



PROCUREMENT DIRECTORATE  
DOW UNIVERSITY OF HEALTH SCIENCES

# STRATEGIC PLAN

## (2024 – 2027)

Pioneering Excellence | Inspiring Innovation



**To Heal | To Educate | To Discover**

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## DIRECTOR'S MESSAGE



As we advance our strategic objectives, procurement will play a pivotal role in driving efficiency, cost-effectiveness, and innovation. Our focus will be on fostering strong supplier partnerships, optimizing procurement processes, and ensuring alignment with organizational goals. By leveraging data-driven decision-making and sustainable sourcing strategies, we aim to enhance operational resilience and long-term value. Collaboration across departments will be key in achieving these initiatives, and I encourage all stakeholders to engage proactively as we execute our procurement strategies with precision and impact.

**Mr. Shafqat Hussain**

## EXECUTIVE SUMMARY

The Procurement Directorate (PD) contributes to DUHS's goals by ensuring efficient and ethical acquisition of resources. The PD is conscious of its responsibility and accountability in the expenditure of public funds. Therefore, the Procurement Directorate maintains a competitive bidding process in accordance with Federal and Provincial laws and regulations. The Procurement Directorate's policy encourages the participation of eligible vendors in the bidding process. From time to time, PD has been improving its processes through the implementation of various applications. An advanced ERP system (Microsoft Dynamics 365) is fully functional and integrated into various departments of the organization. PD is in the process of and plans to further transform with the advancement of technology by implementing applications like e-procurement and AI based metrics to bring more efficiency and transparency.

## ABOUT THE DEPARTMENT

The Procurement Department at Dow University of Health Sciences (DUHS) is dedicated to acquiring high-quality goods, services, and resources that support the institution's mission of excellence in education, clinical care, research, and community service. Guided by principles of transparency, efficiency, and sustainability, we aim to deliver cost-effective and ethical procurement solutions while fostering innovation and collaboration with our stakeholders.

## INTRODUCTION & OVERVIEW

The Procurement Directorate is responsible for acquiring equipment, instruments, drugs, medicines, implants, surgical supplies, disposables, kits, reagents, and ancillary items.

As the authorized entity, the Procurement Directorate oversees the issuance of Invitations to Bids, Requests for Proposals, and Requests for Quotations, along with contract issuance. Additionally, it manages purchase orders, develops term contracts, and procures supplies and services to meet institutional needs.

Recognizing its responsibility and accountability in managing public funds, the Procurement Directorate upholds a competitive bidding process in full compliance with federal and provincial laws and regulations. It is committed to fostering fair competition by encouraging the participation of qualified vendors in procurement activities.

The primary objective of the Procurement Directorate is to ensure that goods and services are procured efficiently and cost-effectively, meeting the operational needs of the university. In alignment with this, DUHS management has assigned the Directorate the following responsibilities:

