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**Strategic Plan of  
Competition and State Procurement Agency**



Policy and Management Consulting Group

**Policy and Management Consulting Group (PMCG)**

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## **Introduction**

Competition and State Procurement Agency has gained wide recognition and appreciation since it introduced and established a unified electronic procurement system in 2010. The Agency has provided transparent, nondiscriminatory, fair and simple procurement system enabling users to upload and use tender documentation as well as participate in electronic bidding .

The Agency is focused on permanent development and perfection and the progress is apparent. Strategic Planning effort which reflects its vision, mission, strategic goals and objectives, will assist the Agency in efficient, balanced and systematic accomplishment of its objectives, being a prerequisite for further development of the Agency.

Taking into consideration the need for Strategic plan and,, based on the request of the Agency and with the support of EU (Support to Monitoring of the Public Finance Management Reforms Support Programme, Europe Aid/130407/C/SER/GE), Competition and State Procurement Agency has been provided with consulting services, aiming at development of medium-term strategic plan.

For the strategic plan development purposes, strategic planning team has been established, staffed by organizational development experts and the employees of the Agency management. Interviews and meetings have been held with the representatives of various partner organizations of the Agency, relevant materials have been examined and analysis of environment has been carried out for the plan to be worked out. Working meetings of strategic group have also been held, which helped to define weak and strong points of the organization and analyze threats and capabilities as well. In addition, working group of strategic planning has developed preliminary versions of vision and mission of the organization. Having summarized the work performed, the group has determined medium-term strategic trends and goals of the organization.

### **1. About the Organization**

On December 1<sup>st</sup> of 2010 when currently incumbent State Procurement System was established in Georgia, it inherited a heavy legacy in the form of previously existing tendering system, which due to lack of proper transparency had discriminatory approaches and facts of corruption, favouritism and other unhealthy practice. Accordingly, degree of trust of society towards the State Procurement System was low, compounded by limited information, high cost for participation in the tender and inadequacy of time requirements.

State Procurement System reform envisaged compliance with the following five principles:

- transparency
- nondiscrimination
- fair selection
- facilitated procedures
- less paperwork

For this purpose, State Procurement Agency (then “Procurement Agency”) was assigned to create, introduce and run electronic system of state procurements. This process was implemented with the technical support of the National Agency of the Public Registry. The Agency set up a system on its own within the shortest terms and with minimal costs. It considers and fits to liberal business environment and public sector of Georgia undergoing dynamic reforms. These efforts enabled the Agency to annul “paper tenders” completely and hold state tenders by using of e-systems (i.e. electronic system) only.

Today’s e-system is trilingual and its data are available to any user. The main advantage of the system is its simplicity and transparency. When logged onto the system, any person can see:

- annual procurement plans
- tender announcement
- approximate value of procurements
- tender documentation, specifications and amendments made to them
- supplier’s tender proposal and its price
- tender commission meeting minutes and correspondence with the supplier
- contracts and amendments made to them
- information on payments made

It is also noteworthy that for the purposes of increasing the system transparency and publicinvolvement, the system is equipped with tenders suspension mechanizm. Any person can stop the tender by clicking on a button and appeal it later in Appeals Council. The latter is staffed by three employees from the Agency and three representatives of civil society (NGO sector). Appeals Council work results are permanently published on the web page of the Agency and the decisions of the Council are used as practical examples.

## 2. Main Objectives, Functions and Authority of the State Procurement Agency

Main objectives of the Agency are:

- Supervision and monitoring of legality of state procurement procedures;
- Securing the principles of publicity, transparency, fairness and nondiscrimination when accomplishing state procurements, ensuring precise procedures and calculations as defined by law, fair competition as well as rational and free choice of participants in the state procurements.
- Support of operations of the unified electronic system for state procurement and increasing degree of trust of the society to it.
- Improvement of legislation regulating competition and state procurement, ensuring its compliance with internationally recognized standards and best practice.

