

**ASSOCIATION OF PROCUREMENT
PROFESSIONALS IN RWANDA**

**STRATEGIC PLAN
2022-2026**

November, 2021



Executive Summary

The Association of the Procurement Professionals in Rwanda (APP) was established in 2016, by the Law N^o: 011/2016 of 02/05/2016, at its major aim was to promote procurement professionalism and best practices in Rwanda. The Association, like any other entity in Rwanda, seeks to contribute towards the on-going efforts of transforming the country from a predominantly agrarian to a knowledge based and service driven economy. Its against this brief back ground therefore that the association works tirelessly to ensure the procurement profession in Rwanda, is practiced with utmost due diligence, with emphasis on professionals' ethics and internationally accepted best practices.

Again, in line with the Government of Rwanda's (GoR) commitment to seamless services delivery as well as ensure zero tolerance to corruption, the Association took the initiative to promote procurement profession, by ensuring continuous capacity development of its members, achieve efficiency in service delivery and build a culture of ethical consideration in daily procurement activities, for both public and as well as private procuring entities.

Consequently, after the enactment of Law No.011/2016 of 02/05/2016 establishing the Association of procurement professionals in Rwanda, The first General Assembly (GA), was held under the auspices of the Rwanda Public Procurement Authority (RPPA). It is in this same General Assembly that the

interim High Council of the Association was elected and given the mandate to mobilise and do massive registration of members across the country. The 2nd G A of 2018 elected APP High Council members and members of Committees.

In the context of its mandate, APP was established to achieve the following goals: (i) Ensure that the procurement profession in Rwanda is APPeciated and embraced at all levels of the Rwandan society (**community, educational and training institutions, work places in the Public sector, private sector and Civil Society (CSO)**); (ii) Guide and regulate activities of procurement practitioners operating in Rwanda to ensure that procurement services delivered conform to and are in compliance with established code of conduct, professional ethics and best practices ; (iii) Enhance technical capacities and professional competences of procurement practitioners (**its members**) in order to enable them become more competent and competitive in the national, regional and international procurement job markets and consultancy opportunities.

This 2022-2026 Strategic Plan for APP is therefore being developed taking into consideration the imperatives to fulfil the Association's mandate as highlighted in the law establishing it, and tackle the current institutional, organisational and Human resource capacity gaps that are likely to constrain implementation of planned activities and slow down the process of achieving development outcomes envisaged in this strategic plan.

The leadership of APP have therefore clearly articulated the vision, mission, core values and key strategic pillars to guide APP achieve its mandate in the next five year and are articulated as reflected here-under:

Vision:

In the next 5-years, the Association of Procurement Professionals in Rwanda (APP) will endeavour to become a centre of excellence and best practices in advancing and promoting procurement profession in Rwanda.

Mission:

The overall mission of APP is to coordinate, monitor and promote procurement professionals in Rwanda, through improving and maintaining the standards of ethics of procurement professionals, facilitate transfer of procurement knowledge to professionals and other stakeholder as well as protecting and safe guarding the procurement profession.

Core Values:

In order for APP to achieve its mission, the following core values shall be embraced:

- Integrity
- Professionalism
- Innovation
- Accountability
- Efficiency
- Social Responsibility

Strategic pillars, priority interventions and key activities:

In the course of the next 5 years (2022-2026) APP shall conduct activities undereach of the priority interventions guided by each of the following strategic pillars:

- i. Raise awareness on the Procurement Profession in Rwanda to ensure that its importance and value in the country's socio-economic development process is well understood and APPeciated at all levels of society (community, educational and training institutions, work places and professional associations).
- ii. Establish clear working modalities with partner institutions and other procuring entities and, ensure that practitioners in the procurement profession in Rwanda comply with established code of ethics.
- iii. Support members of APP to enhance their skills and professional capacity to enable them become competitive and effective in delivering professional procurement services at the national, regional and international level.
- iv. Establish a platform to facilitate promotion of procurement's professional interest and put in place effective modalities to protect the Status, rights, and welfare of Procurement Professionals in Rwanda.
- v. Develop short-, medium- and long-term financing projects to ensure sustainability in the implementation of planned actions envisaged in the 5-year (2022-2026) strategic plan,
and,

- vi. Establish, strengthen the institutional, organisational and Human Resource capacity of APP's Secretariat to support implementation of activities envisaged in this 5-year (2022-2026) strategic plan.

Estimated budget:

The total estimated budget needed to finance activities envisaged in the 5-year (2022-2026) APP strategic is One Billion, Six Hundred Forty Thousand, Two Hundred Seventy-Five Thousand Rwandan Francs (**1,640,275,000 Frw**)

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1.0 Introduction

The Association of the Procurement Professionals in Rwanda (APP) was established in 2016, by the Law No: 011/2016 of 02/05/2016, at its major aim was to promote procurement professionalism and best practices in Rwanda. The association, like any other entity in Rwanda, seeks to contribute towards the on-going efforts of transforming the country from a predominantly agrarian to a knowledge based and service driven economy. Its against this brief back ground therefore that the association works tirelessly to ensure the procurement profession in Rwanda, is practiced with utmost due diligence, with emphasis on professionals' ethics and internationally accepted best practices.

Again, in line with the government's commitment to seamless services delivery as well as ensure zero tolerance to corruption, the association took the initiative to promote procurement profession, by ensuring continuous capacity development of its members, achieve efficiency in service delivery and build a culture of ethical consideration in daily procurement activities, for both public and as well as private procuring entities.

Consequently, after the enactment of law No.011/2016 of 02/05/2016 establishing the association of procurement professionals in Rwanda, the first GA, was held under the auspices of the Rwanda Public Procurement Authority (RPPA). It is in this same GA that the interim High Council of the Association was elected and given the mandate to mobilise and do massive registration of members across the country. The 2nd G A of 2018 elected APP High Council members and members of Committees.

It must be noted that establishment of APP, originated from deliberate endeavours by the procurement professionals, to first of all respond to the concerns of the procurement profession being abused by non-professionals, enhance their credibility and completely change the misconceived image of procurement professionals among the general public. Again in partnership with the Government, particularly RPPA, there was an overarching desire to address the issue of ethics and professional conduct within the procurement fraternity, which were persistently being reported on and were causing concern in the delivery of procurement services across the country.

