

ProcuraMED

**Innovative and Green Procurement towards
sustainable economy in MED area
Euro-MED0200775**

Policy recommendations for public contracting officers

**WP2 - Creation of transnational public —private coalition for
Innovative sustainable economy coalition for Innovative sustainable economy
Activity 2.2 Establishing Euro-Mediterranean coalition for Innovative
sustainable economy**

Responsible Partner: MedCities
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Introduction and purpose of the document

Each year, European public authorities allocate around 14% of the EU's GDP to the procurement of goods, services and works. However, many of these procedures still rely on price as the sole award criterion, overlooking the significant impact that could be achieved by including innovation and sustainability criteria in even a small share of them. Strategic Procurement, which integrates Green Public Procurement (GPP) and Public Procurement for Innovation (PPI), is a key instrument for promoting sustainable and competitive economic growth. Nevertheless, in the Euro-Mediterranean region, its implementation remains limited due to the lack of technical knowledge, practical examples and cooperation between public administrations and enterprises.

In this context, ProcuraMED (Interreg Euro-MED, 2024–2026) was launched with the aim of strengthening the innovation capacities of local authorities and Mediterranean enterprises, fostering the adoption of green technologies and the implementation of strategic procurement processes as a driver of a more sustainable and innovative economy in the Mediterranean. The Euro-Mediterranean Coalition for an Innovative and Sustainable Economy, developed under ProcuraMED, brings together public authorities, enterprises, knowledge centres and innovation entities from different Mediterranean countries. Its goal is to enhance transnational cooperation and promote the uptake of green and innovative solutions through strategic procurement, acting as a permanent space for exchange, learning and collaboration between the public and private sectors. The coalition seeks to consolidate a Euro-Mediterranean value network around green and innovative procurement, enabling the sharing of experiences, dissemination of good practices and promotion of more coordinated and sustainable public policies across the region.

This document is a practical support tool for policymakers, local and sub-state authorities and key stakeholders engaged in public procurement (PP), innovation and sustainability. It aims to assist decision-makers in shaping and implementing procurement policies that embed green and innovative criteria within regulatory, strategic and operational structures. The main objective is to translate the knowledge generated by ProcuraMED, particularly through the Transferability Strategy Action Plans, into concrete policy recommendations and institutional action measures. In doing so, the document seeks to bridge the project's practical experience with policymaking, promote coherence among Mediterranean countries, strengthen public administrations' capacities and position strategic procurement as a catalyst for innovation and sustainable development across the regions.

Cross-cutting diagnosis and analysis

The analysis presented in this section provides an overview of the current state of strategic public procurement in the Euro-Mediterranean region, drawing on the eight Transferability Strategy Plans developed by the ProcuraMED partners. It identifies common trends, structural challenges and enabling factors that shape the implementation of GPP and PPI in the participating territories. By combining the evidence, the analysis aims to highlight the systemic conditions that influence the transition towards more sustainable, innovative and integrated procurement ecosystems across the region.

Current regulatory and political framework

All participating states have transposed EU Directives 2014/24/EU and 2014/25/EU, showing a clear commitment to sustainable and innovative procurement. However, implementation remains uneven: Italy, Portugal and Spain demonstrate mature strategies, Greece and Croatia are still consolidating adoption and Bosnia and Herzegovina is progressing towards EU alignment.





The level of maturity of Green Public Procurement policies is medium to high, with an increasing number of public administrations incorporating environmental criteria into their tenders. In contrast, PPI shows a limited and heterogeneous level of development, with initiatives often linked to specific pilot projects or European funding. In this context, increasing the technological demand of the public sector is necessary. Public administrations must strategically plan their procurement needs, embed sustainability and innovation criteria into purchasing processes, and act as catalysts for a greener, more competitive market. Yet, despite robust regulatory frameworks, strategic procurement policies continue to face structural barriers that hinder their uptake and constrain their transformative potential:

- Lack of coordination between different levels of government
- Predominance of price as the main award criterion
- Limited monitoring and evaluation mechanisms
- Low participation of innovative SMEs due to administrative complexity

These limitations highlight the importance of reinforcing institutional and public-private cooperation, establishing stable frameworks for collaboration among public administrations, enterprises and knowledge centres. Only through sustained partnerships can a comprehensive ecosystem be consolidated, one that combines innovation, territorial competitiveness and sustainable development in the Euro-Mediterranean region.

