
| MEC          | Minimum Environmental criteria                             |
| EQF          | European Qualification Framework                           |
| NRP          | National Resilience Plan                                   |

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# THE GREE NER TOOL BOX

## *Introduction*

# 1. Introduction

The Greener Toolbox aims at gathering tools and resources to support the participation of Small and Medium Enterprises (SMEs) in Green and Circular Public Procurement (GPP/CPP). SMEs have a great role to play in the transition to a more circular economy. Indeed, SMEs are central to local economies and local employment and GPP is a central instrument for the EU to achieve its objective to become carbon neutral for 2050. But engaging SMEs to participate in GPP present several challenges, which will be introduced in this document.

The first section gathers the main barriers and drivers for SMEs to apply for GPP. General barriers and drivers applicable to different contexts are provided, as well as specific ones for the different countries taking part in the GREENER project: Belgium, Bulgaria, Spain, and Italy, where data and evidence were gathered. This first section also provides a set of recommendations for local authorities to support SMEs engagement in GPP. In addition, it gives an insight of the outcomes of the GREENER Advisory Group workshops that were held in each project partner's countries on how to engage SMEs in GPP.

The second section gives orientation to VET providers on designing I-VET and C-VET programs. It includes a list of reasons highlighting the importance to train SMEs on Green Public Procurement, and how a VET provider could design and implement the GREENER training course. Moreover, you will find the description of the learning outcomes of each of the GREENER training modules.

The third section includes 17 factsheets of good practices on supporting SMEs to participate in GPP in the different countries of the project and also at international level. It includes, training courses, sharing of good practices, strategic documents, awards, technical assistance, guidance, or seminars.



# THE GREE NER TOOL BOX

*How to engage SMEs  
to participate in  
Green and Circular  
Public Procurement ?*

## 2. How to engage SMEs to participate in Green and Circular Public Procurement

With a growing focus on using public procurement strategically to meet wider social, economic, and environmental goals, the importance of Small and Medium Enterprises (SMEs) within local economies cannot be ignored. SMEs are central to local economies and to local employment.

Historically SMEs have faced a range of barriers in accessing procurement opportunities and in winning contracts. These barriers include: contracting authorities being unaware of SMEs and the types of goods and services they can potentially provide; SMEs viewing the procurement process, often rightly, as overly bureaucratic; SMEs not having the capacity to bid for opportunities and compete with large business; and the process of procurement often being undertaken on the basis of cost thus ruling out the ability of SMEs to demonstrate their wider value.

As drivers of local economic growth and employment, ensuring SMEs are able to engage in public procurement by reducing and eliminating (where possible) barriers to participation is important.

There is a specific emphasis upon: contracting authorities simplifying the process of procurement; contracting authorities breaking opportunities down into smaller lots; and reducing the levels of turnover required to participate in tendering exercise.

In this section, the focus will be particularly on the participation of SMEs on Green and Circular Procurement. The benefits associated with GPP are not limited to the environmental impacts, but can include social, economic, or political benefits <sup>1</sup> some of them are summarised in Figure 1.



Figure 1. Green Public Procurement – A Potential Game Changer for India, *Alternative Perspectives*, Dr Prasad Modak

<sup>1</sup> [https://ec.europa.eu/environment/gpp/benefits\\_en.htm](https://ec.europa.eu/environment/gpp/benefits_en.htm)

## 2.1 What are the barriers for SMEs to apply for GPP?

It is important to recognise the heterogeneity of SMEs and that therefore the barriers experienced to engaging in public procurement are likely to vary between SMEs within a sector, as well as between sectors, and also subject to different characteristics, such as size.

There are **barriers**, both in terms of procurement practices and organisational culture, **that can hinder SME engagement** (these can apply equally to both SMEs and to municipalities):

- The size of tenders;
- The time and resources needed to bid for tenders, as well as uncertainty of outcomes;
- A lack of understanding of the process;
- How and where procurement opportunities are advertised - due to multiple procurement platforms across different public sector organisations;
- The use of pre-tender qualifications;
- The use of Framework Agreements by municipalities - which have a tendency for a "one-size fits all" approach and exclude SMEs not on the frameworks from participating over a period of time until the frameworks are renewed;
- The above can all contribute to SMEs failing to participate in public procurement. Although there have been attempts to reduce these barriers, such as through the transposition of three EU directives on procurement which were seen as supportive of SMEs, weak implementation and a lack of information have been identified as hindering progress.

Organisationally, **municipalities may face barriers engaging with SMEs** due to:

- A lack of understanding of SME potential for innovation;
- A lack of understanding of SMEs' wider contribution to local social, economic, and environmental impacts;
- A lack of knowledge regarding the local business base - size, sector, general capacity to participate in public procurement opportunities;
- A lack of internal capacity and resources which can influence the willingness and/or ability of municipalities to create a procurement eco-system that is conducive to SME engagement;
- The use of Frameworks and / or Dynamic Purchasing Agreements (which allow SMEs the flexibility to join at any time), which meet contract management needs and organisational requirements, but because of their "one-size fits all" approach do not necessarily lend themselves to SME participation, and do not always allow for the inclusion of wider social, economic, and environmental benefits.

Based on the two GREENER Advisory group workshops that took place in each partner country (Belgium, Bulgaria, Italy and Spain), GREENER project provides a specific view on the barriers that SMEs face in participating in GPP, taking in consideration the country's ecosystem specifics.

### Belgium

- Lack of political willingness to provide GPP/PPP training to Public Authorities (PAs) staff and SMEs. PAs do receive training on Public Procurement, but not necessarily on how to incorporate green and circular criteria;
- Lack of knowledge on SMEs needs, resulting in defining criteria that SMEs cannot meet;
- Small tenders are often difficult to announce in advance, since they are more difficult to plan;
- Lack of knowledge in general regarding GPP/PPP. It is still believed that GPP and PPP are more expensive and more complex than regular PP.

### Bulgaria

- Lack of legislation and procedures;
- Shortage of awareness-raising campaigns;
- Lack of example set by Public Authorities;
- No incentive to implement GPP;
- In Bulgaria it is considered as discrimination to add green criteria.

### Italy

- Knowledge-based;
- Implementing the tools to comply with the GPP criteria are rather complex both on design phase and participation to the tender;
- GPP evaluation criteria of products and processes of SMEs are not always exploitable also in the private market logic;
- SMEs show limited interest in participating in GPP, as it is very difficult for them to win the tender;
- It is difficult for companies to apply the logic of the circular economy, involving all actors of the supply chain.

### Spain

- Companies are reluctant to work with public administration due to paperwork and legal procedures to be followed, being even more in SMEs;
- SMEs think that public procurement procedures are for big companies, and that they have not chance to win a competition;
- Lack of resources that SMEs need to face to apply for GPP;
- On one hand there is a lack of professionals in a SME with the necessary knowledge, as legal tasks normally are externalised to consultancies or legal experts;
- Green public procurement is not widely known by public authorities, as there are not established green criteria to be implemented in their tenders.
- Public authorities need to be experts on the field or dedicate enough time to investigate the market possibilities, and this is something very challenging for them.

