STRATEGIC PLAN
2023-2025
STRATEGIC PLAN FOR THE OFFICE OF PROCUREMENT REGULATION OF TRINIDAD AND TOBAGO, 2023 TO 2025

CONTENTS

Message from the Chairman................................................................. 4

Executive Summary ........................................................................... 5

Overview & Approach ......................................................................... 5

Document Review ............................................................................. 5

Stakeholder Engagement / Discussions ........................................... 5

Introduction ......................................................................................... 8

History and Evolution of the OPR ..................................................... 8

Rationale for the Strategic Plan ............................................................ 10

Partial Proclamation of Enabling Legislation ........................................ 10

Environmental Risks .......................................................................... 10

Building a Strategic Thinking Capability within OPR ....................... 10

Mandate and Functions of the OPR .................................................. 10

Road to Full Proclamation: Key Achievements to Date ....................... 12

Project Methodology .......................................................................... 16

Overview .......................................................................................... 16

Situational Analysis ............................................................................ 17

Strategy Formulation ......................................................................... 17

Execution Planning ............................................................................ 17

Organisational Alignment .................................................................. 18

Situational Analysis ............................................................................ 18

Internal analysis ................................................................................ 18

External Analysis .............................................................................. 20

SWOT Analysis .................................................................................. 21

SWOT Analysis at November 2022 .................................................. 21

The Strategy of the Office of Procurement Regulation ......................... 22
Vision 22

Mission 22

Values 23

Strategic Outcomes, Objectives and Projects ................................................................. 24

Strategic Themes .............................................................................................................. 25

Strategic Projects ............................................................................................................. 29

Monitoring and Evaluation .............................................................................................. 38

The OPR's Monitoring and Evaluation Process ............................................................. 38

Change Readiness Assessment ......................................................................................... 39

The OPR's Role in Change Management ......................................................................... 40
The Office of Procurement Regulation (“the Office”) is pleased to publish its second Strategic Plan since its inception for the period 2023 – 2025. In our first planning period (2020 – 2022), we embarked upon unchartered territory, determined to establish systems, policies and procedures in keeping with our stipulated mandate. Our initial plan was successfully put into rigorous motion, buttressed by consistent performance evaluation and milestone reporting, on a weekly basis, by the Management Team. The Board also monitored the plan’s progress, on a quarterly basis, including the execution of a periodic review, with a few amendments identified and approved for implementation in May 2022.

The Office’s key achievements over the last period included, but were not limited to: the establishment of a Learning Management System (LMS), crafting and disseminating Public Information Campaigns, implementation of a Whistleblowing system and Case Management solution, development of Handbooks and Guidelines related to various aspects of procurement, retention and disposal of public property, hosting hundreds of stakeholder consultations, sensitisation and capacity building sessions, reviewing and contributing to amendments to the Regulations and the Act and establishing the Procurement Depository.

While we revel in these achievements, our posture is now forward looking! For this new period, even as we have some rolled over projects, we have strategically crafted new goals and objectives, aligned to our retained strategic themes. Additionally, though the Act remains partially proclaimed, actual execution and implementation of some of our 2020 – 2022 projects remain in abeyance. We remain undaunted by this issue however! We press ahead towards full proclamation of the Act, doing all that we can, to ensure public procurement reform in Trinidad and Tobago, becomes a reality.

Our valued stakeholders continue to be our main driving force. Their need for guidance, capacity building and assistance with queries or challenges will continue to be met with sincere interest and timely support from the Office. We are assured, through stakeholder feedback, that there is ample support from our various stakeholder groups for full proclamation of the Act and widespread recognition of its resounding benefits to the nation. We remain committed to consistent engagement, open, timely and relevant communication/information-exchange and excellence in our customer service delivery.

My sincerest hope for our beloved nation is, that the Public Procurement and Disposal of Public Property Act, 2015 (as amended) realises full proclamation. It is long overdue! It is my belief that our citizenry and future generations, deserve to reap all of its potential benefits.

Moonilal Lalchan
Chairman/ Procurement Regulator
EXECUTIVE SUMMARY

OVERVIEW & APPROACH

The Office of Procurement Regulation ("OPR"), its Staff, Management and Board embarked on a process to develop a 3-year Strategic Plan, 2023-2025. This plan, underpinned by the OPR’s mandate and guiding legislation, the Public Procurement and Disposal of Public Property Act, 2015, will guide the strategic actions of the OPR in the coming years and prepare it to navigate the vagaries of its operating environment. Our overriding consideration was that this Strategic Plan be an enabler that would guide the OPR’s efforts in execution of its duties and in bringing value to the process of national development and the national patrimony.

The methodological approach taken in developing this 3-year Strategic Plan was a participatory and an iterative one. This was aimed at increasing ownership for effective implementation of the plan. In developing the plan, the following process was followed:-

DOCUMENT REVIEW
Various documents were referred to for the purpose of extracting relevant information for use in the preparation of the Strategic Plan. These included,

1. Strategic Plan for the Office of Procurement Regulation of Trinidad and Tobago, 2020-2022;
3. Final report of the Project, “Capacity-Building in Public Procurement, Retention and Disposal of Public Property and Technical Editing”;
4. Reports from the Capacity Development exercises undertaken throughout the country;
5. Draft Financial Statements for the period 2020/2021- 2021/2022;
6. Managers’ Performance Contracts;
7. The Public Procurement and Disposal of Public Property Act, 2015 (as amended) and accompanying suite of Regulations.

STAKEHOLDER ENGAGEMENT / DISCUSSIONS

EXTERNAL
The OPR determined that to assist in the creation of a new Strategic Plan that an important component of a planning process, was to gather input and feedback for the SWOT from employees and OPR’s external stakeholders. As such, representatives of public bodies, including accounting officers and procurement practitioners, as well as members of the Trinidad and Tobago Coalition of Service Industries and the Private Sector Civil Society group were engaged and asked to complete a survey. The information collected in the survey was included in the SWOT analysis and provided context and direction for priority setting in the strategic planning process.

INTERNAL
The following teams engaged in iterative reviews, discussions, testing of assumptions, adding, subtracting, revising and obtaining consensus in relation to the revisions to the Strategic Plan:

✓ The Procurement Board;
The Strategic Development and Planning Committee of the Board;
Senior Executive Management of the OPR;
Sub Committee of the Senior Executive Management Team;
Employee Focus group.

