

Promoting the uptake of strategic public procurement in Estonia through professionalising the public procurement workforce

Closing Conference



26 November 2025 | 09:30 am – 1:00 pm





Agenda

09:30 – 09:45	Introductory remarks
09:45 – 10:45	Strategic Public Procurement for Sustainable Prosperity in Estonia
10:45 – 11:15	Strategic Public Procurement: What the Pilots Taught Us
11:15 – 11:45	Coffee break
11:45 – 12:45	Strategic Public Procurement: Country Perspectives
12:45 – 13:00	Concluding Remarks



Introductory remarks

- > **Kaur KAJAK**, Deputy Secretary General for Public Governance Policy, Ministry of Finance, Estonia
- > **Kjartan BJÖRNSSON**, Head of the Governance and Public Administration Unit, SG REFORM, European Commission
- > **János BERTÓK**, Deputy Director, Public Governance Directorate, OECD



- > **Kjartan BJÖRNSSON**, Head of the Governance and Public Administration Unit, SG REFORM, European Commission





> **János BERTÓK**, Deputy Director, Public Governance Directorate, OECD







Strategic Public Procurement for Sustainable Prosperity in Estonia

- > Moderator: **Estella PÕLLU**, Deputy Head of Public Procurement and State Aid Department, Ministry of Finance, Estonia

- > Presentation on the project and its deliverables:
 - **Erika BOZZAY**, Deputy Head of Division, Infrastructure and Public Procurement Division, OECD
 - **András HLÁCS**, Policy Analyst, Infrastructure and Public Procurement Division, OECD

- > Speakers:
 - **Ulla SAAR**, Deputy Secretary General for Labour and Equal Treatment Policy, Ministry of Economic Affairs and Communications
 - **Johanna Madleen RODIMA**, Innovation Project Manager, Government Office
 - **Kati ELLER**, Head of Public Procurement Department, State Shared Service Centre



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CLOSING CONFERENCE

*Promoting the uptake of strategic public procurement in Estonia
through professionalising the public procurement workforce*



November 26, 2025



REPUBLIC OF ESTONIA
MINISTRY OF FINANCE





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- 1 Introduction
- 2 Project Outputs
- 3 Key findings and lessons learned

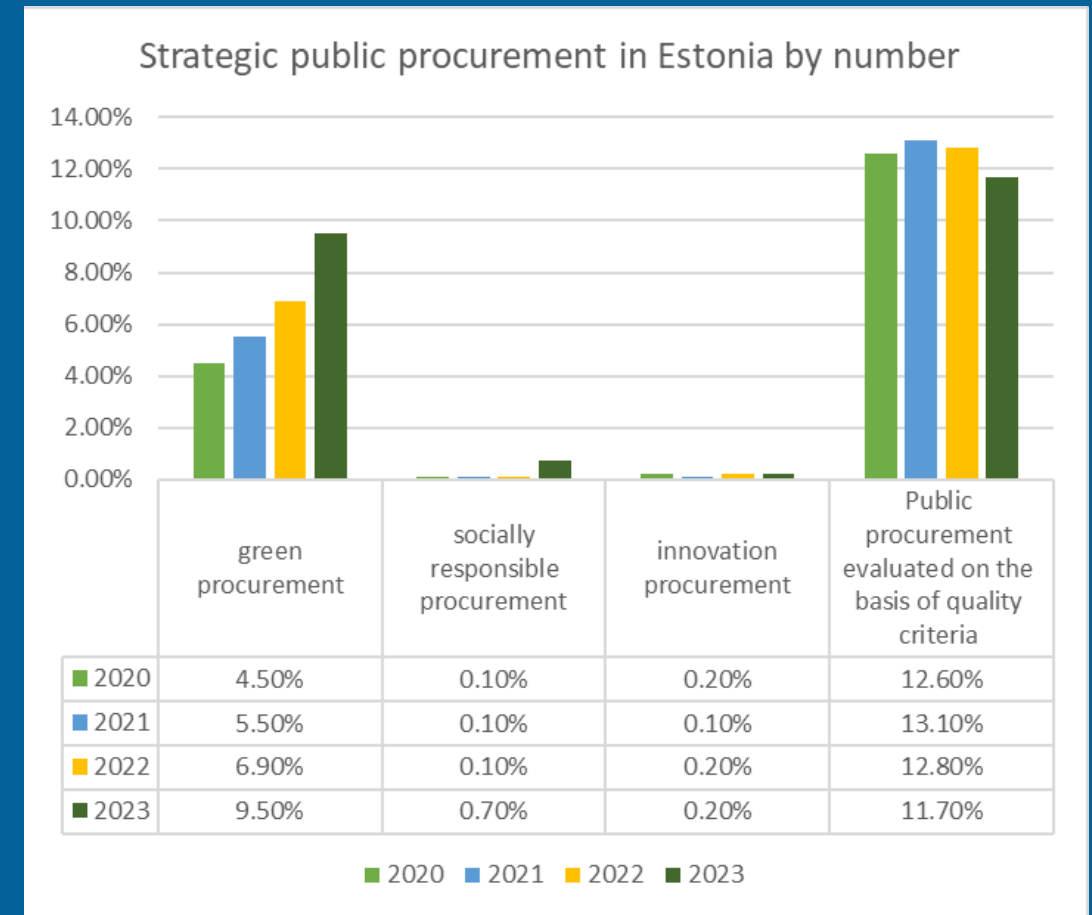
The background of the slide features a photograph of several flags flying in front of a light-colored stone building. The most prominent flag is the United Nations flag, which is white with a blue globe in the center. To its left, a portion of a blue flag with a white globe is visible. Below the UN flag, a flag with green and grey vertical stripes is partially seen. The scene is brightly lit, suggesting a sunny day.