In that respect the GoR strongly supported the initiative that came from the procurement practioners to set up an Association that would promote the values and best practices of the procurement profession in Rwanda and ensure that the profession is APPeciated and embraced at all levels of the Rwandan society (**community, educational and training institutions, work places in the Public sector, private sector and CSO**) in the country. This move is aimed at having the procurement practioners, take on the responsibility of regulating themselves, a role that in most cases is played by Government. Entrusting the regulation role to APP, is not only a demonstration of confidence the Government has in the procurement professionals, but also provides an opportunity for APP to mobilise its members and entrench in them values and best practices of the procurement profession as well as hold them accountable.

The mandate of APP was therefore crafted on two main perspectives: One, the need for members of the procurement fraternity to promote values and best practices in their profession; two, the need by Government to ensure that procurement practioners deliver services in accordance with Approved code of conduct and professional ethics.

2.0 Mandate of APP

In light of the above, the mandate of APP, therefore revolves around three strategic pillars: (i) Ensuring that the procurement profession in Rwanda is APPeciated and embraced at all levels of the Rwandan society (**community, educational and training institutions, organisational entities, both public and private**); (ii) Ensuring that the practice of providing procurement services in Rwanda conforms to established code of conduct and professional ethics; and (iii) Ensuring that technical capacities and professional competences of the Rwandan procurement practioners (**Members of APP**) are enhanced to enable them deliver quality and expected services.

Services to be rendered by APP in the context of the above strategic pillars around which its mandate is defined, shall focus among others on: (i) Conducting activities to raise awareness on the Procurement Profession to ensure that its importance and value in the country's socio-economic development process is well understood and APPeciated at all levels of society (ii) Providing Continuous Professional

Development (CPDs) to procurement practioners (Members of APP) to ensure that they are competent and competitive in the job markets at the national, regional and international level, (iii) Working with RPPA to conduct regular inspections aimed at ensuring that there is compliance with established code of conduct as well as professional ethics in procurement service delivery, (iv) Establishing a platform for enabling continuous consultations with key stakeholders on matters that directly or indirectly impact on the welfare of procurement practioners (**Members of APP**) in Rwanda, (v) Developing projects to mobilise funds needed to implement activities envisaged in the APP strategic and operational plans, (vi) Assessing adequacy of the institutional, organisational and Human Resource set up and closing identified gaps to ensure that APP/secretariat effectively delivers on its mandate.

3.0 Organization and functioning of APP

The organisational set up of APP comprises: the General Assembly (GA) composed of all members; the High Council (HC) composed of officials elected by members in the General assembly; and the Executive secretariat (ES), composed of officers appointed by the High Council.

The General Assembly is the supreme organ of APP. Its roles and responsibilities include: Approving all policies of APP, examine and adopt the rules and procedures of APP and code of ethics, elects members of the High Council and committees, Approve activity plans and budget for the institution, appoints external auditors and Approves audit reports.

The High Council is the policy making arm of the General Assembly. Its main roles and responsibilities include: Putting in place internal policies programs and guidelines for promoting procurement profession and best practices, ***including active participation in curriculum development and accreditation of procurement training programs in high institutions of learning within Rwanda***, examine applications for admission and admits new members, ensure compliance with procurement code of conduct and professional ethics and finally ensure that APP has the necessary institutional, organisational and human resource capacity to support the process of delivering on its mandate.

The High Council functions through 2 Standing Committees (SC) (**Registration, Evaluation and Education Committee as well as Disciplinary and Inspection Committee**) composed of members of APP elected by the General assembly. Each SC has at least one member from the High Council. With technical support from the Executive Secretariat, each committee is expected to develop its annual work plan and budget to accomplish its responsibilities. The SCs meet regularly to deliberate on issues and submit their proposals to the High Council for Approval to guide implementation.

The Executive Secretariat is responsible for the day to day administration of APP affairs. In this respect, it is responsible for preparation of all technical documents needed by the High Council, including policy documents, strategic and operational plans and budgets as well as activity reports. The ES is responsible for implementation of all policies, programs and projects that have been Approved by the High Council and undertaken by APP. It is also responsible for budget execution and financial reporting.

4.0 Sources of funding for APP operations

The main sources of funds for APP include:

- Membership entrance fees and annual subscriptions
- Contributions from members and other key stake holders to host conferences and/or conduct training aimed at enhancing professional development of members of APP.
- Fund raising projects initiated by APP for specific programs/projects aligned to the national priority skills (**Rare skills**)
- Grants and sponsorships
- Earnings such as interest and or dividends on investments made by APP in financial institutions.

5.0 SWOT ANALYSIS

The results of a SWOT analysis that was undertaken to assess APP's internal and external environment, indicated that there are a lot of opportunities that need to be exploited by APP in order to be able to effectively deliver on its mandate. There are also potential threats that must be countered at the earliest to ensure that APP does not fall prey to forces that may frustrate its efforts to effectively serve its members and the country at large. In terms of its internal strengths and weaknesses, the assessment indicated that the leadership of APP are making all necessary arrangements to ensure that APP is fully operational. A few staff will be recruited and be hosted in an office provided by RPPA as a direct support to APP. However, APP still exhibits a lot of weaknesses especially in its organisational set up and functional processes. There is need to quickly set up the APP secretariat and effect the staffing needs for implementing activities envisaged in the 5-year (2022-2026) strategic plan. A more detailed account of the results of the SWOT analysis is presented in a form of a matrix as seen in table 1 below.

Table 1: SWOT ANALYSIS

OPPORTUNITIES	THREAT
<ol style="list-style-type: none"> 1. Government of Rwanda support to promote professionalism in procurement 2. Trust from Government to allow APP take responsible for self regulation 3. Support by Government Institutions (MINECOFIN & RPPA) responsible for institutional support and delivery of procurement training programs 4. National policies and programs that focus on transforming Rwanda into a Knowledge based economy 5. Large membership potential 6. Growing needs for training of fresh procurement graduates 7. Availability and rapid growth of ICT Rwanda. 	<ol style="list-style-type: none"> 1. Inadequacies in the training programs and modules for procurement profession in Rwanda 2. Narrow definition of what constitutes procurement professionalism due to diverse backgrounds by the procurement practioners 3. Reluctance of some procurement professionals, especially from private institutions to join APP 4. Negative perception on procurement profession by the public and general lack of trust