## 2.2 What are the drivers for SMEs to apply for GPP?

GPP is a voluntary instrument, it has a key role to play in the EU's efforts to become a more resource-efficient economy. Having in mind the EU Green Deal and its goal to make Europe climate neutral in 2050, the inclusion of environmental criteria in public procurement will become an important strategic instrument.

Public procurement which incorporates sustainability and innovation can:

- Address greenhouse gas emissions, local air and water quality, the use of hazardous substances, raw material usage, and the management of natural resources.
- Encourage a diverse base of suppliers, promote fair employment practices and ethical sourcing, and foster training opportunities and community benefits.
- Create new jobs, new markets and opportunities for small and medium sized enterprises.

GREENER project proposes a country-based point of view of the drivers for SMEs and PA to participate in GPP, thus supporting the development of successful strategies to promote GPP participation.

### Belgium

- Improving the communication between buyers and suppliers would bring several benefits:
- Allows SMEs to know what the demands from PAs are and facilitate their participation;
- Helps PAs to incorporate green and circular criteria taking into consideration what the market can offer;
- PAs could communicate the publication of a tender in advance, making it easier for SMEs to apply (sometimes is not that easy to find a tenders in platforms).

### Bulgaria

- Training materials for improving the administrative capacity of SMEs, when it comes to participating at GPP;
- Clearer regulation and criteria frame for green products and services;
- Framing the green criteria in a non- discriminative way and setting an estimated proportion of green criteria to each public procurement procedure.

### Italy

- Promoting the growth of a green market also by raising awareness on environmental sustainability;
- Communicating the diverse and multiple opportunities of sustainability in economic, social, and ecological development;
- Provide product and process reliable qualitative and quantitative information with different tools, such as eco-design, eco-labels, recyclability, etc;
- Implement a verification and control checklist for each tender, summarising very briefly the main verification elements required in the corresponding data sheet.

## Spain

- There are several legal instruments pushing the sustainability of the industry, and consumers and general society are improving their environmental awareness. So, sustainable practices/products are well valued. Therefore, industry is moving forward to a green transition;
- Companies would like to expand their market, and possibilities of working with the public administration are better received now than several years ago. This is improving as many SMEs participated in the public market;
- The objectives established by the European Commission on green public procurement are promising and will boost industrial sustainability and reward those companies that already are working in this way.

### 2.3 How can local authorities support SMEs engagement?

Only by understanding what the barriers are for SMEs can municipalities start to put in place measures to support SME engagement. An important step is to develop an understanding of the SMEs in an area.

Using information, such as from a business survey or from a business database, as well as working with local SME and business bodies can help to identify the sectors where SMEs are active and the potential areas where they could engage in public procurement. Such sources of information can also assist in the identification of barriers to SME engagement in public procurement.

Successfully engaging SMEs in public procurement activities requires recognising the ways in which the procurement process itself can place barriers to SME involvement and what type of procurement ecosystem is required. Barriers can include: the size of tenders, how procurement opportunities are advertised, the way in which applications are made, and the use of pre-tender qualification required.

Reviewing the procurement process, identifying any barriers to SME engagement, and then putting in place measures to address such issues can have a positive impact on SME involvement. Creating a conducive procurement environment also includes supporting public procurement staff themselves. This is not only about capability, that is ensuring procurement staff receive the training required, but also about the adequate resourcing of procurement activities.

#### a. Communication between SMEs and local authorities

For many SMEs, procurement processes can appear daunting, and SMEs are likely to benefit from effective communication and the provision of support to participate in the procurement process. Such support can take many different forms, including:

- The provision of training and clear guidelines on what is required to engage in procurement;
- The dissemination of information such as through 'meet the buyer' events and/or networking events between larger companies and SMEs to help SMEs become part of wider supply chains;
- Simplified procurement systems which do not place an unnecessary burden on those engaging with procurement opportunities;
- Opportunities to engage with procurement staff to build an understanding of what is needed.

Identifying the most effective communication tools that will reach SMEs in different sectors is also important. Reaching SMEs with information on procurement opportunities may take a variety of forms - whether it was through procurement portals or through a mix of other techniques, such as the use of newsletters and social media. Understanding differences between SMEs (whether it be as a result of sector, size, or some other factor) in how they find procurement opportunities is important when considering how to communicate with them most effectively.

If trust between providers and local authorities in a particular area is problematic, it will take a concerted effort to start building it. Better communications and conversations are key, with both sides needing to be proactive in moving towards a co-productive approach, even when circumstances aren't straightforward (see Figure 2).

**Myth:** As local authorities, we can't speak to providers when we are re-tendering for a service.

**Reality:** New EU procurement rules place an increased emphasis on consultation before and during the tender process to assess user need, help gain a better understanding of the feasibility of delivery, and understand the capacity of providers to deliver, as well as develop the market where necessary.

Figure 2. Market Shaping Toolkit: supporting local authority and SME care provider innovation and collaboration

There are some challenges that cannot be easily addressed: a lack of resources and an unwillingness to invest the time in applying without certainty as to success for example, are not easily surmountable. Nor do all SMEs want to be involved in public procurement activities. Nevertheless, it is important to differentiate between SMEs choosing not to participate and those that feel unable to do so because of an engaging environment. Regular communication with SMEs and business representatives, and other types of information gathering, such as surveys of local businesses, can help municipalities to understand whether non-participation is a choice or because of other factors that can, and should, be addressed (Figure 3).

| Top tips for SME providers engaging with local authorities   | Top tips for local authorities engaging with SME providers  |
|--|---|
| <p><b>Get involved with the local authority(ies) with which you would like to work with at the earliest opportunity</b></p> <ul style="list-style-type: none"> <li>■ Help them to decide what they want to commission and demonstrate what the market can or could provide</li> <li>■ Attend events the public body hosts with the intention of getting to know the marketplace or helping stakeholders meet each other</li> <li>■ Shape the authority's approach to commissioning and procurement</li> </ul> <p><b>Develop relationships with local authority(ies)</b></p> <ul style="list-style-type: none"> <li>■ Discuss how you can get recognition for the social value work that you can offer, helping the local authority to meet its duties under the Public Service (Social Value) Act (2012)</li> <li>■ Find opportunities for working in partnership and testing out new ideas</li> <li>■ Suggest how you can evidence that your service delivers value for money and discuss your methodology with the commissioner</li> </ul> | <p><b>Make the engagement matter</b></p> <ul style="list-style-type: none"> <li>■ Be clear about the scope</li> <li>■ Who should attend?</li> <li>■ What role should wider social care infrastructure organisations (e.g. local VCS) play?</li> <li>■ How do you judge the effectiveness of the engagement?</li> </ul> <p><b>Create a safe space for engagement</b></p> <ul style="list-style-type: none"> <li>■ Acknowledge and seek to 'draw a line' under any poor relationships</li> <li>■ Address how the cost of provider engagement will be met: as part of a contract price or by attendance, or some other way?</li> <li>■ How will this work for providers not in local authority contracts?</li> <li>■ Consider the use of an external facilitator</li> <li>■ Ensure clarity about how each party will treat information discussed, especially around issues like future business plans and profitability</li> </ul> |

Figure 3 Market Shaping Toolkit: supporting local authority and SME care provider innovation and collaboration

### **b. Supplier database**

Contracting authorities could overcome barriers around lack of knowledge of local businesses and SMEs by developing a database of potential suppliers. This could be linked to spend analysis and particularly the goods and services leaking out of the local economy. The database could be used to make local businesses and SMEs aware of upcoming opportunities.