Technical and administrative capacities

Structural barriers further extend into the knowledge domain, where marked disparities persist across institutions operating at different levels. Knowledge of green procurement is high at regional and national levels but remains more limited in medium and small municipalities, where the lack of training and technical resources continues to represent a major barrier. In the case of PPI, the gap is even wider due to the complexity of the procedures and limited practical experience. Strengthening the technical and organisational capacities of public administrations is therefore a priority. Continuous training, the professionalisation of technical staff and the establishment of specialised teams are essential conditions to consolidate strategic procurement as a structural policy. In parallel, it is necessary to stimulate the technological offer from the business sector, supporting SMEs in obtaining environmental certifications and in preparing innovative proposals tailored to the needs of the public sector.

Market and innovation ecosystem

The innovation ecosystem across the Euro-Mediterranean area is vibrant but unevenly connected to public demand. In territories such as Catalonia, Alentejo and Tuscany, consolidated models of early dialogue and collaboration with the market have emerged, while in other regions, interactions between administrations and innovative enterprises are still occasional and fragmented. Increasing the interaction between public demand and private supply is essential to accelerate market transformation. Preliminary market consultations, innovation forums and matchmaking mechanisms are proving to be effective tools for aligning the needs of public authorities with the technological capacities of private sector. At the same time, there is a need to enhance the visibility and scalability of existing green solutions, ensuring transferability and replicability at a transnational level to foster a more integrated and sustainable Euro-Mediterranean innovation network.

Existing tools and platforms

The countries analysed show a growing number of digital and methodological tools that facilitate the implementation of strategic procurement. Among them, the Strategic Procurement Unified Platform (SPUP), developed under the ProcuraMED project, stands out as a key instrument. The platform enables public authorities to design tenders





integrating sustainability and innovation criteria, perform life-cycle cost (LCC) calculations, access databases of green technologies and share best practices among administrations. In addition, participating countries have access to national e-procurement portals, guidelines on good practices, catalogues of sustainable solutions and technical databases, although their usage and regular updating remain uneven. Digitalisation and the standardisation of methodologies represent essential levers to improve the efficiency, transparency and replicability of strategic procurement processes.

Success stories and good practices

The ProcuraMED Transferability Plans highlight several noteworthy experiences that demonstrate the transformative potential of strategic procurement and will be the basis of the policy recommendations below:

- **Italy:** implementation of PPI in the energy renovation of public buildings.
- **Portugal:** the CIMBAL case, a pioneer in applying the competitive dialogue procedure in public procurement. More information in [medurbantools](#).
- **Catalonia:** European leadership in PPI, particularly within the healthcare sector and including data analysis. More information in [medurbantools](#).
- **Greece and Croatia:** pilot projects in PPI combined with practical training programmes for public officials.
- **Bosnia and Herzegovina:** first energy-efficient public lighting projects integrating environmental criteria. More information in [medurbantools](#).
- **Chipre:** First-Ever Nearly Zero-Energy Buildings (NZEB) Upgrade in Schools. More information in [medurbantools](#).

These experiences demonstrate that aligning strategic public demand with innovative business supply, supported by strong institutional cooperation and effective knowledge and solution transfer, creates the foundation for a green and innovation-driven procurement system capable of advancing sustainable economic transformation.

Policy recommendations

The following set of recommendations provides a coherent framework to strengthen the role of public procurement as a driver of sustainable and innovative transformation across the Euro-Mediterranean region. Together, they promote strategic vision and planning, simple and replicable measures and coordinated governance, positioning regions as active laboratories and transfer hubs for both state and European procurement policies. They emphasize the need for structured dialogue with the innovation ecosystem, comprehensive capacity-building programmes and the transfer and replication of successful practices, supported by continuous, digitalized monitoring to ensure evidence-based policymaking and long-term impact. Collectively, these recommendations pursue the following overarching objectives:

- **Strategic demand:** strengthen the public sector's capacity to strategically plan and implement Green and Innovative Procurement, integrating sustainability and innovation criteria into purchasing processes.
- **Green and innovative offer:** foster the innovation capabilities and competitiveness of local enterprises, particularly SMEs, by aligning public demand with private innovation.
- **Cooperation:** build structured, long-term partnerships between administrations, businesses and knowledge institutions to jointly develop technological solutions.
- **Transfer, scaling and deployment of solutions:** ensure the wide adoption, transferability and scalability of project results through adaptable tools, shared learning and cross-regional replication.





