



Republic of Malawi

**OFFICE OF THE DIRECTOR OF PUBLIC PROCUREMENT
(ODPP)**

STRATEGIC PLAN

January, 2006 – December, 2008

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FOREWORD

The Government of Malawi enacted the Public Procurement Act (2003) to provide for the principles and procedures to be applied in and to regulate the public procurement of goods, works and services; to provide for the establishment of the Office of the Director of Public Procurement (ODPP) as the main authority responsible for the monitoring and oversight of public procurement activities, and for the development of the related regulatory and legal framework and professional capacity of public procurement.

The overall objectives of the Procurement Law are:-

- To maximise economy and efficiency in procurement;
- To promote value for money with particular attention to fairness, integrity, transparency and accountability in the procurement process; and
- To foster sustainable national growth and development.

We have a vision about what we want for ourselves and our country. Working together we can achieve this vision. A better and corrupt-free public procurement system means a better life for the majority of Malawians as more resources will be channelled to areas that go a long way to improving their well-being like better health care, better quality of education and better governance among others.

In pursuit of our dream, we have among other initiatives, embarked on a procurement reform programme. We are adapting rules to conform to international public procurement best practice, and have adequate legislation and procedures. The Office of the Director of Public Procurement (ODPP) was established as a result of the law to regulate public procurement to ensure transparency, accountability and value for money and maximise the potential for public procurement to support sustainable development.

It is my hope that this Strategic Plan shall provide direction and focus to the ODPP by ensuring that all public procurement programmes are developed and implemented in a coherent manner and in line with our national aspirations and priorities as contained in the Malawi Growth and Development Strategy (MGDS) – amongst them “zero tolerance on corruption” and “wealth creation”. In this vision, transparency and accountability in the procurement of public goods, works and services forms a fundamental part.

I am optimistic that the implementation of this strategic plan will go a long way towards contributing to the attainment of our vision of a “Corrupt-free Procurement System and a better Malawi” for all.

Dr. Bingu Wa Mutharika
PRESIDENT OF THE REPUBLIC OF MALAWI AND MINISTER RESPONSIBLE
FOR PUBLIC PROCUREMENT

PREFACE

The Office of the Director of Public Procurement (ODPP) launched the Strategic Planning Process (SPP) as one way of addressing its needs and determining the direction for the future. The SPP was successfully carried out using both internal and external expertise. It should be noted that the quality of the document stems from the enthusiasm and commitment of members of staff who unreservedly shared their ideas during the consultative process. Its success as a strategic tool for the Office will therefore be measured through the guidance the plan will provide to both employees in the Office and various stakeholders involved in Public Procurement.

The Strategic Plan has been developed for implementation between January, 2006 and December 2009. Its development is a result of concerted efforts by members of the management team who were involved in the envisioning of the Office's future by setting the Vision, Mission Statement, Objectives and Strategies for achieving the desired future. The planning also involved examining the internal and external environments of ODPP to determine how the Office will position itself to meet the challenges it will encounter in its three-year Strategic Plan. This plan in essence provides the framework from which all ODPP's plans will be formulated and implemented.

It is obvious that the Public Service will continue to experience change in different ways. As such, the Strategic Plan will enable ODPP to effectively respond to such changes and contribute positively towards national development by providing a transparent, efficient and corrupt-free procurement system in the Public Service.

B.S.M. Mangulama
DIRECTOR OF PUBLIC PROCUREMENT

ACKNOWLEDGEMENTS

The Office would like to acknowledge valuable contributions made by the following people towards the development of this Strategic Plan:

Office of Public Procurement

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A Mussa-Mbewe	Assistant Director (Professional Development)
E Suwara	Legal Expert
M White	Principal Accountant
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KEY ABBREVIATIONS

ACB	Anti Corruption Bureau
AD	Assistant Director
AIDS	Acquired Immune-Deficiency Syndrome
AU	African Union
CGS	Central Government Stores
COMESA	Common Market for Eastern and Southern Africa
CSR	Civil Service Reform
CTB	Central Tender Board
DAC	Development Assistance Committee
Dir	Director
DD	Deputy Director
FAM	Finance and Administration Manager
GCU	Government Contracting-out Unit
GoM	Government of Malawi
HIV	Human Immune Virus
HRD	Human Resource Development
IA	Internal Auditor
IEC	Information Education and Communication
ICT	Information and Communication Technology
IPC	International Procurement Consultants
LE	Legal Expert
MDGs	Millennium Development Goals
MEGS	Malawi Economic Growth Strategy
MGDS	Malawi Growth and Development Strategy
MPRS	Malawi Poverty Reduction Strategy
NEPAD	New Economic Partnership for African Development
ODPP	Office of the Director of Public Procurement
OECD	Organisation for Economic Cooperation and Development

OPC	Office of the President and Cabinet
PA	Principal Accountant
PAO	Principal Administrative Officer
PHRMO	Principal Human Resource Management Officer
PPA	Public Procurement Act
PRO	Public Relations Officer
PSA/P	Principal Systems Analyst/ Programmer
PSCMA	Public Sector Change Management Agency
PSR	Public Sector Reform
PVHO	Plant and Vehicle Hire Organization
RU	Rationalization Unit
SADC	Southern African Development Community
SP	Strategic Plan
SPP	Strategic Planning Process
SPO	Senior Procurement Officer
WTO	World Trade Organisation

CHAPTER ONE

BACKGROUND TO THE STRATEGIC PLANNING PROCESS

- 1.1. The State President's call for "...zero tolerance on corruption and the promotion of good governance and public management, transparency and accountability in Public Service" effectively captures the Office of the Director of Public Procurement's mandate and role in the forth coming period. The imperatives of government's programme of action demand a high level of capability that is commensurate with the scope and challenges associated with its effective implementation. Presently when government's allocation of resources is driven by national priorities, in terms of development, it becomes apparent that proper management of the resources requires a high level of integrity making transparency and accountability extremely crucial.
- 1.2. Effective management of public resources requires effective harnessing and development of a corrupt-free public procurement system to attain the goals of national development. The Strategy should, therefore, seek to achieve the following priorities:-
- To refine and accelerate the implementation of the Public Procurement Act and its subsidiary legislation;
 - To improve the coherence, co-ordination and efficacy of all government policies, regulations, procedures and practices that are responsible for Public Procurement;
 - To implement a comprehensive and credible programme to address capacity gaps in the ODPP and public institutions involved in

procurement;

- To ensure coherence of the Strategic Plan and the budget;
- To ensure effective monitoring and evaluation of all public procurement; and
- To ensure mainstreaming of cross-cutting issues such as Gender, HIV and AIDS, Science and Technology, Human Rights and Good Governance.

