



Rialtas na hÉireann
Government of Ireland

2019 Report from the Interim Procurement Reform Board to the Minister for Public Expenditure and Reform

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Chairperson's Address

Minister,

It gives me great pleasure to submit to you the Report from the Interim Procurement Reform Board for 2019. This is the second report from the Board.

Public procurement represents a considerable proportion of Government spending and in 2019 stood at an estimated €17 billion. This spending supports many SMEs and jobs, both directly and indirectly, in the Irish economy.

Public procurement spans an enormous breadth and diversity of activity, supporting every aspect of the delivery by Government of services to citizens. Citizens benefit daily, through primary care centres and hospitals, the gas and electricity that heat our schools and universities and light our roads. It includes uniforms for our Defence Forces, ships for our naval service, the computer systems that enable us to make social protection payments, and even the compostable cups from which we drink in public offices.

The Board, on your behalf, continues to oversee the implementation of the procurement measures set out in the Programme for Government and procurement reform and performance across the public service. This programme of reform spans all of Government encompassing Government departments, local authorities, schools, hospitals, uniformed services, universities, and more.

As Minister for Public Expenditure and Reform, you are aware of the critical nature of procurement processes in leveraging Government's considerable market power to deliver value for money to the taxpayer. Also in enabling environmental sustainability, innovation, SME access to government contracts and fair labour protections. The Board has tracked the activities of the OGP and the sectors in delivering on these policy requirements. This will remain a continuing focus for the Board given Government's initiatives such as the Climate Action Plan and Future Jobs Ireland.

The Board has also reviewed and advised upon the preparations of the centralised procurement functions for Brexit, including the advices issued by OGP's policy function. Much Brexit preparation has been done by Government's suppliers and public bodies. However, Brexit remains a significant potential challenge, particularly given the complex nature of global supply chains. The Board will continue to oversee and advise the Chief Procurement Officer and the central procurement functions in the OGP, Health, Local Government, Education and Defence in relation to this matter.

Spending on capital projects continues to increase in line with the commitments under the National Development Plan and Project Ireland 2040. Accelerating the delivery of public infrastructure requires access to the necessary technical skills both in the private sector and among project managers in contracting authorities. The Board has welcomed the work across the public procurement community to professionalise and develop procurement staff. In addition, the OGP's pilot programme of a Commercial Skills Academy is an important development in recognising the need to better equip capital project managers and senior management with best practice to manage the challenges in the planning, procuring and contract management of capital works.

Minister, your Department has also emphasised the need for strong and effective governance arrangements across the public sector to ensure that procurement is managed in a way that is compliant not just with legal requirements but with our procurement policy framework. The Board has overseen substantial work by the OGP and its sectoral partners in developing procurement solutions, and framework agreements in particular, which deliver value for money and support broader Government policy. A strong, cross-sectoral governance framework supports the promotion and take-up of these arrangements, which leverages the State's buying power to best effect.

Through their membership on the Board, the key sectors can adapt best practice to optimise their procurement performance, and to influence performance more broadly across their sectors. In that context, the Board is overseeing the development of a dashboard of metrics which will give a rolling basis to assess the performance of public procurement and the progress being made in delivering transparency and procurement reform. This dashboard will become effective in 2020.

Digital Transformation and the digital economy are key policies of Government to improve citizens' access to services, improve transparency and to develop an efficient economy. The OGP's work on electronic invoicing (eInvoicing) in 2019 has prepared the way for increased electronic commerce. Another digital development is the work by OGP to embed Building Information Modelling (BIM) within public works. This will improve procurement as well as the design and management of public assets for generations. There is much more scope to improve procurement, efficiency and transparency through digital processes. In 2019, the OGP has commenced the process to procure a new national electronic tendering platform which will update government's capabilities. This new platform will be an important pillar in delivering enhanced digital capability in years to come.

With a view to the future, the OGP commenced a process of consultation in 2019 to consider further refinement of the procurement model, six years after the procurement reform programme commenced. This work will conclude as the Board submits proposals to you which will set the direction of procurement reform for the coming years.

While the focus of this report is on the work of the Board in 2019, it would be remiss of me not to acknowledge the current health crisis. The Board wishes to commend the unstinting efforts and contribution of the CPO and his staff in support of the whole-of-Government response to the Covid pandemic and furthermore, in supporting the economy by keeping Government contracts progressing, managing supply chain risks which have been exposed and advising public bodies on managing the commercial aspects of delivering the NDP. The shadow that the current crisis has cast will be long and will shape much of the public procurement agenda for years to come.

I look forward to the continued work of the Board in supporting and overseeing the important work of procurement reform on your behalf.



Maurice Quinn, Chair, Interim Procurement Reform Board

1. Executive Summary

The Office of Government Procurement (OGP), together with four key sectors (Health, Local Government, Education and Defence), has responsibility for sourcing goods and services on behalf of the public service. The OGP also has responsibility for procurement policy and procedures, sourcing systems and data analytics.

The Interim Procurement Reform Board was appointed by the Minister for Public Expenditure and Reform in May 2017 to oversee delivery of the procurement reform programme, advise the Government on a national public procurement strategy and to advise on the Office of Government Procurement's objectives and business plan. The Terms of Reference are at Appendix I.

2019 saw the first full calendar year of the Board's operations and the focus of the Board was directed towards developing appropriate reporting metrics that would allow the Board to monitor the progress of the procurement reform programme. The Board is actively trying to foster the conditions necessary for improved transparency and efficiency in public procurement and seeks ways to further increase the take-up of the purchasing frameworks offered by the OGP and its sectoral partners, in the Central Purchasing Bodies (CPBs) of Health, Education, Defence and Local Government.

The Board received quarterly reports from the Chief Procurement Officer, detailing activities undertaken in the public procurement arena and charting progress in the Procurement Reform programme. The Board was also briefed each quarter on its delivery strategies with each of the CPBs presenting to the Board, allowing for comment and direction from the Board. The

Board stressed the importance of providing metrics in tracking the reform agenda across the public service and identifying areas where improvements could be made.

In relation to Programme for Government commitments, the Board were regularly updated on the development and monitoring of the [National Public Procurement Policy Framework](#). The Board, in recognition of the importance of public procurement to the SME sector, received regular updates from all CPBs on efforts to engage with, and encourage participation from, the SME sector.

In 2020, the Board will continue to focus on supporting the procurement reform programme, with a particular emphasis on increasing compliance levels and the roll out of ever more targeted metrics to allow progress to be celebrated and for intervention where issues are identified.

2. Introduction

The OGP, which operates as an office of the Department of Public Expenditure and Reform, was established in 2013 and is headed by the Government Chief Procurement Officer, Mr. Paul Quinn, to lead on the Public Procurement Reform Programme by:

- Integrating procurement policy, strategy and operations in one office;
- Strengthening spend analytics and data management;
- Securing sustainable savings.

Following a memorandum to Government in July 2017 on the implementation of the Procurement Reform Programme, the existing Interim Board and the Procurement Reform

Steering Group were dissolved and replaced by a new single Interim Procurement Reform Board (the Board).

This Board was formed in May 2018 with eleven members appointed by the Minister for Public Expenditure and Reform. The members include:

- Mr. Maurice Quinn, Secretary General, Department of Defence (Chair)
- Mr. John McCarthy, Secretary General, Department of Housing, Planning and Local Government (Vice-Chair)
- Mr. Colm Desmond, Assistant Secretary General, Department of Health
- Ms. Deirdre McDonnell, Assistant Secretary General, Department of Education and Skills
- *Ms. Claire Gilligan, Assistant CEO, Local Government Management Agency
- Mr Eamonn Hunt, Assistant CEO, Local Government Management Agency
- Mr. Declan Hughes, Assistant Secretary General, Department of Business, Enterprise and Innovation
- Ronnie Downes, Assistant Secretary General, Department of Public Expenditure and Reform
- Mr. Paul Quinn, CEO Office of Government Procurement and Chief Procurement Officer (ex Officio)
- Ms. Jane Carolan, National Director, Health Business Services, HSE
- Mr. Desmond Armstrong, Non- Executive Member
- Mr. Dónall Curtin, Non- Executive Member

*Ms Clair Gilligan stepped down from the Board in 2019 due to internal restructuring in the Local Government Management Agency and the Minister appointed her successor, Mr Eamonn Hunt to replace her on the Board.

The new Board has met on a quarterly basis since 29 May 2018.

3. Procurement Executive

The Government's Chief Procurement Officer (CPO) is Paul Quinn, who also sits as head of the Office of Government Procurement (OGP). The CPO established, as part of the procurement reform programme, a Procurement Executive. This comprises senior representatives from the Health Business Services (HBS), Educational Procurement Service (EPS), Local Government Management Agency (LGMA), Department of Defence, the OGP and the Chief State Solicitors Office (CSSO). Its purpose is to enable cooperation and collaboration between the key sectors of Health, Local Government, Education, Defence and the Office of Government Procurement.

Each of these sectors specialises in procurement of sector-specific goods and services which can be also be utilised by other sectors. Thus, these sectors also form part of the delivery model through their own Central Purchasing Bodies (CPBs).

The Procurement Executive, which meets on a monthly basis, with representatives present from the sector partners and the Chief State Solicitors Office (CSSO), is responsible for:

- the operational management of Government's centralised procurement reform programme across the public service;

- the implementation of the necessary enablers to support Government's centralised procurement model, such as, policies , templates and framework agreements (FWAs)
- delivery of the objectives agreed each year with the Minister for procurement reform and central purchasing bodies;
- providing input into the ongoing refinement of the centralised model for public procurement and associated policies.

The members of the Procurement Executive provide regular reports to the Chief Procurement Officer. These reports are then presented to the Board, with the members in attendance to answer any queries arising. This allows the Board to track the progress of the procurement reform programme and identify any risks, issues or necessary actions arising for the central purchasing bodies.

The Board have also looked for regular reports on delivery strategies throughout the year, with each CPB outlining its efforts to promote the use of centralised procurement solutions within their sector.

4. CPO Report

The CPO submits a report to the Board each quarter, detailing activities undertaken in the public procurement arena and giving an oversight of progress in the procurement reform programme. This provides an oversight of activity across the OGP and outlines developments under Policy, Customer Service, Systems and Data, HR and Sourcing (Procurement). This report is a standing agenda item for the Board and is subject to comment and discussion from Board members.

5. Interim Procurement Reform Board – 2019 overview of activities

The Interim Board met in April, June, September and December with a particular focus given to developing metric based reporting from the members of the Procurement Executive that would allow the Board to track progress of the procurement reform programme. Among the topics examined by the Board were:

5.1 Terms of reference (TORs)

The Board reviewed its terms of reference, examining them through the prism of the activities of the Board. The Board discussed how to align the TORs through regular reportage. Some of the TORs singled out for attention in 2020 included:

- oversight of the implementation of the public procurement reform programme, in particular, the programme's structures, practices and policies on centralised procurement, and advise, where appropriate, on how to address any gaps;
- advising on the Office of Government Procurement's (OGP) objectives and business plan and oversight of its delivery and performance;
- advising on the sector sourcing partner organisations' objectives and activities and oversight of their delivery;
- provision of leadership to the Procurement Executive in relation to its roles and functions and agree methods of working and reporting by the Executive to the Board.

The Chair examined each of the TORs, marking where they correlated with existing reports.

Some of the points raised included:

- The Board gave direction on what it expects to see in reports provided by the sectors.
- There was a need identified for a strategic plan to identify gaps and develop actions and goals to address them.
- Communications is seen as key to ensuring that knowledge flows both into and out from the central sectors, removing barriers to progress.
- The OGP's client proposition remains a central tool for driving the success of the model in terms of evaluating how effectively it spans the model. By constantly engaging with stakeholders and building on our experience, we can foster the idea of shared ownership of public procurement resources.
- It was decided that the Central Purchasing Bodies (CPBs) should present to the Board, on a quarterly basis regarding challenges, issues and risks arising for each sector and outlining delivery strategies for each organisation.
 - It is planned, in 2020, to engage in a review of the general governance structures of the procurement reform programme, examining the roles of all parties and seeking to identify any improvements which could be made.

