



PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS AUTHORITY



STRATEGIC PLAN 2020/21 - 2024/25



**PPDA
STRATEGIC PLAN
2020/21 - 2024/25**

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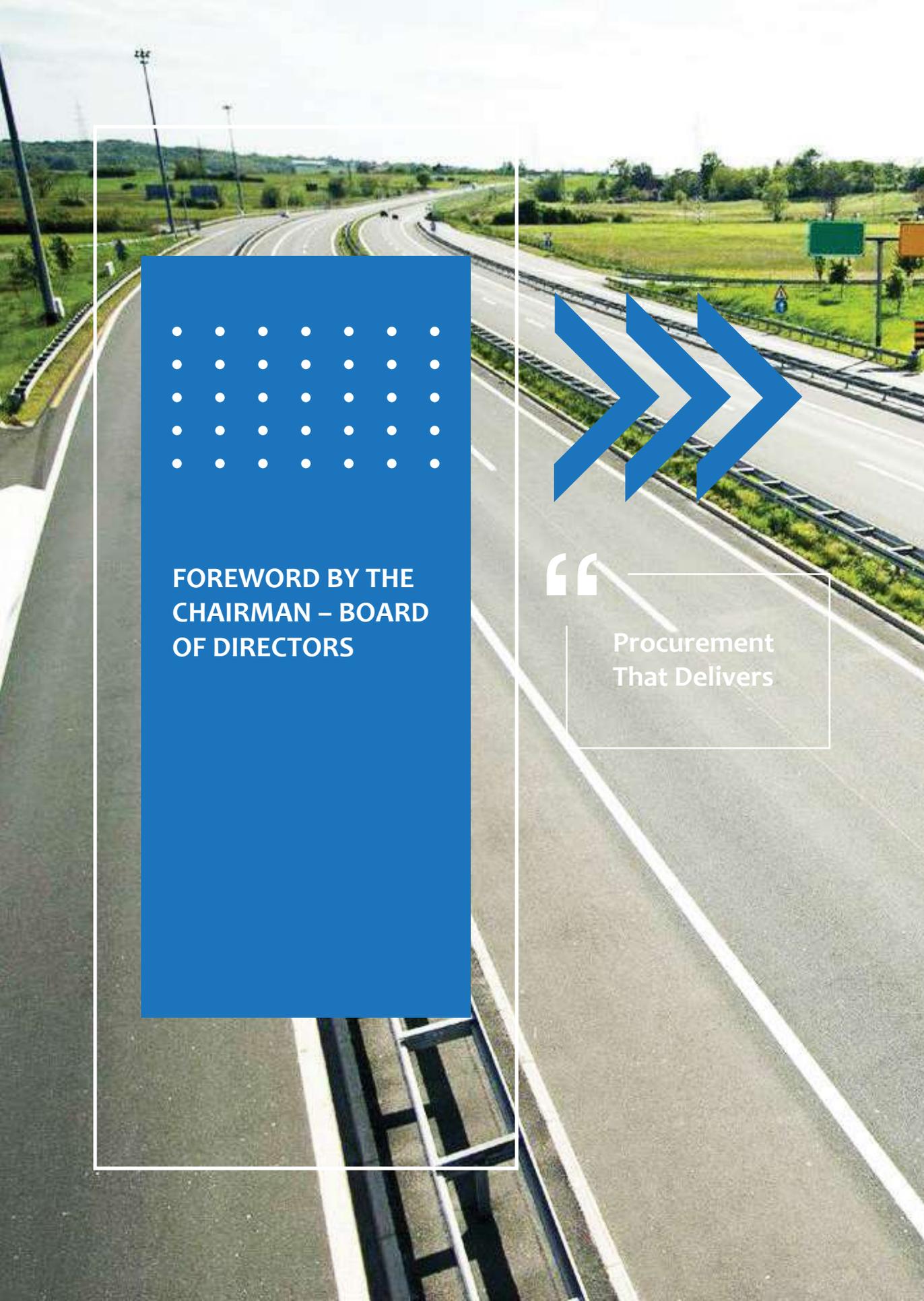
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LIST OF ACRONYMS

AGO	Accountant General's Office
ASSIP	Accountability Sector Strategic Investment Plan
BFPs	Budget Framework Papers
Bn	Billion
CNDPF	Comprehensive National Development Planning Framework
CPD	Continuous Professional Development
CPE	Continuous Professional Education
CSOs	Civil Society Organizations
DFID UK	Department for International Development United Kingdom
EAC	East African Community
E-GP	Electronic Government Procurement
ESHS	Environmental Social Health Safeguards
EU	European Union
FY	Financial Year
GIZ	Gesellschaft für Internationale Zusammenarbeit
GOU	Government of Uganda
HR	Human Resources
IAG	Internal Auditor General
IFMIS	Integrated Financial Management System
IG	Inspectorate of Government
LGDPs	Local Government Development Plans
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MoWT	Ministry of Works and Transport
MPS	Ministerial Policy Statement
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NPA	National Planning Authority
NTR	Non-Tax Revenue
OAG	Office of Auditor General
OECD	Organisation of Economic Cooperation and Development
OPM	Office of the Prime Minister
PDE	Procuring and Disposing Entity
PDU	Procurement and Disposal Unit
PPDA	Public Procurement and Disposal of Public Assets Authority
PSFU	Private Sector Foundation of Uganda
RCIP	Regional Communication Infrastructure Project
SDGs	Sustainable Development Goals
SDPs	Sector Development Plans
SOP	Standard Operating Procedures
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, Threats
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
VMV	Vision, Mission, Values
WB	World Bank



**FOREWORD BY THE
CHAIRMAN – BOARD
OF DIRECTORS**



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Mr. Julius Ishungisa
CHAIRMAN BOARD OF DIRECTORS

On behalf of the Board of the Public Procurement and Disposal of Public Assets Authority, I am pleased and honoured to present to you the fourth (4th) Strategic Plan for Financial Years 2020/21 – 2024/25

Our Strategic Plan has been developed in a dynamic evolving environment and in challenging times with the world facing the global pandemic of COVID-19. Even though this will pose challenges in the implementation of our Strategic Plan, we are confident that our strategic focus is flexible enough to enable us respond and adapt to shifts and changes as they emerge. Our experienced and dedicated Board and Leadership Team are committed to meeting the highest standards of governance and will work closely with all Staff to accomplish the objectives of this Strategic Plan. Our Strategic Plan is hinged on and driven by the need to **“Buy Uganda Build Uganda”** and therefore we pledge our commitment to work with all the Stakeholders in the promotion of local content within the procurement and disposal system.

The Authority’s Board, leadership and staff are fully committed to the successful implementation of the Strategic Plan over the next five years and we kindly call on all stakeholders to work with us as we aspire to achieve the set milestones. Our special gratitude goes to the Ministry of Finance, Planning and Economic Development, Staff, Development Partners and other Stakeholders who made a tremendous contribution to the development of this Strategic Plan. We are grateful for the time, insights and contributions made through the various engagement sessions that were held.

Our success in achieving the outcomes outlined in the plan will to a large extent depend on our capability to harness the synergies created by our engagement with our partners and leveraging on technology through the Electronic Government Procurement system and automation of internal processes in order to drive efficiency. To this end, I reaffirm the Board’s commitment to putting in place systems and processes to support the achievement of the strategic objectives and outcomes as we work towards repositioning PPDA as **“A Dynamic Facilitator of the Public Procurement and Asset Disposal System for Sustainable National Development”**

For God and My Country





**Mr. Benson Turamye -
EXECUTIVE DIRECTOR**

We are delighted to present PPDA's Strategic Plan for 2020/21 – 2024/25 which sets out our direction over the next five years. We have developed our plan to position the Authority to meet current and future demands through the improvement of our services, whilst informing new initiatives, activities and resource allocation decisions.

Our committed and talented Staff, the most important asset in PPDA, are instrumental and key to the success of the Strategic Plan that will focus on putting our stakeholders first and offer a world class service to them through the interventions that will lead to alternative solutions and ways of meeting and exceeding our stakeholders' expectations.

In the development of the plan, the Authority consulted both internal and external stakeholders through various sessions and focus group discussions that were undertaken to ensure all the stakeholders' interests were embedded. The plan is anchored on four key strategic objectives namely:

1. Strengthen Regulation of the Public Procurement System
2. Enhancement of Stakeholder Engagement and Management
3. Strengthen Institutional and Management Capacity
4. Leveraging Technology to deliver efficiency in Public Procurement

I would like to thank the Board for their contribution, guidance, support and the diligent PPDA team for their untiring effort, commitment and dedication to the Authority as it seeks to reposition itself in facilitating "**Procurement That Delivers**". In addition, special gratitude is extended to the Ministry of Finance, Anti-Corruption Agencies, Development Partners, providers and all the stakeholders who will be pivotal in implementation of this Strategic Plan. I have every confidence that the plan will serve as an effective anchor for the Authority to deliver on its mandate as we seek to achieve the very ambitious and stretching milestones we have set ourselves and I pledge my commitment and leadership to ensure this is met.



EXECUTIVE
SUMMARY



“
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The Public Procurement and Disposal of Public Assets Authority (PPDA) is a public entity established under the Public Procurement and Disposal of Public Assets Act 1 of 2003.

The mandate of the Authority is derived from the objectives of the Authority as stipulated under section 6 of the PPDA Act, 2003 namely to:

1. Ensure the application of fair, competitive, transparent, non-discriminatory and value for money public procurement and disposal standards and practices.
2. Advise Government, local governments and other procuring and disposing entities on the procurement and disposal policies, systems and practices and where necessary, on their harmonization.
3. Set standards for the public procurement and disposal systems in Uganda.
4. Monitor compliance of procuring and disposing entities; and
5. Build procurement and disposal capacity in Uganda.

PPDA regulates public sector procurement which is a significant component of public expenditure management that contributes to effective service delivery, good governance and sustainable development in all economies like Uganda. This is a crucial function in public financial management, as it seeks to create value for “public” money in the acquisition and disposal of public assets. Public sector procurement accounts for up to 60% of Government of Uganda’s expenditure through the provision of goods, services and works in a bid to execute its mandate of service delivery to its citizens.

In developing the 2020/21 – 2024/25 Strategic Plan, a participatory and all-inclusive approach was adopted. This entailed interviews with internal and external stakeholders, review of various documents and holding of workshops and focus group discussions. To inform the development of the 2020/21 – 2024/25 Strategic Plan, an analysis of the Authority’s past performance in the implementation of the 2014/15- 2019/20 Strategic Plan which was extended for a further year into 2019/20 in-order to align the planning process to NDP III 2020/21, and a scan of the internal and external environment were carried out. The analyses resulted in the identification of strengths, weaknesses, opportunities and threats as well as stakeholder expectations.

The situational analysis culminated in identification of strategic objectives and repositioning of PPDA through a refined vision, mission, values and a tagline.

The key Strategic Objectives for the Strategic Plan are:

1. Strengthen Regulation of the Public Procurement and Asset Disposal System
2. Enhance Stakeholder Engagement and Management
3. Strengthen Institutional and Management Capacity
4. Leverage Technology to Deliver Efficiency in Public Procurement

Strategic initiatives to be implemented under each objective were formulated and documented as well as the activities and output indicators over the 5 year strategic planning period, in addition to the outcomes and outcome indicators.