Overall, the recommendations aim to embed GPP and PPI within governance systems as permanent strategic instruments, enabling administrations to lead a transition toward more sustainable, innovative and competitive territories.

1. Creating stable governance frameworks, coherent legal environments and transnational cooperation mechanisms for strategic procurement

Topic: Governance & cooperation

Strengthen governance and regulatory coherence in GPP and PPI by developing stable, multi-level structures that align policies across state, national, regional and local levels, while embedding them within broader European frameworks, consolidating transnational cooperation across Euro-Mediterranean regions through permanent networks, observatories and knowledge-sharing platforms that enable the transfer and harmonization of best practices, tools and governance models. Review and adapt legal frameworks to remove administrative barriers, enhance flexibility for innovation-oriented procedures and ensure the consistent and mandatory integration of sustainability criteria in public tenders.

Key actions include:

- Establishing **interministerial committees, national observatories and regional coordination platforms** to oversee GPP/PPI implementation.
- Promoting **policy coherence and continuity** through integrated planning between ministries, regional authorities and local administrations.
- Ensuring **regulatory consistency and simplification**, facilitating innovation-friendly procedures (competitive dialogue, pre-commercial procurement, ...).
- Embedding **green and circular criteria** in all phases of procurement policy.
- Creating **Euro-Mediterranean cooperation frameworks**, including observatories, cross-border learning networks and joint initiatives for data exchange and capacity building.
- Promoting **shared governance models** where experiences from local and regional pilots inform national strategies and EU-level recommendations.

This recommendation supports a transition from fragmented and administrative procurement processes to a data-driven, standardized and impact-oriented procurement system.

OBJECTIVES ALIGNMENT

1	Strategic demand
2	Green and innovative offer
3	Cooperation
4	Transfer, scaling and deployment of solutions

IMPACT LEVEL

The development of standardized and interoperable tools has local impact on operational efficiency, regional and national impact on policy alignment and transnational impact by fostering interoperability and replication across the Euro-Mediterranean region.

KEY STAKEHOLDERS

Public contracting authorities	Solution providers	Innovation ecosystem actors and networks	Policy and regulatory actors	Civil society and representatives
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IMPACT

 Economic	Increases efficiency, reduces transaction costs and stimulates innovation.
 Environmental	Ensures integration and tracking of sustainability criteria in procurement.





Social

Improves governance, harmonization and knowledge management across authorities.



Institutional

Indirect benefits through better-quality, sustainable public services.

SUPPORTING PARTNERS

- **Terre di Siena Lab:** leadership in multi-level governance and policy coherence mechanisms.
- **MedCities:** coordination of transnational cooperation and knowledge-exchange networks
- **REAN:** implementation of policy coherence tools and national monitoring systems.
- **IrRADIARE:** facilitation of Euro-Mediterranean collaboration through digital governance platforms.
- **University of Patras:** contribution to legal adaptation and regulatory simplification for innovation.
- **DDIP Zenica-Doboj:** alignment with EU standards and institutional modernization.

EVIDENCE FROM TRANSFER PLANS AND BEST PRACTICES

- **Italy:** established interregional governance mechanisms integrating GPP/PPI into national policy, supported by mandatory CAM frameworks.
- **Croatia:** developed governance indicators and a national monitoring system aligned with OECD standards.
- **Spain:** promoted coordinated governance between regional and municipal levels and integration with EU frameworks.
- **Portugal:** advanced digital governance and transnational collaboration within Euro-Mediterranean networks.
- **Greece:** identified regulatory simplification and procedural flexibility as essential for PPI adoption.
- **Bosnia and Herzegovina:** focused on legal harmonization with EU directives and the creation of institutional frameworks for GPP.
- **Cyprus:** aligned its GPP Action Plan with circular-economy policy through inter-agency coordination and digital governance mechanisms.

