



AN tSEIRBHÍS UM SHOLÁTHAR  
OIDEACHAIS  
EDUCATION **PROCUREMENT**  
SERVICE (**EPS**)

# Corporate Procurement Plan (CPP) Higher Education Template

Version 1: Issued April 2018



Higher Education Summit, 10<sup>th</sup> April 2018:

### Corporate Procurement Pack Contents:

- Corporate Procurement Plan Template
- Public Procurement Guidelines for Goods and Services 2017
- Education Brochure (Frameworks & Contracts 2018 for Education)
- Letters of Engagement: Bespoke Competition & Mini Competition
- Bespoke competitions detail
- PSRs process flow map
- OGP Category listings
- EPS flyer
- Overview of OGP services brochure
- E-invoicing information leaflet

## Document Control

### *Document Location*

This document will be uploaded and available to download from the following websites:

HEA, DES

*(Note: The new EPS website will house this template, once it goes live)*

### *Approvals*

1. Corporate Procurement Plan requires the following approvals:

Name	Approval noted	Date
Executive Team		
Governing Authority		

2. Appendix 1 – Multi-Annual Procurement Plan (MAPP)

**Completed MAPP to EPS by 1<sup>st</sup> November annually – contact [eps.mail@ul.ie](mailto:eps.mail@ul.ie) for details**

Contact Name	Department	Completion Due date	Date submitted to EPS
		1st Nov 2018	
		1 <sup>st</sup> Nov 2019	
		1 <sup>st</sup> Nov 2020	
		1 <sup>st</sup> Nov 2021	

## Foreword

Procurement is a key element of the Government's Public Service Reform Programme. Education spends approximately €1 billion on goods and services annually and it is essential that this money is spent in a way that achieves maximum value for money, adheres to government policy, national guidelines and EU directives for procurement, while providing a sustainable delivery of services for the taxpayer. Under the Code of Practice for the Governance of State Bodies and the tailored Codes for the Higher Education sector, each Higher Education Institution (HEI) is required to have a corporate procurement plan (CPP) and it is an essential link in the provision of sustainable, fit for purpose, contracts and frameworks.



The CPP template developed by EPS for higher education, sets out the institution's strategic approach to procurement. The guidelines and supporting documentation in the EPS corporate procurement pack, provide guidance for buyers on the engagement process.

An essential element of the CPP is the planning of the institution's future procurement requirements. This will be facilitated by annually producing a three-year rolling Multi-Annual Procurement Plan or "MAPP". The education sector aggregated MAPP will provide the Office of Government Procurement (OGP) with a detailed list of education's defined future requirements over a three year period.

The linking of education's requirements to the development of OGP sourcing strategies will provide buyers with contracts and framework agreements tailored to meet education's specific needs.

In conclusion, by following the guidance set out in this document you are facilitating your institution to be in compliance with the procurement aspect of the HEA's Governance Framework for higher education, and achieving best value for money for the tax payer.

Philip Gurnett, EPS Director & Head of Sourcing Education



I very much welcome the launch of this Corporate Procurement Plan template. In recent years there has been a particular focus on the importance of governance and accountability in the higher education sector with procurement often coming to the fore. This is rightly the case given the significant level of Exchequer investment in higher education. As the main funder and oversight body of the higher education system the HEA has a particular responsibility to ensure that higher education institutions can demonstrate accountability in the use of public funds.

In 2016 as part of its Governance Framework for the Higher Education System the HEA commissioned a review of procurement practices in the sector. The review highlighted the progress that has been made in recent years with regard to addressing procurement non-compliance, but also identified clear areas for improvement. The report was launched at last year's (2017) successful Higher Education Procurement Summit held in Dublin Castle.

Following on from that, the HEA and EPS commenced work on a Corporate Procurement Plan template that will help institutions to develop effective and efficient procurement plans and strategies. The plan and supporting documentation are invaluable tools for finance and procurement managers as they get to grips with the challenges of managing procurement processes in their institutions.

The HEA not only encourages but expects all institutions to familiarise themselves with this document, use it as a template for their institution's own procurement strategy and ultimately to adopt a corporate procurement plan. Indeed, having relevant procurement policies in place including a corporate procurement plan is a requirement in the revised codes of governance for the higher education sector. By doing so, we can demonstrate that the higher education sector takes procurement seriously and that it is leading the way in developing approaches that are innovative and informed by best practice.