5.2 Annual Report from the Board to the Minister 2018

The Chair directed that an Annual Report to the Minister for Public Expenditure and Reform, detailing the Board's activities in 2018 should be prepared. The Chair, the then Minister and Minister of State, and the Chief Procurement Officer met to discuss the finalised report. The

Minister acknowledged the role and the progress of the Board to date. Maintaining momentum and increasing buy-in to procurement reform and the development of associated metrics were of key interest for the Minister. The Minister focused particularly on efforts to increase compliance across the model and stressed the importance of SME involvement across the model. The Minister also directed that focus be given to incorporating social considerations, such as green procurement, into procurement solutions. The report was published and presented to Minister of State O'Donovan in December 2019. Key achievements identified in the report included:

- Promoting the importance of good corporate governance and procurement structures to public bodies
- Supporting the development of consistent and workable procurement policy to facilitate better public procurement
- Developing new reporting metrics that will allow the Board to track and measure the progress of reform
- Progressing Programme for Government commitments including relaunching the Tender Advisory Service and supporting SME participation in procurement opportunities

Minister O'Donovan remarked that he was, *"...pleased to receive this first annual report from the new Procurement Reform Board. The report sets out the vital importance of good procurement practices in ensuring value for money in the delivery of services to citizens. The promotion of better public procurement practices can help us achieve Government policy objectives, for example in the area of climate action, while delivering fair and transparent competitions that are open to all businesses including SMEs. I look forward to continuing my work with the Board in driving further reform in the coming year."*

5.3 Review of the Public Procurement Reform Programme

The Minister for Public Expenditure and Reform and Minister of State wrote to their Government colleagues in January 2019 (the Chief Procurement Officer had written to Secretaries General in advance of this) to ascertain their views on the procurement reform programme to date, and any recommendations that they and their Departments may have for improving or refining the existing procurement model.

The context for this request was the commitment in the then Programme for Government to *“Refine the new procurement structures in place, such as the Office of Government Procurement (OGP), as they bed down and make adjustments according to best international practice and in conjunction with Irish businesses.”*

Following consideration of the responses, the Minister of State proposed to prepare a memorandum, seeking Government approval to refine the reform programme. This took into account a consultation process with the four Central Purchasing Bodies that also sought submissions from various industry groups such as Chambers Ireland, IBEC, ISME and CIF. The Board Chair, Mr Maurice Quinn, and the Chief Procurement Officer, Mr Paul Quinn met with Minister Donohoe and Minister of State O’Donovan in November to discuss the results of these engagements. The meeting discussed European Commission priorities, progress against the programme for government, challenges and issues in the public procurement sector and proposals for the further refinement of the reform programme.

These proposals included, setting clear strategy and objectives for procurement reform, analysing high-level metrics to monitor progress, improved service delivery and processes, digitalisation and eProcurement, professionalisation of procurement, social and environmental

considerations and SME access to the public procurement market. The Chair has requested that the Ministers continue to support efforts to reform procurement through their colleagues in government, particularly in Health and Education where challenges and materiality are greatest. They also advised that digitalisation will require investment to bring oversight and support to policy delivery.

5.4 Brexit

The Chief Procurement Officer kept the Board briefed on preparations for Brexit. It was essential to secure all supply bases and ensuring mitigation plans were in place for a hard Brexit. The OGP updated its *Information Note on Brexit and Public Procurement* twice in 2019 to take account of developments in relation to Brexit. The most recent information note provides a questions and answer section to deal with the common queries on Brexit from a procurement perspective. It has assessed the framework agreements it has put in place and engaged with key suppliers. The key risks have been identified as potential increased costs, interruption to supply and a changed regulatory environment.

OGP are engaging with CSSO on appropriate Brexit-related considerations that may need to be included in tender documentation, including if existing provisions are sufficient. Consideration is also being given to GDPR and the UK's potential third country status.



Board member Dónall Curtin delivering a speech at OGP's Annual Staff Conference

6. Reporting to the Board

The Board identified the value to the reform programme of the provision of more targeted metrics from each CPB, to support the reform programme and to facilitate it fulfilling its terms of reference. The Board focussed on data that tracked the constituent parts of procurement, provided a basis for assessment of progress on reform, identified issues and allowed sharing of best practice and celebration of success.

The Chief Procurement Officer, Paul Quinn, gave a presentation to the Board on measuring public procurement. He focused particularly on initial benchmark spend figures from 2014 and analysis of annual figures following on from this. The Board had a discussion on the

importance of metrics, concluding that there is a requirement that any metrics focus on delivery against the reform agenda across all sectors. They should also function as a support to the reform agenda, identifying emerging issues across the sectors and allowing mitigations to be taken where necessary.

The OGP's Head of Policy briefed the Board on suggested metrics to shape Board strategy and drive robust procurement practice across the public sector. Measuring performance is the first step in understanding the strengths and weaknesses of any system and taking corrective actions. To support the implementation of evidence-based public procurement policies and required Government reforms, the OGP is developing indicators to measure the performance of public procurement in line with those of other member states of the European Union and OECD.

The OGP proposed providing 18 high level indicators, drawn primarily from the eTenders system. These metrics would allow the Board to baseline data and track the journey towards procurement reform. The Board agreed with this approach and directed that reporting on these indicators be rolled out on a phased basis.

Reporting is based on OGP's initial interrogation of the available eTenders data, which is compiled from contracting authorities from across the public sector. There are, however, multiple and sometimes complex caveats which can apply to the data and which can affect analysis and subsequent interpretation. It will prove necessary to work with contracting authorities to ensure that data provided is accurate and representative and there is further work needed on developing common definitions and language.

Regular updates on the development of metrics, coupled with reporting on delivery strategies, were provided on this during the year by the members of the Procurement Executive and it will form a significant body of work for the Board and for the Procurement Executive in 2020.

The Board will set the expectations of this project and ensure that progress, while gradual, will continue steadily.

The Procurement Executive has been working to change the focus of the Executive from operational matters, to focus more on strategic performance and engagement. Reports are generated each month on delivery strategies and submitted to the Board for discussion with the CPB members in attendance.

7. Issues reported to the Board

Over the course of 2019, the Board covered governance issues within the OGP, Brexit, and Social Considerations, gave updates on ongoing legal matters and reflected on the increasing importance of procurement in the area of capital spend. It also addressed issues relating to skills and capacity across the partners in the reform programme. The Board looked at how best to leverage and benchmark international procurement remedies and share research on the topic across the public sector. An update was provided as to the results from the Minister of State's letter to his ministerial colleagues across Government. Proposals for the introduction of a procurement ombudsman were also discussed by the Board and a discussion paper will be circulated to Board members.

The Board recognises that the OGP, in common, with all public sector bodies has difficulties in recruiting specialist IT people within a generalist structure and is cognisant that challenges exist in competing with the private sector in this marketplace. Work is being done to cast the public sector as an employer of choice and the OGP is to the fore of this work. The OGP has closely worked with the Great Place to Work initiative and its initial results have formed the

basis for a number of measures aimed at attracting and retaining suitably skilled staff. The OGP's People and Culture team has also received external recognition as a recipient of the 'HR Team of the Year' Award at the annual Chartered Institute of Professional Development awards. The OGP plans, in 2020 to run a digital innovation initiative, with a budget ring-fenced for projects that enable internal efficiencies and simplification of digital and online capabilities. It will seek to identify projects which will enable improvements for clients, suppliers or staff. The projects may be tactical or strategic, but it is anticipated that these will be delivered within a short period of time, typically less than 6 months.

7.1 OGP's Operating Model Pilot Project

The OGP's Director of Sourcing presented a paper on proposed revisions to the OGP operational model, where it was proposed to allow a degree of self-service under certain framework agreements. A pilot scheme was developed and was rolled out in Q4 2019. The pilot scheme is due to run for six months with the results brought to the OGP's Management Board and updates provided to the Board. A successful implementation of these changes would represent a major shift in public procurement and will need a significant communications effort to ensure that the opportunity is properly understood by contracting authorities.

7.2 Commercial Skills Academy

The Board was updated on work to establish a Commercial Skills Academy (CSA) within the OGP, and were presented with an overview of the background, aims, stages and plans for the CSA. The Board discussed how it would be structured and who courses would be offered to

as it was anticipated there would be a large demand. The Board endorsed the plan for the establishment of the CSA and will provide support in obtaining departmental buy-in. A pilot Commercial Skills training programme of five modules, addressing key commercial skills for managing capital works projects was successfully delivered in Q4 2019.

7.3 Staff Retention and professionalisation

A note was circulated to the Board on OGP's mitigation plans for staff retention. This outlines the efforts undertaken by the OGP to reduce staff turnover from a high of 18% in 2016 to 7% in 2019, which is well below the Civil Service average. The launch of a new staff engagement and well-being programme, EMPOWER, has had noticeable effects in stemming staff churn. Learning and Development initiatives have been well supported and over 80% of OGP staff have undertaken some form of formal training over the last year. Work has been done in the area of talent attraction with the OGP striving to position itself as a market leader in the procurement sector. The OGP was the first Civil Service organisation to enter the Great Place to Work scheme in 2019, earning a score of 55%, placing the OGP above the wider public sector benchmark. The results of this have been examined and used to generate actions for the draft OGP Statement of Strategy.

The Board recognises that more focus may be needed on professionalising the role of procurement officers across the Public Sector, in order to standardise approaches to procurement and ensure a steady supply of trained procurement officers. Work has already begun in the OGP to popularise and systematise procurement as an attractive career path including through the initiation of a paid internship programme and increased participation in work experience. A reduced staff turnover has seen improved stability in terms of knowledge retention and knowledge transfer. To aid in knowledge management, work has been done

internally to codify processes and procedures and an internal sourcing training unit has been set up. The Commercial Skills Academy has successfully rolled out courses for officials delivering works projects in the Construction procurement sphere. A Procurement Officer network has been set up which allows opportunities for the development of best practice and transfer of knowledge to all public sector bodies. A client conference was run by the OGP in November 2019 which again gathered the community of procurement professionals together, sought to find solutions to common issues, and promoted the development of common practice.



Minister of State Patrick O'Donovan at the launch of EMPOWER, the OGP's People Strategy. Also pictured Kathryn Whyte (Head of People & Culture) and Paul Quinn (Chief Procurement Officer)

8. Spend and Tendering Analysis Report 2017

The Public Service Spend and Tendering Analysis for 2017 was published in September 2019 by the OGP. It is the fifth report analysing annual expenditure and tendering activity across public service bodies (PSBs) in Ireland. The report analyses €4.912 billion, representing 82% of the estimated goods and services spend, across the sectors and central Government departments. As in previous reports, the majority (54%) of analysed spend was with SMEs. One of the OGP's strategic objectives is to improve the transparency of spend across public service bodies to support more effective sourcing strategies, procurement execution and value for money and this report serves to further this objective.

9. Programme for Government

Minister Donohoe launched a review of the policies and practices deployed in the procurement of public works projects in March 2019. A *Position Paper on Consultancy Engagement* was published in May 2019, as part of the development of the next generation of the Capital Works Management Framework (CWMF). The Government Construction Contracts Committee (GCCC) met 8 times in 2019.

In relation to Programme for Government commitments, the OGP continues to promote measures aimed at supporting SME participation in public procurement. During 2019, the Minister of State chaired quarterly meetings of the SME Advisory Group and completed a consultation on the merits of establishing an office of a procurement ombudsman. As a result of this consultation, a wider scope review of the legal and administrative provisions for

remedies in public procurement processes commenced and has included engagement on remedial systems in place in other EU Member States. In conjunction with the SME Advisory Group, the OGP continues to keep under review the threshold for advertising public contracts on eTenders, the State's public procurement platform.

