

THE EIB GROUP'S APPROACH TO STRATEGIC PROCUREMENT



WHY SHIFTING FROM TRADITIONAL TO STRATEGIC PROCUREMENT?

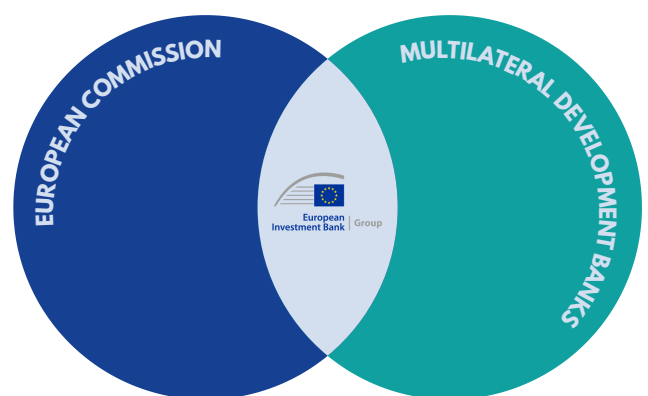
Public procurement plays a crucial role in the investment ecosystem, also representing a significant portion of public spending by EIB Group promoters.

Traditional public procurement implemented by EIB Group promoters notably in large-scale and high-risk projects outside the EU has been so far primarily driven by compliance with formal procurement rules. It focuses on meeting immediate project needs while upholding core principles, including economy and efficiency, open international competition, equal treatment, transparency, and traceability.

Challenges like international trade tensions, security concerns, as well as sustainability and resilience considerations including climate change, call for a more strategic and holistic approach to procurement. Although the debate on the design and implementation of solutions to tackle these challenges continues in the international scene, there is consensus around public procurement being a key tool in addressing them. While traditional compliance-based procurement remains a valid approach, strategic procurement aims to systematically introduce environmental, social, innovation, gender, circular economy, (cyber-)security and resilience considerations into public procurement.

INTERNATIONAL CONSENSUS CREATES MOMENTUM

Multilateral Development Banks (MDBs) are working to develop and apply sustainable procurement to function more effectively as a system. In April 2024, they confirmed this direction in a joint note on collaboration for greater impact, followed by a joint statement committing to mainstream sustainable procurement as part of strategic procurement. Since then, MDB working groups have focused on accelerating environmental and social, as well as innovation and circular economy outcomes in the projects they finance.



Within the **European Commission**, there has been a significant shift in sustainable procurement practices, moving from a largely voluntary framework to a more mandatory approach. This transition is already reflected in recent EU regulatory initiatives, such as the Green Public Procurement Criteria, and Directives on Sustainable Product Design, while other initiatives aiming at economic and cyber security are also being developed.

STRATEGIC PROCUREMENT OBJECTIVES

The **EIB Group's Strategic Procurement approach** aims to address today's challenges by complementing traditional compliance-based procurement with a strategic performance-based approach centred around three objectives: **1) improving project delivery**, **2) enabling sustainable procurement**, and **3) supporting broader policy objectives**, with the fundamental goal to transform how promoters, economic operators, and the EIB Group respectively use procurement.

STRATEGIC PROCUREMENT	TRADITIONAL PROCUREMENT	Economy
		Efficiency
		Open competition
	01 Improving project delivery	
	Better project quality and project resilience	
	02 Enabling sustainable procurement	
Environment, social, circular, gender, innovation		
03 Supporting broader policy objectives		
Cyber security, security, trade		

Traditional procurement focuses on delivering value-for-money projects. Strategic procurement builds on this by also strengthening project quality and resilience, ensuring alignment with environmental, social, circular, gender, and innovation standards, while supporting broader policy objectives.

Each project is assessed through a strategic procurement lens, considering its objectives, ambition, available resources such as Technical Assistance (TA), the promoter's commitment, and the EIB Group's added value. Over time, this will enhance the strategic impact of the EIB's project portfolio in support of EIB Group and EU priorities.

CHANGES AND ACTIONS

01 UPDATE OF EIB GROUP'S POLICY AND PROCEDURES

The EIB Group is committed to revise its policy and procedures to focus on strategic aspects and mandates the inclusion of a procurement strategy (a dedicated tool expanding on the traditional procurement plan) and sustainable procurement criteria, where relevant. Toolkits with practical examples focused on environmental, social, gender or circular procurement approaches and criteria will be provided, along with training sessions and workshops.

02 TECHNICAL ASSISTANCE FOR STRATEGIC PROCUREMENT

The EIB Group will offer TA for promoters to strengthen project design by developing a procurement strategy that is tailored to project needs and informed by market assessment and market outreach. This TA will be provided by external consultants and EIB Group project teams, utilizing the various TA resources according to availability.

03 MARKET OUTREACH FOR PRIVATE SECTOR AND PROMOTERS

The [project procurement page](#) on the EIB Group website provides private sector companies, promoters as well as other stakeholders, with access to procurement latest developments and information, contract notices, guidelines, surveys, and training opportunities. In the future, the EIB Group plans to publish project procurement strategies.