

# REVISED STRATEGIC PLAN

2020-2022

OPR™  
THE OFFICE OF  
PROCUREMENT REGULATION  
ACCOUNTABILITY | INTEGRITY | TRANSPARENCY | VALUE FOR MONEY



## **BACKGROUND**

1. The Office of Procurement Regulation's (OPR's) three-year Strategic Plan was adopted in January 2020. As part of the ongoing monitoring of the Strategic Plan, the OPR undertook a periodic review of same with a view to:
  - i. determining the continued relevance of the Strategic Plan and or elements of it; and
  - ii. ensuring alignment of the organisation's governance and operational framework to the Strategic Plan (i.e. strategies and day-to-day operations are all directed toward achieving set priorities).
2. The review was particularly important in light of the following factors:
  - i. The onset of the COVID-19 Pandemic which necessitated changes in the way the OPR operated and engaged with stakeholders; and
  - ii. The delay in the full proclamation of the Public Procurement and Disposal of Public Property Act 2015 (as amended) which resulted in significant public discourse on the matter.
3. The review constituted of a comprehensive discussion of the current situation by the members of the Procurement Board and a re-evaluation of the following documents which provided valuable information from key stakeholders, as well as the progress of the activities of the OPR:
  - i. Strategic Plan for the Office of Procurement Regulation of Trinidad and Tobago, 2020-2022.
  - ii. Stewardship Report – January 2018 to September 2020.
  - iii. Final report of the Project, "Capacity-Building in Public Procurement, Retention and Disposal of Public Property and Technical Editing".
  - iv. Reports from the Capacity Development exercises undertaken throughout the country.
4. The process entailed the following steps:
  - i. Review of the Vision and Mission Statements and their impact on decision-making.
  - ii. Review of the current Strategic Plan against new opportunities and risks.
  - iii. Investigate what has been missed and what should be incorporated into the revised Strategic Plan.
  - iv. Investigate any strategic assumptions that have changed, and their impact on the Strategic Plan.
  - v. Discuss strategies for ensuring that the Strategic Plan is carried out at the various levels (Board, staff, committees, etc), including reviewing the Strategic Plan regularly.
  - vi. Strategies for embedding the Strategic Plan into performance measures and job descriptions at all levels of the organisation.
5. The following teams engaged in iterative reviews, discussions, testing of assumptions, adding, subtracting, revising and consensus in relation to the revisions to the Strategic Plan:
  - a. The Procurement Board;
  - b. The Strategic Development and Planning Committee of the Board;
  - c. Senior Executive Management of the OPR;
  - d. Sub Committee of the Senior Executive Management Team;
  - e. Employee Focus group.

6. The result of the aforementioned review resulted in the amended SWOT Analysis at Appendix 1 and the amended Strategy at Appendix 2.
7. The Board approved the revised Strategic Plan and objectives herein at its 54<sup>th</sup> Meeting held Wednesday May 25, 2022.

*Delrene Liverpool Young*  
*Corporate Secretary*



**Review of Strategic Plan 2020 – 2022****MATCH Recommendations to Appropriate OPR Strategic Goals and Strategic Themes****Management Team**

Aleem Baksh (AB)	Head, Information Communication Technology
Pastora Brown (PB)	Head, Procurement Policy Development
Maurissa De La Rosa (MDLR)	Head, Procurement Capacity Development
Joy Joseph-Lara (JL)	Head, Property Disposal
Delrene Liverpool-Young (DLY)	Corporate Secretary
Stasha Mahabir (SM)	Executive Assistant to the Chairman/Procurement Regulator
Lindy-Ann Mitchell (LAM)	Head, Legal
Nadira Mohammed (NM)	Head, Finance
Sharda Nanan (SN)	Head, Audit and Investigations
Tamara Roy (TR)	Head, Corporate Communications
Kymerly St. Bernard (KSB)	Head HR & Administration

PRIORITY PROJECTS WITHIN THIS STRATEGIC PLAN (2020 TO 2022)