Finally, a Risk Management Framework , that supports the Strategic Plan as well as a Monitoring, Evaluation and Reporting Framework that includes key performance indicators for tracking the Authority's performance during the plan period were developed.





INTRODUCTION



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CHAPTER ONE

1.1 Background

1.1.1 PPDA's Mandate

The Public Procurement and Disposal of Public Assets Authority (PPDA) is a public entity established under the Public Procurement and Disposal of Public Assets Act 1 of 2003. It is the regulatory body responsible for the monitoring and provision of oversight for the public procurement and disposal system. It is also responsible for harmonizing existing Government procurement policies and practices by regulating, setting standards and developing the required legal frameworks as well as building professional capacity for public procurement management in Uganda.



PPDA's mandate is derived from the objectives and functions of the Authority as stipulated in the PPDA Act Sections 6 and 7 as shown in **Table 1** below

Table 1: Objectives and Functions of PPDA

1.	To ensure the application of fair, competitive, transparent, non-discriminatory and value for money procurement and disposal standards and practices;
2.	To advise Government, local governments and other procuring and disposing entities on procurement and disposal policies, systems and practices and where necessary, on their harmonisation;
3.	To set standards for the public procurement and disposal systems in Uganda;
4.	To monitor compliance of procuring and disposing entities; and
5.	To build procurement and disposal capacity in Uganda.

1.1.2 Governance and Organisational Structure

Section 10 of the PPDA Act, 2003 establishes the Board of Directors of the Authority and all the functions and powers of the Authority are vested in the Board. The Board of Directors, shown in **Photo 1** together with MoFPED Officials, of the Authority consists of a Non-Executive Chairperson, six Non- Executive Directors and the Executive Director of the Authority who is an ex officio member.

The Board has four committees namely:

1. Audit and Risk Committee
2. Advisory Committee
3. Complaints Review Committee
4. Human Resources Committee



Photo 1: PPDA Board Members Inaugurated in April 2019 at MoFPED

Departments of the Authority

The Executive Director, who is the Accounting Officer, is responsible for the day to day affairs of the Authority and is in charge of the overall planning of the organization, coordination of other departments and government agencies, public relations and research activities among others. The Executive Director oversees the following Departments and Units of the Authority:

1. Legal and Investigations:

The Department sets standards for bidding documents and guidelines and represents the Authority in courts of law. It supports the Board and handles complaints from bidders and the public.

2. Performance Monitoring:

This Department is mandated to carry out procurement and disposal, bid preparatory, contract and performance audits as well as compliance monitoring.

3. Capacity Building and Advisory Services:

This Department sets training standards, implements capacity building interventions in collaboration with PDEs, providers, training and research institutions and also sets competence level certification systems. It is also in charge of advisory services, the research function, the library and documentation center.

4. Operations:

This Department is responsible for the smooth management of financial and administrative affairs of the Authority.

5. Corporate Affairs:

This Department is responsible for strategic planning, monitoring and evaluation and managing both the internal and external relations of the Authority. In addition, the Human Resources unit which is in charge of staff events as shown in **Photo 2** below Information Technology and Public Relations Functions of the Authority are part of the Department.

6. Internal Audit Unit:

This is an independent function that helps PPDA to accomplish its objectives by systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control process.



Photo 2: PPDA Board Members and Staff during an annual retreat

1.2 The National Legal and Policy Framework within which PPDA operates



1. The 1995 Constitution of the Republic of Uganda
2. The National Public Sector Procurement Policy 2019
3. PPDA Act 2003
4. The PFM Act 2015
5. PPDA Regulations 2014
6. Local Government Act 1997
7. Local Government PPDA Regulations of 2006

1.3 Linkage to Global, Regional, NDPIII and Sector Development Planning Frameworks

The overarching global development planning framework is the 2030 Agenda for Sustainable Development which spells out the seventeen (17) Sustainable Development Goals as seen in **Figure 1** below.

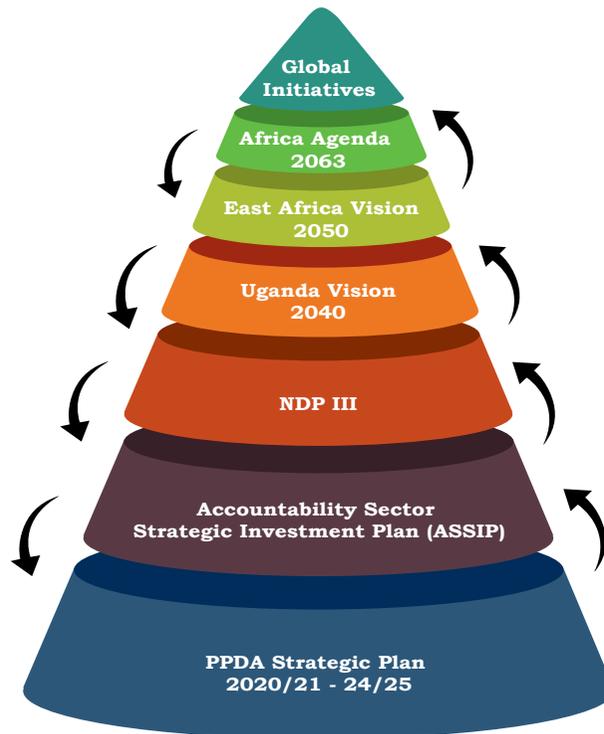
Figure 1: Sustainable Development Goals



The strategic plan recognizes the role public procurement will play in facilitating the attainment of the Sustainable Development Goals (SDGs), in particular the sustainability elements such as environmental and social safeguards that are a cornerstone of development initiatives under the SDGs.

The Plan was informed by global and regional trends and international best practices in regulation of public procurement from the Organisation of Economic Cooperation and Development (OECD), the World Bank, African Development Bank, East African Procurement Forum Resolutions and the African Public Procurement Network. **Figure 2** below further illustrates the linkage of PPDA's plan to global and regional initiatives.

Figure 2: Alignment and Linkage of PPDA's Strategic Plan to Global and Regional Initiatives



Locally, Vision 2040 provides the long term development paths and strategies to operationalize Uganda's Vision Statement which is ***"A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 Years"***.

The implementation of the Vision is the responsibility of every citizen of Uganda in government, private sector, civil society, political organizations and other institutions though it's spearheaded by the President. The Vision is currently being implemented in line with the Comprehensive National Development Planning Framework (CNDPF) which outlines instruments and systems guiding development planning at national, sectoral and local government levels. It further articulates principles and practices to be followed in developing national and decentralized long term to medium term plans.

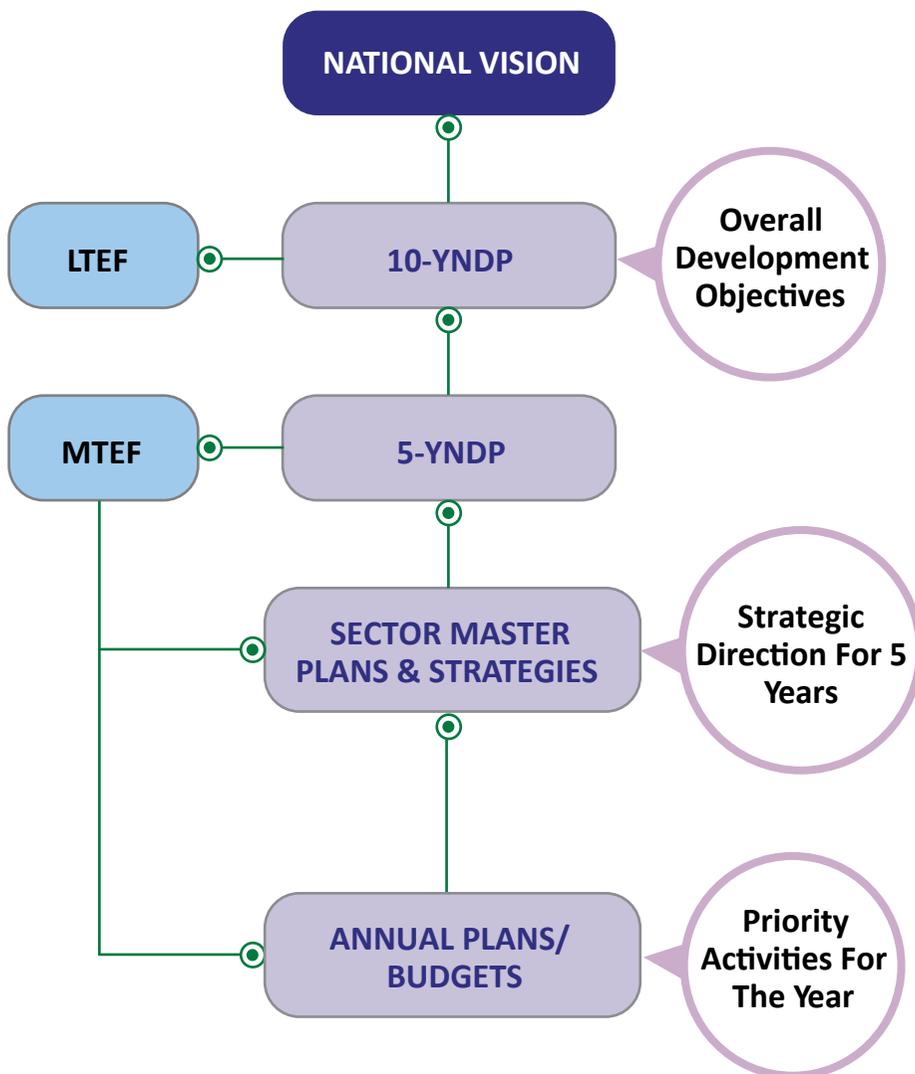
The interventions under the CNDPF as shown in **Figure 3** below shows the interrelations of the different plans and are sequenced in three 10-year plans, six 5-year National Development Plans, Sector Development Plans (SDPS), Local Government Development Plans (LGDPs), Annual Work Plans and Annual Budgets. It is conceptualized around strengthening the fundamentals of the economy to harness the abundant opportunities around the country. The role of public procurement and specifically PPDA in the implementation of Vision 2040 is therefore very critical given the key flagship projects such as building of four international airports, the Standard Gauge Railway, Hydro Power Plants and construction of International

and National Referral Hospitals in each regional city which will be implemented through an efficient and effective procurement system.

PPDA therefore has to put in place a favorable regulatory framework to ensure efficiency, effectiveness and value for money in public procurement.

To further operationalise Vision 2040, 5-year development plans are prepared and the time horizon spanned by this strategic plan (2020/21 – 2024/25) will be covered by the Third

Figure 3: The Comprehensive National Development Planning Framework



National Development Plan (NDP III) where the Authority contributes directly to the 5th Objective which is to “*Strengthen the role of the state in guiding and facilitating development*” and specifically to the 17th Program “*Public Sector Transformation*”. Therefore, this strategic plan has been aligned to NDP III both in direction and time horizon.

Furthermore, PPDA is a member of the Accountability Sector and this Strategic Plan has been aligned to the Accountability Sector Strategic Investment Plan (ASSIP) where it contributes to achieving value for money in the use of public resources and is in line with the Government’s adoption of Program Based Approach to Planning, Budgeting and Implementation.