Discussions were aimed at obtaining information that informed the strategic planning process and entailed, inter alia:

- A review of the current Strategic Plan against new opportunities and risks.
- Examination into what has been missed and what should be incorporated into the revised Strategic Plan.
- Investigation into any strategic assumptions that have changed, and their impact on the Strategic Plan.
- Discussions on strategies for ensuring that the Strategic Plan is carried out at the various levels (Board, staff, committees, etc), including reviewing the Strategic Plan regularly.
- Strategies for embedding the Strategic Plan into performance measures and job descriptions at all levels of the organisation.
- An exploration of OPR’s situational context by Executive Management and the Board, including departmental reviews of challenges and opportunity areas for improvement across themes of People, Process, Technology, External Stakeholder Engagement, Finance/Budget and the conduct of a SWOT analysis.

This appreciation for the operating context in which the OPR finds itself now, and the potential challenges and opportunities that it will confront, allowed for the crafting and validating of the OPR's Vision, Mission, Values, and its Future State.

These are confirmed as follows:

**VISION:** The catalyst for transformation through best practice in procurement, retention and disposal of public property

**MISSION:** To regulate public procurement, retention and disposal of public property through capacity development, leveraging technology, monitoring and enforcement and to promote best practices and socio-economic development in Trinidad and Tobago.

**VALUES:**
- Value for Money
- Integrity
- Transparency
- Accountability

Our approach in developing this Strategic Plan focuses on a cascade of actions and threads from the Vision, Mission and Values into Strategic Outcomes, Strategic Objectives, Projects and concomitant Actions. Managers were challenged not only to identify key objectives and projects, but to critically prioritise them in achieving the Strategic Outcomes as framed by the defined future state. Using a
Balanced Scorecard framework, the OPR management team was able to categorise their objectives, projects and actions within four (4) broad themes/perspectives: Stakeholder, Internal Processes, Finance and Learning & Growth. These Strategic Outcomes identified for the OPR, cascade into Strategic Objectives, Projects and Actions and are reflected in Figure 1 below.

Moreover, the success of the Strategic Plan is measured by its effective implementation. To this end, managers were tasked with answering certain key questions on proposed projects and actions. This included, considerations for sequencing of projects and actions; available financial, technology and human resources to complete projects and activities; timelines; alignment of proposed projects to the future state and practical application. Management will deploy the Strategies contained in this plan to ensure achievements of the Strategic Objectives so as to realize the intended outcome.

Further, Management is committed to implementing the Monitoring and Evaluation Plan in order to track and assess same on a continuous basis with the support and oversight of the Board. What is presented here in this Strategic Plan document represents the culmination of a dedicated and deliberate process that engaged key personnel of the OPR and its Board as well as external stakeholders. This plan and its accompanying actions will serve as a guide and reality check on the OPR as it forges ahead in the next 3 years and beyond. In this vein, the plan is both practical and implementable, with the necessary points of accountability and oversight engrained in its structure and plans for implementation.

Figure 1: Strategic Outcomes for the OPR as defined by Leadership
The Office of Procurement Regulation (OPR) is a body corporate established pursuant to an Act of Parliament, namely the Public Procurement and Disposal of Public Property Act 2015 (“the Act”). The Act has been amended by the following Acts of Parliament, namely:

- Act No. 5 of 2016
- Act No. 3 of 2017
- Act No. 27 of 2020

The Act aims to provide for public procurement and for the retention and disposal of public property in accordance with the principles of good governance, namely accountability, integrity, transparency, and value for money. The Act also seeks to promote local industry development, sustainable procurement and sustainable development.

Though the Act was assented to on January 14, 2015, it comes into operation on a date to be fixed by the President for proclamation. However, to allow for the establishment of the OPR, the appointment of the Members of the Board, the performance of certain key functions of the OPR, and the drafting of Regulations, the Act was partially proclaimed by way of Legal Notice No. 150 of 2015. Upon full proclamation, the Act will repeal the Central Tenders Board Act, Chapter 71:91.

In 2022, a suite of ten (10) Regulations were approved by both Houses of Parliament and have been published via the Trinidad and Tobago Gazette- Legal Supplement Part B—Vol. 61, No. 29 on 24th February 2022.
The Act is the result of a decade long national journey towards best practices in the procurement, retention, and disposal of public property. Specifically, the Act was developed by a non-partisan committee of the nation’s leaders in response to a detailed analysis of the weaknesses and limitations of the pre-existing system of procurement. The diagram below provides a timeline of the national procurement journey, and illustrates the time, effort, and consideration that was applied towards the formation of the OPR. Ultimately, the Act, Regulations, Handbooks and Guidelines outline a new system of Public Procurement for the country.

Figure 2: Evolution of Public Procurement Reform in Trinidad and Tobago
RATIONALE FOR THE STRATEGIC PLAN

PARTIAL PROCLAMATION OF ENABLING LEGISLATION
The Public Procurement and Disposal of Public Property Act was assented to in 2015, but the OPR will not be fully operational until fully proclaimed. The management and staff of the OPR continue to work to operationalize the office, prepare draft regulations, conduct public consultations, and draft procurement Handbooks and Guidelines. A strategic plan will continue to allow the various departments within the organisation to align a common vision and plan, thus preparing the organisation for a seamless initial launch.

ENVIRONMENTAL RISKS
The current national landscape for the procurement, retention, and disposal of public property is volatile, ambiguous, and susceptible to external threats. In this risky environment, the OPR needs to clearly understand all the issues, risks and opportunities, then develop a plan that empowers its employees to operate confidently and engage its stakeholders with a clear sense of purpose and operational excellence.

BUILDING A STRATEGIC THINKING CAPABILITY WITHIN OPR
Continuous iterative strategic thinking is necessary for the organisation to adapt and rapidly scale-up its operations in a dynamic and ambiguous environment. After full proclamation, the attention and expectations of the entire national community will be keenly focused on the OPR. The OPR wants to foster an ongoing strategic mind-set within its staff and management to quickly respond to the changing needs and expectations of its stakeholders.

