



2025 EPCO

Public Procurement Conference

Brought to you by the Eurosystem Procurement Coordination Office

16 October 2025
Banque centrale du Luxembourg



Featuring speaker sessions from:



Isabel Da Rosa



Samira Boussetta



Orlaith Sheehy



Ramona Frendo



Thierry Decocq



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attend via Webex



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Public Procurement
Conference Agenda
16 October 2025

Timing	Topic
09.00 – 09.30	Access of participants to the conference
09.30 – 09.45	Welcome and Opening remarks Eva RODRÍGUEZ BIELSA, Head of EPCO, Eurosystem Procurement Coordination Office (EPCO)
Morning Session	
09.45 – 10.30	Digital Transformation of Public Procurement Isabel DA ROSA, Head of Finance, Studies and Strategy Directorate, Instituto de Mercados Públicos, Imobiliário e Construção (IMPIC), Portugal
10.30 – 11.15	Development of Collaborative Innovation as a New Practice to Boost Public Procurement of Innovation in Europe Samira BOUSSETTA, CEO & Founder, Altaee Consultancy, France
11.15 – 11.45	Coffee break
11.45 – 12.30	Levelling the Playing Field: How to Manage Incumbent Advantage Orlaith SHEEHY, McCann FitzGerald, Ireland
12:30 – 14.00	Lunch
Afternoon Session	
14.00 – 14.45	Recent Notable Case-Law from the Court of Justice and the General Court of the European Union in the field of Public Procurement Ramona FRENDO, Judge, The Court of Justice of the European Union, Luxembourg
14.45 – 15.30	Procurement Resilience: From Crisis Response to Performance Acceleration leveraging Data, AI and Smart Strategies Thierry DECOCQ, Managing Director, YQ Purchasing, Belgium
15.30 – 15.40	Closing Remarks
15.40	Closing Drink

Session 1

Digital Transformation of Public Procurement

09.45 – 10.30

Isabel DA ROSA

Ms Isabel DA ROSA currently leads the Finance, Studies, and Strategy Directorate at the Institute of Public Markets, Real Estate and Construction.

She is an active member of the European Public Procurement Stakeholders Expert Group, serves on the OECD Leading Procurement Practitioners Committee, and participates in the Organisation for Economic Co-operation and Development (OECD) working group focused on artificial intelligence in public procurement. Prior to this role, she spent six years at the European Commission's Directorate General Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), specialising in Digital Procurement.

Ms Da Rosa holds a PhD in governance frameworks for digital transformation in the public sector, a specialisation in national defence, and a degree in applied mathematics.

With over 36 years of professional experience, she has held management positions across a wide range of fields, including digitalisation, digital transformation, public procurement, and public governance. Her previous appointments include Vice-President of the Institute of Finance and Equipment Management at Portugal's Ministry of Justice, Deputy Secretary-General of the Ministry of Public Works, Transport and Communications, and Chair of the ICT Committee within the same ministry. She has also worked in both the Portuguese and Macau public sectors, contributing to areas like taxation, defence, social housing, public works and procurement. Notably, Ms Da Rosa has more than 15 years' experience with electronic public procurement systems.

In academia, she teaches Digital Public Procurement as part of the International Master of Public Procurement Management, collaborating with the University of Rome Tor Vergata, the University of Belgrade, and the Ukrainian State University of Trade and Economics.



Isabel DA ROSA, Head of Finance, Studies and Strategy Directorate, Instituto de Mercados Públicos, Imobiliário e Construção (IMPIC) Portugal

Session 2

Development of Collaborative Innovation as a New Practice to Boost Public Procurement of Innovation in Europe

10.30 – 11.15

Samira BOUSSETTA

Ms Samira BOUSSETTA is the CEO and Founder of Altaee Consultancy, a firm in sustainable and innovative public procurement.

Her mission is to empower organisations to embrace sustainability and innovation by providing the skills, strategies and solutions needed to manage today's complex procurement landscape. With more than 15 years of experience, Samira has held a series of influential roles that link policy with practice. She has served as Director of Public Procurement for local authorities, as Head of Legal Affairs and Innovation Procurement for a central purchasing body in the French health sector, as Head of the Innovation and SMEs Unit at the French State Procurement Directorate, and as Policy Officer for Innovation and Sustainable Public Procurement at the European Commission. In each role she has led transformative initiatives that have reshaped procurement strategies across Europe.