1.3. It is against this background and the demands of various Public and Civil Service Reforms that an impetus for the development of the Strategic Plan for the ODPP was set. The Strategic Plan is, therefore, meant to assist the Office in identifying and redefining its key roles and functions in relation to the Public Procurement Act and other emerging issues. It is also in response to the new government's policy direction of "wealth creation" and the Malawi Growth and Development Strategy (MGDS). Apart from the policy direction above, the ODPP has also been influenced by the following initiatives:-

- The Vision 2020;
- The Malawi Poverty Reduction Strategy (MPRS);
- The Malawi Economic Growth Strategy (MEGS);
- The Malawi Growth and Development Strategy; (MGDS)
- The National Decentralisation Policy;
- The Various Public and Civil Service Reforms;
- The Millennium Development Goals (MDGs);
- The New Economic Partnership for African Development (NEPAD);
- The Various SADC Protocols;
- The Common Market for Eastern and Southern Africa (COMESA) Protocols;
- The World Trade Organisation (WTO) Protocols;

- The Paris Declaration on Aid Effectiveness to which Malawi is the 23rd Signatory; and
- The Cross-cutting issues of Gender, HIV and AIDS, Science and Technology, the Environment and Human Rights.

1.4. The Strategic Plan will enable the Office to address the changes and challenges from its previous role of being an implementer of public procurement programmes to that of providing oversight and professional advice to public institutions in procurement. The Office will also ensure that appropriate legal framework and policies are developed and implemented for effective service delivery.

1.5. Following the advent of democratic governance in 1994 the Government removed import duty waiver on all its purchases and also introduced a Cash Budget system. The two policy directives impacted heavily on the way the Central Government conducted its procurement activities. Prior to 1996, small-scale studies in purchasing and supply management were carried out for Plant and Vehicle Hire Organization (PVHO) and the Central Government Stores (CGS). The studies did not produce any tangible results. Government realized that there was a big problem and that a diagnostic study had to be carried out to determine the depth of the problem and possible solutions.

1.6. Therefore, in 1996 a study of the public procurement system in Malawi was commissioned and carried out by the International Procurement Consultants (IPC), from the United States of America. The Report of the study revealed glaring shortfalls in the way public procurement was managed in the country. It also suggested a number of possible solutions for implementation. While this study was being carried out and its report being considered, public procurement was still the responsibility of Central Government Stores and the Central Tender Board (CTB) until 1999. During this period public procurement was poorly managed resulting in huge losses in major public institutions. This forced the then

Head of State on 31st December, 1999 during the Millennium Celebrations speech, to order that all public procurement should be done through his Office (OPC), which consequently issued a set of Interim Procurement Guidelines that institutions used in conducting public procurement.

- 1.7. Under the OPC, a Civil Service Review, managed by the Public Sector Change Management Agency (PSCMA) was commissioned. Following the review, the Government Contracting-out Unit (GCU) and Rationalization Unit (RU) were established to implement the recommendations of the agency. When the then State President directed that public procurement be done through his Office, the responsibility was given to GCU. Until the dissolution of CTB in 2000, GCU performed CTB's functions, the approval of all major contracts and the administration of interim procurement guidelines. As a further demonstration of Government's seriousness, GCU was assigned to lead the public procurement reforms. A Legal Consultant was consequently engaged to draft the Public Procurement Code which was later translated into a Bill and enacted into law in 2003. This legislative process culminated in the establishment of the Office of the Director of Public Procurement (ODPP) in 2004.
- 1.8. The capacity of ODPP is affected in all its professions by shortage of skilled personnel on the labour market. Gender balance remains a big challenge for the Office as evidenced by the fewer number of women in decision making positions and other senior posts.
- 1.9. There are public, private and Non Governmental Organisations, Civil and Community Based Organisations that are directly or indirectly involved in public procurement. These stakeholders will obviously look up to the Office for leadership.
- 1.10. In this regard, the Strategic Plan is expected to reduce duplication of efforts, improve efficiency in procurement, equitable allocation of resources, and

enable various stakeholders to respond appropriately to changing national, regional and international priorities.

- 1.11. The Strategic Plan is divided into four parts. Part I is the Context, which presents the Background to the Strategic Planning Process, the Role of the Office of the Director of Public Procurement, Emerging Issues, and Challenges and their implications on ODPP. Part II is the Strategic Analysis that presents factors that influence the activities of ODPP. Part III is the Strategic Framework, in three chapters as follows:- The Vision, Mission, Core Values, the Core Functions; defining the Strategic Objectives, Strategies and Desired Outcomes; and a presentation of the actual Strategic Plan. Part IV includes Key Assumptions and the Implementation Plan.