Graham Love, Chief Executive, HEA

## Table of Contents

1.	Introduction .....	1
1.1.	[Insert name of HEI] Procurement Mission Statement, Values and Goals.....	1
2.	Objectives .....	2
2.1.	Corporate Procurement Plan Objectives.....	2
3.	Structure of Procurement within the HEI.....	4
3.1.1.	Structure of Procurement within [insert name of HEI].....	4
3.1.2.	Role of Central Procurement Function .....	4
3.1.3.	Role and responsibility of Budget holders .....	4
3.1.4.	Role and responsibility of Other . . . ..	5
3.1.5.	Procurement webpage.....	5
3.1.6.	Systems and Training .....	5
3.1.7.	Key areas of concern / Common issues / Lessons Learned .....	6
3.1.7.1.	Procurement Support Request (PSR)/Supplementary Request for Tender (SRFT) .....	6
3.1.7.2.	Contract Management .....	6
3.1.7.3.	Supplier Relationship Development .....	6
3.1.7.4.	Higher Education Representation in the National Procurement Model .....	7
4.	Procurement Guidelines .....	8
5.	Corporate Procurement Plan timing, retention and distribution.....	10
5.1.	Corporate Procurement Plan Format .....	10
5.2.	Timing .....	10
5.3.	Retention .....	10
5.4.	Distribution .....	10
6.	The Multi-Annual Procurement Plan.....	11
6.1.	Historical Spending Analysis .....	11
6.2.	Analysis of High Volume / Low Value Purchases ( <i>optional exercise</i> ) .....	12
6.3.	Review of Future Procurement Requirements.....	12
6.4.	Ongoing evaluation of procurement requirements .....	13
7.	Setting HEI Targets and Key Performance Measures .....	13
	Appendices.....	14
Appendix 1	Multi Annual Procurement Plan Template .....	15
Appendix 2	Structure of Procurement within HEIs .....	16

## 1. Introduction

### 1.1. [Insert name of HEI] Procurement Mission Statement, Values and Goals

*[This section should be completed by each HEI. The narrative below is an example of what could be included in the Mission Statement. The purpose of this section is to set out your HEI:*

- *Mission Statement;*
- *Values; and*
- *Goals*

*in respect of procurement.*

*Please note that this document serves as a guide to completing the Corporate Procurement Plan which is to be tailored by each HEI for their use. This text is to be deleted once tailored by the HEI]*

#### Mission Statement

[Insert name of HEI] is committed to operate its procurement under the national procurement model which has a number of mechanisms in place to facilitate Public Sector organisations value for money and efficiencies in their procurement. These mechanisms include but are not limited to framework agreements and drawdowns.

In instances where the national procurement model does not have a mechanism in place for a particular purchase (framework/drawdown), it is the intention of [Insert name of HEI] to comply with the relevant Public procurement guidelines available from the [OGP website](#).

#### Values

[Insert here]

#### Goals

[Insert here]

## 2. Objectives

### 2.1. Corporate Procurement Plan Objectives

The CPP<sup>1</sup> is a key tool in facilitating the national procurement model in identifying procurement priorities.

Through the OGP and the four key sector procurement functions (Health, Defence, Education and Local Government), the Public Service speaks with "one voice" to the market for each category of expenditure, eliminating duplication and taking advantage of the scale of public procurement to best effect. This move is in line with best practice in the public and private sector and is part of the continuing reform programme being driven by the Department of Public Expenditure and Reform.

The objectives of [*insert HEI's name here*] CPP and how they will be achieved are set out in the table below:

Objective	These objectives will be achieved in a number of ways including
<ul style="list-style-type: none"><li>• achieve efficiencies and cost reduction through the procurement process;</li><li>• achieve the HEI strategy by aligning Institutional objectives and procurement requirements</li><li>• increase the proportion of spend with contracted suppliers drawn from national frameworks;</li><li>• ensure compliance with all relevant policies and procedures;</li></ul>	<ul style="list-style-type: none"><li>• by taking a strategic approach to procurement;</li><li>• by ensuring compliance with all relevant policies and procedures;</li><li>• by budget holders engaging with the OGP for their procurement solutions; and</li><li>• by informing budget holders of the framework agreements and contracts that are available.</li></ul>
<ul style="list-style-type: none"><li>• enhance leadership, governance, awareness and skills within the procurement function;</li><li>• support an efficient devolved procurement function within departments [where appropriate];</li></ul>	<ul style="list-style-type: none"><li>• by providing appropriate and periodic training to budget holders on procurement policies, procedures and best practice; and</li><li>• by engaging budget holders with the development and implementation of the Corporate Procurement Planning process.</li></ul>
<ul style="list-style-type: none"><li>• deliver a common, corporate process of strategic sourcing, supplier relationship development and contract management that supports the national procurement model;</li></ul>	<ul style="list-style-type: none"><li>• by establishing and assigning clear roles and responsibilities;</li><li>• by completing the Multi-Annual Procurement Plan (MAPP)(Appendix 1) and sharing it with EPS;</li><li>• by complying with the processes set out in the national procurement model;</li></ul>