Evidence across all partner regions highlights that effective governance, legal alignment and transnational cooperation are mutually reinforcing pillars. Together, they create a coherent, efficient and internationally connected framework that enables GPP and PPI to function as permanent strategic policy instruments supporting sustainable, innovative and inclusive growth across the Euro-Mediterranean region.

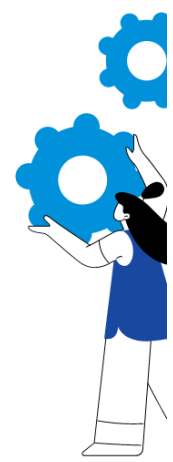
2. Developing structured tools and standardized processes for effective GPP and PPI implementation

Topic: Tools & Processes

Establish a comprehensive and coherent framework of tools, processes and methodologies to enhance the implementation, monitoring and scalability of GPP and PPI. It emphasizes the creation of replicable instruments, standardized procedures and evaluation systems that allow administrations at different levels to apply sustainability and innovation criteria consistently, transparently and efficiently.

Key actions include:

- Developing **replicable procurement templates or toolkits**, model tender documents and practical guidelines that facilitate the inclusion of green and innovation criteria in public tenders.
- Implementing **monitoring and evaluation mechanisms** for pilot projects to measure environmental, economic and innovation impacts.



- Localizing **digital tools** such as the Strategic Procurement Unified Platform (SPUP) by integrating regional case studies and databases of green technologies.
- Establishing a **centralized online platform** for sharing tools, resources and data to support knowledge exchange and harmonization across administrations.
- Create a **public catalogue of Minimum Environmental Criteria** (CAM) by procurement category and integrate them systematically into the national procurement code to ensure consistent application
- Establish a **national/regional helpdesk** to assist contracting authorities with technical and procedural questions.
- Strengthening **policy integration and coherence** between local, regional and national procurement frameworks to promote the scaling of successful practices.

This recommendation supports a transition from fragmented and administrative procurement processes to a data-driven, standardized and impact-oriented procurement system.

OBJECTIVES ALIGNMENT

1	Strategic demand
2	Green and innovative offer
3	Cooperation
4	Transfer, scaling and deployment of solutions

IMPACT LEVEL

The development of standardized and interoperable tools has local impact on operational efficiency, regional and national impact on policy alignment and transnational impact by fostering interoperability and replication across the Euro-Mediterranean region.

KEY STAKEHOLDERS

Public contracting authorities	Solution providers	Innovation ecosystem actors and networks	Policy and regulatory actors	Civil society and representatives
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IMPACT

	Economic	Increases efficiency, reduces transaction costs and stimulates innovation markets.
	Environmental	Ensures integration and tracking of sustainability criteria in procurement.
	Social	Improves governance, harmonization and knowledge management across authorities.
	Institutional	Indirect benefits through better-quality, sustainable public services.

SUPPORTING PARTNERS

- **Terre di Siena Lab** – leadership in developing standardized GPP templates and monitoring systems.
- **IrRADIARE**– experience in digitalization and integration of SPUP tools at regional level.
- **REAN** – expertise in evaluation frameworks and collaboration with OECD on monitoring indicators.
- **University of Patras** – technical capacity-building for tool localization and pilot evaluation.
- **MedCities** – coordination of knowledge platforms and data exchange.
- **DDIP Zenica-Doboj** – pilot implementation of simplified procurement templates in emerging regions.
- **STRATAGEM Energy Ltd** – development of national digital monitoring tools and integration of SPUP methodologies in Cyprus

EVIDENCE FROM TRANSFER PLANS AND BEST PRACTICES

- **Italy and Portugal** successfully demonstrated that standardized procurement templates, digital tools, and shared frameworks simplify the integration of



sustainability and innovation criteria. Initiatives such as the CAM framework (Italy) and the CIMBAL joint procurement model (Portugal) proved that harmonized procedures improve transparency and efficiency.

