

The background of the slide features a close-up of several flags flying against a light-colored stone building facade. On the left, a dark blue flag with a white logo and the text 'DES POLITIQUES POUR UNE' is partially visible. The central focus is a large white flag with a blue circular emblem containing a white map of Europe. To its right, another white flag with a green vertical stripe is partially visible. The overall scene is brightly lit, suggesting an outdoor setting.

Workshop with Agency for Innovation and Entrepreneurship in Flanders on promoting the uptake of Strategic Public Procurement

24 March, 10:00 -15:00

INTRODUCTION

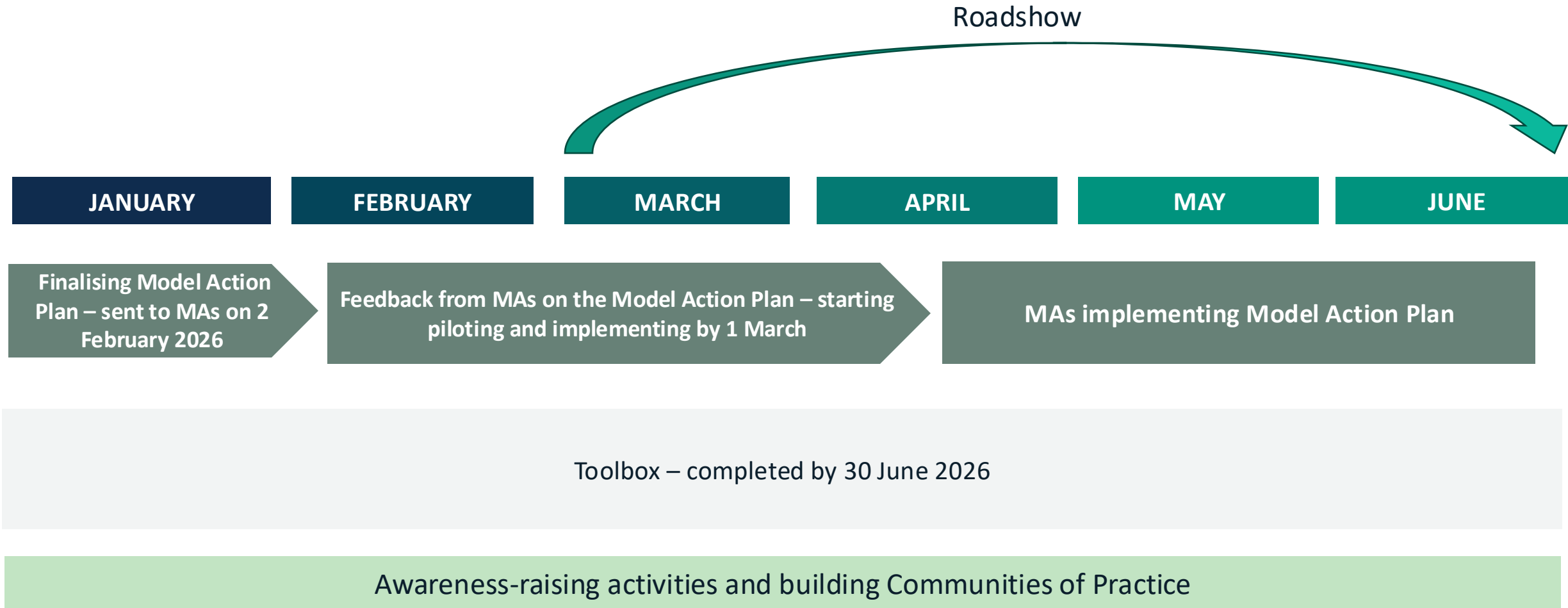
Ms Erika Bozzay

Deputy Head of Infrastructure and Public Procurement Division,
Directorate for Public Governance, Organisation for Economic Co-
operation and Development, France

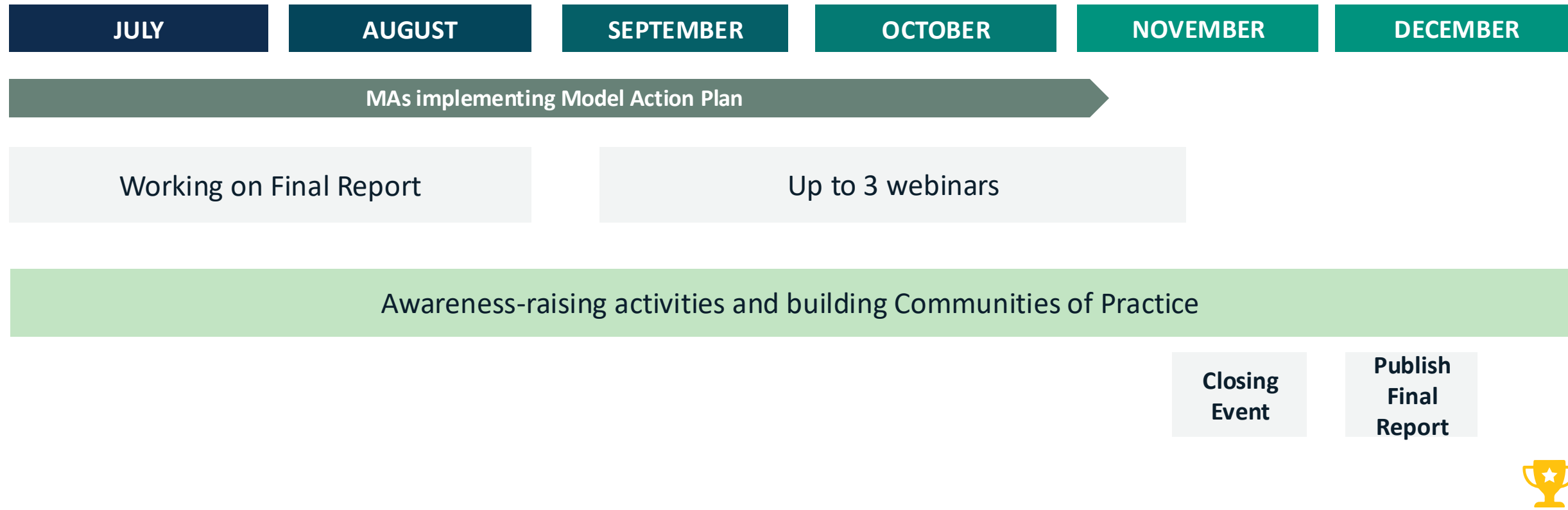
Ms Loredana Von Buttlar

Head of Unit, Administrative Capacity Building and Solidarity
Instruments (REGIO.E.1), Directorate-General for Regional and Urban
Policy, European Commission, Belgium

— Timeline



— Timeline (cont.)



PRIORITIES FROM THE EU ON STRATEGIC PUBLIC PROCUREMENT

Speakers:

Ms Justyne Balasinska

Policy Officer, Administrative Capacity Building and Solidarity Instruments (REGIO.E.1),
Directorate-General for Regional and Urban Policy, European Commission, Belgium

Moderator:

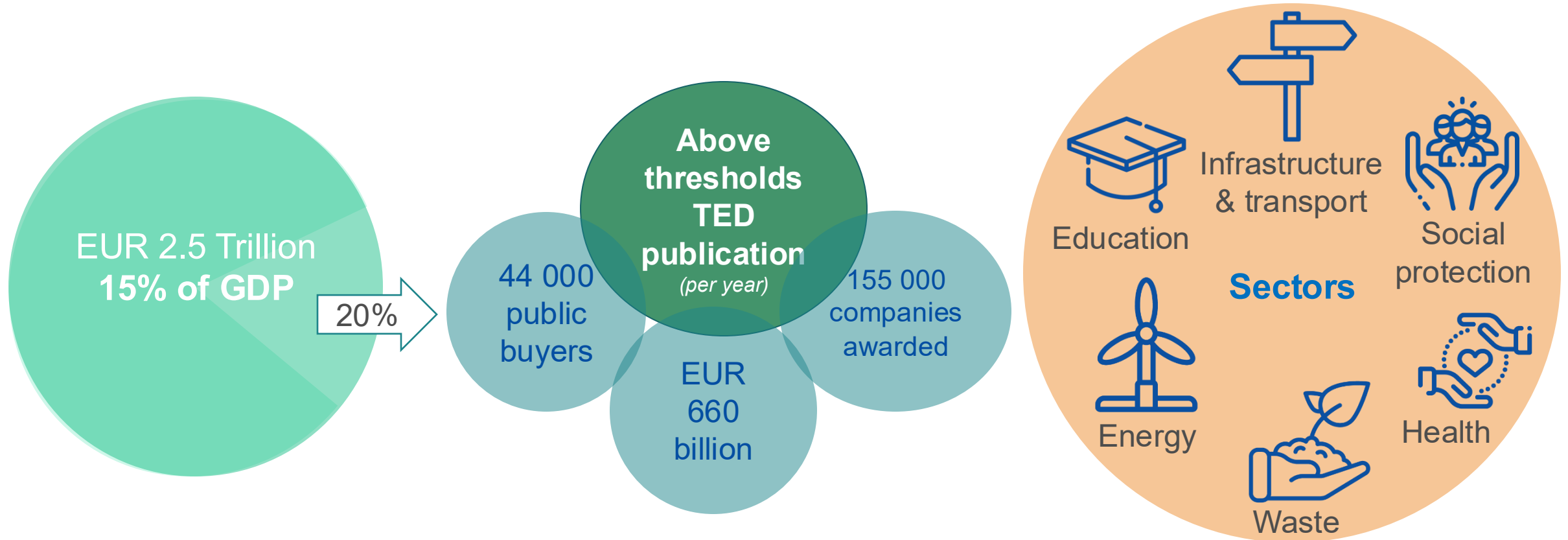
Ms Marit Holter-Sørensen

Head of Department, The Norwegian Agency for Public and Financial Management (DFØ)

Priorities from the EU on Strategic Public Procurement

- DG REGIO E.1, Justyne Balasinska

Public procurement in the EU



Cohesion Policy 2021-2027



**A smarter
Europe**

**A more
connected
Europe**

378 billion €

**A greener
Europe**



**A Europe closer
to citizens**

**A more social
Europe**



Strategic Public Procurement (SPP)

Why Strategic Public Procurement in Cohesion Policy?