<sup>1</sup> The requirement to have a Corporate Procurement Plan (CPP) was set out in the National Public Procurement Framework 2005.



Objective	These objectives will be achieved in a number of ways including
	<ul style="list-style-type: none"> <li>• by developing supplier relationships and monitoring the quality and delivery of goods and services; and</li> <li>• by reference to guidance in sections 3 and 4.</li> </ul>
<ul style="list-style-type: none"> <li>• continue a category management approach to procurement across the institution;</li> </ul>	<ul style="list-style-type: none"> <li>• by aligning (where possible) the general ledger and the category management approach to procurement; and</li> <li>• by adopting a consistent approach to procurement and the raising of purchase requisitions and purchase orders on the finance system;</li> </ul>
<ul style="list-style-type: none"> <li>• support the Department of Public Expenditure and Reform (DPER) by implementing their strategies such as the national Procurement model in an effort to increase procurement efficiencies and e-invoicing to further enhance efficiencies and value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• by utilising the procurement solutions and guidance put in place;</li> <li>• by implementing a multi-annual procurement plan (refer Appendix 1);</li> <li>• by implementing e-invoicing; and</li> <li>• by sharing feedback with the OGP on areas of potential improvement.</li> </ul>

### 3. Structure of Procurement within the HEI

*[Each HEI will be required to complete this section. Completion of this section will assist staff within the HEI to understand how procurement is managed within the Institution. An example of what could be included here is set out below:*

- *a structure chart setting out how procurement is managed within the HEI*
  - *(Centralised – all procurement is managed through a central procurement function within the HEI;*
  - *Devolved – all procurement is managed by the relevant budget holder; and*
  - *Hybrid - procurement up to €x value is managed by the relevant budget holders with procurement over €x being managed centrally);*
- *the role and division of responsibilities regarding procurement within the HEI, in particular where the structure is devolved or hybrid, this should include retention of supporting documentation (quotes/tenders if not uploaded to system);*
- *Delegation of Authority within the HEI;*
- *Include points of reference for staff in navigating the HEI procurement structure.*

*HEIs should keep this document up to date taking into account any new strategy initiatives that DPER/OGP introduce such as e-invoicing.]*

#### 3.1.1. Structure of Procurement within [insert name of HEI]

*[This is to be populated by the HEI. Please refer to Appendix 2 for an example of procurement structures – these can be tailored to suit each HEI.]*

#### 3.1.2. Role of Central Procurement Function

*[Where such a function exists, this is to be populated by the HEI, otherwise please indicate that this section is not applicable.]*

#### 3.1.3. Role and responsibility of Budget holders

*[This is to be populated by the HEI – an example of some responsibilities that could be included is set out below, this will vary depending on the procurement structure of the HEI.*

*In HEIs, where a devolved procurement system is in place, please consider the following:*

- *how the aggregated view of requirements is identified;*
- *how does agreed specification across budget holders come about and agreed qualitative criteria ]*
- *Of key importance with regard to tenders is the development of the key specification and identification of the qualitative criteria by the budget holder.*

It is the responsibility of the budget holder:

- and each person involved in procurement to keep up to date on changes to procurement guidelines/thresholds, regulations, circulars and to implement them ensuring compliance with public procurement guidelines;
- to utilise the national procurement model and the frameworks where available for all procurement spend;
- to retain all supporting procurement documentation (e.g. quotes, tenders);

#### 3.1.4. Role and responsibility of Other . . .

#### 3.1.5. Procurement webpage

*[This is to be populated by the HEI and should include details of where staff within the HEI would find solutions to procurement e.g. frameworks/drawdowns, contracts in place, policies and procedures. This could also include links to the following websites OGP, EPS, HEA, DPER etc.]*

#### 3.1.6. Systems and Training

*[Each HEI to tailor as appropriate, below are some examples of what could be included*

