



## **Ministry of Finance, Planning and Economic Development**

# **National Sustainable Public Procurement (SPP) Action Plan FY 2022 – 2026**





Table of Contents

Table of Contents .....	ii
FOREWORD .....	iii
STATEMENT FROM THE PERMANENT SECRETARY/SECRETARY TO THE TREASURY .....	iv
ACKNOWLEDGEMENT .....	v
LIST OF ACRONYMS .....	vi
1.0 Introduction	1
2.0 Background	1
3.0 Methodology	3
4.0 Background on the Sustainable Procurement Initiatives	4
4.1 The Sustainable Development Goals (SDGs)	4
4.2 Uganda Vision 2040	5
4.3 Policy Initiatives in Implementing SPP	5
4.4 The Potential to Implement SPP in Uganda	6
Opportunities to exploit the potential.	6
5.0 Areas Covered by the Action Plan	7
5.1 Implementation [Governance] of Sustainable Public Procurement:	7
5.2 Strengthening legal framework for SPP implementation and ensure	8
5.3 Capacity Building:	8
5.4 Market Engagement:	9
5.5 Communication strategy and awareness:	10
5.6 Monitoring and Evaluation [M & E]	10
5.7 Action Plan and Budget:	10
6.0 Proposed Actions to the Action Plan	11
6.1 Political Support and Definition of Responsibilities	11
iii) Review the performance of contractual obligations,	11
APPENDIX 1: .....	13



## FOREWORD

It gives me great pleasure to present this five-year National Sustainable Public Procurement (SPP) Action Plan. Sustainable Public Procurement is one of the facets of a green economy and its pursuit is seen as a catalyst to the achievement of Uganda Vision 2040 aspirations.

As the Government rallies behind transforming Uganda from a peasant to a modern and prosperous country by 2040, the Government of Uganda is taking steps to ensure that this transformation is in line with the SDG's, the 2015 Paris agreement on climate change and the 2063 Agenda of the African Union.

Globally, Public Sector Procurement has been recognized as a tool that facilitates Social-Economic Development. It wields enormous buying power accounting for an average of up to 30% of GDP in many developing countries and is arguably the largest share of GDP under the direct control of the Government of Uganda.

Sustainable Public Procurement is specifically provided for in the UN 2030 SDG goals, under goal 12.7 on Sustainable Production and Consumption and subsequently also now part of Uganda's Green Growth Strategy. Goal 12.7 seeks to promote public procurement practices that are sustainable, in accordance with national policies and priorities.

On behalf of Government of Uganda, allow me to thank the National Technical Coordination Committee (NTCC) SWITCH AFRICA Green, the European Union and United Nations Environment Programme (UNEP) for both technical and financial support rendered to the government of Uganda in support of sustainable procurement.

I urge all Ugandans as well as other key stakeholders to support the implementation of the National Sustainable Public Procurement Action Plan for a better Uganda.

**Matia Kasaija (MP)**

**MINISTER OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT.**



## STATEMENT FROM THE PERMANENT SECRETARY/SECRETARY TO THE TREASURY

The 2030 Agenda on Sustainable Development provides the global context for green growth, a principle that runs through Uganda Vision 2040, the National Development Plans and Uganda's green growth development strategy FY 2017 /2018. The strategy has recognised Sustainable Procurement as an intervention and identifies sustainable public procurement as one of the potential resource mobilization strategies for the transition to a green economy.

As part of Public Financial Management Reforms, the Ministry of Finance, Planning and Economic Development has taken strides in fulfilling its mandate in providing policy guidance and embarked on the journey of integrating sustainable public procurement in the procurement system, a policy intent in the National Public Sector Procurement Policy approved by Cabinet in 2019.

In line SDG goal 12.7 for Countries implementing Sustainable Public Procurement, Uganda commenced official reporting on October 17<sup>th</sup>, 2022. The Office of the Prime Minister remains responsible for overseeing and monitoring the implementation of the 17 SDGs.

Sustainable Public Procurement practices derive true overall value for Public Money, as every single purchase has hidden health, environmental, and social impacts throughout the entire supply chain and if well implemented, can be a powerful force for delivering improved economic, environmental, and social outcomes.

On behalf of Government of Uganda, allow me to thank the UN Environment, European Union, National Technical Coordination Committee-SWITCH AFRICA Green for both technical and financial support rendered to the development of this SPP National Action Plan.

Ramathan Ggoobi  
**PERMANENT SECRETARY/SECRETARY TO THE TREASURY**



## ACKNOWLEDGEMENT

I am glad to share this five-year national action plan on Sustainable Procurement as we look forward to having a procurement system that gives preference to more environmentally friendly goods and services, protects the society and supports local industry.

As Uganda seeks to transform its society from a peasant to a modern and prosperous country within the next 30 years [Vision 2040], Public sector procurement has been identified as one of the key vehicles for realization of this vision. As part of Public Financial Management Reforms, the Government has introduced Sustainable Procurement within the national public sector procurement system to achieve true value for Money.