- **Croatia** developed a robust national monitoring framework in collaboration with the OECD, introducing 33 performance indicators to evaluate GPP and PPI outcomes—becoming a regional reference for evidence-based policymaking.
- **Spain** implemented practical digital tools through the Strategic Procurement Unified Platform (SPUP), enabling administrations to design tenders, share resources, and perform lifecycle cost analyses with replicable methodologies.
- **Greece** emphasized the importance of adapting tools and templates to national legal and administrative contexts, ensuring usability by municipalities with varying technical capacities.
- **Bosnia and Herzegovina** piloted simplified documentation and model tender forms, allowing smaller authorities to incorporate environmental and innovation criteria for the first time.
- **Cyprus**: designed a national KPI-based monitoring system linked to the e-procurement portal, enhancing transparency and standardization of GPP/PPI processes.

3. Strengthening the innovation ecosystem for sustainable and strategic procurement

Topic: Ecosystem

Promote a robust and interconnected innovation ecosystem that bridges public demand and private supply through structured cooperation among public authorities, enterprises, research centres and civil society. This requires the creation of stable partnerships that enable continuous dialogue, knowledge exchange and co-creation of green and innovative solutions aligned with local and regional needs.

The recommendation calls for:

- Establishing **formal collaboration frameworks** between public contracting authorities and innovation actors (universities, clusters, SMEs, start-ups).
- Organizing **regular market dialogue** events, innovation fairs and matchmaking sessions to align Strategic demand and offer.
- Developing **networks and thematic working groups** that facilitate the transfer and adaptation of successful models across regions.
- **Supporting SMEs' participation** by simplifying administrative procedures, providing guidance and promoting early engagement opportunities.
- Apply **pro-competition measures** (lot division, effective publicity) to enhance the participation in PP and regularly monitor competitiveness indicators.

A well-structured ecosystem strengthens trust, accelerates the deployment of innovative solutions and ensures that Green and Innovation Procurement becomes a driver of regional competitiveness and sustainability.

OBJECTIVES ALIGNMENT

1	Strategic demand
2	Green and innovative offer
3	Cooperation
4	Transfer, scaling and deployment of solutions

IMPACT LEVEL

The ecosystem approach must operate across all governance levels, ensuring coherence and scalability.



KEY STAKEHOLDERS

Public contracting authorities	Solution providers	Innovation ecosystem actors and networks	Policy and regulatory actors	Civil society and representatives
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IMPACT

	Economic	Stimulation of local innovation markets; competitiveness of SMEs.
	Environmental	Uptake of green technologies and low-carbon solutions.
	Social	Creation of quality employment and inclusive participation.
	Institutional	Strengthened governance through cooperation and shared knowledge.

SUPPORTING PARTNERS

- **Terre di Siena Lab** – leadership in developing standardized GPP templates and monitoring systems.
- **IrRADIARE** – experience in digitalization and integration of SPUP tools at regional level.
- **REAN** – expertise in evaluation frameworks and collaboration with OECD on monitoring indicators.
- **University of Patras** – technical capacity-building for tool localization and pilot evaluation.
- **MedCities** – coordination of knowledge platforms and data exchange.
- **DDIP Zenica-Doboj** – pilot implementation of simplified procurement templates in emerging regions.

EVIDENCE FROM TRANSFER PLANS AND BEST PRACTICES

- **Catalonia and Portugal** demonstrated that structured cooperation between public administrations, research institutions, and enterprises accelerates the uptake of sustainable and innovative solutions. Regional clusters and intermunicipal networks (e.g., CIMBAL in Alentejo) showed that cooperation and shared technical resources foster long-term innovation ecosystems.
- **Italy** established regional partnerships that integrate environmental and innovation criteria into procurement processes, reinforcing coherence across municipalities and supporting the scaling of GPP/PPI practices.
- **Bosnia and Herzegovina** provided a practical example of how emerging regions can activate local innovation ecosystems by engaging universities, chambers of commerce, and municipalities in early-stage GPP initiatives.
- **Cyprus**: developed national training modules for public officers and SMEs to operationalize sustainability and innovation criteria.

Across all cases, evidence confirms that structured tools, standardized processes and shared data platforms are essential enablers of an efficient, transparent and scalable strategic procurement ecosystem.

4. Promoting and scaling successful experiences in GPP and PPI implementation

Topic: Success cases

Encourage the identification, visibility and replication of successful cases that demonstrate the effectiveness of Green Public Procurement and Public Procurement of Innovation as drivers of sustainability, competitiveness and institutional transformation. This recommendation aims to turn good practices into systemic change drivers, fostering peer learning, political commitment and continuous improvement.