1

Introduction

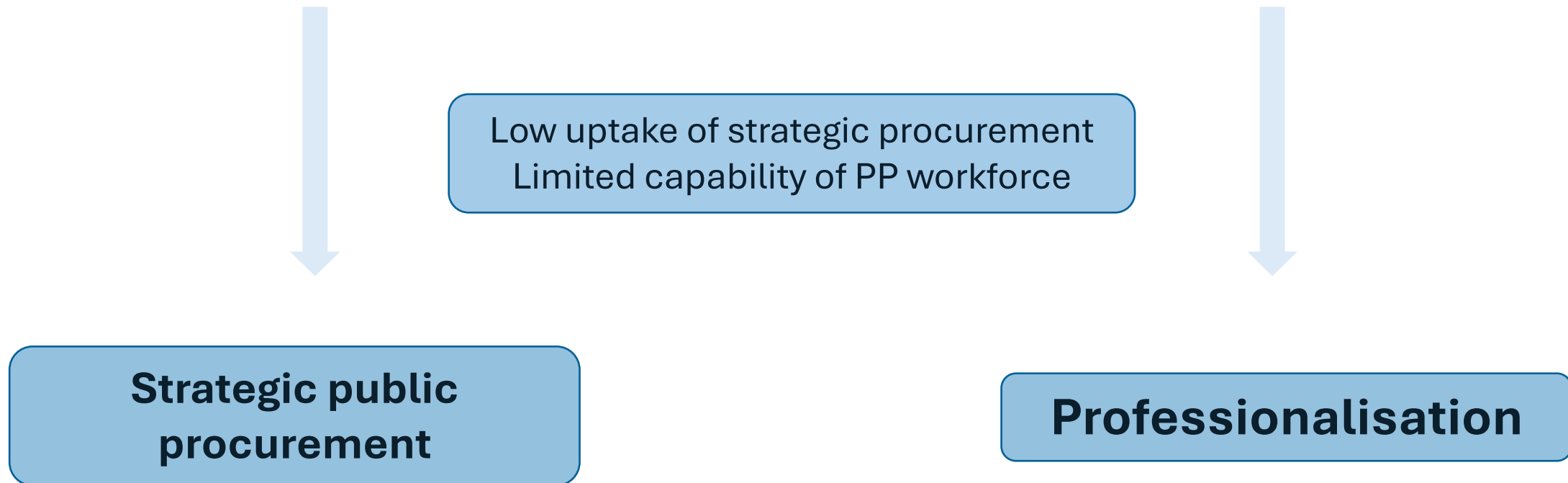
— The state of play of strategic public procurement in Estonia at the beginning of the project

- Public procurement accounted for 15.3% of GDP and 34.9% of total government expenditures in Estonia in 2023.
- Under the EU legal framework, governments can utilise their purchasing power to advance strategic policy goals, such as social, environmental, and innovation objectives when procuring goods, services, and works.
- Public procurement was recognized in Estonia as a strategic tool to support the green and digital transitions, but the uptake of strategic public procurement remained limited with only minor increases in GPP and SRPP, stagnation in innovation and decrease in the use of quality criteria between 2020 and 2023.



— Main objective of the project

Mainstreaming the use of strategic public procurement in Estonia through the professionalisation of the public procurement workforce.



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Project outputs

— Overview of the key outputs

Output 1: Kick-off meeting

Output 2: Inception report

Output 3: Diagnostic report on strategic public procurement (SPP) and professionalisation

Output 4: Competency model and certification framework proposal

Output 5: Recommendations for increasing the uptake of SPP and professionalisation

Output 6: Training courses related to the competency framework and SPP

Output 7: Tools and manuals for the application of SPP and pilot projects

Output 8: Closing conference and project summary

— Diagnostic Report

Collected information on strategic procurement and professionalisation initiatives and practices in Estonia in several rounds:

- Fact-finding mission in September 2023,
- Survey on practices of strategic procurement in March 2024,
- Survey to institutional leaders and economic operators in April 2024,
- Short interview with institutional leaders of some CAs in May 2024,
- Consulted with the MoF in several rounds.

The report was published in September 2025.

Strategic Public Procurement and Professionalisation Initiatives in Estonia

Diagnostic Report



— Diagnostic Report: Key insights

Legal and regulatory enablers

- Ensure legal clarity through practical guidance
- Provide increased budget visibility

Monitoring implementation and compliance

- Need for clear definitions and measuring the impacts of SPP
- Increase transparency around compliance

Raising awareness and ensuring buy-in

- Increase awareness of the benefits of SPP through case studies and good practices
- Introduce sector dialogues to focus on quality criteria

Professionalisation

- Develop a strategy, including actions such as establishing incentive mechanisms and collaborating with knowledge centres

Capability building

- Introduce training programs for topics that require increased awareness and publish training materials
- Collaborate with knowledge centres on developing courses

— Competency model and certification framework

ProcurCompEU survey

- Survey of selected public procurement officials in Estonia to assess their current capability levels and needs for further capacity building

Competency model

- A proposal for a competency model based on the analysis of the ProcurCompEU self-assessment survey results, adjusted to Estonia's special needs

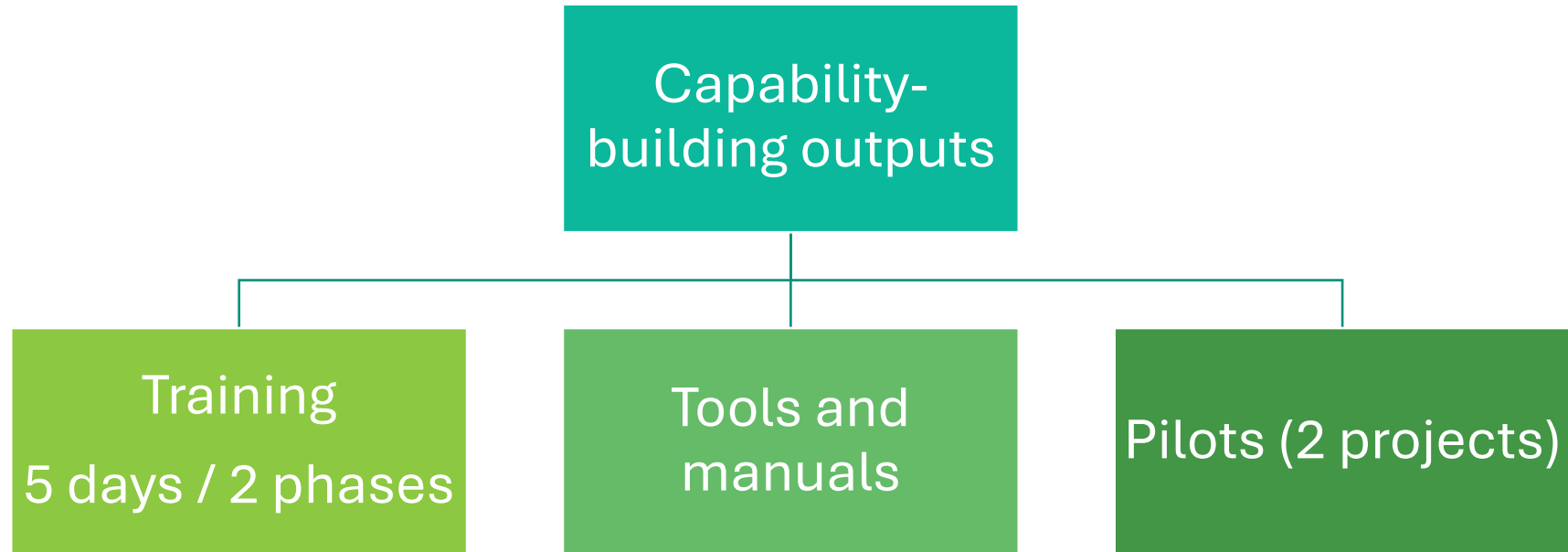
Certification framework proposal

- Proposal of options for establishing a certification framework and its potential advantages and disadvantages