- *A review of the systems in place to support the operation of procurement within the HEI. IT systems required may include a contract management system (CMS) [this would also support the 'contracts database/listing for all contracts/payments in excess of €25,000'<sup>2</sup>, the DPER Circular 02/2016<sup>3</sup> and [e-Invoicing](#)<sup>4</sup> ]*
- Training and staff development in good practice procurement methodologies will continue for both Central Procurement Function staff and those personnel [budget holders] with procurement functions within departments in order to strengthen the level of competencies and skills of procurement practitioners. This may include the following:
  - How to operate under the national procurement model;
  - How to develop your goods/service specification;
  - How to manage disclosures of interest and potential conflicts;
  - What award and evaluation criteria to select;
  - How to evaluate tenders, what techniques could be applied including whole life costing; and
  - How to engage in the procurement process in a transparent, fair and equitable manner.
- The Central Procurement Function (CPF) will continue to raise awareness of the complex regulatory framework associated with public procurement in addition to providing training to personnel with responsibility for procurement within departments.

---

<sup>2</sup> Section 8.16 of the Code of Practice for the Governance of State Bodies – August 2016

<sup>3</sup> Arrangement for Digital and ICT-related Expenditure in the Civil and Public Service

<sup>4</sup> European eInvoicing Directive (2014/55/EU)

### 3.1.7. Key areas of concern / Common issues / Lessons Learned

The sections below are areas of importance that have caused concern and we would like to draw these to your attention.

#### 3.1.7.1. Procurement Support Request (PSR)/Supplementary Request for Tender (SRFT)

- HEIs should complete the PSR/SRFT<sup>5</sup> process and communicate with the OGP Customer Service Helpdesk in a timely basis [refer to the OGP Framework time matrix], this commences the procurement process;
- The responsibility for sourcing goods/services is with the OGP or the sector Hub other than where PSRs are returned for self-procurement where the responsibility will revert to the HEI to procure;

#### 3.1.7.2. Contract Management

- Whilst there is a contract template available (contact OGP Customer Service Helpdesk), responsibility for creating, signing and management of the contract rests with the HEI, this includes the identification of key performance indicators (KPIs) that should go into the contract;
- As a general rule, contracts with suppliers should be utilised where possible, in an effort to develop efficiencies in procurement. When considering procurement, the long term (3 or 4 years) and aggregation for the supply of the goods/services should be considered rather than addressing the immediate supply need;
- When utilising an OGP Framework Agreement or an OGP drawdown solution, a contract needs to be put in place with the supplier and the responsibility for this rests with the HEI. The OGP Customer Service Helpdesk can advise on the procedure to follow; and
- Ongoing monitoring of the contract by budget holders is important to ensure agreed services and performance levels are delivered and rates are being applied by the supplier.

#### 3.1.7.3. Supplier Relationship Development

- Strong relationship management with suppliers is vital to ensure the smooth and efficient management of contracts. Management of supplier relationship forms an important part of the contract management process and best practice dictates that it should be operative for all contracts especially where the nature of the goods or services supplied are recurrent.
- Meeting with the supplier will facilitate both parties to set out their requirements and expectations to ensure the required goods and services are provided as and when required. If not already formally documented as part of the tender or service level agreement (SLA) process, they should be documented to facilitate ongoing monitoring of the supplier delivery of the goods/service contract.

---

<sup>5</sup> These can be located on the OGP website or through the OGP Customer Service Helpdesk

- Periodic meetings with the supplier will provide both parties with an opportunity to raise issues to enhance the quality of service being provided. These should be documented and shared with the supplier and should include any agreed actions to be taken. They will also assist in building a relationship with the supplier.
- At least annually, a formal review of performance management should be undertaken against the criteria set out in the tender document and/or SLA to evaluate the quality, service and value for money being obtained. The output of the performance review should support the decision to continue the contract (where appropriate) or to initiate a new tender process where appropriate.
- Where contracts are part of a Framework Agreement or a Drawdown solution put in place through the OGP, it is also important that output from monitoring the contract delivery is made known to the OGP through the Customer Service Helpdesk.

#### 3.1.7.4. Higher Education Representation in the National Procurement Model

- When requested by the OGP/EPS, HEIs have a responsibility to provide representation:
  - to category councils on behalf of education to develop category strategy; and
  - to sourcing teams to evaluate potential framework bidders.