Key actions include:

- **Documenting and disseminating successful GPP/PPI pilots**, highlighting their measurable environmental, economic and social impact.
- Creating a **repository of case studies** accessible through the Strategic Procurement Unified Platform (SPUP) or similar online channels.
- Establishing a **national or Euro-Mediterranean excellence award** to recognize outstanding public entities and enterprises.
- Encouraging **replication and upscaling** of effective models within national procurement systems and regional cooperation networks.
- Promoting **peer-to-peer learning** through exchange visits, mentoring programmes and regional showcases of innovative tenders.

By valorising proven practices, public authorities can accelerate adoption, increase confidence and create a culture of innovation and sustainability in public procurement.

OBJECTIVES ALIGNMENT

1	Strategic demand
2	Green and innovative offer
3	Cooperation
4	Transfer, scaling and deployment of solutions

IMPACT LEVEL

Successful cases originate at the local level, demonstrate value at the regional and national levels and should support transnational learning and policy alignment within the Euro-Mediterranean cooperation framework.

KEY STAKEHOLDERS

Public contracting authorities	Solution providers	Innovation ecosystem actors and networks	Policy and regulatory actors	Civil society and representatives
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IMPACT

 Economic	Boosts competitiveness by creating markets for sustainable and innovative solutions.
 Environmental	Scales adoption of low-impact technologies and circular models.
 Social	Increases transparency, trust and community benefits through improved public services.
 Institutional	Builds confidence in PP as a transformative policy instrument.

SUPPORTING PARTNERS

- **Terre di Siena Lab:** documented successful regional GPP implementation and monitoring models.
- **IrRADIARE:** led replication of the CIMBAL pilot and cross-regional dissemination of PPI cases.
- **MedCities:** promoted the exchange of municipal good practices through digital platforms and networks.
- **REAN:** measurable impact cases via OECD-supported pilot evaluations.
- **University of Patras:** provided evidence of learning outcomes from pilot projects and mentoring programmes.
- **DDIP Zenica-Doboj:** developed early demonstration projects in energy efficiency and public lighting.

EVIDENCE FROM TRANSFER PLANS AND BEST PRACTICES

- **Italy:** showcased replicable GPP and PPI models in energy-efficient public building renovation and CAM-compliant tenders.



- **Portugal:** the CIMBAL case exemplified coordinated procurement using the competitive dialogue procedure.
- **Spain:** consolidated regional leadership through healthcare and municipal innovation procurement pilots.
- **Greece and Croatia:** implemented joint pilot projects combining training and PPI procedures, fostering institutional learning.
- **Bosnia and Herzegovina:** introduced the first local energy-efficiency tenders integrating environmental criteria, serving as a model for other municipalities.
- **Slovenia:** applied pilot tenders and evaluation indicators to scale evidence-based procurement practices.

Successful pilot initiatives proved that showcasing and scaling evidence-based results is the most effective path to mainstream GPP and PPI, turning local experiments into enduring institutional practices.

5. Fostering Collaborative Networks for the Dissemination and Transfer of Good Practices in GPP and PPI

Topic: Dissemination

Promote the dissemination of knowledge and practices through established networks to ensure the long-term visibility and adoption of GPP and PPI outcomes and facilitate the transfer of successful practices through collaborative networks that connect public bodies, enterprises and research institutions, enabling mutual learning and continuous improvement.

Key actions include:

- Developing **coordinated dissemination strategies** that connect public administrations, enterprises and research institutions through structured communication channels and cooperation networks.
- Build and strengthen stable **collaboration networks** between public authorities, companies (including SMEs) to foster joint innovation and the dissemination of best practices.
- Establishing **digital repositories and open-access knowledge hubs** (e.g., through the Strategic Procurement Unified Platform – SPUP) to share case studies, guidelines and learning materials.
- Organizing **Euro-Mediterranean events, workshops and study visits** to foster exchange, visibility and cross-regional collaboration.
- Producing **joint publications and policy briefs** to communicate results to national and EU-level decision-makers.
- Ensuring **continuity and institutional ownership** of dissemination efforts by integrating into public administration communication and learning structures.