Policy brief on “Pathway to Excellence”

- Based on the survey results, a good practice report (to be published by the end of 2025)

— Capability-building outputs



— Training days in Tallinn

May / June
2025

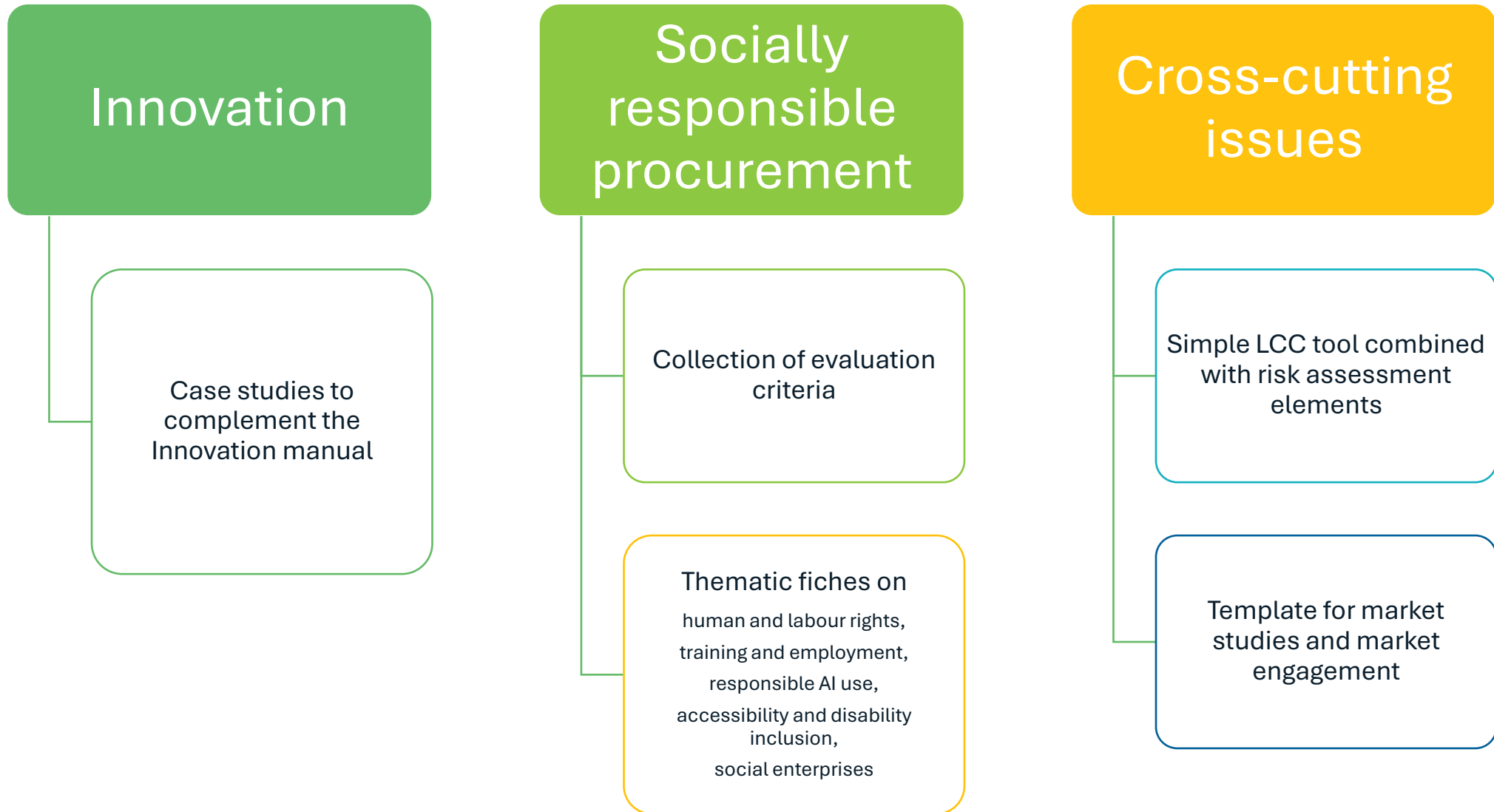
Phase I: 20-22 May 2025

- ✓ **Day 1:** Green public procurement: strategic importance, criteria selection, contract management, lifecycle costing
- ✓ **Day 2:** Socially responsible public procurement: social exclusion grounds, social risks and benefits, abnormally low tenders, data protection and AI
- ✓ **Day 3:** Cross-cutting issues: organisational strategy, market consultation, risk management, progress monitoring, project management

Phase II. : 10-12 June 2025: Innovation procurement

1. Identifying and defining needs,
2. Market consultation,
3. Choosing the procurement procedure,
4. Tender process and bid evaluation,
5. Contract management

— Tools and manuals for the application of SPP



— Pilot projects

Contracting authorities had the opportunity to participate in the pilot projects to increase the uptake of strategic criteria in their procurement procedures.
Two organisations were selected.

Estonian Business and Innovation Agency (EiS) – PILOT COMPLETED

- Integrating green/social criteria into framework agreements of IT equipment.
- Developing the organization's SPP strategy.
- Evaluating the capability of the organisation's procurement staff through a self-assessment survey.

Tallinn Water – PILOT IN PROGRESS

- Evaluating the capability of Tallinn Water's procurement staff through a self-assessment survey.
- Encouraging the consideration of green aspects in the procurement for the construction of water, wastewater and stormwater pipelines.
- Supporting the market research and market dialogue for a solar panel project to enable the uptake of innovative solutions.

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3

Key findings and lessons learned

— Key findings of the project

Legal clarity on strategic public procurement

The (perceived) lack of legal clarity appeared as a burden to the uptake of strategic public procurement. It would be important for contracting authorities to have full confidence in what the law does or does not allow them to do in this matter.

Compliance and monitoring of strategic public procurement

It is necessary to improve the monitoring of compliance with strategic criteria, to establish transparency about failure to comply, benchmarking, identify frontrunners, and introduce incentives to do more than what is mandatory.

Raising awareness

Limited awareness of and practical experience with strategic procurement was recorded in the survey of institutional leaders.

