



STRATEGIC PLAN 2024 - 2029

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ACKNOWLEDGEMENTS

This Strategic Plan is product of a highly inclusive and consultative process with internal and external stakeholders. This process would not have come through if it were not for the concerted and untiring contributions from Management and Staff of Public Procurement and Disposal of Assets Authority (PPDA), various Procurement and Disposing Entities (PDEs), and esteemed development partners. The Authority would like to convey its heartfelt gratitude to all stakeholders for their invaluable contribution. Finally, the Authority wishes to sincerely thank our Consultant for facilitating the development of this Strategic Plan.



MESSAGE FROM THE BOARD CHAIRPERSON

It is with great pleasure and a deep sense of purpose that I present PPDA Strategic Plan for the period 2024-2029. Public procurement of goods, works, and services constitutes almost 70% of the National Budget, underscoring its pivotal role as a key driver of socio-economic development in Malawi.

This five-year strategic plan positions the PPDA at the heart of the national development agenda as envisioned in the Malawi 2063 Vision (MW2063) and its First 10-year Medium Implementation Plan (MIP-1). The Authority's strategic focus is tightly aligned with the ongoing reforms agenda, and it integrates various policies and protocols to ensure comprehensive and cohesive progress.

Our philosophical foundation is built on the belief that effective leadership and coordination are essential not just for the smooth operation of government functions, but also the foundation of robust oversight mechanisms. To exhibit such leadership, the Authority must operate under meticulously crafted Strategic Plan. This plan is our blueprint for fostering institutions characterized by accountability, transparency, efficiency, and collaboration.

Central to our mission is the creation of a political and administrative culture that emphasizes these principles. By enhancing these principles, the Authority aims to bolster public trust in public institutions, foster inter-institutional cooperation, and promote effective governance. These principles are at the heart of the core values in this Strategic Plan.

A significant pillar of the Authority's philosophy is the empowerment of Micro, Small, and Medium Enterprises (MSMEs) and marginalized groups. By enforcing the MSME Order, the Authority will elevate the role of these enterprises in public procurement. This aligns with the Authority's commitment to inclusivity, as championed in the MW2063 and the

Sustainable Development Goals (SDGs). This strategic direction balances the needs of large businesses with a dedicated focus on MSMEs, especially those led by marginalized communities aiming to transform Malawi into an inclusively wealthy and self-reliant industrialized upper middle-income country by 2030.

As the Authority takes off, it relies on the support of all its stakeholders. Together, through adherence to the rule of law and the principles of public procurement, the MW2063 vision can be attained.

Allow me to convey my sincerest gratitude to PPDA Management for the invaluable efforts taken to develop this Strategic Plan. In the same vein, I recognize the enduring partnership and support the PPDA has enjoyed with the European Union. I look forward to the sustenance and growth of this rich partnership, as we work together towards Malawi's national development agenda. We cannot walk alone.



Jacob Nyirongo

Board Chairperson



MESSAGE FROM THE DIRECTOR GENERAL

The 2024-2029 Strategic Plan runs on the heels of a review of the PPDA Act 2017 which seeks to address some bottlenecks in public procurement and disposal of assets. There would be no other opportune time to prioritize our efforts towards an effective and efficient public procurement and disposal of assets system in Malawi than this.

This Strategic Plan is built around lessons learned from implementation of its predecessor that expired in March 2024. It seeks to gain quick wins and incremental progress on ongoing interventions in the areas of digitalization, enhanced regulatory framework, and promotion of Micro, Small and Medium Enterprises (MSMEs) and marginalized groups.

To assert PPDA's position as a regulator of public procurement and disposal of assets in Malawi, there is need to build the Authority's institutional capacity to deliver on its mandate. Therefore, strategic interventions in the areas of institutional capacity building, leadership and governance have been set to support the Authority's mandate and core functions.

The purpose of this Strategic Plan is to present the Authority's Vision, Mission, Goals, Values, Pillars and Strategic Activities that will be implemented to achieve its mandate in the next five years. Principally, this Strategic Plan aims at positioning the Authority to effectively support the country in meeting milestones as spelt out in the MIP-1.

The strategic outcomes and objectives presented in this Strategic Plan, therefore, support the MW2063 enablers of effective governance systems and institutions; mindset change; enhanced public sector performance; and human capital development with inclusivity as catalyst for national wealth building.

Implementing this Strategic Plan, the Authority focuses its contribution to the pillars of the MIP-1 to support efforts in agriculture and commercialization, economic infrastructure development, and urbanization. Given that public procurement of goods, services and works account for 70% of the National Budget, the Authority is a key player in the implementation of MIP-1. Therefore, the 2024-2029 strategic intent for the PPDA pivots on the following Thematic Areas:

- Thematic Area 1: Digitalization;
- Thematic Area 2: Robust Regulatory Framework;
- Thematic Area 3: Promotion of Micro, Small and Medium Enterprises (MSMEs) and Marginalized groups;
- Thematic Area 4: Capability Strengthening; and
- Thematic Area 5: Governance and Leadership.

I wish to extend my profound gratitude to PPDA staff, our implementing partners, Government, Ministries, Departments, and Agencies (MDAs), respective PDEs and the development community for your priceless input and support this far and beyond.



Edington Chilapondwa
Director General

ACRONYMS

C-SMART	Challenging, Specific, Measurable, Attainable, Realistic, Time-Bound
DCDR	Director of Capacity Development and Reforms
DCS	Director of Corporate Services
DG	Director General
DICT	Director of Information, Communication and Technology
DOF	Director of Finance
DRRM	Director of Regulatory, Review, Monitoring and Compliance
EU	European Union
HRAM	Human Resources and Administration Manager
IARM	Internal Audit and Risk Manager
M & E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability, and Learning
MDGS	Malawi Growth Development Strategy
MIP	Medium Implementation Plan
MIS	Management Information System
MSMEs	Micro, Small, Medium Enterprises
MW2063	Malawi 2063
NAO	National Audit Office
PDE	Procuring and Disposing Entity
PPDA	Public Procuring and Disposal of Assets Authority
RBM	Result-Based Management

EXECUTIVE SUMMARY

The Public Procurement and Disposal of Assets Authority Strategic Plan sets out the Authority's five-year strategic trajectory for the period 2024-2029. The Strategic Plan focuses on incremental progress based on the successes and lessons drawn from its forerunner that expired in 2024. Furthermore, the Plan aligns with the Malawi 2063 Vision and its First 10-Year Implementation Plan (MIP-1), including the public sector reforms agenda in public procurement and disposal of assets and other related policy frameworks.

The Authority envisions a "Public Procurement and Asset Disposal System that is transparent, fair, efficient, corrupt-free, and instills public confidence". The Mission of the Authority is "to provide a regulatory, monitoring and oversight service on public procurement and asset disposal matters in a professional, efficient, and effective manner with a view to realize value for money".

This Strategic Plan prioritizes 5 Thematic Areas as follows: Digitalization; a Robust Regulatory Framework; Promotion of Micro, Small, and Medium Enterprises (MSMEs) and Marginalized Groups ¹; Capability Strengthening; and Institutional Governance and Leadership. The Thematic Areas align with the Authority's vision, mission, and core values. The strategic outcomes, performance targets, and key interventions in this Plan are based on a Results-Based Framework.

¹ The MSME Order defines "Marginalization" as a condition or process preventing an individual or group of individuals from full participation in public procurement enjoyed by the wider society due to their socio-economic and cultural circumstances (MSME Order, 2022, Section 2).

In so doing, the Strategic Plan promotes Monitoring, Evaluation, Accountability, and Learning (MEAL) supported with an implementation matrix that has results-based; and Challenging, Specific, Measurable, Attainable, Realistic, Time-Bound (C-SMART) metrics (Annex I).

SECTION ONE: CONTEXT

1.1 Preamble

The Public Procurement and Disposal of Assets Authority Strategic Plan sets out its five-year strategic trajectory for the period 2024-2029. The strategic blueprint builds on incremental progress based on the successes and lessons drawn from its forerunner that expired in 2024. Furthermore, this Strategic Plan aligns with the Malawi 2063 Vision (MW2063) and its First 10-Year Implementation Plan (MIP-1), including the public sector reform agenda in public procurement and disposal of assets and other related policy frameworks.

Through alignment with MW2063 and MIP-1, this Strategic Plan prioritizes five (5) Thematic Areas as follows: Digitalization; Robust Regulatory Framework; Promotion of Micro, Small, and Medium Enterprises (MSMEs) and Marginalized Groups; Capability Strengthening; and Institutional Governance and Leadership.

1.2 Our Mandate

The Authority is an autonomous body corporate established by the Public Procurement and Disposal of Public Assets (PPD) Act No. 27 of 2017. Its mandate according to section 5(1) of the Act is to regulate, monitor, and oversee public procurement and disposal of assets in Malawi.

1.3 Our Functions

The functions of the Authority as articulated in section 5(2) of the PPD Act include:

- To develop and enhance efficiency and effectiveness in public procurement and disposal of public assets operations;
- To develop standardized and unified public procurement and disposal of assets regulations, instructions, and bidding documents which shall be binding on all procuring and disposing entities, in consultation with concerned professional and official entities, for issuance by the relevant authorities for use throughout Malawi;
- To collect and establish a data and information base on public procurement and disposal of public assets and monitor the performance of procuring and disposing entities, and suppliers, contractors, consultants and other service providers so as to ascertain efficiency and compliance with applicable legislation;
- To maintain and circulate lists of debarred bidders, suppliers, contractors, consultants and other service providers;
- To provide an annual report of procurement and disposal activities carried out by procuring and disposing entities within three months of the close of the financial year through the Authority to the Minister, who shall lay it before the National Assembly, not less than six months from the date of the report;
- To refer some violations of the Act and the regulations relating to public procurement and disposal of public assets to the relevant budgetary and law enforcement authorities for appropriate action;
- To facilitate administrative review of bid protests in accordance with Part IX; and

- To carry out economic studies on public procurement and disposals of public assets, comparisons, and future projections, so as to provide advice to Government in respect of the mid-term and long-term policy it may formulate in public procurement and disposal of public assets matters.

1.3 Governance

Board of Directors

The PPDA has the Board of Directors whose role is provide oversight and strategic direction. The Board of Directors comprises eight members and has three committees, namely Technical and Operations Committee; Finance and Audit Committee; and Appointments, Remuneration, and Disciplinary Committee. Table 1 summarizes the roles and responsibilities of each committee.