The Board noted that consultations had been undertaken on the merits of establishing a procurement ombudsman.

The Board was briefed on the further development of the National Public Procurement Policy Framework (NPPPF) and monitored the publication of updated guidance and information notes including:

- Updated Public Procurement Guidelines,
- Updated Information notes on Brexit.
- Publication of Circular 20/19, "Promoting the use of Environmental and Social Considerations in Public Procurement".
- Bilateral discussions with the CSSO with respect to Brexit and its implications for public procurement processes.
- Notes were published on Corporate Procurement Planning and the Role of the Procurement Officer, which will aid efforts to further professionalise procurement across the public service.

The Board was also briefed on the publication of Circular 20/19, produced in conjunction with the Department of Communications, Climate Action and Environment. This circular promotes the use of environmental and social considerations in public procurement.

The Board was briefed on the establishment of a cross-departmental Social Considerations Advisory Group aimed at promoting and facilitating the incorporation of social considerations into public procurement projects.

10. Engaging Small Medium Enterprises (SMEs)

As noted in the 2017 Spend and Tendering Data Analysis Report, 94% of the analysed spend is with firms within the State and the majority is with SMEs. It is important for all public bodies to encourage and foster SME participation in public procurement. The Board is committed to monitoring developments in this area, receiving updates on progress from the Chief Procurement Officer.

The SME Advisory Group is a forum where SME representative bodies can voice concerns on issues affecting SME participation in public procurement. The group is currently chaired by Minister of State O'Donovan and membership of the group consists of officials from the Office of Government Procurement (OGP), The Department of Business, Enterprise and Innovation (DBEI), Enterprise Ireland (EI), InterTrade Ireland (ITI), the Competition and Consumer Protection Commission (CCPC), as well as representatives from the Irish Business and Employers' Confederation (IBEC), the Small Firms Association (SFA), the Construction Industry Federation (CIF), Chambers Ireland and the Irish Small and Medium Enterprises Association (ISME).

The Board continues efforts to oversee and promote measures aimed at supporting SME participation in public procurement. During 2019, a consultation took place between the

Minister of State and the SME Advisory Group on the merits of establishing an office of a procurement ombudsman. This consultation led to a wider scope review of the legal and administrative provisions for remedies in public procurement processes and has examined remedial systems in place in other EU Member States to determine what options are available in this space. In conjunction with the SME Advisory Group, the OGP continues to keep under review the threshold for advertising public contracts on eTenders, the State's public procurement platform.

11. Legislation

The legislation to establish the OGP on a statutory basis remains at draft Heads of Bill stage.

12. Areas for focus in 2020

The Board will continue to oversee and advise on the procurement reform programme, with a particular focus on measures to continue the positive movement in performance and compliance levels. In line with the Minister's recommendations, the Board will continue to explore ways to increase compliance across the model and continue to encourage SME involvement across the model. The Board will also examine social considerations and seek ways to incorporate social considerations such as green procurement, into procurement solutions. The Board will continue, in conjunction with the Procurement Executive

to develop the metrics to underpin reform, to identify positive benchmarks and to facilitate targeted intervention where issues are identified.



Jim Deane, Head of Policy, pictured with Michael Ring, Minister for Rural & Community Development at a conference on Buying for Social Impact in September

Appendix 1



Oifig um Sholáthar Rialtais
Office of Government Procurement

Office of Government Procurement

Terms of Reference of the New Interim Public Sector Procurement Reform Board 2018

1. Role and Functions

The Board shall:

- Oversee the implementation of the public procurement reform programme, in particular, the programme's structures, practices and policies on centralised procurement, and advise, where appropriate, on how to address any gaps.
- Advise the Government on a national public procurement strategy, in line with national and EU legislation, government policy, national guidance and best practice.
- Advise on the Office of Government Procurement's (OGP) objectives and business plan and oversee its delivery and performance.

- Advise on the sector sourcing partner organisations' objectives and activities and oversee their delivery.
- Provide leadership to the Procurement Executive in relation to its roles and functions and agree methods of working and reporting by the Executive to the Board.
- Represent customer Departments and Offices and provide leadership and sponsorship for the procurement reform programme across the public service.
- Advise on the development and implementation of strategies to communicate the work of the OGP across the public sector including any policy and training implications for the wider public sector.
- Oversee the development and monitoring of Service Level Agreements between the OGP and government departments and bodies under their aegis, including bodies responsible for leading centralised or sectoral procurement programmes.

2. Membership

The membership of the Board will include:

- A Chair and Deputy Chair;
- The Chief Procurement Officer;
- A representative from the Department of Public Expenditure and Reform;
- Representatives from the sector partners in:
 - Health,
 - Education,

- Local Government and
- Defence;
- A representative from a customer body;
- Two external members.

The Board will be assisted from time to time by officials from the OGP and the sector sourcing organisations who will attend as required.

3. Procedures

i. Meetings

The Board will meet four times a year. A quorum of 5, including the presence of the Chair or Deputy Chair is required for a meeting to proceed.

ii. Agenda

The agenda for Board meetings is prepared by the OGP's Corporate Office. Members of the Board may bring forward specific issues they wish to discuss and should advise the OGP's Corporate Office of such issues in advance of the meeting.

iii. Minutes

Minutes of Board meetings will be prepared by the OGP's Corporate Office.



Rialtas na hÉireann
Government of Ireland

Annual Report 2019 from the Chief Procurement Officer to Interim Procurement Reform Board

Prepared by Paul Quinn, Chief Procurement Officer



2019 brought significant advances both in terms of Office of Government Procurement's (OGP) own work programme and in the promotion of public procurement reform across the wider public service including the key sector partners in Health, Education, Local Government, and Defence.

As noted by the Chair earlier in this report, 2019 was the first full year of operation of the interim Procurement Reform Board. During the year the Board provided its first annual report to the Minister which showed a clear focus on promoting better procurement practice and in improving transparency around procurement.

The work of the Board in promoting transparency is supported directly by officials from the OGP who have, for example, engaged with public bodies around increasing the publication of Contract Award Notices. The OGP is also working with sector partners to develop a set of metrics to measure progress in delivering the reform programme. Continuing engagement with OGP's sector partners to further advance the reform programme will remain an important focus of our work in 2020.

The OGP further supported good procurement practice through the ongoing development and communication of the National Public Procurement Policy Framework and 2019 saw the issue of a number of new information notes to clients as well as a reissue of the procurement guidelines for goods and services. Consultations have also taken place with a wide variety of stakeholders on

reform of the procurement and model and with the Minister of State's SME Advisory Group on further changes to better support industry.

Effective public procurement is vital to deliver value for the State and can also support the successful delivery of wider policy objectives. An example of this is in the area of works procurement, where changes to practice will assist the successful delivery of Project Ireland 2040. In this context, a review of the Capital Works Management Framework is now underway and further research and consultation will take place in 2020 and beyond to deliver the full review.

The OGP is also now providing practical support to public bodies in the delivery of large scale works projects, where better project and contract management is vital to deliver successful outcomes. In 2019, the OGP held a pilot training programme under the banner of the Commercial Skills Academy, and further programmes will be delivered in 2020.

Social and green considerations is another area where procurement can assist in delivering broader policy objectives. The OGP built on its Information Note on this subject by issuing, jointly with the then Department of Communications, Climate Action and Energy, a circular requiring Departments to include environmental considerations in their procurement plans.

In our own work we are also making advances in this area, for example, by excluding single use plastics from our water cooler framework, by increasing the requirement for energy performance in our white goods framework and by planning for an electric vehicles option in our forthcoming Dynamic Purchasing System for vans and minibuses.

Environmental and efficiency objectives can also be advanced by digitalising more of our processes. In 2019, the OGP transposed the eInvoicing Directive and made available a suite of eInvoicing solutions for public bodies that will reduce paper waste, improve efficiencies and support suppliers in receiving prompt payments. On the eTenders platform, we also launched the electronic version of the European Single Procurement Document which will assist suppliers in bidding more efficiently for work across the Single Market, reducing the need to provide the same information to Government multiple times.

For the wider public sector, digital solutions promoted by the OGP include a new framework on robotic process automation developed for our colleagues in the reform office in the Department of Public Expenditure and Reform as well as ongoing work on the rollout of Building Information Modelling (BIM) for public construction projects.

OGP arrangements provide critical support in the delivery of services to the citizen and in 2019, we delivered close to 1,000 competitions on behalf of public sector clients through frameworks agreements, bespoke contracts and competitions arising from framework agreements. At this stage in the development of the OGP, many of these frameworks are in their second generation and, wherever possible, the opportunity is taken to improve the client experience including through increased access to direct drawdown arrangements.

Encouraging SMEs to participate in public procurement remains a key priority for Government and the OGP facilitates quarterly meetings of an SME Advisory Group including business and public sector representatives. A major strand of activity in this area is engaging with SMEs and in 2019 the OGP attended numerous public events meeting with more than 5,000 business representatives as well as launching further guidance material on its YouTube channel.

Within the OGP, our people strategy, EMPOWER, is supporting the further development of expertise in the organisation while highlighting and celebrating the purposeful work undertaken by OGP staff. In 2020, the organisation will present a new statement of strategy to the Minister, setting out ambitious goals for the following three years.

Considerable challenges remain to be addressed, including the impact that Brexit will have on procurement and supply chains. The OGP stands ready to work with our partners in industry and across the public service to assist in responding to these concerns and in shaping the future of public procurement.



Paul Quinn – Chief Procurement Officer

1 General Governance

Financial Information

Vote 39 Office of Government Procurement - Financial Result for year end 31

December 2019

	2019	2019	2018
	Budget	Outturn	Outturn
	€,000	€,000	€,000
Programme Expenditure			
Delivery of central procurement			
A. service	18,577	16,164	15,546
Gross Expenditure	18,577	16,164	15,546
Deduct			
B Appropriations-in-aid	450	492	500
Net expenditure	18,127	15,672	15,046

Net expenditure for 2019 was €15.67m leaving a surplus to be surrendered to the Exchequer of €2.46m.

An underspend in the area of Pay is the main driver for this surplus with the sanctioned allocation being granted on the basis of full capacity being reached in the OGP by the end of 2019. Difficulties with staff turnover meant that full capacity was not reached.

An underspend in the area of procurement consultancy and other costs occurred due to longer than expected start up times on a number of key projects.

Unspent capital allocation of €59,000 has been carried forward to 2020.

1.1 Procurement Reform Model and the Board

The Office of Government Procurement (OGP) commenced sourcing operations in 2014 and, together with four key sectors (Health, Local Government, Education and Defence), has responsibility for sourcing all commonly used goods and services on behalf of the public service.

The OGP and its sector partners are putting in place framework agreements and contracts through which public sector bodies can buy goods and services. As the State buys a wide range of goods and services, the sourcing model is broken down into 16 categories of expenditure. The eight categories of common goods and services are procured by the OGP. Four sectors – Health, Education, Local Government and Defence – retain sourcing functions to procure the remaining categories that they are the main users of, on behalf of the State. These four sectors together with

representatives from the OGP meet monthly in the Procurement Executive, chaired by the Chief Procurement Officer (CPO), Paul Quinn.

	Categories	Sourcing Organisation
1	ICT and Office Equipment	OGP
2	Professional Services	OGP
3	Marketing, Print and stationery	OGP
4	Utilities	OGP
5	Fleet and Plant	OGP
6	Managed Services	OGP
7	Travel and HR Services	OGP
8	Facilities Management, Maintenance	OGP
9	Medical Professional Services	Health
10	Medical and Diagnostic Equipment and Supplies	Health
11	Medical, Surgical and Pharmaceutical Supplies	Health
12	Minor Building Works and Civils	Local Government
13	Plant Hire	Local Government
14	Veterinary and Agriculture / Library Book Purchase	Education
15	Laboratory, Diagnostics and Equipment	Education
16	Defence and Security	Defence

The Interim Procurement Reform Board has directed the various sector organisations that they would like to see an increased focus on compliance and engagement, with a concurrent introduction of metrics to track progress in these areas.