MANDATE AND FUNCTIONS OF THE OPR
The Public Procurement and Disposal of Public Property Act of 2015 clearly defines a mandate for the organization and outlines the required functions of the OPR. The Strategic Plan ensures that these remain in focus.

The objectives of the Act, as stated in Section 5, are to promote:

✓ the principles of accountability, integrity, transparency and value for money;
✓ efficiency, fairness, equity and public confidence; and
✓ local industry development, sustainable procurement and sustainable development in public procurement and the disposal of public property.

Additionally, Section 13 of the Act outlines the functions of the OPR as follows:

a) establish a comprehensive database of information on public procurement, including information on tenders received, the award and value of contracts, and such other information of public interest as the Office thinks fit;
b) set training standards, competence levels and certification requirements to promote best practices in procurement;
c) issue and review guidelines in relation to public procurement and the retention and disposal of public property, including model guidelines for special guidelines under sections 30(1)(b) and 54(1)(b);
d) prepare, update and issue model handbooks, incorporating standardized bidding
documents, procedural forms and relevant documents for use in public procurement and the
retention and disposal of public property;

e) approve, in respect of each procuring entity, special guidelines and handbooks in relation to
public procurement and the retention and disposal of public property;

f) promote the use of technology in public procurement and the retention and disposal of
public property;

g) provide best practice advice in the conduct of procurement activities, including the
promotion of electronic transactions;

h) audit and review the system of procurement and disposal of public property to ensure
compliance with the objectives of the Act;

i) harmonize policies, systems and practices in relation to public procurement activities and
the disposal of public property;

j) review procurement practices and delivery systems on an annual basis to identify best
practices;

k) determine, develop, introduce, maintain and update related system-wide databases and
technology;

l) promote the awareness of public bodies and the public to issues relating to public
procurement and disposal of public property;

m) undertake research and surveys with respect to public procurement and disposal of public
property;

n) investigate, on its own initiative or upon complaint from any party involved in public
procurement or disposal of public property or any member of the public, any alleged or
suspected breach of this Act;

o) create and publish standard form contracts for public procurement and disposal of public
property;

p) prepare and maintain a database of pre-qualified contractors and suppliers;

q) prepare and maintain a list of pre-qualified mediators, arbitrators and experts for the
purposes of alternative dispute resolution under this Act; and

r) provide advice on best practice on the aggregation of the procurement or disposal of goods
for the purpose of obtaining value for money.
The OPR continues to make significant strides in fulfilling its mandate under the Act. To date the OPR has been a catalyst for transformation and has engendered public confidence in public procurement and disposal of public property, having achieved inter alia, the following:

- Providing responses to 1117 stakeholder queries since September 2018
- Hosting of 332 bespoke sensitisation sessions since January 2018 as well as general sessions for Accounting Officers, “named” Procurement Officers and other procurement professionals in person in Tobago, Port of Spain and San Fernando and online since the start of the pandemic, in 2020.
Development and crafting of the following public awareness campaigns,

- **Campaign #1 – Sustainable Procurement Campaign**: The Office of Procurement Regulation is committed to ensuring public bodies minimise their demands on global and natural resources. The drive to reducing Trinidad and Tobago’s eco-footprint must be championed at all levels including Procurement. As such, the OPR has sought to provide the necessary guidance and techniques for public bodies to become more aware of and incorporate sustainable procurement practices. The Sustainable Procurement Campaign video may be found via the following link: https://www.youtube.com/watch?v=opXfeq6ZbN8

- **Campaign #2 – School-Based Campaign / Kids Animated Website**: As approved in its Strategic Plan 2020 – 2022, the OPR saw it necessary to target Primary and Secondary Schools through a Public Information Campaign, to sensitise the next generation of citizens about the importance of adopting the principles of integrity, transparency, accountability and value for money into their daily lives. To ensure they can benefit from a sustainable, socio-economic national legacy, as it relates to public procurement and disposal related issues. To achieve this, a kids activity booklet was approved, developed and printed for distribution at schools and through other outlets as deemed appropriate by the OPR.

- **Campaign #3 – Whistleblowing Campaign**: The OPR developed this campaign with a view to,
  1. Inform stakeholders about the existence of the OPR’s Whistleblowing process/system and encourage its use;
  2. Educate stakeholders about how to use the Whistleblowing process/system;
  3. Communicate to stakeholders that the OPR is serious about investigating and stymieing public procurement corruption; and
  4. To sensitize stakeholders aware of the OPR and its mandate.

The OPR wishes to encourage stakeholders to either directly or anonymously report information which they believe shows improper conduct, i.e. a complaint, or any breach or suspected breach of laws, regulations or policies/procedures that may not be compliant with the Act.

- **Campaign #4 – Legal Sensitisation Campaign**: The Act has created unique processes to be executed by the OPR in furtherance of the objectives set out in section 5. In this regard, the OPR saw it prudent to utilise its pre-proclamation time to engage in public sensitisation on the complaints, challenge and ineligibility processes which will become operational upon full proclamation. In so doing, all stakeholders will be aware of how to immediately engage the OPR and the most appropriate legal channel to invoke. This campaign has been and continues to be executed through stakeholder webinars, print, television and radio advertisements, website, social media: e-brochures, infographics, instructional videos etc.

- Established an E-Learning Management System (LMS) which will provide local public bodies to access interactive content relating to the Act, Regulations, Handbooks and Guidelines,
systems, policies, procedures and processes in public procurement, retention and disposal of public property. The OPR envisages that the LMS will inter alia,

- Transform its capacity building interventions through delivery of on-demand, mobile free content; and
- Assist in tracking and reporting on the progress of its learners, allowing the OPR to target-interventions where it is most needed. The OPR also intends to create training modules on Sustainable Procurement and Sustainable Disposal to be accessed by procurement officers.

At present, training modules covering various areas in public procurement are being developed.