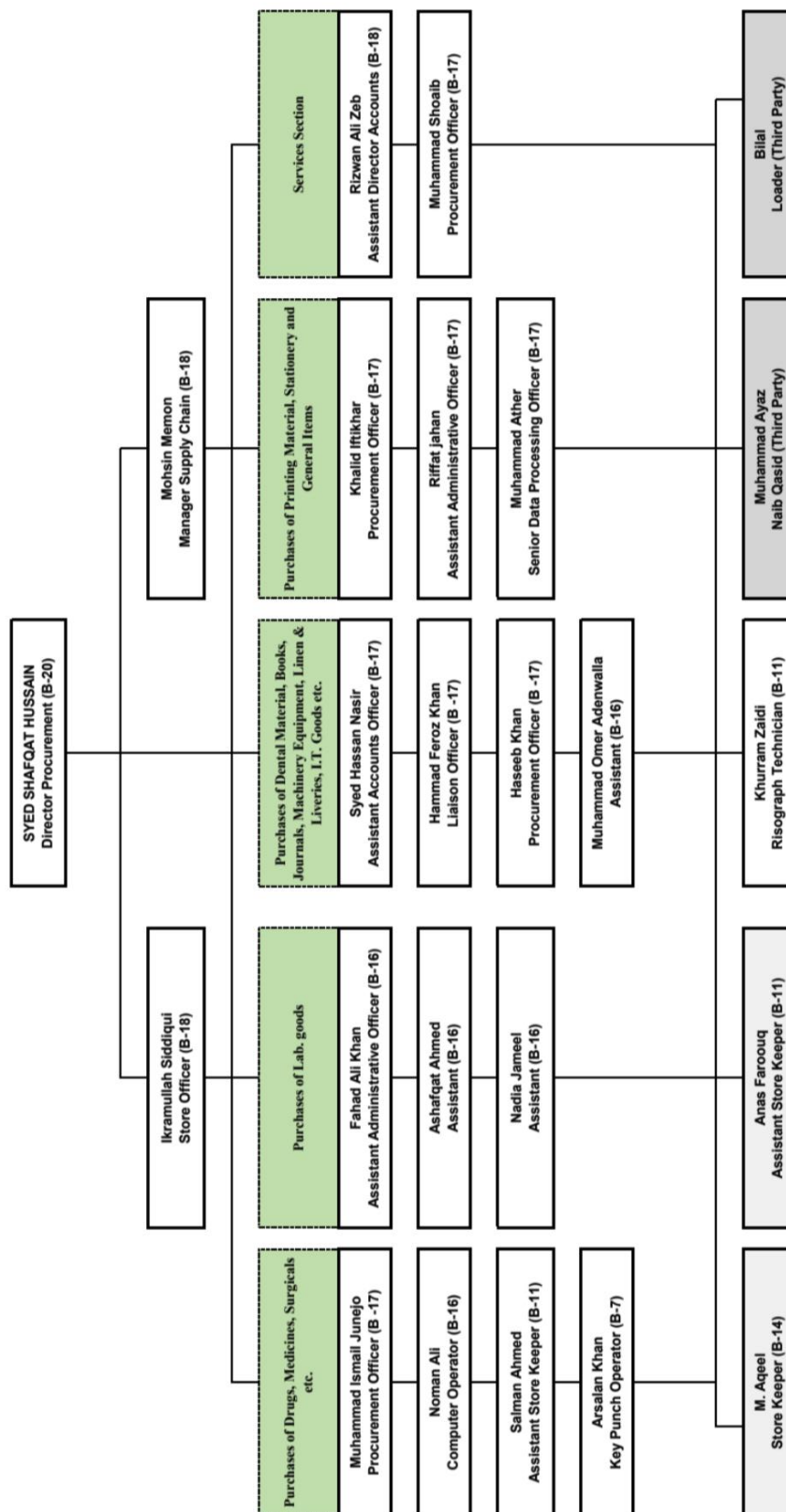
- Procure essential services, materials, and equipment while upholding the highest standards of quality, safety, and cost-effectiveness.
- Ensure fair and transparent procurement transactions that promote full and open competition whenever feasible.
- Adhere strictly to procurement rules, laws, and regulations governing the process.
- Encourage participation from all eligible and responsible vendors to enhance market competitiveness.
- Optimize value for money by securing the best possible terms for procured goods and services.
- Mitigate risks of corruption and unethical practices by enforcing strict compliance and ethical procurement standards.

By maintaining a transparent and accountable procurement process, the Procurement Directorate ensures that resources are allocated efficiently and in the best interest of the university.



# INSTITUTIONAL ORGANOGRAM

## ORGANOGRAM DEPARTMENTAL STRUCTURE / HIERARCHY OF PROCUREMENT DIRECTORATE AS OF FEBRUARY-2024



## **SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS**

The Procurement Directorate (PD) at Dow University of Health Sciences (DUHS) follows a strategic planning process focused on enhancing procurement efficiency, transparency, and accountability. The process begins with assessing current procurement practices and identifying areas for improvement. Key stakeholders, including management and staff, contribute to the development of strategic goals and objectives aligned with the university's mission and objectives. These goals aim to optimize procurement practices, integrate technological advancements, and ensure compliance with laws and regulations. The Directorate also works on strengthening relationships with vendors, ensuring fair competition, and promoting ethical procurement practices.