If used in a **strategic manner**, public procurement can:

provide **better value for money** for Cohesion Policy investments

contribute to addressing many of **major challenges in the regions**

support the achievement of Cohesion policy objectives: **smarter, greener and more social Europe.**

Tools for Public Procurement & Strategic Public Procurement

Public Procurement Guidance on avoiding most common errors

➤ Guidance structured around the **main stages** of a public procurement process
+ **Toolkit** of resources addressing specific topics with concrete examples, checklist, links

➤ Practical document with "alert icons"



Risk of error!



Advice!



Green Public Procurement

Buying Green guide and Helpdesk

- [DG ENV GPP Helpdesk & GPP Training Toolkit](#)
- [Buying Green guidance](#)
- [Circular Procurement Guidance](#)
- [GPP Criteria for 20 product groups](#)



Innovation procurement

Guidance and connecting public buyers to innovation ecosystems

- [Guidance on Innovation Procurement](#)
- [Innovation Partnership: Quick Guide from Practitioners](#)
- Public Procurement Procedures and Instruments in Support of Innovation
- [Innovation procurement brokers](#)



Socially responsible procurement

Buying social guide and good practices

- Making SRPP Work – [71 good practices](#)
- [Videos on SRPP good practices](#)
- [#WeBuySocialEU talks on our YouTube channel](#)



Pilot Project on SPP + OECD:

Phase 1: between 2018 and 2021

- **technical assistance** to contracting authorities
- helping them to **frame and increase the strategic dimension** of their procurement practices,
- in **five concrete projects**



Greece, Athens

- Electric Buses

Greece, Sterea Ellada

- Decontamination of the Asopos River

Greece, Eastern Macedonia

- Housing and Infrastructure

Italy, Puglia

- Improving water management

Portugal, Centro

- Promoting circular economy

Pilot Project on SPP + OECD: Phase 2: between 2024 and 2026

- **Support Managing Authorities** in their efforts to foster the uptake of strategic public procurement, focusing on areas such as green procurement, social responsibility, innovation, SME access, and circular procurement.
- **Enhance the skills and capacities of Managing Authorities** and other programme authorities in promoting strategic procurement practices and **build capacity of the beneficiaries** in this area.
- **Inforegio:** https://ec.europa.eu/regional_policy/policy/how/improving-investment/public-procurement_en



1. Promotion and awareness raising

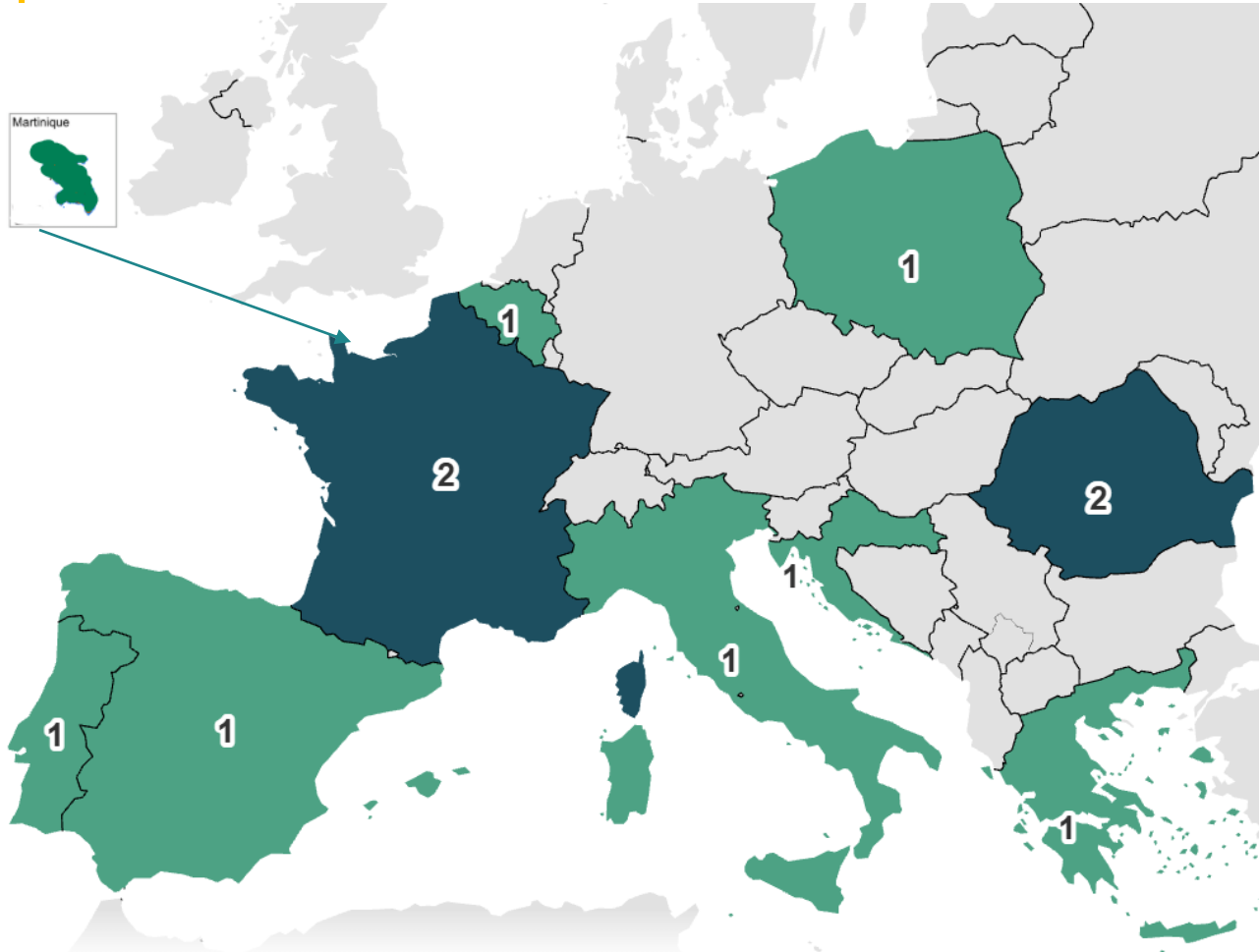
2. Toolbox on strategic public procurement

3. Model Action Plan for Managing Authorities

4. Support function to pilot the model action plan

5. Building Communities of practice

11 SPP Project Participants



- BE** • VLAIO - Agency for Innovation & Entrepreneurship - Flanders
- EL** • MA of the Programmes "Environment and Climate Change 2021-2027" & "Civil Protection 2021-2027"
- ES** • Railway Infrastructure Administrator (ADIF)
- FR** • MA of the Region Hauts-de-France
• MA of the Region Martinique
- HR** • Ministry of Regional Development and EU Funds – Coordinating Body
- IT** • Department for Cohesion Policies and the South
- PL** • Ministry of Development Funds and Regional Policy - FENIKS
- PT** • Thematic Programme for Climate Action and Sustainability - Sustentável 2030
- RO** • South Muntenia Regional Development Agency
• South-West Oltenia Regional Development Agency

Revision of EU rules on public procurement

The forthcoming public procurement reform



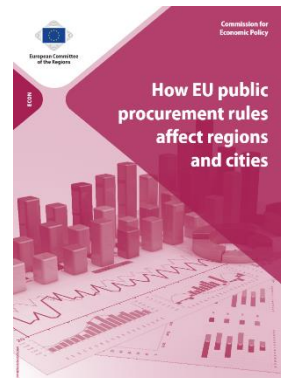
- **Efficient public investment:** there is a need for consistency of the legal framework, simplification of procedures and a “digital by design” system.
- **“Made in Europe” vision** to create lead markets, secure EU economic capacity in strategic sectors and strengthen our competitiveness.
- **Strategic role of public procurement:** public buyers should be better enabled to take into account long-term economic benefits, including quality, innovation, resilience and environmental and social considerations.



European Parliament

2024/2103(INI)

Public procurement



Challenges to Strategic Public Procurement

Price-only vs BPQR

Link to the subject matter principle

Definitions and legal standing

Insufficient data (monitoring)

Fragmented (and sometimes inconsistent) regulatory framework

Legal certainty

Evaluation Conclusions

The 2014 public procurement Directives aimed to ensure fair competition and deliver best value for public money while optimising societal outcomes and aid the prevention of corruption.

These objectives have *partially* been met.