Table 1:PPDA Board Structure and Committees

Committee	Roles/Responsibilities
Technical and Operations Committee	Receives and reviews technical and operational reports from Management and provides guidance to Executives Management. The Committee also reports to the Board on operational matters of the Authority for consideration and decision making.
Finance and Audit Committee	This Committee provides financial oversight for the Authority. The tasks include budgeting and financial planning, financial reporting and disclosure, and formulation and monitoring of internal controls and accountability policies.
Appointments, Remuneration and Disciplinary Committee	Assists the Board on issues regarding recruitment and appointments. It also assists in ensuring that the PPDA retains an appropriate structure, size and balance of skills to support the strategic objectives and values of the PPDA. The Committee also reviews and make recommendations in respect of remuneration policies. It also deals with disciplinary matters referred to it.

Source: Adapted from PPDA Strategic Plan (2019/2020; -2023/2024) and PPDA Strategic Plan (2022-2024).

Management

The Authority's Management is headed by the Director General and is responsible for day-to-day operations of the Authority; management of funds, property, and business of the Authority; effective administration and implementation of the provisions of the PPD Act; and provision of secretariat functions to the Board of Directors.

The PPDA comprises four (4) directorates and four (4) divisions anchoring specific responsibilities, reporting to the Director General. Table 2 presents a summary of the directorates and their roles and responsibilities.

Table 2: PPDA's Directorates, Divisions

No.	Directorate/Division	Roles/Responsibilities
1	Regulatory, Review, Monitoring and Compliance Directorate	Continuous review of legislation and monitoring of procurement and disposal activities. The Directorate is also responsible for drafting and reviewing of ethical standards in addition to undertaking economic studies for public procurement policy decisions.
2	Capacity Building and Advisory Directorate	The Directorate provides leadership and direction in promotion of professionalism interventions. It sets professional standards and required competencies on the one hand, while managing procurement reforms on the other.
3	Corporate Services Directorate	The Directorate facilitate the provision of corporate governance advice and services, planning and research, public relations and communication, legal services and litigation.

4	Finance Directorate	The Finance Directorate is responsible for receiving revenues, paying out debtors, undertaking banking reconciliations, providing financial policy guidance, and budgeting.
5	Asset Disposal Division	Internally, the Division plans, groups, disposes PPDA assets. Externally, it provides advisory services and capacity development on PDEs assets.
6	Procurement Division	The Division plans PPDA procurements in addition to sourcing, receipting of bids evaluation and award, managing contracts, conducting supplier appraisals and proper filing of documents.
7	Human Resources and Administration Division	Responsible for recruitment of staff, disciplining of staff and implementation of Performance Appraisal System, coordination of cross-cutting policies and issues, management of assets and staff welfare activities.
8	Internal Audit and Risk Division	The Division is responsible for regular checks on soundness of systems; provision of timely report to Management on performance of all Directorates and Divisions; speedy and timely identification of any risks to the PPDA and reporting to Management for action. It serves as a constant “eye” and “ear” of Management.

Source: Adapted from PPDA Strategic Plan (2019/2020; -2023/2024) and PPDA Strategic Plan (2022-2024).

1.4 Philosophical Foundations and Rationale

The Strategic Plan for 2024-2029 is underpinned by the philosophical foundations that leadership and coordination are not only important tasks in the effective running of Government, but also serve as anchor for effective oversight. The effective functioning of the core of Government enables the mobilization of collective expertise from across the public sector for better decision making. For the Authority to demonstrate effective leadership and coordination, a properly developed Strategic Plan is required.

This Strategic Plan ensures alignment and integration of institutional goals, functions, and actions as they contribute towards the MW2063 and MIP-1, and the public sector reform agenda in public procurement and disposal of public assets, and other related sectoral policies in Malawi.

Central tenets of this philosophy, and rationale for the PPDA's five-year strategic direction, places a premium on building effective institutions, and that they are key to the success of Malawi's development agenda. To achieve effective institutions, the establishment of a political and administrative culture characterized by accountability, transparency, and cooperation is necessary. Therefore, this motive should constitute the guiding principles for all public procurement and disposal of assets interventions in Malawi.

Improving transparency and accountability will also build citizens' trust in public institutions and enhance trust and collaboration amongst institutions while helping to promote effective governance systems and institutions. The core values for this Strategic Plan reflects this paradigm. Furthermore, our philosophy is driven by the call to empower MSMEs into key players of the socio-economic development for Malawi. Key to this aspiration is enforcement of the MSME Order that promotes participation of MSMEs in

public procurement in line with the core value of inclusivity enshrined in the MW2063 and SDGs.

The MSME Order plays a significant role as a catalyst for locally driven economic transformation, where MSMEs are provided preferential access to public procurement opportunities. Central to this provision is the principle of equity where the Authority balances access to big businesses and large private sector corporate clients on the one hand; while giving adequate attention to MSMEs driven by individual entrepreneurs, local communities, women, men and youth groups on the other.

The PPDA has therefore aligned this 2024–2029 strategic direction to Malawi’s vision towards *transforming Malawi to be an inclusively wealthy and self-reliant industrialized upper middle-income country*. The Authority through this Strategic Plan takes on its key role to implement the PPD Act, mandate, and its provisions in order to assist Malawi achieve her vision.

1.5 The Process

The process of developing this Strategic Plan was both participatory and consultative. The Strategic Planning Model that guided the process comprised two main stages, namely: strategy evaluation and strategy formulation. Data was collected through key informant interviews (both face to face and virtual), technical meetings, and consultative workshops. A review of relevant documents complemented primary data.

Being a qualitative study design, data was collected through an unstructured questionnaire and analyzed using the content analysis technique.

Stakeholder consultations were multistage. First, an entry meeting was held on Tuesday 21st December 2023 to build consensus on the technical approach and methodology. This was followed by consultations with Management and heads of divisions from 10th to 17th January 2024. Second, external consultations with heads of procurement in high spending PDEs;

Ministries, Departments and Agencies (MDAs); and development partners were made from 1st to 6th February 2024 in all the three regions of the country.

Third, an internal diagnostic workshop with Management and heads of divisions was held at Lilongwe Sunbird Hotel on Monday 22nd February 2024 to assess strengths, weaknesses, opportunities, and threats (SWOT); analyze strategic issues; and synthesize thematic areas from the key findings. The proposed strategic issues and themes were presented to Executive Management for further filtering and blending on 27th February 2024. Fourth, a prioritization meeting with PPDA Board of Directors and Executive Management was held on 1st March 2024 at Sunbird Mount Soche. The meeting received a presentation on the key strategic issues and proposed thematic areas and proceeded to prioritize and build consensus on themes. Finally, two separate workshops were held internally and externally to validate the Strategic Plan on 22nd and 26th April 2024, respectively.

SECTION TWO: OVERVIEW OF THE 2022-2024 STRATEGIC PLAN

The Authority implemented the 2022-2024 Revised Strategic Plan which depicted a paradigm shift in the sense that the Authority had aligned itself with the repealed PPD Act (2017), and the public sector reform agenda for public procurement and disposal of assets in Malawi.

In a bid to transform the public procurement system in the country, the 2022-2024 Strategic Plan revised mid-way thematic areas from its predecessor (2019-2024) along the following areas:

- Thematic Area 1: Digitalization of public procurement systems.
- Thematic Area 2: A strong regulatory framework.
- Thematic Area 3: Promotion of MSMEs.
- Thematic Area 4: Stakeholder Management.
- Thematic Area 5: Human Resources Capacity Development.
- Thematic Area 6: Enterprise Resource Planning.

The Authority undertook a review of the 2022-2024 Revised Strategic Plan to assess the progress and performance. Lessons learnt from this review informed development of this Strategic Plan. Based on this review and subsequent consultations and interviews with both internal and external stakeholders, the 2024-2029 Strategic Plan aims at bringing incremental progress based on the successes and lessons made in the previous planning period while addressing emerging trends. Given this trend, it is befitting to carry-over some of the ongoing and key interventions under the 2022-2024 Strategic Plan. This Strategic Plan seeks to address quick wins in the areas of digitalization, regulatory framework, and MSME Order enforcement. The successes, challenges, lessons learned, and the roadmap towards 2029 are summarized in the subsequent sub-sections.

2.1 Digitalization

Consultations with key stakeholders indicate that digitalization of public procurement is pivotal to streamlining procurement process whilst ensuring transparency and accountability in public procurement and disposal of assets. Digitalization of public procurement provides easy access to needed information for PDEs, suppliers, contractors, consultants, and other service providers; reduces transactional costs and fraudulent practices in public procurement; and has potential to deliver green and sustainable procurement.

In the next five years, the Authority will build on its successes in digitalization through finalization of an end-to-end e-Government Procurement (e-GP) platform and e-Government Marketplace (e-GM) system, sensitization of stakeholders on the e-GP and e-GM, and establishment of information satellite centres in all the regions of the country. This will among other things enable both PDEs and MSMEs access information on public procurement at grassroots. Digitalization of public procurement processes will enhance transparency and accountability in public procurement and disposal of assets, expand stakeholder access to public procurement and disposal of assets information, linkage of registered suppliers and PDEs, and integration of third-party users to the e-GP.

To support this core function, this Strategic Plan further promotes key interventions that will establish a culture of evidence-based decision-making and continuous improvement within and across the PPDA and the community of practice in public procurement and disposal of assets. This intervention will be achieved through research and knowledge management practices.

2.2 Regulatory Framework

Over the period under review, the PPDA developed and delivered both supplier and demand driven capacity building programmes through orientations and training for PDEs, PDUs and Suppliers. In addition, the Authority continued to undertake periodic post reviews, administrative audits, prior reviews, and enforced fines and debarments for various procurement rule infringements to enhance compliance to the public procurement and disposal legal framework. The Authority will through this Strategic Plan build on successes and lessons learned in this thematic area.

Whereas there has been a general observation that prior reviews serve as an important due diligence mechanism in public procurement, it has been established that they are flout with challenges internal to PPDA due to low number of staff and competing demand for post reviews. The Authority will continue to build its capacity to deliver timely prior reviews. It has been established through consultations that there is stakeholder willingness to participate in prior reviews.

In its quest to ensure a strong regulatory framework, the Authority embarked on the review of some provisions in the PPD Act, 2017. The review of the 2017 Act will, among other things, necessitate review and promulgation of the Public Procurement Regulations, Desk Instructions, guidelines for selected procurements, and revision of the MSME Order. Finally, the PPDA will in the next five years continue to strengthen the capacity of PDEs and suppliers through sensitization workshops and training programmes, informed by comprehensive capacity assessments.

2.3 Promotion of MSMEs

In order to ensure participation of MSMEs, the Authority issued an MSME Order in 2020 providing a policy framework that sought to improve the participation of MSMEs and marginalized groups through set-aside procurements. Whereas the Order is being construed by some stakeholders

as not providing a level play field for fair competition, there has been positive feedback from other stakeholders. The bone of contention lies in the definition of “Black Indigenous Malawian”.

The Authority has over the review period enforced implementation of MSME Order and application of preference requirement. The Authority has also sensitized PDEs and registered suppliers on MSME Order, public procurement processes, and Regulations on Indigenous Black Malawian.

