



**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**

PROCUREMENT STRATEGY

With a focus on sustainability, compliance
and an efficient use of resources

February 2026

TABLE OF CONTENTS

FOREWORD	3	FOCUS AREA 3	7
PROCUREMENT STRATEGY	4	Compliance	7
Purpose	4	FOCUS AREA 4	8
Target group	4	A strategic and data-driven approach to procurement	8
Structure	4	APPENDIX 1	10
FOCUS AREA 1	5	Organisation of procurement	10
The professional procurement organisation	5	Roles and responsibilities	10
Principles for efficient procurement in the Ministry of Foreign Affairs of Denmark	5		
FOCUS AREA 2	6		
Requirements for sustainability and social responsibility in procurement	6		
The UN Sustainable Development Goals	6		

FOREWORD

PROCUREMENT STRATEGY

At the Ministry of Foreign Affairs of Denmark (hereinafter the MFA), we work every day to promote the interests and values of Denmark. As part of these daily efforts, we make purchases that support the ministry's internal and external activities, both in Denmark and at the more than 100 Danish missions around the world.

The MFA makes purchases amounting to DKK 1 billion annually covering purchases financed from the budget for general operations and the budget for development cooperation.

Public procurement varies in form, scope and complexity, and is regulated by Danish and EU legislation. Procurement

requires specific qualifications and a high degree of professional expertise to ensure compliance and to realise the full potential of our resources.

The strategy for green public procurement from October 2020 defines clear ambitions for public procurement, including a very specific "Charter for good and green procurement". The charter defines an organisational framework with a focus on ensuring the right qualifications, sets out requirements on sustainable procurement and strategically planned procurement, and introduces systematic management reporting.

The "Charter for good and green procurement" is a welcomed lever to use procurement as a driver for the green transition"

Procurement is – and must be prioritised as – an independent strategic discipline. The employees who make purchases must have the correct tools and competencies, as well as the necessary mandate in order to conduct compliant, sustainable and efficient procurement processes.

The "Charter for good and green procurement" is a welcomed lever to use procurement as a driver for the green transition.

We are obliged to establish a common strategic framework for our work with the new requirements set out by the Danish government. For this purpose – and to define our work and ongoing focus areas

in this regard – the MFA has prepared this procurement strategy.

The "Procurement Strategy for the Ministry of Foreign Affairs of Denmark" (hereinafter "the Procurement Strategy") contains a number of focus areas and serves as the common reference for our ambitions regarding procurement at the MFA.

Best regards
Steen Hommel, COO

The Ministry of Foreign Affairs of Denmark,
June 2024*

* Updated with proofreading corrections February 2026

PURPOSE OF THE PROCUREMENT STRATEGY

PURPOSE

The purpose of the Procurement Strategy is to establish a common framework for procurement efforts at the Ministry of Foreign Affairs of Denmark. This includes maintaining a focus on sustainability, quality, compliance and efficient use of resources. The Procurement Strategy is incorporated into all relevant action plans, particularly those under the Finance department.

“The Procurement Strategy addresses all units in the service abroad and the service at home, as the MFA makes purchases across the entire organisation.”

TARGET GROUP FOR THE PROCUREMENT STRATEGY

The Procurement Strategy addresses all units in the service abroad and the service at home, as the MFA makes purchases across the entire organisation. The starting point is that anything which entails a mutual obligation between the MFA and a supplier, and which generates an invoice, is a purchase.

The Procurement Strategy covers all purchases within the operating budget and all purchases financed by grant funding.



STRUCTURE OF THE PROCUREMENT STRATEGY

The Procurement Strategy is built around four focus areas, all of which directly ties to the politically adopted “Charter for good and green procurement”:

1. THE PROFESSIONAL PROCUREMENT ORGANISATION

2. SUSTAINABLE CONSIDERATIONS AND SOCIAL RESPONSIBILITY IN OUR PROCUREMENT

3. COMPLIANCE

4. STRATEGIC AND DATA-DRIVEN APPROACH TO PROCUREMENT

Where relevant, the focus areas will be followed up by concrete initiatives materialised in the Finance department’s action plans. The Finance department will follow up on these initiatives in the annual management information beginning in 2025.