These actions will strengthen communication flows, foster cross-regional collaboration and support the consolidation of a shared knowledge base that enhances the strategic use of GPP and PPI at local, regional and national levels

OBJECTIVES ALIGNMENT

1	Strategic demand
2	Green and innovative offer
3	Cooperation
4	Transfer, scaling and deployment of solutions

IMPACT LEVEL

Dissemination activities begin locally (through municipal projects and pilots), scale regionally and nationally via institutional communication and extend transnationally through Euro-Mediterranean and EU cooperation frameworks.



KEY STAKEHOLDERS

Public contracting authorities	Solution providers	Innovation ecosystem actors and networks	Policy and regulatory actors	Civil society and representatives
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IMPACT

 Economic	Improves efficiency in PP processes, leading to better resource allocation, cost savings and the stimulation of innovation-driven markets
 Environmental	Promotes the demand for environmentally friendly products and services, reducing carbon emissions and fostering a circular economy.
 Social	Supports inclusive growth, create skilled jobs and enhance public awareness of sustainability and social responsibility.
 Institutional	Enhances institutional capacity, policy coherence and cross-regional collaboration, contributing to a more strategic and consistent implementation of GPP and PPI.

SUPPORTING PARTNERS

- **MedCities:** leadership in cross-regional cooperation, communication and knowledge capitalization.
- **IrRADIARE:** experience in digital platforms and dissemination of replicable models.
- **Terre di Siena Lab:** dissemination of best practices through national policy channels and networks.
- **REAN:** development of national indicators and public awareness campaigns.
- **University of Patras:** promotion of academic and institutional exchange networks.
- **DDIP Zenica-Doboj:** integration of dissemination into regional development communication strategies.
- **BSC Kranj** – facilitation of inter-municipal cooperation and cross-sector knowledge-sharing in Gorenjska

EVIDENCE FROM TRANSFER PLANS AND BEST PRACTICES

- **Spain and Portugal:** demonstrated the impact of regional platforms and events in fostering mutual learning and cross-regional replication.
- **Italy:** integrated dissemination mechanisms into regional policy frameworks, ensuring continuity and visibility of GPP achievements.
- **Croatia:** combined communication and data transparency tools to promote public accountability and policy improvement.
- **Greece:** emphasized dissemination through education, digital repositories and public awareness campaigns.
- **Bosnia and Herzegovina:** used communication as a capacity-building tool to mainstream GPP and raise stakeholder engagement.
- **Slovenia:** fostered a regional cooperation platform linking municipalities and SMEs through training and peer-learning networks, enhancing knowledge dissemination

Evidence confirms that structured dissemination and communication frameworks are essential to consolidate knowledge, scale innovation and sustain the long-term impact of GPP and PPI policies, with examples in every region.

6. Strengthening institutional capacities and training in strategic procurement

Topic: Training

Develop a comprehensive, two-way training strategy designed to strengthen both sides of the procurement ecosystem, the public demand and the technological supply, in order to reduce asymmetries, enhance collaboration, and foster a more balanced, competitive and innovation-driven environment. The recommendation calls for the establishment of a structured, long-term training framework that not only upskills public procurement officials but also improves the technical readiness of enterprises, particularly small and



medium-sized enterprises (SMEs), to participate effectively in sustainable and innovation-oriented tenders.

Key actions include:

- Designing **modular training programmes** tailored to different administrative levels and professional profiles (e.g., procurement officers, policy makers, technical experts).
- **Combining theoretical learning** on sustainability and innovation principles with **practical workshops** on tender design, evaluation and monitoring.
- Extending **training activities to the private sector**, with specific sessions for SMEs on how to interpret green and innovation requirements, prepare competitive offers and access funding opportunities.
- Implementing **mentoring and peer-learning schemes** to facilitate knowledge transfer between advanced and emerging administrations.
- Establishing **training-of-trainers models** to ensure institutional continuity and internal capacity building.
- **Integrating GPP/PPI training into existing national and regional training systems**, ensuring long-term institutional anchoring and policy alignment.
- Leveraging **digital learning platforms** (such as SPUP) to enable flexible, cross-regional access to training materials, case studies and certification processes.

This approach will professionalize procurement practices, reinforce institutional capacity and guarantee the long-term sustainability of GPP and PPI across the Euro-Mediterranean region.