Functions and Authority of the Agency:

The functions of the Agency are:

- Defining state procurement process regulatory policy;
- Coordination and monitoring of activities related to state procurements;
- Support of operations of the unified electronic system for state procurement;
- Systematic study and analysis of current condition of state procurement field and providing relevant proposals to the Government of Georgia;
- Preparing special learning programs, teaching and methodological materials and standard forms of documentation, arranging workshops and trainings for state government and local self government bodies representatives, law enforcement bodies, representatives of media and other interested people;
- Providing consulting and expert services and recommendations to the procuring organizations in the range of its competence;
- Supporting the integration of modern communication and information technologies in the field of state procurements and competition.
- Providing of a fair and transparent mechanism of dispute resolution which arise during the procurement process.
- Maintaining registry of abusive participants of state procurements (black list);
- In certain cases, on the bases of a written request of the procuring organization or as per the Agency decision, identification of the object to be procured and/or its integration in the international classifiers based on individual administrative –legal act;
- Revealing the cases of artificial separation (brake down) of state procurement and relevant actions.

- Developing competition and state procurement regulatory legislation;
- Accomplishing other functions as defined by Georgian legislation.

In order to carry out its functions and reach its goals the Agency is authorized to:

- Request reporting from the procuring organizations compliant with the law of Georgia “On State Procurements” and in forms and terms determined by the respective regulatory acts, also request from the procuring organizations and the persons participating in state procurements any information related to state procurements, including the one about the status/state of the execution of the contracts on state procurements.
- In case of revealing irrational spending of public funds or their misuse by violation of norms defined by relevant regulatory acts and law, to identify these facts for the procuring organization and request to bring the incorrect decisions and actions in compliance to rules and regulations defined by current legislation.
- React in accordance with the rules and within the frames determined by the legislation on administrative-legal infringements revealed in the field of competition and state procurements belonging to the competence of the Agency;
- Raise the issue with legally authorized bodies on making the participants of state procurement answerable, in case of violation of Georgian Law on State Procurements and requirements of relevant regulatory acts.
- Render purchased services, not considered as its immediate responsibilities, in order to achieve Agency objectives.
- Exercise other authorities as defined by Georgian legislation.

### 3. Organizational Self Assessment and Factor Analysis

Working group on strategic planning carried out SWOC (Strengths, Weaknesses, Opportunities and Challenges) analysis of Competition and State Procurement Agency. The following tendencies were revealed:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Unique and advanced electronic system of procurement</li> <li>▪ High professional skills of some of the staff</li> <li>▪ High ethics, honesty and loyalty of the staff;</li> <li>▪ Transparency, openness and communicability</li> <li>▪ Institutional mechanisms for dispute resolution and involvement of public sector</li> <li>▪ High degree of trust from our customers</li> <li>▪ Financial stability</li> <li>▪ Material-technical base/resources</li> <li>▪ Stable, functionally and technically successful system</li> <li>▪ International recognition</li> <li>▪ s monitoring system for violations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Failures in internal organizational business process</li> <li>▪ High level of dependence on personalias and their personal characteristics</li> <li>▪ Absence of delegation and job descriptions</li> <li>▪ Absence of project management system</li> <li>▪ Failures in human resources management practice and system</li> <li>▪ Absence of public relations system and consequent uncertainty of objectives</li> <li>▪ Lack of consultations with the experts of different fields</li> <li>▪ Rather reactive than proactive</li> <li>▪ Absence of risk management system (Emergency response plan )</li> </ul>
Opportunities	Challenges (Threats)
<ul style="list-style-type: none"> <li>▪ Arousing international interest and gaining more recognition</li> <li>▪ Further perfection of the system</li> <li>▪ Service diversification</li> <li>▪ Widening the circle of customers</li> <li>▪ Ensuring high degree of public involvement</li> <li>▪ Increasing interest towards the system</li> <li>▪ Improving students teaching programs( curriculums)</li> <li>▪ Increasing customer awareness and knowledge</li> <li>▪ Introducing innovative approaches to business development</li> <li>▪ Raising donor funds</li> <li>▪ Increase demand on business analytics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Changes in policy</li> <li>▪ Low qualification of the customers</li> <li>▪ Public unawareness of system peculiarities</li> <li>▪ General infrastructural threats to system stability (throughout the country)</li> <li>▪ Global technological development requiring periodical renovation of the system and investment of relevant resources in it.</li> <li>▪ Lack of professional personnel on the job market</li> <li>▪ Poor knowledge of state language in regions settled with ethnic minorities</li> <li>▪ Lack of interest of society</li> </ul>