FOCUS AREA 1

THE PROFESSIONAL PROCUREMENT ORGANISATION

A professional procurement organisation is necessary for efficient and compliant use of public budgets.

A professional procurement organisation entails a managerial focus on the right qualifications, as well as on responsibilities and roles.

Organisation of procurement in the Ministry of Foreign Affairs of Denmark

The overall strategic responsibility for procurement is anchored in the MFA's Senior Management with the COO, to whom an annual management report is submitted. All purchases are made at the initiative of the unit that has assessed its need for the purchase and which has the purchasing budget.

Appendix 1 illustrates roles and responsibilities in connection with purchases below the threshold for EU tenders, and in connection with purchases above the threshold for EU tenders.

Procurement in the MFA is based on the following basic principles, which define how we work with efficient procurement as a professional discipline:

PRINCIPLES FOR EFFICIENT PROCUREMENT IN THE MINISTRY OF FOREIGN AFFAIRS OF DENMARK

- ▶ **We focus on the entire value chain relating to the purchase.** Good and efficient procurement requires a holistic approach to the purchase. The procurement process is part of the overall value chain, where efficient procurement methods go hand in hand with implementation and focused management of contracts.
- ▶ **The starting point for all goods purchases in Denmark is e-commerce.** E-commerce contributes to efficient procurement processes that minimise transaction costs and support compliant purchasing at contract prices and terms. E-commerce can also contribute to consolidating purchase orders and pooled purchases, thereby optimising procurement and promoting environmentally friendly and emissions-reducing behaviour. E-commerce via the official governmental procurement and invoicing system is a digital opportunity and duty that we prioritise. E-commerce also serves as a key tool for ensuring procurement in accordance with compliance requirements.
- ▶ **The procurement procedure must be proportional to the value of the purchase.** To support proportional and efficient purchasing, it has been decided that the purchase of goods and services without an-existing procurement contract, and which are financed by the budget for general operations with a value below DKK 5,000 exclusive of VAT, can be performed without a prior competitive bidding process or additional documentation. As with all economic transactions, sound financial management must be exercised for all purchases.
- ▶ **Purchasing of goods in the Service at Home is centralised in the Finance Office.** To increase compliance in purchasing under the Danish state's binding framework agreements, the purchase of goods is centralised in the Finance Office. The purchase of services will continue with decentralised procurement.
- ▶ **The potential of contracts is realised through targeted contract management.** Systematic, risk-based and strategic contract and consumption management is critical for ensuring compliance with applicable law and to realise the full economic potential of contracts.