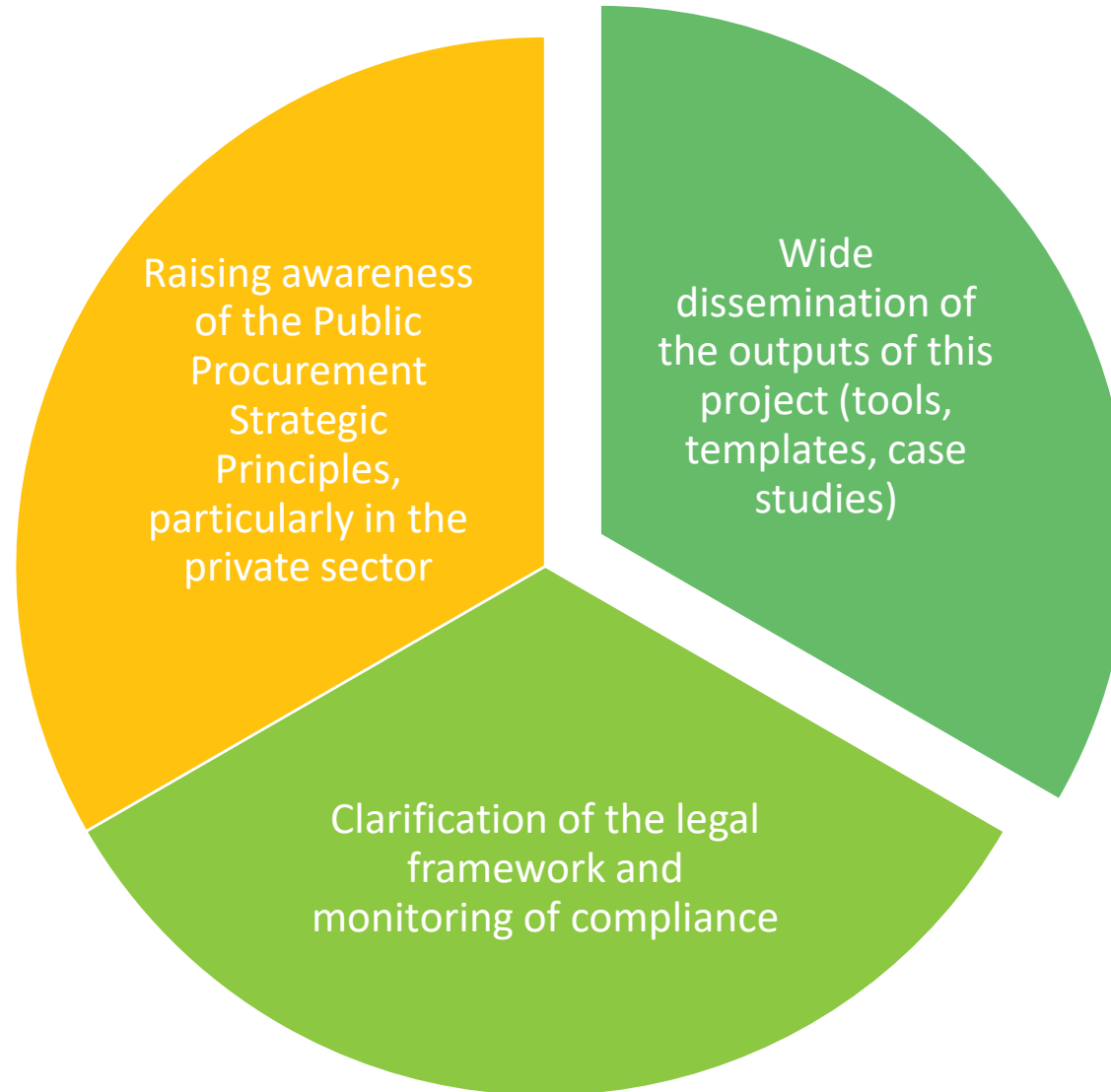
Increasing professionalization

In a survey of public procurement practitioners, 72% of surveyed officials supported the implementation of a certification framework (40% definitely, and 32% under certain circumstances).

Building capacity

In a self-assessment survey officials rated their competences in the fields of innovation procurement, socially responsible procurement, risk management, green procurement, market analysis and needs assessment as lower than intermediate.

— Future steps to increase the uptake of SPP



— Future steps for professionalisation





Thank you for your attention!
Täname tähelepanu eest!



Strategic Public Procurement for Sustainable Prosperity in Estonia

- > Moderator: **Estella PÕLLU**, Deputy Head of Public Procurement and State Aid Department, Ministry of Finance, Estonia

- > Presentation on the project and its deliverables:
 - **Erika BOZZAY**, Deputy Head of Division, Infrastructure and Public Procurement Division, OECD
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 - **Johanna Madleen RODIMA**, Innovation Project Manager, Government Office
 - **Kati ELLER**, Head of Public Procurement Department, State Shared Service Centre



Strategic public procurement: What the Pilots Taught Us

- > Moderator: **Erika BOZZAY**, Deputy Head of Division, Infrastructure and Public Procurement Division, OECD

- > Speakers:
 - **Maris PRITSON**, Procurement Expert, Enterprise Estonia (EAS) / Estonian Business and Innovation Agency (EIS)
 - **Kadri KILP**, Tallinn Water (AS Tallinna Vesi)
 - **Bjørn BORSETH**, Director of Contracts and Market, Nye Veier AS, Norway

AS Tallinna Vesi

Vital service and clean Baltic Sea

Olulised trendid

- Teeninduspiirkonnas elab ligikaudu 500 tuhat inimest ja jätkuva linnastumise tõttu kasvab rahvaarv piirkonnas pidevalt.
- Kliimamuutus põhjustab keskmise temperatuuri tõusu, mis toob kaasa ootamatud ilmamuutused. Kauakestvad põuaperioodid halvendavad veevarude kättesaadavust, periooditi esinevad valingvihmad muudavad keerukaks vee ärajuhtimise ja kasvab vajadus sademevee lahenduste järele.
- Kasvanud on välistest teguritest (geopoliitilised, küberturvalisusega seotud jne) tulenevad toimepidevuse riskid.

Major trends

- The population of service area is approximately 500 thousand, with a continued urbanization driving the population growth in the area.
- Climate change results in an increase in average temperatures, leading to unexpected abrupt weather changes. Longer drought periods affect water availability, while periodic heavy rainfall presents challenges for water drainage and increases demand for stormwater solutions.
- The continuity risks from the external factors have increased (geopolitical, cybersecurity, etc.).



~ 25 000

kliinti/customers



~ 500 000 lõpptarbijat/end consumers

Baltic sea



~ 3000 km torustikke/
of pipelines



~ 250 pumplat/pumping stations

Ülemiste veepuhastusjaam/Ülemiste Water Treatment Plant

Paljassaare reoveepuhastusjaam/Paljassaare Wastewater Treatment Plant

Our procurements

Approximately 140 procurements, of which approximately 40 are small-scale procurements below the simplified procurement threshold and 100 exceed the simplified procurement threshold (goods and services over €60,000 and construction works starting from €300,000).

Out of these procurements:

55 are for construction works

63 are for service procurement (including 30 for design services),

22 are for the purchase of goods.