### **c. Make tendering easy**

The procurement process itself is sometimes complex and it is important that the tender requirements do not prevent SMEs submitting their proposals. Contracting authorities could overcome barriers around the bureaucracy facing local businesses and SMEs by streamlining the tender process so that less questions and with less complexity are being asked. Buyers should publish planned procurement activities as far ahead as possible so that SMEs have time to consider and prepare. Ensure tender documents are clear.

### **d. Pre-procurement engagement**

Local authorities could overcome barriers around engagement with local businesses and SMEs by involving them in the design of goods and services. Promote opportunities through local events before the start of a formal procurement exercise so companies can network or promote their goods and services. Publish opportunities on Tender portals, but supplement with local publication. Enable suppliers to engage ideas and make connections.

### **e. Use social and environmental criteria**

Local authorities could overcome barriers around the overemphasis upon cost in procurement by embedding social and environmental criteria into the process and additionally considerations around quality.

### **f. Provide training**

Local authorities could overcome barriers around capacity and capability to bid for procurement opportunities by providing specific training in coordination with other partners for SMEs and local businesses.

### **g. Give greater weighting**

Local authorities could overcome barriers around the inability of SMEs and local businesses to properly demonstrate social value by applying greater weighting to it in the procurement process.

### **h. Lotting**

Local authorities could overcome barriers around SMEs and local businesses not being able to access procurement opportunities as a result of their scale by breaking contracts down into smaller lots.

### **i. Local portals**

Contracting authorities could overcome barriers around advertising being cross-Europe by developing their own local portals with opportunities advertised specifically in the local market.

### **j. More flexibility**

Contracting authorities could overcome barriers around requirements of SMEs in particular by reducing the amount of documentation and supporting evidence they need to provide. Clearly state outcomes and look for innovative solutions from SMEs. Have a clear channel to manage queries and provide support.

### **k. Require local and SME tenders below threshold**

Local authorities can overcome the barrier around the time procurement exercises take, by adopting different processes for below threshold opportunities. This could include requiring a certain number of local businesses or SMEs to bid. Be careful not to preclude SMEs from bidding by setting the bar unnecessarily high in terms of turnover thresholds, insisting upon high insurance or health and safety requirements.

## **2.4 Insights from GREENER Advisory Group workshops**

GREENER project partners establish four national stakeholders' advisory groups, composed by experts in the procurement area (Business support organizations, VET providers, higher education and research representatives, public service providers, NGOs, SMEs and large companies, decentralized public authorities, development agencies).

During June and September 2022 each GREENER partner conducted 2 workshops with advisory group, collecting their consultation and feedback on the development of the project in each stage and the materials developed. The advisory groups expressed their opinion on the topic "How to engage SMEs in GPP". Down are summarised the main highlights taken from the experts, taking also into consideration the specifics of each partner country, ecosystem characteristics, real GPP situation, legislation developed, etc.

### **Belgium**

- A better understanding of PP and GPP/PPP is needed for SMEs to apply for GPP (for instance through training programs).
- Regarding market engagement, connecting buyers and suppliers to exchange views and to get to know what is available in the market and what are the demands from PAs.
- The Buyer groups in the Netherlands are also a good example, they are organised for specific product group. In the Netherlands, they also have a 'category manager' which is an intermediary figure (an expert for specific product group) which sets up a good communication between the

buyers and the suppliers gathering key information and knowledge and facilitating the tenders in advance to SMEs.

- Training materials could help SMEs to engage in GPP/PPP. Training materials could provide specific links between procurers and the market. On top of that, training modules should include concrete and practical examples, tools and best practices specific to each country.
- Another aspect that can hamper SMEs participation in PP is the request of expensive certification and labels, thus, the tender should provide alternatives (could be a set of questions or a third-party verification).

### **Bulgaria**

In order to attract more SMEs to participate to GPP, the stakeholders identified the following actions, which can be implemented:

- Tax relief for companies participating in GPP;
- Conduction of more awareness rising campaigns among relevant stakeholders;
- Introduction of the benefits from implementing GPP;
- Development and dissemination of new training materials, developed in accordance with the real business needs and requirements.

### **Italy**

- In Italy, public administration green procurement is regulated by technical specifications and clauses contained in the Minimum Environmental Criteria (MEC) mandatory since 2016.
- The compulsory use of MEC in public tenders drastically reduces the number of companies that still do not participate in GPP.
- Considering that the investments financed by the NRP must contribute to achieving the objectives of the Green Deal, the DNSH (“Do No Significant Harm”) criteria for evaluating market offers reinforce the criteria of sustainable development.
- There is a risk for companies coming from a rigid application of MEC and DNSH criteria, which could have a disincentive effect to participate in the GPP.

### **Spain**

SMEs are reluctant to participate in public tenders, even more if they must fulfil green criteria on different aspects. SMEs will really be interested in GPP if they see the benefits for them on the two aspects:

- To open a new market through the collaboration with the public administration
- To implement the necessary changes (in the production processes or in products design) for a greener industry

For that it is highly interested to show SMEs the benefits of GPP, such as economic revenues, better market position, innovation advantages, etc. New regulations that move industry towards a greener model.

Training courses, such as GREENER, are considered essential resources to improve the knowledge on GPP and allow SMEs' professionals to read and understand tenders with green criteria, know the green requirements that are requested, and draft an offer or at least where to look for external support and what to expect from them.

Realising the potential of SMEs through procurement is essential to all cities across Europe. In the vast majority of cities, the greatest proportion of businesses are SMEs, with the greatest proportion of jobs being with SMEs. However, compared to their scale, SMEs are under-represented in the delivery of public procurement contracts. SMEs can bring a range of benefits for our local economies and procurement is a really important lever in realising their potential.



# THE GREE NER TOOL BOX

## *Orientation to VET providers on designing I-VET and C- VET programs*



## 3. Orientation to VET providers on designing I-VET and C-VET programs

The purpose of this section is to orientate vocational training providers on how to enhance and increase training for SMEs on the topic of Green Public Procurement. Moreover, this section also aims at providing answers to the following question:

### 3.1 Why should a VET Provider promote the GPP training course?

Public spending in Europe accounts for 14% of European GDP. This means that public purchasing power is an important lever guiding the sustainable goods, services and works demand. Therefore, the GPP European regulation framework is a strong stimulus for eco-innovation and the circular economy.