## 4. Procurement Guidelines

Set out below is a list of reference documents to assist you with your procurement. *[where HEIs have their own procurement policy and procedures, they should also be referenced here after ensuring that they complement the principles set out in this document.]*

Guidance Source	Detail
<a href="#">Circulars</a>	Department Circulars are issued relating to procurement by the Department of Public Expenditure and Reform and previously the Department of Finance. These circulars are also available through the etenders website below.
<a href="#">eTenders</a>	This website is a central facility for all public sector contracting authorities to advertise procurement opportunities and award notices.
<a href="#">Office of Government Procurement</a>	This website provides access to the Buyers Zone which lists the framework agreements and the drawdown arrangements that are in place and which should be used where appropriate.
<a href="#">Public procurement guidelines</a>	<p>This guideline should be followed where the OGP does not have a procurement mechanism in place for the particular purchase being made. The latest version of this document can be found in both the OGP website and the etenders websites. This document has a number of valuable resources included. The table of contents for the Guidelines are set out below:</p> <ul style="list-style-type: none"> <li>• Key Principles</li> <li>• Encouraging SME Participation</li> <li>• Environmental, Social and Labour Provisions</li> <li>• Main Phases of Public Procurement <ul style="list-style-type: none"> <li>○ Pre-tendering phase</li> <li>○ Below Threshold – National Guidelines</li> <li>○ Above Threshold – EU Rules</li> <li>○ Framework Agreements</li> <li>○ Electronic Procurement</li> </ul> </li> <li>• Monitoring and Reporting</li> <li>• Freedom of Information</li> <li>• Contacts</li> <li>• Glossary</li> <li>• Frequently Asked Questions</li> <li>• Key Documents / Websites</li> <li>• EU Thresholds</li> <li>• Model Letters for below Threshold</li> <li>• Light-Touch Regime</li> <li>• OJEU Time Limits in the 2016 Regulations</li> <li>• Model Letters for Above EU Threshold</li> <li>• Checklist for Procurement and Contract File</li> <li>• Disclosure of records – Information Commissioner</li> </ul>

Guidance Source	Detail
<a href="#">National Public Procurement Policy Framework 2005</a>	This document set out an overarching policy objective for public procurement. It set out the aims of national public procurement policy, including the requirement to give practical expression to it in a corporate procurement plan.

It is the responsibility of each person involved in procurement to keep up to date on changes to procurement guidelines/thresholds, regulations, circulars and to implement them ensuring compliance with public procurement guidelines.

## 5. Corporate Procurement Plan timing, retention and distribution

### 5.1. Corporate Procurement Plan Format

The Corporate Procurement Plan (CPP) document will be in two parts as follows:

The CPP	The CPP will set out the HEIs mission, values and objectives in respect of procurement and its commitment to compliance with the centralised national procurement model. The plan will set out how the HEI plans to achieve these and will set out the roles and responsibilities of staff involved in the procurement process.
Appendix	The Multi-Annual Procurement Plan will have the analysis of anticipated procurement requirements by year/category and spend. The appendix should be sent to EPS for their analysis of future public sector procurement requirements.

### 5.2. Timing

The Corporate Procurement Plan and the Multi-Annual Procurement Plan should be completed no later than 1<sup>st</sup> November 2018. The Multi-Annual Procurement Plan should be submitted to EPS by no later than 1<sup>st</sup> November of each year thereafter. EPS will aggregate requirements across the Education sector and provide the OGP with a detailed list of the future requirements over a three year period. The timing of the Multi-Annual Procurement Plan will facilitate the completion of your 'Start of Year' ICT related expenditure requirements, under DPER Circular 02/2016.

### 5.3. Retention

The Corporate Procurement Plan once completed should be retained where staff have online access to it.

### 5.4. Distribution

To achieve maximum value and benefit from the Corporate Procurement Plan, once it is completed, the appendices to the Plan should be distributed to the following:

- Internally
  - All budget holders; and
  - All staff involved in procurement.
- Externally
  - Head of Sourcing, Education Procurement Services.

Once the information is collated by EPS, the information will be made available to the OGP for planning and operational purposes.

On request (during a review/audit etc.), the Corporate Procurement Plan and appendices will be made available to the HEA, DES and the C&AG for a compliance and governance oversight perspective.



## 6. The Multi-Annual Procurement Plan

To inform the Multi-Annual Procurement Plan (MAPP) (Appendix 1) of the HEI, a number of tools should be applied such as a review of the historical spending profile, identification of high volume/low value procurement transactions, a review of future procurement requirements aligned to the annual budget and procurement in relation to the longer term strategic plan of the Institution. This should include procurement in relation to grants of funding, philanthropic and research funding.