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be Followed-up on	Action Items
<p><b>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</b></p>	<p><i>Stakeholder Engagement</i> – Guidance Framework</p>	<p>SPA: SN</p> <p>Support: LAM TR AB</p>	<p>1) Website for Whistleblowing.<sup>1</sup></p>	<ul style="list-style-type: none"> <li>i. Sensitisation Roll Out on Quarterly Basis to Employees of Procuring Entities and General Members of the Public.</li> <li>ii. Link the Whistleblowing Portal to the OPR’s Website.</li> <li>iii. Public Relations Campaign (Awaiting Full Proclamation).</li> </ul>
	<p><i>Learning and Growth</i> - Implement ICT Systems</p> <p><i>Stakeholder Engagement</i>-Guidance Framework</p>	<p>SPA: AB</p> <p>Support: LAM DLY Head, Administrative Review Secretariat</p>	<p>2) OPR Website –</p> <p>(Include Official Interpretation of Legislation, Ineligibility Lists, OPR Decisions in Challenge Proceedings, etc.)</p>	<ul style="list-style-type: none"> <li>i. Requirements for Challenge Proceedings to be Documented, and Process Design to Follow.</li> <li>ii. Public Awareness Campaign.</li> <li>iii. Operational Connection Between OPR Website and</li> </ul>

<sup>1</sup> OPR’s Case Management and Whistleblowing Solution is fully operational and will be linked as a portal to the OPR’s Website.

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be Followed-up on	Action Items
				Procurement Depository (currently being tested). (Capabilities for Ineligibility List)
Reduction in the Corruption Perception Index, Leading to Increase in Foreign Direct Investment.	<i>Stakeholder Engagement</i> – Awareness Programme	SPA: TR  Support: All Management	3) Public Relations – Introduce Regular Communication to the Media and the Wider Public.	Public Information Campaign, Based on Content Provided by Technical Departments; Inclusive of: i. Public Advisories; ii. Press Conferences/Media interviews; iii. Advertorials, etc.
	<i>Stakeholder Engagement</i> – Guidance Framework	SPA: SN  Support: LAM TR AB	4) Website for Whistleblowing. <sup>2</sup>	i. Sensitisation Roll Out on Quarterly Basis to Employees of Procuring Entities and General Members of the Public. ii. Link the Whistleblowing Portal to OPR’s Website. iii. Public Relations Campaign (Awaiting Full Proclamation).

<sup>2</sup> Refer to recommendation one (1) above

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be Followed-up on	Action Items
<b>100% Compliance with the Act Regulations and Guidelines.</b>	<b>Stakeholder Engagement</b> – Guidance Framework	SPA: DLY  Support: LAM JJL PB	5) Legislation Development – Further Develop the Regulations Concerning Publication of Public Procurement Relevant Documents.	i. Assist MoF with Regulations in respect of Disposal of Public Property. ii. Review Guidelines in relation to Act No.27 of 2020 Submitted by MoF iii. Review and Compile Changes / Amendments to Draft Procurement Regulations
	<b>Stakeholder Engagement</b> – Guidance Framework	SPA: MDLR  Support: TR PB AB KSB	6) Support Local Industry, SME Sector- (Access to Information, Understanding of information/training etc.)	i. Host/Conduct Sensitisation sessions for Employees of Procuring Entities and General Members of the Public. ii. Acquisition of and Training for use of the Learning Management System.
	<b>Internal Processes- Stakeholder Support Processes</b>  <b>Stakeholder Engagement</b>	SPA: TR  Support: All Management	7) Communication– Promote Direct Communication and Open Exchange of Information Between the OPR, Suppliers and Contractors and Public	i. Continue to review and develop Stakeholder Engagement Processes and Procedures



Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be Followed-up on	Action Items
			Bodies to Collect and Exchange Experience and Understand Everyday Problems	ii. Continue to Produce Reports After Sensitisation Sessions.
	<b>Stakeholder Engagement</b>	SPA: MDLR  Support : TR AB	8) Develop/Identify (2) Areas for Roundtable Discussion.	i. Research Areas for Discussion. ii. Plan and Manage Event (Virtual/ Physical).
	<b>Stakeholder Engagement – Awareness Programme</b>	SPA: TR  Support: All Management	9) Public Relations - Introduce Regular Communication With the Media and the Wider Public.	Public Information Campaign Based on Content Provided By Technical Departments. Inclusive of: i. Public Advisories. ii. Press. Conferences/Media Interviews. iii. Advertorials, etc.
	<b>Learning and Growth - Implement ICT Systems</b> <b>Stakeholder Engagement-Guidance Framework</b>	SPA: AB  Support: LAM DLY	10) OPR Website (include Official Interpretation of Legislation, Ineligibility Lists, OPR Decisions in Challenge Procedures, etc.). <sup>3</sup>	i. Requirements For Challenge Proceedings to be Documented and Process Design to Follow.