Procedures are perceived as too complex and rigid for contracting authorities to achieve their public investment objectives effectively

The interaction between public procurement provisions in sectoral legislation and the 2014 Directives has created regulatory incoherences that further complicate public procurement

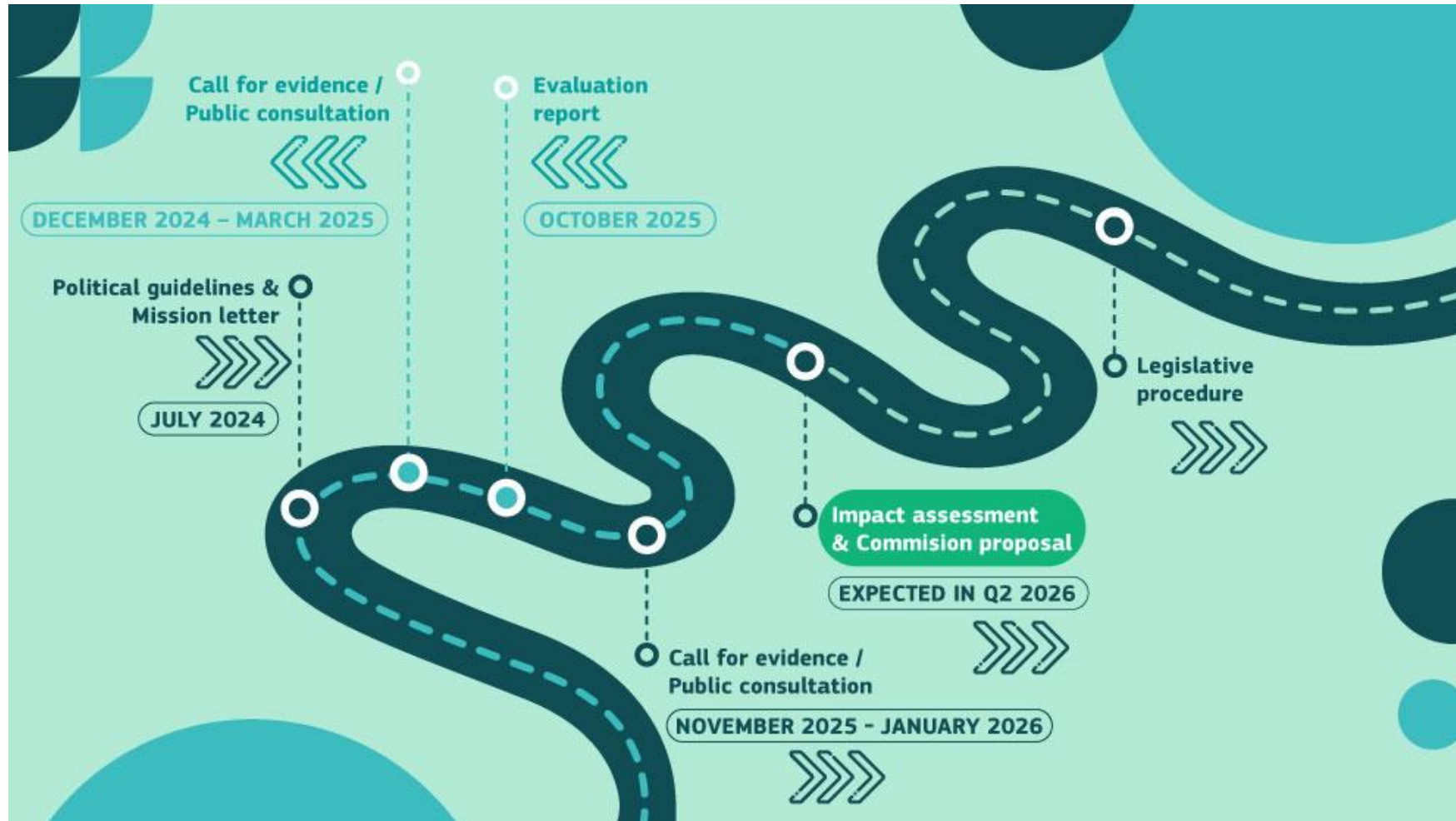
The 2014 reform transformed public procurement into a strategic policy tool but the use of procurement procedures towards these objectives remains uneven

New priorities have emerged such as economic security and strategic autonomy

Data gaps and quality issues at both EU and national level hamper effective governance, strategic decision-making and the prevention of corruption.

Investments in professionalisation and capacity building, while beneficial, have proven too limited to date

Public Procurement revision process



Thank you for your attention!

Justyne BALASINSKA

European Commission - Directorate-General for Regional & Urban Policy

Unit E1: Administrative Capacity Building & Solidarity Instruments

E-Mail: Justyna.BALASINSKA@ec.europa.eu

STRATEGIC PUBLIC PROCUREMENT IN FLANDERS WITH EMPHASIS ON THE PROGRAMME FOR INNOVATION PROCUREMENT

Ms. An Schrijvers
Policy Advisor, PIO

Ms Astrid De Neve
Policy Advisor, PIO

Strategic Public Procurement in Flanders with an emphasis on the Programme for Innovation Procurement (PIP)

An Schrijvers and Astrid De Neve (PIP)
An.Schrijvers@vlaio.be - astrid.deneve@vlaio.be

VLAIO

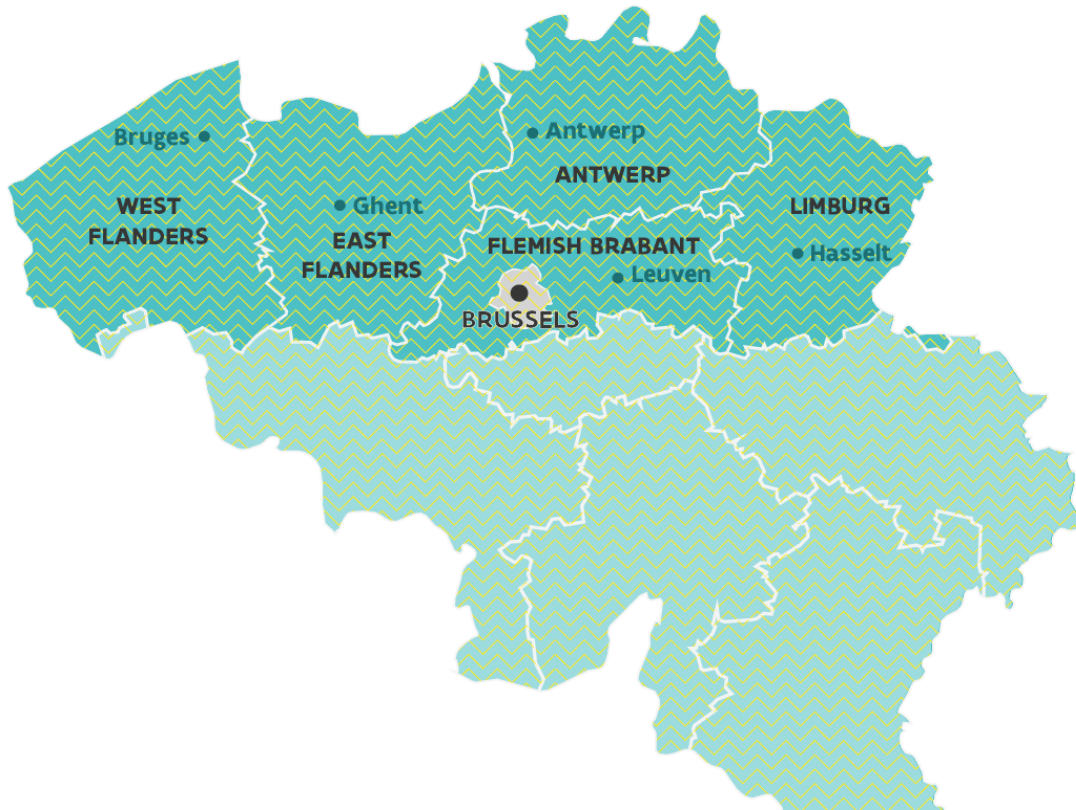


Vlaanderen
is ondernemen

Strategic public procurement in Flanders

VLAIO

Public procurement in Belgium



- **Federal level** - The Federal Public Service Policy and Support (BOSA)
 - Public procurement **legislation**
 - **E-procurement platform**
 - Public procurement policy w.r.t. federal governmental organisations
- **Regional level**
 - Public procurement policy w.r.t. regional governmental organisations
 - Input to future legislation
- **Local authorities**

Landscape 'Strategic public procurement' Flanders

- **The Flemish Agency for Facility Operations**
 - **coordinating body** and **knowledge center** for public procurement within the Government of Flanders.
 - central point of contact for **sustainable public procurement** within the Government of Flanders
 - **SME participation** to public procurement
- **Flemish Department of Environment**
 - [Helpdesk for Flemish procurers - provides information and advice on green public procurement](#)

Landscape 'Strategic public procurement' Flanders

- [Circular Flanders](#)

- provides information, examples, tools, criteria, training sessions, ... to buyers who want to procure in a **circular or sustainable way**

- **Flemish Department of Work, Economy, Science, Innovation and Social Economy**

- a [manual on reserved contracts for social enterprises](#) and a practical guide on **social procurement** (in collab with Flemish Agency for Facility Operations)

- [Programme for Innovation Procurement \(PIP\)](#) by the Agency for Innovation and Entrepreneurship (VLAIO)

Programma for Innovation Procurement (PIP)

VLAIO

Programme for Innovation Procurement



MISSION

Stimulate all public organizations in Flanders (purchasing power > 40 bn) to use procurement as a strategic instrument for innovation (to buy innovation)



WHY

It doesn't seem to happen spontaneously
Purchase with Triple P-impact



FOCUS

Develop and/or validate innovative solutions (new and better products, services, systems) in response to concrete public needs (demand driven) in all sectors and policy fields



HOW

Open annual **calls** + **awareness** + **knowledge sharing**

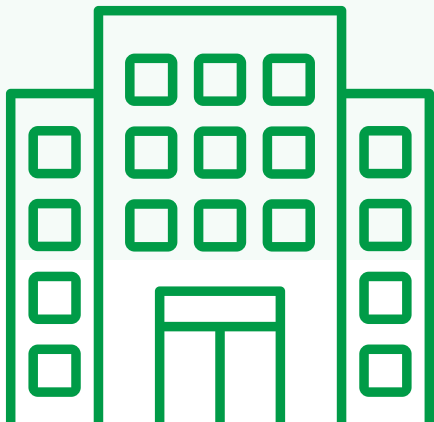
Budget 3-5 mio euro

Team of 6 FTE within VLAIO

Triple PIP-impact

public sector

- Guidance, expertise and support throughout the whole procurement process
€
- Consultancy (100%) for needs & market analysis, market consultation and procurement strategy
€ €
- Co-financing (50/50) of final awarded contract



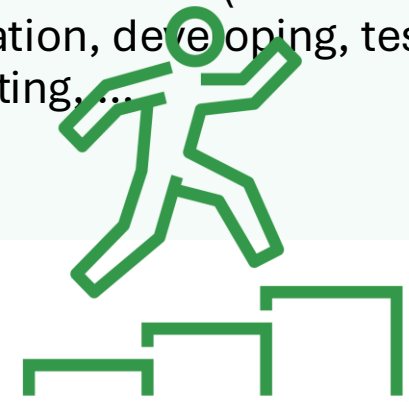
companies

- Make **a difference** for people:
 - Teachers, students
 - Olympic athletes
 - Citizens
 - Patients and nurses
 - Farmers
 - ...



society

- **Early involvement** in procurement track, insights in public needs, opportunity to co-define possible development tracks, contribute to 'realistic' tender documents...
- **Innovation and enterprise friendly tender procedures** with interaction/negotiation
- **More resources** (turnover!) for innovation, developing, testing, validating, ...