### 4. Vision and Mission Statement of the Organization

A mission statement is a declaration of organizational purpose.. It is targeted at the goal and activist in tone. Based on the mission an organization strives to achieve declared institutional goals.

Development of of the mission for the State Procurement Agency is a result of common efforts. It reflects the ideas of the Agency employees and management, as well as other

interested parties, how the Agency, as a successful public office, is seen by the different parties.

Vision of the organization is the successful future which the organization tries to reach by accomplishing the mission.

#### **4.1. Vision**

‘The money of the citizens is spent adequately and effectively through a transparent mechanism, based on the principles of justice and honesty’.

#### **4.2. Mission**

„The Agency is a service provider which, considering the interests of state, serves customers, by taking into consideration their needs and demands, creates the system and procedures that will ensure effective and transparent relation of a procurer and a supplier. It supports the education of the parties involved, provides healthy environment by means of developing legislative initiatives, generalizing successful experience and introducing good practice.

**Main principle of the organization activity is to be in the constant process of teaching and development and meet the needs of the customers. At the same time it stands as an example of honesty and professionalism for the society.**

On the way to achieving its goals the Agency considers itself in four different roles:

**Role 1. Generator of changes in society.** Establishing values and culture; Initiating and introducing legal and technological changes.

**Role 2. Educator** For improvement and efficient use of educational system for its users and wide society.

**Role 3. Service provider.** Best service satisfying the needs of system users.

**Role 4. State representative.** Depicting state strategy and policy in efficient state procurement.



## 5. Strategic Directions and Goals

	I	II	III	IV	V
<b>Direction</b>	Organizational development	Increasing public awareness	E- system security	Business development	Education for system improvement and effective operations
<b>Goals</b>	Organizational management systems and structure is compliant with organization objectives and ensures effective operation	Public recognition , trust and interest is ensured	E-system is secured and its stability ensured	Functionally advanced e-system provides variety of services for a wide range of customers	Qualified personnel and informed customers
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Streamlining basic business processes and introducing effective management system</li> <li>2. Optimization of organizational structure</li> <li>3. Development of human resources management system</li> </ol>	<ol style="list-style-type: none"> <li>1. development of coherent public relations strategy</li> <li>2. increasing the awareness of media representatives/journalists</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishing emergency response policy</li> <li>2. Developing and introducing security procedures</li> <li>3. Defining and establishing maintenance plan</li> <li>4. IT Auditing of e-procurement system</li> </ol>	<ol style="list-style-type: none"> <li>1. widening circle of customers</li> <li>2. Sharing knowledge and experience in the region</li> <li>3. Carrying out business analysis based on existing data</li> <li>4. Adapting the system to electronic equipments (android, IOS etc)</li> <li>5. Introducing Enterprise Resource Planning (ERP) system</li> </ol>	<ol style="list-style-type: none"> <li>1. Opening a training center</li> <li>2. introducing certification system</li> <li>3. Studying the need for academic program</li> </ol>

## 6. Strategic Directions and Their Definitions (or expected results)

### 6.1. Organizational Development

Vision and mission of the organization demonstrates that the the Agency strives towards the constant development and high efficiency. State procurement E-system is the basic tool for the Agency's service provision and is a product of modern technologies and innovative thinking. In order to maintain high quality services, and to increase future efficiency and organizational progress, further development and strengthening is necessary, this has been confirmed by the analysis of weaknesses of the organization.

