



Oifig um Sholáthar Rialtais  
Office of Government Procurement

# Office of Government Procurement

## Statement of Strategy

2021—2023



Rialtas na hÉireann  
Government of Ireland

# Office of Government Procurement

## Statement of Strategy 2021—2023

### Our Vision

To enable transparent, accessible, responsive and sustainable public procurement.



### Our Mission

To shape the future of public procurement, delivering long-term value for the public through high-quality procurement services which our people are proud to provide.



### Our Values

In addition to the core Civil Service values of honesty, integrity, impartiality and objectivity, the Office of Government Procurement (OGP) has its own set of values which we endeavour to bring to everything we do.

These values are important, particularly as the OGP is a young organisation, developing innovative new approaches to how the public service conducts its business and leading on the professionalisation of public procurement. Our values will be reviewed and refreshed as the organisation continues to develop.

- We communicate openly and honestly.
- The capability and engagement of our people is the key driver of our service.
- We plan effectively to deliver our service and take responsibility for our results.

# OGP Strategic Objectives

## 1) Shape the Future of Public Procurement

To enable better and more transparent public procurement that is socially, environmentally and economically sustainable through guidance, advisory services and training.

## 2) Deliver Customer Focused Procurement Solutions

To provide a range of flexible, quality, customer-focused procurement solutions for the public service.

## 3) Embrace Digitalisation

To accelerate the digital delivery of our services in an accessible, consistent and intuitive way.

## 4) Engage Effectively with Stakeholders

To engage and communicate effectively with stakeholders, delivering a better understanding of public procurement and a quality customer experience.

## 5) Develop the OGP as a World-Class Service

To develop the Office of Government Procurement as a world-class service that provides leadership, best practices and development opportunities for our people across the organisation as well as meeting our Public Sector Human Rights and Equality obligations.

# Strategic Objective One – Shape the Future of Public Procurement

To enable better and more transparent public procurement that is socially, environmentally and economically sustainable through guidance, advisory services and training.

Goals	Actions
1.1 Transform public procurement of goods and services	<p>Review and further develop the implementation of the National Public Procurement Policy Framework including through the provision of clear and comprehensive guidance, advisory services and training to public sector bodies.</p> <p>Embed strategic public procurement, which includes green and social considerations, in procurement policy and in OGP's next generation procurement solutions.</p> <p>Support the role of the Procurement Reform Board and strengthen procurement reform governance and oversight to ensure a greater focus on the delivery of the benefits of the procurement reform programme.</p>
1.2 Support and enable the delivery of sustainable assets under the National Development Plan	<p>Complete and implement the review of the Capital Works Management Framework.</p> <p>Support procurement and contracting strategies that prioritise quality solutions and support the most efficient means of delivery.</p> <p>Support the work of the Construction Sector Group and the Project Delivery Board established under Project Ireland 2040.</p>
1.3 Develop the competency and skills of Public Service Bodies in commercial aspects of planning, procurement and contract management	<p>Establish a Commercial Skills Academy within the OGP.</p> <p>Develop a commercial skills framework and skills development programme for public service bodies focused on commercial aspects of planning, procurement and contract management of capital projects under the National Development Plan.</p>

Successful achievement of this objective will result in a **whole-of-Government** policy approach to public procurement, **reduced cost of procurement** due to less duplication and **better planning** of procurement requirements including Capital Works.

## Strategic Objective Two – Deliver Customer Focused Procurement Solutions

To provide a range of flexible, quality, customer focused procurement solutions for the public service.

	Goals	Actions
2.1	Deliver customer focused procurement solutions for the purchase of goods and services	<p>Establish and maintain a range of customer focused procurement solutions covering commonly used and systemically important goods and services which are accessible, deliver value for money and reflect client demand and Programme for Government considerations.</p> <p>Increase the capacity of the OGP to deliver value on behalf of public service clients.</p>
2.2	Increase supplier confidence and participation	<p>Create and promote opportunities for SME participation in public procurement competitions.</p> <p>Identify and eliminate obstacles to supplier engagement and participation.</p> <p>Inform suppliers of upcoming tender opportunities through effective and appropriate communication channels.</p> <p>Ensure that tender processes are proportionate and risk is allocated appropriately between supplier, client and Central Purchasing Body in line with risk management capacity.</p> <p>Enhance framework management to safeguard the integrity of framework agreements.</p>
2.3	Streamline procurement processes	<p>Review OGP processes to identify and implement opportunities to streamline and improve outputs.</p> <p>Facilitate greater levels of self-service by clients, including running own mini-competitions, and explore other means of support.</p> <p>Ensure the cost of procurement is proportionate to the value and strategic importance of a project.</p>

Successful achievement of this objective will result in **value for money for the State**, a **leaner, more cost-effective and productive public procurement service**, a **better customer experience** and the **support of wider policy objectives**.