I am grateful to the Hon Minister, Ministry of Finance, Planning and Economic Development (MoFPED) for his political stewardship as we undertake Sustainable Public Procurement reforms. On behalf of the Ministry, allow me to thank the United Nations Environment Programme (UNEP), the European Union, the National Technical Coordination Committee - Switch Africa Green for the support rendered to the Government of Uganda in its effort to integrate sustainable procurement, in the national public sector procurement system.

I am also grateful to the Procurement Policy and Management Department - MoFPED, the SPP Technical Working Group, individuals and institutions that developed this SPP Action Plan including government agencies involved in public procurement, Local government representatives, Civil Society Organizations (CSOs) and the academia.

I strongly call upon key stakeholders in the Procurement system to support the implementation of this National Sustainable Public Procurement Action Plan.

A handwritten signature in blue ink, appearing to read 'Lawrence Semakula'.

Lawrence Semakula  
**ACCOUNTANT GENERAL**



**LIST OF ACRONYMS**

CG	Central Government
CNDPF	Comprehensive National Development Planning Framework Policy
CSO	Civil Society Organizations
e'GP	Electronic Government Portal
EU	European Union
FSC	Forest Stewardship Council
GOU	Government of Uganda
IGG	Inspectorate General of Government
ISO	International Standards Organization
LCC	Life Cycle Costing
LG	Local Government
MDAs	Ministries, departments and Agencies
MEMD	Ministry of Energy and Mineral Development
MGLSD	Ministry of Gender Labour and Social Development
MITC	Ministry of Industry, Trade and Cooperatives
MOFPED	Ministry of Finance, Planning and Economic Development
MOLHUD	Ministry of Lands Housing and Urban Development
MOU	Memorandum of Understanding
MOWE	Ministry of Water and Environment
MOWT	Ministry of Works and Transport
NAP	National Action Plan
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGOs	Non-Government Organization
NPSPP	National Public Sector Procurement Policy
OAG	Office of Auditor General
OSHA	Occupational Safety and Health administration
PDEs	Procuring and Disposing entities
PPDA	Public Procurement and Disposal of Public Assets Authority
PPMD	Procurement Policy and Management Department
SBDs	Standard Bidding Documents
SDGs	Sustainable Development Goals
SMEs	Small Medium Enterprises
SPP	Sustainable Public Procurement



TCO	Total Cost of Ownership
TOT	Training of Trainers
TV	Television
TWC	Technical Working Committee
TWG	Technical Working Group
UDC	Uganda Development Corporation
UMA	Uganda Manufacturers Association
UNABSEC	Uganda National Association of Building and Civil Engineering Contractors
UNBS	Uganda National Bureau of Standards
UNCC	Uganda National Chamber of Commerce
UNEP	United Nations Environment Programme



## 1.0 Introduction

There is no standard definition for an Action Plan, however, for purposes of this document we shall define *an action plan as a document that lists what steps must be taken in order to achieve a specific goal*. The specific goal in this case is integration of Sustainable procurement in the Public-Sector Procurement System.

Sustainable procurement is a *process that integrates environmental, economic, social, and governance factors into the procurement processes and decision making, while ensuring that they still meet stakeholders' requirements*.

Sustainable procurement has been identified as one of the major tools of promoting sustainability in the 2030 Agenda for Sustainable Development which is intended for the people, the planet and prosperity.

Understanding sustainability, its importance and implementing its principles are critical, especially when developing actions that will support integration of sustainable procurement in Uganda's procurement system.

The concept of sustainability is *about meeting the needs of the present without compromising the ability of future generations to meet their own* [Brundtland Commission in Norway, 1987]. It should be noted that each acquisition made [product or service] has environmental, economic and social impact throughout its lifecycle, from raw material extraction, manufacture of product, to its use and recycling/disposal.

By adopting Sustainable Public Procurement in the country procurement system, there will be reduced negative environmental impacts, but at the same time positive social and economic benefits being felt both locally and globally.

## 2.0 Background

Following the adoption and endorsement of the 2030 Agenda and the 17 Sustainable Development Goals (SDGs) by Uganda, the country was among the world's first countries to begin alignment of the SDGs with its national planning framework. In the National Development Plan (NDP II) the Government of Uganda (GoU) thus made a commitment to the principles of sustainable development that promote prosperity for all and protection of the





planet from degradation.

To-date, Government of Uganda has over twenty [20] policy frameworks that directly support the implementation of the 2030 Agenda for Sustainable Development. These include among others.

- a) Uganda Gender Policy (2007)
- b) National Environment Management Policy (NEMP)
- c) National Information and Communications Technology Policy for Uganda (2014)
- d) National Climate Change Policy (2015)
- e) National Youth Policy (2016)
- f) The National Public Sector Procurement Policy.

Sustainable Procurement is embedded in the National Public Sector Procurement Policy under *Section five*. One of the cardinal objectives of this policy is to use Public Sector Procurement function as a valuable tool for the implementation of social, economic and environmental policies in this country.