Approximately 30 construction contracts annually for pipeline construction and reconstruction. Some of which are carried out in cooperation with our partners AS Utilitas Tallinna Soojus and the City of Tallinn.

Investments in water treatment and wastewater treatment plants - around 25 procurements, covering projects of various scopes.

Construction of connection points involves approximately 100 related procurements conducted through a dynamic purchasing system, with contract values typically ranging from €15,000 to €100,000.



What are our challenges regarding strategic procurements?

Social aspects

- Fair working conditions - work must be carried out in compliance with occupational safety requirements, and appropriate personal protective equipment must be used according to the nature of the work. The contractor must also adhere to our safety requirements. Manholes with open covers must be properly fenced off.
- The contract includes an annex outlining environmental and occupational safety requirements. Penalties are stipulated in the contract for violations of these conditions.
- Accessibility - local access routes and pedestrian/cyclist pathways must be clearly regulated. During construction, movement must also be ensured for people with reduced mobility.

Environmental aspects

- Challenge - how to set environmental criteria so that they have an impact on the evaluation and comparison of tenders
- Our aim is to reduce consumption of electricity and chemicals
- It is important that new equipment is energy-efficient



What are our challenges regarding strategic procurements?

Innovation – solar power plant

- A market research for the construction of a 3.3 MW solar power plant together with an energy storage system. Although a solar power plant is no longer particularly novel today, technology is evolving rapidly, and a very important part of this project is the storage equipment.
- The goal is to find solutions that enable us to gain the maximum benefit from solar energy in our climate.
- Target – we only use electricity from renewable sources and have replaced natural gas with heat from renewable sources by 2030.



Coffee break

11:15 – 11:45





Strategic Public Procurement: Country Perspectives

- > Moderator: **András HLÁCS**, Policy Analyst, Infrastructure and Public Procurement Division, OECD

- > Speakers:
 - **Marit HOLTER-SORENSEN**, Head of Department for Sustainable Procurement, Norwegian Agency for Public and Financial Management (DFØ), Norway
 - **Fergal GROGAN, Assistant Principal Officer**, Deputy Head of Public Procurement Policy, Office of Government Procurement (OGP), Ireland

STRATEGIC PUBLIC PROCUREMENT IN NORWAY

Marit Holter-Sørensen,
Head of Department for Sustainable Procurement DFØ



The world's first electric ferry – MS Ampere



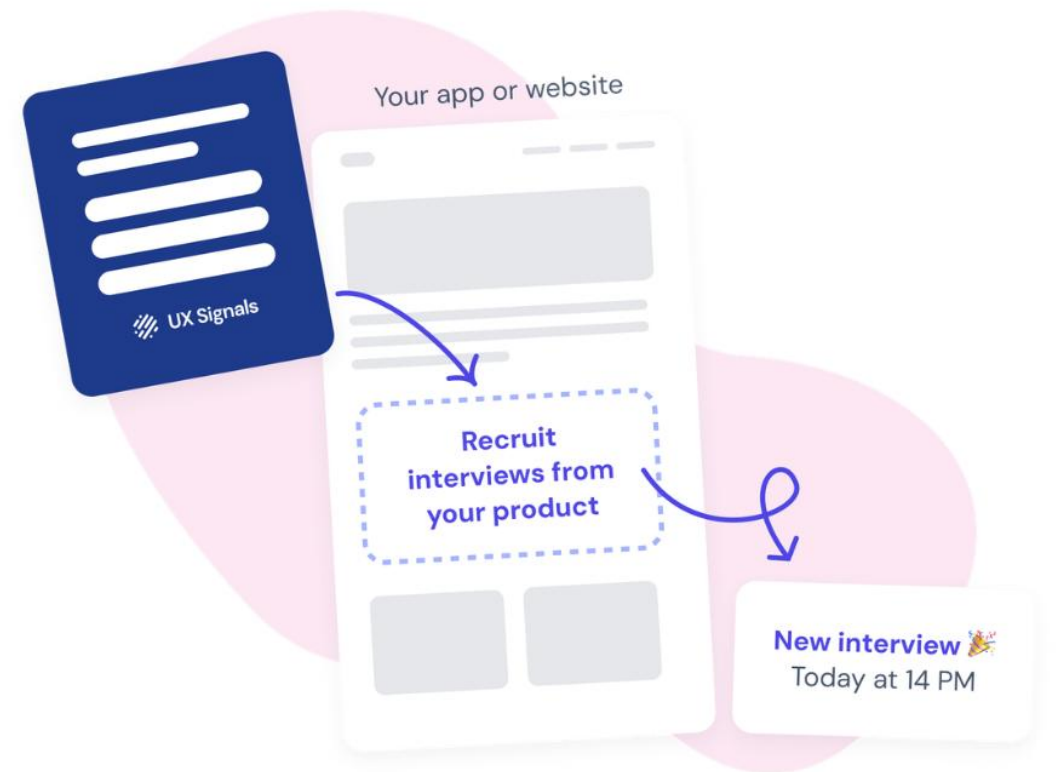
Photo: Maritime Clean Tech



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- Decentralised model - 15 regional authorities, 357 municipalities in addition to government agencies.
- Central purchasing body for some categories
- More than 3000 public buyers in total
- Estimated value : 70 billion Euros

- Focus the last years has been on green transition and sustainable development
- Focus shifting a bit now towards resilience and cost savings

- DFØ's main goal
- **A public sector that conducts efficient and innovative procurement that promotes the green transition and a sustainable development.**
- DFØ work to **increase the share of green and innovative public procurement.**
- DFØ is both a **driving force and a competence center** for strategic public procurement.



Our Work and Services on Green, Social and Innovative Procurement



Online guidance



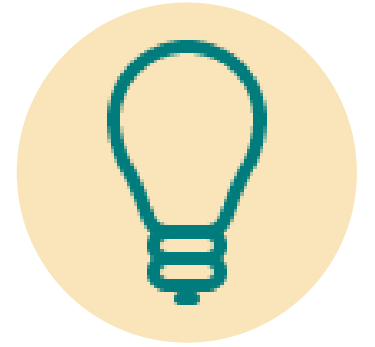
SPP criteria



Data gathering and performance monitoring



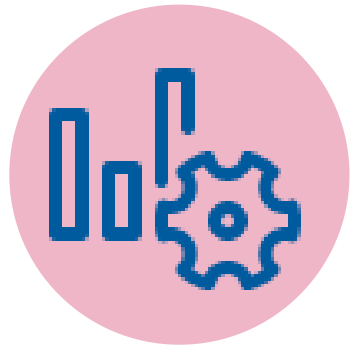
Networking and regional task force



Innovative procurement procedures



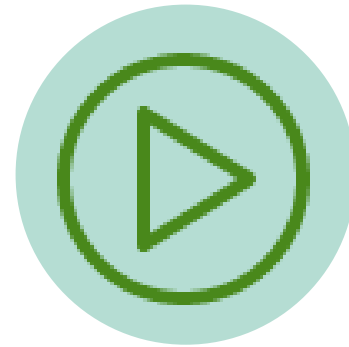
Helpdesk



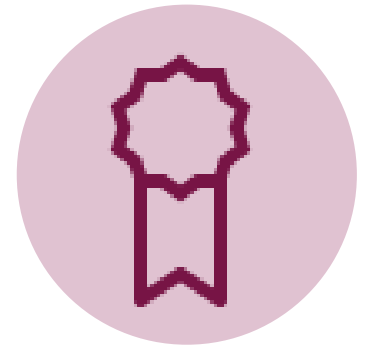
Prioritizing-, risk- and effect calculation tools