8. Steady increase in the number schools and training institutions in the country that have a bias towards procurement profession.	
STRENGTH	WEAKNESS
<ol style="list-style-type: none"> 1. Demonstrated commitment on the part of the leadership and members to ensure that APP delivers on its mandate. 2. Good will already established among key stakeholders, resulting from initiatives already accomplished by APP 3. Stead membership growth 4. Cooperation with other professional bodies 5. Good collaboration with the Rwanda Public Procurement Authority 	<ol style="list-style-type: none"> 1. Inadequate organisational structure (APP secretariat not yet constituted) 2. Lack of trained staff to effectively manage secretariat affairs 3. Inadequate training opportunities (CPD) for the procurement professionals 4. Lack of basic organisational tools and management systems to support the High Council and ES to accomplish their respective responsibilities 5. Lack of an effective mechanism to raise resources needed for APP to implement its programs. 6. Inadequate arrangements to link APP with industry and academia 7. Slow response to emerging opportunities 8. Limited scope of Continuous Professional Procurement Training programmes

6. SETTING THE STRATEGIC DIRECTION FOR APP

The vision of the leadership of APP in the next 5-years is to have an association that exhibits qualities of a centre of excellence and best practices in advancing and promoting procurement profession in Rwanda. In that context, all activities of APP shall be focused on advancing, promoting and developing procurement profession, through: enhanced awareness of the procurement profession, regulation of the procurement practices, Capacity Building of its members to ensure that they are competent and competitive in the national, regional and international professional job markets, ensuring that their rights are protected, mobilising required financial resources and strengthening the institutional, organisational and Human resource Capacity for APP to ensure effective implementation of activities envisaged in the 5-year (2022-2026) strategic plan .

The design of this 5-year (**2022-2026**) strategic plan is mainly informed by the imperatives to accomplish the mandate given to APP, as stipulated in law No. 011/2016 of 02/05/2016 governing the procurement profession and establishing the Association of Procurement Professionals in Rwanda. It builds on the lessons learnt in the implementation of the inaugural activity plan (**2017-2018**), taking into consideration, challenges encountered and stakeholder expectations. It also recognizes and underlines the need for and importance of strengthening the institutional, organizational and Human Resource Capacity of APP to ensure that it effectively delivers on its mandate.

6.1 VISION

In the next 5-years, the Association of Procurement Professionals in Rwanda (APP) will endeavour to become a centre of excellence and best practices in advancing and promoting procurement profession in Rwanda.

6.2 MISSION

The overall mission of APP is to coordinate, monitor and promote procurement professionals in Rwanda, through: improving and maintaining the standards of ethics of procurement professionals, facilitate transfer of procurement knowledge to professionals and other stakeholder as well as protecting and safe guarding the procurement profession.

6.3 CORE VALUES

In implementing the Strategic Plan, APP will be guided by the following core values.

- Integrity
- Professionalism
- Innovation
- Accountability
- Efficiency
- Social Responsibility

7.0 STRATEGIC PILLARS AND PRIORITY INTERVENTIONS

In the context of its mission, vision and mandate as articulated in the preceding sections, and taking into consideration stakeholder expectations as well as its external and internal environment, APP shall, in the course of the next 5 years focus on implementation of activities aligned to priority interventions defined under each of the following strategic pillars:

- i. Raise awareness on the Procurement Profession in Rwanda to ensure that its importance and value in the country's socio-economic development process is well understood and Appreciated at all levels of society (community, educational and training institutions, workplaces and professional associations).
- ii. Establish clear working modalities with support institution (RPPA) and other agencies and, ensure that practitioners in the procurement profession in Rwanda comply with established code of conduct and professional ethics.
- iii. Support members of APP to enhance their technical and professional capacity to enable them to become competitive and effective in delivering professional procurement services at the national, regional and international level.
- iv. Establish a platform to facilitate promotion of procurement professional interest and put in place effective modalities to protect the Status, rights and welfare of procurement professionals in Rwanda.
- v. Develop short, medium and long term financing projects to ensure sustainability in the implementation of planned actions envisaged in the 5-year (2022-2026) strategic plan
- vi. Strengthen the institutional, organisational and Human Resource capacity of APP to support implementation of activities envisaged in this 5-year (2022-2026) strategic plan.

- vii. Vii. Develop and operationalize a program for certified procurement professional course recognized in Rwanda and beyond

Details of priority interventions to be implemented under each of the strategic pillars highlighted above, as well as expected out puts and planned activities are presented in the matrix shown in table 2 below:

Table 2: PROPOSED IMPLEMENTATION PLAN AND BUDGET

STRATEGIC PILLAR 1. Raise awareness on the Procurement Profession in Rwanda to ensure that its importance and value in the country's socio-economic development process is well understood and Appreciated at all levels of society (community, educational and training institutions, work places and professional associations).

PRIORITY INTERVENTION	EXPECTED OUTPUTS	ACTIVITIES	TIMELINE					BUDGET (000)
			Y1	Y2	Y3	Y4	Y5	
1.1 Follow up and guide the conduct of talk shows on radio and T.V aimed at raising awareness about the procurement profession and its importance in society	1.1.1 At least 15 talk shows on various media (10 Radio and 5 T.V shows per year)	- Develop concept paper to guide talk shows.		1 st Qter				120,000
		- Identify and contract radios and T.V stations to host the shows and quizzes.		1 st Qter				
	1.1.2 At least 12 quizzes (8 on radio and 4 on TV) on procurement issues per year	- Follow up and guide the Conduct of talk shows and quizzes on various media.		2 nd & 4 th Qter	1 st , 2 nd , 3 rd & 4 th Qter	1 st , 2 nd , 3 rd & 4 th Qter	1 st , 2 nd , 3 rd & 4 th Qter	
1.2 Create accounts on various social media (face book, twitter, YouTube, blogs and other social media etc.)	1.2.1 Social media accounts (face book, twitter, Instagram and blogs,) on which articles and exciting stories on the importance of		Y1	Y2	Y3	Y4	Y5	

<p>and post articles and stories about the importance of the procurement profession.</p>	<p>procurement profession created.</p>	<ul style="list-style-type: none"> - Open social media accounts on Facebook, twitter, Instagram, and blogs. 	3rd Qter							
	<p>1.2.2 At least 12 Articles/stories on procurement profession are posted on social media every year.</p>	<ul style="list-style-type: none"> - Identify and continuously update a list of topics of interest in the procurement profession that will be posted on the social media accounts to inform and educate people. - Set up a 3-person technical committee to search and consult on the relevant procurement topics and establish an updated list) 	4 th Qter	1st Qter 4th Qter	1st Qter 4th Qter	1st Qter 4th Qter	1st Qter 4th Qter		15,000 (Allowances and motivation)	
		<ul style="list-style-type: none"> - Search and post articles/stories on sites and relevant topics/ articles relating to procurement profession <p>Employ an APP officer to take on this role)</p>	3 rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter		20,000,000 (As salary)	
				Y1	Y2	Y3	Y4	Y5		