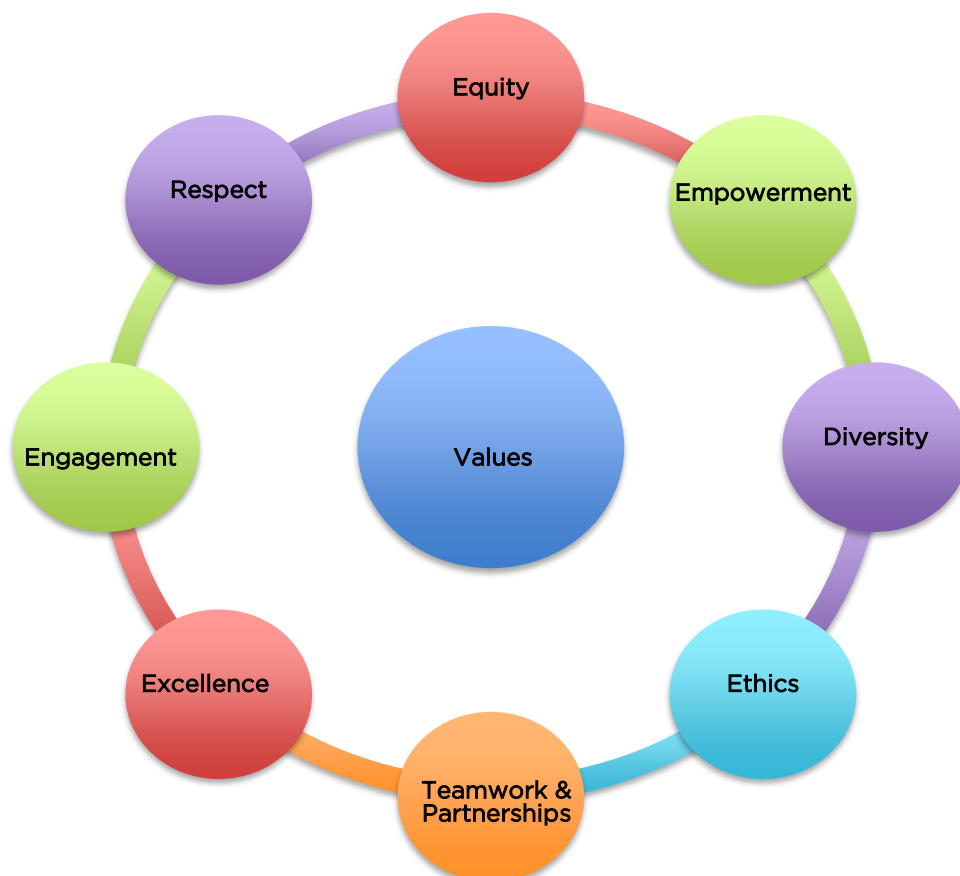
## SECTION II: VISION, MISSION & VALUES

### VISION

To be a pre-eminent academic institution committed to changing and saving lives.

### MISSION

Providing outstanding patient-centered education, training, and clinical care informed by cutting-edge research and innovation generating and disseminating new knowledge.



### VALUES

#### Customer Service

- Put patients & students first.

#### Empathy & Compassion

- Understand before you judge.
- Be concerned for the sufferings & misfortunes of others.

**Excellence**

- Be the best and commit to exceptional quality and service.

**Innovation**

- Encourage curiosity, imagine, create, and share.

**Teamwork**

- Engage & collaborate.

**Integrity & Leadership**

- Be a role model and influence others to achieve their best. Have the courage to do the right thing.
- Hold yourself and others accountable.