At Altaee Consultancy, Samira directs initiatives that build capacity, foster collaboration and introduce forward-thinking procurement strategies. By aligning procurement processes with organisational objectives, she enables clients to achieve impactful, sustainable outcomes while navigating both digital and environmental transitions.

Ms Boussetta's academic background includes a master's degree in European Law, a certificate in Purchasing Management, and a second master's degree in Innovation Foresight and Organisational Transformation.



Samira BOUSSETTA, CEO & Founder, Altaee Consultancy, France

Session 3

Levelling the Playing Field: How to Manage Incumbent Advantage

11.45 – 12.30

Orlaith SHEEHY

Ms Orlaith SHEEHY is a partner in McCann FitzGerald LLP, one of Ireland's leading law firms, where she specialises in public procurement law.

She handles both contentious and non-contentious aspects of tender processes, together with invaluable insight into the political environment in which public-sector bodies operate.

Her practice focuses on guiding contracting authorities to the successful conclusion of public contracts without challenge. She takes a practical, commercial approach, guiding authorities through complex procurement issues with clear-sighted and robust advice. Orlaith's skills include anticipating risk and advising on early measures to manage or avoid pitfalls. She also has an excellent track record in successfully defusing potential disputes through robust correspondence with unsuccessful tenderers. In addition, Orlaith also acts for unsuccessful tenderers in challenging public procurement processes, giving her the ability to see both sides of every risk. One of her most notable recent cases was leading a challenge to the Minister for Transport's award of the €800m Coast Guard Search and Rescue contract - one of the largest procurement litigations in the state. Ms Sheehy's expertise in public procurement law is widely recognised. She advises major public bodies such as the Irish Central Bank, the National Transport Authority, the National Development Finance Agency, Transport Infrastructure Ireland and the Office of Public Works, among others. Beyond her practice, Ms Sheehy lectures extensively on public procurement law. She contributes to the Trinity College Diploma on Construction Law and Contract Administration and the Kings Inns' Diploma in Public Procurement Law.



Orlaith SHEEHY, Partner, McCann FitzGerald, Ireland

Session 4

Recent Notable Case-Law from the Court of Justice and the General Court of the European Union in the field of Public Procurement

14.00 – 14.45

Judge Ramona FREUDO

Ms Ramona FRENDO is Judge at the Court of Justice of the European Union since 2024.

Born in 1971 in Malta and a native of Żejtun (Malta), Ramona Frendo obtained a law degree at the Università ta' Malta (University of Malta) in 1993 and a doctorate in law at that university in 1995. She continued her studies at the University of Cambridge (United Kingdom), which awarded her an M.Phil. in criminology in 1996. In 2018, she completed her university education with a postgraduate degree in European law at King's College London (United Kingdom).

Ms Frendo began her career as a lawyer at the Maltese bar, a profession she exercised from 1996 to 2019. Her multidisciplinary knowledge also led her to work as a legal advisor in the Maltese Ministry of Social Protection from 1997 to 1998 and as a legal expert at the courts of Valetta (Malta) between 1997 and 2019 and for a number of insurance companies from 2006 to 2019.

She was a member of the national panel of arbitrators of Malta from 2006 to 2019 and of the Employment Commission of Malta from 2009 to 2019. She was a member of the National Family Commission (Malta) from 2012 to 2013 – the year in which she also served on the Commission for the Holistic Reform of the Justice System (Malta) – and, subsequently, a member of the Law Commission (Malta) between 2014 and 2016. After being appointed by the Maltese Government as a special advisor to the Visa Working Party of the Council of the European Union in 2016, she was Chairwoman of that working party during the Maltese Presidency of the Council in the first half of 2017.

Ms Frendo was appointed as a Judge at the General Court on 20 March 2019. She served at the General Court for five years before being appointed, on 7 October 2024, to her current role as a Judge at the Court of Justice.