The analysis of weaknesses of the organization demonstrated that it needs strengthening in the following aspects:

- Internal organizational business processes
- Defining the functions and producing job descriptions.
- Development and implementation of project management approaches
- Human resources management system

As a result of the works performed, and by responding to the strategic issues identified by the strategic planning effort for organizational development, the structure of the organization and its management system will meet the requirements of the organization and will provide for its effective operations. In order to achieve this goal three objectives were identified and several activities defined to ensure the achievement of the goal:

- Streamlining of basic business processes and introduction of effective management system;
- Optimization of organizational structure;
- Development of human resources management system;

### **6.1.1. Streamlining Business Processes and Introducing Effective Management System**

Achievement of the first task will provide efficient, well organized business procedures for the organization, which will be specifically described in the procedure guidelines. Tools to facilitate these procedures will be created and will enable the Agency management to monitor and check the efficiency of ongoing processes.

In order to achieve this task all current business processes have to be studied and accounted for, followed by process analysis. As a result, the inefficiencies of the process will become evident, and allow optimization of the process. Based on the information collected, new approaches will be defined and standardized through implementing new procedures.

### **6.1.2. Optimization of Organizational Structure**

As a result of improvement in the organizational structure the Agency will have an organizational structure, which meets modern standards and the responds to the demands of the Agency's activities. The scope of work of the structural units and the staff in these units, will be clearly defined. In addition, work resources will be rationally distributed and working on multifunctional projects will be facilitated between different structural units.

To achieve this task job analysis of the staff needs to be carried out to further produce job description. Following this, considering the strategic directions described in this document and based on the information gained after business process analysis, optimization of current structure will be carried out, primarily taking into consideration the essence of structural unit activities.

### **6.1.3. Creation of Human Resources Management System**

The third objective determines need for the human capital in order to achieve its goals and objectives. This requires a clear human resources management policy and application of the guidelines that give clear instructions regarding approaches and procedures.

To create a system of this kind within the organization, it is necessary to define what approaches and principles are used by the organization when selecting and employing human resources. Furthermore, definition should be given to the measures that organization takes towards the development of its employees, respectively to its human resources. In addition what are the efforts directed towards employee skill's development, and the does the organization assess the efficiency of this efforts

## **6.2. Increasing Public Awareness**

The State Procurement Agency, through its activities, is establishing high standards of business ethic and organizational culture. The concepts, such as transparency, nondiscrimination and justice ate essential to its activities. However, wide public is not familiar with the activities of the Agency and its principles. Furthermore, there is no or very little interest towards its activities. Informing public, is not supported by media either, as the activities of the Agency, or dispute resolution and decisions made are not covered in the media. This is reflected in stakeholder analysis as well as in the analysis of weaknesses of the organization.

It should be noted that the Agency itself has not conducted any targeted communicational campaign, however it is clear that public support and involvement as well as media involvement will be essential for attracting public attention.

Having accomplished this strategic priority society at wide will become familiarized with the Agency and its activities, level of trust towards the Agency will increase which will support further development and achievement of several strategic objectives. Two objectives and relevant measures have been identified in the strategic plan for the above results:

- Developing coherent Public relations(PR) strategy;
- Increasing media representatives/journalists awareness

### **6.2.1. Development of Coherent Public Relations (PR) Strategy**

Having achieved the first Objective the organization will have a clear concept of what measures to take to increase degree of trust and public interest. This measure will be described in a separate strategic document.

For this purpose it will be necessary to define what goals and requirements the agency has in respect with public relations, as well as target audience, which groups in particular need to be addressed. In addition, the image of the Agency and the services it renders should be clearly defined, its "brand" should be positioned and finally, the communication plan developed, which will enable the Agency to communicate with the target audience and leave

an impressions as defined in its mission. Therefore the Agency needs a methodological guideline, i.e. a communication plan.

### **6.2.2. Increasing the Involvement of Media Representatives/Journalists**

Having reached this objective the number of journalists familiar with the Agency activity and aware of the concept and purpose of e-system of state procurements will increase. More reviews, articles and stories will appear, describing certain arguments/cases related to thestate procurement or providing unbiased, impersonal explanation of the disputes resolved by the agency.