1.4 Purpose of the Strategic Plan

The Authority has been implementing the 2014/15 – 2019/20 Strategic Plan which was developed in line with the mandate as stipulated in the PPDA Act 2003. The expiry of the Strategic Plan and the need to align the planning process to the new National Development Plan III which runs from 2020/21 – 2024/25 necessitated development of a new Strategic Plan. The Plan therefore outlines the key focus areas that should help the Authority perform and implement her mandate better. These focus areas, together with the Vision, Mission, Core Values, Strategic Objectives and Initiatives in the Strategic Plan will not only drive efficiency within the authority and the public procurement system but will also enhance the ability of PPDA to respond effectively to challenges that could affect the overall public procurement system.

1.5 Steps taken in developing the Strategic Plan

The formulation of this Strategic Plan was informed by a participatory approach that was applied in the analysis of opportunities, achievements, lessons learnt, implementation challenges and emerging issues arising from the review of the previous PPDA Strategic Plan. Stakeholder consultations were held and literature reviewed, whilst taking into consideration global and regional trends in public procurement as well as issues such as effects of the COVID-19 pandemic on all global economies including Uganda’s. This was aimed at enhancing ownership for effective and efficient implementation of the Strategic Plan.

1.6 Structure of the Strategic Plan

The Plan comprises of six chapters as indicated below:

Chapter One is the introduction and presents the background, legal and policy context, purpose and objectives for formulating the strategic plan and the steps taken in developing the plan.

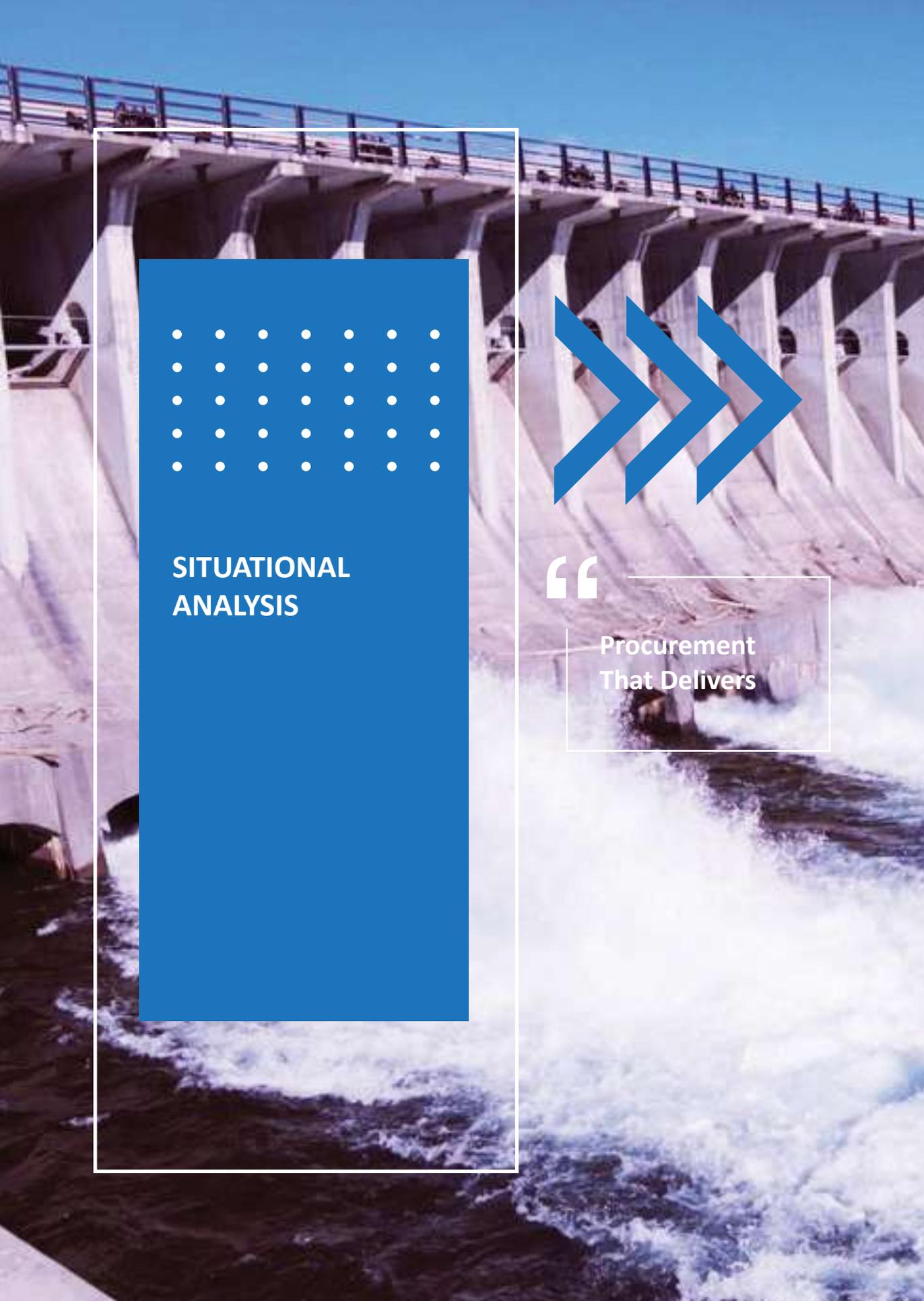
Chapter Two presents the situational analysis which highlights the institutional strengths, weaknesses, opportunities, threats (SWOT), lessons learnt and emerging issues.

Chapter Three highlights the strategic direction which encompasses the vision, mission and strategic objectives, tagline, core values and key strategic initiatives.

Chapter Four highlights the key strategic assumptions for successful implementation of the plan and the identification of key risks that could impede the same as well as mitigation strategies.

Chapter Five highlights the key results framework, performance measures and targets as well as the frequency for implementation of the M&E framework.

Chapter Six presents the financing framework and strategy which includes resource mobilization strategies and budgeted expenditure over the 5-year period from 2020/21 – 2024/25. It outlines the financing estimates, resource gaps and anticipated support from Development Partners.



**SITUATIONAL
ANALYSIS**



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CHAPTER TWO

The section presents an analysis of PPDA's Institutional status in light of its mandate and functions. It presents a review of the performance of the past Strategic Plan 2014/15 – 2019/20 as well as the challenges faced and lessons learnt during implementation of the Plan. It further highlights the SWOT analysis as well as stakeholder mapping and analysis.

2.1 Review of the PPDA's Performance in Strategic Plan 2014/15– 2019/20

A review of the implementation status of the 2014/15 – 2019/20 Strategic Plan was undertaken with a view of establishing performance levels and identifying challenges the Authority could have faced in implementing the set initiatives. Some of the key achievements during the last plan under each strategic objective include:

- i. Opening of PPDA Regional Offices in order to bring services closer to the Public
- ii. Issuance of Guidelines on reservations to implement the “Build Uganda – Buy Uganda” Policy
- iii. Completed preparatory activities for the launch of the e-GP program including that of the e-GP strategy, development of TORs for the e-GP system and procurement of a vendor
- iv. Saw an increase in Development Partner Support from the EU, GIZ, WB, UN Women and other Stakeholders
- v. Strengthened mechanisms for ensuring transparency and accountability in Entities through Performance and Contract Audits, Investigations and Administrative Reviews

2.2 Challenges experienced over the last plan period

- i. Inadequate financing for set strategic initiatives
- ii. Lack of a robust monitoring and evaluation framework for the PPDA Strategic Plan
- iii. Inadequate Human Resources in some functions to fully support implementation of the strategic initiatives
- iv. Weak alignment of departmental and individual annual goals and plans to the Strategic Plan
- v. Partial implementation of the Performance Management System leading to limited followup on implementation of initiatives

2.3 Summary of key lessons learnt

The successes and challenges recorded in the last strategic plan generated a set of lessons that will inform coordination of planning and delivery of future plans. Key lessons included:

- i. The importance of increased stakeholder engagement and partnerships for purposes of resource mobilization and implementation of strategic initiatives
- ii. Synergies across departments within the Authority is key in enhancing effective implementation of the mandate
- iii. The need to leverage on technology for improved service delivery and increased efficiency
- iv. The need to reinforce and implement the risk management framework taking into consideration anticipated and unanticipated risks such as the COVID-19 pandemic
- v. Optimum human capital and financial resources are required for successful implementation of the Strategic Plan

2.4 Institutional Capacity of PPDA

Adequate human resources capacity is key in ensuring that PPDA achieves its mission and objectives. PPDA will strengthen its human resources capacity through collaboration as shown in **Photo 3** below and alignment of the four critical pillars of an Institution namely: Strategy, People, Processes, Structures. In addition there will be facilitation of staff learning and development leading to skills enhancement. A robust Performance Management System will be developed and implemented as part of the strategic plan to ensure that it is cascaded to departments through annual work plans and to all employees through annual individual goals.

In addition, the Authority will implement the revised HR Manual which will pursue implementation of an organizational culture change programme aimed at enhancing performance and productivity. Furthermore, PPDA will look to rebrand to the Public Procurement Regulatory Authority (PPRA) following the amendments to the PPDA Act in 2020. The Authority will ensure that good corporate governance practices are in place at all times as a way of meeting its key strategic objectives in a safe and sound control environment.



Photo 3: PPDA partnered with Open Contracting US to promote transparency in public procurement.

2.5 SWOT Analysis

This section highlights the key issues with PPDA's operating environment as shown in **Table 2** below in the form of a SWOT Analysis. The Strategic Priorities aim at harnessing opportunities and strengths, overcoming weaknesses and addressing threats through strategic actions, collaborations and partnerships

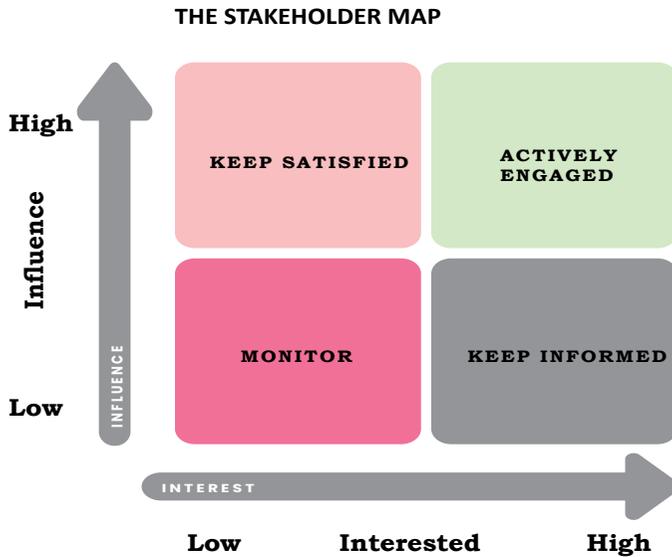
Table 2: SWOT Analysis of PPDA

Strengths	Opportunities
<ul style="list-style-type: none"> • Qualified, skilled and diverse employees • Effective corporate governance system in place • Support from MoFPED • Existence of a legal framework that enables the Authority to exercise its mandate • Automation of processes • Knowledgeable, technical and respected Board members • Strong internal controls • Finance sustainability – 90% funded and ability to build the PPDA home • Increasing regional presence • Institutional expertise, wealth of knowledge embedded within PPDA 	<ul style="list-style-type: none"> • Need to plug into political goodwill • Benchmarking with other Parastatals and implementing partners • EGP – further digitalization and automation • Resource mobilization • Public awareness opportunities • Strong partnerships with other oversight agencies
Weaknesses	Threats
<ul style="list-style-type: none"> • Inadequate Performance Management System • Inadequate cascading of strategic objectives to all Departments and individuals • Lack of a robust reward and recognition scheme • Lack of a structured and documented culture • Limited stakeholder engagement • Lack of multi-disciplinary skills set e.g. Lack of Engineers • Lack of structured succession and training plans • Failure to implement the risk management framework • Failure to articulate the role of PPDA to the public 	<ul style="list-style-type: none"> • Political and technical interference in the public procurement process • Donor cancellation of funding • Negative publicity • Budgetary cuts as a result of a shift in government spending focus • Cyber threat • Delays in government payment processes leading to inflated prices • Rationalization of Government Agencies

2.6 Stakeholder Analysis

Stakeholder Analysis was carried out to fully understand their interaction with PPDA. This section presents an analysis of each Stakeholder category in terms of their role and expectations in delivering this Strategic Plan. The Stakeholders were categorized in major groups as indicated below in **Figure 4, Tables 3 and 4**.