- The OPR would have engaged inter alia, representatives of the Ministry of Finance, the Office of the Attorney General and Legal Affairs, the Legislative Review Committee, and the Chief Parliamentary Counsel and also would have contributed to the drafting, review and subsequent passage and approval of a suite of ten (10) Regulations. These Regulations were made by the Minister of Finance on the recommendation of the OPR under section 63 of the Act. They were approved by both Houses of Parliament and have been published via the Trinidad and Tobago Gazette—Legal Supplement Part B—Vol. 61, No. 29 on 24th February 2022. They are as follows:

  - The Public Procurement and Disposal of Public Property (Miscellaneous) Regulations, 2021
  - The Public Procurement and Disposal of Public Property (Ineligibility Proceedings) Regulations, 2021
  - The Public Procurement and Disposal of Public Property (Participation in Procurement) Regulations, 2021
  - The Public Procurement and Disposal of Public Property (Pre-Qualification and Pre-Selection) Regulations, 2021
  - The Public Procurement and Disposal of Public Property (Procurement Methods and Procedures) Regulations, 2021
  - The Public Procurement and Disposal of Public Property (Procurement of Consultants) Regulations, 2021
  - The Public Procurement and Disposal of Public Property (Record of Proceedings) Regulations, 2021
  - The Public Procurement and Disposal of Public Property (Retention and Disposal) Regulations, 2021
  - The Public Procurement and Disposal of Public Property (Challenge Proceedings) Regulations, 2021
  - The Public Procurement and Disposal of Public Property (Evaluation) Regulations, 2021
The OPR has produced a number of publications. These include the following:
PROJECT METHODOLOGY

OVERVIEW
The team deployed a participatory strategic planning approach in the preparation of this Strategic Plan. The overarching objective was to enhance ownership for effective and efficient implementation of the Strategic Plan, ensuring that it is built upon the previous Strategic Plan, its achievements and the challenges identified in its mid-term review Development of the plan was achieved over four distinctive phases, as shown below:

1. **Situational Analysis** – “Current – Future State” Assessment and Initiate Formulation of OPR Strategy

2. **Strategy Formulation** – Design and Develop Strategic Plan: vision, mission, values, outcomes, and strategic objectives

3. **Plan for Translating Strategy to Execution** – Develop project plans, operational plans and strategy implementation roadmap

4. **Organisational Alignment** - Review Preliminary Draft Strategic Plan with OPR Board, revise according to feedback, and design Organisational Alignment Framework

The methodology is shown graphically below:

![Figure 3: Project Methodology](image-url)
SITUATIONAL ANALYSIS

For the Situational Analysis phase of the project, the team sought to achieve three major objectives:

- Ascertain the strengths, challenges, improvement opportunities and threats that exist within OPR’s existing capability
- Develop the high-level Strategic Plan, including the Mission, Vision, Values, Strategic Goals and Targets, in preparation for Phase II
- Review global best practice insights to support definition of vision, goals, objectives, framework and roadmap design

To achieve these objectives, the team completed the following activities:

- Analysis of existing documents and information
  - The Public Procurement and Disposal of Public Property Act No 1 of 2015
  - Handbooks and Guidelines
  - Previous Managerial Plans
  - Other relevant policy frameworks, policy and corporate documents
  - Managerial review of internal current state
- Benchmarking vs international standards and organisations
- Strategic Planning Workshops with Executive Management and Board of Directors
  - Detailed review of Internal and External Analysis
  - Discussion of benchmarks
  - SWOT Analysis
  - Developing the Vision, Mission, Values, and Strategic Goal of the Organisation

STRATEGY FORMULATION

For the Strategy Formulation phase of the project, the team sought to achieve the following objectives:

- Align key stakeholders with the objectives of the organisation’s strategic plan
- Define strategic objectives that will steer the company’s direction for the next three (3) years
- Define the high-level desired outcomes for the Strategic Plan over a 3-year timeframe

To achieve these objectives, the team completed the following activities:

- Sensitized OPR staff and obtained feedback on the Strategic Plan
- Deployed the Balanced Scorecard Methodology to organise and align Departmental Objectives to the Strategic Goal of the organisation
- Conducted a Managerial Retreat to define OPR Strategic Objectives
- Discussed technology enablers, opportunities for automation, and staff feedback

EXECUTION PLANNING

For this phase of the project, the Management Team worked together to achieve the following objectives:

- Engage stakeholders in the definition of the Strategic and Operational Plans to courage-buy in and a common understanding of the path forward;
Determine the high-level projects and activities that would be required to achieve the strategic objectives;
- Establish project timelines and resource requirements;
- Align the path forward, with the desired outcomes, and assign accountability for same to individual managers.

To achieve these objectives, the team completed the following activities:
- One on one planning meetings with department leaders to discuss projects and timelines;
- Project prioritisation workshops with Management Team;
- Operational Planning Workshops with Management Team;
- Develop an implementation roadmap (which has been embedded in each manager’s performance contract).

**ORGANISATIONAL ALIGNMENT**
Organisational Alignment is an ongoing process. Throughout the project, the team scheduled regular meetings and presentations to the Strategic Management Committee, the Executive Management Team, and the OPR Board. Feedback received during these project update sessions was used to guide future phases of the project.

**SITUATIONAL ANALYSIS**
Any solid Strategic Plan must be built-on realistic and current situations. A clear appreciation for the context under which the OPR was envisioned and operationalised (partially to date) is crucial to the development of a Strategic Plan that is both practical and implementable.

Staff were also engaged to obtain their input and feedback on the mandate and role of the OPR in general and specifically as relates to the dictates of a Strategic Plan.

**INTERNAL ANALYSIS**
An internal analysis for understanding the current state was conducted across departments, examining specific areas of focus, including:
- People
- Processes
- Technology
- Engagement of External Stakeholders
- Finance/Budget.

OPR's Internal functional Leaders presented to the Board and other Leadership Team Members on the current state of operations at the organisation. Leaders used the strategic theme groups to present their information, based on which items may be most relevant for their area. With regard to each theme, the functional leaders presented their perspectives on what has been working well, major challenges faced, opportunities for improvement, and key priorities.
Functional leaders who completed and presented their Internal Analysis were:

- Corporate Secretary
- Head, Information Communication Technology
- Head, HR and Administration
- Head, Finance
- Head, Corporate Communications
- Head, Procurement Policy Development
- Head, Legal
- Head, Audit and Investigations
- Head, Administrative Review Secretariat
- Head, Procurement Capacity Development
- Head, Property Disposal

INTERNAL ANALYSIS KEY TAKEAWAYS

Based on the internal analysis presentations, the following state the key current takeaways and future opportunities identified

![Figure 4: Summary of Key Takeaways from the Internal analysis](image-url)
EXTERNAL ANALYSIS

The OPR considered that in addition to gathering input from employees for the SWOT, obtaining input and feedback from the OPR’s external stakeholders was crucial. As such, representatives of public bodies, including accounting officers and procurement practitioners, as well as members of the Trinidad and Tobago Coalition of Service Industries and the Private Sector Civil Society group were engaged and asked to complete a survey comprising twenty (20) questions. The information collected in the survey was included in the SWOT analysis and provided context and direction for priority setting in the strategic planning process.