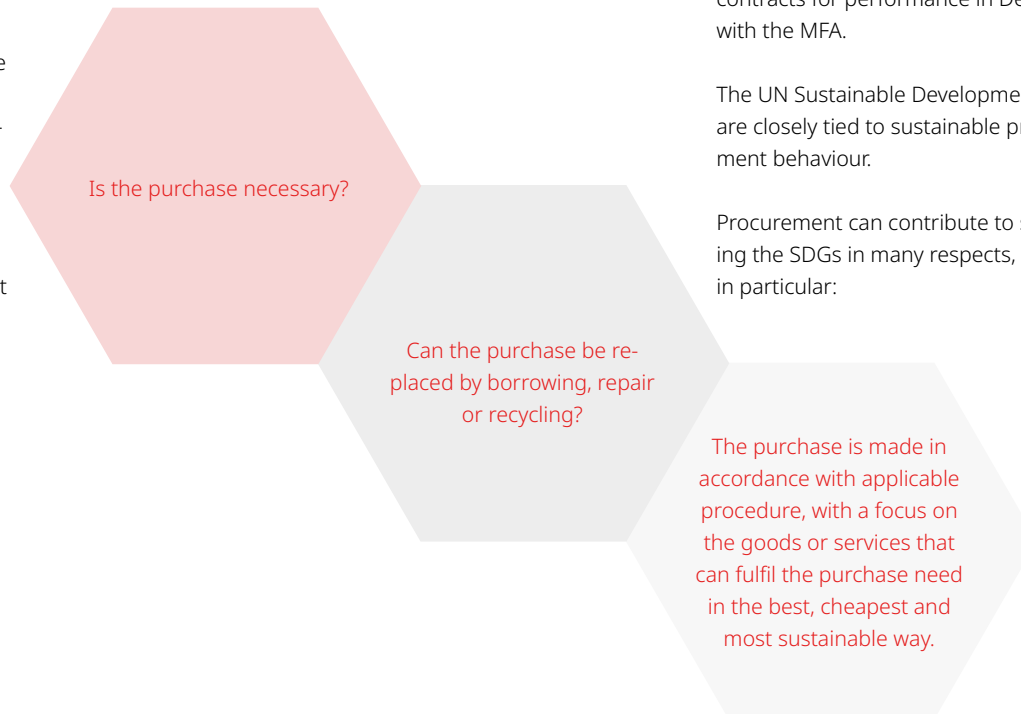
FOCUS AREA 2

REQUIREMENTS FOR SUSTAINABILITY AND SOCIAL RESPONSIBILITY IN PROCUREMENT

Sustainability in its full definition and understanding takes many forms, and the requirements for sustainability must be adapted to the specific purchase and tender process. The overall goal is to ensure that sustainability is an integrated part of our overall procurement behaviour.

Sustainable procurement is therefore part of ensuring responsible procurement. By integrating sustainable requirements in procurement, we support the green transition in the MFA and in the Danish state.

To support sustainable procurement behaviour, the Finance department recommends that, prior to any purchase, all units observe the following green procurement chain:



As a government authority, we are required to support the observance by our suppliers of pay and working conditions in accordance with collective agreements. This requirement is ensured by using our appendix on CSR Requirements and Labour Clauses, which all suppliers must commit to comply with when concluding contracts for performance in Denmark with the MFA.

The UN Sustainable Development Goals are closely tied to sustainable procurement behaviour.

Procurement can contribute to supporting the SDGs in many respects, including in particular:

THE UN SUSTAINABLE PROCUREMENT BEHAVIOR



SDG 7, Affordable and clean energy, by choosing sustainable energy from sources such as solar panels, or purchasing energy-efficient IT equipment.



SDG 8, Decent work and economic growth, by promoting the use of labour clauses and CSR requirements.



SDG 11, Sustainable cities and communities, by promoting local purchases by missions in the service abroad when such purchases can be made in accordance with applicable law"



SDG 12, Responsible consumption and production, by purchasing products with a longer lifetime use and with eco-label certifications.

FOCUS AREA 3



COMPLIANCE

Compliance as a concept covers multiple areas in public procurement, and compliance is essential for ensuring that the MFA acts correctly, in a timely manner, and in accordance with law.

Compliance entails observance of all applicable law, use of the Danish state's binding framework agreements, general contractual loyalty to the MFA's suppliers, and observance of internal guidelines, as well as other authorities' and political guidelines.

Using compliance as a strategic management tool helps to ensure that the MFA conducts itself as a professional and trustworthy partner. By acting compliantly,

the MFA is also entitled to – and can obtain – the agreed quality and fulfilment of all terms of the contract.

To support our efforts relating to compliance with applicable law, the Finance department prepares, continuously develops and maintains templates for use in the units' work with procurement and contracts.

Working together with other relevant units, the Finance department monitors compliance with applicable legislation and cooperation with suppliers on selected strategic contracts that, based on a risk assessment, are deemed critical to the MFA's operations.

“Compliance entails observance of all applicable law, use of the Danish state's binding framework agreements, general contractual loyalty to the MFA's suppliers, and observance of internal guidelines, as well as other authorities' and political guidelines”.

FOCUS AREA 4

A STRATEGIC AND DATA-DRIVEN APPROACH TO PROCUREMENT

Data ensures insight and transparency in our procurement behaviour. Data is a requirement for establishing strategic priorities and measures in procurement, and data provides a solid foundation for procurement decisions.

To ensure that we have accurate data, we must take a careful and focused approach to the categorisation of purchases. This already begins with the accounting processes for procurement. A uniform accounting approach is essential for the quality of data on our purchases.