Despite the impact of the GPP market opportunity, the companies, and especially SMEs, have difficulties in answer to the GPP request, in participating to the green market. The GREENER project highlighted elements that hinder SME participation in GPP, including:

- The lack of knowledge of green procurement procedures;
- The difficulty of understanding the requirements formulated by contracting authorities in calls for tenders;
- The complexity of SMEs in responding to the technical characteristics required by tenders;
- The lack of awareness of the role of certifications in responding to tender constraints;
- Other factors that hinder SME participation in GPP.

Therefore, training for SMEs on GPP is a winning strategy for:

1. Increase awareness of the GPP system, both for public and private tenders;
2. Deepen the technical knowledge to be able to participate in GPP and increase the level of success of SMEs;
3. Highlight how business participation in GPP increases corporate performance in economic and social responsibility terms.

To sum up, among the many motivations to train on GPP we would focus on these:

#### a. Green Public Procurement is an emerging skill need

The demand on how to implement the GPP policy at SMEs level is increasing. In fact, by creating lead markets for green, companies' procurement officers are demanding supporting information on how to draft tender documents with environmental criteria and incorporate life cycle impacts into bid evaluation.

Education and capacity building through training programs are promoted by the Chambers of Commerce, Sectorial business association in cooperation with VET Providers, Technical and Research Agency operating at national and local level.

The GREENER training program deal with this need, promoting SMEs' awareness and ability to find, analyse the GPP tender and its green criteria.

**b. GPP is a priority for upskilling and reskilling adult workers in SMEs**

The green transformation provides scope for productivity improvement in the SMEs, but large adoption gaps exist compared to larger firms. Ensuring that SMEs keep pace with the green transition means engaging SMEs in upskilling and reskilling workers. To train the administrative profiles is a priority to scale-up innovation procedures of e-procurement, green procurement and product markets.

**c. GPP is a lever for green technologies innovation enhancement**

GPP stimulates producers to invest in developing green technologies. In line with the investment priorities of the Green Deal, and thanks to the funding provided in the National Recovery and Resilience Plans, companies engaged in participating in GPP increase the level of innovation in production and improve the quality of the supply chain. This quality improvement leads into increased marketing potential for the SME.

The GREENER training program could be part of a wider supporting scheme for SMEs innovation program.

**d. GPP is a driver for social responsibility**

GPP can be a major driver for social responsibility, providing companies with incentives to develop environmentally friendly works, products, and services.

### **3.2 How could a VET Provider design and implement a GPP GREENER training course?**

The GREENER project allowed the development, piloting and validation of a training path based on these aspects:

1. Modularity: GREENER is a continuous training course (CVET) divided into 5 modules. This makes it possible to modulate the training course according to the specific training goals of the target group;
2. Target group of the profile working in SMEs, administrators, tender office managers, production systems technicians and production quality managers (as identified in the ESCO framework - categories);
3. Design consistent CVET standards for the definition of learning outcomes, for the transparency of learning credits via Europass;
4. The ability to fulfil the emerging skills for SMEs related to the development of the goods and services supply answering a higher level of sustainability.

The piloting phase results allowed to analyse the pros and cons of this training programme, and based on these, it has been possible to outline some key factors to guide VET Providers in adapting and implementing GREENER to get GPP training more comprehensive and successful.

### 3.2.1 Background elements and needs analysis

A first factor in making the GREENER training path fit for SMEs' and local PAs' needs is to detect the GPP adoption level under the national regulatory framework. The compulsory compliance with GPP standards generates the need for specific skills both on the demand side (contracting public administration) and on the supply side (enterprises).

In those situations where GPP is compulsory, the VET Provider could cooperate with the Chamber of Commerce system, Companies' associations, Research Centres and experts in product and process environmental criteria standards, to promote training on GPP as business services<sup>2</sup>.

Further factors contributing to outline the training needs at macro level are:

- The impact of GPP on the public administration expenditure: if GPP is frequently applied by the PAs, then the training offer could assume a more specialised approach on specific sectorial contents. If the GPP is applied at an early stage, more best practices could be presented to bring out the competitive factor that GPP generates for the enterprise and in terms of social responsibility of public procurement for the community;
- The implementation degree of Minimum Environmental Criteria (MEC) systems in specific production sectors;
- The widespread application rate of product and process certification systems in companies;
- Other factors that, at territorial (national and local) and economic level, affect the priority that GPP can take on for companies.

GREENER has been adopted in different contexts of GPP legislation implementation and the modularity of the pathway ensured the possibility of adapting the aims for a more informative or training level.

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<sup>2</sup> Some cases are:

Regione Piemonte (Italian Public Administration) in cooperation with Horizon 2020 XPRESS organises a online webinar cycle for SMEs on GPP (<https://www.regione.piemonte.it/web/temi/strategia-sviluppo-sostenibile/green-public-procurement-gpp-opportunita-per-piccole-medie-imprese-pmi>)

### MAIN PURPOSE OF THE GPP TRAINING

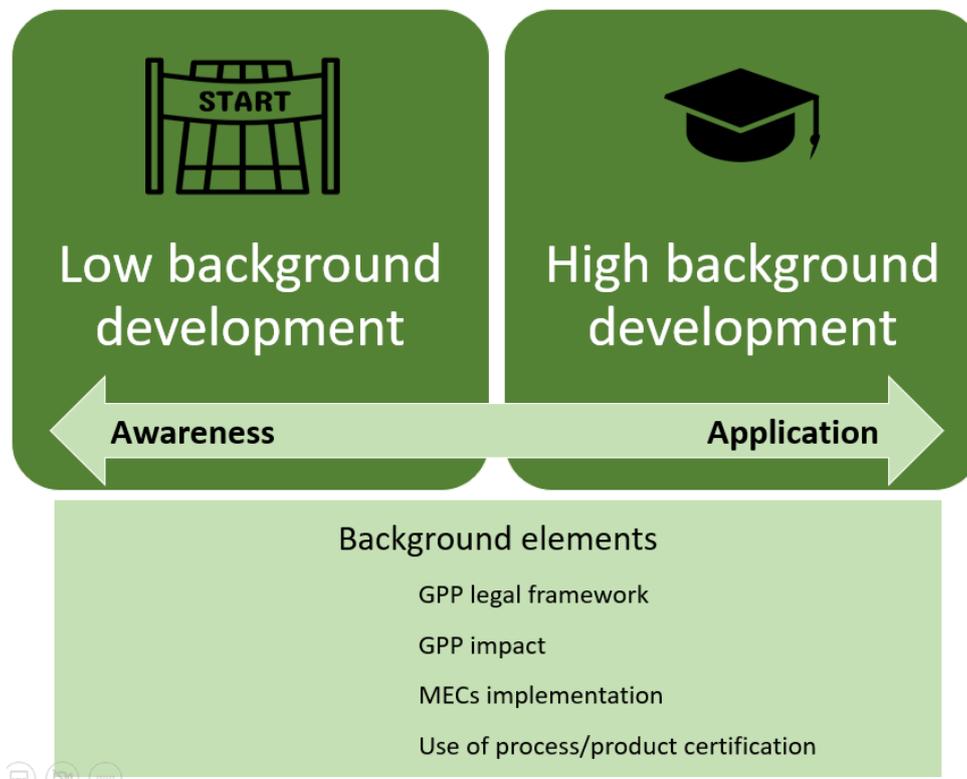


Figure 4. Main purpose of GPP training

#### 3.2.2 Target

Once the intervention priority of the training pathway has been defined; the identification of the target audience will guide the further customisation of the pathway contents through the Learning Outcome definition.