PIP set-up

- **History**

- Launched in '17 as a (temporary) **Pilot Programme** within the Department of Economy, Science and Innovation
- Integrated in '24 within the Agency for Innovation and Entrepreneurship as part of its **regular operations**

- **Leading principles:**

- Bottom-up
- Demand and need driven (end user!)
- Real partnerships (by cofinancing, free guidance and advice, ...)
- Do it yourself
- Lean and mean

PIP-trajectory?

Proven approach but 'tailor-made'



PIO call

- Idea
- Application & pitch
- Evaluation

Preparation

- Needs analysis
- Market analysis & market consultation
- Report & advice

Purchase process

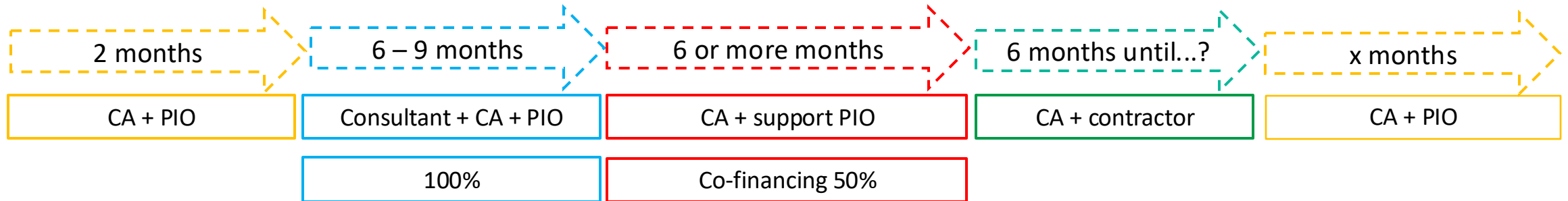
- Purchasing strategy
- Tender documents
- Procedure(s)
- Award of contract

Execution

- Concept
- Test
- Pilot
- Prototype

Solution

- Knowledge sharing
- Rollout



What is different?

Solid and thorough preparation

- In-depth **needs analysis**
 - Engagement of **end users** and stakeholders from day 1
- **Market analysis**
 - Define State-of-the-Art + scope 'innovation delta'
- **Market consultation**
 - Check feasibility (technical, operational, financial, ...) with market players
 - Stimulate cross-sector cooperation
 - Public report
- **Procurement strategy**
 - Define best way forward while mitigating risks

Tendering process

- Appropriate tendering procedures
- Innovation and enterprise friendly tender documents
- Strive for maximum reach market players (official channels, broad network of intermediaries, newsletter, LinkedIn, ...)
- Interaction through information session, pitching proposals, negotiations, ...

Some PIP results

+ 1100 registrations for PIP information sessions on 'calls'

+ [140 PIP projects](#) through 19 calls

- Flemish governmental bodies, provincial and local authorities, hospitals, ...
- 2/3 digitalization and 1/3 energy/circular/social innovation/ ...
- Environmental & spatial planning | Mobility | Government | Building and Infrastructure | Health and care | ...

+ 80 open market consultations

- on average 25 registration per market consultation
- Total of + 2100 registrations

+ 100 innovation tenders

PIP website, PIP newsletter and PIP LinkedIn page

Frequent speaker, EU conference 2024, media coverage, ...



Development of an Optimo garbage truck

The simultaneous collection of the various separated waste fractions in one single transport is more sustainable and financially more interesting.



Incontinence care 2.0

vzw Zorg-Saam ZKJ wants to have a solution developed and tested to help residents in residential elderly care against unwanted urine leakage.



Innovative cooling clothing for top athletes

In preparing for the Olympic Games in Tokyo in 2020 Sport Flanders would like to develop a better cooling technology to enable Flemish athletes to ...



Position measurement of ships in locks

Develop contactless and mobile measurement technology that can measure displacements and inclinations of a vessel in a lock chamber during leveling.



1700 supported by Artificial Intelligence

Optimizing the functioning of the Flemish Infoline with the help of Artificial Intelligence (AI).



Measuring deformations at bridges via INSAR

The purpose of this project is to determine whether INSAR can be used in the day-to-day management of bridges and to investigate which analysis is ...



Digital tool for persons with early-onset dementia and their surroundings

To optimize quality of life and care, Orion plans to have a mobile application developed for persons with early-onset dementia.



RadarDual: Platform for Dual Learning

In 2015, the Flemish government announced to revive the old system of Learning and Working by starting Dual learning.



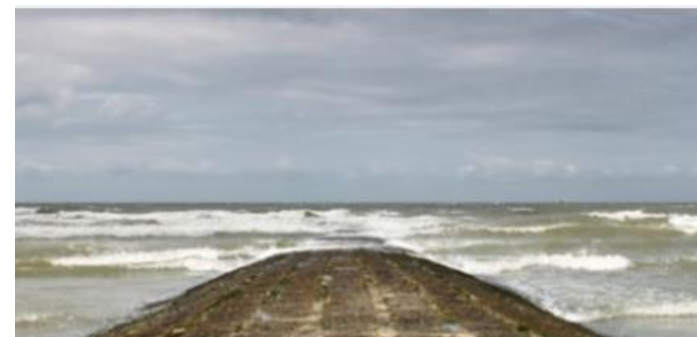
Capsat: Information from satellite imagery for better agricultural policy in Flanders and Europe

Use of high-resolution imagery from various satellites to more quickly map the right information when conducting surveillance.



Accelerating energy transition through wind

The project aims to assess whether and how small and medium-sized wind turbines can contribute to the transition to a low-carbon Flanders.



Wave flume for advanced research into the influence of waves on our coastal defences

In order to conduct theoretical and practical research into the effects of waves on our coast, a "wave flume" is needed to verify theoretical ...



Ambient noise in Flanders

This project aims to develop a toolset for mapping personal noise exposure in Flanders.

Commercialisation and scaling of innovative



App for (Dutch)low-language employees

With this project, the city of Antwerp wants to sharpen the Dutch language skills of its (non-native) low-language employees.

LINGUINEO Over ons Producten- Technologie- Aanmelden Registreer NL-

[Terug naar thuispagina](#)

Taalstad

In 2019 ontwikkelde Linguineo de app Taalstad voor Digipolis / Stad Antwerpen. Deze app helpt laagtaalvaardige stadmedewerkers in specifieke beroepen Nederlands. Eind 2020 kregen we van Stad Antwerpen toestemming deze app te vermarkten naar andere steden en organisaties.

Links

- [PIO "App voor Nederlands laagtaalvaardige medewerkers" \(Nederlands\)](#)
- [Persbericht Taalstad \(Nederlands\)](#)
- [Nieuwsbericht Stad Antwerpen \(Nederlands\)](#)
- [Website Taalstad \(Nederlands\)](#)



Book a Place

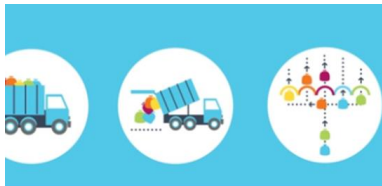
Muntpunt wants to have a solution developed that provides a clear overview of which study places are currently available.

book a place.be

Geen wachtrij
Reserveer vooraf en vermijd wachtrijen en teleurstelling.

ACCOUNT AANMAKEN
Heb je al een account?

LOGIN



Development of an Optimo garbage truck

The simultaneous collection of the various separated waste fractions in one single transport is more sustainable and financially more interesting.

vr̄t nws 20°C 161 km Zoek

Nieuwe afvalinzamelsysteem Optimo blijkt na eerste jaar een succes

De cijfers voor het nieuwe afvalinzamelsysteem Optimo zijn positief. De hoeveelheid afval is gedaald en er is minder uitstoot van CO2 en fijnstof. Een jaar geleden schakelden 32 Limburgse gemeenten en Diest over naar een nieuw systeem van huisvuilophaling. Eén vrachtwagen haalt verschillende afvalsoorten tegelijkertijd op. Nadien worden de zakken per afvalsoort gescheiden.

radio2, Katrien Vaes
ma 06 feb 2023 07:52



Capsat: Information from satellite imagery for better agricultural policy in Flanders and Europe

Use of high-resolution imagery from various satellites to more quickly map the right information when conducting surveillance.