**Respect & Collegiality**

- Be kind
- Listen to understand
- Value different opinions

**STATEMENT OF PURPOSE**

The Procurement Department at Dow University of Health Sciences (DUHS) is dedicated to acquiring high-quality goods, services, and resources that support the institution's mission of excellence in education, clinical care, research, and community service. Guided by principles of transparency, efficiency, and sustainability, we aim to deliver cost-effective and ethical procurement solutions while fostering innovation and collaboration with our stakeholders.

## SECTION III: STRATEGIC GOALS

**Goal 1: Enhance Transparency and Accountability in Procurement Operations.**

**Objective 1:** Develop comprehensive procurement policies and procedures.

**Goal 2: Optimize Procurement Efficiency and Cost-Effectiveness**

**Objective 1:** Automate key procurement processes to minimize manual inefficiencies.

**Objective 2:** Improvement in Procurement Completion Time

**Objective 3:** Implement bulk purchasing and long-term agreements to achieve cost savings

**Goal 3: Capacity Building and Professional Development**

**Objective 1:** Train procurement staff on the latest tools, trends, and compliance requirements.

**Goal 4: Advance Digital Transformation in Procurement.**

**Objective 1:** Expand the use of e-procurement systems for procurement activities.

## OBJECTIVES, OKRs & KPIs

Strategic Goal 01: Enhance Transparency and Accountability in Procurement Operations							
Goal Statement: Transparency and accountability in procurement by ensuring open practices, timely disclosures, and strong oversight throughout the procurement process.							
Objectives & Key results (OKRs)							
Objective 1: Develop comprehensive procurement policies and procedures.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Develop comprehensive procurement policies and procedures.	KR 1.1: Draft and approve a procurement policy document by Q2 2025.	KPI 1.1: Percentage of procurement activities aligned with the new policy.	Policy document approval date.	100% policy alignment and training sessions.	Procurement/ QEC/ SPPRA/ Tender Management Institute	Trainers/ Training Material/ Allocation of Funds	Q1 to Q3 2025.
	KR 1.2: Conduct stakeholder training on the new policy for all departments by Q3 2025.	KPI 1.2: Number of training sessions conducted.	Attendance logs and feedback from training sessions.				

Strategic Goal 2: Optimize Procurement Efficiency and Cost-Effectiveness							
Goal Statement: Streamline procurement processes to enhance efficiency and achieve maximum cost-effectiveness							
Objectives & Key results (OKRs)							
Objective 1: Automate key procurement processes to minimize manual inefficiencies.							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Automate key procurement processes to minimize manual inefficiencies.	KR 1.1: Implement e-procurement tools for tendering processes by Q2 2026.	KPI 1.1: Percentage of processes automated	System usage logs.	100% e-procurement adoption.	SPPRA/ DUHS	---	Q3 2025 to Q2 2026.
	KR 1.2: Achieve 80% reduction in manual paperwork by Q4 2026.	KPI 1.2: Reduction in manual paperwork.	Comparative analysis of pre- and post-automation paperwork				

### Objective 2: Improvement in Procurement Completion Time

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Improvement in Procurement Completion Time	KR 2.1: Decrease procurement cycle time from 4-5 months to 2-3 months by Q3 2026.	KPI 2.1: Average time taken to complete procurement cycles.	Procurement timeline analysis.	Addition of two (2) Trained Procurement Officers	Procurement/ PC/ Tech: Comm:/ End Users/ HR	Allocation of Funds	Ongoing through 2027

### Objective 3: Implement bulk purchasing and long-term agreements to achieve cost savings

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Implement bulk purchasing and long-term agreements to achieve cost savings	KR 3.1: Secure at least 30-40 long-term contracts by Q4 2026.	KPI 3.1: Number of long-term contracts signed.	Contract database reviews.	30-40 contracts and 5-10% savings annually	Procurement/ PC/ Tech: Comm:/ End Users	No additional resources required	Q1 2025 to Q4 2026.
	KR 3.2: Achieve 15% annual savings through bulk purchasing.	KPI 3.2: Annual cost savings achieved.	Procurement expenditure reports.				