EXTERNAL ANALYSIS KEY TAKEAWAYS

Based on the external analysis, the following key takeaways were identified:

- **Support for full proclamation:**
  When asked whether they support full proclamation of the Act, of the 39 responses received, the majority (37 =95%) indicated support for full proclamation of the Act, and the minority (2 =5%) indicated that they were not in support. Generally, the majority of participants believed that full proclamation of the Act can standardize procurement processes, which effectively may curb corruption and lead to transparency and accountability in the public sector.

- **Support for Public Bodies:**
  When asked what steps could the OPR take to assist Public Bodies with becoming ready for proclamation of the Act, many of the respondents believed that the OPR was already making a ‘tremendous effort’ in this regard. Stakeholders’ recommended that continued training and one-on-one sessions can further assist public bodies.

- **Perception of OPR’s strength:**
  The question in relation to the perception of the OPR’s strengths, prompted a variety of responses which included, the staff of the OPR, the OPR’s status as an independent body as well as public bodies support for the OPR.

- **Opportunities for OPR to enable full proclamation:**
  When asked whether there any significant opportunities that the OPR could capitalize on to assist with full proclamation of the Act, some respondents believed that the OPR was already doing all that it can do. However, other responses included, assisting public bodies in their readiness preparations, individual sessions aimed at addressing the needs of each Ministry as well as additional training.

- **Barriers to OPR’s mandate:**
  When asked what internal or external barriers could the OPR encounter that may constrain the OPR in the carrying out of its mandate. (26%) of respondents identified political interference as the main barrier to the OPR carrying out its mandate.
The SWOT analysis was necessary to identify the internal and external forces that drive the OPR’s position in the industry. The SWOT analysis was completed and internal and external factors that may influence the operations of the OPR within this plan period were identified. The results are presented below.

**Figure 5: Summarised Results of OPR SWOT Analysis**
Strategy describes how an organisation intends to compete with the resources available in the existing and perceived future environment. In essence, the strategic plan is an organisation’s game plan. The Strategy tells the organisation how to get there.

While the relative number of words used in the Vision, Mission and Values statement of an organisation may be few, their impact on the direction of the organisation cannot be understated. The collaborative effort of the OPR’s Board and Management yielded statements reflective of the ethos of the organisation and the collective ‘wish’ for its future direction and alignment. This cascades from the Vision, Mission and Values into Strategic Outcomes and Strategic Objectives.

**VISION**

A vision statement should inspire and energize the organisation and all stakeholders; it should be the foundational statement of the organisation and should be future focused. What does the OPR want to become, is the question asked? The vision statement guides the creation of the mission.

*Vision of the OPR*

*The catalyst for transformation through best practice in procurement, retention and disposal of public property*

**MISSION**

The Mission is the core purpose. Mission statements tell an organisation where it is going. It should be a guide and inspirational tool for what the organisation is striving to become right now and in the near future. The Mission should be an enduring answer to the questions: Why does the OPR exist? What does the OPR do? Whom does the OPR serve? As such the OPR sought to refine its mission statement to bring it more in alignment with the stipulated mandate of the OPR.

*OPR’s newly revised Mission*

**Mission:** To regulate public procurement, retention and disposal of public property through capacity development, leveraging technology, monitoring and enforcement and to promote best practices and socio-economic development in Trinidad and Tobago.
Values are the constructs which govern how an organisation conducts its affairs and treats with its stakeholders.

<table>
<thead>
<tr>
<th>Value for Money</th>
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<tr>
<td>• Our mandate is underpinned by the need to safeguard the national patrimony of resources in the best interests of national development</td>
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<table>
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<tr>
<th>Integrity</th>
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<tr>
<td>• Our efforts are guided by irrevocable principles of honesty and strong morals</td>
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<tr>
<th>Transparency</th>
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<tr>
<td>• Our actions are open and answerable to the scrutiny of all of our stakeholders</td>
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<tr>
<th>Accountability</th>
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<tr>
<td>• We hold ourselves to a higher standard of excellence and are responsible for our actions</td>
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Figure 6: Values of the OPR
Strategic Outcomes can be considered as a desired state that the organisation will work towards and which will further direct its actions. The OPR's Strategic Outcomes for the period 2023 to 2025 have been identified as the following:

![Figure 7: OPR Leadership’s Defined Outcomes of the Strategic Plan](image)

With the OPR’s Strategic Outcomes articulated, the strategic plan methodology moves on to elucidation of concomitant Strategic Objectives and accompanying Projects.
STRATEGIC THEMES

Elements of a Balanced Scorecard Perspective for Public Sector entities were used to frame the development of Strategic Objectives to ensure that the OPR’s intangible assets were considered. This process enabled the OPR to categorize their objectives into four key perspectives, namely, Stakeholder Engagement, Internal Processes, Finance and Learning & Growth.