LV Agrilens

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of scan de QR-code

Follow PIP on [LinkedIn](#)

Get in contact pio@vlaio.be or [Team |](#)
[VLAIO](#)

VLAIO



Vlaanderen
is ondernemen

INSPIRATION

Ms. Germana Di Falco

Senior Advisor, Presidency of the Council of Ministers of Italy

Mr Bjørn Børseth

Strategic advisor, Nye Veier AS, Norway



Making Procurement Strategic

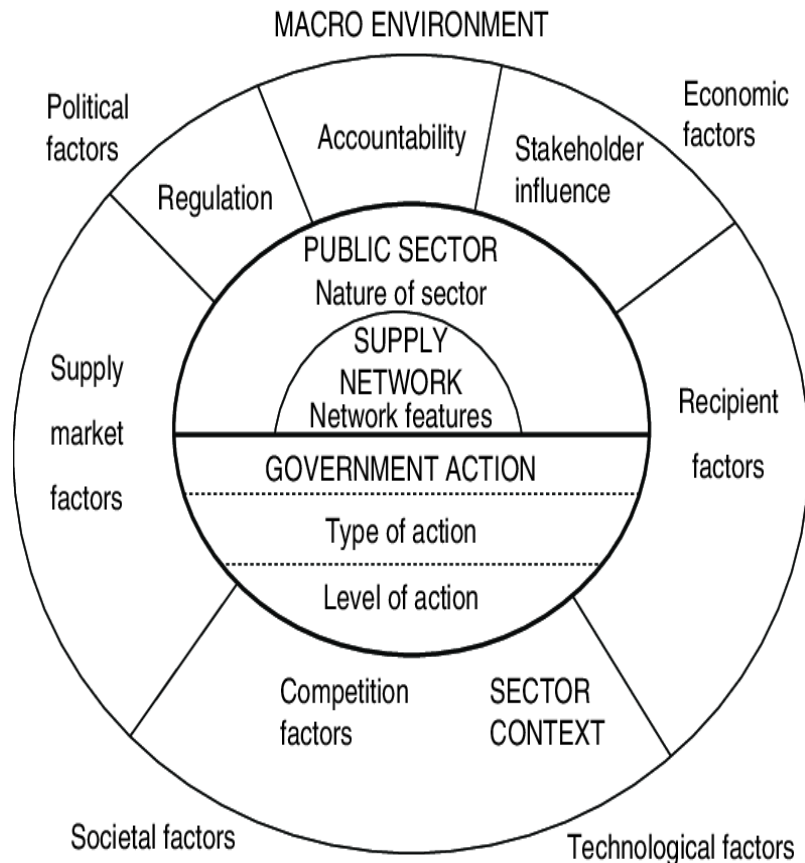
Lessons from the Italian Cohesion Policy Experience

Raffaele PARLANGELI, General Director DPCOES

Germana DI FALCO, Senior Advisor

Presidency of the Council of Ministries- ITALY

Connecting the Dots | Cohesion Policy as an Innovation Lab for transforming PPP into SPP



Cohesion Policy must be seen as:

- A **driver of transformation**, not just a funding mechanism
- A **system builder**, not just a project financier
- A **learning platform**, not just a compliance framework

For Managing Authorities, this implies a fundamental change:

- 👉 The question is no longer “**How do we spend?**”
- 👉 But “**How do we transform systems through spending?**”

Connecting the Dots | SPP as a driver for better performance and administrative “regeneration”

SPP is one of the most powerful tools we have — not just to invest, but to **transform how public systems work**.

One of the most distinctive features of Cohesion Policy is its ability to function as a **real-world experimentation platform**.

PRigA is the tool /the virtual place/the procedure/the enabling condition that helps MAs to:

- **Take controlled risks**
- **Learn from failures**
- **Build evidence**

Dipartimento per le politiche di coesione e per il sud

Seguici su: X f y in

ACCEDI

COESIONE ITALIA 2014-2020
CANCIOLE PER LA COESIONE

Cofinanziato dall'Unione europea

Presidenza del Consiglio dei Ministri
Dipartimento per le politiche di coesione

News Approfondimenti

Online sul portale PRigA il repository delle procedure di gara

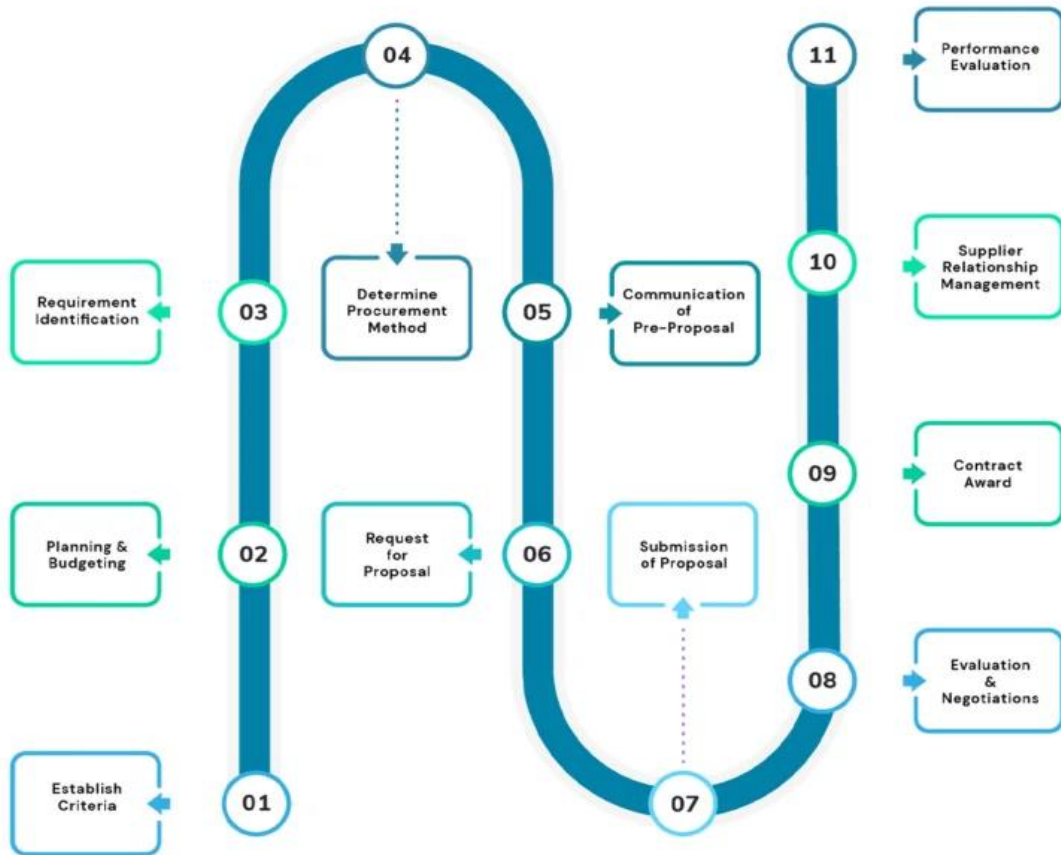
È attiva sul portale priga.capcoe.gov.it il nuovo repository dedicato alle procedure di gara gestite da CONSIP. Lo strumento consente ad Autorità di Gestione e Autorità di Audit di consultare e condividere la documentazione di gara e gli esiti dei controlli, favorendo semplificazione, coordinamento e attuazione del principio dell'Audit Unico. Disponibile nell'area riservata del portale.

Online su priga.capcoe.gov.it
il repository delle procedure di gara

| Appellazioni gara | Capitale in euro | Settore economico | CIG | Data pubblicazione | Importo |
|-------------------|------------------|-------------------|-----|--------------------|---------|
| ... | ... | ... | ... | ... | ... |
| ... | ... | ... | ... | ... | ... |
| ... | ... | ... | ... | ... | ... |
| ... | ... | ... | ... | ... | ... |

News in evidenza

Three layers of intervention | The BAD rule and how we manage it



Break the Routine
 • Challenge compliance-driven procurement



Anticipate the Future

- Align with policy goals and market evolution

- Measure results, not just processes

— SPP | Follow the money and the ESG escalator

In Italy, social procurement is not experimental — it is embedded in law and systematically applied in labour-intensive urban services

Bando PN Metro Plus «Aiuti all'economia di prossimità» – Aurora e Barriera di Milano

Data inizio: 18/08/2025
Data fine: 31/01/2026



IMPACT 2026

Fondazione Milano Cortina 2026 ha unito le forze con **Yunus Sports Hub** e **Fondazione Giacomo Brodolini**, per organizzare Olimpiadi e Paralimpiadi invernali più inclusive attraverso lo sviluppo economico locale.



IPP | Smart Mobility Urban Platform NP Metro Plus (AI-based system for traffic optimisation and low-emission mobility planning)

Italian metropolitan cities (e.g. Florence, Milan, Naples) face a **triple challenge**:

1. Urban congestion

1. Inefficient traffic flows
2. Increased travel time
3. Economic losses

2. Environmental pressure

1. High CO₂ emissions
2. Air pollution exceeding EU limits
3. Need to comply with Green Deal targets

3. Fragmented data systems

1. Mobility data not integrated
2. Limited real-time decision-making
3. Lack of predictive tools

Traditional procurement failed because:

- Existing solutions were **partial or outdated**
- Market offerings did not meet integrated needs



IPP | Lesson learnt number 1: Innovation requires phased procurement, not single-step procedures

This case uses a **hybrid innovation procurement approach**:

- **Pre-Commercial Procurement (PCP)** to develop prototypes
- **Innovation Partnership** to scale solution

Key innovative elements:

- AI-based traffic prediction
- Integration of multiple data sources (IoT, public transport, sensors)
- Real-time optimisation of flows
- Link to environmental targets (emission reduction)

- **Safest option:** Competitive Dialogue
→ Well-known, legally robust, flexible
- **Most ambitious option:** Innovation Partnership
→ Allows development + procurement in one process
- **Balanced option (Italian practice):**
PCP (R&D phase) + follow-up procurement

— IPP | Lesson learnt number 2: functional framing

From Technical specification (wrong approach) “We need AI software with X features” to Functional specification (correct SPP approach) “We need to reduce congestion by 20% and emissions by 15%”