CHAPTER TWO

THE PLANNING AND OPERATING ENVIRONMENT

2.1. THE ROLE OF THE OFFICE OF THE DIRECTOR OF PUBLIC PROCUREMENT

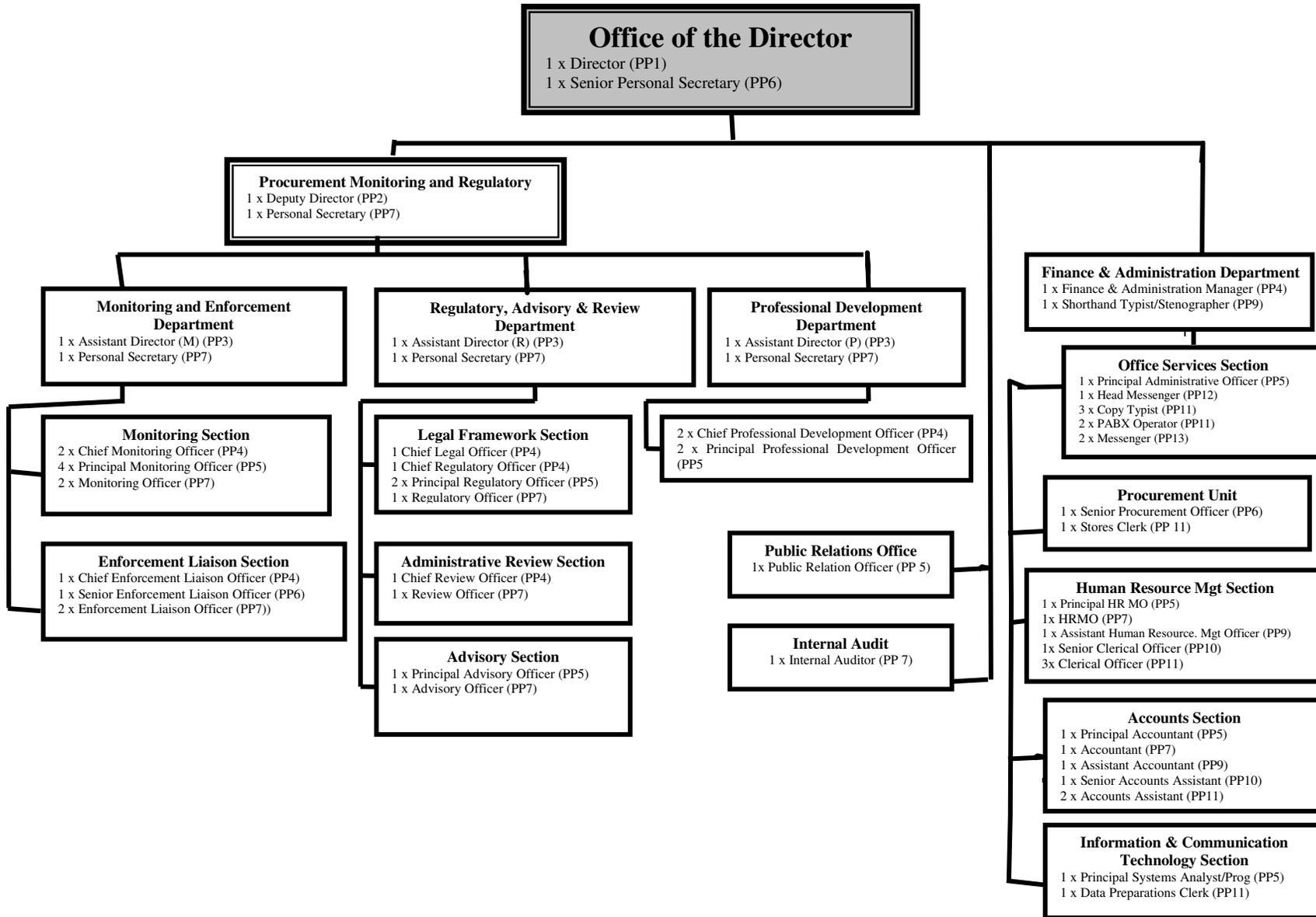
- 2.1.1. The Government of Malawi has been implementing a number of Public and Civil Service Reforms aimed at streamlining both the Public and Civil Service to improve efficiency and effectiveness. One such initiative which started in the mid nineties is the Public Procurement and Supply Management Reform Programme. Studies relating to the procurement and supply management reform dated back to 1996 and revealed that Malawi lacked a legal framework to regulate procurement. There were strong recommendations that a legal framework be developed. It is these recommendations that culminated into the drafting of the Procurement Bill which was passed by the National Assembly on 22 May 2003. The Public Procurement Act of which Section 4 establishes the Office of the Director of Public Procurement was assented to in June 2003.
- 2.1.2. The Public Procurement Act mandates the ODPP to facilitate the provision for the principles and procedures applied in, and to regulate, the public procurement of goods, works and services by being responsible for the monitoring and oversight of public procurement activities, and for the development of the related regulatory and legal framework and professional capacity of public procurement, and to make provision for matters connected therewith or incidental thereto.
- 2.1.3. The ODPP shall be responsible for the regulation and monitoring of public procurement in Malawi by carrying out the following core functions:-
- i. Assisting in the development and enhancement of the efficiency and effectiveness of public procurement;

- ii. Ensuring the availability and accessibility to public officials and the general public of the Act;
- iii. Developing, in consultation with concerned professionals and official entities, for issuance by the relevant authorities for use throughout Malawi, standardised and unified procurement regulations, instructions, and bidding documents, which shall be binding on all government ministries, departments and parastatal organisations;
- iv. Promoting the development of a professional procurement workforce, including by organising and conducting training programmes, and developing government-wide policies and programmes aimed at establishing procurement-related positions, career paths and performance incentives;
- v. Collecting data on public procurement and monitoring the performance of government ministries, departments and parastatal organisations, and persons conducting procurement proceedings so as to ascertain efficiency and compliance with applicable legislation, regulations and instructions;
- vi. Collecting data on the performance of procurement contracts in Malawi by suppliers, and to maintain and circulate lists of debarred bidders and suppliers;
- vii. Providing, periodically, a quantitative and qualitative assessment of procurement activities in Malawi to the Minister who shall lay the report before the National Assembly;
- viii. Referring violations of the Public Procurement Act and the Regulations relating to public procurement to the relevant budgetary and law enforcement authorities;

- ix. Proposing improvements in public procurement procedures;
- x. Providing administrative review of bid protests in accordance with the Public Procurement Act;
- xi. Carrying out economic studies on procurement, comparisons, and future projections, so as to provide advice to the government in respect of the mid-term and long-term policy it may formulate in public procurement matters;
- xii. Establishing a data and information base concerning procurement terminology and legislation, and to set policy for, and promoting the application of, modern information and communications technology to public procurement; and
- xiii. Assessing the systems of public procurement by using the tools developed by the OECD/DAC/WB Roundtable.

2.1.4. These functions are performed using the organisation structure presented below:-

Organisational Structure of the Office of the Director of Public Procurement



2.2 EMERGING TRENDS AND THEIR IMPLICATIONS TO THE ODPP

2.2.1. While executing its core functions in line with the mandate provided by the Act, there are other emerging issues and challenges in the national, regional and international environment that have either direct or indirect implications for the operations of the Office. The challenges may provide threats or opportunities for the Office as it carries out its mandate. The following challenges have been isolated to have an impact on the operations of the Office:-

2.2.1.1. Macroeconomic Instability

Due to the unpredictability of certain macro-economic variables, it becomes difficult for ODPP to prepare and execute realistic budgets for its Recurrent and Development Programmes. This makes the Office fail to meet its targets in terms of service delivery.

2.2.1.2. The National Decentralisation Policy

Malawi adopted a decentralisation policy that consolidates administrative authority in local assemblies to empower local communities to make decisions that affect their lives. In 2003, ministries and departments were advised to identify activities to devolve to assemblies under the National Decentralisation Programme. As a follow up, the State President appointed Chief Executives and District Commissioners as Controlling Officers in May 2005. As a result of the devolution, public procurement will also be decentralised. The challenge for ODPP is to ensure that there is adequate capacity in the assemblies to effectively carry out procurement activities. ODPP should further ensure that communities are empowered, appreciate and follow set procedures in accordance with the principal procurement law.

2.2.1.3. The New Democratic Dispensation

The emergence of democracy and human rights as benchmarks for good governance plays a crucial role in shaping the way ministries and departments make decisions and operate. Realising that the benchmarks call for adherence to principles of fairness, equity and justice, and ODPP being in the forefront of oversight in public procurement, the Office is faced with the challenge of maintaining professionalism.

2.2.1.4. Technological Developments

Technological change will continue at a significant rate in the years ahead and will have crucial impact on ODPP's delivery of procurement services. Though some gains have been made in technological innovations in the ODPP, it still remains a challenge for the Office to ensure that it continues to make prudent investment in technology to improve current levels of operational efficiency.

2.2.1.5. Cross-Cutting Issues

Cross-cutting issues of HIV and AIDS, gender equity and awareness of disability issues, science and technology, the environment, human rights and good governance have always been considered a priority on both the government and international agenda. They are considered critical because they have an impact on planning and programme implementation. The ODPP, likewise, will be required to adhere to various policies and respond to legal demands arising from the issues above in order to plan and implement its programmes effectively.