Figure 8: Elements of a Balanced Scorecard
STAKEHOLDER ENGAGEMENT

- Change Management Strategy
- Strategic Public Procurement & Management Procedures
- Sustainable Public Procurement & Sustainable Development
- Special Guidelines for Retention and Disposal of Public Property
- Review of Database for Disposal Actions
- Guidance for Retention & Disposal Process
- Training Standards for Retention & Disposal
- Develop Audit Universe & Audit Plan
- Whistleblowing Software Sensitisation

- Engage Strategic Linkages & Partnerships
- Support operationalisation of key provisions of the Act
- Further Develop Legislation Development
- Strengthening of Legislation & Regulations
- Public Procurement Training Strategy

- Roundtable Discussions
- Support Local Industry, SME Sector
- Professional and Human Resource Development for Public Bodies
- Establish Internal Rules & Procedures
- Professionalisation of Public Procurement Function
- Develop & Implement Public Information Campaigns
FINANCIAL STEWARDSHIP

- Rollout of Cost Centre Reporting

LEARNING & GROWTH

- Development of a Judgement Database
- Capacity Building through Learning Management System
- Enhancement of Support of Website
- Promote use of E-Procurement System
- Implement Human Resource Management Information System
- Development of Strategic HR Plan
The identification of the Strategic Projects is a crucial element for the efficient and ultimately effective roll out of the OPR's 3-year Strategic Plan. The following sections will highlight points of accountability, and alignment of strategic outcomes and themes:

<table>
<thead>
<tr>
<th>SINGLE POINT ACCOUNTABILITY</th>
<th>2023-2025 STRATEGIC PROJECTS</th>
<th>STRATEGIC OUTCOMES</th>
<th>STRATEGIC THEMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head, Procurement Policy Development</td>
<td>Develop and implement change management strategy to achieve buy-in from key stakeholders for the implementation and institutionalisation of the new public procurement system.</td>
<td>Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines</td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td></td>
<td>Develop and design an internal reporting framework to monitor and measure public bodies' compliance with the Act, Regulations and Comprehensive Handbook and Guidelines.</td>
<td>Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines</td>
<td>Internal Processes</td>
</tr>
<tr>
<td></td>
<td>Introduce Strategic Public Procurement and Management Procedures through the continued development of specialist general guidelines (Framework Agreements, Public Private Partnerships), procedural forms and templates and provision of related technical support.</td>
<td>Equipped Public Bodies with requisite skills through strengthened capacity building and enhanced technical support in procurement, retention and disposal of public property</td>
<td>Stakeholder Engagement-</td>
</tr>
<tr>
<td></td>
<td>Provide guidance to public Bodies in relation to methods, tools, techniques and strategies to promote Sustainable Public Procurement and Sustainable Development (Green and Socially Responsible Procurement)</td>
<td>Equipped Public Bodies with requisite skills through strengthened capacity building and enhanced technical support in procurement, retention and disposal of public property</td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td>Head, Finance</td>
<td>Implementation (roll out) of cost centre reporting for the OPR</td>
<td>Increased Public Trust and Confidence in procurement, retention and disposal of public property</td>
<td>Financial Stewardship</td>
</tr>
<tr>
<td>SINGLE POINT ACCOUNTABILITY</td>
<td>2023-2025 STRATEGIC PROJECTS</td>
<td>STRATEGIC OUTCOMES</td>
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<tr>
<td>Named Procurement Officer</td>
<td>Create and gain approval of the annual procurement portfolio, the Annual Procurement Plan and the annual performance review report and analyse progress, expenditure, to monitor quarterly performance and recommend areas of improvement</td>
<td>Increased Public Trust and Confidence in procurement, retention and disposal of public property</td>
<td>Internal Processes</td>
</tr>
<tr>
<td>Head, Property Disposal</td>
<td>Execute the ‘Special Guidelines Review Process’ for Retention and Disposal of Public Property</td>
<td>Increased levels of efficiency, effectiveness, competition, transparency, accountability and integrity by Public Bodies in the public procurement and disposal of public property system. Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines</td>
<td>Internal Process/Stakeholder Engagement</td>
</tr>
<tr>
<td>Review of Database information in relation to Disposal actions as and when reported by public bodies</td>
<td>Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines Increased levels of efficiency, effectiveness, competition, transparency, accountability and integrity by Public Bodies in the public procurement and disposal of public property system.</td>
<td>Internal Process/Stakeholder Engagement</td>
<td></td>
</tr>
<tr>
<td>Provide Guidance and assistance to Public Bodies to aid in the successful execution of the retention and disposal process</td>
<td>Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines Increased levels of efficiency, effectiveness, competition, transparency, accountability and integrity by Public Bodies in the public procurement and disposal of public property system.</td>
<td>Stakeholder Engagement</td>
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<tr>
<td>SINGLE POINT ACCOUNTABILITY</td>
<td>2023-2025 STRATEGIC PROJECTS</td>
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<tr>
<td>Development of, roll out and update Training Standards for Retention &amp; Disposal of Public Property</td>
<td>integrity by Public Bodies in the public procurement and disposal of public property system.</td>
<td>Equipped Public Bodies with requisite skills through strengthened capacity building and enhanced technical support in procurement, retention and disposal of public property</td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td>Development of recommended User Requirements for Electronic Systems/Solutions to aid in the execution of the Retention &amp; Disposal of Public Property Process</td>
<td>Increased Public Trust and Confidence in procurement, retention and disposal of public property</td>
<td></td>
<td>Internal Processes</td>
</tr>
<tr>
<td>Head, Administrative Review Secretariat</td>
<td>Full operationalisation of the Administrative Review Secretariat including review of policies and internal processes to support Challenge and Ineligibility Proceedings</td>
<td>Increased Public Trust and Confidence in Procurement, Retention and Disposal of Public Property</td>
<td>Internal Processes</td>
</tr>
<tr>
<td>Development of a Judgement Database</td>
<td>Increased Public Trust and Confidence in Procurement, Retention and Disposal of Public Property</td>
<td></td>
<td>Learning &amp; Growth</td>
</tr>
<tr>
<td>Head, Audit and Investigation</td>
<td>Develop OPR’s Enterprise Risk Management Framework</td>
<td>Increased Public Trust and Confidence in Procurement, Retention and Disposal of Public Property</td>
<td>Internal Processes</td>
</tr>
<tr>
<td>Review OPR’s policies, procedures Handbooks and Guidelines.</td>
<td>Increased Public Trust and Confidence in Procurement, Retention and Disposal of Public Property</td>
<td></td>
<td>Internal Processes</td>
</tr>
<tr>
<td>Develop and Audit Universe for all Public Bodies and an Audit Plan; Develop Audit Programs, working</td>
<td>Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines</td>
<td></td>
<td>Stakeholder Engagement / Internal Processes</td>
</tr>
<tr>
<td>SINGLE POINT ACCOUNTABILITY</td>
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<td>papers and list of requirements for the 23 new H &amp; G on OPR’s website.</td>
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<tr>
<td>Public Awareness/Sensitisation session for the Whistleblowing Software</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property</td>
<td></td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td>Corporate Secretary</td>
<td>Lead Strategic Planning Development and monitoring of deliverables within the OPR; and provide Board members with Legal Advice and research as when required.</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property</td>
<td>Internal Processes-Stakeholder Support Processes</td>
</tr>
<tr>
<td>Establishment of Internal Audit function within the Office of the Regulator</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property</td>
<td></td>
<td>Internal Processes Stakeholder Support Processes</td>
</tr>
<tr>
<td>Promote Good Governance at the OPR through inter alia drafting and review of policies, facilitation of internal capacity initiatives and hosting of training sessions.</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property</td>
<td></td>
<td>Internal Processes Stakeholder Support Processes</td>
</tr>
<tr>
<td>Engage, establish and maintain strategic linkages, partnerships and collaborations with key stakeholders on behalf of the OPR.</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property</td>
<td></td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td>Provide input into overall Organizational Restructuring and Recruitment of key personnel.</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property</td>
<td></td>
<td>Internal Processes Stakeholder Support Processes</td>
</tr>
<tr>
<td>Support the operationalisation and Implementation of key provisions of the Act before and beyond full proclamation</td>
<td>Increased Public Trust and Confidence in Procurement</td>
<td></td>
<td>Learning &amp; Growth/Stakeholder</td>
</tr>
<tr>
<td>SINGLE POINT ACCOUNTABILITY</td>
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<tr>
<td><strong>Legislation Development – Further Develop the Regulations Concerning Publication of Public Procurement Relevant Documents.</strong></td>
<td>Retention and Disposal of Public Property</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property</td>
<td>Engagement/Internal Processes</td>
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<tr>
<td></td>
<td></td>
<td>Increased levels of efficiency, effectiveness, competition, transparency, accountability and integrity by Public Bodies in the public procurement and disposal of public property system.</td>
<td>Stakeholder Engagement – Guidance Framework</td>
</tr>
<tr>
<td><strong>Head, Legal</strong></td>
<td>Continuous Strengthening of the Legislation and Regulations.</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property</td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td></td>
<td>Establishment of a robust Complaint Management framework.</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property/100% Compliance with the Act, Regulations and Guidelines</td>
<td>Internal Processes/Stakeholder Engagement-Guidance Framework</td>
</tr>
<tr>
<td></td>
<td>Guiding and supporting Public bodies/suppliers and contractors in the performance and execution of its procurement/disposal function pursuant to s(13)(p) Nov-April 2023</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Internal processes</td>
</tr>
<tr>
<td></td>
<td>To develop a Procurement Law Guide to provide insight on fundamentals of public procurement regulation (Oct 22 to September 2023)</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Internal Processes/Learning and Growth</td>
</tr>
<tr>
<td>SINGLE POINT ACCOUNTABILITY</td>
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</tr>
<tr>
<td>Head, Capacity Development</td>
<td>To develop a Public Procurement Training Strategy</td>
<td>Equipped Public Bodies with requisite skills through strengthened capacity building and enhanced technical support in procurement, retention and disposal of public property;</td>
<td>Stakeholder Engagement –</td>
</tr>
<tr>
<td>Development of Internal and External Capacity by implementation the OPR’s Learning Management System</td>
<td>Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines</td>
<td>Equipped Public Bodies with requisite skills through strengthened capacity building and enhanced technical support in procurement, retention and disposal of public property;</td>
<td>Learning &amp; Growth</td>
</tr>
<tr>
<td>Host Roundtable Discussions with Internal/External Stakeholders of the OPR</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td></td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td>Support Local Industry, SME Sector- (Access to Information, Understanding of information/training etc.)</td>
<td>Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines.</td>
<td></td>
<td>Stakeholder Engagement – Guidance Framework</td>
</tr>
<tr>
<td>Professional and Human Resource Development Within Public Bodies for Public Officers – Inclusive of: i. Professionalisation of Procurement Officers (Training &amp; Certification) ; ii. Procurement Career Development.</td>
<td>Equipped Public Bodies with requisite skills through strengthened capacity building and enhanced technical support in procurement, retention and disposal of public property;</td>
<td></td>
<td>Stakeholder Engagement -</td>
</tr>
<tr>
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<tr>
<td>Internal Rules – Guide and Support the Contracting Authorities (Public Bodies) to Establish Internal Rules and Procedures.</td>
<td>Equipped Public Bodies with requisite skills through strengthened capacity building and enhanced technical support in procurement, retention and disposal of public property; Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines</td>
<td>Stakeholder Engagement -</td>
<td></td>
</tr>
<tr>
<td>Professionalisation of Public Procurement Function – Continue to foster the efforts to develop a specialised public procurement professional cadre in the Civil Service system and by extension the country through concerted staff training and certification.</td>
<td>Equipped Public Bodies with requisite skills through strengthened capacity building and enhanced technical support in procurement, retention and disposal of public property; Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines</td>
<td>Stakeholder Engagement -</td>
<td></td>
</tr>
<tr>
<td>Enhancement and Support of the Procurement Depository</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Internal Processes / Learning &amp; Growth</td>
<td></td>
</tr>
<tr>
<td>Business Process Optimization (Process Documentation and Standardisation to identify opportunities to improve process efficiency and collaboration, potentially using digital tools and automation)</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Internal Processes</td>
<td></td>
</tr>
<tr>
<td>Management of ICT risk including the strengthening of the OPR cyber security posture</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Internal Processes</td>
<td></td>
</tr>
<tr>
<td>SINGLE POINT ACCOUNTABILITY</td>
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<tr>
<td><strong>Enhancement of Support of Website</strong></td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Learning and Growth – Implement ICT Systems</td>
<td>Stakeholder Engagement-Guidance Framework</td>
</tr>
<tr>
<td><strong>Promote the Use of Technology – E-procurement System with All Stakeholders.</strong></td>
<td>Engaged Public Bodies ready to comply with the Act, Regulations, Handbooks &amp; Guidelines.</td>
<td>Learning and Growth – Implement ICT Systems</td>
<td></td>
</tr>
<tr>
<td><strong>Head, HR &amp; Administration</strong></td>
<td>Implement a Human Resource Management Information system</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Learning &amp; Growth</td>
</tr>
<tr>
<td></td>
<td>Implement a competency framework</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Learning &amp; Growth</td>
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<td></td>
<td>Develop and implement a Talent Management plan</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Internal Process / Learning &amp; Growth</td>
</tr>
<tr>
<td></td>
<td>Develop a comprehensive Electronic Records Management system</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Internal Process</td>
</tr>
<tr>
<td></td>
<td>Develop and implement a Physical and Information Technology Security management system</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Internal Process</td>
</tr>
<tr>
<td>SINGLE POINT ACCOUNTABILITY</td>
<td>2023-2025 STRATEGIC PROJECTS</td>
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<td></td>
<td>Develop and implement a Business Continuity Plan</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Internal Process</td>
</tr>
<tr>
<td></td>
<td>Develop a Strategic HR Plan of initiatives to achieve and promote behaviours and competencies needed to achieve organisational goals.</td>
<td>Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property.</td>
<td>Learning Growth</td>
</tr>
</tbody>
</table>
| Head, Corporate Communications | Continued Development and Implementation of Public information campaigns targeted at Members of the General Public on the following:  
- Ethics, Integrity and Anti-corruption Concepts;  
- Whistleblowing and the process  
- Making a Challenge and a complaint to the OPR  
- Sustainable Procurement and Development | Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property. | Stakeholder Engagement |
|                             | Manage stakeholder engagement procedures and processes to uphold and maintain OPR brand and reputation | Increased Public Trust and Confidence in Procurement Retention and Disposal of Public Property. | Internal Processes – Stakeholder Support Processes |
The processes of Monitoring and Evaluation are critical to the success of projects. Projects often fail due to a lack of understanding of the importance of these processes and how they are to be applied can result in project failure and are critical to successful implementation of projects. Monitoring is the continuous assessment of a project in relation to the approved implementation roadmap. It should provide continuous feedback on the project’s implementation, inclusive of identifying potential constraints and potential successes to facilitate timely decisions.