<sup>3</sup> Refer to recommendation number 5

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be Followed-up on	Action Items
		Head, Administrative Review Secretariat		<ul style="list-style-type: none"> <li>ii. Public Awareness Campaign.</li> <li>iii. Operational Connection Between OPR Website and Procurement Depository (Currently Being Tested). (Capabilities for Ineligibility List.)</li> </ul>
	<b>Stakeholder Engagement</b> -Guidance Framework	SPA: MDLR  Support: TR PB JJL AB	11) Internal Rules – Guide and Support the Contracting Authorities (Public Bodies) to Establish Internal Rules and Procedure.	<ul style="list-style-type: none"> <li>i. Development of Handbook and Guidelines to Assist With Harmonisation.</li> <li>ii. Sensitisation Sessions on same.</li> </ul>
<b>75% of 314 Public Bodies Served in Developing Capacity in Procurement Retention and Disposal.</b>	<b>Stakeholder Engagement</b> - Reporting Training and Competency Standards	SPA: MDLR  Support: TR PB JJL AB	12) Professional and Human Resource Development Within Public Bodies for Public Officers - Inclusive of: <ul style="list-style-type: none"> <li>i. Professionalisation of Procurement Officers (Training &amp; Certification) ;</li> <li>ii. Procurement Career Development.</li> </ul>	<ul style="list-style-type: none"> <li>i. Acquisition of Learning Management System.</li> <li>ii. Development of Learning Modules to be Hosted on OPR's LMS.</li> <li>iii. Assist the Accreditation Council of Trinidad and Tobago With the</li> </ul>

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be Followed-up on	Action Items
				Accreditation of Courses Offered by External Training Institutions.
	<b>Stakeholder Engagement</b>	SPA: TR  Support: All Management	13) Public Relations - Introduce regular communication with the Media and the wider Public.	Roll out of a Public Information Campaign Based on Content Provided from Technical Departments; The campaign includes: i. Public Advisories; ii. Press Conferences/Media interviews; iii. Advertorials, etc.
	<b>Learning and Growth - Implement ICT Systems Stakeholder Engagement-Guidance Framework</b>	SPA: AB  Support: LAM DLY Head, Administrative Review Secretariat	14) OPR Website (inclusive of Official Interpretation of Legislation, Ineligibility Lists, OPR Decisions in Challenge Proceedings, etc.).	i. Requirements for Challenge Proceedings to be Documented, and Process Design to Follow. ii. Public Awareness Campaign. iii. Operational Connection Between OPR Website and Procurement Depository (Currently Being Tested). (Capabilities For Ineligibility List.)

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be Followed-up on	Action Items
	<b>Stakeholder Engagement</b>	SPA: SM  Support: All Management	15) Problem Catalogue - Create a catalogue of all important issues, which affect the entire or an important part of the public procurement system and initiate immediate or mid-term corrective actions.	<ul style="list-style-type: none"> <li>i. Continue to Compile and to Categorise Enquiries by Stakeholders In an Appropriate Database.</li> <li>ii. Continue to Compile and Respond to Frequently Asked Questions.</li> <li>iii. Collect and Convert Raw Data Accumulated Via the Procurement Depository Into Usable Information for Analysis.</li> </ul>
	<b>Stakeholder Engagement-Guidance Framework</b>	SPA: MDLR  Support: TR PB JL AB	16) Internal Rules – Guide and Support the Contracting Authorities (Public Bodies) to Establish Internal Rules and Procedures.	<ul style="list-style-type: none"> <li>i. Development of Handbook and Guidelines to Assist With Harmonisation.</li> <li>ii. Sensitisation Sessions on same.</li> </ul>
	<b>Stakeholder Engagement-Guidance Framework</b>	SPA: PB  Support:	17) Introduce Strategic Public Procurement and Management Procedures.	<ul style="list-style-type: none"> <li>i. Develop the OPR’s Annual Procurement Plan and review Annual</li> </ul>

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		MDLR TR AB		<ul style="list-style-type: none"> <li>ii. Analyse the Performance of the Public Procurement System.</li> <li>iii. Conduct Training and Sensitisation Sessions.</li> </ul>
	<i>Stakeholder Engagement</i> - Reporting Training and Competency Standards	SPA:  MDLR  Support: TR PB JJL AB	18) Professionalisation - Continue to foster the efforts to develop a public procurement professional cadre in the country through concerted staff training and certification.	<ul style="list-style-type: none"> <li>iv. Acquisition of Learning Management System.</li> <li>v. Development of Learning Modules to be Hosted on the OPR's LMS.</li> <li>vi. Assist the Accreditation Council of Trinidad and Tobago With the Accreditation of Courses Offered by External Training Institutions .</li> </ul>
	<i>Stakeholder Engagement</i> - Reporting	SPA: MDLR  Support:	19) Ensure the Development of a Specialised Procurement Cadre	Provide Guidance Through Capacity-Building Sessions on the Implementation of the Training Standards,