Its immediate priority, however, will be to ensure that an effective management system of the HIV and AIDS in the workplace, disability issues and gender mainstreaming is institutionalised in the Office.

2.2.1.6. The Malawi Growth and Development Strategy (MGDS)

From 2002, Malawi has been implementing the Malawi Poverty Reduction Strategy (MPRS) as a way of operationalising the Vision 2020. The MPRS had a 3 year life span after which it had to be reviewed to ensure that it remains relevant and in line with the aspirations of Malawians as contained in Vision 2020. The need to respond to current international demands such as the New Economic Partnership for African Development (NEPAD), the African Union (AU) and the Millennium Development Goals (MDGs) also requires that Malawi should refocus in implementing its national economic development policies.

The review of the MPRS will therefore result into a new policy document called the Malawi Growth and Development Strategy (MGDS). The MGDS spells out five themes of Sustainable Economic Growth, Social Protection, Social Development, Infrastructure Development and Good Governance. A corrupt-free public procurement system would ensure that all the above themes are supported and effectively implemented. The challenge for ODPP is to put in place mechanisms that will reduce corruption in public procurement.

2.3.0. STAKEHOLDERS OF ODPP AND THEIR AREAS OF COLLABORATION

2.3.1 In implementing the Strategic Plan, while seeking to allow for transparency and accountability in public procurement, ODPP will continuously seek to work in collaboration with its various stakeholders, the major ones being:-

No.	Stakeholder	Areas of Collaboration
1.	Procuring Entities (Ministries, Departments, Statutory Bodies, Regulatory Authorities, Local Government etc)	<ul style="list-style-type: none"> • Reviewing of Legal Frame work • Conducting procurement activities • Monitoring procurement processes
2.	The Presidency	<ul style="list-style-type: none"> • Leadership, guidance and policy direction
3.	Non-Governmental Organisations	<ul style="list-style-type: none"> • Complement oversight role as observers on transparency and accountability in the public sector
4.	Oversight Public institutions (ACB, National Audit, Internal Audit etc)	<ul style="list-style-type: none"> • Prevent, investigate and control malpractices in procurement • Prevent corruption and fraud in public procurement.
5.	The Private Sector	<ul style="list-style-type: none"> • Sourcing • Managing Procurement
6.	Partners in Development	<ul style="list-style-type: none"> • Provide funds, infrastructure, and Technical Assistance • Oversight role on Governance
7.	Parliament	<ul style="list-style-type: none"> • Pass legislation on Public Procurement • Confirm Appointment and Termination of the Director and Deputy • Receive Annual Report on Public Procurement • Overall oversight
8.	Treasury	<ul style="list-style-type: none"> • Approves budgets • Providing Funding for ODPP's operations
9.	Media	<ul style="list-style-type: none"> • Complement oversight role • Provide information and education

**CHAPTER THREE
THE ENVIRONMENTAL SCAN**

3.1. INTRODUCTION

3.1.1. Forward looking organisations are always in tune with the broader environment in which they operate. Internal and external factors will always have an impact on ODPP's activities in the years ahead. In recognition of this fact, and as part of the strategic planning process, the Office undertook an environmental scan of internal and external drivers of change. The internal assessment identified ODPP's strengths and weaknesses and examined its capacity to respond to issues, problems and challenges. The external assessment identified the opportunities and threats existing in the current environment and anticipated changes in the future environment.

3.2. THE INTERNAL ASSESSMENT

ODPP is aware that it is one thing to discern attractive opportunities in the external environment and yet another to take advantage of such opportunities. The ODPP also believes that possessing distinctive competencies does not necessarily create an advantage over the competitors. Rather, it is utilisation of the wealth of potential that the office possesses which will create a real and sustainable competitive advantage.

3.2.1. STRENGTHS FOR ODPP

- i. Being under the Presidency;
- ii. Public Procurement Legal Framework;
- iii. Being a sole procurement authority in the Public Sector;
- iv. Networking with other procurement institutions;
- v. Ability to enforce discipline in procurement;
- vi. Open door policy;

- vii. Ability to enforce financial discipline and accountability; and
- viii. Good relationships with international and regional donors and development partners.

3.2.2. WEAKNESSES OF ODPP

- i. Inadequate human resource capacity;
- ii. Insufficient implementation of the HRD Strategy;
- iii. Inadequate financial resources;
- iv. Inadequate and inappropriate ICT;
- v. Poor communication, coordination and integration;
- vi. Inadequate capacity to enforce legislation; and
- vii. Weak linkages within departments.

3.3. EXTERNAL ASSESSMENT

In developing this Strategic Plan, the ODPP monitored and analysed the key macro environmental factors that affect delivery of its services. The ODPP will continue to analyse the factors in order to come up with a system that will facilitate prompt tracking of significant trends and developments. The system will also assist ODPP to identify available opportunities to facilitate its adaptation to the environment.

3.3.1.1. MACRO ENVIRONMENTAL FACTORS

The key trends identified from the environmental scan to pose major challenges include:

- i. Globalisation;
- ii. Technological change;
- iii. Increased demand by the public for high quality services and accountability;
- iv. The demand for access to information; and
- v. The changing political, social and economic factors.

3.3.1.2. In broader terms the macro environmental factors are presented in the Table below:

Economic Factors	Social / Cultural Factors
<ul style="list-style-type: none"> • Transparency and accountability • Currency depreciation • Employment situation • Donor fatigue • Competition for limited financial resources • Corruption • Dumping of goods 	<ul style="list-style-type: none"> • Health status of the public service • Cultural traditions • HIV and AIDS • Lowering literacy levels
Political Factors	Legal Factors
<ul style="list-style-type: none"> • Policies and priorities of government • Political impartiality of the public service • The changing role of the government • Political systems of government in power 	<ul style="list-style-type: none"> • The Malawi Constitution and other local legislation • International conventions and protocols • Activities of other oversight institutions
Technological Factors	Ecological Factors
<ul style="list-style-type: none"> • Access to information technology e.g. internet • Status of the telecommunications systems • Status of power supply 	<ul style="list-style-type: none"> • Climate and weather change • Drought • Green purchasing

3.3.2. OPPORTUNITIES

- i. Donor support;
- ii. On going Public Sector and Civil Service reforms;
- iii. Political leadership/commitment;
- iv. Freedom of expression;
- v. Development of the private sector; and
- vi. Debt relief.

3.3.3. THREATS

- i. Political influence;
- ii. Donor influence;
- iii. Corruption;
- iv. Lack of procurement plans in implementing institutions;
- v. Abuse of procurement systems;
- vi. HIV and AIDS and other opportunistic diseases;
- vii. Low levels of funding;
- viii. Unethical behaviour in procurement;
- ix. Lack of confidentiality; and
- x. Donor procurement guidelines, procedures and practices.