Projects are monitored to:
- assess the stakeholders’ understanding of the project;
- minimise the risk of project failure by ensuring accountability; and
- assess progress in implementation.

Evaluation on the other hand, is the process by which the stated objectives of a project will be achieved or are achieved.

Projects are evaluated to:
- identify the degree of achievement of the project’s objectives;
- identify issues associated with project planning and implementation; and
- identify the need to reformulate objectives and/or strategies/actions.

Two common types of evaluation relevant to the OPR’s project roadmap implementation are:
- interim, and
- terminal.

THE OPR’S MONITORING AND EVALUATION PROCESS

Responsibility for the Strategic Plan resides with the Chairman/Procurement Regulator. The Executive Assistant to the Chairman coordinates the overall monitoring and evaluation process.

Cognisant that strategy must be connected with operations, all strategic projects and corresponding activities are tracked via the Management Strategy Board within the Microsoft Teams Platform to ensure that all activities are tied back to strategy and that the Board has a direct line of sight to particular objectives.

Mindful that the OPR’s management is responsible for the implementation of the strategic projects, all Managers are required to provide verbal updates to the Chairman/Procurement Regulator for all strategic projects for which they lead and are assigned, on a weekly basis.

Moreover, to encourage ownership of the strategic plan and participation in implementation of same, all Managers provide all members of staff with an update on the status of strategic projects, on a monthly basis.

At the Board level, to ensure strategy control and interrogation, the Chairman/Procurement Regulator, on a quarterly basis, reports to the Board on the status of strategic projects and on the actual direction of the organisation as compared to the direction agreed upon. Such reports to the Board include information such as:
- Project Status
- Challenges in meeting deadlines
- Specific actions for recovery
- New estimated deadlines
Through the process outlined above, recommendations and data will be collected, collated and analysed, with a view to assist in decision making for the subsequent operating period.

CHANGE READINESS ASSESSMENT

A Change Readiness Assessment (CRA) is a component of a holistic Change Management Plan for large organisations which are preparing to undertake a significant transition or transformation. The Assessment helps to inform the Plan and initiatives to facilitate internal adoption and achieve the intended business benefits of Transformation.

The CRA achieves three major objectives:

- Assesses the organisation’s capacity for change with a focus on identifying the opportunities and barriers that must be addressed to promote the adoption of new processes and systems
- Provides a baseline and regular pulse checks throughout implementation to assess progress towards achieving commitment and buy-in of stakeholders towards adoption of the Plan
- Prioritises the recommended mitigation strategies and actions for managing stakeholders

These objectives can be achieved through the deployment of various quantitative and qualitative analytical tools, as deemed necessary for the individual project, based on size, scope, complexity, and previously identified cultural risks. Deployment tactics may include Surveys, Interviews, Focus Groups, Diagnostic Assessments, and informal feedback.

For the CRA, stakeholders are segmented into groups based on their positions within or outside the organisation, and the approach is tailored based on varying expected rates of adoption. This methodology is explained using the Commitment Curve, which measures the rate at which various stakeholder groups adopt the new strategy, as shown below. The goal of the Change Management Plan, as measured through the Change Readiness Assessment, is to move all stakeholders up the Commitment Curve, from Awareness to Reinforcement, as quickly and efficiently as possible.

Figure 12: The Commitment Curve
The OPR is a newly formed organisation and is still in the process of defining its organisational culture. Internal Stakeholders are highly engaged and aligned to a clear mandate as identified by the Act. Additionally, the small size and relatively flat organisational structure of the OPR allows for rapid, direct, and straightforward communication between leadership and staff.

The external stakeholders of the OPR include the general population, Parliament, contractors, and Public Bodies. In order to effectively adopt the mandates of the Act, many of these large Public Bodies will be required to undertake drastic changes to their standard operating procedures. Although the responsibility for effectively completing these changes ultimately lies with those organisations, the OPR will be expected to support the Public Bodies to ensure the success of the Act and its Regulations.

A Change Readiness Assessment is best applied as part of a holistic Change Management Plan with established organisations that are undergoing transformational change. Thus, while this approach may not be directly applicable towards achieving the OPR’s internal objectives and projects, Public Bodies may benefit directly from this approach. In this regard, the OPR shall consider launching a Change Readiness Assessment project in collaboration with Public Bodies who are desirous of this support to ensure adoption.