To this end, OGP's Corporate Office, together with its sector partners at the Procurement Executive, worked to develop and roll out new reporting templates that seek to track public spending.

1.2 Public Procurement

The Office of Government Procurement (OGP) leads the implementation of the Public Procurement Reform Programme, bringing increased levels of collaboration and consistency to public service procurement. In 2019, the OGP met its Programme for Government commitments, including undertaking consultations on the merits of establishing a procurement ombudsman and on the implementation and refinement of the reform programme. The National Public Procurement Policy Framework (NPPPF) was further developed with the publication of updated guidance and information notes that facilitate and promote the professionalisation of public procurement.

Minister Donohoe launched a review of the policies and practices deployed in the procurement of public works projects in March 2019. A Position Paper on Consultancy Engagement was published in May 2019 as part of the development of the next generation of the Capital Works Management Framework (CWMF). The Government Construction Contracts Committee (GCCC) met 8 times in 2019.

OGP Sourcing teams completed 1,004 competitions in 2019 with a total estimated spend of €4,516 million (including an arrangement for electricity with an estimated spend of €3 billion over the life of the framework). Over the course of the year, established a total of 23 additional framework agreements, 17 discrete contracts and more than 964 competitions from framework agreements to assist public sector bodies

in securing goods and services. OGP now has in excess of 120 active framework agreements.

OGP arrangements provide critical support in the delivery of services to the citizen and new contracts this year include ambulances, electricity for street lighting and a national framework for asbestos surveying that will be accessed by the HSE, OPW and local authorities.

The annual [Public Service Spend and Tendering Analysis Report 2017](#) provides increased transparency in public procurement and improved data analytics.

The OGP progressed the Government's strategy for the increased use of digital technology in the delivery of public works projects that are funded through the public capital programme.

In 2019, the OGP won a Facilities Management Award for its work with An Garda Síochána. The OGP was also shortlisted for the CIPD Ireland HR Awards for best employee engagement initiative and for best HR team, to be awarded in 2020.

2 Provision of Advice

2.1 Public Procurement Reform

The OGP advises the Minister, Minister of State and Government and leads on the implementation of the procurement reform programme as part of wider public sector reform. In 2019, the Minister and Minister of State consulted with their Government colleagues on their views on progress in the implementation of the reform programme and solicited their suggestions for its refinement. This review process also included

the OGP's governance structures, the Interim Procurement Board and Procurement Executive, consisting of the OGP and the four central purchasing bodies (Health, Defence, Local Government and Education), as well as the SME Advisory Group and opposition spokespeople on procurement. Facilitated by the Minister of State, the OGP briefed members of the Oireachtas in December on progress in this area.

The feedback from this programme of engagement will inform the future direction and shape of public procurement. Key themes emerging from the consultation include, strengthening strategic procurement, improving service delivery and processes, embracing digitalisation, increasing SME access to public contracts and the professionalisation of procurement. These have been accounted for in the development of OGP's Draft Statement of Strategy 2020-2022, which will enable the OGP to develop as a world-class service that provides leadership, best practices and development opportunities for its people.

In relation to Programme for Government commitments, the OGP continues to promote measures aimed at supporting SME participation in public procurement. During 2019, the Minister of State chaired quarterly meetings of the SME Advisory Group and completed a consultation on the merits of establishing an office of a procurement ombudsman. As a result of this consultation, a wider scope review of the legal and administrative provisions for remedies in public procurement processes commenced and has included engagement on remedial systems in place in other EU Member States. In conjunction with the SME Advisory Group, the OGP continues to keep under review the threshold for advertising public contracts on eTenders, the State's public procurement platform.

2019 saw the first full calendar year of the Interim Procurement Reform Board's operations. The focus of the Board, chaired by Mr Maurice Quinn (Secretary General, Department of Defence), was directed towards developing appropriate reporting metrics that would allow the Board to monitor the progress of the procurement reform programme. The Board is actively trying to foster the conditions necessary to further the take-up of the purchasing frameworks offered by the OGP and its sectoral partners, in the Central Purchasing Bodies (CPBs) of Health, Education, Defence and Local Government.

The Board was briefed regularly on the significant progress made on reform, and on operational performance, initiatives, challenges, risks and issues. Preparations for Brexit across the procurement sector were scrutinised. The Board is cognisant of the importance of securing all supply bases and ensuring adequate mitigation plans are in place in the event of a hard Brexit.

The Board also examined the issue of social considerations, including environmental sustainability, in public procurement and its implications on operations. While the Board acknowledges the imperative of social considerations, they are also cognisant of the practical challenges posed by its implementation.

The CPBs meet on a monthly basis at the Procurement Executive and is chaired by Paul Quinn (Chief Procurement Officer). The Procurement Executive (the 'Executive') is responsible for

- the operational management of Government's centralised procurement model across the public service;

- the implementation of the necessary enablers to support Government's centralised procurement model;
- delivery of the objectives agreed each year with the Minister for Public Expenditure & Reform for procurement reform and central purchasing bodies;
- providing input into the ongoing refinement of the centralised model for public procurement and associated policies.

2019 saw the Executive work closely with the Board to develop reporting metrics and to outline their delivery strategies for procurement reform.

2.2 Strategic Public Procurement

The OGP is advocating for, and facilitating, strategic procurement planning to promote the wider benefits of public procurement. During 2019, the OGP continued to develop the NPPPF, the overarching policy framework for public procurement in Ireland. The policy framework, itself updated in November, enables a more strategic, consistent and co-ordinated approach to public procurement across the public sector, by setting out the procurement procedures to be followed by public bodies. Initiatives undertaken in 2019 include:

- Public Procurement Guidelines, updated January 2019.
- Information note on Brexit, updated twice in 2019.
- Publication of Circular 20/19, "Promoting the use of Environmental and Social Considerations in Public Procurement".
- Bilateral discussions with the CSSO with respect to Brexit and its implications for public procurement processes.

- In line with the goal of facilitating and promoting the professionalisation of public procurement, information notes were published on Corporate Procurement Planning and the Role of the Procurement Officer.

In conjunction with the Department of Communications, Climate Action and Environment, OGP published Circular 20/19, which promotes the use of environmental and social considerations in public procurement. The OGP established a cross-departmental Social Considerations Advisory Group aimed at promoting and facilitating the incorporation of social considerations, including environmental considerations, into public procurement projects. The group is tasked with matching social policy objectives with suitable procurement opportunities, to be trialled on a pilot basis.

OGP is progressing the development and roll out of a suite of indicators on a phased basis, in consultation with the Procurement Executive. The indicators are aimed at supporting assessment of the effectiveness of the procurement reform programme and refinement of the procurement structures currently in place. Developing these indicators will enable better understanding of procurement-related activity across the system, and provide meaningful and measured assessment of procurement outcomes.

OGP's policy unit continues to proactively engage with a wide network of stakeholders, including the Oireachtas, industry representative and public sector bodies, and at international and EU level. In 2019, our strategic engagement included, inter alia:

- promoting strategic public procurement at multiple sector-based and industry-led events,

- hosting the Central Purchasing Body Network annual meeting for CPBs across the EU and EEA,
- participating in DBEI's SME working group,
- representing Ireland at an international level on multiple issues including in relation to Green Public Procurement, human rights, eProcurement, data and review regimes, and proposed revisions to the International Procurement Instrument,
- engaging with Member States on a range of topics including remedies,
- updating members of the Oireachtas on the procurement reform programme, and
- holding bilateral meetings with industry representative bodies on progressing the procurement reform programme.

2.3 Brexit

In 2019, OGP continued its preparations for Brexit through extensive contingency planning and stakeholder engagement, including with the Procurement Executive, SME Advisory Group, DPER's Brexit Unit and the Senior Officials Group on Brexit, Department of An Taoiseach. The Chief Procurement Officer, Paul Quinn, wrote to Government departments in September reminding them to identify and manage any potential procurement-related risks and to put in place the necessary, detailed contingency plans. OGP assessed its framework agreements in relation to the risks associated with a no-deal Brexit and engaged with key suppliers as to their contingency arrangements. The key risks identified were increased costs,

interruptions to supply and an increased administrative burden due to a changed regulatory environment, which may impact delivery of goods and services.

OGP continues to highlight the need for detailed localised contingency planning by public bodies and advise them to assess potential impacts on their supply chains and to put in place mitigation measures. Twice in 2019, OGP updated its *Information Note on Brexit and Public Procurement* to take account of developments in relation to Brexit. The updated information note provides a questions and answer section to deal with the common queries on Brexit from a procurement perspective. OGP will continue to update its guidance as necessary to support contracting authorities prepare for Brexit. OGP has also established a dedicated email address to respond to concerns contracting authorities may have in relation to procurement, brexit@ogp.gov.ie

2.4 Construction Procurement Policy

In March 2019, the Minister launched a review of the policies and practices deployed in the procurement of public works projects. The initial focus is on the engagement of consultancy services, which is aimed at driving better project definition, in order to provide greater certainty for all those engaged in the construction stage. The review will deliver significant changes to the Capital Works Management Framework (CWMF) over the coming years. The review process will involve extensive engagement, both with industry stakeholders, and with the public bodies charged with the delivery of public works projects on a broad range of issues. A “Position Paper on Consultancy Engagement” was published in May 2019 as part of the development of the next generation of the CWMF.

The Government Construction Contracts Committee (GCCC) met 8 times in 2019, to discuss public sector construction related issues and to provide expert advice and technical input into the development of public sector national construction procurement policy.

The Construction Policy Unit also participated in the Construction Sector Group and various construction industry and public sector seminars/procurement events throughout the year.



David O'Brien, Head of Construction Policy, delivering a speech at the Digital Works Seminar

2.5 Public Service Procurement Frameworks

In 2019, the OGP, together with its four sectoral partners in Health, Education, Local Government and Defence, continued to drive the Procurement Reform Programme. Over the course of the year, the OGP established a wide range of framework agreements and contracts to assist public sector bodies in securing goods and services that they need to operate effectively and serve their clients.

During the course of 2019, the OGP established a total of 23 additional framework agreements, 17 discrete contracts and more than 964 competitions from framework agreements to assist public sector bodies in securing goods and services. It now has in excess of 120 active framework agreements.

At this stage in the development of the OGP, many of the framework agreements being developed are the second generation of arrangements that are already in place. Wherever possible, the opportunity is taken to improve the client experience. For example, in laptops and computer devices, much of the demand is now met by direct drawdown arrangements instead of more resource consuming mini-competitions.

OGP arrangements provide critical support in the delivery of services to the citizen and new contracts this year include ambulances, electricity for street lighting and a national framework agreement for asbestos surveying that will be accessed by the HSE, OPW and local authorities.

OGP also provides assistance to clients in the form of practical guidance and support. Information notes were issued this year on corporate procurement planning and the role of the procurement officer, providing tangible policy support to colleagues across the public sector fulfilling this important function.

In 2019, the OGP won an award at the Facilities Management Awards for a joint project with An Garda Síochána – Facilities Management Project of the Year Health & Education.

2.6 Public Service Spend and Tendering Analysis Report

In keeping with the OGP's remit to increase transparency in public procurement and to improve data analytics in relation to public expenditure on goods and services, the Minister of State launched the [Public Service Spend and Tendering Analysis Report 2017](#) in December. The report, prepared by the OGP, analysed more than €4.9 billion, or 82% of the estimated annual public procurement addressable spend under the remit of the OGP and its sector partners and almost 4,400 public service tender notices published on the national procurement platform, eTenders.gov.ie with an estimated contract value of €6.1 billion. 94% of the analysed spend is with firms within the State and the majority is with SMEs.