Ramona FRENDO, Judge, The Court of Justice of the European Union, Luxembourg

Session 5

Procurement Resilience: From Crisis Response to Performance Acceleration leveraging Data, AI and Smart Strategies

14.45 – 15.30

Thierry DECOCQ

Mr Thierry DECOCQ is an international procurement and negotiation expert with more than 25 years of experience in both the private and public sectors.

Since 2007, he has specialised in Crisis and Innovative Procurement, creating strategies that unlock measurable Earnings Before Interest and Taxes (EBIT) gains and resilience. During the Covid-19 pandemic (2020–2022), he led the Belgian Federal Procurement Taskforce for the Ministry of Health, Food Chain Safety and Environment, generating over €26M in savings while safeguarding supply continuity under emergency conditions. His methods earned the European Innovation Council's Runner-Up Prize at the 2022 European Innovation Procurement Awards.

Mr Decocq founded YQ Purchasing and created two proprietary frameworks: the Profit-Driven Negotiation Roadmap™ (PDNR) and the Four Seasons Negotiation Method™. These tools enable organisations to double EBITDA without extra headcount, new software, or additional risk. His expertise covers pharmaceuticals, healthcare, banking, IT services, and manufacturing. He has advised governments (Belgium, Flanders, European Commission's HERA/HaDEA), as well as Fortune 100 companies and international consultancies.

Mr Decocq is a frequent speaker on topics such as Profit-Driven Procurement & Negotiation, Innovative Procurement Tools & AI in Negotiations, Public Sector Crisis Procurement & Resilience, Supplier Evaluation, and ESG & Performance Models. He holds dual Master's degrees in Law and Management, combining strategic insight with hands-on delivery. His contributions have been recognised by the International Purchasing and Supply Education and Research Association (IPSESA) and various European institutions, positioning him as a thought leader bridging public, private, and academic perspectives in procurement.



Thierry DECOCQ, Managing Director, YQ Purchasing, Belgium

ABOUT EPCO

In 2008, the Governing Council of the European Central Bank (ECB) laid down the framework for joint Eurosystem procurement and created the 'Eurosystem Procurement Coordination Office (EPCO)' to promote and coordinate joint procurement activities among the Central Banks of the Eurosystem/ESCB¹.

Since its start in 2008, the Governing Council allocated the implementation of the EPCO function to Banque centrale du Luxembourg (BCL). BCL is acting as 'hosting Central Bank' of EPCO, which current mandate goes until 31 December 2029.

MISSIONS & SCOPE

- The Governing Council of the European Central Bank (ECB) considers joint procurement of goods and services as an instrument to comply with the principles of cost-efficiency and effectiveness and to achieve best value for money.
- The Governing Council considers joint procurement of goods and services to be an instrument to achieve these objectives by exploiting synergies and economies of scale.
- For this reason, with the establishment in 2008 of a framework for joint Eurosystem procurement and the creation of the Eurosystem Procurement Coordination Office (EPCO), the ECB wished to foster the cooperation in the area of joint cross-border procurement among the ESCB central banks.

MAIN TASKS

EPCO is responsible for coordinating joint procurement activities for the benefit of its member central banks.

Together with the central banks leading the EPCO joint procurement projects and the participating institutions,

EPCO is in charge of:

- Assessing and identifying potential cases for joint Eurosystem procurement
- Preparing an annual EPCO Procurement Plan
- Consolidating the requirements of the EPCO central banks
- Supporting the central banks in joint tender procedures
- Supporting the central banks in procurements related to common projects of the ESCB
- Supporting the central banks in contract management activities.

Furthermore, via its Network of Procurement Experts and other dedicated Experts Groups, EPCO reinforces the cooperation of the ESCB central banks via the development, promotion and adoption of best procurement practices within the Eurosystem.

THE NETWORK OF PROCUREMENT EXPERTS

The EPCO's activities are performed thanks to the well established "EPCO Network of Procurement Experts". The Network is composed by high-level procurement experts and managers of all central banks of the ESCB participating in EPCO's activities.

The EPCO's Network serves as an essential platform and forum to facilitate and promote the implementation of EPCO's procurement and contract activities, as well as the exchange of best practices among its members.

¹ Decision of the European Central Bank of 17 November 2008 laying down the framework for joint Eurosystem procurement (ECB/2008/17) as amended