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be Followed-up on	Action Items
	Training and Competency Standards	TR PB JL AB	Within the Civil Service Career System in the Country. <sup>4</sup>	Competence Levels and Certification Requirements.
	<b>Stakeholder Engagement</b> - Reporting Training and Competency Standards	SPA: MDLR	20) Ensure that Relevant Training Institutions are Urged to Develop Public Procurement, According to the OPR's Training and Competency Standards by Developing Demand-Driven Training Curricula Targeting Specific Procurement Functions.	<ul style="list-style-type: none"> <li>i. Continue to engage the Accreditation Council of Trinidad and Tobago (ACTT) and Other Learning Institutions.</li> <li>ii. Review of Proposed Curricula and Provision of Technical Advice in Conjunction With ACTT.</li> </ul>
	<b>Stakeholder Engagement</b>	SPA: PB  Support: MDLR JL TR	21) Introduce Green and Socially Responsible Procurement.	Develop Module on Sustainable Procurement to be Taught via the LMS Platform.
	<b>Learning and Growth</b> - Implement ICT Systems	SPA: AB	22) Collection of Information and Use of Supply Positioning tool.	i. Conduct Research in terms of Alternate / Available Tools

<sup>4</sup> This recommendation is embedded into Recommendation 14 and 21 above.

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be Followed-up on	Action Items
				ii. Enhance the Procurement Depository to Replace SUPREM
	<i>Learning and Growth - Implement ICT Systems</i>	SPA: AB	23) Promote the Use of Technology – E-procurement System With All Stakeholders.	i. Give Technical Advice to MoF and CARICOM in respect of E-procurement Systems and Platforms that these Organisations have either Procured or are At Present Utilising.

PRIORITY PROJECTS TO BE INCLUDED WITHIN THE 2022 TO 2025 STRATEGIC PLAN

It is to be noted that proclamation of the Act is required to give the OPR the legislative authority to implement and to action some of these recommendations below.

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<p><b>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property</b></p>	<p><i>Learning and Growth</i> - Implement ICT Systems <i>Stakeholder Engagement</i>- Guidance Framework</p>	<p>SPA: AB  Support: LAM DLY Head, Administrative Review Secretariat</p>	<p>1) OPR Website –  (Include Official Interpretation of Legislation, Ineligibility Lists, OPR Decisions in Challenge Proceedings, etc.)</p>	<p>i. Requirements for Ineligibility Proceedings to be Documented and Process Design to Follow. ii. Public Awareness Campaign. iii. Configure the Operational Connection Between OPR Website and Procurement Depository (at present the capabilities for Ineligibility List are being tested)</p>
<p><b>100% Compliance with the Act Regulations and Guidelines</b></p>	<p><i>Internal Processes</i>- Stakeholder Support Processes</p>	<p>SPA: DLY  Support :</p>	<p>2) Monitoring – Enhance the Monitoring Activities of OPR (particularly in relation to Section 24 - Report</p>	<p>i. Set Framework (Procurement Depository Database) to Collect Data.</p>



Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be followed-up on	Action Items
		All Management	to Parliament) Inclusive of the Usability of the Collected Information and Data.	<ul style="list-style-type: none"> <li>ii. Receipt and Analysis of Annual Procurement Plan Report.</li> <li>iii. Analysis of Readiness Assessment.</li> </ul>
	<p><b>Learning and Growth</b> - Implement ICT Systems</p> <p><b>Stakeholder Engagement-</b> Guidance Framework</p>	<p>SPA: AB</p> <p>Support: LAM DLY Head, Administrative Review Secretariat</p>	3) OPR Website (Include Official Interpretation of Legislation, Ineligibility Lists, OPR Decisions In Challenge Procedures, etc.) <sup>5</sup>	<ul style="list-style-type: none"> <li>i. Requirements for Challenge and Ineligibility Proceedings to be Documented and Process Design to Follow.</li> <li>ii. Public Awareness Campaign.</li> <li>iii. Operational Connection Between OPR Website and Procurement Depository (currently being tested.) (Capabilities for Ineligibility List)</li> </ul>