Key strategies

1. Phased approach

1. Prototype → test → scale

2. Multiple suppliers in early stage

1. Reduce dependency

3. Milestone-based payments

1. Pay for results

4. Strong contract management

1. Continuous monitoring

Essential actions:

1. Open market consultation

1. Understand capabilities

2. Technical dialogue

1. Co-design solutions

3. Engagement with SMEs/startups

1. Expand supplier base

4. Signalling demand early

1. Reduce uncertainty for market

GPP | Mandatory minimum standards and binding approach for a sound ecosystemic guidance

| Italy | EU Average |
|---------------------------------|---------------|
| CAM mandatory | GPP voluntary |
| Lifecycle approach standardised | Often partial |
| Large-scale impact | Limited scale |

The advantage of the Italian model is:

- Consistency
- Market certainty
- Reduced discretion

The disadvantage is:

- Increased complexity
- Risk of formalistic compliance



The screenshot shows the SYLLABUS website interface. At the top, there is a navigation bar with the SYLLABUS logo, a search bar, and links for 'Il programma', 'Come funziona', 'Notizie', and 'Olimpiadi Syllabus'. A dark button labeled 'Entra' is on the right. Below the navigation bar, a breadcrumb trail reads: 'Home > Il programma > L'offerta formativa > La gestione degli appalti verdi per una Pubblica Amministrazione sostenibile'. A dark button labeled 'TRANSIZIONE ECOLOGICA' is positioned above the main title. The main title is 'La gestione degli appalti verdi per una Pubblica Amministrazione sostenibile'. To the right of the title is an illustration of a hand holding a pen, writing on a document that features a globe and a leaf. Below the title, a paragraph of text reads: 'Il programma formativo esamina le fasi e i processi del Green Public Procurement evidenziando come il GPP permetta alla PA di integrare criteri di sostenibilità ambientale nelle procedure di acquisto.'

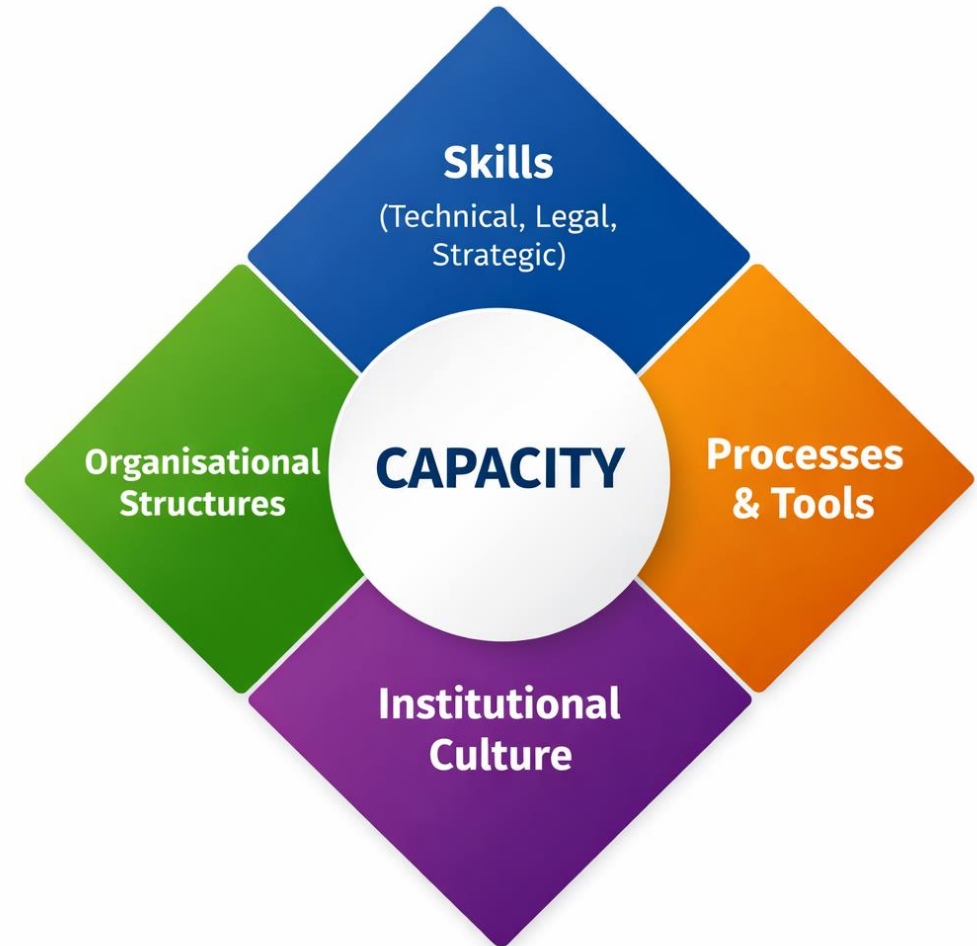
- GPP increasingly adopted across public sector
- CAM application expanding
- Still not a fully standardised practice

NRRP as a Game Changer | From procedural compliance to outcome orientation

The main constraint is not funding — it is **administrative capacity, both on the demand and on the supply side**

NRRP has acted as an **accelerator of change**, bringing:

- Faster timelines
- Stronger conditionality
- Digitalisation of public administration
- Simplification of procedures
- Strengthening of procurement systems
- Dedicated investments on training and new skills
- New procurement code (D.Lgs. 36/2023) and the procurement reform as a lever



Push the paradigm shift

Ministero dell'Ambiente e della Sicurezza Energetica

Green Public Procurement (GPP) - Criteri Ambientali Minimi
Direzione generale sostenibilità dei prodotti e dei consumi (SPC)

Seguici su [f](#) [i](#) [t](#) [v](#)

Home GPP CAM Formazione Notizie Link utili

Home / GPP nella PA

GPP nella PA



Alla luce della normativa europea e nazionale in tema di appalti e acquisti verdi, tutte le amministrazioni, gli enti e le società pubbliche sono chiamate a contribuire alla massima diffusione delle migliori prassi, politiche e approcci GPP, nonché alla promozione di nuovi modelli di consumo sostenibile, anche attraverso creazione di reti e attività di formazione e di informazione alle imprese e ai cittadini.

Tali iniziative sono sostenute e stimolate dal MITE, in attuazione del principio di sussidiarietà e secondo il decentramento amministrativo, anche attraverso la sottoscrizione di specifici protocolli di intesa e favorendo la circolazione delle informazioni e lo scambio delle buone pratiche che si stanno realizzando a livello territoriale.

- [Dalle Regioni](#)
- [Dalle Città metropolitane](#)
- [Dal Coordinamento Agende 21 locali italiane](#)

Dalle Regioni

Per programmare al meglio le azioni future relative alla formazione, la comunicazione e il monitoraggio è importante valutare lo stato dell'arte dell'applicazione del GPP in ciascuna Regione del territorio nazionale.



COESIONE ITALIA

Dipartimento per le politiche di coesione
Presidenza del Consiglio dei Ministri

Ministro Dipartimento Politica di coesione STEP Finanziamenti, avvisi e bandi Documenti ed esiti istituzionali G7 Sviluppo Urbano Sost

Homepage / ... / Programmi europei 2021-2027 / Verifica climatica dei progetti infrastrutturali finanziati dalla politica di coesione 2021-2027

IN QUESTA PAGINA

Verifica climatica dei progetti infrastrutturali finanziati dalla politica di coesione 2021-2027

Il Dipartimento per le Politiche di Coesione ha adottato gli **Indirizzi per la verifica climatica dei progetti infrastrutturali finanziati dalla politica di coesione 2021-2027**, definiti in collaborazione con il Ministero dell'Ambiente e della Sicurezza Energetica, con Iniziativa JASPERS della Banca Europea degli Investimenti (BEI) e della Commissione Europea, in dialogo con le Autorità di Gestione dei Programmi nazionali e regionali FESR e le rispettive strutture tecniche.

Il **Regolamento (UE) N. 1060 del 2021 - Disposizioni comuni ai fondi** assegna alle Autorità di Gestione il compito di garantire **l'immunizzazione dagli effetti del clima degli investimenti in infrastrutture la cui durata attesa è di almeno cinque anni**, nell'ambito della selezione delle operazioni da ammettere a finanziamento (Art.73.2j). L'immunizzazione dagli effetti del clima è definita dal Regolamento come "un processo volto a evitare che le infrastrutture siano vulnerabili ai potenziali impatti climatici a lungo termine, garantendo nel contempo che sia rispettato il principio dell'efficienza energetica al primo posto e che il livello delle emissioni di gas a effetto serra derivanti dal progetto sia coerente con l'obiettivo della neutralità climatica per il 2050".

GUIDA OPERATIVA PER IL RISPETTO DEL PRINCIPIO DI NON ARRECARRE DANNO SIGNIFICATIVO ALL'AMBIENTE (cd. DNSH)

Edizione aggiornata allegata alla circolare RGS n. 22 del 14 maggio 2024

Push the paradigm shift | Networking and the MOSCOW strategy to boost continuous improvement

HOME
NEWS
MONITORAGGIO CIVICO
SURVEY GPP 2026
MAPPA DEL GPP
FORMAZIONE
SAVE THE DATE

Ente
Aree protette

Anno
2025

Macroarea
 Seleziona ▾

Aree protette
 Seleziona ▾

Lazio - DIREZIONE REGIONALE CENTRALE ACQUISTI

Green Procurement favorisce l'incontro tra i principali attori coinvolti nella diffusione degli acquisti di beni e servizi sostenibili e nella conversione ecologica e sociale delle catene di fornitura. Gli appalti pubblici sono per l'Unione Europea, congiuntamente agli investimenti, il principale strumento del Green Deal, e l'Italia, unico paese che ha reso obbligatorio il Green Public Procurement (GPP), si trova ad essere in una condizione di avanguardia, in Europa.