Figure 4: Stakeholder Mapping and Analysis Framework



Source: The Stakeholder Management framework for teams, programs and portfolios, Scaled Agile, Inc, 2012

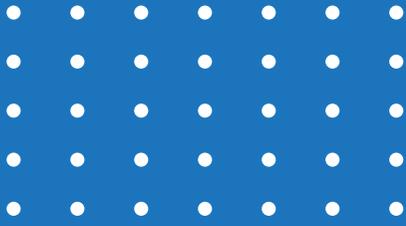
Table 3: PPDA's Stakeholders

<p>Keep Satisfied</p> <ol style="list-style-type: none"> Office of Auditor General CSOs Suppliers and Vendors PSFU Members of Parliament Uganda Manufacturers Association Inspectorate of Government Criminal Investigations Department of the Uganda Police Force 	<p>Actively Engage</p> <ol style="list-style-type: none"> Board of Directors Employees MoFPED Research Institutions Providers Development Partners Ministry of Local Government Anti-Corruption Agencies PDEs URSB Office of the President Office of the Prime Minister
<p>Monitor</p> <ol style="list-style-type: none"> Procurement Entities in the EAC 	<p>Keep Informed</p> <ol style="list-style-type: none"> The Media Students Associations Professional Bodies

Table 4: PPDA's Stakeholder Analysis

Stakeholder	What we want from them	What they expect from Us
Board of Directors	Strategic Direction	Achievement of strategic objectives
Employees	Meeting of performance targets	Competitive remuneration/ favorable working conditions
Donors/Development Partner i.e. GIZ,EU, DFID, WB, AFDB	<ol style="list-style-type: none"> 1. Financing 2. Technical support 	<ol style="list-style-type: none"> 1. Meeting funding objectives 2. Accountability
Ministry of Finance Planning and Economic Development	<ol style="list-style-type: none"> 1. Budget support 2. Policy guidance 3. Political will and support 4. Productive collaboration 	<ol style="list-style-type: none"> 1. Drive Procurement policy 2. Regulate the procurement system 3. Funds absorption 4. Non Tax Revenue
Private Sector (Providers, Associations, Professional bodies)	<ol style="list-style-type: none"> 1. Integrity in the procurement process 2. Capacity to perform and give Value for Money (timely delivery,quality, competitive prices, knowledge transfer) 3. Professional input from the associations 	<ol style="list-style-type: none"> 1. Public Procurement conducted in a fair and transparent manner. 2. Creation of an enabling environment 3. Develop Local content guidelines
PDEs (396)	<ol style="list-style-type: none"> 1. Compliance to implementation of the law 2. Timely submission of procurement plans and reports 3. Efficiency and effectiveness in service delivery 4. Collaborations 	<ol style="list-style-type: none"> 1. Information on emerging trends 2. Guidance on application of the law 3. Advisory services 4. Standard bidding documents 5. Information on Market prices

<p>Government Technical wing i.e. OPM,MoLG,URA,URS B,MoPS, MoWT</p>	<ol style="list-style-type: none"> 1. Technical advice and support on tax related matters, authenticity of documents. 2. Support in initiatives that support procurement policy and implementation of PPDAs mandate. 3. Expertise on profiling and categorizing bidders, development of specifications. 4. Implementation of recommendations 	<ol style="list-style-type: none"> 1. An effective robust system that supports Government business 2. Capacity building and advisory support 3. Enforce tax compliance 4. Alerts on forged licenses
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**STRATEGIC
DIRECTION**

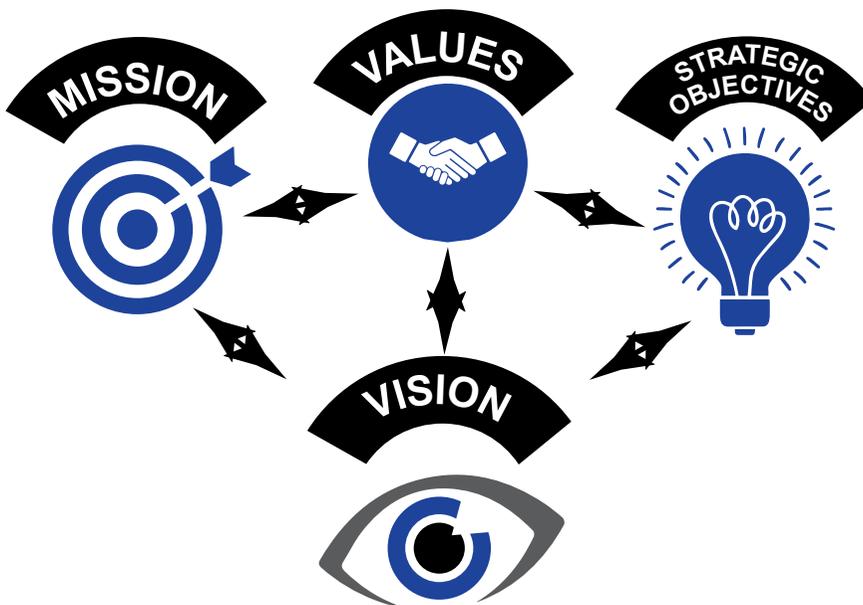


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CHAPTER THREE

This section provides an overview on and relationship of PPDA's Vision, Mission, Core values and Strategic Objectives whose implementation is explained under the strategic initiatives. **Figure 5** below is an illustration of this relationship.

Figure 5: Illustration of the Relationship between the Vision, Mission, Core Values and Strategic Objectives



3.1 Our Vision



“A Dynamic Facilitator of the Public Procurement and Asset Disposal System for Sustainable National Development”

3.2 Our Mission



“To Promote Service Delivery Through Effective Regulation of the Public Procurement and Disposal System”

3.3 Our Tagline



“Procurement that Delivers”

3.4 Our Values

Integrity

We act with honesty, transparency and always strive to do what is right and fair for all our Stakeholders. We are responsible for our actions and are aware of the consequences when commitments are not met. We say what we mean and we mean what we say.

Customer Focus

Internal and External Stakeholders are our top priority and are at the centre of everything that we do. We will execute our mandate with attention to detail and continuous improvement.

Professionalism

We consistently demonstrate competence, knowledge, resourcefulness, quality and a positive attitude when engaging with our Stakeholders. We will always adhere to the highest ethical standards whilst maintaining the highest level of excellence in everything that we do.

Innovation

We value creativity and work with passion to offer alternative solutions to meeting and exceeding our Stakeholders expectations. We are driven by continuous improvement to enhance Stakeholder Satisfaction and improve efficiency.

Teamwork

We are committed to building an encouraging, respectful and supportive environment and work together collaboratively and selflessly by sustaining open and honest two – way communication.

3.5 Our Strategic Objectives

The objectives represent the areas of continuous improvement that PPDA will focus on for the next five years. These objectives will be implemented in a phased approach basing on which priorities the Authority will be focusing on in each Financial year. The four objectives and their interventions/initiatives are as follows

3.5.1 Strategic Objective 1: Strengthen Regulation of the Public Procurement and Asset Disposal System

- 3.5.1.1 Conduct reliable, impactful, professional and timely audits
- 3.5.1.2 Effectively Manage and Engage High Spend Entities
- 3.5.1.3 Validate and track implementation and adherence of ESHS Standards in the procurement cycle
- 3.5.1.4 Monitor PDE's to ensure efficiency in their procurement processes
- 3.5.1.5 Provide timely legal guidance to the Authority and PDEs
- 3.5.1.6 Strengthen the Complaints Management Mechanism
- 3.5.1.7 Acredit alternative systems of public procurement to Increase efficiency
- 3.5.1.8 Continuous review and update of procurement and legal framework
- 3.5.1.9 Promote the implementation of Local Content in public procurement
- 3.5.1.10 Strengthen research in public procurement to inform policy and practice

3.5.2 Strategic Objective 2: Enhance Stakeholder Engagement and Management

- 3.5.2.1 Strengthen collaboration with Anti-Corruption Agencies
- 3.5.2.2 Promote engagement with Development Partners
- 3.5.2.3 Develop and roll out the Authority's brand identity

- 3.5.2.4 Enhance Strategic Media Management
- 3.5.2.5 Promote Strategic Stakeholder Engagements
- 3.5.2.6 Promote Provider Registration
- 3.5.2.7 Develop and implement Supplier and Provider Performance Improvement Programs
- 3.5.2.8 Outsource specialist institutions, agencies and consultants to support the Authority in delivering of her mandate

3.5.3 Strategic Objective 3: Strengthen Institutional and Management Capacity

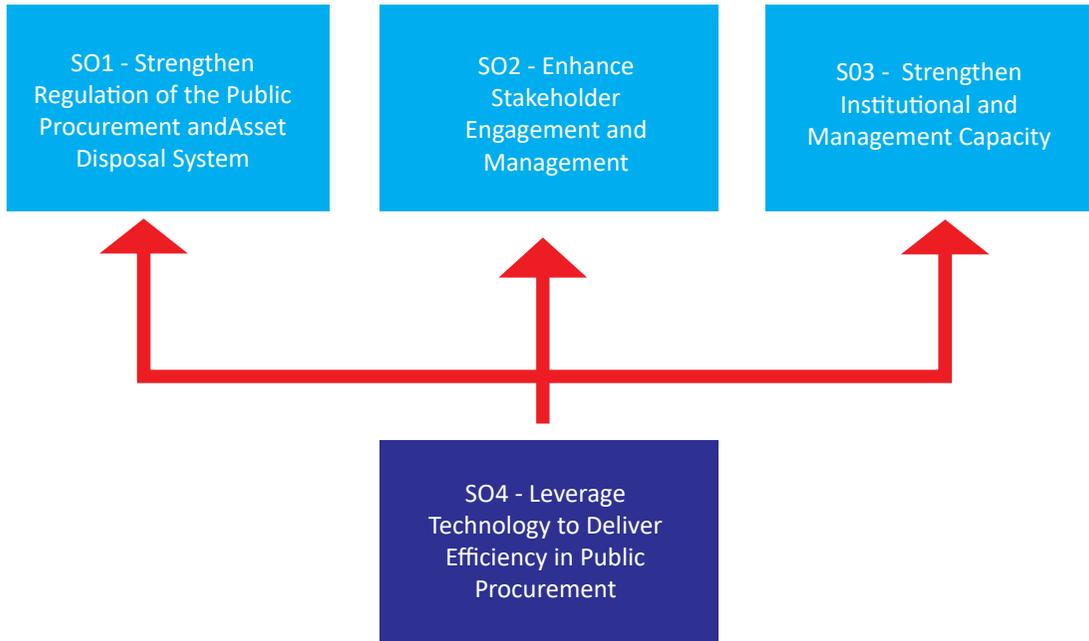
- 3.5.3.1 Promote transparency in budget execution
- 3.5.3.2 Enhance prudent financial management and reporting with robust internal controls
- 3.5.3.3 Promote value driven procurement and disposal management
- 3.5.3.4 Improve and enhance the Authority's physical infrastructure
- 3.5.3.5 Promote Sustainable and efficient administration of the Authority
- 3.5.3.6 Strengthen the Corporate Governance Framework
- 3.5.3.7 Develop and implement a well-structured and documented PPDA Culture
- 3.5.3.8 Develop an HR Analytics and Reporting Framework
- 3.5.3.9 Develop and implement Standard Operating Procedures
- 3.5.3.10 Strengthen and enhance the internal control environment
- 3.5.3.11 Develop and Implement a Risk Management Framework
- 3.5.3.12 Develop and Implement a Leadership and Management Development Program
- 3.5.3.13 Promote and drive an Effective Performance and Talent Management System
- 3.5.3.14 Develop and Implement an Employee Engagement Program