2.7 Engagement with Stakeholders - Small to Medium Enterprises

The Minister of State chairs an SME Advisory Group so that the experience of business is heard at the heart of government. The group is managed by OGP and met in March, June, September and December 2019. Minutes of these meetings are available at www.ogp.gov.ie. In line with the group's communication and engagement strategy, the Minister of State invited Procurement Executive representatives from the Education, Health, Local and Central Government sectors to attend the December meeting. This afforded industry representative bodies the opportunity to raise their

concerns on SME access to public contacts directly with the sectors and for the sectors to update industry on the steps they are taking to promote SME access.

The OGP has continued to roll out measures set out in the SME Advisory Group's communications strategy to promote opportunities to participate in public procurement in the SME sector. Events included a Facilities Management briefing aimed at suppliers in this procurement category, Go2Tender training, Breakfast Briefings, and participation at high profile, national events including 'Procurex' and 'Taking Care of Business'. These events offer training and explain how public procurement works, and increase awareness of public procurement opportunities in the SME sector. OGP has also expanded its suite of videos explaining the procurement process, as well as providing case studies of SMEs successful in securing public contracts. These videos are available on [OGP's YouTube Channel](#)

2.8 Public Sector Clients

OGP Key Account Managers (KAMs) continue to engage with senior public sector clients to increase awareness of, and engagement with, central procurement solutions and to support the development of strategic procurement practices. The OGP's Customer Service Helpdesk engaged directly with public sector clients and suppliers throughout 2019 and managed 11,000 queries from civil and public service bodies and suppliers. Of these, 92% of queries were resolved during the first call and 82% were resolved within 24 hours. 84% of requirements received were covered by existing OGP framework agreements. Quarterly newsletters issued to stakeholders throughout 2019. Schedules of current and forthcoming arrangements are also published online each quarter and updated at the mid-quarter point. A conference for public sector

clients took place in Dublin Castle in November and was attended by approx. 300 representatives from across the public service.

During 2019, the OGP undertook actions to respond to a client survey undertaken in 2018. These included providing better communications around timelines to complete competitions, simplifying processes and materials, and commissioning a new client website to provide easier access to information about framework agreements, scheduled to be launched in 2020.

The Construction Policy Unit continued to service its dedicated construction procurement email, which provides guidance and advice on works and works-related procurement and contractual matters, in addition to its CWMF website.



Director of Sourcing, David O'Sullivan, addressing public sector clients in Dublin Castle

2.9 Increased use of Digital Technology

Digital Transformation has been identified as a major strand of the OGP's new Draft Statement of Strategy as the organisation seeks to accelerate the digital delivery of our services in an accessible, consistent and intuitive way. OGP are seeking to streamline and improve public processes and the support structures necessary to enable transparent and efficient procurement, including through the development of a new eProcurement strategy.

The Government Strategy to increase the use of Digital Technology in key public works projects that are funded through the public capital programme continued in 2019. The Building Information Modelling (BIM) implementation strategy has factored in the varying levels of BIM skills, which currently exist in the Irish Construction Sector. BIM will be phased into the procurement sector over a four-year period commencing with the large-scale projects initially as the larger technical consultancies have the capacity to deliver BIM. The timing of the introduction is considered optimum as the industry has entered a period of growth and is investing in resources to expand its output. BIM offers industry the opportunity to rationalise its working methods, reduce waste and explore opportunities for off-site production. These all contribute to a leaner and safer project delivery making the industry a more attractive proposition from an investment and recruitment perspective. In this regard, the Government's initiative is broader than merely the public capital programme but is aimed at the industry as a whole. The recent publication of new Standards for BIM by the International Organisation Standards (ISO) will develop a consistent approach to the delivery of BIM in Ireland and in a worldwide market.

A Digital Works seminar was also hosted by the Construction Policy Unit in October and set out developments by public bodies that are already in train. The seminar focused on the benefits to be obtained from investing in digital solutions. The invited audience included senior decision makers, IT managers and budget holders from across the public services.

2.10 eTenders

The OGP established the eTenders Platform project to specify the requirements for and establish a new contract for the eTenders Platform, on expiry of the current contract, in 2020. eTenders is the national procurement platform and collaboration is key to a delivering a better outcome for all stakeholders. A cross-sectoral Steering Committee has been established that includes representatives from Central Government and the Local Government, Health, Education and Commercial Semi-States sectors.

The focus has been on specifying the functional requirements for the platform and the OGP have leveraged a comprehensive community of stakeholders from across procurement in the public sector to inform and add value in that regard. In addition to a stakeholder consultation survey and direct engagements with stakeholders, the eTenders Design Authority was established to carry out a formal role in reviewing the specifications being developed and comprises over 20 representatives from across Central Government and the Local Government, Health, Education and Commercial Semi-States sectors.

The implementation phase could prove a significant body of work, affecting all public bodies in terms of transitioning to a new platform. It will be critical to ensure that the appropriate level and nature of training requirements is provided for and delivered.

2.11 eInvoicing Programme

The OGP established the eInvoicing Programme in response to European Directive 2014/55/EU, which requires public bodies to be able to receive and process electronic invoices in public procurement by April 2019 for Central Government, and by April 2020 for Sub-Central Government. The European eInvoicing Directive was transposed into Irish law on the 12 June. The OGP established a national framework for the procurement of eInvoicing services and 86% of Central Government public bodies are now compliant and eInvoicing enabled. The OGP continues its communications and stakeholder engagement campaign with a focus on sub-central public bodies. To that end, we shared updates and guidance with public bodies through various forums and channels. In November, OGP ran a workshop with our Sector partners in Health, Education, Central and Local Government, to further explore the challenges and opportunities that will need to be considered by an enduring model, to sustain and advance the national approach to eInvoicing. A key aspect of the enduring model will be to establish eInvoicing within a broader digital and/ or reform agenda, with the support and leadership of senior management in the civil service. Discussions have been initiated at the appropriate level in that regard.

2.12 Supporting Staff

92% of the OGP's workforce participated in 25 workshops that helped inform the seven core themes of the new OGP People Strategy – EMPOWER. EMPOWER is underpinned by a detailed implementation plan that sets out 111 objectives under 7 core themes with timescales and measures of success for each objective (Engagement, Making a Difference, Positive Mindset, Opportunity, Wellbeing, Expertise and Recognition). The strategy was launched by the Minister of State in Limerick, in March.

In 2019, there were significant achievements under each of the elements of EMPOWER, in particular, developing a coaching culture, continued strong commitment towards inclusion & diversity initiatives, finalising the development of an agile leadership model and launching of new CSR initiatives.

The OGP are the first Civil Service organisation to have teamed up with the Great Place to Work (GPTW) initiative to benchmark our journey over the next three years. OGP's first year GPTW score was 55%, placing the OGP above the wider public sector benchmark and the results have informed the development of the Draft OGP Statement of Strategy.

2.13 Support the Professionalisation of the Procurement Function

The Further Education Scheme is aimed at growing the OGP through the professional development of our people. The Civil Service Employee Engagement Survey (CSEES) and Great Place to Work (GPTW) report findings have highlighted the importance of embedding a learning culture within the organisation. In 2019, just

under 40% of OGP's Learning and Development (L&D) budget was allocated to third level professional qualifications with 47 employees participated in the Further Education Scheme, of which, 35 individuals (74%) pursued public procurement related qualifications. Furthermore, 7.5% of the L&D budget was allocated to supporting specialist roles within different business units in 2019, including attendance at conferences, membership of professional bodies and subscriptions to relevant publications. Having opportunities for employees to develop and achieve their potential is essential for the OGP's continued success.

2.14 Establishment of the Commercial Skills Academy

The primary aim of the Commercial Skills Academy is to enhance the commercial delivery capabilities of key spending departments and public sector bodies, through a focussed training programme to improve the capabilities of those public servants charged with the delivery of public capital investment projects.

The National Development Plan 2018 – 2027 sets out the significant level of investment, (almost €116 billion) which will underpin the National Planning Framework and drive its implementation over the coming years. Approximately 80% of this investment will be invested in works projects/delivered through the Capital Works Management Framework, managed by the OGP. Accordingly, the initial focus of the Commercial Skills Academy is to provide the necessary commercial skills training pertaining to the planning, procurement and management of public works projects.

A pilot Commercial Skills training programme of five modules addressing key commercial skills for managing capital works projects was successfully delivered in Q4 2019.

Work continued throughout 2019 to arrive at a template that can be used to generate meaningful statistics to inform and drive the Procurement Reform Program.



Members of the European Central Purchasing Bodies Network attending an event hosted by OGP in Dublin Castle

3 Reports on Sectoral Activities to the Board 2019

3.1 Defence

An Equipment Development Planning process is in place, which provides a strategic overview of organisational priorities and future and current capability needs and sets out the capital overlay for the a period of 5 years.

An electronic toolkit has been developed to map project status, this process is reflective of project initiation, project planning and project execution. This planning toolkit assists the Defence Organisation in ensuring capital funds are utilised efficiently and effectively while remaining cognisant of defence capabilities that are the core to the Organisation's functionality both at home and overseas.

This toolkit is iterative, lends itself to change, and is designed to be responsive to the needs of the Organisation and to the greater political, security and socio-economic environment.

The Defence Sector engagement is primarily internal within the sector; this is due to the specificities of the requirements in the sector. The Defence Category Council meets on a quarterly basis.

The Defence Sector meets formally on a bimonthly basis to approve expenditure in respect of procurements. There is an equipment and capability development planning process in place. A 5 year Equipment Development Plan has been drafted which identifies required capabilities at national level across the three services, Army, Naval Service and Air Corps.

All expenditure over €300k is screened to ensure that there is a proper procurement process in place and that the OGP Frameworks or other CPB Frameworks are used where applicable. The High Level Public Procurement Group (HLPPG) is a joint civil/military group whose Terms of Reference were revised in 2016. Its role is to develop and implement multi-annual rolling plans for equipment procurement and disposal, and infrastructural development (including property acquisition) based on the policy priorities in the White Paper. This Group is the sanctioning authority for the Public Spending Code.

The Defence Forces support Irish enterprise and research institutes, including third level colleges, which can contribute to the development and enhancement of Defence Forces capabilities. Under this initiative the Defence Forces are supporting a range of projects that cover research, training and innovation projects including with Irish indigenous companies.

The engagement by the Defence Organisation in innovation, research and product development has been given a particular emphasis in the White Paper, which provides that further development in this area will include the establishment of a Security and Defence Enterprise Group. This Group will bring together enterprise, industry, research and practitioners in the field of security and defence to identify areas of common endeavour and collaboration. The White Paper also recognised that while maintaining a very active approach to supporting enterprise and research, the Department of Defence or the Defence Forces do not have significant capacity or a stated function in industrial promotion. As such, only existing resources can be utilised

in this area and therefore, such supports have to be closely managed and prioritised having regard to their congruence with defence capability requirements and benefits.

Contracts do not end when they are at contract finalisation stage – post award. There is a significant resource required to manage contract implementation phase and warranty issues post acceptance and delivery. Possession of a military asset is only a beginning. It needs to be supported and maintained.

It is recognised internationally that there is significant uncertainty in Defence acquisition due to lack of data needed to make reliable predictions of performance requirements, cost or time schedules or other significant project elements. Since reliable data comes only from experience, projects where there is, inexperience means there is a high uncertainty. Cost and schedule estimates are normally made early in the life of a project when the data on which they are based are most uncertain and the estimates least reliable. The evolution of military technology is subject to continual change, which can invalidate the assumptions on which performance specifications and cost estimates are based on.

Defence contracts can be large and complex, schedules are similarly complex and events need to be networked and managed. Unexpected interaction between various complex elements can exacerbate a project's inherent uncertainty and risk. Except in the case of off the shelf procurements, it is recognised that the process, time schedule and cost of complex defence projects can be difficult to forecast in a meaningful way. This requires a focus on project management with continuous review of project objectives, stage gate processes and approvals and this is built into the Project Management approach in the Defence Sector.