Legambiente e Fondazione Ecosistemi lavorano insieme affinché questa obbligatorieta sia rispettata.

La concreta attuazione del GPP e la sua diffusione saranno promosse attraverso le attività dell'Osservatorio Appalti Verdi. Legambiente punterà la lente di ingrandimento avviando un vero e proprio monitoraggio civico per accelerare il processo di riconversione ecologica del mercato di beni e servizi.

L'Indice di performance complessiva dell'attuazione del GPP è un indicatore sintetico dell'Osservatorio Appalti Verdi. Tale indice fa riferimento ai dati dell'anno precedente all'anno del rapporto (es. Rapporto 2025 - dati 2024). Il valore dell'indice è la somma di due indicatori, quello che risponde alle domande di processo sul GPP, con quello che misura l'adozione dei CAM da parte delle amministrazioni pubbliche indagate.

La domanda per la corretta lettura dell'applicazione dei CAM è così definita:


- 1 - Nessuna risposta al nostro survey
- 2 - L'Am.ne non ha applicato il CAM in nessuna gara dell'anno di riferimento
- 3 - L'Am.ne ha applicato il CAM solo in alcune gare dell'anno di riferimento
- 4 - Il prodotto/servizio non è stato acquistato nelle gare dell'anno di riferimento
- 5 - L'Am.ne ha applicato il CAM in tutti gli appalti dell'anno di riferimento

Difficoltà nell'applicazione dei CAM - 2024

| | N/A | N/A | N/A |
|--------------------------|-----|-----|-----|
| Mancanza di formazione | - | - | - |
| Difficoltà stesura bandi | - | - | - |
| Mancanza imprese | - | - | - |
| Altro | - | - | - |

Thank you for your attention.

For additional info: g.difalco@governo.it



Experience with SPP Nye Veier AS – Norway

Bjørn Børseth
Head of Market and Development

Agenda

- **About Nye Veier AS and our strategic direction**
- **How SPP are integrated in our processes and contracts**
- **Lessons learned with SPP**

About Nye Veier AS and our strategic direction

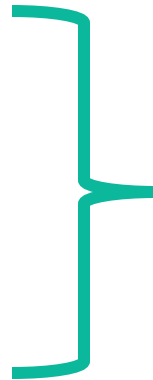
— Nye Veier AS (new roads or new ways)

- Established 2016
- Challenger to the Norwegian Public Roads Administration (SVV)
- Responsible for planning, construction and maintenance
- Approx. 190 employees
- 1 billion Euro per year (4+1 year)



— Our strategic direction

- More for the money
- **Renew through action**
- Strengthen for the future



Examples of objectives

Reduced greenhouse gas emissions by 8,000 tones of CO₂, cost reduction of NOK 40 million (incl. VAT), the E39 Blørstad–Lyngdal development project.

A new, innovative condition monitoring system has been tested, enabling automated detection of road elements requiring preventive maintenance, resulting in long-term cost savings for operations and maintenance.

These objectives are achieved through the procurement process.

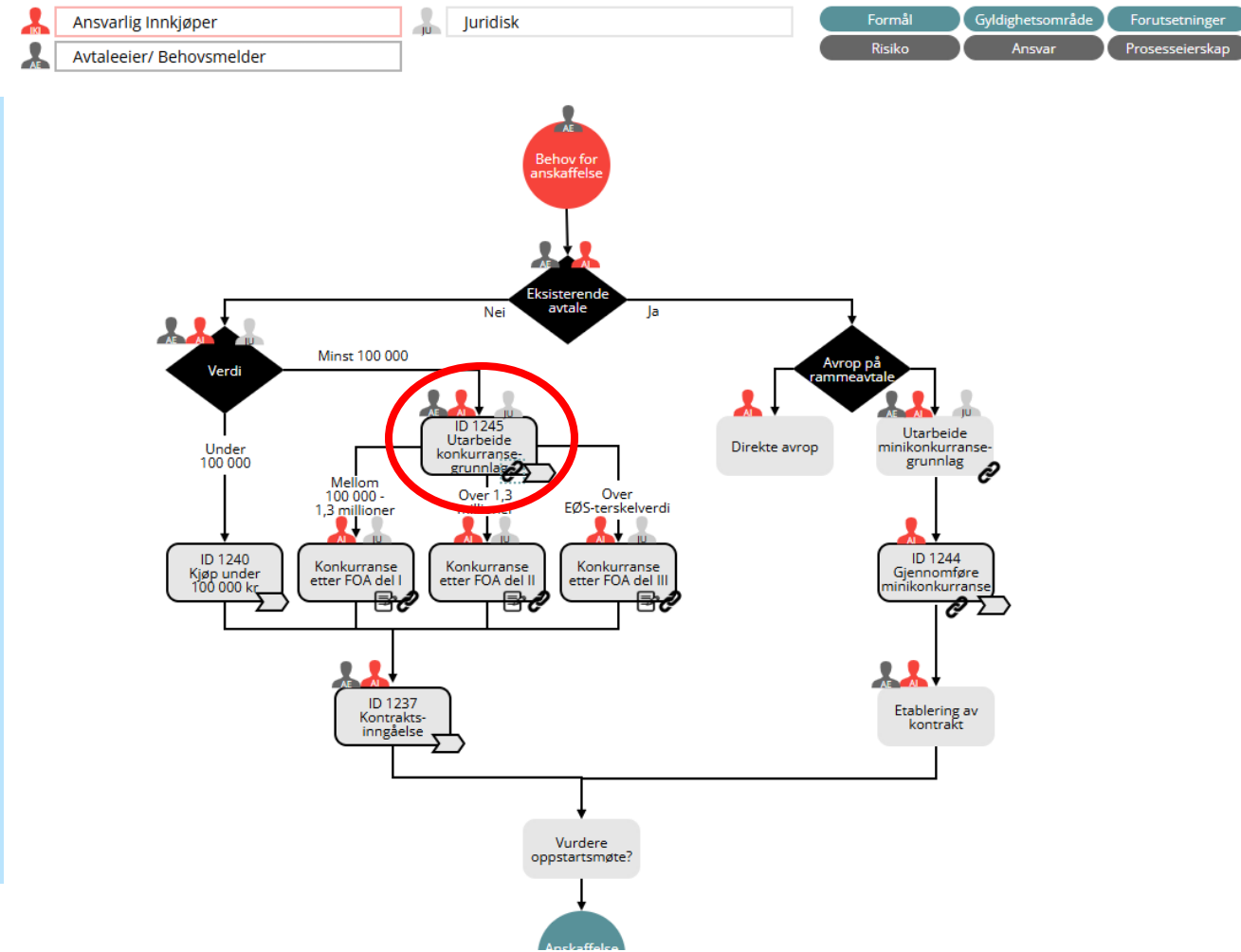
How SPP are integrated in our processes and contracts

— Our public procurement process

Two processes:

1. Projects (from 50 mill Euro)
2. All the other (IT, Consultant, Cars etc.)

Strategy for each procurement, included SPP



Process for all the other

— Procurement strategy

- Each procurement has one procurement strategy – following the same template
- Under Corporate social responsibility, we have topics for:

a) Environment

b) Universal design

c) Ethical requirements

d) Pay and working conditions

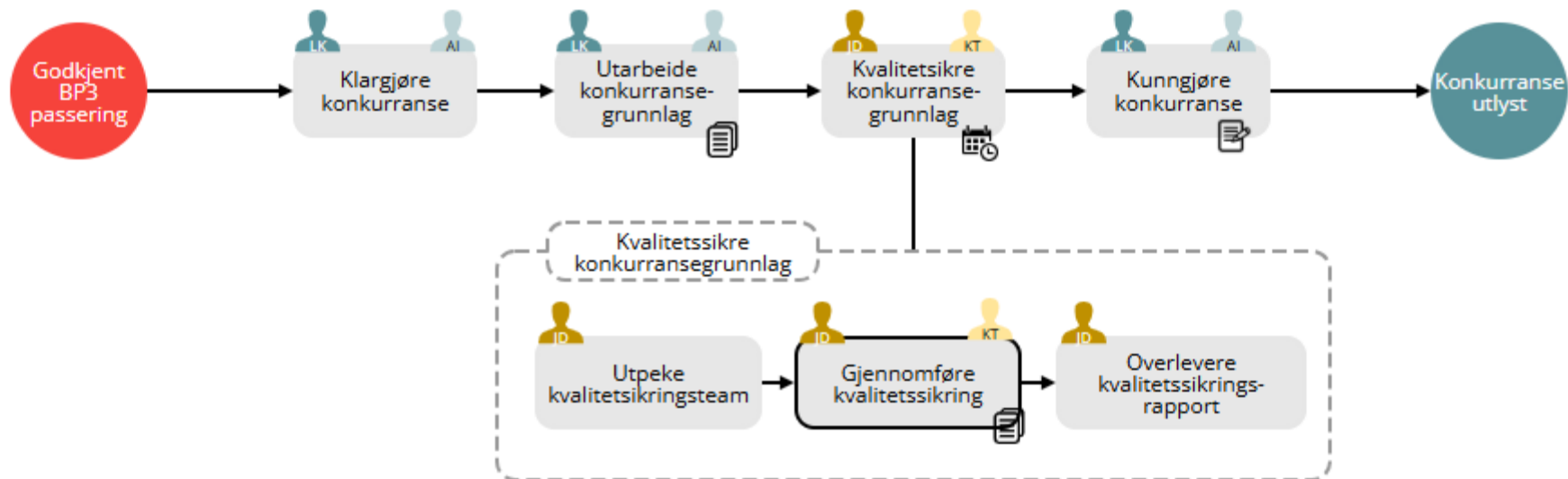
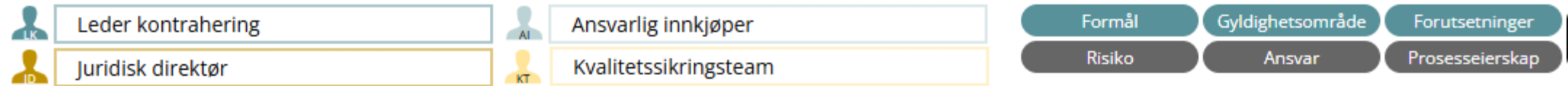
e) Health, safety and seriousness