Worth noting, is that Sustainable Procurement constitutes an effective tool for development of sustainable production and consumption patterns and contributes to the development of the market of more environmentally and socially friendly goods and services.

In an effort to support Uganda's transition to a green economy and promote sustainable development, Uganda joined the SWITCH Africa Green programme and with support from United Nations Environment Programme (UNEP), Sustainable Public Procurement was integrated in the draft National Public Sector Procurement Policy (NPSPP).

In its effort to expedite the process of integration of SPP in the public sector procurement system, the Ministry established a Technical Working Group (TWG) and recruited a local consultant to undertake a number of studies that were finally used to develop the Action plan.

Despite the huge potential that the function [approx. 60% of the national budget] to influence and change positively the market, society, etc. there has been minimal attempt by procurement practitioners to use the function as a policy tool, further still, absence of a comprehensive, sustainable procurement strategy and action plan have been among the major obstacles faced in the integration of sustainability issues in the National Public Sector



Procurement System. However, the Public Procurement and Disposal of Public Assets Authority with support from the World Bank has incorporated the environmental, health and social aspects in the Standard Bidding Documents for works.

### **2.1 Objective of the Action Plan**

One of the major challenges facing Uganda today is how to incorporate sustainability into our everyday procurement activities to benefit society, the economy and the environment. The main objectives of this Action Plan include;

- a) To enable all stakeholders involved in the integration process to understand what needs to be done, when and by whom.
- b) To offer a complete overview of the integration process, making it easier for the implementing PDEs to allocate adequate resources and ensure people understand the tasks, personnel, and appropriate tools needed to execute their tasks.
- c) To enable different stakeholders to track progress toward specific milestones and measure performance.

### **3.0 Methodology**

This SPP Action Plan was compiled based on a review of the outcomes of Uganda's SPP Status Assessment Report, Prioritization and Market Readiness Report, Desk Study on the available literature from countries already implementing SPP and their Country Procurement System, as well as feedback from a Technical Working Group stakeholders validation meeting organized from 30<sup>th</sup> September 2021 to 1<sup>st</sup> October 2021 at Lake Victoria Serena Golf Resort and SPA Hotel Kigo. The technical consultative meeting provided comments on the SPP Action Plan and was attended by approximately 25 participants from the Academia, selected MDAs and TWG members as the first validation meeting.

During the meeting, the key issues and findings from the legal review were shared and their comments and opinions were incorporated and reflected in this revised SPP Action Plan document. The SPP Action Plan 2022-2026 was re-validated in a second meeting on 13<sup>th</sup> October 2021 in a meeting of Heads of Procurement from both Central and Local Government.

In order to finalize the SPP Action Plan, the consultant conducted a desk study by reviewing the following documents:

- a) The Country Status Assessment, SPP Prioritization Report and Market



- Readiness Reports developed for Uganda.
- b) The Action Plans for selected countries i.e., Mongolia, Mauritius, Lebanon and India.
  - c) The Third National Development Plan (NDP III) for the Government of Uganda.
  - d) The National Public Sector Procurement Policy (NPSPP).

#### **4.0 Background on the Sustainable Procurement Initiatives**

##### **4.1 The Sustainable Development Goals (SDGs)**

In the United Nations (UN) Summit meeting, held on 25-27 September 2015 in New York, all the Member States adopted the 2030 Agenda for Sustainable Development with a set of 17 Sustainable Development Goals (SDGs) that includes 169 targets. *The 2030 Agenda is a commitment to eradicate poverty and achieve sustainable development by 2030 worldwide, ensuring that no one is left behind.*

Uganda has made significant progress towards achieving the SDGs and integrating these SDGs into national planning and budgeting processes. The Second National Development Plan (NDP II) integrated 76% of SDGs and adapted them to the national context.

In 2016, Uganda established the National SDG Coordination Framework, which brought together state and non-state actors, with an objective to ensure a coherent, consistent, and seamless SDG implementation process. The framework was anchored within the existing coordination structures of implementing government business and provides strategic guidance on the roles and responsibilities of key institutions, steered by a multi-stakeholder SDG National Taskforce.

In 2018, the National SDG Task force developed and launched a National Road Map to create an enabling environment for the implementation of SDGs, to accelerate the attainment of the 2030 Agenda. The roadmap contains the priority actions to catalyse the implementation of SDGs across the country. The roadmap aligns and synchronizes approaches and efforts of government and all stakeholders for the strategic attainment of the SDGs including guiding in the implementation of the coordination framework of SDGs. These actions across Government established an institutional coordination framework that brings together all players; both state and non-state actors, including local governments, to deliver the SDGs.



## 4.2 Uganda Vision 2040

Uganda's Vision 2040 is a long-term document guiding the planning function of the Government's ministries with the overall goal to transition Uganda to a middle-income country by focusing on sustainable wealth creation, employment and inclusive growth. Although Vision 2040 was published before the onset of SDGs, it makes commitments that support the pursuit of a range of SDGs in the country.