It is acknowledged that the process to develop the MAPP will take an investment of time in year 1 as collating the data for the foundation year is critical to the value that can be obtained from the plan in future years.

During the year, institutional/faculty priorities may change resulting in changes to procurement priorities. These changes should be maintained in the MAPP to ensure it remains relevant and up to date.

All items with a projected cumulative spend of €25,000 over the 3 year period should be included in the MAPP. If spend is approaching the €25,000 or if in doubt of the value of spend, it is suggested that the item be included in the MAPP.

In addition to the above, circular 02/2016 indicates that ICT related spend take into account the whole of life cost and must estimate any potential cost for any associated or follow-on projects.

### 6.1. Historical Spending Analysis

The purpose of the spend analysis is to:

- Inform the drafting of the MAPP
- Support the high level strategies for the identified categories of spend
- Identify opportunities for improvement in terms of saving costs
- Identify opportunities for working in a more efficient manner
- Identify a number of Key Performance Indicators that can be used to monitor review the impact of implementing the MAPP

To inform the drafting of the MAPP, analyse 3 years historical spend records to identify:

- Categories of spend; and the
- Amount of spend by category.

The identification by category and category spend can be undertaken initially by reference to the General Ledger. Once this is completed, a more detailed review on the categories/product group will be required to identify product code descriptions (if not already established) facilitating the identification of various purchases. We set out below an example of a Product Group and Product Code Descriptions.

*Example:*

<b>Product Group:</b>	AUDIOVISUAL/MULTI MEDIA/EVENTS	COMPUTING, IT, TELECOMS
<b>Product Code Description:</b>	AV EQUIPMENT	DESKTOP PRINTERS
<b>Name of product</b>	Projector	-

The output of the above analysis will identify the purchases that have been made over the last 3 years by product group, product code description and name of product and this information should be populated into the template in Appendix 1. When populating the amount, please ensure that the figures do not include VAT. It is likely that the majority of spend for the institution is with three of four budget holders (e.g. Building & Estates, Information Communications Technology, Finance, Student Residences).

Taking the information now populated in Appendix 1, the following should be undertaken:

- Establish how the goods/services are procured (e.g. OGP Framework, OGP Drawdown, Mini-competition, HEI own arrangement);
- Identify purchases of key importance either by difficulty to acquire, risk or criticality;
- Identify the incumbent suppliers providing the goods/services;
- Identify the contract renewal date;
- Identify where appropriate who is responsible for each procurement / contract renewal

## 6.2. Analysis of High Volume / Low Value Purchases (*optional exercise*)

By identifying purchases that are of low value but high volume across the HEI, it may highlight potential areas where procurement could be more efficient. The purpose of this analysis is to identify if there is a more efficient way to procure those goods and services. So the steps are to:

- Extract a report identifying all purchase orders by product group, product code description and supplier;
- By product group, product code description, identify the number of purchase orders and the total spend by supplier;
- Populate the details into the spreadsheet in Appendix 1 including the number of POs raised.

## 6.3. Review of Future Procurement Requirements

*[Many HEIs have business relationship managers in place who support faculties/divisions and other units with their budgeting process. These business relationship managers and the knowledge they have on the business units should be used to identify future procurement requirements. Where business relationship managers are not in place, the individuals collating Appendix 1 will need to identify the structure in place within their HEI to develop the HEI budget. This section should be tailored to document the process for identifying future procurement requirements in the HEI.]*

Having completed the historical analysis, the business relationship managers for each faculty/divisions/unit should be provided with the template and asked based on the completed budget for their business relationship areas to identify the future procurement requirements for their areas. These procurement requirements should be aligned to the annual budget for the coming year, projected procurement requirements for a further 2 years in addition to being aligned to the HEI Strategic Plan as follows:

- Using the past analysis of spend by product group, amend to reflect projected procurement requirements for the next three years;
- Identify purchases that were 'once off' or that do not require renewal;
- Identify any new Goods / Services to be procured over the next three years either on a recurring basis or purchases of a once off basis (including proposed research related purchases);
- Identify purchases of key importance either by difficulty to acquire, risk or criticality;
- The anticipated cost per annum of the Goods / Services to be procured; and
- The month and year the Goods / Services will be required if not already a recurring procurement requirement and document if there is a particular timeline that has to be met.

Once this information is collated from each Executive area, it should then be collated on behalf of the HEI.