As aforementioned, the Authority will in the new planning cycle review and publicize the revised MSME Order 2020 in addition to enforcing its compliance. In enforcing compliance to the Order, the Authority will in the next five years issue penalties for errant MSMEs in line with provisions of the Order; monitor the application and implementation of preferences and reservations of the Order; and develop, maintain and periodically update register of procurement contracts awarded to MSMEs and marginalised groups.

2.4 Stakeholder Management

The fourth Thematic Area addressed stakeholder management issues. The theme focused on improving the image of the Authority, strengthening collaboration and engagement of stakeholders and enhancing the Authority’s brand identity.

Over the last planning cycle, the Authority developed and launched a Communications Strategy, conducted master class for the media and hosted one press conference to interface with members of the media.

Furthermore, during the period under review, the Authority participated in a Youth Entrepreneurship Conference where it interacted with young people and other stakeholders in enhancing youth participation in public procurement.

The Authority also participated in Media Council of Malawi's ATI handbook launch and a training on cyber security and social media usage organized by Malawi Communications and Regulatory Authority.

Through this Strategic Plan, the Authority will enhance its corporate identity through implementation of the recommendations of its Communication Strategy, development and implementation of a Public Relations Policy, ongoing media engagements and enhancing the PPDA Brand proposition. The Authority will further strengthen its efforts in stakeholder management through implementation of Corporate Social Responsibility Policy and Strategy, leveraging strategic partnerships, and proactive stakeholder engagement at all levels.

2.5 Human Resource Capacity Development

Human Resource Capacity Development sought to attain high staff retention while implementing a performance and reward system to attract and motivate competent staff. It also addressed effective change processes through development of a Change Management Strategy.

Over the review period, the Authority engaged the Department for Human Resource Management and Development (DHRMD) to conduct a functional review whose recommendations pend implementation in the new planning cycle (2024-2029).

Other areas that will build on registered successes include annual training needs assessments and plans; annual team building sessions for Management and Staff; Continuous Professional Development programmes for Management and Staff; linkage of performance management system to annual plans and budgets; enforcement of annual performance appraisals and staff sensitization of the system; and implementation of a performance rewards framework.

2.6 Enterprise Resource Planning

Enterprise Resource Planning sought to ensure cost containment through automation of business processes as one way to safeguard financial sustainability and operational efficiency. It was also envisaged by the framers of the exiting strategic plan that good governance was a critical factor to ensuring transparency and accountability, Board performance and quality service delivery within the ambits of the Authority's Service Charter.

Over the period under review, the Authority conducted Procurement Levy sensitizations with PDEs and intensified collection of Procurement Levy from the PDEs. Furthermore, annual enforcement of budgeting and bi-annual budget reviews were conducted. The Authority also initiated automation of financial processes to ensure efficiency in its operations. Revenue collection included government subvention, levy, fees, penalties, and grants. The Annual Review Report for the period 2022-2023 indicate that there was a 122 percent increase in revenue collection. The Authority was then able to pay surplus to Government. However, since Government has weaned the Authority of subvention, there is need for the Authority to intensify levy collection while pursuing other revenue streams for financial sustainability.

This Strategic Plan will ensure that the Authority sensitizes stakeholders on the rationale and importance of levy remittances and diversifies revenue streams beyond the levy through training fees and grants, *inter alias*, strengthens cost containment interventions and finalises automation of business processes to ensure a fully-fledged enterprise resource regime.

SECTION THREE: POLICY LINKAGES AND STRATEGIC ALIGNMENT

This Strategic Plan has been aligned to the following specific sectoral policies and regulatory frameworks:

3.1 The PPD Act 2017

The functions of the Authority are stipulated in section 5(2) of the PPD Act 2017. This Strategic Plan pivots on the mandate provided by the Act in all its functions.

3.2 Malawi 2063 National Vision

The MW2063 was launched in January 2021 as an overarching vision to guide Malawi's long-term developmental policies. The MW2063 provides policy continuation with the Malawi Growth Development Strategy (MGDS) pillars on promoting sustainable economic growth through supporting an enabling environment for private sector growth, and supporting and strengthening the economic empowerment drive.

The MW2063 sets out strategies to transform the country into an inclusively wealthy and self-reliant industrialized "upper-middle-income country" by the year 2063. To achieve this goal, the Authority will be a critical driver in spurring the requisite socio-economic development of Malawi. Under MW2063 Enabler 1: Mind Set Change, Malawi is recognizing that the attainment of the nations' development aspirations requires the cultivation of a new way of thinking and doing things.

In this regard, the Authority strives not only to be an exemplar of that positive change but also a key contributor that targets key stakeholders to be agents of change in fostering professional conduct in public procurement and disposal of assets practices.

Under Enabler 2: Governance Systems and Institutions, Malawi commits to promoting rule of law and sustainable long-term development implementation. Enabler 3: promotes Enhanced Public Sector Performance and addresses issues of public sector reform, public service delivery, and ethical conduct. In essence, the MW2063 also recognizes the need for reform in the public and private sector.

The Authority will through this Strategic Plan ensure compliance to the PPD Act and its provisions by all stakeholders while at the same time enhancing its own institutional governance. The Authority will also ensure transparency and accountability in public procurement and disposal of assets processes to enhance public sector performance. Further, the Authority will promote private sector growth and economic empowerment of MSMEs and marginalized groups in public procurement through enforcement of the MSME Order.

The Authority will also ensure its contributions towards the enablers of Human Capital Development; Economic Infrastructure; and Environmental Sustainability through internal and external capacity development initiatives, digitalization to streamline public procurement and disposal of assets processes and promotion of green and sustainable procurement.

3.3 The First 10- Year Implementation Plan

The MW2063 is operationalized through its First 10-year Implementation Plan for the period 2021-2030, and it assigns responsibility to appropriate public institutions such as the PPDA.

MIP-1 is anchored on the three Pillars of MW2063, namely: Agricultural Productivity and Commercialization; Industrialization; and Urbanization. Here, public procurement plays a vital role, given that 70% of the national budget is allocated for public procurement. This Strategic Plan will ensure transparency and accountability and a robust regulatory framework in public procurement of goods, works, and services towards Agricultural Productivity and Commercialization; Industrialization; and Urbanization programmes, plans, and projects in the country.

3.4 Public Sector Reforms

The PPDA also seeks to address its public reform agenda in the following areas:

- e-GP System aimed at facilitating the procurement of goods and services by MDAs for public procurement.
- e-GM System that will provide a central platform for buyers and suppliers to interact, while fostering transparency and accountability.
- e-Services System to facilitate internal processing of submissions but also accessible for use by PDEs for uploading their submissions into the system.
- The MSME Order- a policy framework that seeks to improve the participation of MSMEs and marginalized groups through set-aside procurements.
- Open contracting and open data to make public procurement more transparent and accountable by publicizing the contracts between the Government and suppliers, while also providing citizens with more access to the contracts' data in a machine-readable format known as the Open Contracting and Data Standards (OCDS) which

can help in making informed decisions.

- Reinforcement of levy remittances from PDEs.
- Review of the PPD Act 2017.
- Capacity building of PDEs, suppliers, contractors, and consultants.
- Inculcating a culture of informed decision making through research and knowledge creation.

3.5 National Environmental Policy

The mandate of National Environmental Policy (NEP) is grounded in the Constitution of Malawi for safeguarding national wealth and protecting the rights associated with the environment. The NEP, therefore, is designed to promote environmental standards that are commensurate with fundamental rights of all people while protecting sustainable livelihoods. The Authority will through this Plan ensure that public procurement and disposal of public assets are carried out without violating principles of environmental governance which include procurement and disposal processes that do not harm consumers and the environment. The Authority will promote e-GP and e-GM to ensure green procurement in Malawi.

3.6 Malawi National Trade Policy (2016)

The 2016 Malawi National Trade Policy (MNTP) seeks to build a robust productive base, generating enough output for the domestic market, and facilitating integration in regional and global markets through value chains. The goal is to create a globally competitive export-oriented economy, generating higher and sustainable livelihoods through trade that recognises the role of MSMEs and the vulnerable groups.

Furthermore, MNTP promises high level political commitment to ensure consistent, credible, transparent, and sustainable implementation and prioritisation in ways that avoid the duplication of existing initiatives.

MNTP conveys the Government of Malawi's commitment to make trade a tool for sustainable socio-economic development and poverty reduction as espoused in the MW2063. The policy reflects the range of opportunities and challenges facing Malawi. It recognizes the critical issue of coordination among implementation partners. This Strategic Plan will enforce the MSME order to ensure participation of MSMEs and marginalized persons in set-aside public procurements.

3.7 Malawi National Industrialization Policy

Malawi National Industrial Policy (MNIP) supports target product clusters, especially the leather and leather products, pharmaceuticals and textiles and clothing, all of which have high potential to drive import substitution, generate significant spillovers, and structurally transform the economy. In addition, MNIP support infrastructure and other important services and ambitiously prioritize the promotion of value chains to increase exports.

MNIP recognizes that industrialization and the structural transformation of the economy are essential to maintaining the rapid long-term economic growth that is needed to raise per capita income, widen the tax base, and address an unsustainable trade deficit. The National Industrial Policy considers manufacturing as a priority sector and therefore provides policy direction on how Malawi can become an industrialized nation pursuant to MW2063.

Industrialization relies on effective and efficient public procurement of works, goods, and services. Given that 70% of the annual national budget is allocated to public procurement, the PPDA will continue through this Plan to regulate the procurement sector through enforcement of compliance to the

revised PPD Act and strengthen transparency and accountability in public procurement and disposal of assets in the country.

3.8 National Agriculture Policy

The National Agriculture Policy (NAP) is central to coordination of implementation in the agriculture sector towards profitable commercial farming, diversification, and value addition. This is in line with MW2063 for increased sustainable production and commercialization where agriculture is a central pillar for wealth creation. The Authority is key to ensuring accountable and transparent public procurement of agricultural inputs and equipment for farm-led agricultural transformation that entails treating farming as a business. This Strategic Plan will therefore support the NAP by strengthening the public procurement sector through a strong regulatory framework, increased access and participation of MSMEs and marginalized persons, transparency and accountability in public procurement of agricultural inputs.

3.9 Public Accountability Legal Frameworks

The main laws that guide public sector accountability are Public Finance Management Act, Public Audit Act and Public Procurement and Disposal of Assets Act. The Authority is a public institution that is accountable under all relevant laws. This Strategic Plan is grounded on core values that include transparency and accountability, integrity, professionalism, and impartiality. These core values are attainable dependent on adherence to applicable legal frameworks.

SECTION FOUR: SCOT ANALYSIS, KEY STRATEGIC ISSUES

4.1 Strengths, Challenges, Opportunities, and Threats Analysis

Tables 3 and 4 present the Authority's Strengths, Challenges, Opportunities, and Threats (SCOT) that reflect the current situation of the internal and external operating environments for the Authority.