Vision 2040 is clearly and fully aligned to SDGs along nine SDG targets across six goals. These targets are:

- i) Health (SDG 3) - specifically commitment to reduce stunting (3.4),
- ii) Water and sanitation (SDG 6) - specifically achieving water-efficiency (6.4),
- iii) Economic growth and employment (SDG 8) -specifically sustaining high GDP growth (8.1) and a focus on high economic productivity (8.2) as well as reducing the number of youths not in employment (8.6).
- iv) Sustainable industrialization (SDG 9) - specifically development of regional and trans-border infrastructure (9.1)
- v) Sustainable cities (SDG 11) -specifically ensuring safe housing and upgrading slums (11.1) and
- vi) Sustainable use of terrestrial ecosystems (SDG 15) - specifically promoting afforestation and halting deforestation (15.2) and sustainable forest management (15.9b).

From the above, it will be noted that Uganda was among the first countries to mainstream SDGs into its development plan, although a strategy that specifically addresses sustainable procurement and how it can support most of the 17 SDGs is yet to be put in place. To-date the country is among the pioneers on the continent to start on the process of integrating Sustainable Procurement [SDG 12.7] in the national public sector procurement system.

## 4.3 Policy Initiatives in Implementing SPP

In 2018, with support from the UN environment through the SWITCH Africa Green program, the Ministry greened the draft National Public Sector Procurement Policy and incorporated Sustainable Procurement as one of the intents to be pursued by Government. On 1<sup>st</sup> April 2019 Cabinet approved and directed the Ministry of Finance to start implementing the National Public Sector Procurement Policy (NPSPP). Section five of the Policy illustrates how public sector procurement can be used as a social, economic



and environmental policy tool.

#### **4.4 The Potential to Implement SPP in Uganda Opportunities to exploit the potential.**

Globally, public sector procurement wields enormous acquisition power. In Uganda, approximately 60% of the national budget is spent through the procurement function and contributes on average 30% of GDP. This offers a valuable opportunity to gear public expenditures towards sustainable development and hence contribute to the achievement of sustainability goals.

It should be noted that all the above acquisitions whether by Government private institutions or individuals have some level of impact on the human health, society, and environment that needs to be minimized. Many environmental impacts occur before a good or service is procured, for example, resource extraction, manufacturing, transportation and storage.

Sustainability considerations need to be incorporated at every stage of the procurement process if the Procuring and Disposing Entities are to procure sustainable products and services and contribute to the achievement of the Sustainable Development Goals (SDGs). There are a number of opportunities and strategies in existence to address environmental and social criteria (sustainability) during procurement planning; evaluation of bids, contract negotiations, and through the management of contracts, including measurement and reporting.

Even though the cost of the works, products, and services serves as the deciding criteria for the PDEs when selecting providers in Uganda, the government should take the full range of economic, social and environmental costs and benefits (Total cost of ownership) of every procurement they undertake into account and therefore contribute to achievement of the Sustainable Development Goals (SDGs).

Because of the weak co-ordination in the social and environmental aspects in these sectors, SPP implementation has been slow. Collaboration between the Ministry of Water, Environment and Natural Resources (MOWE), National Environment Management Authority (NEMA), the Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Finance, Planning and Economic Development, the Public Procurement and Disposal of Public Assets Authority (PPDA) and Ugandan National Chamber of Commerce is therefore imperative.



Although there are numerous opportunities for the implementation of SPP, Uganda is still facing many obstacles and difficulties which constrain the implementation of SPP. The obstacles/barriers that are seen to hinder or impede the adoption of SPP practices in Uganda, are the higher costs of sustainable products (misconception to higher extent) and a lack of information, knowledge and training about SPP, the inadequate public procurement system for incorporating SPP, as well as lack of legislation or regulations. The general perception from a survey was that sustainable goods are more expensive and are not readily available on the market. Since there is a lack of data available on the eco-friendly products and services, the survey of participants indicated it would be time consuming to do research on specific product or service.

## **5.0 Areas Covered by the Action Plan**

The SPP Action Plan is designed for the period 2022-2026 and covers the following areas:

### **5.1 Implementation [Governance] of Sustainable Public Procurement:**

Good program/project governance can help to ensure that the five-year SPP Action Plan is implemented within the planned timelines, resources, and proposed standards.

The key activities will be centred on integrating sustainability criteria throughout the procurement cycle. To implement the SPP Action Plan, MOFPED will establish an SPP Secretariat dedicated to managing all activities related to SPP implementation. The Secretariat will be responsible for soliciting and coordinating the different institutions that support SPP globally and locally.

