

# CONVENTION INTERNAZIONALE SUGLI APPALTI PUBBLICI

## INTERNATIONAL CONVENTION ON PUBLIC PROCUREMENT

**Roma, 6-7 Novembre 2025**

Roma Eventi

Centro Conferenze Fontana di Trevi  
Piazza della Pilotta, 4 - Roma

**Rome, 6-7 November 2025**

Roma Eventi

Fontana di Trevi Conference Center  
Piazza della Pilotta, 4 - Rome

# The Bright side of Bureaucracy

The dilemma of the fair balance: reach objectives in a timely manner, respecting rules

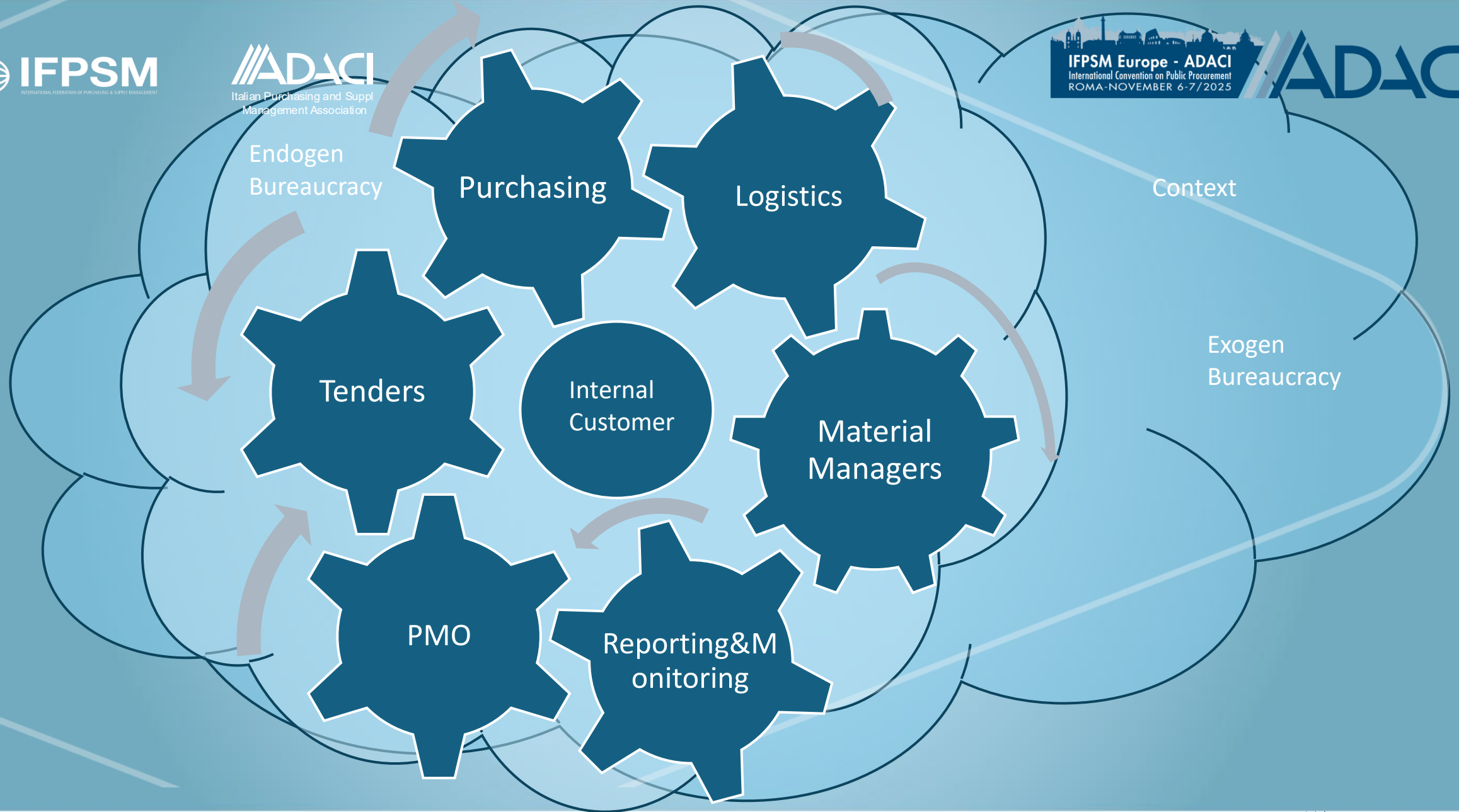
## Bureaucracy – A definition

Max Weber defined bureaucracy as a **form of organization** characterized by a **hierarchical structure, a division of labour, standardized rules and procedures, impersonal relationships, and merit-based hiring and promotion**, all designed to **ensure efficiency and rational control in large organizations**. He saw it as the **most rational and efficient way to manage complex administrative tasks**, though he also cautioned it could lead to an **"iron cage" of impersonal control**.

## Bureaucracy – Alternative definition

Distribution of roles and tasks based on competencies and procedures to ensure common and coherent behaviour of the organization according to its values and goals.

Procedures connecting people to processes to goals





# Exogen Bureaucracy

Laws

Certification authorities' regulations

Customer's and Supplier's Policies and Procedures

Power:

Interpretation

# Endogen Bureaucracy

Hierarchy

Organization

Procedures

Power:

(Change) Management

# Competence

The basis of taking responsibilities

More soft skills than technical skills



# Responsibility

Blame

Response

# Delegation

Definition of boundaries, objectives, escalation process

It is very much related to trust

# Trust

Competence

Coherence

Reliability

# Loyalty

Transparency

Activation of escalation process, only as needed

# Integrity

The capability of maintaining your wholeness

# Kindness

The present misunderstanding: being kind is not being weak



# Courage

The leverage to move limits, not to break it

Procedures and laws around people not against them – build trust

Interpretation of laws and procedures

## Public tender skills

Knowledge of laws and continuous training

Networking and benchmarking with other similar Organizations

Interpretation, keeping the focus on expected results of the Organization

A perfect tender may not lead to the objective

## Negotiation skills

The last law modified the limits for a direct purchase from 40 KEu up to 140 KEu

Respect of general principles need to be guaranteed: e.g. price analysis, best supplier choice

Last year 88% of the purchases in Italy were made without an open tender procedure

Negotiation skills are crucial but not necessarily available in public sector

Potential financial losses