#### 6.4. Ongoing evaluation of procurement requirements

*[Many HEIs extract regular (quarterly) reports of spend by supplier to identify any instance where a threshold has been breached or any supplier nearing a threshold that would require either 3 quotes, a tender (national or OJEU) process to put in place. Some HEIs have also implemented a trigger on their finance system to alert them where a supplier is nearing a threshold enabling them to effectively manage procurement within their HEI. This trigger mechanism is similar to the alert system HEIs would have in place to alert them of suppliers reaching the spend value that requires a Tax Clearance Certificate.*

*It is suggested that HEIs use this tool where possible to ensure compliance with procurement guidelines. Additionally, where suppliers are reaching the threshold values, Appendix 1 should be updated.*

*Please document what system your HEI will put in place]*

## 7. Setting HEI Targets and Key Performance Measures

*[Each HEI will need to set their own Targets and Key Performance Indicators. These should align the HEI with the National Procurement Model and the HEA objectives as appropriate. When setting targets and KPIs, please note that a number of tools can be used when developing objectives such as the SMART goal model. This model is designed to ensure that objectives are*

*S – Specific;*

*M – Measurable;*

*A – Achievable;*

*R – Relevant; and*

*T - Timely.*

*Please list your targets and KPIs here]*



## Appendices

*Appendix 1 Multi- Annual Procurement Plan*

*Appendix 2 Structure of Procurement within HEIs*

## Appendix 1 Multi Annual Procurement Plan Template

This Multi-Annual Procurement Plan (MAPP) template should be completed and updated on an annual basis. The Plan should be based on projected procurement for a rolling three year period. All items with a projected cumulative spend of €25,000 over the 3 year period should be included in the MAPP. If spend is approaching the €25,000 or if in doubt of the value of spend, it is suggested that the item be included in the MAPP. The Plan once completed should be submitted to the Education Procurement Service by **no later than 1 November each year**. Also note that there may be instances where the volume of procurement transactions is high but the value is less than €25k and placing such procurement under a Framework may provide efficiencies throughout the Public Sector. In addition to the above, please note that circular 02/2016 indicates that ICT related spend take into account the whole of life cost and must estimate any potential cost for any associated or follow-on projects. When completing this schedule if guidance is required, please refer to your HEI Corporate Procurement Plan in the first instance. For guidance on the category of spend, please contact the OGP Customer Services Support Helpdesk. Please note that HEIs may add additional columns to this spreadsheet for internal monitoring purposes, however, only these columns are required to be sent to the Education Procurement Service for collating. The MS Excel template for this schedule will be available on the procurement section of the HEA and DES websites or by contacting [eps.mail@ul.ie](mailto:eps.mail@ul.ie).

HEI Name	Product Group (Select from the dropdown menu available)	Product Code Description (Select from the dropdown menu available)	Name of Product / Service (If not listed in column B)	Description of Requirement (If not listed in Column C)	Current contract - Is it: (Select from the dropdown menu available) - National Framework Agreement / Contract - Own Contract - Not applicable	If own contract, please specify reason (Select from the dropdown menu available) - PSR returned by OGP - Pre National Framework Agreement / Contract	Current contract expiry date (If applicable)	Contract extension option (Please specify term remaining available)	Date Goods / Services Required by	(Optional) For Low value / High Volume transactions No of Procurement Transactions in year	Estimated Annual Contract Value (excluding VAT)	2018 €	2019 €	2020 €	Cumulative value €	Expenditure Type (dropdown menu available) - Recurring - Once-off	Comment
ABC	BUILDINGS, ESTATES AND FACILITIES	CLEANING SERVICES CONTRACT			National Framework Agreement / Contract		31-Oct-18	1	01-Sep-18		€ 125,000	€ 125,000	€ 125,000	€ 125,000	€ 375,000	Recurring	
ABC	LABORATORY EQUIPMENT, SUPPLIES AND SERVICES	LAB - TEST EQUIPMENT							01-Sep-20	1 year				€ 250,000	€ 250,000	Once-Off	Pending research funding

For queries relating to the completion of the Multi Annual Procurement Plan, please contact: [insert HEI contact details]