The following activities are planned:

- a) Develop SPP Manuals to guide Procurement Practitioners in implementation of SPP;
- b) Review the Standard Bidding Documents to integrate SPP aspects.
- c) Develop sustainability criteria for selected priority products and services including technical specifications and define the means of verification.
- d) Develop database of sustainable/green products.
- e) Include procurements of sustainable products in the Annual Procurement Plan by all PDEs (certain percentage to achieve);
- f) Develop a resource mobilization strategy and develop funding proposals





- for SPP;
- g) Establish a single point service centre to provide information, tools and Manuals to SMEs on SPP.
  - h) Establish e-Catalogue for sustainable products (e-catalogue will be developed from 2024)
  - i) Support procuring of selected priority products and services through SPP upon finalizing the development of SPP criteria for the selected products and services.
  - j) Develop Partnerships and networks with suppliers, manufacturers (Private Sector), NGOs and other stakeholders to get practical innovative ideas and secure their commitment to integrating SPP aspects.

## **5.2 Strengthening legal framework for SPP implementation and ensure enforcement:**

The aim is to review the legal and regulatory framework to be social-economical and environmentally sound and efficient. In connection with the strengthening of the legal framework, the Sustainable Public Procurement (SPP) Manuals will be developed to operationalise the various policies identified at the status quo assessment and market readiness analysis.

Furthermore, a procedure for using eco labels and green certificates will be developed and approved by Government in awarding contracts. This measure will enable a shift to sustainable production and consumption, further promote environmentally friendly technology introduction and ensure availability of green and socially responsible products and services in the market.

The MOFPED will take measures and develop SPP Manuals for selected products and services selected by the TWG to be piloted when integrating sustainability aspects. In addition, it shall define the SPP criteria for the selected products and services and means of verification to guide procurement practitioners while integrating SPP into the Public Procurement System of Uganda. Some of the output of the Action Plan shall be developed i.e. SPP criteria and means of verification for selected priority products and services and the activities derived from the recommendations identified in the status quo assessment and the prioritization and market readiness studies.

## **5.3 Capacity Building:**

Integrating Sustainable procurement in the national procurement system requires developing and strengthening the understanding and skills of the



different stakeholders that will be involved during the implementation process. MOFPED and PPDA shall:

- 1) develop an SPP training syllabus and materials and provide target-oriented trainings for:
  - a) Certified trainers,
  - b) Procurement officers of Central Government PDEs (ministries, departments and agencies),
  - c) Procurement officers of local Governments.
  - d) Policy makers.
  - e) Accountability bodies - OAG, Directorate of Ethics, IGG, CSOs.
  - f) Providers (Manufacturers, Distributors, Dealers, SMEs, etc.)
- 2) Organize and hold trainings for procurement officers, CSOs, Political leaders, accountability bodies, suppliers and manufacturers.
- 3) Develop online training courses on SPP.
- 4) Organize regular meetings and workshops with suppliers/manufacturers, CSOs, stakeholders, traders, and conduct information sessions.
- 5) Recruit highly specialized consultant and staff in SPP to support implementation of the project.

#### **5.4 Market Engagement:**

This is aimed at building better engagement with suppliers and ensure that manufacturers (large and MSMEs) benefit from SPP. Therefore, the Action Plan identifies key actions to be taken into account to engage with suppliers from initial dialogue to long-term relationship building.

MOFPED should provide financial incentives to manufacturers and suppliers/SMEs by giving subsidies, grants and economic incentives. Among others, supporting development of e-waste recycling plant and support manufacturing facilities for recycling plastic waste; Establish a proper electronic waste management system with a formal collection, dismantling, recycling and disposal of e-waste facility following ISO 14001; Provide grant funds towards holding awareness programmes with residents in Cities and Municipalities on waste management and Establishing a competitive innovation fund/grant to provide incentives to innovative suppliers/manufacturers to enhance sustainable procurement.





### **5.5 Communication strategy and awareness:**

Effective communication is key to success in the implementation of sustainable public procurement since communication will ensure dissemination of information on its benefits to the general public.

MOFPED will develop a communication strategy that will be used to implement SPP aspects in Uganda; that will include organizing workshops/trainings among the stakeholders, developing information materials, developing media contents and publishing them through TV, radio and online newspapers and social networks such as Facebook, Twitter and YouTube etc. Organizing and hold workshops for creating awareness amongst the Media and Journalists on SPP aspects and direction in Uganda.

### **5.6 Monitoring and Evaluation [M & E]**

M & E is an important process critical in the successful implementation of SPP since it helps in tracking the salient activities listed in the plan and impact of sustainable public procurement where it would have been introduced.

The audit and control functions are important mechanisms to ensure the effective and successful implementation of sustainable public procurement. The SPP Action Plan addresses how the audit process will evolve to reflect the incorporation of environmental and socio-economic concerns in the procurement system and define the monitoring and reporting mechanism, frequency, responsibilities and set of indicators to be measured across the board.

This will include conducting regular compliance audits on the procurement of the selected products and services and conducting post evaluations on environmental and social impact of the procured goods and services based on set sustainability criteria.

### **5.7 Action Plan and Budget:**

The SPP Action Plan includes the activities to be undertaken based on the recommendations identified at status quo assessment, prioritization exercise and market readiness analysis. Based on the activities, the consultant established a financial estimate of the budgetary cost of the various actions needed to implement SPP.