Table 3: Strengths and Challenges

INTERNAL ANALYSIS			
No.	Critical Internal Strengths	No.	Critical Internal Weaknesses
1	The Authority is mandated by the Act as a regulator of public procurement and disposal of assets in Malawi.	1	Inadequate systemic capacity critical in expediting its core functions.
2	Qualified, committed and competent staff	2	Inadequate organizational structure for implementation of the Plan coupled with inadequate staffing levels.
3	Strong and committed leadership	3	The time taken to implement the relational make-up of the governance structure has not been clarified in succinct charters neither does a mechanism for their periodic review in place.
4	The Authority enjoys donor and stakeholder confidence e.g. <i>Chuma ChaDziko</i> programme .	4	Weak automation of business processes to operationalize a fully-fledged resource enterprise regime.

5	The Authority is a reputable organization in public procurement and disposal of public assets in Malawi	5	The low level of thresholds for Management reviews and approval of procurement submissions for <i>No Objections</i> affecting timely service delivery.
6		6	Prior reviews function providing less focus and delivery of other functions and overall net ineffectiveness.
		7	Inadequate specialist skills and expertise in such areas as legal and engineering to adequately review procurement submissions and conduct other specialized monitoring and compliance skills.
		8	Slow transaction into functioning as an Authority.
		9	Centralized operations of the Authority.
		10	Inadequate public sensitization on the roles and function of the Authority.
		11	Weak link between strategy implementation and performance management system and appraisal.

Table 4: Opportunities and Threats

EXTERNAL ANALYSIS			
No.	Critical Opportunities	No.	Critical Threats
1	Rising demand for public procurement.	1	Public perceptions of corruption in public procurement affecting the image and reputation of the Authority.
2	Existence of legal and policy frameworks to support public procurement and disposal of assets.	2	Macroeconomic instability affecting financing of PPDA programmes, plans, and budgets.
3	Emerging and cheaper technologies for e- Procurement	3	Pandemics.
4	Political stability for continued implementation of public procurement and disposal of assets programmes in Malawi.	4	Low compliance amongst stakeholders in public procurement and disposal of assets.
5	Emerging trends in green procurement for better climate management in public procurement and disposal of assets.	5	Bureaucracy in public procurement processes affecting government investment programmes, plans and budgets with ramifications for slowing down budget execution and by extension economic growth.
		6	Negative perception among PDEs, suppliers, contractors, and consultants.
		7	Low technical capacity in PDEs, suppliers, contractors, consultants and other service providers affecting quality delivery of public

			procurement and disposal of assets.
		8	Collusive practices amongst suppliers, contractors, consultants, and other service providers.
		9	Political interference in public procurement and disposal of assets.

4.2 Key Strategic Issues

A situation analysis of the Authority points out to eight key strategic issues addressed in this Strategic Plan as follows:

- Digitalization;
- Regulation and compliance;
- Stakeholder engagement;
- Resource mobilisation and financial sustainability;
- Capacity building of PPDA and stakeholders;
- Integrated Information Management;
- Public Relations and Communication;
- Research and innovation;
- Business processes on public procurement and disposal of assets; and
- Stakeholder outreach with public procurement services at grassroots.

SECTION FIVE: OUR STAKEHOLDERS

The Authority recognizes the critical role stakeholders play in the implementation of the Strategic Plan. The Authority shall continue to step up efforts to strengthen engagement and networking with all stakeholders to mobilize and leverage resources for synergies in implementing the Strategic Plan. Table 5 presents PPDA's stakeholder analysis and corresponding strategies.

Table 5: Stakeholder Analysis

Stakeholder	Interest	Power	Strategies
Ministries, Departments and Agencies	(HIGH) <ul style="list-style-type: none"> • Proposition of legal and policy framework for public procurement and disposal of assets. • Professional service in public procurement and disposal of assets. • Timely payment of suppliers, contractors etc. • Regulation of public procurement and disposal of assets. 	(HIGH) <ul style="list-style-type: none"> • To consider and approve the recommendations and policy propositions of PPDA. • Institute policies that would support public procurement and disposal of assets. • National development priorities and focus. 	PPDA will continue to manage closely relevant MDAs and promote dialogue and communication with them on all developments taking place, especially on policy changes. It will continually lobby Government for any required changes regarding its Act and mandate where appropriate.

Development partners	(HIGH) <ul style="list-style-type: none"> • Macroeconomic and political stability at global, regional and national levels which may affect national development. • Accountability and timely absorption of development funds. 	(HIGH) <p>Regulates global, regional and national policies and development agenda which may affect national development</p>	<p>To cultivate fruitful relations with development partners, the PPDA will continue to manage closely, engage and inform development partners through dialogue, sharing of information and strengthened mutual long-term networking.</p>
PDEs and PDUs	HIGH <ul style="list-style-type: none"> • Quality and timely delivery of public procurement and disposal of assets services. 	HIGH <ul style="list-style-type: none"> • Demand for quality service delivery. • Hold the PPDA accountable. • Mobilizes support and resources. 	<p>The PPDA will continue its commitment to manage closely, engage, inform the PDEs and PDUs through</p>

		<ul style="list-style-type: none"> • Lobby for changes in the Act. 	<p>proactive service and dialogue.</p> <p>To ensure that it serves the PDEs and PDUs better, the Authority will strengthen its service delivery through exceptional value propositions for customer service as espoused in its Service Charter.</p>
Suppliers, Contractors, Consultants, and other service providers.	<p>(HIGH)</p> <ul style="list-style-type: none"> • Profitability in rendering public procurement services, works and goods. • Demand for better regulation of public procurement. 	<p>(HIGH)</p> <ul style="list-style-type: none"> • Demand for better service delivery in public procurement processes. • Lobby for changes in the Act. 	<p>The PPDA will strengthen its information, education and communication (IEC) initiatives to create and sustain a quality culture amongst suppliers, contractors consultants, and other service providers .</p>

	<ul style="list-style-type: none"> • Empowerment of MSMEs and marginalized groups. 		In turn, this will empower the suppliers, contractors, and consultants to enhance their participation in public procurement including MSMEs.
The Parliament	(HIGH) <ul style="list-style-type: none"> • Legislative authority over PPD Act and provisions. • Conformity by the PPDA to legislation provisions and mandate. 	(HIGH) <ul style="list-style-type: none"> • Legislative authority to influence changes in the PPD Act • Approve National Budget and policies that is conducive for public procurement of services , works, and goods. • Provide representative oversight and hold PPDA accountable on implementation of 	The PPDA will continue to engage and inform the National Assembly through the relevant committees. It will continue to lobby through the national assemblage any constitutional and policy shift affecting its mandate and operating environment.

		programmes, plans and budgets.	
Professional bodies	(HIGH) <ul style="list-style-type: none"> Regulation of public procurement and disposal of assets. Professionalism in public procurement and disposal of assets. 	(HIGH) <ul style="list-style-type: none"> Determines professional standards in public procurement. 	The PPDA will continue to engage professional bodies such as Malawi Institute of Procurement and Supply (MIPS) in inculcating a culture of professionalism in public procurement and disposal of assets.
Institutions of Higher Learning and Research	(HIGH) <ul style="list-style-type: none"> Academic programmes and research in public procurement and disposal. Professionalism in public procurement and disposal. 	(MEDIUM) <ul style="list-style-type: none"> Determines curriculum in public procurement and disposal 	The PPDA will engage institutions of higher learning and research in curriculum development and research on public procurement and disposal of assets.

Citizens/communities	(HIGH) <ul style="list-style-type: none"> • Socio-economic development • Macroeconomic stability • Political stability • Accountability and transparency on use of public resources 	(HIGH) <ul style="list-style-type: none"> • Voting power. • Demand for quality service delivery. • Hold PPDA accountable 	<p>Inform, educate, communicate.</p> <p>Exceptional value propositions for service delivery.</p>
Media	(HIGH) <ul style="list-style-type: none"> • An informed citizenry. • Profitability. 	(HIGH) <p>Influences citizenry orientation towards development issues.</p> <ul style="list-style-type: none"> • Decides on media agenda and discussion. 	<p>Engagement and media relations.</p> <p>Training and orientation on sector related policies, processes.</p>
PPDA Board	(HIGH) <ul style="list-style-type: none"> • Financial viability and sustainability 	(HIGH)	<p>The PPDA Management will continue to engage</p>

	<ul style="list-style-type: none"> •Organizational development and growth. •Capacity of Management to deliver best value for Government. 	<ul style="list-style-type: none"> • Determine the Strategic direction of PPDA. • Employ and hold PPDA Management accountable • Constitutional mandate and policy making powers. • Governance and demand for quality service delivery by Management. • Determine Conditions of Service for employees. 	the Board through its performance reports as required in order to keep it satisfied and informed.
Management and Staff	HIGH <ul style="list-style-type: none"> •Financial viability and sustainability. •Organizational and individual 	MEDIUM-HIGH <ul style="list-style-type: none"> • Demand fair treatment, remuneration and better working conditions. 	Manage closely Keep informed Engagement Empowerment Capacity development Motivation Keep Satisfied

	development and growth. •Protection from exploitation. •Conducive and enabling working environment. •Job Security. •Fair and Competitive remuneration.	<ul style="list-style-type: none">• Power to sue and take industrial action against the PPDA.• To leave employment.• To hold staff accountable.• To deliver the best services to other members of staff.	
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SECTION SIX: PPDA STRATEGIC PLAN FRAMEWORK (2024-2029)

6.1 Strategic Statements

This Strategic Plan will be guided by the PPDA's Vision and Mission statements, and Core Values as follows:

Our Vision:

A Public procurement and Asset Disposal System that is transparent, fair, efficient, corrupt-free, and instills public confidence.

Our Mission:

To provide a regulatory, monitoring, and oversight service on public procurement and asset disposal matters in a professional, efficient, and effective manner with a view to realize value for money.

Our Core Values:

NO.	Values	Ethos
1	Transparency and Accountability	We shall discharge our duties in an open manner and shall be responsible and accountable for our collective and individual actions.
2	Integrity	We shall discharge our duties with the highest levels of honesty, truthfulness, and reliability. We shall adhere to zero tolerance to corruption.

3	Teamwork	We will corporate and coordinate at functional units and individual level to increase productivity.
4	Professionalism	We will deliver high quality services through continuous improvement to achieve operational effectiveness and efficiency.
5	Impartiality	We will act solely according to the merits of a case and serving equally well the public and governments of different political persuasions.

6.2 Thematic Areas, Strategic Outcomes, Objectives

This Strategic Plan addresses five (5) thematic areas as follows:

- Thematic Area 1: Digitalization;
- Thematic Area 2: Robust Regulatory Framework;
- Thematic Area 3: Promotion of Micro, Small and Medium Enterprises (MSMEs) and Marginalized groups;
- Thematic Area 4: Capability Strengthening; and
- Thematic Area 5: Governance and Leadership.