CHAPTER FOUR

STRATEGIC CHALLENGES

4.0. INTRODUCTION

4.1. ODPP is aware that whilst the Office continues to carry out its functions to the best of its abilities, there are certain overriding forces that have hindered the efficiency and effectiveness of its operations. The operational challenges of the office are a consequence of the prevailing adverse macro-economic situation in the country particularly with regard to the provision of financial resources to support operations. There is, therefore, need to address the challenges urgently.

4.2. In this regard ODPP undertook a strategic planning process which identified several issues and challenges. Below are what ODPP and stakeholders agreed to be the strategic issues to be addressed by the Office in the three years the Strategic Plan will be implemented.

4.2.1. Communication, Coordination and Integration

Poor Communication, Coordination and Integration within the ODPP and with its stakeholders retard efficiency and effectiveness of the Office. It also tends to lead to costly duplication of efforts, misunderstanding and misconceptions. In order to achieve optimum productivity the ODPP will ensure that both inter and intra communications systems are improved and adequately integrated and coordinated. Among the priority challenges to be addressed by ODPP will be the prudent investment in ICT (acquisition, installation and application). The creation and maintenance of a website and capacity building of members of staff in ICT will be required to support the initiative. The other challenge will be for management to ensure the flow of information through internal management meetings and regular consultative meetings with stakeholders. In the same vein the ODPP will

strengthen the office of the Public Relations Officer (PRO) to exercise independence by reporting directly to the Director of Public Procurement. This will ensure that the PRO effectively provides vital information and a linkage with stakeholders such as the general public and the media.

It is in this light that a coherent Communication Strategy for ODPP has been developed and adopted to properly address the Office information and communication related issues.

In principle the Strategy aims to:

- Ensure that ODPP establishes and maintains its position as a reputable regulatory and monitoring authority in public procurement;
- Grow and sustain ODPP's relationships with procuring entities, other stakeholders and the general public; and
- Develop a positive culture within and outside the organisation based on the understanding of ODPP's activities.

The Strategy will be coordinated through the Public Relations office and will culminate into the following:

- i) Production and distribution of IEC materials;
- ii) Production of a quarterly ODPP newsletter;
- iii) Conducting media related programmes on public procurement;
- iv) Conducting opinion surveys among procurement entities and other stakeholders; and
- v) Public awareness activities.

4.2.2. Implementation of the Human Resource Development Strategy

The ODPP has developed a comprehensive Human Resource Development (HRD) Strategy to supplement the effective implementation of its programmes. The HRD strategy is built upon attaining a permanent training structure and improvement of knowledge, attitudes and skills related to the procurement profession in the Public Service. In support of the HRD strategy, the ODPP has continued making efforts to recruit and retain members of

staff. The challenge however, is to mobilise sufficient resource in terms of finances, human and equipment to effectively implement the Strategy in support of its public service-wide procurement programmes and activities.

To this end the ODPP will continue to make deliberate efforts to liaise with relevant government authorities and other stakeholders on the need to fill vacant posts, improve on the terms and conditions of service and support of the various capacity building initiatives in the HRD Strategy.

4.2.3. Capacity to Implement and Enforce the Legal Framework

The legal and regulatory framework is often seen as the starting point for the development of a governance system. With regard to procurement, it sets the rules of the process and provides the legal basis for ensuring rights of participants and establishing their responsibilities. It is a fundamental element that links the procurement process to the overall governance structures within the country and defines obligations of the government to comply with internal and external requirements.

The ODPP draws its mandate from a number of legal instruments which are meant to meet both the regional and international standards, procedures and rules. They are also meant to provide the Office with a legal framework for formulating, implementing, monitoring and evaluating procurement programmes being implemented by the Office and other stakeholders.

The Office however, lacks capacity to enforce the legislation because of inadequate financial, human, material resources and equipment.

ODPP is currently responding to this challenge by initiating the development and implementation of an effective and transparent system of public procurement that is consistent with regional and international best practice.

The Office is further collaborating with development partners to mobilise

resources and provide technical assistance for capacity building in the review and enforcement of legislation.

4.2.4. Awareness of Procurement Procedures

One of the objectives of the Public Procurement Act, 2003 is to ensure that the Act and its subsidiary legislation are made available and accessible to the general public. Wider consultations however, indicate that a number of institutions involved in public procurement and the general public are not aware of the contents and interpretation of the Act and hence do not appreciate the role ODPP plays in regulating and monitoring public procurement to ensure transparency and accountability.

The Professional Development Department of the ODPP is developing proposals and tools aimed at implementing a comprehensive and rigorous awareness campaign on both the activities of the ODPP and the interpretation of the Public Procurement Act and related legislation. The efforts of this department are enhanced and supported in the ODPP's Communication Strategy.

4.2.5. Resource Mobilisation

Provision of adequate financial resources is one of the prerequisites for effective and efficient implementation of programmes. It is not likely that government will be able to, in the near future, raise adequate revenue to meet the demands of the ministries, departments and other public institutions. The ODPP, just like any other government subvented institution, continues to be adversely affected by the low levels of funding received from Treasury. This inadequacy is compounded by the instability of the local currency. The instability of the local currency makes planning difficult for the procurement of foreign goods and services.

Resource mobilisation and priority setting for ODPP programmes and activities will therefore remain a major challenge.

4.2.6. Cross-Cutting Issues

Cross-cutting issues of HIV and AIDS, gender equity and awareness of disability, science and technology, the environment, human rights and good governance are now considered a priority on both the national and international agenda. They are critical because they impact on planning and programme implementation. ODPP's adherence to various policy and legal demands that address the issues will be required.

Government has already affected policies and legislation on HIV and AIDS, disability issues, the environment, human rights and gender in the workplace. The immediate priority for ODPP is therefore to ensure that an effective management system that mainstreams the issues is institutionalised.

PART THREE: THE STRATEGIC FRAMEWORK

CHAPTER FIVE THE VISION, MISSION STATEMENT, CORE VALUES AND THE CORE FUNCTIONS

5.1. THE VISION

“A Public Procurement System which is transparent, accountable, efficient, and corrupt-free”.

5.2. THE MISSION STATEMENT

“To provide a professional, efficient and effective service in public procurement by formulating, implementing and reviewing policies which are transparent and adequate”

5.3. THE CORE VALUES FOR ODPP

In carrying out its operations, the ODPP will be fully committed to the following core values:-

5.3.1 **Efficiency, Effectiveness and Economy**

ODPP shall discharge its duties in a cost effective and expeditious manner.

5.3.2 **Impartiality**

ODPP shall exercise fairness and justice in discharging its duties.

5.3.3 **Professionalism**

ODPP shall discharge its duties with a high sense of responsibility.

5.3.4 **Transparency and Accountability**

ODPP shall discharge its duties in an open manner while remaining responsible for its actions.

5.3.5 **Integrity**

ODPP shall exercise a high sense of firmness, honesty and trustworthiness in discharging its duties.