<sup>5</sup> Refer to recommendation number 5

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be followed-up on	Action Items
	<i>Stakeholder Engagement</i> - Guidance Framework	SPA: MDLR  Support: TR PB JL AB	4) Improve Internal Regulations and Controls Within Contracting Authorities (Public Bodies).	i. Provide Guidance to the Relevant Stakeholder Having Responsibility for Internal Controls Through Responding to Stakeholder Queries.  ii. Implement an Intervention Strategy Through Capacity-Building Initiatives.
75% of 314 Public Bodies Served in Developing Capacity in Procurement Retention and Disposal	<i>Stakeholder Engagement</i> - Reporting Training and Competency Standards	SPA: MDLR  Support: TR PB JL AB	5) Professional and Human Resource Development Within Public Bodies for Public Officers- Inclusive of:  (i) Professionalisation of Procurement Officers (Training & Certification)  (ii) Procurement Career Development.	i. Seek Donor Funding for financing of Sustainable Public Procurement (Development Project).  ii. Review and Align With 2030 GoRTT Plan.  iii. Peer Review of Training Programmes Developed by Training Institutions to Act as a Review Organisation of

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be followed-up on	Action Items
	<p><b>Learning and Growth</b> - Implement ICT Systems</p> <p><b>Stakeholder Engagement-</b> Guidance Framework</p>	<p>SPA: AB</p> <p>Support: LAM DLY Head, Administrative Review Secretariat</p>	<p>6) OPR Website (Include Official Interpretation of Legislation, Ineligibility Lists, OPR Decisions In Challenge Proceedings, etc.).</p>	<p>Programmes Put Forward.</p> <p>i. Requirements for Challenge and Ineligibility Proceedings to be Documented and Process Design to follow.</p> <p>ii. Public Awareness Campaign.</p> <p>iii. Operational Connection Between OPR Website and Procurement Depository (currently being tested).(Capabilities for Ineligibility List)</p>
	<p><b>Stakeholder Engagement</b></p>	<p>SPA: SM</p> <p>Support: All Management</p>	<p>7) Problem Catalogue - Create a catalogue of all important issues and problems, which affect the entire or an important part of the public procurement system and initiate immediate or mid-</p>	<p>i. Continue to Compile and to Categorise Enquiries by Stakeholders in an Appropriate Database .</p> <p>ii. Continue to Compile and</p>

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be followed-up on	Action Items
			term corrective actions.	Respond to Frequently Asked Questions. iii. Collect and Convert Raw Data Accumulated Via the Procurement Depository Into Usable Information for Analysis.
	<b>Stakeholder Engagement-</b> Guidance Framework	SPA: MDLR  Support: TR PB JIL AB	8) Improve Internal Regulations and Controls Within Contracting Authorities (Public Bodies)	i. Provide guidance to the Relevant Stakeholder Having Responsibility For Internal Controls Through Responding to Stakeholder Queries. ii. Implement an Intervention Strategy Through Capacity-building Initiatives.
	<b>Stakeholder Engagement -</b> Reporting Training and Competency Standards	SPA:  MDLR  Support:	9) Professionalisation - Continue to foster the efforts to develop a public procurement professional cadre in the country through concerted staff	i. Seek Donor Funding for financing of Sustainable Public Procurement (Development Project) ii. Review and align with 2030 GoRTT Plan.

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be followed-up on	Action Items
		TR PB JL AB	training and certification.	i. Peer Review of Training Programmes Developed by Training Institutions to Act As a Review Organisation of Programmes Put Forward.
	<b>Stakeholder Engagement -</b> Reporting Training and Competency Standards	SPA: MDLR  Support: TR PB JL AB	10) Ensure the Development of a Specialised Procurement Cadre Within the Civil Service Career System in the Country. <sup>6</sup>	i. Provide Technical support and guidance to the Accreditation Council of Trinidad and Tobago in respect of the Registration and Re-registration of Institutions in Relation to Procurement Courses.
	<b>Stakeholder Engagement -</b> Reporting	SPA: MDLR	11) Develop a Procurement Officers' Network.	i. Consideration of: a. Role of the OPR. b. Purpose of Network.

<sup>6</sup> This recommendation is embedded into Recommendation 14 and 21 above.

Strategic Goals/ Outcomes	Strategic Themes	Single Point Accountability and Support	Recommendations to be followed-up on	Action Items
	Training and Competency Standards	Support: AB		<ul style="list-style-type: none"> <li>c. The role of Stakeholders, e.g., the IDB</li> <li>ii. Consider, also, the Possible Use of the LMS Platform By Public Sector Procurement Professionals.</li> <li>iii. Review and consider IDB Proposal on a Procurement Officer's Network.</li> </ul>