Under these key result areas, the strategic outcomes and objectives presented in this Strategic Plan, therefore, support the MW2063 enablers of effective governance systems and institutions, mindset change, enhanced public sector performance, and human capital development with inclusivity as catalyst for national wealth building.

6.3.1 Thematic Area 1: Digitalization.

Strategic Outcome: An Effective and Efficient Public Procurement and Disposal System.

Strategic Objective	Strategies
SO1: To enhance transparency in Public Procurement by 2025.	1.1.1 Establish an e-Government Procurement system.
	1.1.2 Continuous engagement with relevant stakeholders.
SO2: To improve accessibility to public procurement opportunities by 2025.	1.2.1 Enhance stakeholders' access to public procurement and disposal of assets information.
	1.2.2 Timely status update on procurement process.
	1.2.3 Link registered suppliers and PDEs to e-GP.
SO3: To implement e-Government Procurement System by 2025.	1.3.1 Develop and implement Vendor Registration Module.
	1.3.2 Develop and implement Annual Procurement Plan and Budget Integration Module.
	1.3.3 Develop Tendering Module.
	1.3.4 Develop Contract Management Module.
	1.3.5 Integration with Third Party systems.
	1.3.6 Sensitization of stakeholders on e-GP system.
	1.4.1 Develop and implement e-GM system.

S04: To roll-out e-Government Marketplace by 2025.

1.4.2 Pilot test the e-GM system.

1.4.3 Go live and support.

1.4.4 Sensitization of stakeholders on e-GM system.

6.3.2 Thematic Area 2: Robust Regulatory Framework

Strategic Outcome: Enhanced Public Procurement and Disposal of Assets Legal Framework and Compliance.

Strategic Objective	Strategies
SO1: To strengthen the public procurement and disposal of public assets legal framework at all times.	2.1.1 Amend the PPD Act.
	2.1.2 Review Public Procurement Regulations in line with Revised PPD Act.
	2.1.3 Review Desk Instructions.
	2.1.4 Promulgate e-GP Regulations.
	2.1.5 Orientation and sensitization of PDUs on disposal of public assets processes and procedures
	2.1.6 Promulgate Disposal Regulations.
	2.1.7 Develop and issue Standard Bidding Documents, including single sourcing.
	2.1.8 Revision of MSME Order 2020.
SO2: To enhance compliance with the public procurement and disposal of public assets legal framework at times.	2.2.1 Conduct Procurement Audits.
	2.2.2 Conduct Prior Reviews.
	2.2.3 Conduct Administrative Reviews.
	2.2.4 Conduct Supplier Registration.
	2.2.5 Conduct Debarment Proceedings.
	2.2.6 Enforce sanctions for various public procurement and disposal related breaches

	2.2.7 Conduct investigations on reported and observed misconduct on public procurement and disposal of public assets.
	2.2.8 Enforce compliance with procurement planning.
	2.2.9 Enforce compliance with procurement reporting.
	2.2.10 Enforce MSME Order reporting.
	2.2.11 Sensitize stakeholders on selected procurements.
	2.2.12 Sensitize PDUs on revised Public Procurement Regulations.
	2.2.13 Sensitize PDUs on revised Desk Instructions.
	2.2.14 Sensitize stakeholders on Revised Standard Bidding Documents, including single sourcing.
	2.2.15 Sensitize stakeholders on e-GP Regulations.
	2.2.16 Publicize revised MSME Order.
	2.2.17 Sensitize Stakeholders on the Revised MSME Order.
SO3: To strengthen capacity of PDEs and suppliers at all times.	2.3.1 Develop and implement supply-driven capacity development plans.
	2.3.2 Implement capacity building and strengthening plans.
	2.3.3 Conduct demand-driven training programmes.
	2.3.4 Develop e-learning module.

6.3.3 Thematic Area 3: Promotion of Micro, Small and Medium Enterprises (MSMEs) and Marginalized Groups.

Strategic Outcome: Enhanced Participation of MSMEs and Marginalized Groups and Persons in Public Procurement.

Strategic Objective	Strategies
SO1: To promote and support participation of MSMEs and marginalized groups in public procurement through e-Government Marketplace at all times.	3.1.1 Develop capacity of MSMEs and marginalized groups and persons in public procurement processes.
	3.1.2 Orient MSMEs and marginalized groups and persons on the use of e-Government Marketplace.
	3.1.3 Enforce implementation of the MSME Order.
	3.1.4 Introduce informational centers at district councils to enable MSMEs access the e-Government Marketplace.
SO2: To strengthen compliance to MSME Order at all times.	3.2.1 Enforce penalties for errant MSMEs in line with provisions of the Order.
	3.2.2 Monitor the application and implementation of preferences and reservations of the MSME Order.
	3.2.3 Develop, maintain and periodically update register of procurement contracts awarded to MSMEs and marginalized persons.

6.3.4 Thematic Area 4: Capability Strengthening

Strategic Outcome: Strengthened Institutional Capability to Deliver on PPDA Mandate.

Strategic Objective	Strategies
SO1: To build financial sustainability of the PPDA .	4.1.1 Stakeholder sensitization on Procurement levy remittances.
	4.1.2 Intensify levy remittances through proactive engagement strategies with PDEs.
	4.1.3 Budgeting and budget enforcement and review.
	4.1.4 Diversify revenue streams.
	4.1.5 Conduct procurement levy compliance checks.
SO2: To strengthen Enterprise Resources Planning by 2029	4.2.1 Automate business processes.
SO3: To establish a culture of evidence-based decision-making and continuous improvement by enhancing research and knowledge management practices by 2025.	4.3.1 Engage institutions of higher learning and research.
	4.3.2 Publish research papers on public procurement and disposal of assets.
	4.3.3 Establish Monitoring, Evaluation, Accountability and Learning (MEAL) Framework.
	4.3.4 Develop staff capacity in MEAL Framework.
	4.3.5 Disseminate best practices on public procurement and disposal of assets to the community of practice.

	4.6 Establish a research and ethics committee.
	4.7 Develop policy briefs on public procurement and disposal of assets.
SO4: To strengthen human resources capacity to deliver on PPDA mandate by 2026.	4.4.1 Undertake annual training needs assessments.
	4.4.2 Implement annual training plans based on identified training needs.
	4.4.3 Facilitate annual team building sessions for Management and Staff.
	4.4.4 Finalize and implement functional review.
	4.4.5 Implement Continuous Professional Development programmes.
	4.4.6 Strengthen linkage of performance management system to annual plans and budgets.
	4.4.7 Enforce annual performance appraisals.
	4.4.8 Sensitize staff on performance management system and appraisal.
	4.4.9 Annually implement performance rewards framework.
SO5: To enhance corporate image and brand of PPDA.	4.5.1 Implement Corporate Communication Strategy.
	4.5.2 Implement Public Relations Policy.
	4.5.3 Proactively engage media.
	4.5.4 Enhance PPDA Brand and Image.

S06: To strengthen stakeholder collaboration at all times.	4.6.1 Develop and implement Corporate Social Responsibility (CSR) Policy and Strategy.
	4.6.2 Leverage strategic partnerships.
	4.6.3 Proactively engage stakeholders.
S07: To secure own infrastructure by 2029.	4.7.1 Procure land in line with Government provisions.
	4.7.2 Drawings procured.
	4.7.3 Commence construction of office buildings.
S08: To strengthen Information, Communication and Technology (ICT) by 2027.	4.8.1 Conduct ICT Needs Assessment
	4.8.2 Upgrade and expand PPDA digital infrastructure and equipment.
	4.8.3 Develop and implement electronic data collection methods.
	4.8.4 Develop and implement an Integrated Management Information System.
	4.8.5 Review and implement ICT Policy.
	4.8.6 Implement institutional cybersecurity policy.
	4.8.7 Orient staff on cybersecurity policy.
	4.8.8 Automate and implement Performance Management System.
	4.8.9 Orient staff on automated Performance Management System.
	4.8.10 Automate and implement Recruitment System.
	4.9.1 Finalize and implement Risk Management Framework.

SO9: To develop capacity of the audit function by 2026	4.9.2 Finalize and implement Risk Management Policy.
	4.9.3 Develop and implement Risk Management Guidelines.
	4.9.4 Develop and implement ICT Risk Management Framework.
	4.9.5 Orient staff on Risk Management.
	4.9.6 Coordinate assessment and evaluation of the PPDA risks.

6.3.5 Thematic Area 5: Institutional Governance and Leadership.

Strategic Outcome: Enhanced Governance, Leadership and Corporate Social Responsibility.

Strategic Objective	Strategies
SO1: To strengthen good governance practice.	5.1.1 Implement annual Board Evaluations.
	5.1.2 Strengthen compliance to Board Charter.
	5.1.3 Strengthen compliance to Terms of Reference for Board and committees.
	5.1.4 Enhance evidence-based decision making.
	5.1.5 Strengthen internal audits.
SO2: To strengthen leadership development.	5.2.1 Undertake capacity assessment for the Board.
	5.2.2 Develop capacity programmes for the Board.
	5.2.3 Implement Board Capacity Development Plans based on identified capacity gaps.
SO3: To enhance transparency and accountability at all times.	5.3.1 Ensure external audits compliance.
	5.3.2 Ensure compliance to Public Finance Management Act.
	5.3.3 Ensure compliance to Public Procurement and Disposal of Assets Act.

SO4: To enhance Corporate Social Responsibility.	5.4.1 Undertake needs assessment to inform areas for donations.
	5.4.2 Provide assistance in times of natural disasters and pandemics.
	5.4.3 Adopt green procurement practices for sustainable environment.
SO5: To inculcate cultural transformation within PPDA.	5.5.1 Develop and implement Change Management and Culture Transformation Strategy.
	5.5.2 Undertake annual team building sessions for Management and Staff.
	5.5.3 Orient staff on Strategic Plan with focus on vision, mission, core values and thematic areas.
SO6: Enhance Adaptive Management.	5.6.1 Conduct quarterly planning meetings
	5.6.2 Conduct Bi-annual reflection meetings

SECTION SEVEN: IMPLEMENTATION, MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING (MEAL)

7.1 Introduction

Sound Monitoring and Evaluation (M&E) will offer PPDA's Executive Management the tools and evidence to detect strategy challenges, adapt or adjust strategy implementation, as well as communicate strategy results in a timely and accessible manner. It is envisaged that sound M&E advanced in this Plan will help improve planning and operational decision-making by providing evidence to measure performance and help raise specific questions to identify implementation bottlenecks. Furthermore, M&E will strengthen accountability and stakeholder awareness (information) in regards to the implementation of the strategies, as information about the utilization of resources is measured and made known to PPDA's stakeholders.