Training



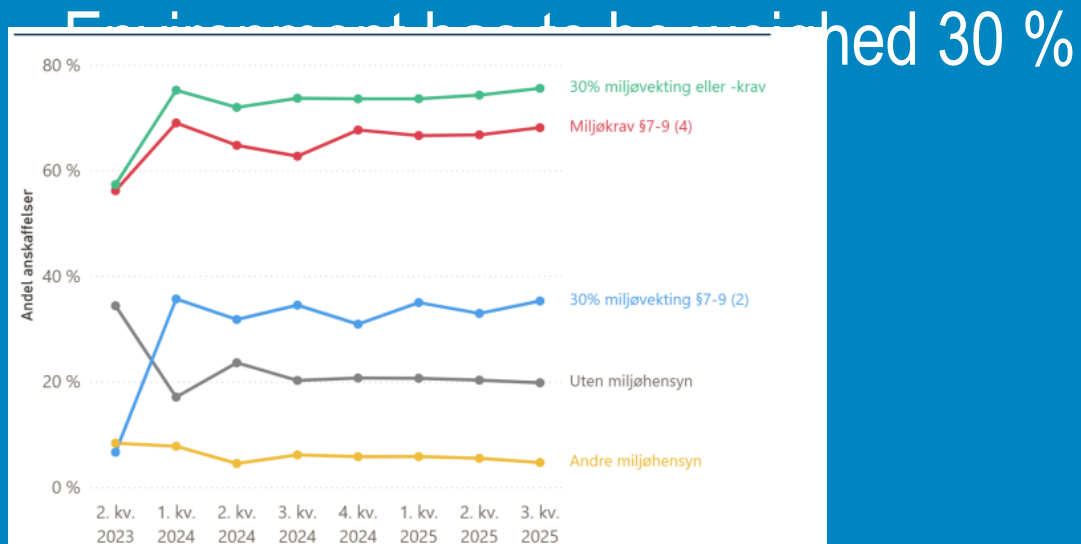
Beginners' guidance



Certification scheme

Priorities for Green Public procurement

- Buy zero and low emission solutions
- Circular economy – avoid unnecessary procurement
- Focus on certain categories (transport, building and construction, food, ICT, furniture, textiles)





Success factors

- Political priority
- National strategy or action plan
- Cooperation
- Prioritizing
- Legislation
- Data collection and monitoring

Barriers

- Time
- Resources
- Risk
- Competence



Need to build strong networks of collaboration and focus on strengthening the basic foundations



The Norwegian Agency
for Public and Financial Management



An Roinn Caiteachais Phoiblí Bonneagair
Athchóiriúcháin Seirbhíse Poiblí agus Digitiúcháin
Department of Public Expenditure Infrastructure
Public Service Reform and Digitalisation

Strategic Public Procurement - Insights from an Irish perspective

- Fergal Grogan, Deputy Head of Procurement Policy
- 26 November 2025

Overview

- Context
 - - Public Procurement in Ireland
 - - Strategic PP in Ireland
- Approaches to GPP, SRPP, Innovation & SMEs
- Challenges
- Looking forward – National Public Procurement Strategy



Public Procurement in Ireland



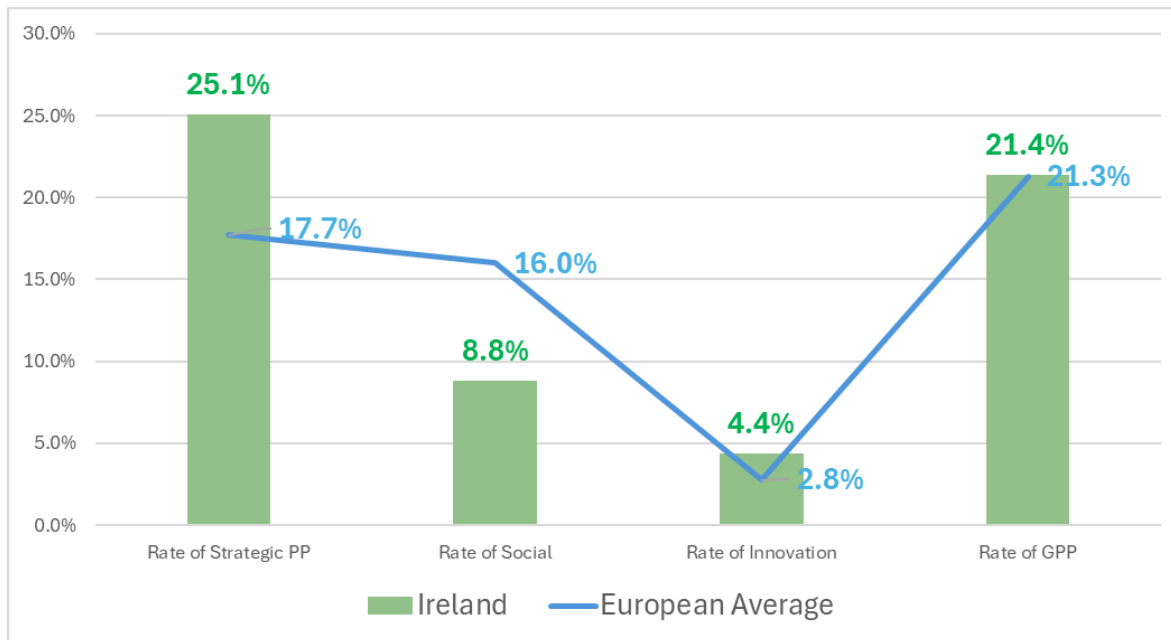
- Centralised model - 5 central purchasing bodies
- 16 Categories of spend c150 central frameworks/DPS
- 7000 public buyers registered on eTenders
- 9000 tender notices published annually
- €20billion estimated value
- Focus has been on transparency & compliance
- OGP the National Authority on PP
- Responsibility devolved to Gov departments