1.3 Organize awareness program in education and training institutions (High school, universities and other tertiary institutions) to create interest amongst students to pursue professional procurement courses	1.3.1 Two career guidance meetings/seminars per quarter in selected education and training institution during the first three years and one career guidance meeting per quarter in the remaining two years (30 career guidance meetings during the 5 years)	- Develop a concept note to guide career guidance talks in schools. Engage services of a consultant-5 work days)		1 st Qter				200	
		- Identify and continuously update career guidance topics in the procurement profession that will be discussed at seminars. APP to take on this responsibility-need for support from a 3-person technical committee)		2 nd Qter 4 th Qter	1 st Qter 4 th Qter	1 st Qter 4 th Qter	1 st Qter 4 th Qter	15,000 (Allowances and Communication allowance)	
		- Identify and continuously update the profiles of speakers at the seminars based on the category of institution and inform them to ensure early preparations. APP take on the role)		2 nd Qter 4 th Qter	1 st Qter 4 th Qter	1 st Qter 4 th Qter	1 st Qter 4 th Qter		
		- Work with hosting institutions to identify suitable venues, logistics and materials needed during seminars.			1 st Qter	1 st Qter	1 st Qter		1 st Qter
		Follow up implementation and compile report.		2 nd Qter 3 rd Qter 4 th Qter	2 nd Qter 3 rd Qter 4 th Qter	2 nd Qter 3 rd Qter 4 th Qter	2 nd Qter 3 rd Qter 4 th Qter		
1.4 Sponsor university student debates and essay writing on procurement profession topical issues through inters university annual competition	1.4.1 3 inters university competition debates per year		Y1	Y2	Y3	Y4	Y5	900	
		- Write concept paper to guide inter university competition debates on topics related to the procurement profession 90 days consultancy services)		1 st Qter					

			- <i>Make preliminary contacts with universities that have been identified to participate in the competition to secure their buy-in, APP to take on the role)</i>		1 st Qter					
			- <i>Work with universities that will host the competitions and identify required logistics including branding materials to enhance APP visibility.</i>		1 st Qter	1 st Qter	1 st Qter	1 st Qter		30,000
			- <i>Follow-up implementation of the inter university competition program and compile reports.</i> (Transport and allowances of facilitators and adjudicators- 3 adjudicators for 2 days per district @ 100,000 frw per day)		2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter		60,000
1.5 Organise conferences, professional talks at workplaces in selected companies and organisations in public, private sector and civil society organisations.	10 Professional talks in selected workplaces per year (50 professional talks in 5 years)			Y1	Y2	Y3	Y4	Y5		10,000
			- <i>Concept paper to guide professional talks on topics on new trends in procurement.</i>		2 nd Qter					
			- <i>Contact various organizations of interest to host such talks</i> (APP to take on the role)		2nd Qter	1 st Qter	1 st Qter	1 st Qter		
			- <i>Identify and contact speakers on selected Topics and confirm acceptance.</i> APP to take on the role)		2nd Qter	1st Qter	1st Qter	1st Qter		

			- Follow up and facilitate conduct of professional talks (honorarium for speakers -4 speakers per year at 200,000 frw each)		3rd Qter 4th Qter	2nd Qter and 4th Qter	2nd Qter and 4th Qter	2nd Qter and 4th Qter	4,000
1.6 Initiate a program to showcase procurement services by way of organizing “Procurement Open days on annual basis, bringing in national, regional and international experience	4 “Procurement Open weeks” organized			Y1	Y2	Y3	Y4	Y5	
			- Develop ToRs/Concept note for the “Procurement open week” program.		3rd Qter				
			- Develop guidelines for identifying and selecting individuals and organizations that will participate in “Procurement Open weeks”.		3rd Qter				900
			- Organize “Procurement open week” EXPOS. Each Expo est @ 20M)		4th Qter	4th Qter	4th Qter	4th Qter	60,000
1.7 Put in place APP website and an annual procurement magazine to inform society on developments and	4 annual procurement magazines produced. Put up a website for APP		- Set up an editorial board. Allowances for 3 persons	3rd Qter	1st Qter	1st Qter	1st Qter	1st Qter	13,000
			- Develop ToRs to hire a marketing and PR firm to develop content of the website and magazine	3rd Qter					15,000

innovations in the procurement profession		- Contract the firm and ensure the magazine is developed.	4th Qter	4th Qter	4th Qter	4th Qter	4th Qter	25,000
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STRATEGIC PILLAR 2: Establish clear working modalities with partner institutions and other procuring entities and, ensure that practitioners in the procurement profession in Rwanda comply with established code of ethics.

PLANNED INTERVENTION	EXPECTED OUTPUT	ACTIVITIES TO BE IMPLEMENTED	TIMELINE					BUDGET
2.1 Establish MOUs to enhance collaboration with Rwanda Public Procurement Authority and other line Ministries like	2.1.1 At least 7 MOUs between APP and Regulatory agencies signed.	- Establish contacts and hold consultations with RPPA to establish collaboration arrangements in enforcing compliance of procurement	Y1	Y2	Y3	Y4	Y5	
			3rd Qter 4th Qter					

MINECOFIN, MIFOTRA MINEDUC and MINIJUST to ensure that procurement service delivery standards are compiled with by all procurement practitioners.			<i>service delivery standards in their various specific mandates.</i> Communications expenses and transport for APP officials)							6,000
			<ul style="list-style-type: none"> - <i>Develop an MOU template to define roles in the proposed collaborative arrangements and customize it to the specific needs of each agency.</i> 	3rd Qter 4th Qter						
			<ul style="list-style-type: none"> - <i>Sign MOUs with identified agencies</i> 	4 th Qter	3rd Qter 4th Qter	3rd Qter 4th Qter	3rd Qter 4th Qter	3rd Qter 4th Qter		
2.2 Work with RPPA to take stock of existing procurement service delivery standards and ensure that procurement practitioners in public service are aware of what they are expected to comply with.	Catalogues of existing procurement service delivery standards that must be complied with, in line with the established code of conduct and professional ethics.			Y1	Y2	Y3	Y4	Y5		
			<ul style="list-style-type: none"> - <i>Develop ToRs for engaging a consultant to design catalogues of procurement Service delivery standards to be followed by all procuring entities</i> 	1st Qter						
			<ul style="list-style-type: none"> - <i>Engage services of a consultant to design catalogues of procurement Service delivery standards</i> 	2nd Qter						13,000