In order to obtain good results criteria for selection of the journalists have to be defined. The Agency must decide which media to work with and what targets are to be reached with this work. The work has to be done in two directions. Providing trainings, which will enable the journalists to become familiarized with the work of the Agency, characteristics of the e-system and its uniqueness, on the one hand, and providing news and interesting cases on regular bases, on the other hand. For this purpose a training module has to be developed, its content and target defined and informational meetings planned.

It is essential that the communication with the media is based on unified PR strategy recommendations, as coherence is of vital importance in success achievement.

### **6.3. E-System Security**

Management team of State Procurement Agency and the staff recognize and value their achievements. They also take pride in uniqueness and efficiency of the system. Therefore the Agency fully realizes the responsibility of maintaining the working order and security of the system. This is why security of the system and emergency response strategy was named as a priority for the next year. As a result of works accomplished in respect with system security the system will be secure and its stability ensured. Four objectives have been outlined for this purpose:

- Introducing emergency response policy
- Developing and introducing security procedures
- Defining and establishing maintenance plan
- IT auditing of e-procurement system.

#### **6.3.1. Introducing Emergency Response Policy**

In order to ensure high quality of security, the Agency needs a policy defining the approached and steps of the Agency in cases of emergency. A document defining this policy has to be developed. To begin with, it will be interesting to study available international experience, certain samples and models. Later, cases of possible emergency has to be identified. The document must comply with generally recognized security regulations and consider risks specific to Georgia.

Based on the information gathered, it will be possible to develop the policy, which will consequently transform into standards and norms.

### **6.3.2. Developing and Introducing Security Procedures**

Accomplishment of the second objective, will facilitate provision of security and reliability for the Agency, as the organization will have a list of procedures and instruction for monitoring their accomplishments – a Monitoring Plan. For this purpose, based on the policy defining document it will be possible to define procedures, develop security norms which will help people in charge to avoid cases of emergency and react accordingly and effectively. Identifying threats is essential in this activity; therefore the Agency will also create a system to control compliance with security norms and a relevant tool to facilitate monitoring process.

### **6.3.3. Establishing and Determining Maintenance Check Intervals**

The Agency defines what parameters to be used for the electronic system assessment in order to avoid possible emergencies. Having defined these parameters it will be possible to carry out maintenance checks and define their frequency. As a result, norms and parameters of maintenance checks will be assigned and become mandatory for systematic checking to ensure minimization of threats.

### **6.3.4. IT Auditing of Electronic System of Procurement**

In order to achieve security and stability the Agency also selects a group of external auditors or a single person to develop auditing plan and provide auditor's report. As a result of this entire system operation will be checked for the first time since its creation.

## **6.4. Business Development**

The analysis of the opportunities demonstrated that the Agency is capable of widening the circle of its customers, as well as range of services which will satisfy the demands already existing on the market and create new demand on certain services. This statement is strengthened by the fact that firstly, the Agency sees the diversification of services as the promising step for further business development, second, the Agency has generated unique knowledge and experience, and as it sees its roles as an educator it deems necessary to share this knowledge and experience. To achieve this, five tasks have been outlined:

- Widen the circle of customers
- Sharing the experience and knowledge in the region
- Conducting business analysis based on current data
- Adapting the system to electronic equipments (android, IOS etc)
- Introducing Enterprise Resource Planning (ERP) system

### **6.4.1. Widening the Circle of Customers**

In order to implement this task the Agency will widen the circle of its customers by attracting private sector and donor organizations. Advanced electronic system of the Agency is an efficient tool for procurement and can be used not only for state procurement, but for facilitated and appropriate fund management of the donor and procurements made in private sector. For the purpose of accomplishment of this task the Agency will find interested donor organizations and private companies and provide services.

### **6.4.2. Sharing Knowledge and Experience in the Region**

Unique knowledge and experience needs to be promulgated. This knowledge will be particularly interesting for neighbouring countries. For this purpose the Agency will hold a conference where a presentation of the electronic system will take place and accumulated knowledge and other ranges of service will be shared. This event will support establishing new contacts and creating future cooperation prospects aiming at sharing and proliferation of the knowledge and establishing best practice. The event will support reaching other goals of the Strategic Plan, including positive media coverage.