7.2 Implementation Arrangements

- a) The successful operationalization of this Strategic Plan calls for leadership and commitment from PPDA staff at all levels. In addition, the Strategic Plan will require full involvement of all key actors and stakeholders.
- b) Awareness and dissemination of the Strategic Plan before implementation is important for internal and external stakeholders of PPDA to familiarize themselves with the document.
- c) Involvement of key stakeholders is critical to mobilizing goodwill, financial and human resources existing outside the PPDA; and
- d) The PPDA will further endeavor to address the capacity gaps highlighted in this Plan and mobilize the needed resources for proper implementation of the planned strategies.

7.3 Board and Management

- a) Executive Management has the ultimate responsibility of implementing this Strategic Plan;
- b) Heads of directorates, divisions, and sections, under the overall coordination of the Director General, have the responsibility to implement the Strategic Plan in areas falling under their functions as indicated in the implementation matrix; and
- c) The Board through quarterly Board meetings will have an oversight role over Management in implementing the Strategic Plan. Therefore, strategies proposed in this document will be implemented to capacitate the Board and Management to monitor and evaluate performance.

7.4 Risk Management of Strategic Plan Implementation

The PPDA recognizes that risks are occurrences that may affect the successful implementation of the Strategic Plan. Risk Management is a continuing process at the PPDA. It is not reactive, or panic driven. Risk Management is treated as more predictive and proactive. Risk Management will, therefore, continue to take a strategic role at the Authority. The PPDA recognizes Risk Management as a guidance provider on the path ahead, mitigating critical risks and allowing the Authority to grow sustainably in the long-term.

Risk management processes will provide decision-makers and responsible parties with an enhanced understanding of risks that could affect the achievement of strategic outcomes and objectives, as well as the adequacy and effectiveness of controls to be implemented.

It has, therefore, been important to identify, assess, treat, monitor, and review risks to prevent risks from hindering the achievement of the Authority's strategic outcomes and objectives.

Risks will be looked at in two categories: firstly, risks with a negative impact and secondly, those with positive impact on the implementation of this Strategic Plan. The basis of these strategic risks (negative and positive risks) presented in Table 6 below is the SWOT analysis presented in Section 4 of this document, particularly from the threats and opportunities. The table presents an analysis of the risks, gives a perception of the level for each identified risk, and proposes mitigation measures and strategies.

The major challenge that the PPDA is anticipated to face is the selection of those risks that can affect its business. Consequently, it is necessary to determine the perceived strategic impact and perceived probability of occurrence of each risk. Apart from the achievement of the strategic goals, some impacts that risks might have on the PPDA are reputational, financial, and compliant in nature. Thus, it will be very critical to know the impact level to the Authority's business if some risky events take place.

The review of strategic risks will be made periodically, as there may be changes in the Authority's internal and external environments. Risks will be reviewed in the same manner as the strategic risk assessment process.

Table 6: Risk Analysis Matrix for PPDA's Strategic Plan (2024-2029).

Risks with Negative Impact				
No.	Risk factor	Perceived Level of Impact	Perceived Probability of Occurrence	Mitigating Action
1	Inadequate systemic capacity critical in expediting its core functions.	Medium	Low	Motivation, capacity development, and hiring of qualified and multidiscipline expertise and staff.
2	Inadequate organizational structure for implementation of the Plan coupled with inadequate staffing levels.	Medium	Medium	Implement functional review recommendations and staff placement.
3	The time taken to implement the relational make-up of the governance structure has not been clarified in succinct charters nor does a mechanism for their periodic review in place.	Medium	Low	<ul style="list-style-type: none"> • Implementation, monitoring and review of Board Charter. • Board orientation on roles and responsibilities. • Annual Board and directors' evaluations.

4	Weak automation of business processes to operationalize a fully-fledged resource enterprise regime.	High	Medium	<ul style="list-style-type: none"> Automation of business processes through enterprise resource planning model. Increased accessibility and usability of available ICT infrastructure.
5	The low level of thresholds for management reviews and approval of procurement submissions for <i>No Objections</i> affecting timely service delivery.	High	High	<ul style="list-style-type: none"> Strengthen capacity and staff complement to handle prior reviews. Lobby for thresholds levels for PDEs and the Authority.
6	Prior Reviews function providing less focus and delivery on other functions and overall net ineffectiveness.	High	Medium	<ul style="list-style-type: none"> Strengthen capacity and staff complement to handle prior reviews. Lobby for thresholds levels for PDEs and the Authority.
7	Inadequate specialist skills and expertise in such areas as legal and engineering to adequately review procurement submissions and conduct other specialized monitoring and compliance skills.	Medium	High	<ul style="list-style-type: none"> Contract out services in areas of expertise on needs basis. In the medium to long-term develop internal capacities in the areas of expertise required.

8	Slow transaction into functioning as an Authority.	High	Medium	Assert PPDA as an Authority in public procurement and asset disposal through full implementation of the PPDA Act and provisions.
9	Centralized operations of PPDA.	High	Medium	Decentralize service provision at regional level through satellite information centers to enhance accessibility at grassroots.
10	Inadequate public sensitization on the roles and function of PPDA.	High	Medium	<ul style="list-style-type: none"> Proactive Public Relations and continuous information dissemination and communication. Enhanced networking Media Relations
11	Weak link between strategy implementation and performance management system and appraisal.	High	Medium	<ul style="list-style-type: none"> Link Annual Plans and Budgets to the Performance Management System and Appraisal. Orient staff on Performance Management System and Appraisal.

Risks with Positive Impact				
No.	Risk factor	Perceived Level of Impact	Perceived Probability of Occurrence	Mitigating Action
1	Rising demand for public procurement.	High	High	<ul style="list-style-type: none"> • Capability strengthening of PPDA to deliver quality services in line with Service Charter. • Strengthening compliance in public procurement and disposal of assets in line with the PPD Act.
2	Existence of legal and policy frameworks to support public procurement and disposal.	High	High	Strengthen regulation, monitoring, and compliance to PPD Act and provisions.
3	Emerging and cheaper technologies for e-Procurement.	High	High	<ul style="list-style-type: none"> • Monitoring and adaptation to technological changes for e-Procurement.

4	Political stability for implementation of public procurement and disposal in Malawi.	High	Medium	<ul style="list-style-type: none"> Enhanced engagement and networking Continuous lobbying for government support on new developments. Increased accountability and transparency
6	Emerging trends in green procurement for better climate management in public procurement and disposal.	High	High	Monitoring and adaptation to changes in green procurement.

The Executive Management will have the sole responsibility of monitoring the strategic risks presented in this Plan. The preventive data monitoring associated with events of strategic risk will allow the PPDA to identify the existence of conditions that could lead to a risk event. In this way, at least one Key Result Indicator (KRI) for each strategic risk will be assigned. The following issues shall be considered:

- a) The review of strategic risks will be made periodically, as there may be changes in PPDA's internal and external environments.
- b) Risks will be reviewed in the same manner as the strategic risk assessment process.
- c) Proactive Public Relations and continuous information dissemination and communication.
- d) Customized training and orientation of key stakeholders.
- e) Increased accountability and transparency shall be ensured.
- f) Enhanced networking.
- g) Creation of distinctive competencies and service portfolios.
- h) Continuous strengthening of the PPDA as the Regulator of public procurement and disposal of assets standards in Malawi.
- i) Continuous strengthening of the PPDA as an institution whose existence and performance is independent of the personality of the head.
- j) Succession planning intervention.

7.5 Monitoring

Monitoring should be viewed as a tool that should provide critical evidence to foster performance improvement and facilitate greater cooperation between relevant stakeholders. The MEAL framework this plan is propositioning eliminates ambiguity in measuring the progress in implementation of the strategies and achievement of outcomes or objectives. Monitoring performance evidence in the implementation of this Strategic Plan will be used to pursue three main objectives:

- a) To contribute to operational decision making, by providing evidence to measure performance and raising specific questions to identify implementation challenges and delays;
- b) To strengthen accountability related to the use of resources, the efficiency of internal management processes, or the outputs of a given strategy implementation; and
- c) To ensure transparency whilst providing key stakeholders with information on whether the efforts carried out by the PPDA are producing the expected results.

For monitoring evidence to serve as a management tool, it must be embedded in a performance dialogue that is conducted regularly and frequently enough that it allows practitioners and decision-makers to identify implementation issues, determine resource constraints, and adapt their efforts and resources to solve them.

To support decision-making by the PPDA Management and serve as a communication tool to the key stakeholders, data will be analyzed, and tailored to the user. This will enable the PPDA Management to use monitoring as a tool that provides information to further improve its performance at various levels and departments. For instance, the periodic monitoring reports will be well targeted to its audience by clearly differentiating monitoring methodologies according to their intended users for more fit-for-purpose information.

Communicating results to key stakeholders regarding the implementation of the Strategic Plan is very important. Keeping periodic monitoring reports shared among employees and key stakeholders; and making data available on the PPDA communication platforms is important to engaging with employees and maintaining public accountability. Besides these, the PPDA shall develop communication tools to increase employee awareness and engagement in the Strategic Plan implementation, such as social media strategies and newsletters with focus on achievements of strategic plan implementation.

To have an effective impact, the PPDA will ensure the uptake of monitoring results in decision-making. A better impact of monitoring strategic plan implementation results will require the development of a performance narrative focused on addressing inconsistencies in implementation. Moreover, involving employees in the design of the monitoring set-up will increase the legitimacy of the resulting evidence and ultimately lead to greater impact in decision-making. Monitoring for better results implies creating feedback loops to institutionalize the use of monitoring results, either through the budget cycle, or through performance management system, for example.

7.6 Evaluation

Evaluation culture at the PPDA takes on a clear understanding of the purpose for and value of evaluation to the Authority. Evaluation will focus on evidence-based learning, and accountability to examine what the PPDA is doing to improve performance and achievement, and how this is done. Widespread and regular communications and dissemination of evaluation results, recommendations and examples of good practices will be essential to building evidence for decision-making, while displaying the successes registered.

The Authority shall ensure that efforts to improve on evaluation findings are linked to the comprehensive approach to change management and performance management system as detailed within the context of the work plan.

The PPDA Management response and follow-up of evaluation recommendations are means that will help reinforce positive evaluation culture and use of the results for continuous learning and improvement. This calls for reflection over evaluation results and how improvements can be integrated into the strategic plan evaluated. They shall also be a response to lessons learned and be included in broader institutional schemes. In addition, they will help enforce accountability to beneficiaries as well as to donors and government partners. Identifying ways of tracking recommendations and their use is important to continue ensuring that learning from evaluation is taking place.

Evaluation will help the PPDA measure the extent to which the Authority is contributing to MW2063 aspirations, and with more specific reference to the attainment of its agenda within the MIP-1, and its reforms agenda.