	2.workshops/seminars per year on dissemination of procurement service delivery standards organized by APP in collaboration with RPPA.		to be used by all procuring entities (Consultancy services)							
			- Organize workshops/seminars to disseminate information on procurement service delivery standards to members of APP. (2 workshops/Seminars per year at 1m Frw each)	3rd Qter 4th Qte	2nd Qter 4th Qter	2nd Qter 4th Qter	2nd Qter 4th Qter	2nd Qter 4th Qter		10,000
STRATEGIC PILLAR 3: Support members of APP to enhance their skills and professional capacity to enable them become competitive and effective in delivering professional procurement services at the national, regional and international level.										
PLANNED INTERVENTION	EXPECTED OUTPUT		ACTIVITIES TO BE IMPLEMENTED	TIMING						BUDGET

3.1 Conduct annual Training Needs Assessments (TNAs) to inform the process of design and implementation of CPD programs for APP members.	5 Annual Training Needs Assessment reports.			Y1	Y2	Y3	Y4	Y5	
	<ul style="list-style-type: none"> An Approved CPD policy. 		<ul style="list-style-type: none"> - Develop ToRs to hire consultant who will develop TNAs to inform the process of design and implementation of CPD programs. (after professional course developed and delivered the first cohort) 		4 th Qter				13,000
			<ul style="list-style-type: none"> - Hire firm/ consultant who will develop TNAs to inform the process of design and implementation of CPD programs. month's consultancy at \$500 per day) 		4 th Qter				

			- Produce a TNA report to inform the process of design and implementation of CPD programs for APP members			1 st Qter			
3.2 Develop a CPD policy and Training manuals to address identified Training Needs (TN)	<ul style="list-style-type: none"> A CPD policy and a set of CPD Training manuals tailored to identified Training Needs 		- Develop ToRs to hire consultancy services to develop a CPD policy and training manuals based on the Approved CPD policy. (in house)			1 st Qter			39,000
			- Hire firm/consultant to support the process of developing a CPD policy and training manuals to address identified training needs. (3-month consultancy at \$500 per day)			2 nd Qter			
			- Seek Approval of draft policy and training manuals from relevant authorities.			4th Qter			
3.3 Conduct CPDs	<ul style="list-style-type: none"> At least 2 CPDs conducted per year (4 CPDs in the last 2 		- Develop annual training plans based on the TNAs			4th Qter			

	years)		- Identify and contract CPD training providers				1st Qter		170,000
	• Training reports		Each training provider to be paid a fee of \$5000 per training session of 10 days)						
			- Develop training programs and identify, training resources, and venue.				1st Qter		
			- Conduct CPD trainings (Each training session is estimated to cost Frw 1M)				2nd Qter	1st Qter	40,000
3.4 Develop a system to guide the process of awarding credits to members of APP who successfully complete CPDs.	• A credit awarding system for CPDs is in place.		- Develop ToRs to hire a consultant to design a credit awarding system for CPDs (This should be done by the consultant who will develop the CPD)						
			- Hire consultant to design a credit awarding system for members who successfully complete CPDs (This should be done by the consultant who will develop the CPD)						900

			- <i>Develop the CPD credit award system and link it to the national qualification framework and international best practices. (This should be done by the consultant who will develop the CPD)</i>	3rd Qter					
STRATEGIC PILLAR 4: Establish a platform to facilitate promotion of procurement professional interest and put in place effective modalities to protect the Status, rights and welfare of procurement professionals in Rwanda.									
PLANNED INTERVENTION	EXPECTED OUTPUT		ACTIVITIES TO BE IMPLEMENTED	TIMING				BUDGET	

				Y1	Y2	Y3	Y4	Y5	
<p>4.1 Establish and organize annual round table meetings between the leadership of APP and policy makers to articulate issues that protect members as well as foster professional interests of their members.</p>	<p>4 annual round table meetings held.</p>								<p>250</p> <p>10,000</p>

			<ul style="list-style-type: none"> - Initiate consultative meetings with relevant policy makers with a view to setting up a platform (<i>round table meetings</i>) on which APP and policy makers shall be articulating issues of interest to its members. (There is a correlation with the MoUs, Transport, communication expense for 5 people @ 50,000 each) 		1 st Qter					500
			<ul style="list-style-type: none"> - Organize annual round table meetings between APP & Policy makers (Each at a cost of 2M Frw). 		4th Qter	4th Qter	4th Qter	4th Qter		1,250
4.2 Work with relevant policy level institutions to establish minimum wages paid to a Procurement professional in service and standard rates of professional fees payable to a	Approved policy and legal instruments that define minimum wage for a professional in service and standard rates for professional/consultancy fees		<ul style="list-style-type: none"> - Initiate consultative meetings with policy makers to agree on APPopriate policy & legal instruments for minimum wages payable to procurement professionals in service and standard rates for consultancy services. 		2 nd Qter					

<p>Procurement professional offering Procurement consultancy services.</p>		<p>Transport&communication expense for 5 people @ 50,000 each, APPox. 10 meetings)</p>						
<p>4.3 Support members of APP to have easy access to finance, medical insurance and other services at negotiated rates for services offered by respective organizations</p>	<p>7 MOUs (2 with Bank institutions, 2 with insurance companies and 2 with hotels and one with Rwandair)</p>	<p>- Prepare and seek Approval for draft policy & legal instruments for minimum wages and standard professional fees for Procurement professional.</p>	<p>4th Qter</p>					
		<p>- Establish contacts with financial institutions and other service delivery organizations to negotiate favorable rates for members of APP.</p>	<p>3rd Qter 4th Qter</p>	<p>1stQter 2nd Qter 3rd Qter 4th Qter</p>	<p>1stQter 2nd Qter 3rd Qter 4th Qter</p>	<p>1stQter 2nd Qter 3rd Qter 4th Qter</p>	<p>1stQter 2nd Qter 3rd Qter 4th Qter</p>	
		<p>Tansport & communication expense for 5 people @ 50,000 each, APPox. 5 meetings)</p>		<p>- Sign MOU with service providers (Banks, insurance companies...) aimed at enabling members of APP</p>	<p>1stQter (Medical insurance)</p>	<p>1stQter 2nd Qter 3rd</p>	<p>1stQter 2nd Qter 3rd Qter 4th Qter</p>	