5.4 THE CORE FUNCTIONS OF ODPP

In carrying out its mandate, the ODPP performs the following core functions:-

- 5.4.1 The provision of monitoring and enforcement services in public procurement;
- 5.4.2 The provision of regulatory, advisory and review services in public procurement;
- 5.4.3 The provision of professional development through career paths and training opportunities in public service procurement; and
- 5.4.4 The provision of finance and administrative Services.

CHAPTER SIX

THE STRATEGIC DIRECTION AND ACTION PLANNING

- 6.1. A comprehensive and integrated Strategic Framework presented below will be required for the implementation of the Strategic direction and objectives and the action plans for the ODPP.
- 6.2. The strategic objectives for the ODPP are :-
 - 6.2.1. To refine and accelerate the implementation of the Public Procurement Act and its subsidiary legislation;
 - 6.2.2. To improve the coherence, co-ordination and efficacy of all government policies, regulations, procedures and practices pertaining to public procurement;
 - 6.2.3. To implement a comprehensive and credible programme to address capacity gaps in the ODPP and public institutions involved in public procurement;
 - 6.2.4. To ensure integration between the Strategic Plan and ODPP Budget; and
 - 6.2.5. To ensure the development and implementation of an effective mechanism for dealing with emerging cross-cutting issues such as Gender, HIV and AIDS, science and technology, human rights and good governance.
 - 6.2.6. The framework for the effective implementation, monitoring and assessment of the Strategic Plan will be based on the broader strategic areas around the four core components of public procurement as outlined in the OECD/DAC/WB Baseline Indicators System (BIS) for the assessment of the design of a National Public Procurement System of June, 2005.

IMPLEMENTATION BASIS

No	Pillar	Indicator	Baseline
1.	The Legislative and Regulatory Framework	Public Procurement Legislative and Regulatory Framework achieves the agreed standards and complies with applicable obligations	<ul style="list-style-type: none"> • Scope of application and coverage of the legislative and regulatory framework • Procurement methods • Advertising rules and time limits • Rules on participation and qualitative selection • Tender evaluation and award criteria • Submission, receipt and opening of tenders • Complaint review procedures
		Implementation of Regulations and Documentation	<ul style="list-style-type: none"> • Implementing regulations that provide defined processes and procedures not included in higher level legislation • Model tender documents for goods, works, and services • Procedures for pre-qualification • Procedures suitable for contracting for services or other requirements where

			<p>technical capacity is a key criteria</p> <ul style="list-style-type: none"> • User's Guide or manual for contracting entities • General conditions of Contracts for public sector contracts covering goods, works and services consistent with national and international requirement when applicable
2.	Central Institutional Framework and Institutional Development Capacity	Mainstreaming Procedures into Public Sector Governance	<ul style="list-style-type: none"> • Procurement planning and data on costing is part of the budget formulation process and contributes to multi-year planning • Budget law supports timely procurement, contract execution and payment • No initiation of procurement actions without existing budget appropriations • Contract execution is subject to budgetary controls to ensure sufficient funding for contract • Budgeting systems provides for timely

			release of funds to make payments against contractual obligations
		Functional Normative Body (the Body)	<ul style="list-style-type: none"> • The status and basis for the functional normative body at the centre is covered in the legislative and regulatory framework • The responsibility of the body address a defined set of functions which include, but are not limited to; the provision of advice to contracting entities; drafting amendments to the legislative and regulatory frameworks and implementing regulations, providing monitoring of public procurement, providing procurement information, managing procurement statistics and data base, etc • Organisation and staffing of the body and its levels of independence and authority to exercise its duties is sufficient and consistent with the responsibilities • Responsibility of the body provides for

			<p>separation and clarity so as to avoid being involved in execution of procurement transactions and avoid conflict of interest</p>
		<p>Institutional Development Capacity</p>	<ul style="list-style-type: none"> • A system exists for collection and dissemination of procurement information, including tender invitations, requests for proposals and contract award information • A sustainable strategy exists to provide training, advice and assistance to develop the capacity of government and private sector participants to understand the rules and regulations and how they should implement • Systems and procedures exist for collection and monitoring of national procurement statistics • Quality control standards are disseminated and used to evaluate performance of staff and address

			capacity development issues
3.	Procurement Operations and Procurement Market Practices	Procurement Operations Capacity and Practices	<ul style="list-style-type: none"> • The level of procurement competence among government officials within the entity is consistent with their procurement responsibilities • The procurement training and information programmes implemented for government officials as well as for private sector participants is consistent with demand • The existence of administrative systems for public procurement operations and information database to support monitoring of performance and reporting to and responding to the information needs of other related public institutions • The existence and implementation of internal control mechanisms for the undertaking of procurement operations at the contracting level, including code of

			<p>conduct, separation of responsibilities</p> <ul style="list-style-type: none"> • The salary of procurement staff as part of the overall salary structure of the public service • The existence of satisfactory norms for safekeeping records and documentation of procurement transaction and contracts
		Functionality of the Public Procurement Market	<ul style="list-style-type: none"> • The public procurement market in the country has sufficient numbers of producers to provide for competition and comparative pricing for goods, works and services when compared to prices paid for similar requirements in local, regional or international markets • The quality and consistency of submission by the private sector to the government enables the application of the process leading to the awards and completion of contracts • The participation rate of tenderers in

			<p>response to competitive tender invitations is consistent with the capacity of the market place</p> <ul style="list-style-type: none"> • The private sector confidence in the legal and regulatory framework governing the procurement process is evident by their use of complaints or protests mechanisms
		Existence of Contract Administration and Dispute Resolution Provisions	<ul style="list-style-type: none"> • Procedures are defined for undertaking contract administration responsibilities to include inspection and acceptance procedures, quality control procedures and methods to review and issue contract amendments in a timely manner • Dispute resolution procedures are included in the contract document providing for an efficient and fair process to resolve disputes arising during the performance of the contract • Procedures exist to enforce the outcome of the dispute resolution process

4.	The Integrity and Transparency of the Public Procurement System	Effective Control and Audit System	<ul style="list-style-type: none"> • A Legal framework, organisation, policy and procedures for internal and external control and audit of public procurement operations exists and operates to provide a functioning control framework • Enforcement and follow up on findings and recommendations of the control framework provide an environment that fosters compliance • The internal control system provides timely information on compliance to enable management action • The internal control systems are sufficiently defined to enable performance audits to be conducted • Auditors are sufficiently informed about procurement requirements and control systems to conduct quality audits that contribute to compliance
		Efficiency and Appraisal	<ul style="list-style-type: none"> • the existence and operation of a