### Strategic Goal 3: Capacity Building and Professional Development

**Goal Statement:** Enhance workforce capabilities through continuous capacity building and professional development initiatives

#### Objectives & Key results (OKRs)

#### Objective 1: Train procurement staff on the latest tools, trends, and compliance requirements.

Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Train procurement staff on the latest tools, trends, and compliance requirements.	KR 1.1: Conduct periodical training sessions starting Q2 2025	KPI 1.1: Number of training sessions conducted annually	Training attendance logs.	70% staff certified	SPPRA/ DUHS/ Tender Management Institute	Allocation of funds (if required)	Q2 2025 to Q4 2026.
	KR 1.2: Certify 70% of procurement staff in advanced procurement techniques by Q4 2026.	KPI 1.2: Percentage of staff certified in advanced procurement.	Certification records				

Strategic Goal 4: Advance Digital Transformation in Procurement							
Goal Statement: Drive digital transformation in procurement to enhance transparency, agility, and value delivery							
Objectives & Key results (OKRs)							
Objective 1: Expand the use of e-procurement systems for procurement activities							
Objective	Key Results	KPI	Measurement Method	Target	Person Responsible	Resource Requirement	Timeline
Expand the use of e-procurement systems for procurement activities	KR 1.1: Achieve 100% NEW e-procurement adoption by Q4 2025	KPI 1.1: Percentage of procurement activities conducted digitally	System usage logs	100% digital adoption.	SPPRA/ Procurement (DUHS)/ Tender Management Institute	Allocation of funds (if required)	Q1 2025 to Q4 2025.
	KR 1.2: Train 80% of procurement officers on e-procurement tools by Q2 2026	KPI 1.2: Percentage of staff trained on e-procurement tools	Training completion records.				



## **SECTION IV: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS**

To achieve the strategic goals, the Procurement Directorate will require both human and technological resources. This includes investment in advanced e-procurement tools, AI-based metrics, and continuous professional development for staff.

A critical component is the ongoing implementation and integration of the Microsoft Dynamics 365 ERP System, which supports procurement processes. The Directorate will also ensure adequate funding and support for training, process automation, and system enhancements. Resource allocation will prioritize key objectives such as enhancing transparency, improving procurement efficiency, and adopting digital transformation across procurement activities.

## **SECTION V: IMPLEMENTATION & MONITORING OF THE STRATEGIC PLAN**

The successful implementation of the strategic plan relies on a well-structured approach, including clearly defined timelines, roles, and responsibilities. Key performance indicators (KPIs) are established to track progress and measure the impact of changes in procurement practices. Regular audits and evaluations will be conducted to ensure compliance with procurement regulations and internal policies. The Directorate will establish feedback mechanisms for continuous improvement, ensuring that the strategic goals remain relevant and adaptable to emerging challenges. Monitoring and adjustments to the plan will be made periodically, ensuring sustained progress toward the Directorate's objectives.

## SECTION VI: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT Analysis
B	TOWS Matrix

## APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Efficiency, Cost Savings, Visibility and Transparency in the procurement process.</li> <li>2. Building healthy supplier and customer relationships.</li> <li>3. Review procedures regularly.</li> <li>4. Establishment of green initiatives.</li> <li>5. Dedicated and efficient workforce.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate warehouse facility.</li> <li>2. Incomplete information from the End-User Department(s) (Specifications, Budget, Technical, financial Approvals etc.).</li> <li>3. Delay in payments to the vendors.</li> <li>4. Dependability on other departments of the University.</li> <li>5. Dependency on the contractors/suppliers.</li> <li>6. Demoralization of staff due to Contract Employment.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Ability to increase efficiency.</li> <li>2. Competence to improve customer service.</li> <li>3. Value for money – Best return for each rupee spent.</li> <li>4. Periodical training in Human Resource Development.</li> <li>5. Collaborative supply chain strategies with partners can lead to shared resources and cost reductions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Stringent regulatory requirements affect the procurement process.</li> <li>2. Funding limitations hindering growth and development.</li> <li>3. High inflation factor and Pak Rupee v/s. Dollar imparity.</li> <li>4. Unpredictable increase in Fuel and Energy rates.</li> <li>5. The blockade of the Supply Chain due to import restrictions in the recent past, caused a shortage of goods in the local market.</li> <li>6. Natural disasters, geopolitical conflicts, and other unforeseen events can disrupt the supply chain.</li> </ol>