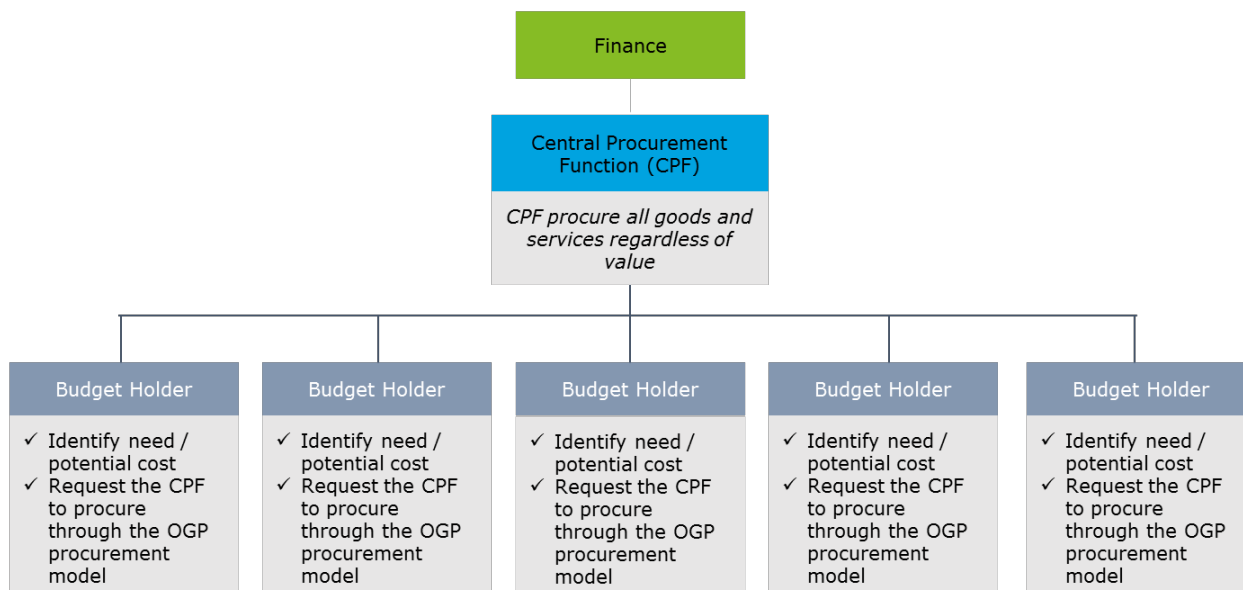
\* When populating the amount, please ensure that the estimated figures **do not** include VAT.

## Appendix 2      Structure of Procurement within HEIs

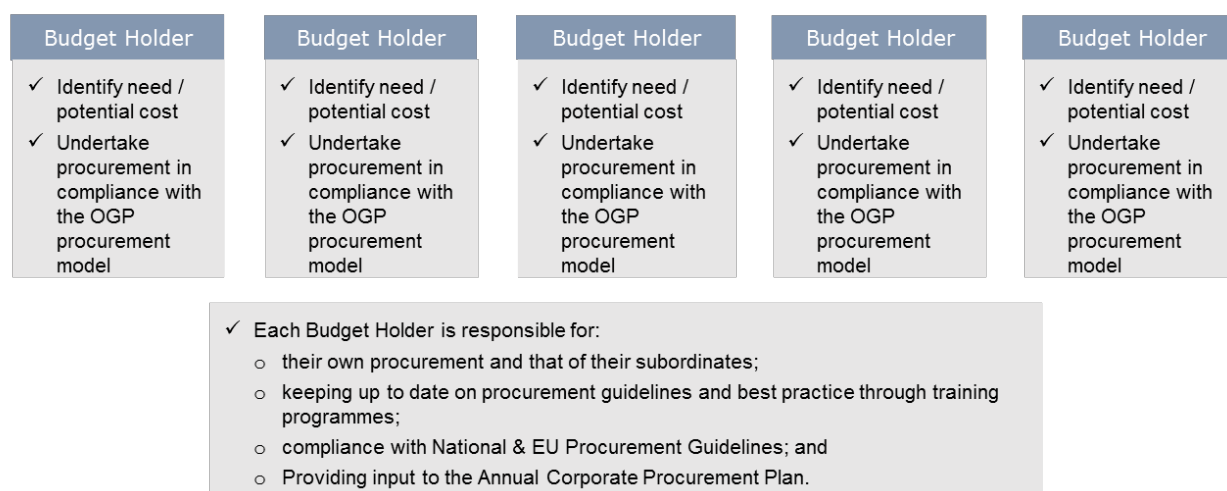
Set out below are examples of Procurement structures within HEIs:

1. Centralised Procurement Structure;
2. Devolved Procurement Structure; and
3. Hybrid Procurement Structure.

### 1. Centralised Procurement Structure



### 2. Devolved Procurement Structure



### 3. Hybrid Procurement Structure