		Mechanism	<p>complaint review system that provides participants in the public procurement process a right to file a complaint within the framework of an administrative and judicial review procedure</p> <ul style="list-style-type: none"> • Decisions are deliberated on the basis of available information and the final decision can be reviewed and ruled upon by a body with enforcement capacity under the law • The complaint review system has the capacity to handle lodged complaints efficiently and a means to enforce the remedy imposed • The system operates in a fair manner, with outcomes of decisions balanced and justified on the basis of available information • Decisions are published and made available to the public
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			<ul style="list-style-type: none"> • Administrative review body is separate from the executing agency and from the auditing agency
		Degree of Access to Information	<ul style="list-style-type: none"> • Access to information is supported by publication and distribution of information through available media with support from information technology when feasible • Systems exist to collect key data related to performance of the procurement system and to report regularly • Records are maintained to validate data
		Ethics and Anti-corruption Measures	<ul style="list-style-type: none"> • The legal and regulatory framework for procurement, including tender and contract documents includes provisions addressing the issue of corruption, fraud, conflict of interest and unethical behaviour and states actions which can be taken with regard to such behaviour • The legal system contemplates definition

			<p>of responsibilities and penalties for those individuals and firms involved in cases of fraud and corruption</p> <ul style="list-style-type: none">• The enforcement of legislation on cases of fraud and corruption• Special measures by the government to prevent and detect potential fraud and corruption in public procurement is addressed in an anti-corruption programme• Stakeholders support the creation of a procurement market known for its integrity and ethical behaviour
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4.4. The following strategic Direction and Action Plans will guide the implementation of the Strategic Plan for ODPP:-

The Strategic Directions and Action Plans for Core Functions

Core Function	Objectives	Strategies	Accountability		Schedule		Resources	Performance Indicator	Desired Outcome
			Main	Other	Start	Finish			
Provision of Monitoring and Enforcement services	To ensure Compliance with Legal Framework on Public Procurement	Review existing legislation	Dir	DD AD(M) AD(R)	Jan 06	Dec 08	Financial, Human, Material	Revised legislation	Compliance with legislation
		Develop M&E System			Jan 06	Dec 08		Effective M&E System in place	
		Conduct monitoring and evaluation of compliance levels			Jan 06	On going		Number of Entities Monitored	
		Compile compliance Reports						No of reports produced	
Provision of Regulatory, Advisory and Review Services	To ensure that there is an appropriate legal framework for Public Procurement	Review existing legal framework		DD AD(R) LE PRO	Jan 06	Dec 08		Revised legal framework	Appropriate legal framework in place
		Ensure availability of legislation to the General Public						Copies of legislation available in various outlets	Public awareness
		Dissemination of legislation to stakeholders						Awareness campaigns	Public awareness
		Manage the procurement functions	Dir			On going		Regularised procurement procedures	Best practice in public procurement
		Manage list of Suppliers						List of Suppliers compiled and maintained	Credible Suppliers
		To establish and manage the database of procuring entities						Database of Public Procuring Entities Developed	Effective management of all Public Procurement Entities

Provision of Professional Development	Capacity building in Public Procurement	Training of Public officers involved in Procurement	DD AD (P)	Jan 06	On going		Number of Training Workshops	Understanding of and competence in Public procurement procedures			
		Ensure Procurements Units in Ministries and Departments established					Number of Specialised Procurement Units established and functioning	Improved coordination of the Procurement function			
		Training of other stakeholders					Number of Stakeholders Trained	Improved management of procurement			
	Develop a cadre of Public Procurement Professionals	Establishing career path for procurement profession						Dec 08		Career path established	Maintenance of Procurement Profession in the Public Sector
		Facilitate the establishment of the Professional Body						Dec 08		Professional Body established	Procurement Profession regulated
		Conduct a special Training Needs Assessment for procurement specialist in government institutions								Training Needs Assessment Report for the Procurement Cadres	
		Training and exposure of procurement cadres						On Going		Number of Procurement Professionals trained	Increased efficiency in procurement

Provision of Finance and Administrative Services	To have effective mobilization and utilisation of finances	To prepare timely and realistic budgets	Dir	FAM PHRMO PA PAO PSA/P	Jan 06	On going		Budgets prepared	Sufficient resources mobilised
		Manage and maintain financial records		PA		On going		Financial Reports	Effective utilisation of resources
	To ensure organizational effectiveness	Provide effective administrative service		FAM PAO		On going		Timely and effective support services provided	Improved service delivery
		Provide Human Resource Services		FAM PHRMO		On going		"	"
		Provide ICT Services		FAM PSA/P		On going		"	"
		Provide Purchasing & Supplies services		FAM SPO		On going		"	"

The Strategic Directions and Action Plans for Strategic Issues

Strategic Issue No 1. Communication, Coordination and Integration

Goal	Objective	Strategies	Accountability		Schedule		Resources	Performance Indicator	Desired Outcome
			Main	Other	Start	Finish			
Effective ICT System	To achieve transparent procurement	Create institutional frameworks for cooperation with stakeholders	DD	AD(P)	Jan, 06	Jun, 06	<ul style="list-style-type: none"> Financial Human 	Framework Created	Improved Communication
		Publicise the Strategic Plan	Dir.	DD PRO	Feb, 06	Jul, 06	<ul style="list-style-type: none"> Financial Human 	<ul style="list-style-type: none"> Press Releases Newsletters Circulars 	Public Awareness of ODPP's Activities
		Issue bulletins and Newsletter	DD	FAM	Feb, 06	On going	<ul style="list-style-type: none"> Financial Human 	<ul style="list-style-type: none"> Newsletters issued Bulletins issued 	Public Awareness of ODPP's Activities
		Develop a Website to facilitate the linkage and coordination with procurement agencies	DD	FAM PSA/P	March 06	Dec, 06	<ul style="list-style-type: none"> Financial Human 	<ul style="list-style-type: none"> Website developed and operational 	Improved communication and access to information
		Strengthen the Public Relations Office to Report direct to the Dir.	Dir	FAM DD PHRMO	Apr, 06	Aug, 06	<ul style="list-style-type: none"> Human Financial 	<ul style="list-style-type: none"> PRO upgraded 	Improved flow of information
		Improve ICT	DD	AD(P) PSA/P	Jan, 06	On going	<ul style="list-style-type: none"> Financial Human ICT Equipment 	<ul style="list-style-type: none"> Website installed No. of Staff trained in ICT ICT Equipment installed 	Improved Communication systems

Strategic Issue No. 2. Implementation of HRD Strategy

Highly qualified and experienced staff	To build an efficient and effective team of professionals	Develop a Recruitment Strategy	Dir	DD AD (R) AD (P) PHRMO FAM	Mar, 06	Jun, 06	<ul style="list-style-type: none"> Financial Human Equipment 	Recruitment Strategy Developed	A Full staff compliment
		Review the HRD Plan	Dir	DD AD (R) AD (P) FAM	May, 06	Jun, 06	<ul style="list-style-type: none"> Financial Human Equipment 	Revised HRD Strategy	Highly competent staff
		Implement HRD Plan	DD	FAM PHRMO	Aug, 06	On going	<ul style="list-style-type: none"> Financial Human Equipment 	No. of staff trained	<ul style="list-style-type: none"> Highly competent staff Improved service delivery
		Review Terms and Conditions of Service	Dir	DD FAM AD PHRMO	Jan, 06	On going	<ul style="list-style-type: none"> Financial Human 	Revised terms and conditions of service	<ul style="list-style-type: none"> Motivated Staff Improved service delivery