OBJECTIVES ALIGNMENT

1	Strategic demand
2	Green and innovative offer
3	Cooperation
4	Transfer, scaling and deployment of solutions

IMPACT LEVEL

National and regional governments should develop training and knowledge frameworks, boosting local training initiatives and reach a transnational scale via shared curricula, exchange mechanisms and Euro-Mediterranean networks.

KEY STAKEHOLDERS

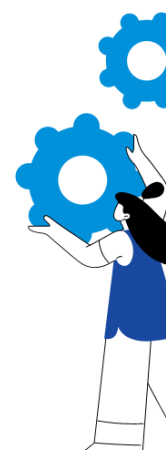
Public contracting authorities	Solution providers	Innovation ecosystem actors and networks	Policy and regulatory actors	Civil society and representatives
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IMPACT

	Economic	Enhances efficiency and competitiveness by improving procurement performance.
	Environmental	Ensures consistent integration of green criteria through trained professionals.
	Social	Strengthens professional development and inclusive participation.
	Institutional	Embeds GPP/PPI capacities within administrative structures, ensuring long-term sustainability.

SUPPORTING PARTNERS

- **University of Patras:** development of practical training modules and capacity-building tools.
- **Terre di Siena Lab:** experience in institutionalizing training programmes within public administration frameworks.
- **IrRADIARE:** integration of digital learning environments and cross-regional mentoring.
- **REAN:** indicators and training linked to performance evaluation.



- **MedCities:** facilitation of transnational peer learning and dissemination of educational resources.
- **DDIP Zenica-Doboj:** delivery of local-level training and mentoring in emerging institutional contexts.
- **BSC Kranj** – development of local mentoring models and trust-building workshops for SMEs and public authorities.

EVIDENCE FROM TRANSFER PLANS AND BEST PRACTICES

- **Greece and Croatia:** highlighted the importance of continuous training and professionalization of procurement staff as key enablers of strategic procurement.
- **Portugal:** implemented mentoring schemes and intermunicipal learning networks to reinforce GPP/PPI implementation capacity.
- **Italy:** institutionalized training through regional governance models and integration into public administration curricula.
- **Spain:** structured training modules supported by digital tools and SPUP resources.
- **Bosnia and Herzegovina:** used modular workshops to introduce GPP and innovation procurement to local administrations with limited resources.
- **Slovenia:** demonstrated the value of collaborative mentoring and market dialogue to move from lowest-price to value-based procurement, strengthening professional skills and institutional trust

The evidence across all partner regions confirms that a two-way training approach, addressing both public institutions and market actors, is essential to reduce asymmetries, foster trust and create a dynamic, competitive and innovation-oriented procurement ecosystem that supports the long-term success of GPP and PPI.

Conclusions and next steps

The collective work carried out through the ProcuraMED project demonstrates that **strategic public procurement can act as a powerful catalyst for innovation, sustainability and regional competitiveness**. Across the Euro-Mediterranean region, partners have shown that the transformation of procurement systems depends not only on regulatory alignment but also on governance coherence, institutional capacity and cross-sector collaboration.

The six policy recommendations presented in this document define a comprehensive roadmap to advance this transformation, integrating strategic planning, ecosystem dialogue, training, knowledge transfer and digital monitoring within a unified framework. They share a common ambition: to **position public procurement as a structural instrument** for the green and digital transition, empowering administrations to lead the market towards innovation and sustainability.

The transition towards sustainable and innovation-driven procurement requires commitment, collaboration and continuity. Public authorities, enterprises and knowledge institutions are called to:

- **Adopt and adapt** the recommendations proposed here, integrating them into their operational and policy frameworks.
- **Collaborate actively** within Euro-Mediterranean cooperation platforms to exchange experiences, harmonize tools and promote joint initiatives.
- **Invest in people and systems**, ensuring that training, governance and digital infrastructures remain at the core of strategic procurement implementation.
- **Lead by example**, using public demand as a driver of change towards greener, smarter and more resilient economies.

By acting together, the partners of the ProcuraMED coalition and the wider community of Euro-Mediterranean stakeholders, can transform procurement from a transactional process into a strategic lever for innovation, sustainability and inclusive growth.





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