7.7 Monitoring and Evaluation Framework Implementation

The success of this Strategic Plan will be a result of fervent Monitoring and Evaluation (M&E) of its activities. An external evaluator will conduct Mid-term and End-term evaluations on the implementation of this Strategic Plan. The main goal of M&E in the implementation of this Strategic Plan is to provide relevant performance information for well informed decision making. An M&E framework based on the milestones presented in the implementation matrix of this document will provide feedback critical for tracking progress on implementation of this Strategic Plan, enabling the Board and Management make evidence-based decisions. The PPDA will monitor and evaluate this plan quarterly and annually.

Quarterly and annual reports shall be provided as per requirements of Performance Contract to the Board, and this will be normalized through departmental reports during departmental meetings and escalated to Senior Management Meetings for decision making and for eventual attention of the Board.

Executive Management has the ultimate responsibility for monitoring the implementation of this Strategic Plan. The Director General will exercise individual oversight to monitor the performance of this Plan in accordance with the activities indicated in the implementation matrix.

A Monitoring and Evaluation Committee for the Strategic Plan with representation from all directorates may be formed with the following key responsibilities:

- a. Develop a reporting template and M&E tool for the Strategic Plan.
- b. Receive, analyze, summarize, and consolidate monitoring reports and promptly forward them to Management every quarter.
- c. Facilitate undertaking of mid-term and end-term evaluation of the Strategic Plan.
- d. Report on the Performance Contract

Members forming the M&E committee must have key proficiencies such as public procurement and disposal of assets, data analysis and research, human resource management, ICT, information and knowledge management, financial management, quality assurance etc. The Committee will be chaired by the Directorate of Corporate Services. Responsibility for collecting, analyzing, and reporting performance data for each indicator will be assigned based on technical expertise. The responsibility for maintaining this database will be assigned to an appointed member of the committee. If for any reason, there is a significant deviation in performance in a very critical indicator in the Plan, an ad hoc evaluation may be conducted to inform decisions on possible interventions in such an area.

The indicators, baselines and the targets will be derived from the strategic outcomes, objectives, and outputs for the strategies in the implementation matrix. In line with the Organization for Economic Co-operation and Development (OECD) principles of evaluation, reflection, and learning will seek to address strategy relevance, efficiency, effectiveness, and utility of strategy implementation.

Furthermore, the evaluation will also investigate lessons learnt from the strategy design and implementation and indicate adjustments that may need to be made to ensure the success of the successor plan. We will adapt a conceptual framework that helps to establish the relationship between program components – context (needs, problems, or issues), objectives, inputs, activities, and results.

In particular, the focus of any strategy evaluation should aim to assess the effectiveness, efficiency, relevance, impact, sustainability, and organization learning in the implementation of the current Strategic Plan. In addressing this aspect of the assignment, we propose to undertake a review of the current Strategic Plan using the conceptual framework for evaluation presented in figure 1 below:

Figure 1 Conceptual Framework for Evaluation

	Design	Definition	Monitoring	Evaluation
Results at beneficiary level	Goal	Long term societal benefits from achieving a specified combination of outcomes.	Impact	Impact/Relevance/Sustainability
	Purpose	Changes in human behaviour, practices and systems	Effects/ Outcomes	Effectiveness
Management level	Outputs	The goods and services produced by undertaking the activities	Outputs	Efficiency
	Activities	The actions that convert inputs into outputs	Activities	Efficiency

Relevance:

Relevance will seek to address the following aspect of the evaluation:

- Evaluate whether the design and approach of the Strategic Plan was relevant in addressing the identified needs, issues and challenges;
- Assess the extent to which the Plan addressed the issues affecting the sector and has contributed to the achievement of the mandate; and
- Assess the extent to which the Plan was aligned with sector policies and the PPDA Mandate.

Effectiveness:

According to the conceptual model, measuring effectiveness of the Strategic Plan seeks to establish outcomes the PPDA needed to address at results level as follows:

- a) Assess the extent to which the activities and strategies implemented were in accordance with the expected outcomes of the Strategic Plan? If not, why?
- b) What results have been achieved so far? To what extent did they contribute to the objectives?
- c) How effective were the approaches and structures in delivering the desired results? How could they be improved?
- d) Did the different departments and sections work together effectively? Was the structure effective in achieving the desired outputs?

Efficiency:

Assessing efficiency at activity and output level seeks to ascertain the actions that convert the inputs into outputs as well as the products and services the PPDA produced. Efficiency will seek to address the following aspect of the evaluation:

- a) Were the available technical and financial resources adequate to achieving the expected results?
- b) Were the funds being spent in accordance with plans and using the right procedures in line with the Public Finance Guidelines?
- c) Have there been any unforeseen challenges? How well were they dealt with?
- d) Were the capacities of the departments adequate?
- e) What have been the roles of the staff; and are they appropriate?

- f) Was there an effective process, built into the management structure for self-monitoring and assessment, reporting and reflection?

Impact and Sustainability:

Measuring results at impact level is aimed at long term benefits accrued to PPDA stakeholders. The review will consider the following issues to be covered:

- a) What positive and negative changes were being produced by the interventions, directly or indirectly, intended, or unintended?
- b) Identify any potential impacts that will likely be manifested at ultimate beneficiary level;
- c) Are the benefits of these interventions likely to continue after the expiration of the present Strategic Plan?
- d) To what extent was the implementation of the Strategic Plan following the Results Based Approach? If not, what are the recommend the remedies?
- e) Are alternative or additional measures needed and, if so, what is required to ensure continued sustainability and positive impact?

Organizational Learning:

Organizational leaning is a product of strategic learning where organizations needed to continually improve through lessons learnt in program implementation. Strategic learning for the PPDA should draw its momentum on the identified challenges and lessons learnt during the strategy implementation. The following issues need to be considered during the review:

- a) What challenges and lessons could be used in the inter and intra organizational set up?

- b) What lessons learned could be used beyond the present implementation of the Strategic Plan?
- c) What innovations taken by the Strategic Plan can be regarded as innovative or as appropriate adaptations of good practice?

7.8 Reporting

The M&E Committee will submit reports on a quarterly and annual basis to the relevant board committee through the Director General. The report will be on a structured format providing information on the performance of their departments, and it should explain any variation from expected performance, discuss challenges and constraints faced, highlight lessons learnt, and draw the necessary recommendations on any facilitation required to improve on performance.

The M&E Committee will analyze, summarize and consolidate the report for submission to the Board through the Director General. The annual report shall be presented to the Board.

7.9 Financing

Monitoring and evaluation activities, and in particular annual surveys and evaluations will be financed through budgeted provisions of the PPDA.

7.10 Management of the Strategic Plan

The PPDA will use the extrapolations drawn from M&E exercises to make informed decisions regarding the delivery of the Strategic Plan function, resource allocation, policy, and issues of accountability.

7.11 Mechanisms

Mechanisms for data collection and storage will be created and fed into the Management Information System (MIS). In addition, annual surveys on critical indicators like stakeholder satisfaction and awareness surveys, work environment and employee satisfaction surveys will be conducted as suggested in this document. The following tools will be used to implement this Strategic Plan.

- a) The Annual Performance Contract targets for Management and the PPDA will be derived from this Strategic Plan;
- b) Annual work plans will be derived from the implementation matrix in this Strategic Plan and the status of implementation of preceding year's targets;
- c) Annual budgets for the PPDA will be based on annual work plans drawn from the implementation matrix;
- d) The Performance Management System will use the implementation matrix of the Strategic Plan to cascade performance contracts to individual members of staff in PPDA basing on the led Strategic Plan aspirations; and
- e) The Strategic Plan may be reviewed at any time based on changing realities.

7.12 Staff

The PPDA shall continue to build the capacity of its staff as well as provide the right working environment for them as prerequisites for motivation and productivity. This will be achieved through capacity assessments to determine capacity action plans for workload, quality of work environment, staff satisfaction and motivation, and training needs analysis for the staff members early in the implementation period, and full implementation of the recommendations from these studies. Management will ensure that staff are inducted on the Strategic Plan.

7.13 Resources

To implement this Strategic Plan, the PPDA will require investing in its resources. While there are other existing funding mechanisms in the PPD Act such as levy, fees, and grants. Cost-reduction due to wastage control will also serve as a key intervention that will greatly contribute to resource mobilization and efficient use via resource direction to areas where they are most required. This will also be a key intervention that will substantially build resources for the PPDA. Presented in table below are the cost estimates for implementation of this Strategic Plan per thematic area (Table 7).

Table 7: Budget Estimates

No.	Thematic Area	Amount (MK)
1	Digitalization	3,153,800,965.00
2	Robust Regulatory Framework	3,154,979,337.00
3	Promotion and Strengthening of Micro, Small and Medium Enterprises (MSMEs) and Marginalized Groups	74,710,000.00
4	Capability Strengthening	4,925,682,235.85
5	Institutional Governance and Leadership	362,198,144.15
	TOTAL EST. BUDGET (MK)	11,671,370,682.00

	Plus 10% Contingency	1,167,137,068.20
	GRAND TOTAL	12,838,507,750.20

7.14 Improvements in Capacity

The PPDA shall continue to strengthen its relationship with Government, private and public sectors players, civil society, development partners, regulatory institutions, the academia at large, and other key stakeholders that will continue to support its cause through goodwill, financial, material, and human resources. To reinforce this relationship, the PPDA resolves to build the necessary capacity and put emphasis on improving the absorption capacity of stakeholder support, networking, and enhancing accountability of its own actions and transparency in planning, implementation, monitoring and accounting for resources provided.

7.15 Improvements in Efficiency

The PPDA shall ensure that measures are put in place to maximize the use of available resources. First, it will pursue and emphasize improved costing of planned activities to avoid wastage and inefficiency in the use of resources. Secondly, the PPDA shall ensure proper use and scheduled maintenance of facilities, equipment, and mobile assets to reduce costs associated with idle capacity. Lastly, it will leverage on ICT to reduce costs through adoption of direct internal and external paperless communication and below the line communication.