			to have access to services on terms of negotiated rates.			Qter 4th Qter	Qter 4th Qter		
4.4 Work with relevant policy level institutions to establish incentive packages (e.g Tax holiday) for new innovative income generating activities that may started by APP	An Approved policy instrument defining incentive packages e.g Tax holiday for such innovative.			Y1	Y2	Y3	Y4	Y5	500
			- <i>Initiate consultative meetings between APP & relevant policy making institutions to agree on incentive packages (e.g Tax holiday) for envisaged projects</i> (Transport& communication expense for 5 people @ 50,000 each, APPox. 10 meetings)			2nd Qter 3rd Qter 4th Qter			
STRATEGIC PILLAR 5: Develop short, medium- and long-term financing projects to ensure sustainability in the implementation of planned actions envisaged in the 5-year (2022-2026) strategic plan									
PLANNED INTERVENTION	EXPECTED OUTPUT		ACTIVITIES TO BE IMPLEMENTED	TIMING					BUDGET
5.1 Develop a				Y1	Y2	Y3	Y4	Y5	

comprehensive resource mobilization strategy detailing short, medium- and long-term actions to be undertaken in order to raise funds needed for implementation of the 2022-2026 strategic plan.	An Approved resource mobilization strategy for raising funds needed to implement activities in the 2022-2026 strategic plan for APP.	- <i>Establish ToRs to develop a comprehensive resource mobilization strategy detailing short, medium and long-term actions to be undertaken in order to raise funds needed for implementation of 2022-2026 strategic plan.(under scope of the current Technical assistant hired by RPPA)</i>	2nd Qter					30,000
		- <i>Hire a firm/consultant to develop a resource mobilization strategy for raising funds needed to implement strategy. .(under scope of the current Technical assistant hired by RPPA)</i>	3 rd Qter					
		- <i>Develop the fund mobilization strategy detailing short, medium and long-term actions to be undertaken in order to raise funds needed for implementation of 2022-2026 strategic plan. (under scope of the current Technical assistant hired by RPPA)</i>	4 th Qter					

			- Subject fund mobilization strategy to Approval by relevant authority.		4th Qter				
				Y1	Y2	Y3	Y4	Y5	
5.2 Develop and implement an innovative (On-line, Mobile money. POS, credit/debit card etc) membership recruitment drive program and ensure that membership fees and all other dues from members are collected.	<ul style="list-style-type: none"> • An Approved membership recruitment drive program • 60 monthly reports on membership fees and other dues collected 		- Develop ToRs to hire a consultant to develop an innovative (On-line, Mobile money. POS, credit/debit card etc) membership recruitment drive program aimed at enhancing collection of membership fees and all other dues from members. (In-house)		2nd Qter				
									900

			<ul style="list-style-type: none"> - Engage services of a consultant to develop an innovative (On-line, Mobile money. POS, credit/debit card etc) membership recruitment drive program aimed at enhancing collection of membership fees and all other dues from members. consultancy days) 		3rd Qter					
			<ul style="list-style-type: none"> - Follow-up and monitor Implementation of activities envisaged in the innovative membership recruitment drive program. (Communications and transport allowances for 2 officers and officials involved on the program each to be paid 100,000 Frw per month) 		4th Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	10,200	
5.3 Identify potential sources of funding				Y1	Y2	Y3	Y4	Y5		

<p>and establish contacts with partners that indicate willingness to support activities envisaged in the 2022-2026 strategic plan.</p>	<ul style="list-style-type: none"> • A list of partners (<i>national, regional & international</i>) willing to support implementation of the APP strategic plan (2022-2026) • At least 20 MOUs (10 from national sources, 2 from regional sources and 3 from international sources) 			<ul style="list-style-type: none"> - <i>Identify potential financing partners for the APP strategic plan (2022-2026) from GoR, DPs and CSOs</i> <p>National, Regional and International level)</p>	3rd Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	41,000
				<ul style="list-style-type: none"> - <i>Sign MOU with willing financing partners</i> <p>regional level return air tickets each (@ 1000 \$ and 3 international level return air tickets each (@ 2000 \$ and per diem for 2 officials for an average of 4000\$ per person per trip)</p>		1 st Qter 2nd Qter 3rd Qter 4th Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	1 st Qter 2nd Qter 3rd Qter 4th Qter	
<p>5.4 Develop resource mobilisation projects</p>	10 Approved funding				Y1	Y2	Y3	Y4	Y5	

aligned to the funding priorities of the development partners.	projects. (5 from national sources, 2 from regional and 3 from international))	- Develop ToRs to develop resource mobilization projects aligned with funding priorities of the development partners (In House)	4 th Qter					
		- Hire firm/consultant to develop resource mobilisation projects aligned with funding priorities of the development partners In average of 10 M Frw for developing each of the 20 resource mobilization projects- each project to bring in a minimum of 100 M Frw)		1 st Qter				200,000
		- Develop resource mobilization projects aligned to funding priorities		1 st Qter				

			- Present project proposals to development partners to win their interest and Approval for financing the projects.		2nd Qter 3rd Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	
5.5 Implement Approved funding projects.	At least 10 funded projects Approved and implemented.			Y1	Y2	Y3	Y4	Y5	
			- Implement funded projects to support activities of APP (2022-2026) strategic plan.		4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	200,000
			- Prepare reports on implemented projects		3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	
STRATEGIC PILLAR 6: Strengthen the institutional, organizational and Human Resource capacity of APP to support implementation of activities envisaged in this 5-year (2022-2026) strategic plan.									
PLANNED INTERVENTION	EXPECTED OUTPUT		ACTIVITIES TO BE IMPLEMENTED	TIMING					BUDGET
				Y1	Y2	Y3	Y4	Y5	

6.1 Review and update policy and legal instruments that support APP to implement activities envisaged in the 5 year (2026-2026) strategic plan.	Updated policy and legal instruments that support APP to accomplish its mandate.	<ul style="list-style-type: none"> - Develop ToRs to engage services of a consultant to review and assess adequacy of existing policy and legal instruments that support APP to accomplish its mandate. 			1 st Qter			6,375
		(In house) <ul style="list-style-type: none"> - Hire a consultant to review and assess adequacy of existing policy and legal instruments of APP 			1 st Qter			
		<ul style="list-style-type: none"> - Conduct a study to review and assess adequacy of the existing policy and legal instruments required to enable APP accomplish its mandate. (This should be in the scope of the consultant hired for review) 						
		<ul style="list-style-type: none"> - Prepare draft of the updated version of the policy and legal instruments required to enable APP to accomplish its mandate. 			3 rd Qter			