Financial and human resources are a significant risk factor. Inadequacies in the number or experience of project staff may have an impact on project schedule and cost.

Among the many procurement projects undertaken by Defence this year are:

- A mid-life upgrade of army MOWAG APC armoured fleet vehicles and the deep maintenance of armoured personnel carriers.
- Armoured Combat Support System logistical vehicles.
- Air Corps Fixed Wing Utility Aircraft.
- Replacement of two CASA 235 Maritime Patrol Aircraft.
- Mid Life Refit of the LE Roisin and LE Niamh P50 class of vessels.

3.2 Education

Key projects undertaken by the Educational Procurement Services in 2019 included:

- UCD, MS's and pipetmax €1,7m
- TCD, web content management system €2m
- TCD, MRI €3.1m
- NUIG, Research Programme €2m
- NUIG, Brand & Graphic Design Services €1.6m
- UL, Print Services Framework €1.6m
- UL, Security Services €4.2m
- DES, Audio visual equipment €16m

- DES, Office Supplies & Stationary €2m
- ETB's, Schools management information system €10m
- DES, integrated Irish language programme €1m
- DES, Schools payment solution €1m
- ETB's, bus hire service €20m
- IT Sligo, tool room equipment €1m
- Maynooth University, Electrical Components - Electrical Testing and Consumables €4m
- All Public sector, library books €12m
- All public sector, research journals and periodicals €10m
- Teagasc, Lab equipment suite €1.4

EPS has engaged since September 2018 with the ETB's and ETBI to develop a corporate procurement plan template and MAPP Process specifically for ETB's. The corporate procurement plan sets out the procurement strategy for each ETB and includes a three-year multi annual forecast of requirements or MAPP. The ETB's have engaged well with the process and a project team drawn from Procurement, Corporate services and finance worked on preparation of the procurement pack. The Pack was rolled out in the ETBI offices, Naas on April 4, with the Minister for Education in attendance. The launch included:

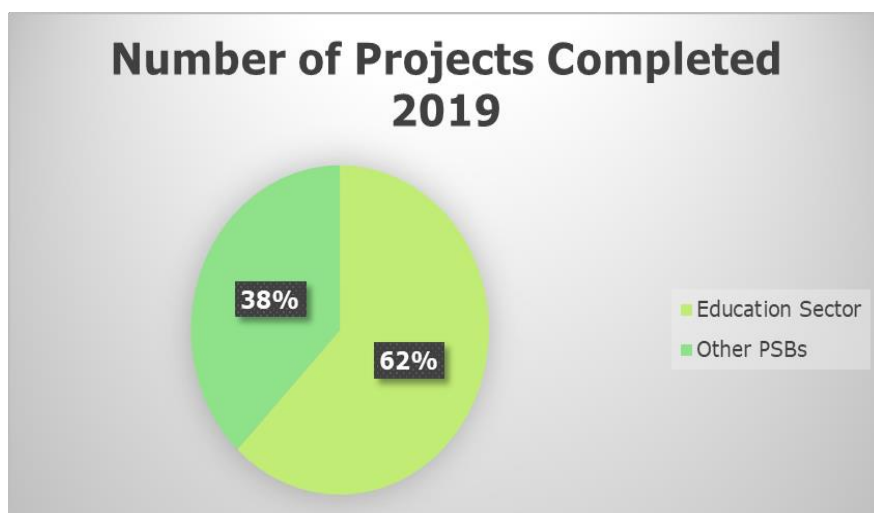
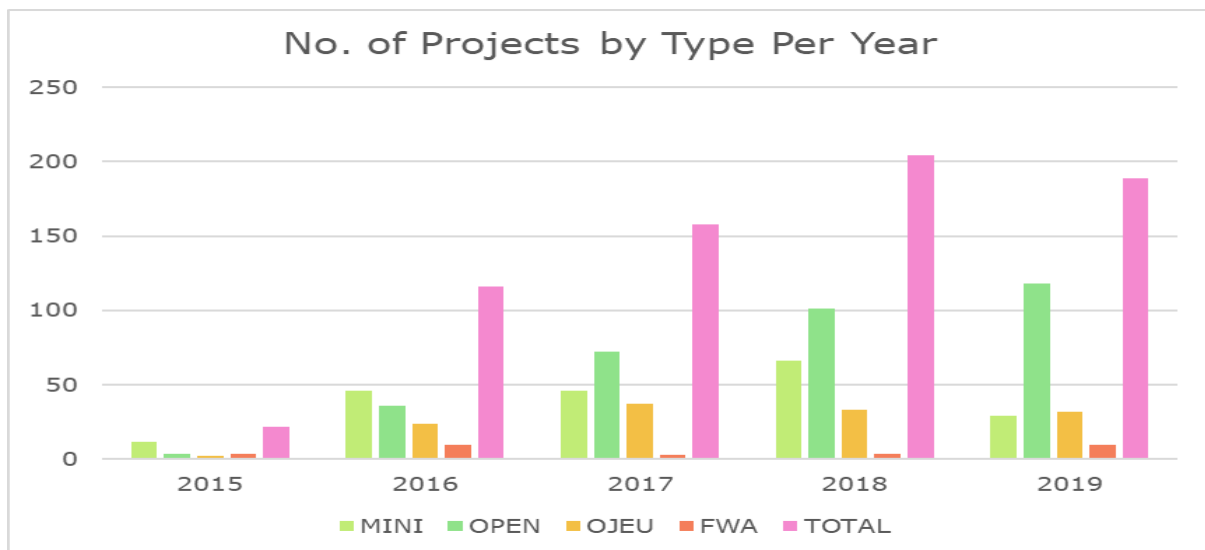
- Workshop conducted with Universities on completion of corporate procurement plans (CPP) and multi annual procurement plans (MAPP).
- Workshop conducted with IoT's on completion of MAPP.

- Receipt of CPP and MAPP from higher education institutions complete, EPS is working with OGP customer service on how to the use this data to best advantage.

EPS held a supplier communication day in the Castletroy Park Hotel on March 14, where close to one hundred people attended. The purpose of the event was to meet with our suppliers, share information and gather market intelligence to help build a sound category strategy for laboratory equipment, gases and consumables. The strategy will set the direction of Laboratory Procurement for the next number of years. The EPS held a number of stakeholder engagement events throughout the year including:

Date	Event	Location	Organiser
09/05/2019	Higher Education Procurement Summit *	Dublin	EPS
21/05/2019	Corporate Procurement Plan Information Session for Procurement Officers	Dublin	OGP
28/05/2019	Go2Tender	Naas	ITI
29/05/2019	Go2Tender	Wexford	ITI
13/06/2019	Photo call with Wilker Auto, Defence Forces and National Ambulance Service in Clara, Offaly to promote SME public procurement opportunities.	Offaly	OGP
26/06/2019	Public Procurement Conference**	Dublin	EOLAS Magazine
27/06/2019	Go2Tender	Dublin	InterTrade Ireland

The graph below shows growth of projects across the public sector completed by Education CPB



At the end of December EPS had 298 completed competitions 185 for education and 113 for the wider public sector MAPP clinics were conducted at various sites around the country with twenty two higher education institutions over a number of weeks during October and November 2019. The clinics were attended by Procurement Officers, Finance Managers and major Budget Holders such as Buildings and Estates, Information Technology Division etc. There were from two to eight client attendees at

each clinic. There was no other CPB involvement and actions were agreed upon for follow up. EPS has taken the findings from the MAPP clinics and added the information to the MAPP data reports for sourcing and to the institution feedback reports. The next stage for EPS is to engage with sourcing teams in specific workshops to discuss the institutional feedback.

Category Councils: Laboratory and Library/Agriculture & Veterinary

Both category councils met every four to six weeks. There were, typically, between six to eight attendees at each category council. The Laboratory Category Council together with the EPS Sourcing Team have developed and agreed a category strategy that has been signed off by the Procurement Executive. The Category Strategy was developed through engagement with all stakeholders including customer/user clients, suppliers, sourcing teams etc. The strategy focusses on:

- Maximising the EPS laboratory framework coverage across the public sector.
- Setting out targets for value for money.
- Developing delivery strategies for the category including the use of digital solutions, direct drawdown, dynamic purchasing systems etc.
- Engaging with SMEs to ensure market interest and buy-in from suppliers to the category sourcing approach.
- Engaging with client stakeholders to ensure buy-in to national frameworks.

EPS is leading the development of a strategic Category Management template aimed at procurement staff. The strategic Category Management approach aims to ensure that a national review is taken of major spend categories in order to drive compliant spend, maximise value for money in aggregation and consolidation terms and realise

category management benefits in practical terms. The EPS template aims to support procurement managers to develop practical Category Sourcing strategies.

To commence this programme, EPS has conducted an in-house category management and planning exercise on one of its own spend categories: Laboratory/Research. The objective was to develop a category plan that is aligned to partner objectives with a strategic approach to maximise value, reduce risk and effectively manage supply.

The template outlines the approach taken by the EPS project teams in relation to this category by conducting a root and branch examination of the historical, present and future elements of the Laboratory/Research category using project management processes and procedures. The underlying mission of this examination is to create a generic Category Management template for adoption across all sixteen spend categories under the National Procurement Model.

The tenth annual National Procurement Awards ceremony took place on Thursday November 14 at the Ballsbridge Hotel in Dublin. EPS were delighted to be the recipient of the 'Best Green Procurement Project of the Year'. This was a great win for EPS following on from successes in previous years e.g. 'Best Procurement Team of the Year' in 2016 and again in 2018 and 'Best People Development Initiative' also in 2018. The Best Green Procurement is a significant and prestigious award for EPS to win particularly as the project was completed in partnership with the University of Limerick (UL) and focussed on the reduction of single use plastic on campus. The project successfully aligned the Buildings and Estates Department within UL and EPS in achieving the objectives set by the President of UL, the Department of Education and Skills (DES) and the government policy on the environment.

3.3 Health Business Services (HSE)

The Health Business Services (HBS) of the HSE undertook the following procurement projects,

Portfolio/Project

EPD

Development of Campus for the National Maternity Hospital at St. Vincent's University Hospital

Public Sector Benchmark Exercise for Imaging Equipment for National Children's Hospital

Equipping of Hybrid Cath Lab for University Hospital Galway

OGP Tender for Office Furniture for HSE & HSE Funded Locations

NPH Satellite Centre in Tallaght

HCS

Electronic Healthcare Record Procurement – Shared Record - National-Corp. ICT

National Dynamic Purchasing System for the Provision of HSE Patient/Client/Service User/Other Non- Emergency Transport Service (non-ambulance)

Electronic Healthcare Record Procurement – National ACUTE Systems

Electronic Healthcare Record Procurement – Community Healthcare Organisation Systems Corporate

Acute Electronic Healthcare Record (EHR) for the New Children's Hospital

HTMPS

National Privately Operated Children's Residential Services - Tusla

Clinical Service for Mount Carmel Community Hospital, Dublin 14

Request for Procurement Advice re contract for agency to provide counsellors to HSE Counselling in Primary Care Service

Unscheduled Care Information System (UCIS) for all Hospital Groups

National Provision of Private Foster Care Placements - Tusla Child & Family Agency

MCP

DPS for Hospital Medicines

PIN for Sole Source Medicines for Hospitals

National DPS Nutritional Products & Devices

National DPS Renal Equipment; Consumables; Satellite Units; Home Therapies

DPS for IV Equipment & Dedicated Consumables

SDL

Provision of Orthopaedic Implantable Devices and Associated Support Services for Ireland

East Hospital Group

National Tender for Surgical Attire

MLS for Histology Laboratory-UL Hospitals

Framework Agreement for Pre-Poured Media - National

Faecal Immunochemical Kits for The National Bowel Screening Programme

An ICT Portfolio Briefing held in Dublin Castle was very positively received. There was a very good attendance (65 approx.) with representation from across the sectors. Attendees, in their feedback afterwards, commented that they found the update on the work being delivered by the Portfolio really useful and the opportunity to engage with the ICT sourcing teams in the breakout sessions was also welcomed. Three of our client organisations, ETBI/SPU, Revenue and Dept. of Housing presented on their experience of engaging with the Portfolio in which they gave very balanced and positive accounts of their use of our frameworks. The presentation by ETBI/SPU on the aggregated arrangement for devices for the schools

sector sparked interest with county councils and we intend to follow up on this through the LA HIS forum.