3.5.4 Strategic Objective 4: Leverage Technology to Deliver Efficiency in Public Procurement

- 3.5.4.1 Conduct e-GP Change Management and Training
- 3.5.4.2 Digitize and Automate HR processes
- 3.5.4.3 Develop strategies to improve automation of Internal Processes and put in place tracking mechanisms for Legal and Advisory Guidance provided by the Authority
- 3.5.4.4 Adoption of Technology to improve the Authority's effectiveness in regulating the Public Procurement System
- 3.5.4.5 Automation of PPDA's Stakeholder Management System to improve effectiveness
- 3.5.4.6 Promote the use of e-learning platforms/channels in advancing learning

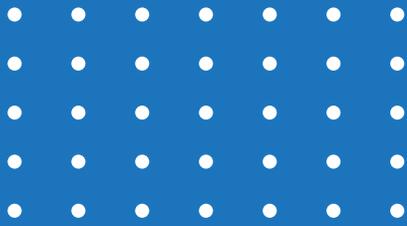
Figure 6 below is an illustration of the four strategic objectives that PPDA will seek to achieve over the next five years and is a clear demonstration of the importance of technology in driving this.

Figure 6: An illustration of the Strategic Objectives and Focus Areas



3.6 Strategic Plan Implementation Matrix:

The Strategic Plan Implementation Matrix in **Appendix 1**, clearly illustrates the key Outcomes, Strategic Initiatives and Activities as well as Output Indicators to be implemented and achieved during the lifespan of the Strategic Plan. The Matrix will in addition serve as a guide to the implementation of the M&E framework.



KEY STRATEGIC ASSUMPTIONS AND RISKS



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CHAPTER FOUR

4.1 Assumptions for Successful Implementation of the Strategic Plan

1. Continued Government Funding
2. Adoption to the new normal of doing business in light of COVID – 19 pandemic and after effects
3. Political stability
4. Political goodwill and buy in
5. Leadership development and Cultural transformation
6. Adequate resources i.e. human resources, financial
7. Leadership commitment to execute the Strategic Plan
8. Effective public relations and communication strategies
9. A robust M&E framework
10. Strategic collaborations with Anti-Corruption Agencies and Development Partners
11. Continuous stakeholder engagements
12. Improved systems and processes

4.2 Risk Management

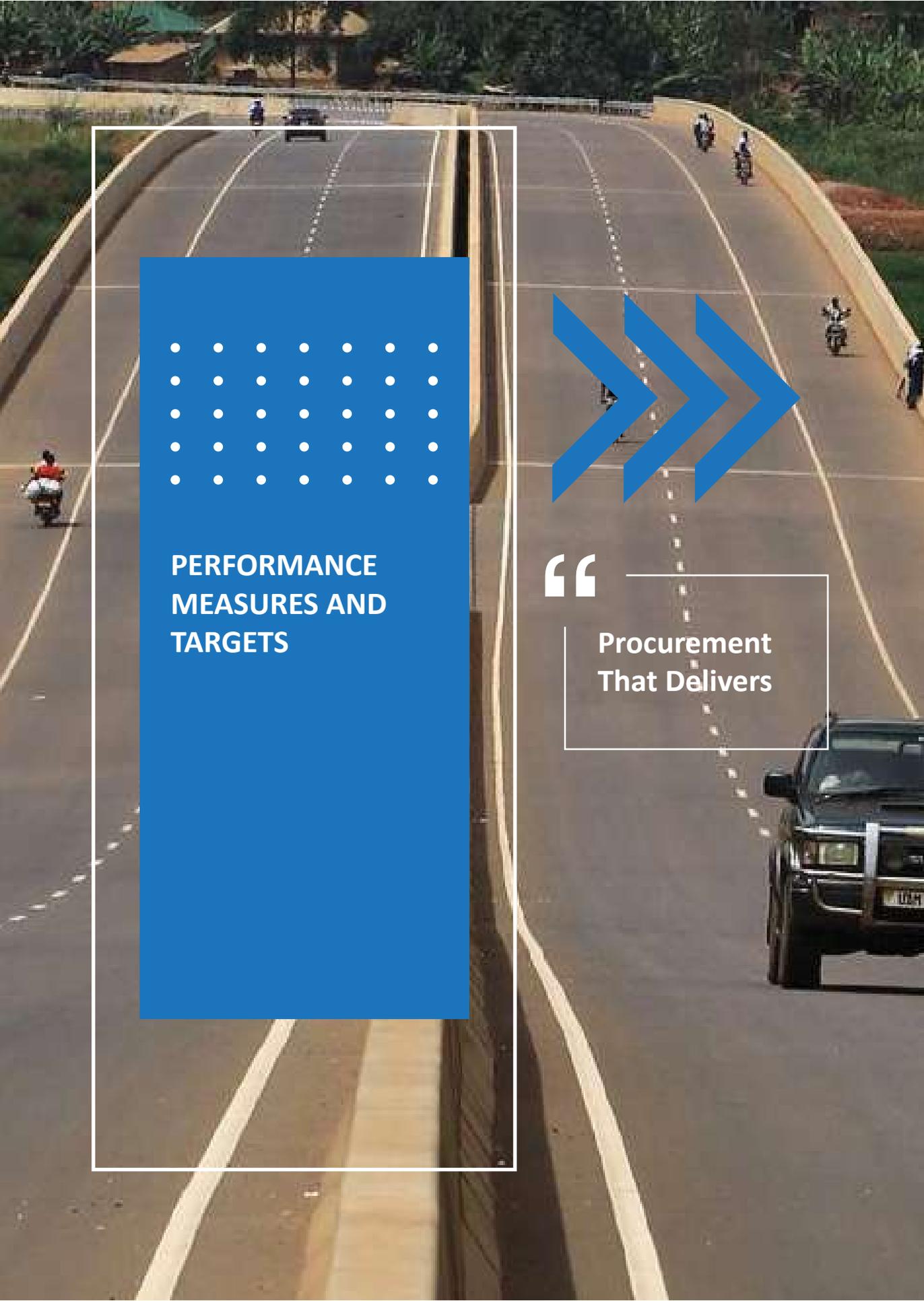
A thorough risk assessment as illustrated in **Table 5** below was conducted in order to determine possible risks, their mitigation, continuous monitoring and management methods during the Strategic Plan period. These will be embedded throughout all the operational and work plans during the implementation of the Authority's Strategic Plan

Table 5: Key Envisaged Risks (Risk Rating: Low, High, Likelihood: Likely, Probable, Unlikely)

No	Identified Risk	Risk Category	Analysis			Mitigation	Lead Actor	
			Causes	Likelihood	Impact			Risk Rating
1.	Stakeholder disengagement	Stakeholder Risk	Failure to meet Stakeholder Requirements	Probable	High	High	<ul style="list-style-type: none"> Deliberate and continuous engagement with all stakeholders Timely submission of Stakeholder requests and reports Full and timely accountability of Stakeholder Funds 	Board, ED and Senior Management
2.	Continued impact of the COVID – 19 Global Pandemic	Global Risk	Lack of a vaccine for COVID-19	Likely	High	High	<ul style="list-style-type: none"> Sensitization on the prevention of COVID-19 Automation of processes so as to facilitate public procurement E-GP implementation and Adoption 	ED and Senior Management

3.	Government Shift in Policy	Political Risk	Failure by Government to raise enough taxes thus reduction in allocation to votes	Unlikely	High	High	<ul style="list-style-type: none"> Timely reporting to Government Increased visibility with MoFPED. Office of the President and OPM Satisfactory performance in internal and external Audits 	Board, ED and Senior Management
4.	Poor Public Image	Reputational Risk	1. Perception by the Public due to failure to offer information and clarity to Stakeholders 2. Inadequate reporting	Probable	High	High	<ul style="list-style-type: none"> Provision of excellent service to Stakeholders Public visibility through partnership with the stakeholders identified in the Stakeholder Analysis Implementation of the Media Engagement Strategy 	Board, ED and Senior Management
5.	Failure to implement Cultural Transformation within the Institution	Operational Risk	Lack of accountability and ineffective Performance Management Systems	Probable	High	High	<ul style="list-style-type: none"> Culture transformation Employee Motivation initiatives Employee engagement 	Board, ED and Senior Management

6.	Lack of Funding for Strategic Initiatives	Financial Risk	Failure to forge partnerships and to mobilize resources	Probable	Medium	High	<ul style="list-style-type: none"> • Write proposals to Development Partners for funding • Partner with other institutions that are already funded in order to execute the Authority's mandate 	ED and Director Corporate Affairs
7.	Failure to enforce a Risk Culture	Operational Risk	Failure to implement an effective Risk Management Framework	Probable	High	Medium	<ul style="list-style-type: none"> • Identify Key Risk Indicators across all Departments • Develop a Risk Register • Implement and enforce the Risk Management Framework 	Board, ED and Senior Management



**PERFORMANCE
MEASURES AND
TARGETS**



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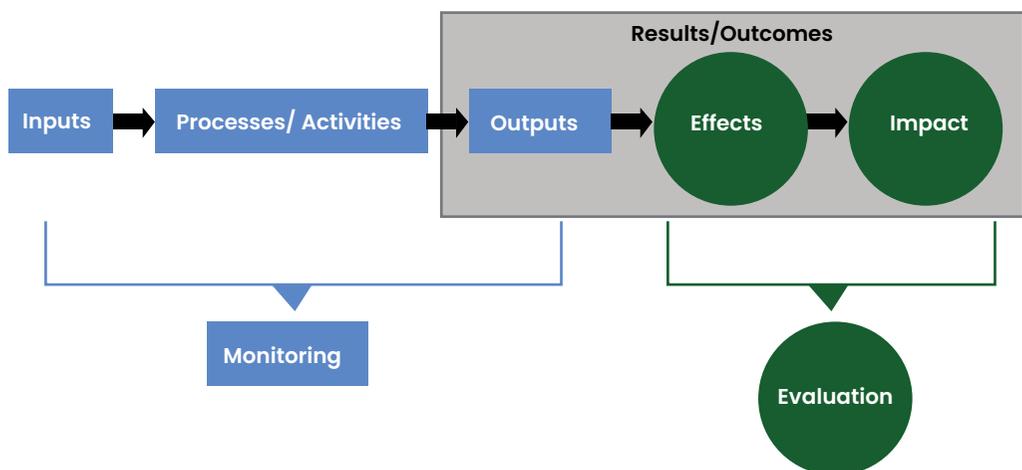
CHAPTER FIVE

5.1 Monitoring Implementation of the Strategic Plan

Monitoring and Evaluation (M&E) of the Strategic Plan will be conducted in order to measure progress towards the intended outputs and outcomes as articulated in the Strategic Planning Implementation Matrix in Annex 1 and to examine and determine the contribution, if any, of the results and outcomes to support the Strategic Objectives and focus areas for the Authority as indicated in **Section 3.5** above.