## APPENDIX B:

## TOWS MATRIX

OPPORTUNITIES		THREATS
<ol style="list-style-type: none"> <li>1. Ability to increase efficiency.</li> <li>2. Competence to improve customer service.</li> <li>3. Value for money – Best return for each rupee spent.</li> <li>4. Periodical training in Human Resource Development.</li> <li>5. Collaborative supply chain strategies with partners can lead to shared resources and cost reductions.</li> </ol>		<ol style="list-style-type: none"> <li>1. Stringent regulatory requirements affect the procurement process.</li> <li>2. Funding limitations hindering growth and development.</li> <li>3. High inflation factor and Pak Rupee v/s. Dollar disparity.</li> <li>4. Unpredictable increase in Fuel and Energy rates.</li> <li>5. The blockade of the Supply Chain due to import restrictions in the recent past caused a shortage of goods in the local market.</li> <li>6. Natural disasters, geopolitical conflicts, and other unforeseen events can disrupt the supply chain.</li> </ol>
STRENGTHS	SO	ST
<ol style="list-style-type: none"> <li>1. Efficiency, Cost Savings, Visibility and Transparency in the procurement process.</li> <li>2. Building healthy supplier and customer relationships.</li> <li>3. Review procedures regularly.</li> <li>4. Establishment of green initiatives.</li> <li>5. Dedicated and efficient workforce</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducting different training programs to increase skills, efficiency, cost saving and transparency level.</li> <li>2. Clear and consistent communication, honest feedback and fairness to increase competencies level for improving customers and supplier's services and build-up healthy relationships with suppliers.</li> <li>3. Professional workforce, new technologies and</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase the top priority level of SRA-registered suppliers for better procurement process.</li> <li>2. A wide area space in the premises to store stock with long expiry can protect strength in case high inflation, Dollar disparity, increase fuel and energy rates or restrictions imposed by the Govt.</li> <li>3. Better utilization of</li> </ol>

	research for collaborative supply chain strategies, cost reduction and protecting the environment.	the skilled professional workforce and their technical training. 4. To take advantage of the ERP system & e-procurement for a paperless environment.
WEAKNESSES	WO	WT
<ol style="list-style-type: none"> <li>1. Inadequate warehouse facility.</li> <li>2. Incomplete information from the End-User Department(s) (Specifications, Budget, Technical, financial Approvals etc.).</li> <li>3. Delay in payments to the vendors.</li> <li>4. Dependability on other departments of the University.</li> <li>5. Dependency on the contractors/suppliers.</li> <li>6. Demoralization of staff due to Contract Employment.</li> </ol>	<ol style="list-style-type: none"> <li>1. By increasing more efficiency to overcome challenges such as establishment of new warehouse, rectifying incomplete informatic transformation system between end users and procurement officials, in time approvals on MSD-365, wrong delegation of Purchase Orders, budget allocation, suppliers delay, payment issues etc.</li> <li>2. Best and better departmental and suppliers' communications to increase efficiency level.</li> <li>3. Motivation of skilled contract employees by taking appropriate decisions for them.</li> </ol>	<ol style="list-style-type: none"> <li>1. Resolvent of issues by prioritizing registered suppliers, arrangement of more warehouses, rectify incomplete informatic transformation system, in time approval on MSD-365, wrong delegation of POs, budget allocation etc.</li> <li>2. Modification in the mechanism of payment process for the suppliers to minimize threats.</li> </ol>