The GREENER path's elective target is adults, with prior experience in the administrative or commercial area of an SME. As a matter of fact, the SMEs have often a reduced level of specialisation of internal profiles. For such companies, the training on GPP allows to update skills with respect to a root change taking place in the European and international public procurement market (e-tender, application of MEC, etc.).

GREENER is, therefore, a Continuing Professional Development Training opportunity for administrative and business development personnel, fitting in as an upskilling activity, particularly suitable for those who identify with the profiles codified in the ESCO Classification:

- code 24 - Business and administration professionals (including both public and private sectors' profiles)
- code 33 - Business and administration associate professionals

The 5 EQF training level of GREENER and the modular nature of the training offer makes the course easily accessible and easy to integrate into training courses of any level of specialisation on the topics of

business economics, supply chain management, business administration management, innovation in business management systems, product certification, etc.

GREENER also represents an update and completion of qualifying courses for business consultants and business service professionals. For this reason, GREENER can complement the training courses of Public Procurement Specialist, Procurement support officer, Supply chain manager, Quality expert, Business services specialist.

From the above, the flexibility of GREENER's target group, which embraces a broad spectrum of categories, is evident. The analysis of the incoming competences on the specific elements of GPP, and the identification of the purpose of the commitment of GPP knowledge (Public Administration and Private side) will allow to outline the level of learning outcome to be developed for each target category.

### 3.2.3 Training Priorities and Learning Outcome

The GREENER pathway is designed according to the European Qualification Framework principles defined for learning level 5<sup>3</sup>.

| — Level 5 - learning outcomes  |   |  |
|--|---|--|
| Knowledge  | Skills  | Responsibility and autonomy  |
| Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge | A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems | Exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others |

Figure 5. European Qualification Framework principles defined for learning level 5

The skills profile description to be achieved by the learner at the end of the training course will guide the VET Provider training experts in identifying the Learning Outcomes most appropriate to the overall purpose of the training course. The declination of Learning Outcomes may be done using Bloom's taxonomy<sup>4</sup>.

GREENER develops Learning Outcomes addressing different priorities of training actions, including:

- **Introduction to GPP:** for companies having low knowledge and no experience of GPP. For this first level of GPP learning, the most appropriate learning outcomes will be those related to the Bloom taxonomy categories "Remember", "Understand" "Apply".
- **GPP strategy:** companies that are familiar with GPP but do not consider it a profitable investment and development priority for the company. In this case, the Learning Outcomes should be referred to the Bloom taxonomy categories "Apply", "Analyse", "Create" verbs categories.
- **GPP enhancement:** companies that participate regularly and know the importance of constant updating on technical components and possible alliances at territorial and supply chain level.

<sup>3</sup> The European Qualifications Framework (EQF) is a "translation tool to make national qualifications easier to understand and more comparable" <https://europa.eu/europass/en/description-eight-efq-levels>

<sup>4</sup> A taxonomy for learning, teaching, and assessing : a revision of Bloom's taxonomy of educational objectives / editors, Lorin W. Anderson, David Krathwohl ; contributors, Peter W. Airasian ... [et al.], New York : Longman, 2001

The verbs categories in the Bloom Taxonomy as "Create" and "Evaluate" could support the generation of new contents for the GPP production and planning actions.

GREENER's Learning Outcomes are reported below:

## Module 1- To know what is GPP and why could be an opportunity for SMEs

Module 1 of the Training Course presents the basis for working with GPP and is designed for procurers who are not familiar with the principles of GPP and the potential opportunities for SMEs when participating to Green Public Procurement.

When starting with Module 1, each procurer will have access to the following knowledge and information about Green Public Procurement:

- What does Green Public Procurement mean? – The power of procurement (economic, social and environmental impacts)
- Main characteristics of the Green Public Procurement – How does the Procurement process work? What are the advantages, coming from the implementation of the Green Public Procurement?
- Link between the GPP and Circular Economy and climate- how does GPP support the transition towards CE?
- What are the opportunities for SMEs, when applying for a Green Public Procurement?
- Green Public Procurement in practice – Case studies.

## Module 2- To understand and to find public tender

The second module of the Training Course builds on what was learned in Module 1. It is designed for procurers, who are already familiar with Green Public Procurement and clearly understand the opportunities it provides to the SMEs.

Module 2 presents the following opportunities to the procurer:

- To improve the understanding of the entire life- cycle of Public Procurement;
- Introduction to the key vocabulary, needed for successful handling of Public Procurement;
- Introduction to the principles and capabilities of E- procurement;
- Different types of Public Procurement and the specific requirements for each type of procurement;
- Tips for better understanding and handling of Tenders; How to prepare a winning offer?
- How to prepare a proposal in a proper way- differences between the public and private tendering?
- Typical mistakes, when preparing a proposal; Award criteria; Specific requirements;
- Searching strategies for finding a suitable public tender for your company- Platforms, strategies, etc.

## Module 3- To comply with sustainability requests from PAs

Module 3 of the Training Course follows the specific sustainability requirements and requests from Public authorities when implementing a Green Public Procurement. The sustainable public procurement aims to promote conservation and responsible management of resources by using renewable or recycled materials wherever possible and reducing waste.

Module 3 gives you an access to the following knowledge related to the sustainability requests from PAs in Green Public Procurement:

- Introduction to the key sustainability criteria when implementing of Green Public Procurement;
- Introduction to the process of determination of the specific sustainability requests from the PA in a Tender?
- Tips on how to meet the specific sustainability requests, written in the Tender?

## Module 4- To create awareness inside SME on the opportunity for GPP

Module 4 presents you the needed skills in order to be a „GREENER procurer“ and gives you the opportunity to access appropriate practices for promoting the Green Public Procurement in SMEs and presenting the opportunities that open up for companies to participate in GPP procedures.

The module offers you a 4- step plan, which will help you to raise awareness inside you company about GPP:

- Phase I „Preparation“ – to determine the current level of awareness and identify the areas in the company, that needs to be improve. Tips on how to set realistic goals and timelines.
- Phase II „Action Plan“ – internal communication channels as an instrument for raising awareness inside the company; Process of evaluating the most suitable person to lead the campaign;
- Phase III „Support“ – organizing regular campaigns to raise awareness among colleagues, events for sharing experience and knowledge inside the company;
- Phase IV „Special policies related to the topic“ – creation or adoption of policies, relevant for the topic and improving the level of awareness inside the company.

## Module 5- To improve the chances for a successful application

The last Module of the Training course helps you to improve the chances for a successful application by giving you an access to a specific methods for preparing the best proposal.