A Public Procurement Supply Chain Management Certificate and Diploma programmes developed and rolled out in conjunction with University of Limerick (UL) - both QQI accredited at Level 7, commenced in October 2011). This is the first bespoke formal qualification of its kind, bringing Public Procurement, Supply Chain and Business Excellence / Lean modules into a single accredited programme and aiding in the professionalisation of procurement. The level 7 certificate programme is underway with 50 participants while the diploma course has 30 participants. The participants are mainly (66%) drawn from the HSE with 33% being drawn from Section 38 and 39 voluntary agencies. Following on from the success of this initiative, it is planned to roll out a level 8-degree programme in 2020 with a level 9 Masters programme planned for 2021.

3.4 LGMA

The LGMA reported a busy year in 2019 with some of operational highlights listed in the table below:

<ul style="list-style-type: none"> • 4,009 sRFTs published on Supplygov.ie in 2019; • LGOPC Customer Service Team managed 23,729 lines of communication (enquiries and communications) in 2019 providing a front-line service for the LGOPC; and, • 323 Public Service Buyers were trained in 2019. 		
Minor Building Works – Residential	Public Service Bodies	Live on the 12 th June 2019.
Minor Building Works – Commercial		Published 29 th August 2019. Closed 01st November 2019. At Evaluation stage.
Road Markings		Live since 21 st January 2019. sRFTs being actively raised for this Framework.
Road Signs Supply Only		Went live on the 14 th of August 2019
Civil Engineering Materials (Supply Only) – previously Road Making Materials (Supply Only)/ Readymix Concrete		At Planning Stage. Tender Documents at final review stage.
Eradication of Invasive Alien Plant Species (IAPS)		Active - At Sourcing Strategy Stage

In terms of stakeholder engagement, LGSPC hosted the Annual Local Government Procurement conference on 30th and 31 May in Tullamore. This year's theme was "Public Procurement Supporting Housing Delivery" with presentations on Rapid Build Housing Framework, Capital Works Management Framework, Risk Management, Legal Updates and Green Procurement covered on day 1. Day 2 covered Sustainability and Social Considerations in Public Procurement and explored the benefits of having a procurement sponsor. This was a very successful conference with over 100 in attendance and some very positive feedback received on the relevance and range of topics covered.

A Supplier Engagement Event was held on 1 October in City West: Over 70 buyers from four Dublin Local Authorities, Louth, Meath, Kildare and Wicklow presented to SMEs with information on local authority procurement pipelines in areas including public realm, housing, roads and community. Over 550 suppliers attended the event. Breakout sessions included Brexit & eTenders. Business support organisations including LGOPC, LEOs, Ervia, IBEC and ISME also hosted information stands.

A Green Public Procurement (GPP4Growth) stakeholder meeting was held in conjunction with Department of Communications, Climate Action and Environment on 16th of May.

The LGMA continued support to Suppliers through the LGOPC Helpdesk and provided responses via eTenders Messaging system to queries arising during the Minor Building Works - Residential RFT.

A Buyer Training event took place in December on the RFT process for Plant Hire DPS, Kerry County Council.

The LGMA actively planned for Brexit analysing risks and putting appropriate mitigating measures in place. A risk assessment analysis carried out by the LGOPC, aligned to the

OGP Brexit advice note, identified seven contracting authorities where in excess of 20% of suppliers are based in Northern Ireland. The seven contracting authorities were notified accordingly.

A review of SupplyGov hosting arrangements carried out by the service provider has confirmed that while the hosting service is located and delivered from the Dublin Data Centre, disaster recovery arrangements rely on a data centre in London. This could lead to a GDPR issue, which may require a change to the disaster recovery arrangements.

Local Enterprise Offices continue to support SMEs to prepare for Brexit by providing information sessions, advice, practical support, including one to one mentoring and financial support.

3.5 OGP

In 2019, OGP Sourcing teams completed 1,004 competitions in 2019 with a total estimated spend of €4,516 million. Over the course of the year, it established a total of 23 additional framework agreements, 17 discrete contracts and more than 964 competitions from framework agreements to assist public sector bodies in securing goods and services. OGP now has in excess of 120 active framework agreements.

The OGP hosted and attended a number of stakeholder engagement events, working with clients and suppliers to further the procurement reform programme and encourage SME participation in public procurement. The following table offers flavour of the events attended.

Date	Event	Location	Organiser
17/01/2019	Brexit & Public Procurement	Dublin	InterTrade Ireland
30/01/19	Construction IT Alliance BIM Event*	Dublin	CITA
12/02/19	Go2Tender Training	Dublin	Inter Trade Ireland
07/02/19 & 14/02/19	Attended supplier relationship meetings for Printed Matter above €25k FWA Members.	Dublin	OGP Sourcing team
04/04/2019	Procurex* (Over 600 attendees)	Dublin	Procurex
30/04/2019	ICT Portfolio briefing – update for buyers on current and forthcoming OGP ICT frameworks	Dublin	OGP
30/03/2019	Shared services Ireland conference**	Dublin	NSSO

20/03/2019	eInvoicing & CEF Digital Implementation	Dublin	OGP
21/03/2019	Launch of public works procurement policy review†	Dublin	DPER
09/05/2019	Higher Education Procurement Summit *	Dublin	EPS
21/05/2019	Corporate Procurement Plan Information Session for Procurement Officers	Dublin	OGP
28/05/2019	Go2Tender	Naas	ITI
29/05/2019	Go2Tender	Wexford	ITI
13/06/2019	Photo call with Wilker Auto, Defence Forces and National Ambulance Service in Clara, Offaly to promote SME public procurement opportunities.	Offaly	OGP
26/06/2019	Public Procurement Conference**	Dublin	EOLAS Magazine
27/06/2019	Go2Tender	Dublin	InterTrade Ireland
Date	Event	Location	Organiser
11/07/2019	Go2Tender	Killarney	InterTradeIreland

12/07/2019	SME Entrepreneurship and Strategy Conference	Dublin	DBEI
28/08/2019	Intermediate Breakfast Briefing	Naas	InterTradelreland
05/09/2019	OGP Policy presented at the European Commission's Buying for Social Impact event	Dublin	Social Enterprise Ireland
1 October	Supplier event	LGMA	Citywest
2 October	Taking Care of Business	DBEI	Sheraton, Athlone
22 October	OGP FM Meet the Buyer	OGP/ InterTradelreland	Hodson Bay, Athlone
17 Dec	DBEI Supporting SMEs working group	Dublin	DBEI

The OGP has also put in place frameworks for Gas and Electricity, which have facilitated significant spend and attendant savings across the public sector. The table below gives a summary of utilities spend for 2019.

Framework Name	Supplier Name	Client Name	Total Spend Ex VAT 2019
Electricity FWA	Energia	Primary & Schools	€9,636,150
Electricity FWA	SSE Airtricity	ETB's/Colleges	€15,580,558
Electricity FWA	Electric Ireland	Universities	€9,619,406
Natural Gas FWA	SSE Airtricity	Education Sector	€16,410,066
Electricity FWA/DPS	SSE Airtricity/Energia	Local Authorities	€18,701,974

Electricity FWA	Energia	LA's mostly	€32,635,100
Electricity FWA	Energia	HSE/Health Sector	€37,162,506
Natural Gas FWA	Electric Ireland	HSE/Health Sector	€16,472,849
Natural Gas FWA	BGE	Central Government, LA's and Security Services	€15,318,477
Electricity FWA	SSE Airtricity	Domestic Supplies Various Sectors	€2,191,933
Electricity DPS	Electric Ireland	Government Bodies and Agencies	€14,416,781
Electricity DPS	Electric Ireland	Central Government and Security Services	€16,220,772
Bulk Liquid Fuels FWA	Circle K	All PSB's	€28,870,003
Liquefied Petroleum Gas (LPG) FWA	Flogas Ltd.	All PSB's	€4,443,776

Appendix 2 – OGP Strategic Objectives 2020

1.	Shape the Future of Public Procurement <ul style="list-style-type: none">○ To enable better, sustainable and transparent public procurement through guidance, advisory services and training
2.	Deliver Customer Focused Procurement Solutions <ul style="list-style-type: none">○ To provide a range of flexible, quality, customer focused procurement solutions for the public service
3.	Embrace Digitalisation <ul style="list-style-type: none">○ To accelerate the digital delivery of our services in an accessible, consistent and intuitive way
4.	Engage Effectively with Stakeholders <ul style="list-style-type: none">○ 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 <ul style="list-style-type: none">○ 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

Appendix 3 – Current Live Framework (as at 31.12. 2019)

D365 COB Date	Project Type	CONTRACTING AUTHORITY	Project Title
31Dec2019	Framework	HSE	Framework for Supply of Fresh Meats, Poultry, Fish & Egg Products for HSE South East
31Dec2019	Framework	HSE	Framework for Supply of Fresh Meats, Poultry, Fish & Egg Products to the HSE Mid-West
31Dec2019	Framework	Defence Forces	Framework for Bread for Defence Forces
31Dec2019	Framework	Defence Forces	Framework for Fruit and Veg for Defence Forces
31Dec2019	Framework	Defence Forces	Framework for Frozen Food for Defence Forces
31Dec2019	Framework	Irish Prison Service	Framework for Fruit and Veg for Irish Prisons
31Dec2019	Framework	Irish Prison Service	Framework for Frozen Foods for Irish Prison Service
31Dec2019	Framework	Irish Prison Service	Framework for Ambient Foods for Irish Prison Service
31Dec2019	Framework	Irish Prison Service	Framework for Bread Products for Irish Prison Service
31Dec2019	Framework	Office of Government Procurement	Framework for Tools and Hardware 2020 framework for OGP

31Dec2019	Framework	Office of Government Procurement	Multi Supplier Framework Agreement for the Provision of Network Solutions and Associated Services
31Dec2019	Framework	Office of Government Procurement	Framework for Managed Print Services and Vendor Neutral Print Audit Services for Office of Government Procurement
31Dec2019	Bespoke	National Universities of Ireland	Contract for Printing of Seanad Eireann election materials for National University of Ireland
31Dec2019	Bespoke	Tusla	Contract for Legal Services for Tusla
31Dec2019	Bespoke	Trinity College Dublin	Contract for Print Management Service for Trinity College
31Dec2019	Framework	Office of Government Procurement	Framework for MBPSS 2nd Gen. for OGP
31Dec2019	Framework	Tusla	Agency staff - Tusla
31Dec2019	Framework	Dept. of Justice & Equality	PPMS ID: 23593 Title: Framework Agreement for Direct Provision Accommodation South West Region
31Dec2019	Framework	Dept. of Justice & Equality	PPMS ID: 23594 Title: Framework Agreement for Direct Provision Accommodation West Region
31Dec2019	Bespoke	Tusla	Contract for Time and Attendance / Travel and Subsistence ICT System for Tusla
31Dec2019	Framework	Dept. of Justice & Equality	Framework for Persons Seeking International Protection - Mid East Region for Dept. of Justice and Equality