## Strategic Objective Three – Embrace digitalisation

To accelerate the digital delivery of our services in an accessible, consistent and intuitive way.

	Goals	Actions
3.1	Exploit the transformative power of Digitalisation	<p>Develop a national eProcurement strategy to enable the digital transformation of public procurement and the development and delivery of new procurement solutions</p> <p>Initiate a review of all key OGP processes to identify those areas where digitalisation would have the greatest impact and then deliver digital solutions through empowered cross-functional Innovation Teams</p> <p>Deliver a new eTenders national procurement platform contract</p>
3.2	Develop an OGP Data Strategy to support evidence based policy outcomes	<p>Develop an OGP Data Strategy to advance analysis, awareness and understanding of public procurement data.</p> <p>Develop a set of relevant, meaningful metrics to support the monitoring and oversight of the Procurement Reform Programme.</p> <p>Leverage public service procurement spend and tendering data to advance analysis and insight including publishing the annual <i>Public Service Spend and Tendering Analysis</i> reports.</p>
3.3	Support the adoption of eInvoicing by public sector bodies.	<p>Facilitate and enable all Public Sector Bodies to meet their obligations arising from the European eInvoicing Directive and deliver the benefits of eInvoicing across the Public Sector.</p> <p>Support establishment of the Irish PEPPOL Authority enabling cross-border eProcurement.</p>

Successful achievement of this objective will **maximise accessibility** for clients and suppliers **through digital processes**. Resources will be better utilised via a **more cost-effective and productive public procurement service**.

## Strategic Objective Four – Engage effectively with Stakeholders

To engage and communicate effectively with stakeholders, delivering a better understanding of public procurement and a quality customer experience.

	Goals	Actions
4.1	Proactive stakeholder engagement	<p>Advise the Minister and Minister of State in relation to public procurement matters.</p> <p>Engage with our public sector partners at a senior level.</p> <p>Conduct research on the economic and social impact of the reform programme.</p> <p>Conduct regular customer focused satisfaction surveys.</p> <p>Develop Procurement Officer and Finance Officer Networks as key avenues for two way communication.</p>
4.2	Increase transparency and awareness of public procurement	<p>Develop and implement a new Communications Strategy for 2021-2024 onwards.</p> <p>Establish the OGP website as the 'go to' location for information on public procurement in the State and make it easier for buyers and suppliers to find arrangements.</p> <p>Develop OGP voice across other digital platforms.</p> <p>Drive increased transparency through promoting the effective use of eTenders.</p> <p>Develop and implement a comprehensive customer feedback and complaints process.</p>
4.3	Enhance Ireland's position in Europe and internationally	<p>Further develop engagement with EU and international institutions ensuring that Ireland plays a full and effective role in negotiating, developing and implementing public procurement policy within the European Union.</p>

Successful achievement of this objective will result in **higher trust in the OGP and public procurement** and **wider engagement of PSBs and suppliers**.

## Strategic Objective Five – Develop the OGP as a World-Class Service

To develop the Office of Government Procurement as a world-class service that provides leadership, best practices and development opportunities for our people across the organisation as well as meeting our Public Sector Human Rights and Equality obligations .

Goals		Actions
5.1	Make the OGP a centre of excellence for public procurement	<p>Ensure organisation structure and operating model is effective, focused on stakeholder needs and organised for optimum success.</p> <p>Assign our people to provide the highest quality service and deliver our strategic objectives.</p> <p>Allocate financial resources to deliver our strategic objectives.</p> <p>Develop our capability to manage and deliver strategically important projects.</p>
	5.2 Create a rewarding and positive work environment with opportunities for staff to develop and leverage their expertise and skills	<p>Implement the OGP People Strategy 2019-2021: EMPOWER including our commitments to Diversity and Inclusion.</p> <p>Support staff engagement and communicate regularly with our people.</p> <p>Ensure our people have the skills and resources they need to achieve our strategic objectives.</p>

Successful achievement of this objective will result in a more effective and accountable structures, which builds greater public trust in Public Procurement and will also ensure that the OGP is an organisation that attracts, develops and retains excellent people.





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