Module 5 presents an exclusive knowledge and opportunity for the „Greener“ Procurer:

- Introduction to the Sustainability and Sustainable development- Green Supply Chain Management;
- Green certifications – role, types of certifications, certification process, etc.
- Life Cycle Assessment and Life Cycle Cost – definitions and differences;
- Communicating „GREEN“ – an introduction to a good “Green” communication!
- Why is it important to communicate in a „green” way?
- Fundamental principles of the „green” communication
- “Greenwashing”

### 3.2.4 Teaching methodologies

GREENER provides for the development of basic notions and knowledge for the understanding of GPP and proposes design workshops to apply this knowledge in GPP response procedures.

This teaching methodology is delivered through:

- An **online training pathway**, composed by Open Education and Research in English. The online training pathway is reachable here <https://greener-project.eu/training-resouces>

The availability of an online training path exponentially increases the opportunity for a very wide audience to use the training content independently, at times and spaces decided by the participant.

- A preferably face-to-face training course to realise **project work experience**.

This methodology allows participants to have a guided path in applying the knowledge learnt online, as well as learning in peer educator mode through the interactions they will engage in with a group of project work participants

This hybrid methodology of online and in presence training is student-centric and allows participants:

- To know how and where to find a real Green Public Tender (they will foster their knowhow on selecting the public tender database, find the database complying with their interest, recognise all the legal documents of a public tender, etc);
- To recognise the Green indicators the Public Administration requires;
- To come up with a proposal to the public tender on their own;

- To check criteria and discuss the proposed action with the Teacher-expert in GPP.

### 3.2.5 Teachers

The teachers' selection should comply with competence constraints in both quantitative terms (at least 3-5 years of experience) and qualitative terms (previous experience in the field of GPP, with proven ability to teach adults).

Further factors which may be taken into consideration when selecting the teaching staff are:

- Integrate lecturers by choosing from GPP experts either from the university, private sector (technical consultants with expertise in the development of bids that are in line with the standards defined by the call, providing technical elements to understand the green value, etc.) and public sector (public procurement experts, PA managers for the writing of GPP calls, GPP criteria selection);
- Involve testimonials of successes and failures from both the demand (public administration) and the supply side (private testimonials);
- The teachers, in the case of the project work method, assume the role of a guide. They support participants in applying their knowledge and improve their abilities in answering to a GPP tender.



# THE GREE NER TOOL BOX

*Factsheets of good  
practices on CPP/GPP*

### **3. Factsheets of good practices on CPP/GPP**

This section includes 17 factsheets of good practices on supporting SMEs to participate in GPP in the different countries of the project and internationally. It includes, training courses, sharing of good practices, strategic documents, awards, technical assistance, guidance, or seminars.



# Sapiens Network - Sustainable Public procurement law course

The SAPIENS network (Sustainability and Procurement in International, European, and National Systems) was created to unleashing the potential of Sustainable Public Procurement. It requires a new generation of experts capable of working across disciplines (law, economics, business sciences) and knowledgeable of the different relevant methodologies.

The course is an introductory open source course that discusses aspects of sustainability and EU Public Procurement law. Within this course, various types of learning materials are offered, including 14 introductory videos, podcasts, and open-access reading materials to deepen your knowledge.

## Benefits and outcomes

SAPIENS will provide answers to questions such as: what is sustainable public procurement? what are the aims, objectives, principles and rules of public procurement law? what are the various stages of the tender process, and how does it affect the design of public contract? how to incorporate sustainability considerations into tenders and contracts?



Country: Belgium

Language: English

Type: Training course



## Link with GREENER

Overlapping content of the training modules:

- Principles of Green/Sustainable Public Procurement;
- Stages of the tender process;
- Legal aspects of GPP in Europe.

Link with GREENER pilot testing : how to incorporate sustainable clauses in tenders.





# Green Deal Circular Construction

The Flemish Green Deal on Circular Construction gathers 320 organisations that want to take on the challenge of building differently.

Participants bring their accumulated knowledge and experience together in a learning network. About four times a year, the participants of the Green Deal gather to provide inspiration via presentations on Flemish and foreign cases.

## Benefits and outcomes

The Green Deal englobes a combination of practice and experiments. Participants test tools, methodologies and new forms of chain cooperation. There is also a research group that tests the preconditions to a circular economy, i.e. the legal, economic and other barriers to be faced and tackled along the way. Data and experiences from the participants contribute to the formulation of solutions.

The website gathers databases and platforms, tools, publications and reports on circular construction. A mapping on projects developed in the last years is available as well as a white paper on circular construction.



Country: Belgium

Language: English/Dutch

Type: Sharing of good practices



## Link with GREENER

Participation of companies in a learning network where they can exchange knowledge and experience.

Practice that supports companies to structurally embed the principles of circular construction in their own organisations.





# National Action Plan for the Promotion of Green Public Contracts 2012 - 2014

The National action plan defines the measures and activities to be implemented for the integration of GPP in Bulgaria. It identifies and targets the following objectives and activities:

- Development of methodological guidelines on green public procurement;
- Training of the participants in the process of awarding green contracts;
- Organisation of training for contracting authorities at central level in order to achieve the activities included in the Plan.

## Benefits and outcomes

- Raising awareness of GPP;
- Development of training for contracting authorities at central level, identified as driving power for the integration of GPP;
- 59 green procurement procedures were launched in the period to 31 December 2013. These have resulted in the award of 29 public contracts worth a total of BGN 99.129 million.



Country: Bulgaria

Language: Bulgarian

Type: Strategic document



## Link with GREENER

Overlapping content of the training modules:

- Introduction of the concept of Green Public Procurement;
- Legislative network and sustainability requirements when implementing GPP;
- Identifying and understanding the key vocabulary when participating to a GPP tender.





# “GREEN PROCUREMENT”

The “Green Procurement” training course is divided into 5 modules:

- Introduction module, containing content and objectives;
- A strategic module, presenting the nature and benefits of GPP and the strategic framework;
- EU and national legislative framework module;
- Practical module, presenting examples and good practices for implementing GPP;
- Evaluation module in the form of a test to determine the understanding and absorption of matter.

## Benefits and outcomes

- The training course encourages and assists contracting authorities in the application of environmentally friendly procurement criteria and requirements;
- Raising awareness of both contracting authorities and business entities of good practices in the implementation of innovative, energy-efficient solutions and technologies with the lowest environmental impact.



Country: Bulgaria

Language: Bulgarian

Type: Training course



## Link with GREENER

Similar structure and content of the training course:

- 5 modules, each of it presenting specific aspect of GPP;
- Evaluation module in the form of test for measuring the knowledge, acquired during the course;
- Introduction to the EU and national legislative framework in the field of GPP;



# The Compraverde Award – Vendor Rating and Sustainable Procurement Section

The business award is part of the Annual Compraverde Buygreen Forum program, dedicated to Green Procurement policies, projects, goods and services, both public and private.

The Compraverde Award – Vendor Rating and Sustainable Procurement Section – is an award dedicated to companies that have systematically adopted sustainability criteria in their purchasing processes and in the qualification of their suppliers.

## Benefits and outcomes

- Raising awareness on GPP;
- Marketing benefit for companies awarded;
- Economic prize to company awarded;
- Pushing sustainability among the supply chain.