The M&E Strategy will be in line with the NDP III M&E Framework and the Uganda National Monitoring and Evaluation Policy and Framework and there will be clear linkage between the Strategic Plan, annual work plans, departmental goals and individual goals all leading into the Performance Management System to ensure full accountability and progress tracking on implementation of the strategic objectives, initiatives and activities. **Figure 7** below is an illustration of the M&E framework that will be adopted.

Figure 7: Monitoring and Evaluation Framework



5.2 Progress Reporting

5.2.1 Weekly Management Meetings:

The plan will be monitored routinely through structured weekly management meetings based on the targets and indicators contained in the annual work plans that have been extracted from the Strategic Planning Matrix indicated in the Annex.

5.2.2 Monthly Management and Departmental Meetings

Monthly reports will be prepared and submitted by each Department indicating their progress in implementation of the Strategic objectives, challenges and how these have been overcome. A monthly tracker will be maintained by the Corporate Department which will be charged with ensuring that the Authority is on track with the Strategic Plan Initiatives. The 4th management meeting of each month will focus on review of implementation of Strategic Initiatives.

5.2.3 Quarterly Performance Reviews

Quarterly reports will be prepared and submitted by each Department indicating their progress in implementation of the Strategic objectives, challenges and how these have been overcome. Quarterly review meetings will be held to track progress and alignment of the Strategic Plan to the Authority's Policy Statements and Budget Framework Papers (BFP)

5.2.4 Annual Institutional Performance Reviews

During the last quarter of the fiscal year, the Authority shall prepare a consolidated annual performance report on the basis of the quarterly reports that have been presented. The leadership team, through a retreat will review implementation of key Strategic Initiatives and track progress on achievement in order to recommend alternative initiatives in case of challenges and/or barriers to implementation of the Plan.

5.3 Mid – Term Evaluation of the Strategic Plan

The Authority will undertake a mid-term review of the Strategic Plan after two and a half years during which implementation progress will be examined at all levels and in all departments. The results of the reviews will be used to re-engineer the programme activities so as to ensure that the strategic objectives are met within the stipulated time frames and using the agreed budget.

5.4 End – Term Evaluation

The final performance report and evaluation will review the five-year Strategic Plan and the focus of this review and final meeting with stakeholders will be on the final impact and outcomes, their relevance, cost-effectiveness and sustainability as well as an analysis of reasons why certain results have been achieved and not others and to derive lessons for future strategic interventions and initiatives.

Figure 8 below shows the end term evaluation criteria that will include effectiveness, efficiency, relevance, sustainability and impact.

Figure 8: End Term Evaluation Criteria



5.5 Monitoring and Evaluation Results Framework

A M&E framework aligned to the NDP M&E framework for NDPs will be used. Results will be measured at an outcome and output level with the latter being aligned to strategic activities and the former to strategic objectives and initiatives. The outcome measurements are illustrated in **Table 6** below whilst the output level is indicated in Annex 1.

Table 6: M&E Results Framework – Outcome Level

Outcome	Indicator	Baseline FY 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
SO1: Strengthen Regulation of the Public Procurement and Asset Disposal System							
Increased levels of Compliance with the PPDA Act	Proportion of contracts by value rated satisfactory from audits	60%	65%	70%	80%	90%	100%
	Annual Procurement Plan Implementation rate by all PDEs	16.1%	30%	50%	70%	80%	90%
	Average number of bids received per Procurement	2	3	4	4	4	5
Participation	Proportion of contracts by value subjected to open competition	67%	75%	80%	80%	85%	90%
	Proportion of contracts by value awarded to local providers	44%	50%	55%	60%	65%	70%
Reduced procurement lead time	Procurement lead time, in	ODB	100	100	90	90	90
		OIB	320	110	110	100	100
Improved Contract management	Proportion of contracts completed within cost	55%	60%	70%	80%	90%	100%
	Proportion of contracts completed within time	47.7%	50%	60%	70%	80%	90%
	Proportion of contracts where payment was made on time	58%	60%	70%	80%	90%	100%
	Proportion of Procurements implemented according to market price	42%	50%	60%	70%	80%	100%

Outcome	Indicator	Baseline FY 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
SO2: Enhance Stakeholder Engagement and Management							
Improved public perception on corruption in procurement	Proportion of bidders who assess the procurement process as transparent	22%	50%	N/A	65%	N/A	80%
	External Stakeholder satisfaction levels with regard to PPDA's responsiveness and timeliness	N/A	50%	60%	70%	75%	80%
Improved Development Partner support	Percentage increase in Development Partner Funds mobilization including RCIP (%age of overall budget)	15%	15%	20%	25%	30%	40%
SO3: Strengthen Institutional and Management Capacity							
Increased efficiency and effectiveness in execution of PPDA's Mandate	%age of strategic organisational targets achieved	58%	60%	70%	80%	90%	100%
	Improved Appraisal Rating – Employees scoring above average	60%	65%	70%	75%	80%	80%
Improved Staff Performance and Productivity	Employee satisfaction levels	60%	65%	70%	75%	80%	85%

Outcome	Indicator	Baseline					Targets				
		FY 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25				
Improved compliance to the regulatory environment	Annual Auditor General rating	unqualified	unqualified	unqualified	unqualified	unqualified	unqualified				
	Annual Budget absorption level	45%	60%	70%	80%	90%	100%				
S04: Leverage Technology to Deliver Efficiency in Public Procurement											
Improved efficiency and effectiveness of Entities using Electronic government procurement	Procurement lead time in days, for Entities using E-GP	N/A	100	90	90	90	90				
	Average number of bids received under E-GP for every procurement advertised	N/A	3	4	4	5	5				



**FINANCING
FRAMEWORK
AND STRATEGY**



**Procurement
That Delivers**

CHAPTER SIX

6.1 Costing of the initiatives and Results

The GOU funding projection is based on the Medium- Term Expenditure Framework (MTEF). The current MTEF covers approximately UGX 151.1 billion over the five-year period. This will cover 85% of the funding required to implement the Strategic Plan. This also includes funding from the Non-Tax Revenue Stream which accounts for 2.1% of the budget whilst 12.9% of the budget will be from Development Partners and Collaborative Institutions.

6.2 Summary of Funding by Source for the five-year period (Overview of Vote Budget USHS Millions/Billions)

Table 7 below is a high level funding projection of the resources that will be required by PPDA in implementation of the strategic plan over the five year period.

Table 7: Strategic Plan Funding Projection 2020/21 – 2024/25

Strategic Plan Funding Projection 2020/21 - 2024/25 (Uganda Shillings - Millions)							
Number	Strategic Objective	Strategic Initiative	Year 1	Year 2	Year 3	Year 4	Year 5
1	Strengthen Regulation of the Public Procurement System	Conduct reliable, impactful, professional and timely audits	781,300,000	857,086,100	2,392,208,708	2,722,598,273	2,592,292,615
		Effective Management and Engagement of High Spend Entities	300,000,000	329,100,000	925,621,739	954,340,652	792,507,678
		Validate and track implementation of ESHS	-	-	-	-	-
		Monitor PDEs to ensure efficiency in their procurement processes	288,000,000	396,536,000	924,849,043	1,068,606,591	632,468,919
		Provide timely legal guidance to the Authority and Strengthen the Complaints Management	43,000,000	53,291,000	54,256,217	64,043,407	67,925,077
		Accredit alternative systems of public procurement to increase efficiency	296,000,000	324,712,000	419,946,782	398,949,443	781,940,909
		Continuous review and update of Procurement and Legal Framework	-	-	-	-	-
		Promote the implementation of Local Content in Public Procurement	181,300,000	198,886,100	257,217,404	244,356,534	478,938,807
		Strengthen Research in Public Procurement to inform Policy and Practice	300,000,000	329,100,000	425,621,739	604,340,652	792,507,678
			143,200,000	557,090,400	503,163,443	893,005,271	958,290,332
			2,332,800,000	3,045,801,600	5,902,885,077	6,950,240,824	7,096,872,014
2	Enhance Stakeholder Engagement and	Strengthen Collaboration with Anti-Corruption Agencies	-	-	-	-	-
		Promote engagement with Development Partners	-	-	-	-	-
		Develop and roll-out the Authority's Brand	245,000,000	268,765,000	347,591,087	330,211,533	647,214,604
		Enhance Strategic Media Engagement	160,000,000	175,520,000	226,998,261	215,648,348	422,670,762
		Promote Strategic Stakeholder Engagements	120,000,000	131,640,000	170,248,696	161,736,261	317,003,071
		Promote Provider Registration	-	-	-	-	-
		Develop and implement Supplier and Provider Performance Improvement Programs	111,000,000	121,767,000	157,480,043	149,606,041	293,227,841
		Outsource Specialist Institutions, Agencies and Consultants to support the Authority in delivering of her mandate	483,550,000	530,454,350	686,031,306	651,729,741	1,277,390,292
			1,119,550,000	1,228,146,350	1,588,349,393	1,508,931,923	2,957,506,570

Strengthen Institutional and Management Capacity	Promote transparency in Budget Execution	-	-	-	-	-	-	-	-
	Enhance prudent Financial Management and Reporting with robust Internal Controls	120,000,000	60,000,000	60,000,000	-	-	-	-	-
	Promote value driven procurement and disposal management	100,000,000	109,700,000	141,873,913	134,780,217	264,169,226	-	-	-
	Improve and enhance the Authority physical infrastructure	10,994,000,000	7,530,728,000	7,470,493,225	7,301,468,563	7,200,364,703	-	-	-
	Promote sustainable and efficient administration of the Authority	11,330,000,000	11,361,690,000	15,070,559,560	15,403,631,582	15,463,631,582	-	-	-
	Strengthen the Corporate Governance Framework	454,000,000	498,038,000	1,644,107,565	1,911,902,187	2,754,083,661	-	-	-
	Develop and implement a well-structured and documented PPDA Culture	-	-	-	-	-	-	-	-
	Develop an HR Analytics and Reporting Framework	-	150,000,000	200,000,000	-	-	-	-	-
	Develop and implement Standard Operating Procedures to guide the implementation of the Strategic Plan in all Departments and Units	200,000,000	90,000,000	83,747,826	69,560,435	58,338,452	-	-	-
	Strengthen and Enhance the Internal Control Environment	12,000,000	201,964,000	77,024,870	76,173,626	81,700,307	-	-	-
	Develop and implement a Risk Management	100,000,000	109,700,000	141,873,913	134,780,217	264,169,226	-	-	-
	Develop and implement a Leadership and Management Development Program	81,000,000	130,000,000	-	-	-	-	-	-
	Promote and drive an Effective Performance and Talent Management System	22,750,000	24,956,750	32,276,315	30,662,499	60,098,499	-	-	-
	Develop and implement an Employee Engagement and Retention Program	515,000,000	597,795,000	673,403,696	716,733,511	1,020,797,681	-	-	-
		23,928,750,000	20,864,571,750	25,595,360,883	25,779,692,838	27,167,353,338			