Strategic Public Procurement in Ireland



Rate of SPP



ABOVE EU threshold, 99.4% of bids from SMEs but 71.1% of contracts awarded to

objectives & Gov commitments
50% target for GPP with 25%

Focus on GPP



Step 1

NEEDS ASSESSMENT

- Avoid unnecessary purchases
- Rethink how demand can be met
- Build flexibility into contracts

Step 2

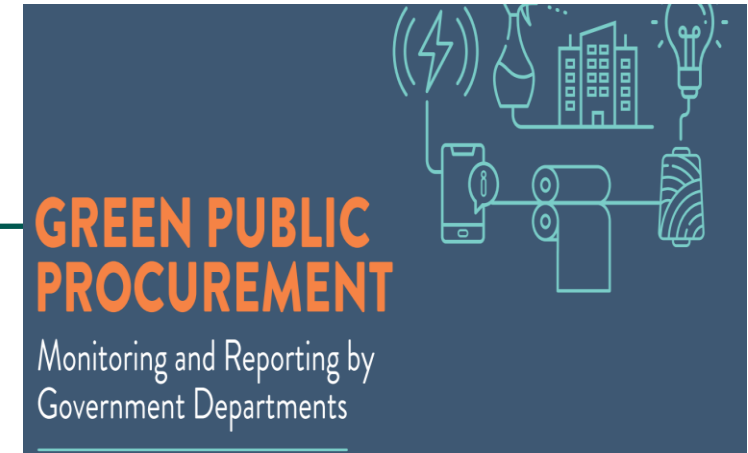
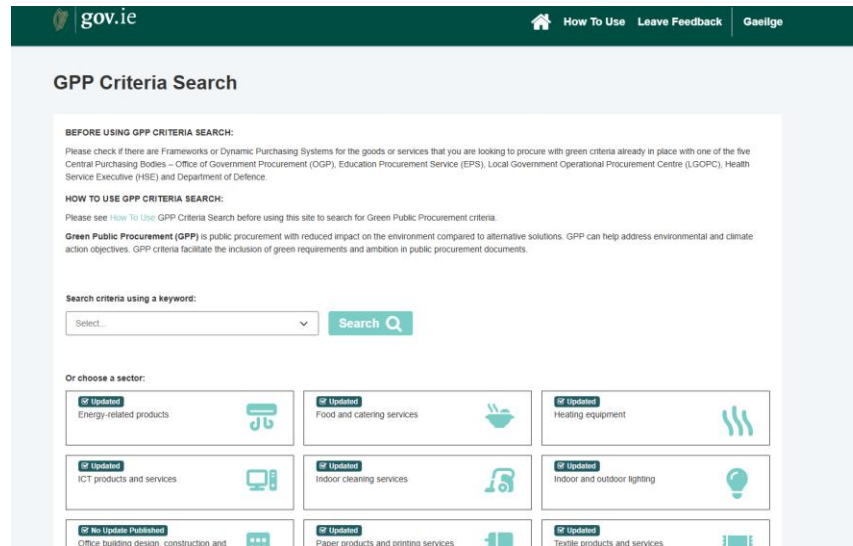
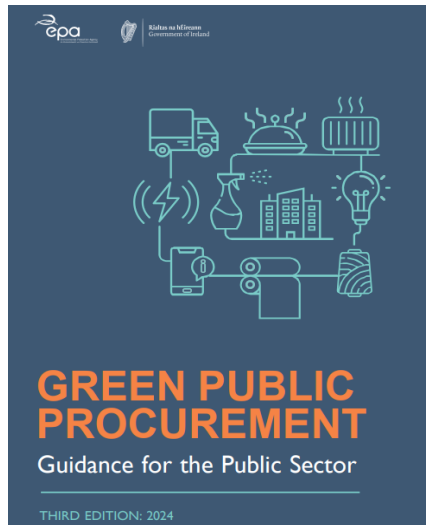
INSERT GPP CRITERIA

- National GPP Criteria
- GPP Criteria from other sources
- Minimum environmental criteria
- Innovative procurement

Step 3

COMPLY OR EXPLAIN

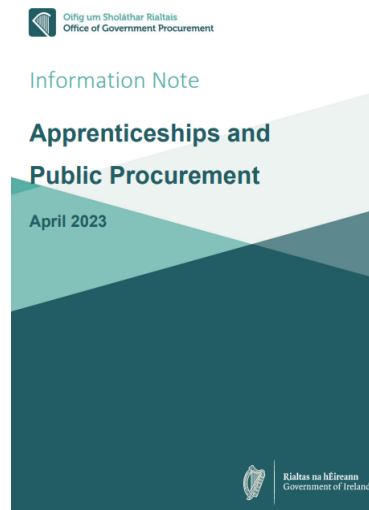
- Provide reasons for not including GPP Criteria where National GPP Criteria are available



Focus on SRPP



- No national strategy or lead department.
- A number of national strategies promote the use of SRPP in the context of social enterprises, rural development and supporting the implementation of GPP.
- Suite of informational material published to encourage use



Socially Responsible Public Procurement

From: [Office of Government Procurement](#)
Published on: 24 July 2024
Last updated on: 16 October 2025

What is Socially Responsible Public Procurement (SRPP)?

Socially responsible public procurement (SRPP) aims to address the impact on society of the goods, services and works purchased by the public sector. It recognises that public buyers are not just interested in purchasing at the lowest price or best value for money, but also in ensuring that procurement achieves social benefits and prevents or mitigates adverse social impacts during the performance of the contract.

Buying Social – A guide to taking account of social considerations in public procurement – Second edition 2021/C 237/01 (O) C, C/237, 18.06.2021, p. 1.
CELEX: [https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52021XC0618\(01\)](https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52021XC0618(01))

There are a wide range of policy areas which can be addressed through the incorporation of social considerations in public procurement. SRPP can be used to, for example:

- Promote employment opportunities for disadvantaged people
- Promote fair treatment of workers
- Promote apprenticeship opportunities
- Provide opportunities for development of the social economy and social

Focus on Innovation Procurement



- No national strategy or lead department.
- A number of national strategies promote a culture of innovation to drive delivery of better public services, sustainable development and wider economic development.
- Buyers encouraged to use innovation to find goods, services, or works to address a specific environmental need that cannot be otherwise met.
- Significant interest in innovation but little uptake of IP.
- Suite of informational material published to demystify IP and encourage use.

Innovation Procurement
From: [Office of Government Procurement](#)
Published on: 23 December 2023
Last updated on: 4 November 2025

The [European Union Award of Public Authority Contracts Regulations 2016](#) define "innovation" as

...the implementation of a new or significantly improved product, service or process, including production, building or construction processes, a new marketing method or a new organisational method in business practices, workplace organisation or external relations, amongst other things, with the purpose of helping to solve societal challenges or to support the Europe 2020 strategy for smart, sustainable and inclusive growth.

What is Innovation Procurement?