### **6.4.3. Conducting Business Analysis Based on Existing Data**

Electronic system accumulates various data. The system itself, as well as analytical group of the Agency provides the possibility of processing this data from different angles. At present the data is processed to satisfy internal organizational interests, though current data can

create a very interesting picture for external users as well. The Agency plans to systematically publish analytical reports which will be of interest to private sector representatives. Similar reports will provide information regarding prices on the market and tendencies of their variations to the people interested.

#### **6.4.4. Adapting the System to Electronic Equipments**

As a modern, development-oriented organization, the Agency recognizes perspectives of technological development and is willing to keep up with the pace of development. Nowadays, technological progress goes beyond usage of static office computers. Working environment has passed through office walls and has made humans more mobile. These tendencies have been expanding due to android systems. During recent years, the Agency has proved that its goal is to facilitate system usage for users and to free them from such barriers, as geography, working with papers and inaccessibility. Adapting online procurement system to other mobile electronic equipment will help to reduce these barriers. For this purpose the Agency plans to work out a technical solution for the system after which the system will be possible to be used on android devices.

#### **6.4.5. Introduction of Enterprise Resources Planning System (ERP)**

State procurements online system is a part of a complex and diverse system. In order to increase efficiency, the Agency plans to see each actor in the united system and to support its improvement and simplification. For this purpose and for introduction of ERP system, the Agency will explore best experience existing in the world and try to adapt it to Georgian reality. The Agency will study current business processes and based on obtained analysis, will work out a technical task which will be a foundation of ERP system introduction.

### **6.5. Education for System Improvement and Its Efficient Utilization**

Conducted analytical work, which included inquiring partners and SWOC analysis, revealed that defective tender or qualitative defect of object of procurement is often connected to inefficient awareness of users. The Agency considers the elimination of this problem as a significant goal, the achievement of which will improve the environment and help increase number of qualified procurement specialists. The Agency aims at carrying out several activities which will result in qualified personnel and informed customers. Three tasks have been set out in this light:

- Opening of a training centre
- Introduction of certification system
- Exploring the necessity of introduction of university program

### **6.5.1. Opening of a Training Centre**

The Agency plans to move to a new office where a modern training centre will be located. The center will provide trainings for broad specter of customers and interested people. Though, for successful implementation of this initiative, it is necessary to get prepared, which is possible by delivering trainings together with the Academy of the Ministry of Finance in the nearest future. With these trainings the Agency will gain experience in giving trainings. Therefore, the Agency will develop an opening plan for training centre, which will gradually determine steps required for the operation of the centre. Also, a target group, a circle of persons who will take part in trainings, as well as trainers and contents of educational program they will use will be defined. In order to enrich educational program, the Agency will import cases discussed by Dispute Resolution Board to the teaching material and work out case studies. In this process, the Agency will supposedly employ skilled and active customers who were participants of the cases and whose experience will enrich teaching process.

### **6.5.2. Introduction of Certification**

In the nearest future, after the training center starts working, the Agency plans to introduce three-level certification program. Having finished multistage educational program, graduates will be awarded certificates recognizing their knowledge. This system will simplify the process of recognition and identification of knowledge, but certification criteria and validity sphere of the certificate, and its correlation with normative base existing today in educational sector still are to be determined. As a result, the Agency believes, the knowledge level of specialists will be increased.

### **6.5.3. Exploring the Necessity of Introducing Academic Program**

Existing experience proves that deepening of knowledge and increasing of number of procurement specialists and their knowledge is important for effective utilization of the system. Though, this is an assumption derived from observance and experience and in order to strengthen it, the Agency will explore western experience and maintain contacts with the universities, where procurements are taught. The outcome of the cooperation will be advantageous not only for the Agency, but for the universities too, because employment market demands will be analyzed and ways of their satisfaction will be determined. Besides, students will have a possibility to participate in practical works and their educational program will be enriched with working on cases. As a result, it will be possible to develop a plan for future cooperation which may be an improved educational program or a separate specialization which will be determined in a report on exploring needs made after these activities.