Contents

1. Purpose
2. The Need
 - 2.1 Clarification of the need
 - 2.2 Coordination of needs within the organisation
 - 2.3 Transfer of experience
 - 2.4 Value estimate and budget
 - 2.5 Market assessment
3. The Competition
 - 3.1 Procurement procedure
 - 3.2 Contract type and terms
 - 3.3 Processing of personal data (GDPR)
 - 3.4 Corporate social responsibility
 - 3.5 Overall approach to the requirements specification
 - 3.6 Qualification
 - 3.7 Award criteria
4. Implementation of the Procurement Process
 - 4.1 Organisation
 - 4.2 Schedule
 - 4.3 Risk analysis
5. Implementation of the Contract
6. Contract Management
7. Other Matters of Significance to the Procurement
8. Experience from Completed Procurement

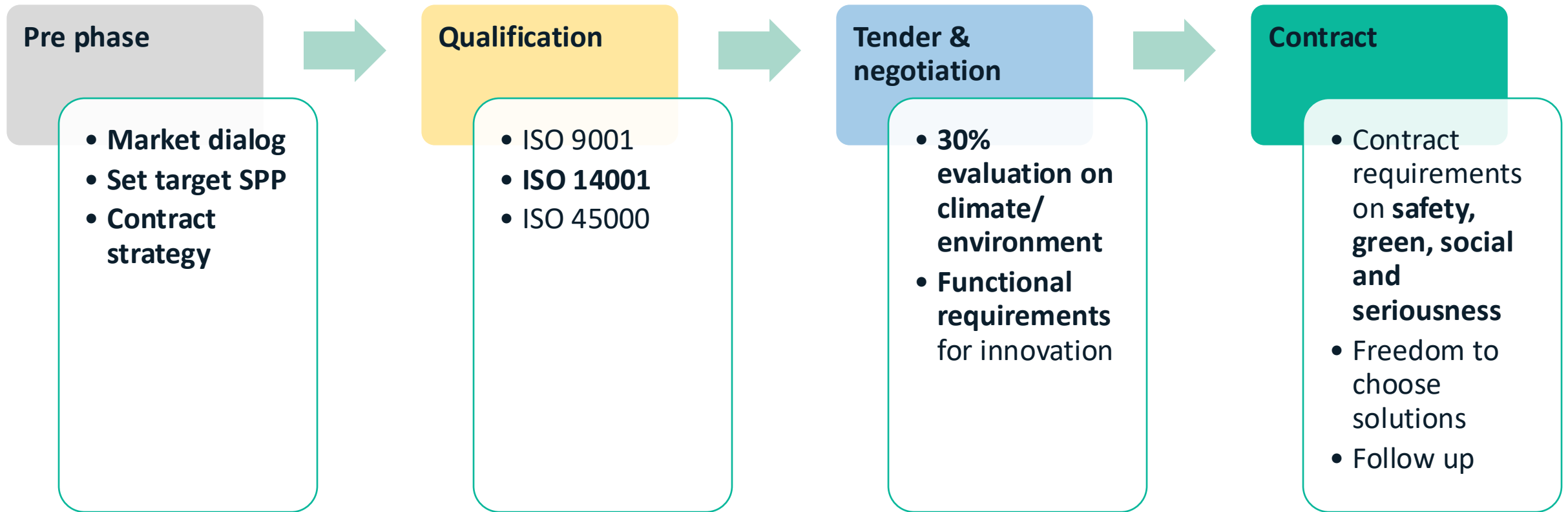
From the procurement strategy template Nye Veier

— Project procurement

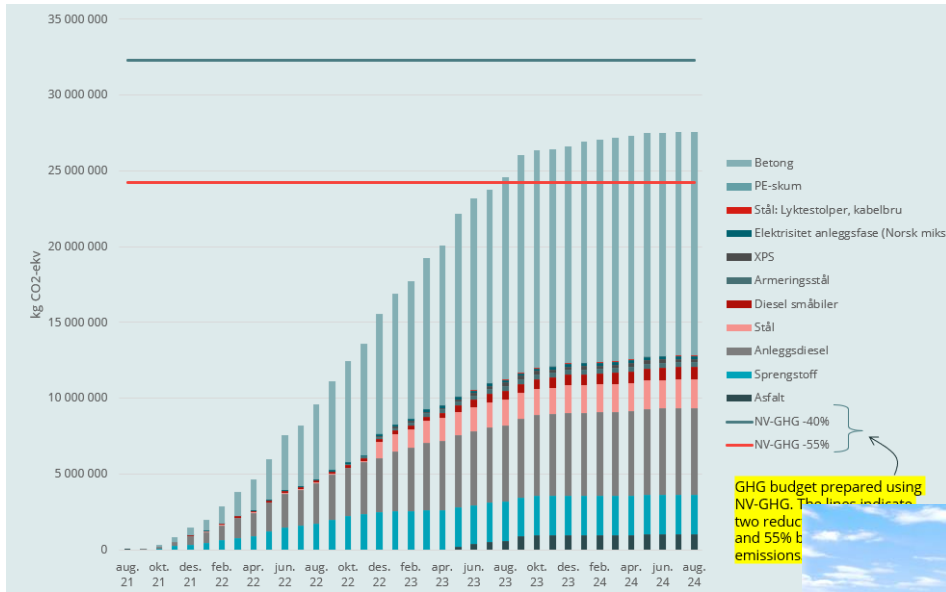


From Nye Veier QA system

— How SPP are included in our projects



— Examples how we follow up the contract



Lessons learned with SPP

— SPP is not rocket science, but..

- Start with the company's goals/strategy.
- Involve the market – know what is possible now and give direction for the future.
- Use SMART goals.
- Follow up and adjust.



Questions?

LUNCH

11:45 – 12:45

WORKSHOP

GREEN PUBLIC PROCUREMENT

Mr. Koen De Visscher

Engineer, Province of East-Flanders

INNOVATION PROCUREMENT

Mr Remco Bruijnje

Project Leader Digital Transformation, Province of East-Flanders

Facilitators:

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Organisation for Economic Co-operation and Development, France

Ms Marit Holter-Sørensen

Head of Department

The Norwegian Agency for Public and Financial Management (DFØ)

INNOVATION PROCUREMENT

Mr Remco Bruijnje

Project Leader Digital Transformation, Province of
East-Flanders

Tender DataWISE: introduction

- Content of the tender
 - FME-licences, in different options
 - Consultancy in setting up FME-infrastructure in local or intermediate governments
 - Consultancy in writing scripts based on the FME-software to automatise different (data)processes
 - Training courses for the FME-software
- Form of the tender
 - Competitive procedure with negotiation
 - Purchasing group open for every local government in the Flanders region
 - Contracting authority (Province of East-Flanders) taking a fee on every purchase within the tender
- Maximum worth: ca. €20 mio, expected worth: ca. €6,6 mio

Tender DataWISE: issues we are facing

- FME is the only software we can use for the use cases we want to solve
 - Software company (Safe Software) has a monopoly
 - Different resellers (who can offer consultancy and the training courses), they are the direct suppliers
 - We want stable prices for a long period, risk that Safe Software can't accept this -> we can't award the contract
- We want to use a small group of licences for multiple local governments
- Setting this up for local governments is innovative: the tender will run for an extended period of time (6 years, with an extension 2x 1 year)
- The project consists of 5 intermediate partners and 42 local governments: complexity in managing the different levels

GROUP A Design & Procedure

1. What is the safest yet ambitious procedure choice?
2. How should the need be framed (functional vs technical)?
3. What must be documented to defend this decision?

GROUP B Risk & Market

1. Where is the biggest real risk?
2. How can that risk be reduced without killing innovation?
3. What early market action is essential?

GREEN PUBLIC PROCUREMENT

Mr. Koen De Visscher
Engineer, Province of East-Flanders

Electrifying construction equipment



Electrifying construction equipment

- What environmental impact are we targeting?
- What level of ambition is (politically) realistic?
 - Pilot projects require 15-20% percentage of electric machinery
 - CO2 Performance Ladder: competitive advantage in procurement to construction companies that implement a CO₂ management system
 - Zero-emission construction sites?
- Where are we uncertain?
 - Electric construction machine still costs about 2.5 times as much as its traditional diesel counterpart
 - Local, regional or European level approach to decrease investment costs?
 - Law on public procurement -> competition smaller businesses?
 - In practice: Autonomy? Operational continuity? Charging capacity? Safety?

GROUP A Criteria & Evaluation

1. What should be minimum requirement vs award criterion?
2. How strong should weighting be to drive behaviour?
3. How do we verify and monitor performance?

GROUP B Cost & Market Reality

1. Is the market ready for this level of ambition?
2. How do we handle lifecycle cost vs upfront price?
3. What could cause this tender to fail — and how prevent it?

In my next procurement, I will change...

Be specific:

- A criterion?
- A procedure?
- Market dialogue ?
- Risk documentation ?
- Internal communication ?

CLOSING AND NEXT STEPS

Ms Erika Bozzay

Deputy Head of Infrastructure and Public Procurement Division,
Directorate for Public Governance, Organisation for Economic Co-
operation and Development, France

Ms Heidi Minner

Director, Agency for Innovation & Entrepreneurship (VLAIO), (Managing
Authority), Belgium