31Dec2019	Framework	Dept. of Justice & Equality	Framework for Persons Seeking International Protection - Dublin Region for Dept. of Justice and Equality
31Dec2019	Framework	Dept. of Justice & Equality	Framework for Persons Seeking International Protection - Border Region for Dept. of Justice and Equality
31Dec2019	Framework	Office of Government Procurement	Framework for Interpretation Services for OGP
31Dec2019	Framework	Office of Government Procurement	Framework for Translation Services for OGP
31Dec2019	Framework	Office of Government Procurement	Framework for Managed Car Parking Services for Office of Government Procurement
31Dec2019	Framework	Department of Housing, Planning & Local Government	Framework for Rapid Delivery Social Housing for Dept. of Housing
31Dec2019	Framework	Dept. of Justice & Equality	Framework for Accommodation requirement for persons entering the state under the Irish Refugee Protection Programme
31Dec2019	Bespoke	Irish Prison Service	Contract for Mech & Elec Total Facilities Management for The Irish Prison Service
31Dec2019	Framework	Office of Government Procurement	Framework for Personal Protective Equipment for Office of Government Procurement

31Dec2019	Framework	Office of Government Procurement	Framework for Provision of Portable Fire Equipment Services: Gen II Framework for Office of Government Procurement
31Dec2019	Framework	OGP/Other Sectors	FW for the Provision and Management of Laundry, Linen Hire, Workwear and Dust Mat Services for the OGP
31Dec2019	Framework	Office of Government Procurement	Cleaning Supplies & Equipment Gen II FW
31Dec2019	Framework	Office of Government Procurement	Multi Supplier Framework Agreement for the provision of Commercial Cleaning and Window Cleaning Services to Central Government, Education Sector, An Garda Siochána, the Irish Prison Service, the Defence Forces, Local Government and the Health Sector.
31Dec2019	Framework Renewal	Office of Government Procurement	Single Supplier Framework Contract for the Provision of Electrical Goods
31Dec2019	Bespoke	HSE	Supply and Delivery of Ambient Dried Products to the HSE
31Dec2019	Bespoke	Irish Prison Service	Fresh Meat, Eggs & Fish for Irish Prison Service
31Dec2019	Framework	Office of Government Procurement	Framework Agreement for Catering and Hospitality Services Gen 2 2019
31Dec2019	Framework	Office of Government Procurement	Framework for the Supply of light catering equipment for OGP
31Dec2019	Bespoke	Irish Prison Service	Contract for Prison Clothing for Irish Prison Service

31Dec2019	Bespoke	HSE	Contract for Frozen Food Products for the HSE
31Dec2019	Bespoke	Garda Síochána	Contract for Operational and Service Dress Uniforms for An Garda Síochána
31Dec2019	Framework	Office of Government Procurement	FW for Security Services Framework for Office of Government Procurement
31Dec2019	Bespoke	Irish Prison Service	Contract for Safety Footwear for Irish Prison Service
31Dec2019	Bespoke	HSE	Contract for Office Furniture to HSE Equipping Projects
31Dec2019	Bespoke	Dept. of Education & Skills	Data Records and Payroll Solution for Schools Employees
31Dec2019	Framework	OGP/Other Sectors	Framework for Compute and Storage infrastructure for the Office of Government Procurement
31Dec2019	Framework	Office of Government Procurement	Framework for Windows Hybrid devices; iOS and MAC OS devices for Office of Government Procurement
31Dec2019	Bespoke	Department of Housing, Planning & Local Government	Bespoke Competition for Social Housing ICT Project for Dept. of Housing, Planning, Community & Local Government
31Dec2019	Bespoke	Dept. of Justice & Equality	Contract for Immigration and Border Information System for Dept. of Justice
31Dec2019	Framework	Office of Government Procurement	Framework for ICT Firewall for Office of Government Procurement

31Dec2019	Bespoke	Dept. of Public Expenditure & Reform	Contract for Civil Service HRMS
31Dec2019	Framework	Dept. of Public Expenditure & Reform	Secure Digital Radio Network
31Dec2019	Framework	Dept. of Public Expenditure & Reform	Framework for External ICT Technical Support Services for OGP
31Dec2019	Framework	OGP/Other Sectors	Framework for ICT Research and Advisory Services for OGP
31Dec2019	Bespoke	Dept. of Education & Skills	Contract for Education Shared Business Services (ESBS) Finance System for Dept. of Education and Skills
31Dec2019	Framework	Office of Government Procurement	Framework for Microsoft Licensing Services for OGP
31Dec2019	Bespoke	Dept. of Foreign Affairs & Trade	Contract for Passport Issuance and Processing System (PIPS) for Dept. of Foreign Affairs
31Dec2019	Framework	Office of Chief Info Officer	Framework for Enterprise Project Portfolio Management(EPPM) Service for the OGP
31Dec2019	Framework	Office of Government Procurement	Framework for the provision of Virtualisation Software and Associated Reseller Services for Office of Government Procurement
31Dec2019	Framework	Office of Government Procurement	Framework for 2nd Gen Backup, Recovery and Replication framework for OGP
31Dec2019	Bespoke	Dept. of Public Expenditure & Reform	eProcurement solution
31Dec2019	Framework	Office of Government Procurement	DPS for Supply of Vans and Mini Buses for OGP

31Dec2019	Framework	Dept. of Public Expenditure & Reform	DPS for the Supply of Passenger Cars to the Public Sector for the OGP
31Dec2019	Framework	Office of Government Procurement	Framework for Supply of Large, Medium and Compact Sweepers for OGP
31Dec2019	Bespoke	Dept. of Housing, Planning, Community & Local GOV	General Election Ballot Papers
31Dec2019	Framework	Office of Government Procurement	Framework for the Provision of Events Management, Planning and Delivery Services for the OGP
31Dec2019	Framework	Office of Government Procurement	Framework for Supply of Customised Envelopes for OGP
31Dec2019	Framework	Office of Government Procurement	Framework for Stationery and Office Supplies for OGP
31Dec2019	Framework	Office of Government Procurement	Framework for Consultancy and Advisory services for health sector
31Dec2019	Framework	Office of Government Procurement	Framework for Merchant Acquiring & Payment Gateway Services for public sector
31Dec2019	Framework	Office of Government Procurement	Framework for the Provision of Architect Led Design Team Services for Social and Affordable Housing for OGP
31Dec2019	Framework	Office of Government Procurement	Framework for Gen 2 Legal Services for the PSB's for OGP
31Dec2019	Framework	HSE	Legal Services - HSE - Operational & Corporate Legal Services - 2 Lots

31Dec2019	Framework	Office of Government Procurement	Framework for Gen 2 - Redesign of Stenography & Transcription Services Framework for OGP
31Dec2019	Framework	Public Appointments Service	Tests and assessments (PAS)
31Dec2019	Bespoke	Dept. of Children & Youth Affairs	Advisory and support services (QCBI) for Dept. of Children & Youth Affairs
31Dec2019	Framework	Education & Training Boards Ireland (Etb)	Framework for Professional Educational Services for ETBI
31Dec2019	Framework	Dept. of Children & Youth Affairs	Framework for Research & Evaluation for DCYA
31Dec2019	Bespoke	Office of Government Procurement	Contract for Legal Services for Specialist Construction Procurement for the OGP
31Dec2019	Bespoke	HSE	Contract for provision of transport distribution services for HSE
31Dec2019	Framework	Dept. of Public Expenditure & Reform	Framework (2nd Generation) for the provision of Health and Safety Training, Consultancy and Advisory Services to the Public Sector
31Dec2019	Framework	Dept. of Public Expenditure & Reform	Framework Agreement (2nd Generation) for provision of Pre-Retirement Planning Programme for eligible employees across civil service for the Dept. of Public Expenditure & Reform
31Dec2019	Framework	OGP ICT Telecoms	Framework for the 2nd Generation Employee Assistance Services framework for the OGP

31Dec2019	Bespoke	Commercial Skills Academy	Contract for the Provision of Training Services for Commercial Skills Academy for OGP
31Dec2019	Framework	OneLearning	Framework for Leadership skills and Development for DPER
31Dec2019	Framework	OneLearning	Framework for Learning & Development training services for the Civil Service
31Dec2019	Framework	Office of Government Procurement	Framework for The Provision of Courier Services to the Public Sector for the OGP
31Dec2019	Framework	Office of Government Procurement	Framework for Travel Management for OGP

Appendix 4 Frameworks put in place by the OGP for 2019

CATEGORY	Project Code	Project Type	CONTRACTING AUTHORITY	Project Title	ESTIMATED VALUE	Delivery Date
Facilities Management, Maintenance	FSU058F	FW	Office of Government Procurement	Framework for Record Management Services (Gen 2) for Office of Government Procurement	€20,000,000	16Dec2019
Facilities Management, Maintenance	FSU060C	FW	Garda Síochána	Framework for Operational Footwear for Garda Síochána and the Irish Defence Forces	€5,800,000	03Dec2019
Fleet / Plant	KFP060F	FW	Office of Government Procurement	Fuel Charge Card 2018	€80,000,000	22May2019
Fleet / Plant	KFP061F	FW	Dept. of Public Expenditure & Reform	Framework for the Supply of HGV to the Irish Public Sector	€4,974,000	19Dec2019

ICT and Office Equipment	IHW025F	FW	Office of Government Procurement	Framework for Computer Devices 2018	€70,000,000	06Aug2019
Managed Services	EMS040F	FW	Dept. of Justice & Equality	FW Agreement for the provision of premises within the Kildare region including the provision of management, catering, housekeeping, general maintenance and security services for person seeking Intl. Protection.	€24,744,000	29Jul2019
Managed Services	EMS041F	FW	Office of Government Procurement	Emergency Ambulances	€47,000,000	08Aug2019
Managed Services	EMS042F	FW	Dept. of Justice & Equality	Framework Agreement for the provision of premises within the South East region including the provision of Management, catering, housekeeping, general maintenance and security services for persons seeking Intl. Protection.	€36,917,670	05Jul2019

Managed Services	EMS043F	FW	Dept. of Justice & Equality	FW Agreement for the provision of premises within the Midlands Region including the provision of management, catering, housekeeping, general maintenance and security services for persons seeking Intl. Protection.	€21,200,000	30Oct2019
Managed Services	EMS044F	FW	Dept. of Justice & Equality	PPMS ID: 23592 Title: Framework Agreement for Direct Provision Accommodation Mid West Region	€15,700,000	30Oct2019
Professional Services	PAS092F	FW	Office of Government Procurement	Asbestos Identification Survey Framework	€4,000,000	04Dec2019
Professional Services	PBF109F	FW	Dept. of Public Expenditure & Reform	Accounting Audit Financial Services FW	€45,000,000	11Sep2019
Professional Services	PLI087F	FW	Office of Government Procurement	Framework for the provision of Legal Services to the University Sector for OGP	€11,200,000	29Jul2019

Spot Buy	SSB025F	FW	Dept. of Public Expenditure & Reform	Robotic Process Automation Software and Support Framework	€2,000,000	26Nov2019
Spot Buy	SSB030F	FW	Dept. of Public Expenditure & Reform	The provision of PEPPOL networking and eInvoicing Systems and Services to the Irish Public Sector	€3,200,000	07May2019
Spot Buy	SSB031F	FW	Dept. of Public Expenditure & Reform	Framework Agreement for Eircodes Project	€6,000,000	13Aug2019
Travel and HR Services	THR036F	FW	Office of Government Procurement	External Workplace Investigation Services (New)	€6,000,000	25Jul2019
Travel and HR Services	THR038F	FW	Dept. of Public Expenditure & Reform	FOI Training 2nd Gen	€1,400,000	02Oct2019
Travel and HR Services	THR042F	FW	Dept. of Public Expenditure & Reform	Microsoft learning and development training services	€3,000,000	14Oct2019

Travel and HR Services	THR043 F	FW	Office of Government Procurement	Executive Search Services 2nd Generation Framework	€4,200,000	19Dec2019
Utilities	UEL005F	FW	Office of Government Procurement	DPS for Electricity	€3,000,000,000	22May2019
Utilities	UGF010F	FW	Office of Government Procurement	Natural Gas Multi Supplier FA	€300,000,000	22May2019
Facilities Management, Maintenance	FCT048C	FW Renewal	Office of Government Procurement	Framework for Water Coolers for the Office of Government Procurement	€3,800,000	23May2019