## 6.0 Proposed Actions to the Action Plan

### 6.1 Political Support and Definition of Responsibilities

The public procurement system of Uganda is decentralized. The following stakeholders participate in the system:

- a) Procuring and Disposing Entities.
- b) Bidders (private sectors).
- c) MOFPED (overseeing and policy making body).
- d) Regulator, PPDA
- e) Public (citizens, NGOs for monitoring)

PDEs are the key stakeholders of implementation of the PPDA Act and other legislative procedures and actions. By law, they have an obligation to:

- i) Set up a Contracts Committee, to oversee the respective compliance of the evaluation committee's operations and evaluation reports and take measures to remove violations, issue a decision to authorize a contract subject to a decision from the Evaluation Committee.
- ii) Effectively plan and organize the procurement of goods, works or services within the estimated budget, initiate the procurement when funds for financing goods, works, and services are allocated,
- iii) Review the performance of contractual obligations,

PPDA is responsible for overseeing and assessing the PDE's compliance with relevant procurement procedures, providing professional and practical advice to the PDEs on procurement matters, developing guidelines and standard bidding documents pertaining to procurement and reporting annually to the Government on implementation of procurement legislation.

According to the Procurement Policy, Ministry of Finance, Planning and Economic Development is responsible for Public Sector procurement, developing public sector procurement related policy and legislation and submitting the draft proposal to the Government (Cabinet). The Cabinet in turn submits the proposal to the Parliament of Uganda for discussion and approval. Thus, Ministry has a crucial role for proposing changes in the law.

### 6.2 Institutional structure and roles and responsibilities for SPP implementation

Taking into account the specific conditions of Uganda, it is advised to first of all identify responsible organizations and define their roles and responsibilities in the implementation of the SPP.



- a) At the MOFPED level there should be established the Steering Committee or the taskforce. Members of the task force should be representatives of the MTIC, MOWE, MGLSD among others.
- b) MOFPED will have a responsibility for the implementation of SPP including formulation of the policy, laws and regulations and action plan, planning, implementation and monitoring with support of a SPP Specialist for at least three years to kick start the implementation process. The Department would in future set up a dedicated Unit to handle all SPP related activities within the action plan and beyond.
- c) All PDEs should ensure that their procurement practitioners participate in trainings and information meetings, updates on programs, forms and templates, participate in studies on goods, works and services that the PDE is planning to procure through SPP approach.
- d) PPDA should review the SBDs to integrate SPP aspects, provide information session and orientation to the stakeholders from the PDEs who will be selected as members of the Evaluation Committee. These people should always be trained in evaluating sustainability aspects.



**APPENDIX 1:**

After completion of the course the participants will submit an individual work in the type of a case study. Each participant, peer-reviewed one Case submitted by other participants. To ensure that their cases are reviewed in a timely manner the participants need to meet the deadlines for this course component.

**ACTION PLAN FOR SUSTAINABLE PUBLIC PROCUREMENT**

Methods to implement the Objectives	Ns	Activities of the Action Plan to be implemented	Implementation period	SPP Implementing Process		Expected results /Assessment
				Main Implementer	Co-implementing Agency	
<b>[One]. Strengthening legal framework for SPP implementation and ensure enforcement</b>						
Review the legal and regulatory framework to be environmentally sound and efficient"	1	Align the PPDA Regulations to incorporate SPP	Short Term	MOFPED	PDEs, PPDA	SPP legal
	2	Develop SPP manual in the Public Procurement and Disposal Processes	Short Term, Medium Term	MOFPED	PDEs, PPDA	SPP Manual developed
	3	Develop a system to operationalise and measure performance of SPP	Short Term	MOFPED	PDEs, PPDA	SPP performance measurements system developed
	4	Develop the sustainability criteria and attributes for the selected goods, services and works.	Short Term	MOFPED	PDEs	Sustainability criteria and attributes developed
	5	Review the Standard Bidding Documents (SBDs) to incorporate the sustainability aspects including the Total Cost of Ownership (TCO) evaluation criteria	Short Term, Medium Term	PPDA	PDEs	SPP aspects are incorporated into the SBDs
	6	Customise and adopt best practice tools to guide evaluation of products on TCO	Short Term, Medium Term	MOFPED	PDEs, PPDA	TCO tool is adopted and mainstreamed in Evaluation
	7	Undertake reviews of national environmental, social inclusion and	Short Term, Medium Term	MOFPED		Manuals on Sustainability



		economic policies, laws and regulations [like in social protection, human rights, occupational health and safety, Health administration (OSHA) Standards for use in the design, construction and operation of projects, Environmental and Social Safeguards, address the issues of National Climate change, Gender, child protection, re-settlement, National trade policy, National Industrial policy; National textile policy, Sugar Policy, National standards and quality policy and Micro, small, and Medium Enterprises policy etc to inform sustainable criteria			Relevant line MDAs. LGs, Civil Society	aspects are developed and aligned to support SPP
	8	Engage the responsible Institutions in developing regulations and SPP Manuals to operationalise the National Accreditation Policy and Accreditation for Conformity Assessment Act.	Medium Term	MOFPED	PPDA, MTIC, UNBS	Manuals addressing SPP aspects developed and approved
	9	Engage the responsible Institutions on the development of national eco-standard for adoption in the procurement and disposal Processes	Long term	MOFPED	PDEs, PPDA, UNBS	National Eco
	10	Administrative and facilitation Costs for review of the legal and regulatory Framework	Short Term, Medium Term	MOFPED	PPDA	Provide for administrative and facilitation costs