Leverage Technology to deliver efficiency in Public Procurement	Conduct e-GP Change Management and Training	931,400,000	1,021,745,800	1,321,413,626	1,255,342,944	1,460,472,172
	Digitize and automate HR processes	-	1,100,000,000	1,280,000,000	-	-
	Develop strategies to improve automation of Internal Processes and put in place tracking mechanisms for Legal and Advisory Guidance	-	1,329,000,000	1,118,000,000	1,330,000,000	1,610,000,000
	Adoption of Technology to improve the Authority's effectiveness in regulating the Public Procurement System	178,750,000	175,517,250	311,058,554	295,505,626	301,813,341
	Automation of PPDA's Stakeholder Management System to improve effectiveness	178,750,000	175,517,250	311,058,554	295,505,626	301,813,340
	Promote the use of e-learning platforms/channels in advancing learning	100,000,000	109,700,000	141,873,913	134,780,218	264,169,226
		1,388,900,000	3,911,480,300	4,483,404,647	3,311,134,415	3,938,268,079
	Total GOU Funding	24,850,000,000	24,850,000,000	32,850,000,000	32,850,000,000	35,700,000,000
	Total External Funding	3,920,000,000	4,200,000,000	4,720,000,000	4,700,000,000	5,460,000,000
	Budget Surplus (External Funding)	-	-	-	-	-
Budget Surplus (NTR)	730,000,000	800,000,000	900,000,000	950,000,000	1,000,000,000	
Total Funding	29,500,000,000	29,850,000,000	38,470,000,000	38,500,000,000	42,160,000,000	

6.3 Resource Mobilization Strategy

The Strategic Plan will be financed by GOU Funding, Non Tax Revenue Streams and resources raised from Development Partners. Below are a few initiatives that will be undertaken as part of the Resource Mobilization Strategy:

1. Preparation of Proposals for financing to Development Partners
2. Concept notes for partnership with Stakeholders such as the Anti-Corruption Agencies, PSFU and CSOs
3. Increase in NTR through Registering of Providers

Strategic Planning Implementation Matrix

SO1: STRENGTHEN REGULATION OF THE PUBLIC PROCUREMENT SYSTEM

Outcome	Strategic Initiatives	Activities	Output Indicators	Yr1	Yr2	Yr3	Yr4	Yr5
1. Increased levels of compliance with the PPDA Act	Conduct reliable, impactful, professional and timely audits	1. Profile entities and develop an annual audit plan	1. Annual Audit Plan	1	1	1	1	1
2. Increased Bidder participation		2. Review of the approved plan by Management and Board	2. Quarterly Board reports on implementation of the plan	4	4	4	4	4
3. Reduced procurement lead time		3. Conduct periodic risk and sector Bid Preparatory Audits	3. Bid Preparatory Audit Reports	5	5	5	5	5
4. Improved Contract management		4. Conduct periodic risk and entity Contract Audits	4. Contract Audits Reports	30	30	30	30	30
		5. Conduct periodic risk and entity Performance Audits	5. Performance Audit Reports	70	70	70	70	70
		6. Conduct periodic risk and entity Compliance Inspections	6. Compliance Inspections Reports	90	90	90	90	90
		7. Conduct key sector reviews based on selected themes	7. Conduct key sector reviews based on selected themes	0	2	2	2	2
		8. Review the Audit Tool and regularly update the Audit approaches and methodologies in line with expanding scope and emerging arrears	8. Review the Audit Tool and regularly update the Audit approaches and methodologies in line with expanding scope and emerging arrears	1	0	0	0	1

Provide timely legal guidance to the Authority and PDEs	1. Court and Tribunal Representations by the Authority	15	15	15	15	15
	2. Provide expertise on Procurement related litigations to Government	3	3	3	3	3
	3. Provide internal legal opinions to all Departments	10	10	10	10	10
	4. Review all Legal guidance or advisory circulars with a Regulatory Component	12	12	12	12	12
	5. Follow up on court awards granted to the Authority	1	1	1	1	1
Strengthen the Complaints Management Mechanism	1. Conduct Procurement and disposal related investigations	90	90	90	90	90
	2. Initiate investigations to suspend Providers	10	10	10	10	10
	3. Develop and implement an Investigations Manual	1	0	0	0	0
Accredit alternative systems of public procurement to increase efficiency	1. Prepare a detailed interpretation of accreditations guidelines in form of a manual	1	0	0	0	1
	2. Review accreditation applications/recommendations	5	5	5	5	5
	3. Initiate areas for accreditation	1	2	2	2	2

2

				10	10	10	10	10	10	10	10	10
				36	36	36	36	36	36	36	36	36
			4. Follow up reports on a bi-annual basis	10	10	10	10	10	10	10	10	10
			5. Deviation Reports	36	36	36	36	36	36	36	36	36
			1. Reviewed and updated SBDs	20	0	0	0	0	0	0	0	0
			2. New SBDs	5	3	3	3	3	3	3	3	3
			3. Directory of reviewed MoUs and Contracts	30	30	30	30	30	30	30	30	30
			4. Reports on recommendations and changes based on audit findings and recommendations	2	2	2	2	2	2	2	2	2
			1. Annual Review Report	1	1	1	1	1	1	1	1	1
			2. Annual Study and report	1	1	1	1	1	1	1	1	1
			3. Formal engagement sessions	2	2	2	2	2	2	2	2	2
			4. Quarterly publications on local content	4	4	4	4	4	4	4	4	4
			5. Report indicating budget allocation to local content	1	1	1	1	1	1	1	1	1
			6. Annual Report on reservations granted to entities	1	1	1	1	1	1	1	1	1
			4. Periodic follow up on the accreditations granted									
			5. Review deviations from Standard Bidding Documents and Formats									
			1. Review Standard Bidding Documents									
			2. Draft new SBDs									
			3. Review PPDA MoUs and Contracts									
			4. Review the PPDA Act, Guidelines, Regulations, Circulars and provide guidance and input into Policy Formulation									
			1. Review Reservation Schemes Regulations									
			2. Conduct a Capacity Study to identify areas/sectors for Reservation									
			3. Engage with PSFU, UMA, UNABSC on Local Content implementation									
			4. Sensitize PDE staff of reservation requirement to promote local content									
			5. Conduct an annual analysis of the spend to local providers through surveys									
			6. Review applications for reservation by Entities									
			Continuous review and update of Procurement and Legal Framework									
			Promote the Implementation of Local Content in Public Procurement									

	7. Track Procurement Plans and Monthly reports from PDEs to ensure implementation of local content	2	2	2	2	2
Strengthen Research in Public Procurement to inform Policy and Practice	7. Bi-annual briefs and reports on procurements with local content 1. A Research Plan approved and implemented 2. Quarterly Research Findings Reports 3. Signed and implemented MoUs 4. Quarterly Publications and Briefs 5. A well referenced library and records management system 6. Survey reports on commonly procured items 7. Representation of PPDA at two International or Regional Fora	1 4 2 4 1 1 0	1 4 2 4 1 1 1	1 4 2 4 1 1 0	1 4 2 4 1 1 0	1 4 2 4 1 1 0

SO2: ENHANCE STAKEHOLDER ENGAGEMENT AND MANAGEMENT

Outcome	Strategic Initiatives	Activities	Output Indicators	Yr1	Yr2	Yr3	Yr4	Yr5
1. Improved public perception on corruption in public procurement 2. Improved Development Partner support	Strengthen collaboration with Anti – Corruption Agencies	1. Develop, implement and annually review a Collaboration Plan	1. Well-articulated and implemented Collaboration Plan	1	1	1	1	1
		2. Undertake joint training sessions, sensitization campaigns and hold joint barazas	2. Joint engagement sessions with all anti-corruptions agencies	4	4	4	4	4
		3. Research and report on collaborative studies with anti-corruption agencies	3. Impact Assessment report on Collaborative Efforts	4	4	4	4	4
		4. Prepare and produce abridged audit reports for the anti-corruption agencies	4. Submission of Abridged Audit Reports	30	30	30	30	30
	Promote Engagement with Development Partners	1. Prepare concept notes and proposals for fundraising purposes	1. Fundraising Concepts and Proposals	3	3	3	3	3
		2. Revive the Donor Working Group on Procurement	2. Quarterly meetings of the Working Group on Procurement	4	4	4	4	4
		3. Prepare regular briefs on the state of Procurement to the PFM Working Group	3. Quarterly briefs to PFM Working group	4	4	4	4	4
		4. Prepare progress reports on	4. Quarterly progress reports on	4	4	4	4	4

	Donor Funded Activities at the Authority	donor funded activities at the Authority						
Develop and roll-out the Authority's brand identity	1. Develop PPRA's (change in name for PPDA) new logo, identity	1. Final Logo and tagline design	1	0	0	0	0	0
	2. Rebrand Offices and Vehicles from PPDA to PPRA	2. Locations fully rebranded	2	2	0	0	0	0
	3. Improve and enhance the Authority's website and rebrand all Corporate Brochures, Manuals and Literature	Rebranding of Vehicles	5	7	0	0	0	0
		3. Fully rebranded internal IEC	1	1	0	0	0	0
		Updated PPRA website	1	1	0	0	0	0
Enhance Strategic Media Management	4. Conduct Stakeholder sensitizations sessions on PPDA's new Logo, Vision, Mission, Values and Tagline	4. Roll out engagement sessions with Stakeholders	4	4	2	1	1	1
	5. Develop and maintain a Brand and Corporate Identify Manual	5. A Brand and Corporate Identity manual	1	1	1	1	1	1
	1. Develop PPDA/PPRA's Media Management Plan	1. Media Management Plan approved and rolled out	1	1	1	1	1	1
	2. Activate PPDA's digital communication platforms (Twitter, LinkedIn, YouTube, Website)	2. 1 PPDA Tweet a day	365	365	365	365	365	365
		1 LinkedIn update a week	48	48	48	48	48	48
	1 face book activity a week	48	48	48	48	48	48	

		Quarterly Updates on YouTube	4	4	4	4	4
3. Activate and use Broadcast Media		3. Strategic Billboards across the Country	6	10	5	4	3
a. Use of Billboards		5 Radio Shows per quarter	20	20	20	20	20
b. Radio Programs		2 TV appearances per quarter	8	8	8	8	8
c. TV Programs		1 article per month in either New Vision, Monitor, the East African and any other approved channel	12	12	12	12	12
4. Promote the use of Print Media		1 online article per month	12	12	12	12	12
a. Articles published in Leading Newspapers		Quarterly external Newsletter for all Stakeholders	4	4	4	4	4
b. Publishing of External and internal news letters		Monthly internal newsletter for Staff	12	12	12	12	12
5. Hold Press Briefings in Kampala and at the Regional Offices		2 Press Briefings at Media Centre in Yr. 1 and one in subsequent areas	2	1	1	1	1
		1 Press briefing per region per year	3	3	3	3	3
6. Conduct Media Engagements and Trainings		1 engagement session with Reporters	1	1	1	1	1
		1 engagement session with	1	1	1	1	1