"Innovation procurement" refers to any procurement that has one or both of the following aspects:

- buying the process of innovation – research and development services – with specific outcomes.
- buying the outcomes of innovation.

[European Commission Guidance on Innovation Procurement](#)

Types of Innovation Procurement

There are various approaches that contracting authorities can use when developing or purchasing innovative solutions. Please see below further information on the following approaches:

Pre-Commercial Procurement (PCP)	Public Procurement of Innovative Solutions (PPI)	Innovation Partnership
----------------------------------	--	------------------------

Why do we need Innovation Procurement?

- Innovation can be the tool used by contracting authorities to achieve their goals or objectives in any area.
- Innovation procurement supports research and development into new

Pre-Commercial Procurement (PCP)
From: [Office of Government Procurement](#)
Published on: 23 May 2024
Last updated on: 15 April 2025

What is Pre-Commercial Procurement?

Pre-Commercial Procurement (PCP) is the process of buying and engaging with Research and Development (R&D) through phases and competitive development to produce a new innovative good or service with multiple suppliers. By purchasing research and development services, government bodies can drive the delivery of innovative solutions of products and services that do not currently exist. With PCP, government bodies engage multiple suppliers to conduct R&D into new products or services. A single awarded PCP is not possible and would not allow for the necessary competition. PCP is operated outside of the EU Directives. However, appropriate use of this process is permitted providing the fundamental principles of transparency, equal treatment, open competition, non-discrimination, and proportionality of the Treaties are respected.

PCP and Public Procurement of Innovative Solutions (PPI) are two separate processes which can be undertaken separately but can be linked. Contracting authorities first procure the R&D, which should lead to the development of a new prototype product, service or digital solution (PCPI). Once the new product or service has been developed, the contracting authority can then start a new process to procure the good or service if required (see [EIP_Frag](#) for further information). It is important to note that the contracting authority is buying the R&D process rather than the intellectual rights of the innovative solution or the actual good/service, and therefore careful consideration into applying for patents and publication of commercial information is required. PCP may involve the development and production of a limited supply of the new good/service in order to conduct testing and to establish if the good/service is of acceptable quality and standard, which can meet the requirements and specifications of the contracting authority.

Contracting authorities may consider collaborating with other contracting authorities that have a similar need for similar research and development. In order to share risk and pool resources. An appropriate risk assessment should also be undertaken to examine the appropriateness of commencing PCP. After the R&D process has been completed, it is tender process to follow using PPI. It must be transparent and there should be no preferential treatment given to

Public Procurement of Innovative Solutions (PPI)
From: [Office of Government Procurement](#)
Published on: 23 May 2024
Last updated on: 15 April 2025

"Public procurement of innovative solutions (PPI) happens when the public sector uses its purchasing power to act as an early adopter of innovative solutions which are not yet available on large scale commercial basis."

[European Commission definition of Public procurement of innovative solutions](#)

What is Public Procurement of Innovative Solutions?

Public Procurement of Innovative Solutions (PPI) is the procurement of innovative solutions that have already completed the R&D process but are not yet available on a large commercial scale. The contracting authority acts as a launch customer or an early adopter. The contracting authority does not need to have been involved with the R&D and research and development process in order to be an early adopter of the innovation. It should be noted that even if the contracting authority has participated in the PCP process, they must still undertake a competitive procurement process before choosing the most suitable supplier.

The below diagram from the EAPIP Toolkit shows the different phases of PCP and PPI.

Innovation Partnership
From: [Office of Government Procurement](#)
Published on: 23 May 2024
Last updated on: 15 April 2025

What is an Innovation Partnership?

An Innovation Partnership is a specific procurement procedure, which is provided for by the EU Directives, and involves a combination of the purchasing of research and development (R&D) by one or more suppliers and the subsequent purchase of the resulting innovative product or service. It is a combination of the stages involved in a Pre-Commercial Procurement (PCP) and Public Procurement of Innovative Solutions (PPI). An Innovation Partnership can involve multiple suppliers, however, it is also possible to undertake a single source innovation partnership. It is important any type of partnership should establish structured contract performance and monitoring.

Innovation Partnership offers contracting authorities the opportunity to collaborate with suppliers to create and develop a tailor-made solution to meet their needs and aims. Therefore, it is essential that a detailed exploration of their main challenge currently experienced and the objectives aimed to achieve are outlined to construct the functional specifications required. Contracting authorities should develop their award criteria using functional specifications as it will allow the market flexibility to create, innovate and design a solution.

The aim of an Innovation Partnership is the development of innovative goods, works or services and its subsequent purchase provided it corresponds to the performance levels and maximum costs agreed between the contracting authority and the participants. Contracting authorities are required to record unambiguous and justifiable reasons for selecting this approach.

The European Commission developed an Innovation Partnership Quick Guide from [ProcBidders](#) which can be downloaded [here](#). This guide provides useful and detailed information and practical direction when undertaking an Innovation Partnership.

Scope for using an Innovation Partnership Procedure

[EU Directive 2014/24](#) established a new procurement procedure, in the form of the Innovation Partnership, a recognition that contracting authorities should have access to a specific procurement procedure for instances where there exists a need for the development of an innovative product or service or innovative

Focus on SMEs

- Gov commitment to make it easier for SMEs to access public procurement opportunities.
- 15 years of Gov policy for public bodies to take steps to promote the participation of SMEs.
- “SME Test” applied to all legislation and Gov decisions.
- 1st National Gov Supplier Exhibition, Nov '25.
- Dedicated SME Advisory Group gives SMEs direct access to Minister.
- *Sell to Government* webpage with information, case studies and resources.



Supplier Exhibition, November 2025



Challenges



- Narrow interpretation of Value for Money
- PP seen as a back office function – full potential not recognised or realised
- Impacts not measured at a national level
- Policy Responsibility
- Capability of public buyers
- Complexity
- Market readiness
- No national SRPP criteria
- Risk aversion esp. when it comes to innovation
- RD&I concentrated in small number of large, foreign owner companies
- Under investment in RD&I
- No national pre-commercial procurement programme
- No national policy on IPR – often retained by the CA
- Few case studies at Irish/EU level

National Public Procurement Strategy



- Government commitment to make PP more transparent and easier for SMEs to access
- Will set out the strategic direction of public procurement for next 5-years
- Subject to extensive consultation
- Expected in Q1 2026
- **Vision:** Deliver strategic, innovative, sustainable and transparent public procurement that supports SMEs, competition, value for money and better public services
- Proposed Approach:





- Aitäh
- Thank you



Concluding Remarks

- > **Estella PÕLLU**, Deputy Head of Public Procurement and State Aid Department, Ministry of Finance, Estonia
- > **Erika BOZZAY**, Deputy Head of Division, Infrastructure and Public Procurement Division, OECD

Aitäh! Thank you!



26 November 2025