<b>[Two]. Implementation of Sustainable Public Procurement</b>						
<b>Integrating sustainability criteria throughout the procurement cycle</b>	1	Identify a National Focal Point Person based at PPMD for SPP	Short Term	MOFPED	MOFPED	SPP Secretariat set up with a Coordinator
	2	Establish a national Projects Steering Committee to oversee SPP implementation	Short Term	MOFPED	PPDA	SPP Steering Committee established.
	3	Carryout periodical status quo analysis on sustainable products on the market.	Medium Term	MOFPED	PDEs	Status Quo Analysis conducted
	4	Create and maintain a database of sustainable products (goods, works and services) and approaches on e- GP website	Medium Term	MOFPED	PDEs	SPP Products Database established and maintained
	5	Develop a resource mobilisation strategy for the SPP implementation in Uganda	Short Term	MOFPED	MOFPED	Resource mobilization strategy developed
	6	Review and adopt the tools and template for incorporation into the procurement and disposal reporting to capture SPP aspects	Short Term	MOFPED	PDEs	Tools and templates incorporating SPP developed
	7	Support SPP tenders of selected priority items [goods, works and services]	Short Term	MOFPED	PDEs	Pilot tenders conducted
	8	Development and support of Electronic Government Procurement System [E-GP]	Short Term	MOFPED	PDEs	E-GP System developed and implemented
	9	Development of Professional Body Bill to manage the Practitioners	Short Term	MOFPED	PDEs, MPS	Professional body [ISCM] bill approved and actualized
	10	Assign an Independent Agency for Eco-labels Certification in E-GP	Short Term, Medium Term	MOFPED	PDEs, UNBS	A Certification [3 <sup>rd</sup> Party Agent/ UNBS] is integrated into EGP



	11	Provision of one Double Cabin Pickup to facilitate implementation	Short Term	MOFPED	MOFPED	A Double Cabin pickup acquired
	12	Administrative and facilitation Costs for integrating Sustainability Criteria into the Procurement Cycle	Short Term, Medium Term	MOFPED	MOFPED	Provide for administrative and facilitation costs
<b>[Three]. Capacity Building</b>						
Enhancing human resources for the purpose of implementing SPP	1	Develop Training of Trainer's (ToT) guide and training materials for SPP	Short Term	MOFPED	PDEs, PPDA, MOLG, NGOs	Training of Trainers guide developed
	2	Organise and hold a training for Training of Trainers [at least 50 pax]	Short Term	MOFPED	PPDA, PDEs, MOLG	50 certified trainers trained.
	3	Develop the training plans and materials for stakeholders in the procurement and disposal process	Short Term	MOFPED	PPDA, PDEs, MOLG	Training plans and materials developed
	4	Conduct trainings for 700 pax procurement cadre in MDAs and LGs, 2000 pax providers, 1000 other stakeholders [NGOs, IGG, Accountability sector, AOG, CBOs, CSOs, politicians, users etc]	Short Term, Medium Term	MOFPED	PPDA, PDEs, MOLG	Training conducted among the stakeholders in the procurement and disposal process
	5	Develop e-learning training modules for various stakeholders involved in the procurement and disposal process	Medium Term	MOFPED	PPDA, PDEs, MOLG	E-Learning training modules developed
	6	Periodically benchmark other countries SPP initiatives	Short Term, Medium Term	MOFPED	PPDA, PDEs, MOLG	Benchmarking best practices incorporated
	7	Develop partnerships and networking strategy [between GOU, suppliers, manufacturers, (Private Sector), NGOs and other stakeholders on SPP aspects]	Medium Term	MOFPED	PPDA, CSOs, Private Sector, UMA, MOLG	Partnerships and networks developed
	8	Develop e-waste and circular economy training modules and conduct training to stakeholders to cover technical	Medium Term	MOFPED	PPDA, NEMA, NITA-U, MOICT, MOLG	Training modules on e-waste and