			<ul style="list-style-type: none"> - Seek Approval of the draft instruments from the relevant authorities <p>Leadership of APP to consult parent Ministry/MINECOFIN)</p>			4 th Qter			
<p>6.2 Develop APP organizational structure, tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5 year (2022-2026) strategic plan.</p>	<p>Organizational structure of APP tools, management systems, procedures and processes to support implementation of planned interventions developed</p>			Y1	Y2	Y3	Y4	Y5	
			<ul style="list-style-type: none"> - Develop ToRs to engage services of a consultant to review and update APP organizational structure, tools, management systems, procedures and processes to support implementation of Planned interventions in the 5-year strategic plan. (Under scope of the technical assistant hired by RPPA) 		1st Qter				

			<ul style="list-style-type: none">- Hire a consultant to develop APP organizational structure, tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5-year strategic plan. (this will be financed by MINECOFIN)		1st Qter							4,250
			<ul style="list-style-type: none">- Conduct a study and assess adequacy APP organizational structure, tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5 year (2022-2026) strategic plan.		1st Qter							

			<ul style="list-style-type: none"> - Prepare a draft of the organizational structure, tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5 year. 		2 nd Qte				
			<ul style="list-style-type: none"> - Seek Approval of the draft APP organizational structure, tools, management systems, procedures and processes from High Council and the relevant authorities. 		2 nd Qter				
				Y1	Y2	Y3	Y4	Y5	

<p>6.3 Recruit personnel to fill up vacant positions (APP secretariat) and remunerate staff</p>	<p>A comprehensive staff list and a salary structure with a comprehensive staff incentive scheme</p>		<ul style="list-style-type: none"> -Establish and maintain a staff register -Establish a competitive salary structure and a comprehensive staff incentive Scheme 		4 th Qter				
<p>6.4 Conduct a comprehensive capacity needs assessment for the staff of APP secretariat and functional High Council committees to assess adequacy of their knowledge,</p>	<p>A report detailing short, medium, and long-term capacity needs of APP staff and functional council committee members to enable them implement planned interventions and realise intended pillars in the 5 year strategic plan.</p>		<ul style="list-style-type: none"> - Develop ToRs to engage services of a consultant to conduct a comprehensive capacity needs assessment for the staff of APP and functional council committees. (This should be defined in staff profiles to be provided in the structure) (In-house) 						4,250
									480,000

<p>skills and attitudes in relation to the requirements for implementation of planned interventions to achieve the 5 year (2022-2026) strategic plan pillars.</p>		<ul style="list-style-type: none"> - Hire a consultant to conduct a comprehensive capacity needs assessment for the staff of APP and functional High Council committees. days Consultancy @ 500..... per day) 			2 nd Qter			
<p>6.5 Develop and implement activities to close identified capacity gaps among the staff of APP Secretariat and functional council committee members to enable them</p>		<ul style="list-style-type: none"> - Develop annual training plans including coaching and mentoring the staff of APP secretariat and council functional committee members to enable them carry out their roles and responsibilities. 	Y1	Y2	Y3	Y4	Y5	
					2 nd Qter			

implement planned interventions and realise intended pillars in the 5 year (2022-2026) strategic plan.			<ul style="list-style-type: none"> - Hire services of short- and long-term TAs to train, coach and mentor staff of APP secretariat and council functional committee members in the course of implementing activities envisaged in the 5 year (2022-2026) strategic plan. 			3 rd Qter			
			Conduct training, coaching and mentoring the staff of APP secretariat and council functional committee member. 100 days of TA input at a rate of 500 \$ per day)			4th Qter	3 rd Qter	3 rd Qter	85,000

8.0 MEMBERSHIP PROJECTIONS

	2020	2021	2022	2023	2024	Growth
Nbr of Members	420	600	700	800	1,000	238%
Qualified members	200	350	600	700	950	475%

9.0 IMPLEMENTATION ARRANGEMENTS

The 5-year (2022-2026) strategic plan for APP shall be implemented through a series of annual work plans which will be prepared by the Executive Secretary and submitted for review by the High Council at the end of the 4thQter of every year before its presentation to the GA. The preparation of each annual work plan shall take into consideration, the activities that were not accomplished during the previous year, activities for the current year drawn from the Approved 5-year (2022-2026) strategic plan and emerging priorities. A budget estimate for each of the activities envisaged in the annual work plan and a procurement plan shall be submitted as annexes to the annual work plan for review by the High Council before presentation to GA and embarking on implementation. Monthly and quarterly reports shall be prepared and submitted to the High Council for their information and Approval.

A results monitoring framework shall be developed to guide the process of tracking implementation progress. A mid-term review for the strategic plan shall be conducted in the 3rd year of the strategic plan to assess implementation progress and validity of assumptions made. Recommendations for any adjustments to the strategic plan shall be tabled for Approval by the High Council. During the 2nd Qter of the last year of the strategic plan, a strategic plan final evaluation report and submitted to the HC for Approval. The recommendations will inform the process of developing the next strategic plan (2025-2030).

The annual work plan and budget for the first year (2020) and the results monitoring is here-with attached in annex (i)

The Results Monitoring Framework (RMF) and Capacity Building Plan (CBP) shall be derived from Approved strategic plan. They will therefore be developed upon Approval of this proposed strategic plan.

The annual work plan and budget for the first year (2022) and the results monitoring is here-with attached in annex (i)

The Results Monitoring Framework (RMF) and Capacity Building Plan (CBP) shall be derived from Approved strategic plan. They will therefore be developed upon Approval of this proposed strategic plan.

RESULT EVALUATION MATRIX

Reference	Strategic out put	KPI	Baseline	TIMELINE					Responsible person
				Y1	Y2	Y3	Y4	Y5	
1.1 Follow up and guide the conduct of talk shows on radio and T.V aimed at raising awareness about the procurement profession and its importance in society	Conduct talk shows on various media on radio	10 shows conducted	None		10%	40%	70%	100 %	TA/ES
	Conduct talk shows on various media on TV	5 shows conducted	None		10%	40%	70%	100 %	TA/ES
	Conduct quizzes on Radios	8 quizzes conducted	None		10%	40%	70%	100 %	TA/ES
	Conduct quizzes on TV	4 quizzes conducted	None		10%	40%	70%	100 %	TA/ES
1.2 Create accounts on various social media (face book, twitter, YouTube, blogs and other social media etc.) and post articles and stories about the importance of the procurement profession.	Creation of social media accounts	5 accounts opened	None	100%					TA/ES
	Post articles/stories related to procurement profession	60 articles posted	None		10%	40%	70%	100 %	TA/ES
1.3 Organize awareness program in education and training institutions (High school, universities and other	Conduct career guidance workshops in education/training institutions	30 workshops conducted	None		25 %	25 %	25 %	25 %	TA/ES