## **7. Implementing Strategic Plan and General Approach**

The organization is aware that scheduled and effective implementation of its strategic goals is a premise for its future development. Several challenges and related purposeful and proactive approaches should be set out for this purpose. This chapter covers approaches, application of which will make it possible to achieve the results of given strategy.

The above approaches cover the following issues:

- Managing and implementing the plan
- Financial sustainability of the plan
- Provision of normative base
- Monitoring plan implementation.

### **7.1. Managing and implementing the plan**

Introduction and implementation of a strategic plan as a premise for success, requires that personnel gets acquainted with the plan and the Agency must ensure that its personnel is involved in the process. The employees will get acquainted with the goals and tasks and recognize their role in the implementation of relevant activities.

It's worth mentioning that fulfillment of tasks defined in the plan requires reflection in ongoing business processes, namely, their implementation within the framework of working duties of employees and in several cases additional determination, as well as considering some tasks as separate projects requiring team cooperation.

A responsible person must be nominated for each task, whose duty will be to coordinate processes and to use Agency internal resources effectively. Therefore, it should be noted that a number of activities require involvement of external expertise.

The Agency understands that it faces challenges of organizational development which are reflected in a separate branch of the strategic plan being a significant precondition for the implementation of the entire plan. The plan itself is not a separate document. It expresses strategic approach of the organization's managing body towards the development and management of organization. Respectively, it is important to institutionalize the approach, i.e. to reflect it in both organization arrangement and business processes.

## **7.2. Financial Sustainability of the Plan**

As per mandate, within the legislative framework, the organization will develop a plan for allocation of resources. The plan will cover expenses that may be financed with internal funds. It will be conditioned by both availability of funds and purposefulness of expenses. All other costs will be reflected in a project which is supported by the plan structure and will be a foundation of raising external funds.

## **7.3. Legal Provision**

Agency managing body and persons responsible for task implementation will analyze in advance the readiness of normative and legislative base or necessary amendments in order to ensure fulfillment of tasks defined in the plan.

## **7.4. Implementating Monitoring Plan**

The Agency will ensure the monitoring of plan implementation and carry out this duty cyclically, i.e. the plan and the progress of its implementation will be revised in every six months. Consequently, the progress of the plan will be rechecked and amended, if necessary. Modifications may be introduced to the plan itself or approaches for its implementation.

After termination of four-year cycle of the strategic plan and considering the achieved goals, the Agency will work out a new strategy.

# Annex

## Direction 1. Organizational development

<b>Goal</b>	Organization management systems and structure is compliant with organization objectives and ensures effective operation		
<b>Objective</b>	4.1.1 Streamlining basic business processes and introducing effective management system	1.2 Optimization of organizational structure	1.3 Creation of human resources management system
<b>Activity</b>	1.1.1 1.1.1 Ex Study, describe and analyze business processes with an aim to further standardize and optimize	1.2.1 Job analysis and description 1.2.2 Optimization of organizational structure in accordance to job types, business processes and strategic goals	1.3.1 Development of evaluation system for selection/employment, trainings and development
<b>Term</b>	09.2013 – 2014		
<b>Resource</b>	Determine internal/external financial resources, identify consultant	Internal/external	Internal/external
<b>Performance indicator</b>	Procedures manual guidelines and related documents Procedures for monitoring and evaluation	Revised organizational diagram Regulations for structural units Job descriptions	Guidelines on policy and procedures
<b>Assumption</b>	Removal of function of Agency for competitiveness is an important precondition		Current job descriptions and all materials prepared for their development to be identified

