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Plenary

Essential Steps for Better Procurement Outcomes



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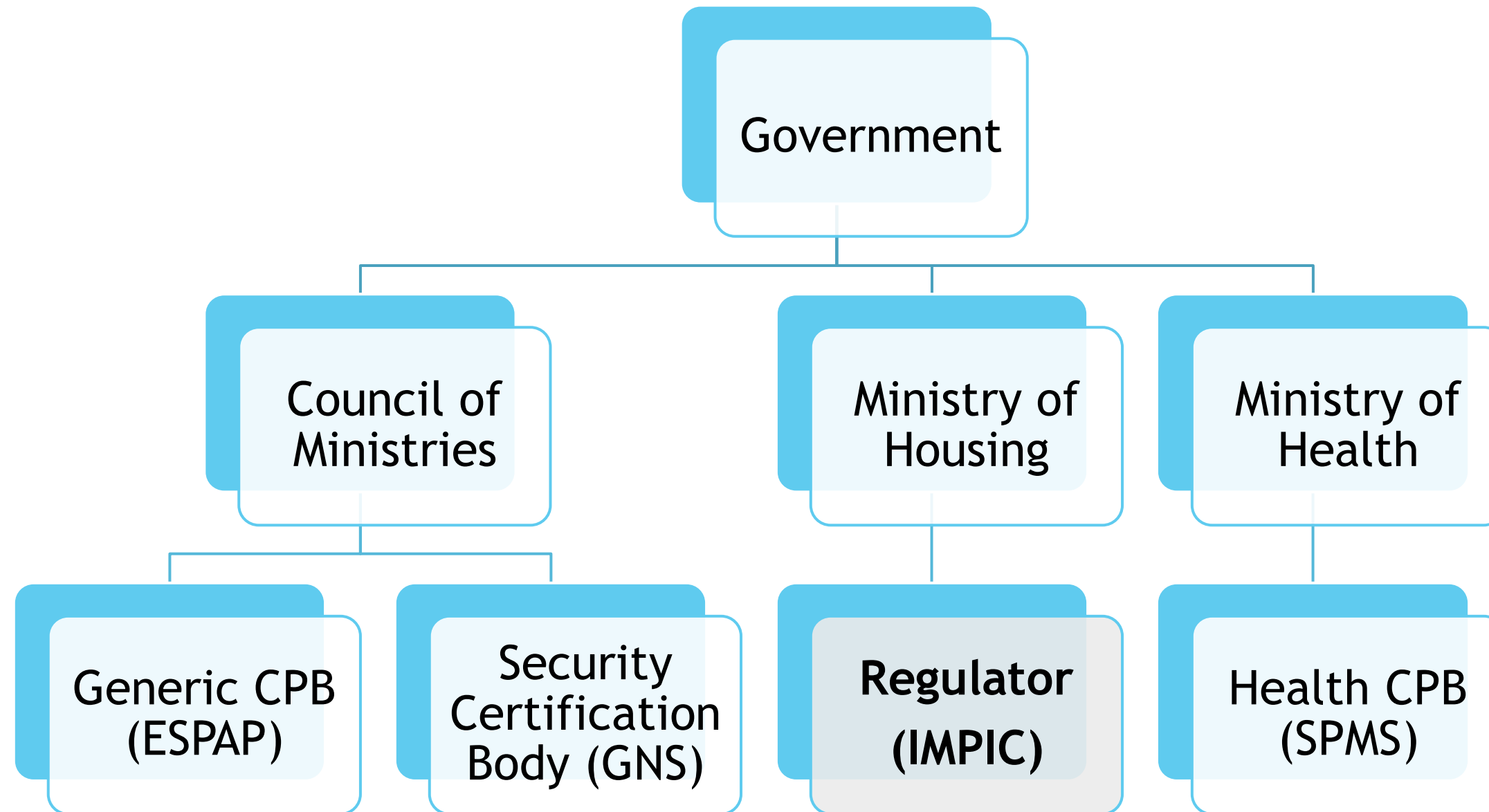
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Strategic Purchasing Management



GOVERNANCE

Public Procurement Governance in PT



+ Auditing authorities such as:

- Court of Auditors;
- Sectorial Inspectorates;
- Financial Inspectorate.

FACTS:

An efficient and high-quality procurement function in the public sector requires:

- ▶ integrated, dynamic, well-organised, well-managed actions by the public authorities, and
- ▶ professionals trained with the right skills and qualifications, with an ethical and moral commitment so that public spending is efficient

In Portugal there is a diversity of types of contracting authorities and profiles of professionals working in public procurement (PP)

There are still (many) contracting authorities that don't use an electronic platform and don't have a team, either in number or qualification, for public procurement

Procedures by direct award are the majority.

The “new” PP procedures (negotiation, competitive dialogue, innovation...), introduced as a means to increase competition and improve the effectiveness of public contracts, have not been adopted

REALITY:

- ▶ PP is a neglected activity, wrongly associated with simple administrative tasks to fulfil legal provisions, without considering that the efficiency and effectiveness of public money management depends on a qualified PP:
 - too much emphasis on procedures and too little on results
- ▶ Strategic purchasing is not yet a management priority in many public organizations
- ▶ Lack of planning:
 - deficient procedural documents that contribute to "additional work"
 - "contract modifications" or litigation, with delays in execution
 - and increased costs
- ▶ PP personnel are mostly on-the-job training:
 - inefficient and maladjusted administrative procedures, the result of repetition (fear of innovation, of "doing things differently")
 - fear of making mistakes, so we take refuge in rules and habits
 - always doing things the same way, because that's the way they've always been done

OPPORTUNITIES

- ▶ New challenges in terms of green, innovative and socially responsible public procurement,
- ▶ Fundamental role in channelling the European Structural and Investment Funds,
- ▶ Implementing actions under the Recovery and Resilience Plan (PRR).

EXPECTED RESULTS

- ▶ Favouring creation of a competency model and strengthening of the training offer and possibility of using the instruments provided by the European Commission to enhance the role of public procurement professionals
- ▶ Using public procurement as a strategic tool which involves setting goals and priorities, and mobilizing resources to carry out the actions (resources available to achieve goals are usually limited) and monitoring them
- ▶ Change the reactive approach to public procurement and make it proactive
- ▶ Engagement of all the interested parties (from top management, leaders, organizational units, partners, markets...).

WHAT WE NEED TO CHANGE

- ▶ Being willing to change our way of being and thinking
- ▶ Planning purchases in a sustainable and strategic way in good time
- ▶ Increase professionalisation - encourage training, disseminate training and trainers, certify public procurement workers
- ▶ Contracting authorities, procurement authorities, entities that in one way or another play a role in public procurement must learn to collaborate and work together
- ▶ Effective communication and clarity on the function and role of each entity in the public procurement ecosystem

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