Strategic Issue No. 3. Capacity to Implement and Enforce Legal Framework

Effective implementation of the PPA	To create appropriate legal framework	Review existing legislation and the PPA	Dir.	DD LE AD(R)	Jan, 06	Mar, 06	<ul style="list-style-type: none"> Financial Human Equipment 	Revised legal Framework	<ul style="list-style-type: none"> Compliance with standards and procedures
		Prepare Regulations for Asset Management and Disposal	Dir.	DD LE AD (R)	Jan, 06	May, 06	<ul style="list-style-type: none"> Financial Human Equipment 	Regulations Prepared	Appropriate legal framework
		Design a	Dir.	DD	April, 06	Jun,	<ul style="list-style-type: none"> Financial 	<ul style="list-style-type: none"> Audit structure in 	Standard procurement

		Procurement Audit Structure and Manual		LE AD(R)		06	<ul style="list-style-type: none"> • Human • Equipment 	<ul style="list-style-type: none"> • Manual Prepared 	procedures
Strategic Issue 4. Awareness on Public Procurement									
Knowledge of the Procurement Act and Procedures	To create an awareness campaign strategy	Prepare and issue IEC materials Conduct media training/events Produce radio, TV and print productions	Dir.	DD LE AD(R) PRO	Feb, 06	Jun, 06	<ul style="list-style-type: none"> • Financial • Human 	IEC Materials Prepared and disseminated	Improved image of ODPP
		Hold consultative meetings	Dir.	DD LE AD(R)	Jan, 06	On going	<ul style="list-style-type: none"> • Financial • Human 	No. of consultative meetings held	Improved working relationships with stakeholders
		Develop a website	Dir.	DD AD(P) FAM	June, 06	Jul, 06	<ul style="list-style-type: none"> • Financial • Human • Equipment 	Website developed	Public awareness of ODPP's activities
Strategic Issue No. 5 Financial Mobilisation									
Financial Sustainability	To have effective mobilisation and utilisation of Financial Resources	Lobbying for an increase in budget allocation	Dir	DD FAM PA IA	Jan, 06	On going	<ul style="list-style-type: none"> • Financial • Human 	Increased financial resources	Financial Sustainability
		Establish alternative sources of revenue generation						New sources of revenue identified	

		Intensify internal financial control measures						Financial Reports	Effective utilisation of resources
Strategic Issue No 6. Cross-cutting Issues									
Effective management of cross-cutting issues	To have an integrated approach to planning	Conduct awareness campaign on cross-cutting issues	Dir	FAM PAO PHRMO	Jan 06	On Going		No of Campaigns	Increased awareness
		Mainstream cross-cutting into ODPD management practices						Cross -cutting issues mainstreamed into Management	Organizational effectiveness

CHAPTER SEVEN

KEY ASSUMPTIONS FOR ODPP

7.0. Key Assumptions are important considerations that ODPP must make in order to successfully realize the intended results arising from implementing the Strategic Plan. ODPP has therefore identified and committed itself to the following Key Assumptions:-

7.1.1 Political

The establishment of the ODPP was initiated by the Executive and passed by the National Assembly. The Office will therefore receive support and commitment from both the Executive and Legislature.

7.1.2. Legal

Legally the Office will be de-linked from the Central Government to provide the required autonomy in carrying out its mandate

7.1.3. Donor Support

The continued existence and sustenance of donor support and involvement in procurement issues

7.1.4. Socio-Economic

The economic environment will be stable and the nation continues to enjoy social and economic development.

7.1.5. Leadership

It is assumed that ODPP will have leadership, which is visionary, inspiring, and mature in handling issues, competent, open, adaptable, strong and determined.

7.1.6. Financial Resources

It is assumed that ODPP will be provided with adequate financial resources which will also be well managed. This is critical for implementing various activities.

CHAPTER EIGHT

STRATEGIC IMPLEMENTATION

8.0. Implementation of the Strategic Plan

8.1. The Strategic Plan is intended to be a practical tool for facilitating the implementation of ODPP's Vision and Mission Statement over the next three years.

8.2. In implementing the plan, ODPP will be committed to:-

- Improving relationships both internally and with its stakeholders through effective participation and communication;
- Promoting mutual respect, teamwork, professionalism and excellence in service delivery; and
- Achieving tangible results that will benefit client, the stakeholder and Malawian at large.

8.3. Monitoring and Review

The management of ODPP on its part will ensure that:-

- There is a strategic plan implementation committee to be chaired by Deputy Director;
- Management appoints members of the Steering Committee;
- The Steering Committee appoints an individual / officer to act as its secretariat and to report on progress made; and

The Steering Committee's Terms of Reference be as proposed below:-

- Report to the Director on quarterly basis;
- Ensure that each department or section develops work plans and budgets;

- Ensure that the strategic plan is circulated internally as soon as it is finalized and launched;
- Ensure that the strategic plan is circulated to stakeholders and the development partners; and
- Receive and examine quarterly departmental reports on implementation.

Action Plan for Implementation

	SPECIFIC ACTION	RESPONSIBILITY		TIME FRAME		RESOURCES	PERFORMANCE INDICATORS
		MAIN	OTHERS	START	END		
1	Appoint a Steering Committee	Director		Feb 06	Feb 06	<ul style="list-style-type: none"> • Human 	A Committee Appointed and Operational
2	Appoint a Secretariat to assist the Committee	Director	Steering Committee	Feb 06	Feb 06	<ul style="list-style-type: none"> • Human 	A Secretariat in Place and Operational
3	Publicize the Strategic Plan or Launch	Chairperson of Steering Committee	Steering Committee Secretariat	Mar 06	Mar 06	<ul style="list-style-type: none"> • Human • Financial • Material 	Strategic Plan Launched
4	Prepare Departmental Work Plans	Chairperson of Steering Committee	The Steering Committee	Mar 06	Mar 06	<ul style="list-style-type: none"> • Human • Financial • Material 	Work Plans Developed
5	Collect, Compile Work Plans and Present to Steering Committee	Chairperson of Steering Committee	The Steering Committee	Mar 06	Mar 06	<ul style="list-style-type: none"> • Human • Financial • Material 	<ul style="list-style-type: none"> • Reports • Work Plans
6	Implement Strategic Plan through Work Plans	Chairperson of Steering Committee	The Steering Committee & various departmental heads	Mar 06	Dec 09	<ul style="list-style-type: none"> • Human • Financial • Material • Equipment 	<ul style="list-style-type: none"> • Report • Minutes •
7	Conduct Progress Review Meetings	Chairperson of Steering Committee	The Steering Committee, Secretariat	Jun 06	Quarterly	<ul style="list-style-type: none"> • Human • Financial • Material 	<ul style="list-style-type: none"> • Reports • Minutes