Country: Italy

Language: Italian

Type: Award



## Link with GREENER

Several GPP stakeholders interact among the main partners supporting the Forum:

- Public Administrations (Ministry of Ecological Transition, Regional Administrations);
- Business associations and Chambers of Commerce;
- Associations working in the field of sustainability (Legambiente, Ecosystems Foundation, Agenda 21 Coordination, Fairtrade).





# GPP Technical Assistance for Companies

The memorandum of understanding between Confindustria (manufacturing association) and ENEA (National Agency for Energy and Environment) promote a cooperation addressed to the companies for testing sustainability/efficiency criteria of products.

One of the most requested service optioned by companies is the advanced testing, qualification and certification services for materials, components and systems. Through this service, ENEA provides the enterprise with facilities for testing products "green" performance (test benches, laboratories and advanced instruments).

## Benefits and outcomes

- Business support for MEC-compliant product innovation (Minimum Environmental Criteria);
- Increasing the companies' capacities to improve the sustainability of products and production systems, then to meet the MEC criteria;
- Enhance Research-Business cooperation for sustainable innovation.



Country: Italy

Language: Italian

Type: Technical Assistance



## Link with GREENER

The technical assistance service complements and deepens the GREENER - GPP training course.

It supports the company to to apply for certification systems and to analyse product performance on Green criteria.





# Innovation Days

Innovation Days are one-day meeting involving experts from Public Authorities, researchers, policy makers in presenting to the companies the sustainable development strategies, sustainability design and investment opportunities conveyed through NRRP – National Recovery and Resilience Plan.

Innovation Days support the cooperation between local businesses and institutions on the digital and ecological transition, explaining its advantages and offering solutions.

## Benefits and outcomes

- Raising awareness on GPP, as a driver for the green transition
- Guiding companies to invest NRRP funds, encouraging the green transition
- Enhancing the dialogue between policy makers (leading strategies) and businesses (alias market-based interests)



Country: Italy

Language: Italian

Type: Training course



## Link with GREENER

Innovation Days complements the GREENER program, in the way it develops:

- the inclusion of GPP as an intervention priority for business model innovation;
- It opens up discussion between Public Administration, Researchers and Companies on the topics of green transition in the production sector.





# GPP: THE MINIMUM ENVIRONMENTAL CRITERIA

This represents an online seminar cycle organized by Chamber of Commerce. The training course aims to enable companies to exploit the GPP's key opportunities and develop a direct discussions with Procurement Stations called upon to promote the green procurement market.

The main topics covered are:

- General background on GPP and Minimum Environmental Criteria (MEC);
- Means of proof within MEC;
- Environmental certifications as a typical means of proof for MEC.

## Benefits and outcomes

- Increase the GPP awareness for companies;
- Support to identify solutions that companies may be interested in.



Country: Italy

Language: Italian

Type: Training course



## Link with GREENER

Similar contents to the GREENER course, to increase the companies' awareness on the GPP opportunity.

Different from GREENER as it presents the specific MECs for each GPP sector of intervention.





# "Provisions on environmental criteria to promote measures of green economy and for the containment of excessive use of natural resources"

The law aims to:

- Introduce regulations aimed at promoting the development and consolidation of the green economy and to limit the excessive use of natural resources;
- Implement European policies aimed at the transition from a model of linear economy to the circular



Country: Italy

Language: Italian

Type: Legal framework

## Benefits and outcomes

- Provides provisions aimed at encouraging the production and marketing of products "derived from post-consumer materials or from the recovery of waste and materials produced from the disassembly of complex products"
- Produces impact on the GPP implementation



## Link with GREENER

This law is a wide-ranging document aiming at promoting green economy in Italy. It contains measures for the protection of the environment.

The law outlines the framework to support the GPP.





# XPRESS Project - Policy co-creation workshop H2020 project

The project aims to give support to Public Procurements to facilitate the collaboration between SMEs and public sector for the adoption of RES (Renewable Energy Sources) in the regions.

The Policy co-creation workshop program support the identification, presentation and discussion on useful solutions for overcoming bureaucratic, financial and technical barriers in public procurement in the renewable energy sector.

The meeting is articulated on 3 topics:

- 1) Experiences of the Public Administration committed in the energy transformation process through GPP;
- 2) Existing financial tools and solutions to support the purchase of renewable energy and facilitate the relationship between the PAs and businesses;
- 3) How the participation of companies in GPP and their collaboration with public actors is crucial for innovation in the renewable energy sector.

## Benefits and outcomes

- Supporting the dissemination and development of GPP in emerging sector
- improve the availability of GPP tenders on RES - renewable energy sources sector



Country: Italy

Language: Italian

Type: Training course



## Link with GREENER

The project deals with an emerging topics: the GPP in renewable energy sector.

The meetings programs, organized in close cooperation between Public Administration and Companies business associations, represent an opportunity for GREENER to expand its training programme and specialise the GPP in the emerging renewable energy sector.





# University of Alcalá - Green Public Procurement Research Group

The Green Public Procurement research group of the University of Alcalá was created in 2017, and since then it has studied in depth issues related to the sustainability criteria that are applied in the purchasing processes by public administrations.

The group has an interdisciplinary nature since university teachers from different areas are part of it, which allows them to cover the same topic from various fields, thus obtaining more enriching conclusions.

In addition, the group is in charge of organising the National Congress on Green Public Procurement.

## Benefits and outcomes

The research group actively contributes to promote the implementation of green public procurement among public institutions and companies, and offers quality information about GPP in many different areas and aspects through workshops, seminars, guides and scientific papers. Therefore, they bring expert knowledge on this topic.

Besides of scientific literature, the research group organises different seminars and workshops on specific topics, such as “the green public procurement on buildings through the use of certificate wood”.

The research group is also author of the "Guide of green public procurement for the food sector“.



Country: Spain

Language: Spanish

Type: Seminars /  
congresses



## Link with GREENER

Both initiatives have for objective to create awarness on the importance and beneficiies of GPP among companies and public authorities.

The resources and activities developed by the GPP research group are complementary to the training resources and toolbox launched by the GREENER project.





# Green Procurement Programme of ihobe

In 2016, the Basque Government approved the “Green Public Procurement Programme of the Basque Country 2020”, which establishes the necessary framework to encourage the Basque Public Administration to integrate environmental criteria in its procurement processes. This programme was updated on 2021 with the "Green Public Procurement Programme of the Basque Country 2030".

The Programme is of an open participatory nature and encourages the voluntary signing up to the programme of all Basque public authorities that wish to be committed to green public procurement.

## Benefits and outcomes

Since its approval in December 2021, almost twenty Basque public entities and companies have already adhered to the commitment within the framework of the Basque Country Green Purchasing and Contracting Program 2030, which sets as an objective that 75% of the purchases with the greatest environmental impact carried out by the Basque public administrations be made with sustainable criteria by the end of the decade.

With regard to the total of the 2021 tenders in the Basque Country —6,949—, thanks to the promotion of the new Program, more than 30% of them —2,160— have been carried out integrating environmental criteria. The percentage has not stopped growing: in 2018 it was 21%, in 2019 it was 24% and, a year later, 26%.