tertiary institutions) to create interest amongst students to pursue professional procurement courses									
1.4 Sponsor university student debates and essay writing on procurement profession topical issues through inters university annual competition	Organize and conduct inter-university competition debates	12 debates conducted	None		25%	25%	25%	25%	TA/ES
1.5 Organize conferences, profession talks at workplaces in selected companies and organizations in public, private sector and civil society organizations.	Conduct Professional talks in selected workplaces	50 talks conducted	None		25%	25%	25%	25%	TA/ES
1.6 Initiate a program to showcase procurement services by way of organizing “Procurement Open days on annual basis, bringing in national, regional and international experience	organizing “Procurement Open days	4 open days conducted	None		25%	25%	25%	25%	TA/ES
1.7 Put in place APP website and an annual procurement magazine to inform society	Production of annual procurement magazine	4 magazines published			25%	25%	25%	25%	TA/ES

on developments and innovations in the procurement profession	Put up a website for APP	Running website	None	100%					TA/ES
2.1 Establish MOUs to enhance collaboration with Rwanda Public Procurement Authority and other line Ministries like MINECOFIN, MIFOTRA MINEDUC and MINIJUST to ensure that procurement service delivery standards are compiled with by all procurement practitioners.	Sign collaboration MOUs between APP and Regulatory agencies	7 MoUs signed	None		25%	25%	25%	25%	TA/ES
2.2 Work with RPPA to take stock of existing procurement service delivery standards and ensure that procurement practitioners in public service are aware of what they are expected to comply with.	Harmonize Catalogues of existing procurement service delivery standards with the code of conduct	Revised catalogues completed	None		100%				TA/ES
	Conduct workshops/seminars on dissemination of procurement service delivery standards	8 seminars conducted	None		25%	50%	75%	100%	TA/ES
3.1 Conduct annual Training Needs Assessments (TNAs) to inform the process of design and implementation of CPD programs for APP	Conduct Annual Training Needs Assessment	Annual TNA report produced	None		25%	100%			TA/ES

members.	Develop and Approved CPD policy	CPD policy Approved	None		100%				TA/ES
3.2 Develop a CPD policy and Training manuals to address identified Training Needs (TN)	Development of sets of CPD Training manuals tailored to identified Training Needs	Approved manuals available	None			100%			TA/ES
3.3 Conduct CPDs	Conduct CPDs	4 CPD courses conducted and completed	None				50%	100%	TA/ES
3.4 Develop a system to guide the process of awarding credits to members of APP who successfully complete CPDs.	Design a credit awarding system for CPDs is in place.	Credit awarding system Approved	None		100%				TA/ES
4.1 Establish and organize annual round table meetings between the leadership of APP and policy makers to articulate issues that protect members as well as foster professional interests of their members.	Organization of round table meetings with policy makers	4 meetings organized	None		25 %	50%	75%	100 %	TA/ES
4.2 Work with relevant policy level institutions to establish minimum wages paid to a Procurement	Prepare policy on minimum wage for procurement professionals	Policy Approved	None		100%				TA/ES

professional in service and standard rates of professional fees payable to a Procurement professional offering Procurement consultancy services.									
4.3 Support members of APP to have easy access to finance, medical insurance and other services at negotiated rates for services offered by respective organizations	Sign MoUs for incentive packages for members with financial and commercial institutions (2 with Bank institutions, 2 with insurance companies and 2 with hotels and one with Rwandair)	7 MoUs signed	None		15%	35%	65%	100%	TA/ES
4.4 Work with relevant policy level institutions to establish incentive packages (e.g Tax holiday) for new innovative income generating activities that may started by APP	Sign MoUs for incentive packages for innovative projects	2 MoUs signed	None			50%		100%	TA/ES
5.1 Develop a comprehensive resource mobilization strategy detailing short, medium- and long-term actions to be undertaken in order to raise funds needed for implementation of the 2022-2026 strategic plan.	Develop Resource mobilization strategy	Strategy Approved	None	25%	100%				TA/ES
5.2 Develop and implement an innovative (On-line, Mobile money. POS,	Develop a member recruitment drive program	Program Approved	None		25%	100%			TA/ES

credit/debit card etc) membership recruitment drive program and ensure that membership fees and all other dues from members are collected.	Develop electronic modes of payment of membership fees	Electronic modes used	None		25%	100%				TA/ES
5.3 Identify potential sources of funding and establish contacts with partners that indicate willingness to support activities envisaged in the 2022-2026 strategic plan.	Identification of national partners willing to support APP activities	10 MoUs signed with partners	None	25%	50%	75%	100%			TA/ES
	Identification of national partners willing to support APP activities	10 MoUs signed with partners	None		25%	50%	75%	100%		TA/ES
5.4 Develop resource mobilization projects aligned to the funding priorities of the development partners.	Develop projects aligned with the funding priorities of the development partners.	10 projects funded	None		10%	40%	70%	100%		TA/ES
5.5 Implement Approved funding projects.	Implement funded projects	10 projects implemented	None		10%	40%	70%	100%		TA/ES
6.1 Review and update policy and legal instruments that support APP to implement activities envisaged in the 5 year (2022-2026) strategic plan.	Updated policy and legal instruments that support APP to accomplish its mandate	Legal instruments revised and Approved	Law and internal controls in place			10%	50%	100%		TA/ES
6.2 Develop APP organizational structure, tools, management systems, procedures and processes to support implementation of planned interventions	Develop APP organizational structure and procedure manual	Structure of Executive secretariat developed profiles for staff in place	None		100%					TA/ES

envisaged in the 5 year (2022-2026) strategic plan.									
6.3 Recruit personnel to fill up vacant positions (APP secretariat) and remunerate staff	Recruitment of APP staff	Staff in the structure recruited	None		10%	50%	70%	100%	TA/ES
6.4 Conduct a comprehensive capacity needs assessment for the staff of APP secretariat and functional High Council committees to assess adequacy of their knowledge, skills and attitudes in relation to the requirements for implementation of planned interventions to achieve the 5 year (2022-2026) strategic plan pillars.	Conduct a capacity needs assessment for APP staff and committees' members	Capacity needs report Approved	None		10%	50%	70%	100%	TA/ES
6.5 Develop and implement activities to close identified capacity gaps among the staff of APP Secretariat and functional council committee members to enable them implement planned interventions	Conduct capacity building for staff and members of committees	Capacity building completed			10%	50%	70%	100%	TA/ES