Data also provides the foundation for management information in procurement, serving as a management tool at the centralised and decentralised levels.

Thus, data-based management information helps to provide clarity regarding purchasing patterns, compliance and sustainable choices, and allows for optimisation of our contract and consumption management.

A strategic approach to procurement based on data must contribute to management at the category level, and thereby make visible the potential in the MFA's future procurement.

This strategic and data-driven work will be an integrated part of a concept for management information that is overseen by the Finance department. The Finance department will develop and provide relevant management tools relating to procurement.

"Data is a requirement for establishing strategic priorities and measures in procurement, and data provides a solid foundation for procurement decisions"



INTERFACES AND FOLLOW-UP

Interfaces with other strategies, etc.

The Procurement Strategy sets out the overall framework for our work with procurement at the MFA.

The Procurement Strategy has natural interfaces with other strategies and initiatives at the MFA that are of concrete relevance to our procurement, e.g. the MFA's sustainability strategy.

FOLLOW-UP

To ensure that the aims and specific action plan efforts of the Procurement Strategy are prioritised and realised, the Finance department prepares an annual action plan for the overall work with the Procurement Strategy. Furthermore, the Finance department supports the units' existing work and management tools. Lastly, the Finance department performs an annual follow-up at the management level in the form of a management report to the COO.

**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**

Asiatisk Plads 2
DK-1448 Copenhagen
Denmark

Tel +45 33 92 00 00
Fax +45 32 54 05 33
um@um.dk

PHOTO:

Page 3: GettyImages-886945776
Page 7: GettyImages-1446686262
Page 8: GettyImages-997745894

APPENDIX 1

ORGANISATION OF PROCUREMENT

The overall strategic responsibility for procurement is anchored in the MFA's Senior Management with the COO, who also approves and follows up on long-term procurement goals for good and green procurement.

The specialist responsibility for procurement at the MFA is placed in the Procurement and Contracts Team as part of the Finance department. The Procurement and Contracts Team defines how EU tenders and procurement under the threshold values for procurement are to be carried out in both the service abroad and the service at home.

The Procurement and Contracts Team advises on tender and procurement issues, and prepares and maintains templates, guidelines and paradigms that are available to all units in both the service abroad and the service at home.

Procurement is financed both from the budget for general operations and the budget for development cooperation. Regardless of how procurement is financed, it must be conducted in accordance with applicable law.

All purchases are generally carried out at the behest of the unit responsible for the transaction (specialist office, mission, etc.). The transaction owner is generally the unit with the budget and/or the need.

	SERVICE AT HOME	SERVICE ABROAD
Procurement of goods	Carried out centrally by the Finance Office	Carried out decentrally by the individual unit
Procurement of services under the thresholds for EU-tenders	Carried out de-centrally by the individual unit, but DKJUR must be consulted prior to the procurement of legal services.	Carried out de-centrally by the individual unit, but DKJUR must be consulted prior to the procurement of legal services.
Execution of EU-tenders	Carried out centrally by the Finance Office	Carried out decentrally by the individual unit.

Procurement covered by the Danish Procurement Act, which regulates building and construction tasks

The specialised responsibility for procurement under the Danish Procurement Act, which regulates building and construction tasks under the threshold value, is anchored in the MFA's department of Security and Real Estate, SIKBYG.

ROLES AND RESPONSIBILITIES

- ▶ **Transaction owner.** The transaction owner is the unit/office with the purchase need. Thus, the transaction owner defines the requirements of the impending purchase and the qualities that the acquisition must have.
- ▶ **Procurement lawyers.** The Procurement and Contracts Team provides procurement lawyers with the necessary tender law knowledge and experience. Procurement lawyers are the project manager for a tender and support the tender process in accordance with applicable law and procedures.
- ▶ **Group Purchaser.** By order of the Ministry of Finance, at least one Group Purchaser must be appointed for each ministerial area to coordinate, ensure quality and administer the purchase needs in the ministry. The Group Purchaser for the MFA is based in the Tenders and Contracts Team in the Finance Office.