



KEINO - the strategic partnership embarking upon sustainable procurement in Finland

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Could you tell us a bit about how and why KEINO was set up?

Sustainable and innovative public procurement has been a strategically recognised tool for the last 10 years. However, coordination of our efforts has certainly been lacking, as has knowledge of the real impacts of public procurement. KEINO was founded to consolidate these two issues under one umbrella. It began operation this year on 1 March.

KEINO is a competence centre formed by a strategic partnership between eight organisations working as a network towards joint objectives - such as, increasing the number of strategic, sustainable and innovative procurements carried out. The centre is funded by the [Ministry of Employment and Economy](#), and jointly steered by a conclave of six ministries.

KEINO consists of [Motiva](#); the [Finnish Association of Local and Regional Authorities](#); [VTT Technical Research Centre of Finland](#); the Finnish Funding Agency for Innovation - [Business Finland](#); the [Finnish Environment](#)

[Institute](#) (SYKE); [Hansel](#), the government's central purchasing body; [KL-Kuntahankinnat](#), the central purchasing body for local authorities; and finally, the Finnish Innovation Fund, [Sitra](#). Thus, KEINO is essentially also a formation of the key stakeholders, which are working towards the objectives set for public procurement - across all governmental levels in Finland.

What are your top priorities, in the short and long term?

KEINO seeks to increase contracting entities' awareness of strategic procurement management and impact thinking. We assist contracting entities in developing tools for managing and measuring sustainable public procurement. Furthermore, we will set up ambitious 'buyers' groups' for co-creation of strategic procurement practices in key fields such as, construction and the built environment, mobility and logistics, bio and circular economy. Increasing knowledge of the potential of digitisation, promoting employment and measuring the impact of procurement are being addressed as cross-cutting themes.

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In the long term we aim at the improvement of the use of public procurement as a strategic tool in the public sector, and that the impact of procurement is measured both at national, as well as at the contracting entity's level.

In terms of international cooperation, do you plan to share your experiences with other countries?

KEINO aims at strengthening international cooperation for instance by promoting peer learning among procurement professionals. For instance, we are applying for a [TAIEX-EIR peer-to-peer](#) funded workshop to operationalise such

interaction. The TAIEX-EIR peer-to-peer programme provides tailored support to Member States' authorities implementing environmental policy and legislation. We will also compile best practices of sustainable and innovative procurement in Finland for international audiences.

KEINO is keen on working closely with other similar European and international competence centres which share the same goals and ambitions. We recently joined the European [Procure2Innovate Network](#) as an associate partner, and are also participating in the [Urban Agenda for the EU Partnership on Public Procurement](#). The Partnership is a formation of cities and other stakeholders interested in using public purchasing ambitiously to also achieve sustainable development goals, among others. Procure2Innovate aims to use the strategic power and positioning of 'competence centres' on public

procurement to further innovation and sustainability policies and actions across the EU.

We're also in close contact with colleagues from Swedish and Norwegian support agencies and competence centres for innovative procurement. In November we had a meeting together in Finland to discuss topical issues and collaboration opportunities ([see article](#)). The main issues we discussed were about how to measure innovation procurement. This generated a lot of innovative ideas, one of them being the option of a Nordic model for innovative procurement. Everyone agreed that there are vast possibilities for co-operation, not only in terms of exchanging ideas, but also on a more operational level. So we're planning to meet again in April to talk about how to build networks and increase collaboration on the regional level to engage a larger variety of public procurers.

How do you think KEINO will make a difference regarding the achievement of sustainable development goals at the national and local government level in Finland?

I believe that KEINO will provide a platform of knowledge, tools and peer support enabling a systematic change in the strategically important areas. KEINO will help procurement move from actions involving picking the 'low hanging GPP fruit', and piloting, to actions which are more wide ranging and leading to the development of strategic frontrunners.

Currently seven buyer groups have kicked-off their work, and KEINO provides a platform and support services for those procuring authorities who commit to co-operation and co-creation in the groups. Joint market analysis and market dialogue are some of the services being provided.