ANNEX I: PPDA ORGANOGRAM

ANNEX II: IMPLEMENTATION MATRIX

[illegible]

[illegible]

THEMATIC AREA 3: PROMOTION AND STRENGTHENING OF MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs) AND MARGINALIZED GROUPS											
STRATEGIC OUTCOME: ENHANCED PARTICIPATION OF MSMEs AND MARGINALIZED GROUPS IN PUBLIC PROCUREMENT.											
Strategic Objective	Strategies	Performance Indicator(s)	Baseline	Target	Timeframe					Lead	
					2024-25	2025-26	2026-27	2027-28	2028-29	Deadline	
SO 1: To promote and support participation of MSMEs and marginalized groups in public procurement through e-Government Marketplace at all times.	3.1 Develop capacity of MSMEs and marginalized groups and persons in public procurement processes.	Number of MSMEs and marginalised groups and persons capacitated	0	1,600,000.00						Ongoing	DCDR, DRRM
	3.2 Orient MSMEs and marginalized groups and persons on the use of e-Government Marketplace.	Number of orientation reports	0	20						Quarterly	DCDR, DRRM
	3.3 Enforce implementation of the MSME Order.	MSME order enforced	0%	100%						Ongoing	DRRM
	3.4 Introduce informational centres at district councils to enable MSMEs and marginalized groups and persons access the e-Government Marketplace.	Number of information centres	0	32						By March 2029	DCDR, DRRM
SO2: To strengthen compliance to MSMEs Order at all times.	3.1 Enforce penalties for errant MSMEs in line with provisions of the Order.	Penalties enforced.	0%	100%						Ongoing	DRRM
	3.2 Monitor the application and implementation of preferences and reservations of the MSME Order.	Number of monitoring reports.	0	60						Ongoing	DRRM
	3.3 Develop, maintain and periodically update register of procurement contracts awarded to MSMEs.	Register updated quarterly.	0	20						Quarterly	DRRM

THEMATIC AREA 4: CAPABILITY STRENGTHENING																					
STRATEGIC OUTCOME: STRENGTHENED INSTITUTIONAL CAPABILITY TO DELIVER ON PPDA MANDATE																					
Strategic Objective	Strategies	Performance Indicator	Baseline	Target	Timeframe	2024-25	2025-26	2026-27	2027-28	2028-29	Deadline	Lead									
SO 1: To build financial sustainability of the PPDA .	4.1 Stakeholder sensitisation on PPDA levy remittances.	Number of Stakeholders.		0	250						Ongoing	DOF									
	4.2 Intensify levy remittances through proactive engagement strategies with PDEs.	Number of Stakeholders engaged.		0	250						Annually	DOF									
	4.3 Budgeting and budget enforcement and review.	Budget enforced and reviewed.		0	20						Annually	DOF									
	4.4 Diversify revenue streams.	New revenue streams.		0%	100%						Ongoing	DOF									
	1.5 Conduct procurement levy compliance checks	Number of checks undertaken.		0	250						Ongoing	DOF									
SO2: To strengthen Enterprise Resources Planning by 2029	1.1 Automate business processes	Percentage of processes automated.		0%	100%						Ongoing	DOF									
SO3: To establish a culture of evidence-based decision-making and continuous improvement by enhancing research and knowledge management practices by 2025.																					
	4.1 Engage institutions of higher learning and research.	Number of MoUs		0	4						Ongoing	DG/DCS									
	4.2 Publish research papers on public procurement and disposal of assets.	Number of research papers		0	5						Ongoing	DCS									
	4.3 Establish Monitoring, Evaluation, Accountability and Learning (MEAL) framework.	Functional MEAL.		0	1						By March 2025	DCS									
	4.4 Develop staff capacity in MEAL Framework.	Number of staff capacitated.		0	60						Annually	DCS									
	4.5 Disseminate best practices on public procurement and disposal of assets to the community of practice.	Number of workshops.		0	5						Annually	DCS									
	4.6 Establish a research and ethics committee.	Functional Committee.		0	1						By March 2025	DG									
	4.7 Develop policy briefs on public procurement and disposal of assets.	Number of policy briefs.		0	5						Annually	DG/DCS									
SO4: To strengthen human resources capacity to deliver on PPDA mandate by 2026.																					
	4.1 Undertake annual training needs assessments.	Number of assessments		0	5						Annually	HRAM									
	4.2 Implement annual training plans based on identified training needs.	Number of training plans		0	5						Annually	HRAM									
	4.3 Facilitate annual team building sessions for Management and Staff.	Number of sessions		0	5						Annually	HRAM									
		Functional review finalised and implemented		0	1						By March 2026	HRAM									
	4.4 Finalise and implement functional review.																				
	4.5 Implement Continuous Professional Development programmes.	Number of staff developed		0%	100%						Ongoing	HRAM									
	4.6 Strengthen linkage of performance management system to annual plans and budgets.	Performance management system linked		0	5						Annually	HRAM									
	4.7 Enforce annual performance appraisals.	Number of annual performance appraisals		0	5						Annually	HRAM									
	4.8 Sensitize staff on performance management system and appraisal.	Staff sensitised		0%	100%						Annually	HRAM									
	4.9 Annually implement performance rewards framework.	Performance rewards framework implemented		0	5						Annually	DOF/HRAM									
SO5: To enhance Corporate image and brand of PPDA.	4.1 Implement Corporate Communication Strategy	Communication Strategy implemented.		0	1						Ongoing	DCS									
	4.2 Implement Public Relations Policy.	Public Relations Policy implemented.		0	1						Ongoing	DG/DCS									
	4.3 Proactively engage media.	Number of national media houses engaged.		0	5						Ongoing	DCS									
	4.4 Enhance PPDA Brand and Image.	Number of community radio stations engaged.		0	6																
		Number of brand perception surveys.		0	5						Annually	DCS									
		Percentage of positive social media conversations monitored.		0%	85%						Ongoing	DCS									
SO6: To strengthen stakeholder collaboration at all times.	4.1 Develop and implement CSR Policy and Strategy.	CSR Policy and Strategy developed and implemented.		0	1						By March 2025	DG/DCS									
	4.2 Leverage strategic partnerships.	Number of MoUs.		0	10						Ongoing	DCS									
	4.3 Proactively engage stakeholders.	Percentage of key stakeholders.		0%	100%						Quarterly	DCS									
SO7: To secure own infrastructure by 2029.	4.1 Procure land in line with Government provisions.	Land procured.		0	1						By March 2027	DG									
	4.2 Drawings procured.	Drawings procured.		0	1						By March 2028	DG									
	4.3 Commence construction of office buildings.	Construction commenced.		0%							By March 2029	DG									
SO8: To strengthen Information, Communication and Technology (ICT) by 2027.																					
	4.1 Conduct ICT needs assessment	Number of assessments.		0	5						Annually	DICT									
	4.2 Upgrade and expand PPDA digital infrastructure and equipment.	Infrastructure and equipment upgraded.		0	5						Annually	DICT									
	4.3 Develop and implement electronic data collection methods.	Functional Electronic data collection methods developed.		0	1						By March 2025	DICT									
	4.4 Develop and implement an Integrated Management Information System.	Functional Integrated Management Information System.		0	1						By March 2028	DICT									
	4.5 Review and implement ICT Policy.	ICT Policy reviewed and implemented.		0	1						By March 2026	DG/DICT									
	4.6 Implement institutional cybersecurity policy.	Cybersecurity policy implemented.		0	1						By March 2025	DG/DCS/DICT									
	4.7 Orient staff on cybersecurity policy.	Percentage of staff oriented.		0%	100%						By March 2026	DICT/HRAM									
	4.8 Automate and implement Performance Management System.	Performance Management System automated.		0	1						By March 2027	DICT/HRAM									
	4.9 Orient staff on automated Performance Management System.	Percentage of staff oriented.		0%	100%						By March 2027	DICT/HRAM									
	4.10 Automate and implement Recruitment System.	Recruitment System automated.		0	1						By March 2017	DICT/HRAM									
SO9: To develop capacity of the audit function by 2026	4.1 Finalize and implement Risk Management Framework.	Functional Risk Management Framework.		0	1						By September 2025	IARM									
	4.2 Finalize and implement Risk Management Policy.	Risk Management Policy developed and implemented.		0	1						By September 2025	DG/IARM									
	4.3 Develop and implement Risk Management Guidelines.	Risk Management Guidelines developed and implemented.		0	1						By December 2025	IARM									
	4.4 Develop and implement ICT Risk Management Framework.	ICT Risk Management Framework developed and implemented.		0	1						By December 2025	IARM									
	4.5 Orient staff on Risk Management.	Percentage of staff oriented.		0%	100%						Annually	IARM									
	4.6 Coordinate assessment and evaluation of the PPDA risks.	Number of assessments and evaluations.		0	20						Quarterly	IARM									

Thematic Area 5: Institutional Governance and Leadership.											
Strategic Outcome: Enhanced Governance, Leadership and Corporate Social Responsibility											
Strategic Objective	Strategies	Performance Indicator	Baseline	Target	Timeframe						Lead
SO1: To strengthen good governance practice.					2024-25	2025-26	2026-27	2027-2028	2028-29	Deadline	
	5.1 Implement annual Board Evaluations.	Number of Board Evaluations.	x	5						Annually	DG
	5.2 Strengthen compliance to Board Charter.	Percentage of compliance.	0%	100%						Ongoing	DG
	5.3 Strengthen compliance to Terms of Reference for Board and committees.	Percentage of compliance.	0%	100%						Ongoing	DG
	5.4 Enhance evidence-based decision making.	Evidence-based decision making enhanced.	0%	100%						Ongoing	DG
	5.5 Strengthen internal audits.	Number of internal audit reports.	0	20						Quarterly	IARM
SO2: To strengthen leadership development at all times.	5.1 Undertake capacity assessment for the Board.	Number of capacity assessment reports.	0	2						After every 2 years by March 2029	DG
	5.2 Develop capacity programmes for the Board.	Number of capacity development programmes.	0	10						Bi-annual	DG
	5.3 Implement Board Capacity Development Plans based on identified capacity gaps.	Number of capacity development plans implemented.	0	5						Annually	DG
SO3: To enhance transparency and accountability at all times.	5.1 Ensure external audits compliance.	Number of external audit reports.	0	5						Annually	DG
	5.2 Ensure compliance to Public Finance Management Act.	Percentage of compliance.	0%	100%						Ongoing	DG
	5.3 Ensure compliance to Public Procurement and Disposal of Assets Act.	Percentage of compliance.	0%	100%						Ongoing	DG
SO4: To enhance Corporate Social Responsibility.	5.1 Undertake needs assessment to inform areas for donations.	Catalogue of needs of donations.	0	5						Annually	DG/DCS
	5.2 Provide assistance in times of natural disasters and pandemics.	Percentage of identified donations.	0%	100%						Annually	DG/DCS
	5.3 Adopt green procurement practices for sustainable environment.	Percentage of green procurement practices adopted.	0%	100%						Ongoing	DG
SO5: To inculcate cultural transformation within PPDA.	5.1 Develop and implement Change Management and Culture Transformation Strategy.	Strategy implemented.	0	1						Annually	DG/HRAM
	5.2 Undertake annual team building sessions for Management and staff.	Number of sessions.	0	5						Annually	DG/HRAM
	5.3 Orient staff on Strategic Plan with focus on vision, mission, core values and thematic areas.	Number of orientations.	0	5						Annually	DG/HRAM
SO6: Enhance Adaptive Management.	5.1 Conduct quarterly planning meetings	No. of meetings conducted	0	20						Annually	DG/HRAM
	5.2 Conduct Bi-annual reflection meetings	No. of meetings conducted	0	10						Annually	DG/HRAM



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