Country: Spain

Language: Spanish, English,  
Basque

Type: Strategy



## Link with GREENER

Parallel to the GPP programme, the ihobe GPP unit offers an advisory service to the public sector of the Basque Autonomous Community on how to include environmental clauses in the tendering processes.

Moreover, it provides advise on how to subsequently proceed to assess the submitted bids, along with a set of environmental criteria of products and services.





## GPP-Furniture training course

In the framework of the GPP-Furniture project, co-funded by the Erasmus+ programme, a flexible learning pathway was created in line with the needs of learners and companies of the furniture sector. An innovative and open resource of vocational education and training program, which offers an adapted curriculum to equip professionals with the specific, basic and transversal skills currently required for the green public purchases.

For the development of a training course tailored to the needs of the industry, a comparative analysis and evidence-gathering through studies of examples of good practices and real life cases of “green” tenders was carried out in order to identified skills needs and competences in the European furniture industry required to successfully applied for green public procurements.

### Benefits and outcomes

The online training course, completely free, has a duration of 50 learning hours, and is divided in the following training modules:

- Module 1. Basics aspects of public procurement and public procurement of innovation.
- Module 2. Green Public Procurement.
- Module 3. Green technologies and materials applicable in the furniture sector.



Country: EU

Language: English, Spanish, Polish,  
Romanian, Bulgarian

Type: Training course



### Link with GREENER

Two modules of the GPP-Furniture training course are directly linked with GREENER training resources, as it is focused on public procurement and green public procurement aspects for companies.





# EU GPP Training Toolkit

It is a comprehensive set of training materials on Green Public Procurement. It consists of six independent modules and ten operational modules, with PowerPoint presentations (including trainer notes) and accompanying documents on all key topics.

The topics that are addressed in the 6 modules are: introduction to GPP, strategic aspects and legal aspects of GPP, needs assessment, GPP and the Circular Economy and market engagement. The operational modules introduces recommendations for 10 product/service groups based in the EU GPP criteria.

## Benefits and outcomes

The easy to navigate training course can provide the user with the main elements to develop a strategy on Green Public Procurement. The user can select which module to follow according to its interest.



Country: EU

Language: EU languages

Type: Training course



## Link with GREENER

Very similar to GREENER approach, with 6 independent modules on GPP and operational modules for different products groups.

Additional information about different case studies are also provided.





# URBACT online course on strategic procurement

Drawing upon the activities of Procure and Making Spend Matter's cities, URBACT has developed a free online course to equip cities with the knowledge and tools required to embed social and environmental criteria into the process of public procurement and to progress strategic procurement.

7 training modules and accompanying city case studies covering the procurement cycle. In addition to the original course, URBACT released 4 new transversal modules to raise awareness and help cities implement gender responsive public procurement at local level.

## Benefits and outcomes

The training modules will give the user insights on why is procurement important, spend analysis, commissioning, tendering and decision-making and contract monitoring.

Apart from the training modules, the Urbact Toolbox contains a set of tools and resources to help shape better cities. It is organised into the five stages of the action planning cycle - analysis, planning, resourcing, implementing and measuring - and the cross-cutting actions of engaging stakeholders and sharing knowledge.



Country: EU

Language: English

Type: Training course  
/Toolbox



## Link with GREENER

Overlapping content of the training modules:

- Why procurement is important;
- The EU Policy Framework;
- Requirements that potential suppliers need to know;
- Engaging SMEs to participate in PP.

The toolbox also contains a set of resources to help cities find responses to urban challenges, including on Public Procurement.





# Ellen MacArthur Foundation Circular Procurement Framework

The circular procurement framework provides an overview of the intervention points organisations can use to make their purchasing choices more circular and engage their suppliers in circular economy conversations and collaborative circular partnerships.

The top-level guidelines outlined in this resource have to be adapted in each individual business and may look different depending on the industry, sector, company, geography, and other factors.

## Benefits and outcomes

The modules are divided by the different steps of the procurement journey and grouped in 3 main categories:

- **Strategy:** On identifying a business need, this process supports the decision logic that should be explored before launching the sourcing activity.
- **Sourcing:** Incorporating the circular economy principles across the sourcing activity, this process aims to educate and spark ideas for sourcing products and materials in a way that adopts and incentivizes the best circular practices.
- **Management:** On entering into a circular economy partnership with suppliers, this process helps manage continued performance and ensure mutual value generation.



Country: international

Language: English

Type: Framework /  
Guidance



## Link with GREENER

This resource presents the circular intervention that can be used by an organisation in every step of the procurement journey.

It differs from GREENER training modules, as it focus on organisations as buyers.





# GEC & ERA EU Public Procurement Law & Sustainability Online Courses

The Global Electronics Council (GEC), in partnership with the Academy of European Law (ERA), is sponsoring two online courses on Sustainability and EU Public Procurement Law: one for the public sector and one for the private sector.

The course can help to better understand EU public procurement sustainability approaches, requirements, and opportunities. The course comprises seven modules, each led by an expert speaker, and includes the opportunity for group networking.

## Benefits and outcomes

The course gives the opportunity to interact with top quality speakers and other participants and will provide the user with an introduction to European Public Procurement law, including environmental and social considerations. Some of the topics addressed are :

- Essential concepts and underlying principles in EU Public Procurement;
- Environmental and social inclusion in the public procurement process;
- Selection and award criteria;
- Procurement by EU Institutions and bodies;
- Overview of relevant impacts from the European Green Deal;
- Group simulation exercise to emphasize learning.



Country: international

Language: English

Type: Training course



## Link with GREENER

This course goes beyond the content of GREENER training modules on the following aspects:

- Introduction to European Procurement;
- The European Green Deal;
- EU Public Procurement law.

The rest of the content provided is complementary to the training modules and the toolbox launched by the GREENER project.





# THE GREENER TOOL BOX

## *Conclusions*



## 4. Conclusions

The GREENER Toolbox offers **a range of tools and resources to support SMEs' participation** in Green and Circular Public Procurement (GPP/CPP).

- The first part, provides **a set of recommendations to engage SMEs to participate in GPP/CPP**, building on the feedback obtained through the Advisory Group workshops organized in each of the partner countries. These recommendations should help in overcoming the barriers identified along the GREENER project, such as the lack of communication between contracting authorities and SMEs, the lack of knowledge on sustainable aspects (both from public authorities and SMEs), the underestimated potential that SMEs have on innovation, or the SMEs' misconception that procurement is too complex and beyond their capacities.
- The second part aims at **guiding VET providers to design and implement I/C-VET programs** such as the GREENER training course. The first step is to undertake a deep analysis of the background elements (such as the legal framework, existence of MEC, the role of SMEs in the economy,..) of the country/regions where the training course is going to be implemented, the target audience, the skills and learning outcomes to be achieved, the teaching methodologies, or the profile that the trainer should have in case of being a face-to-face training course.
- Finally, the third part of the Toolbox consist of a series of **factsheets of good practices on GPP/CPP** (including training courses, strategic documents, awards, etc.) that are already existing in the different partner countries and internationally.

## References

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