		maintenance, dismantling, sustainable e-waste management and provide for environmental and human health benefits.				circular economy developed
	9	Administrative and facilitation Costs for enhancing human resources for implementation of SPP in the procurement system in Uganda	Short Term, Medium Term	MOFPED	MOFPED	Provide for administrative and facilitation costs
<b>[Four]. Communication Strategy</b>						
Ensure effective information dissemination and raise awareness on SPP	1	Develop a communication strategy that will be used to implement SPP aspects in Uganda.	Short Term	MOFPED	PPDA, PDEs, CSO, Public	Communication strategy developed for implementation
	2	Provide information, education and communication [IEC] materials	Short Term	MOFPED	PPDA, PDEs, CSO, MOLG, Public	IEC Materials provided
	3	Conduct SPP events with the support of media and civil society	Short Term, Medium Term	MOFPED	PPDA, PDEs, CSO, MOLG, Public	SPP events conducted
	4	Organise and arrange press conferences and other events (on monthly basis)	Short Term, Medium Term	MOFPED	PPDA, PDEs, CSO, MOLG, Public	Press conferences and other events held
	5	Develop publication materials; organize a series of TV and radio programs including debates and discussions and awareness trainings	Short Term, Medium Term	MOFPED	PPDA, PDEs, CSO, MOLG, Public	Publication materials developed and TV and Radio programs conducted
	6	Develop interactive website and newsletters for the Sustainable Public Procurement (SPP)	Short Term, Medium Term	MOFPED	PPDA, PDEs, CSO, MOLG, Public	Interactive website and newsletters developed
	7	Organize and hold workshops for creating awareness amongst the Media and civil society on SPP aspects and direction in Uganda	Short Term, Medium Term	MOFPED	PPDA, PDEs, CSO, MOLG, Public	Awareness on SPP created for the media and civil society





	8	Develop, print and disseminate SPP publications, reports and etc.	Short Term, Medium Term	MOFPED	PPDA, PDEs, CSO, MOLG, Public	SPP publications and Reports disseminated
	9	Develop contents for dissemination in various communication channels - print, electronic, audio visual, social media etc	Short Term, Medium Term	MOFPED	PPDA, PDEs, CSO, MOLG, Public	Contents for dissemination developed for various communication channels
	10	Launch SPP compliance and business awards for different stakeholders	Short Term, Medium Term	MOFPED	UNCC, MTIC	At least 20 SMEs/suppliers are awarded annually
	11	Administrative and facilitation Costs for information dissemination and raising awareness on SPP	Short Term, Medium Term	MOFPED	MOFPED	Provide for administrative and facilitation costs
<b>[Five]. Market Engagement</b>						
Build better engagement with suppliers and ensure that Manufacturers and SMEs benefit from SPP	1	Publish procurement and disposal plans.	Short Term	MOFPED	PPDA, PDEs, MOLG	Procurement and Disposal published Plans
	2	Hold SDG/ SPP Week for sustainable products [climax on 25th September] to showcase innovations	Short Term, Medium Term	MOFPED	OPM, PPDA, MOLG, MOWE, NEMA, PDEs	SPP Week held
	3	Issue a Request for Information on SPP in at least two (02) newspapers of wide circulation in Uganda.	Medium Term	MOFPED	PPDA, PDEs	SPP
	4	Provide financial incentives by giving <b>subsidies, grants and economic incentives</b> to promote innovation and use of sustainable practices and support sustainable manufacturing.	Medium Term, Long Term	MOFPED	CSO	Information on obtained Financial incentives provided
	5	Physical Market Wide stakeholders engagement with providers for different	Medium Term, Long Term	MOFPED	Academia, Researchers	Periodically engage with providers of



		categories of products, services and works for the next 5 years				different products, services and works
	6	Administrative and facilitation Costs for building a better market engagement with all key stakeholders.	Short Term, Medium Term	MOFPED	MOFPED	Provide for administrative and facilitation costs
<b>[Six]. Monitoring and Review</b>						
Monitoring on sustainable procurement activities	1	Determine data to be collected on SPP, the methodology for collection, compilation, processing, reporting, dissemination and learning	Short Term	MOFPED	PPDA, MOLG, PDEs, Public	SPP Data Collected, reported and recommendations
	2	Develop a monitoring mechanism to track the number of SPP contracts awarded	Short Term, Medium Term	MOFPED	OPM, PDEs, Public	Monitoring framework developed
	3	Conduct compliance audits on the selected goods, services and works	Short Term, Medium Term	MOFPED	OAG, PPDA	Compliance audit conducted
	4	Consultancy to conduct post evaluations on the SPP Impact on procured goods, works and services based on set sustainability criteria.	Short Term, Medium Term	MOFPED	PPDA, MOLG, PDEs, Public	conducted
	5	Periodic reporting and SPP targets by stakeholders	Short Term, Medium Term	MOFPED	All PDEs, Public	Periodic reports prepared
	6	Administrative and facilitation Costs for monitoring the Implemented SPP activities	Short Term, Medium Term	MOFPED	MOFPED	Provide for administrative and facilitation costs



Key for Implementation period (Short Term; Medium Term and Long Term)

1. Short Term means first two years of implementation (2022 - 2023)
2. Medium term means the third year of implementation (2024)
3. Long Term means the fourth and fifth year of Implementation (2025-2026)