## Direction 2. Increasing public awareness

<b>Goal</b>	Public recognition , trust and interest is ensured	
<b>Objective</b>	2.1 Development of coherent PR strategy	2.2 Increasing awareness of journalists/media representatives
<b>Activity</b>	2.1.1 Determining goals and demands 2.1.2 Determining target audience 2.1.3 Working out the concept of brand 2.1.4. Working out a communication plan	2.2.2 Determining criteria for selection of journalists 2.2.3 Selection of journalists 2.2.4 Preparation of information sharing trainings for journalists 2.2.5 Planning and delivery of trainings/information meetings according to pre-determined schedule
<b>Term</b>	2013 – 2014	2014
<b>Resource</b>	Internal/External	Internal/External
<b>Performance indicator</b>	Public relations strategy document	Number of journalists who took trainings and/or took part in informational meetings; feedback in media and contents and number of published articles and reviews
<b>Assumption</b>	Lack of human resources is a hindering factor	

### Direction 3 E-system security

Goal	<b>E-system is secure and its stability is ensured</b>			
<b>Objective</b>	3.1 Introduction of emergency response policy	3.2 Developing and introducing security procedures	5. 3.3 Defining and establishing maintenance plan	3.4 IT Auditing of e-procurement system
<b>Activity</b>	3.1.1 Exploring best practice 3.1.2 Determining emergency situations 3.1.3 Policy development 3.1.4 Standards' Development	3.2.1 Determining procedures based on policy 3.2.2 Developing list of security standards 3.2.3 Implementing standard implementation supervision procedures	3.3.1 Determining indicators for preventive inspections 3.3.2 Incorporation of activities in internal regulation	3.4.1 Determining a group of auditors 3.4.2 Developing an audit plan
<b>Term</b>	2014 – 2016			2014
<b>Resource</b>	Internal/data exchange agency	Internal/External	Internal/External	External
<b>Performance indicator</b>	Policy document	List of procedures and monitoring plan	Document describing preventive inspection standards and inspection report	An audit report
<b>Assumption</b>				

#### Direction4. Business development

Goal	Functionally advanced e- system provides variety of services for a wide range of customers				
<b>Task</b>	4.1 widening circle of users	4.2 Sharing knowledge and experience in the region	4.3 Carrying out business analysis based on existing data	4.4. Adapting system to electronic equipments (Android, IOS, etc. )	4.5 Introduction of enterprise resources planning (ERP) system
<b>Activity</b>	4.1.1 Attracting and providing services to donor organizations 4.1.2 Attracting and providing services to private companies	4.2.1 Holding a regional conference	4.3.1 Processing of data interesting to private sector 4.3.2Publishing business- analytics report	4.4.1 Working out technical solutions	4.5.1 Exploring best practice 4.5.2 Analysis of business processes 4.5.3 Working out technical tasks
<b>Term</b>	2014 – 2017	2014	2015	2016-2017	2016-2017
<b>Resource</b>	External	Internal/External	Internal/External	Internal/External	External
<b>Performance indicator</b>	Number of donor organizations and private companies	Conference held, ,variety and number of participants	Business analytics report	Adapted system	Introduced ERP system
<b>Assumption</b>			Determining sources of financing and considering in the light of legislative framework		Co-participation and will of partners

**Direction 5.** Education for system improvement and effective operations

Goal	Qualified personnel and informed customers		
<b>Task</b>	5.1 Opening of training centre	5.2. Introduction certification system	5.3. Studying the need for academic program
<b>Activity</b>	5.1.1. Delivering trainings together with the Ministry of Finance Academy in order to gain experience 5.1.2 Creation of case studies based actual cases and by involving existing service users 5.1.3 Integration of dispute resolution cases into case studies as precedents 5.1.4 Working out a plan for opening of a training center 5.1.5 Determining trainings 5.1.6 Determining educational program 5.1.7 Determining target groups	5.2.1 Determining certification criteria  5.2.2 Determining areas of awarded qualification and action	5.3.1 Exploring best practices 5.3.2 Establishment of cooperation with the universities, where procurement sector is taught, in order to analyze and satisfy demands of employment market 5.3.2.1 Involvement of students in case studies and practices
<b>Term</b>	2013 - 2014	2016 - 2017	2014 - 2015
<b>Resource</b>	Internal		
<b>Performance indicator</b>	Number of trained persons Training program Training plan	Number of certified persons	Report on exploring needs
<b>Assumption</b>		Normative base	Universities to get interested