		Editors								
	7. Carry out Media Monitoring and Impact Assessment of Public Relations interventions	7. Report on impact of Media interventions	2	2	2	2	2	2	2	2
Promote Strategic Stakeholder Engagements	1. Develop and implement a Stakeholder Management Plan	1. Stakeholder Engagement Plan	1	1	1	1	1	1	1	1
	2. Prepare monthly reports for and engage with Central Government Stakeholders	2. Monthly reports and meetings with Central Government Stakeholders	12	12	12	12	12	12	12	12
	3. Develop and implement a Client Charter	3. Client Charter	1	1	1	1	1	1	1	1
	4. Promote and drive active engagement with International Stakeholders	4. Participate in one forum for International Stakeholders every year	1	1	1	1	1	1	1	1
	5. Hold Procurement Performance Review Meetings	5. Annual Procurement Performance Review Session	1	1	1	1	1	1	1	1
	6. Active engagement of Private Sector Stakeholders	6. Quarterly sessions with the Private Sector	4	4	4	4	4	4	4	4
	7. Active engagement of Non-State Actors like CSOs	7. Quarterly sessions with Non-State Actors	4	4	4	4	4	4	4	4
Promote Provider Registration	1. Review performance of the Register of Providers	1. Monthly performance reports	12	12	12	12	12	12	12	12
	2. Develop mailing list capability to send mass emails to providers and entities	2. Mass Mailing Tool	1	0	0	0	0	0	0	0
	3. Link entity opportunities to suppliers via emails	3. Email alerts of opportunities to all Providers	50	50	50	50	50	50	50	50

		<p>Outcomes</p> <p>4. Engage National Council of Higher Education to provide expert guidance on Procurement Standards</p> <p>5. Engage with Universities and Tertiary Institutions to disseminate and embed practical skills to continuing Students</p> <p>6. Advocate for university student internships within entities – 10 Entities with an average of 2 Students a year</p>	<p>4. Formal Engagement Session and Report</p> <p>5. Formal Engagement Sessions</p> <p>6. Engagements a year with an average of at least 20 Students per year in 10 Entities</p>	<p>1</p> <p>3</p> <p>10</p>	<p>1</p> <p>3</p> <p>10</p>	<p>1</p> <p>3</p> <p>10</p>	<p>1</p> <p>3</p> <p>10</p>
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SO3: STRENGTHEN INSTITUTIONAL AND MANAGEMENT CAPACITY

Outcome	Strategic Initiatives	Activities	Output Indicators	Yr1	Yr2	Yr3	Yr4	Yr5
1. Increased efficiency and effectiveness in execution of PPDA's Mandate 2. Improved Staff Performance and Productivity. 3. Improved Compliance to the Regulatory environment.	Promote transparency in Budget Execution	1. Decentralize Budget Monitoring, Management and Accountability to Directors. 2. Prepare Bi-weekly report on budget execution and absorption for Management and the Technical Committee 3. Promote Improved budget monitoring	1. IFMS access rights to Directors 2. Bi-weekly cash report shared with management 3. Monthly reconciliation reports between IFMIS and Departmental Work plans	4	0	0	0	0
	Enhance prudent Financial Management and Reporting with robust Internal Controls	1. Develop and implement a Finance and Accounting Manual 2. Develop a Budget Tracker 3. Prepare a budget in line with the Strategic Objectives using a participatory approach 4. Develop and implement Internal Service Level Agreements 5. Track internal and external payments through EMIS 6. Develop a Grants Management and reporting system	1. Financing and Accounting Manual 2. Budget Tracker developed and rolled out 3. Department Budget Meetings and a comprehensive budget covering all funding lines 4. SLA's signed and implemented amongst all Departments 5. Monthly payments report to Management 6. Grants management and reporting systems set up	1	0	0	0	0
					4	4	4	4
				1	1	1	1	1
				12	12	12	12	12
				12	12	12	12	12
				1	0	0	0	0

	3. Energy Sustainability and Water Utilization Plan developed and approved	1	1	0	0	0	0
	Bi – annual reports on efficiency in utilities	2	2	2	2	2	2
Promote Sustainable and efficient administration of the Authority	1. Fleet Management policy in place	1	1	1	1	1	1
	2. Fleet Tracking System installed in all Cars	1	1	1	1	1	1
	Monthly Fleet Management reports	12	12	12	12	12	12
	Fuel cards introduced and monthly fuel usage reports	12	12	12	12	12	12
	Comprehensive Insurance of official Authority Vehicles	10	10	10	10	10	10
	3. Approved and purchased vehicles	2	6	3	0	0	0
Strengthen the Corporate Governance Framework	1. Board Calendar and duly attended board meetings	4	4	4	4	4	4
	2. Up dated Board and Committee Charters	5	0	0	5	0	0
	3. Annual Board Assessment	1	1	1	1	1	1
	1. Prepare an annual Board Calendar						
	2. Update Board and Committee Charters						
	3. Conduct Annual Board Assessment						

<p>Develop an HR Analytics and Reporting Framework</p>	<p>5. Develop and implement a Flexi-time and Remote Working Program</p> <p>6. Design and Implement a Staff Wellness Program</p> <p>7. Annual Staff Retreat at which the Strategic Plan milestones will be reviewed</p> <p>8. Design and implement a well-structured University Internship Program</p>	<p>1. Develop HR Analytics and Reporting Guidelines</p> <p>2. Conduct comparator analysis and survey of other Agencies and Authorities alongside PPDA on Employee Related Matters and HR best practices and trends</p> <p>3. Prepare HR Reports to Management and Board on Key HR Metrics like attrition rates, leave liability, progress of implementation of leave plans, gender tracking amongst employees and other metrics as will be determined in the Guidelines</p>	<p>5. Flexi-time and Remote Working Framework developed and implemented</p> <p>6. Documented and implemented Wellness Program</p> <p>7. Annual Staff Retreat</p> <p>8. Annual University Internship Program implemented</p>	<p>1</p> <p>1</p> <p>1</p> <p>4</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p>									

Develop and Implement Standard Operating Procedures to guide the implementation of the Strategic Plan in all Departments and Units	1. HR SOPS	1. Documented and approved HR SOPS	10	0	0	0	0	0
	2. Internal Audit SOPS	2. Documented and approved Internal Audit SOPS	10	0	0	0	0	0
	3. Corporate Affairs (CA) SOPS	3. Documented and approved CA SOPS	10	0	0	0	0	0
	4. Performance Monitoring SOPS	4. Documented and approved Performance Monitoring SOPS	10	0	0	0	0	0
	5. Legal and Investigations SOPS	5. Documented and approved Legal and Investigations SOPS	10	0	0	0	0	0
	6. Operations SOPS	6. Documented and approved Operations SOPS	10	0	0	0	0	0
	7. Capacity Building and Advisory SOPS	7. Document and approved Capacity Building and Advisory SOPS	10	0	0	0	0	0
Strengthen and Enhance the Internal Control Environment	1. Update the Whistle Blower Policy	1. Updated Whistle Blower Policy	1	0	0	0	0	0
	2. Update the Fraud Policy	2. Up to date Fraud Policy	1	0	0	1	0	0
	3. Conduct a Staff annual ethical survey	3. Staff ethical survey every two years	1	0	0	1	0	0
	4. Develop Terms of Reference for and establish Internal Integrity Units	4. Effective Internal Integrity Units	1	1	0	0	0	0

Develop and implement a Risk Management Framework	1. Update the Risk Management Framework	1	1	0	0	0	0
	2. Develop and roll out a Risk Management Communication Plan	1	1	1	1	1	1
	3. Assess the effectiveness of the risk management function	1	1	1	1	1	1
	4. Update the Risk Register	1	1	1	1	1	1
	5. Assess and monitor Operational Risk Indicators	4	4	4	4	4	4
	6. Automate the Risk Management Process	1	1	0	0	0	0
Develop and implement a Leadership and Management Development Program	1. Develop Leadership Standards for the Authority	1	1	1	1	1	1
	2. Develop and run a transformational Leadership Development Program for employees at Managers and above	1	1	1	1	1	1
	3. Introduce a Coaching Program for PPDA's Leadership Team (Level at Manager and above)	1	1	1	1	1	1
	4. Develop and roll out a Mentorship Program for all employees	1	1	1	1	1	1
	5. Develop a Succession Plan	1	1	1	1	1	1

Promote and drive an Effective Performance and Talent Management System	indicating potential successors for key roles, ready now, in 3 and 5 years' time	approved by the Board	1.	1	1	0	0	0	0	0				
			2.	1	1	1	1	1	1	1	1			
			3.	1	1	1	1	0	0	0	0			
			4.	1	1	1	1	1	1	1	1			
Develop and Implement an Employee Engagement and Retention Program	1.	1	1	1	1	1	1	1	1					
	2.	4	4	4	4	4	4	4	4					

SO4: LEVERAGE TECHNOLOGY TO DELIVER EFFICIENCY IN PUBLIC PROCUREMENT

Outcome	Strategic Initiatives	Activities	Output Indicators	Yr1	Yr2	Yr3	Yr4	Yr5
Improved efficiency and effectiveness of Entities using the e-GP system	Conduct e-GP Change Management and Training	1. e-GP Training Needs Assessment	1. Training Needs Assessment Report	1	1	1	1	1
		2. Develop the e-GP Communication Plan	2. Communication Plan	1	1	1	1	1
		3. Develop Information, Education and Communication Materials	3. Training Manuals FAQs	2 4	2 4	2 4	2 4	2 4
		4. Conduct Training and provide Support for Trainers of the e-GP	4. Trained and Certified Trainers	50	50	50	50	50
		5. Conduct Training for Staff of the pilot PDEs and/ other Entities on using the system	5. Trained PDE staff	4000	4000	4000	4000	4000
		6. Conduct Training for Oversight Bodies on the use of e-GP (OAG, IG, Tribunal)	6. Staff Oversight agencies trained	0	0	0	0	0
		7. Train providers on how to use e-GP systems	7. Trained providers	300	150	100	100	100
		8. Carry out e-GP Implementation Review	8. Post Implementation Review Report	0	0	0	1	0

<p>Digitize and Automate HR processes</p>	<ol style="list-style-type: none"> 1. Automate the Employee Lifecycle Documentation process 2. Enhance Leave Automation 3. Enhance automation of the performance management system 4. Automate the Recruitment Processes 	<ol style="list-style-type: none"> 1. Fully implemented Employee Lifecycle system 2. Fully automated leave platform 3. Fully automated Performance Management System 4. Fully automated Recruitment and on-boarding process 	0	1	1	0	0	0
<p>Develop strategies to improve automation of Internal Processes and put in place tracking mechanisms for Legal and Advisory Guidance provided by the Authority</p>	<ol style="list-style-type: none"> 1. Improve and scale up the Authority's IT infrastructure 2. Implement ability for staff to have secure off-site access to the PPDA internal network. 3. Implement capacity for staff to be able to meet work and met remotely 4. Integrate all IT applications onto one platform 5. Prepare EMIS report on Investigations, Complaints, Advisory Guidance and Suspensions. 	<ol style="list-style-type: none"> 1. Primary and secondary Data Centres upgraded with adequate server processing power for the next 6 years 2. VPN Licenses purchased for all staff who need remote access 3. Teleconferencing software licenses purchased 4. Integrated IT system implemented 5. Monthly EMIS report on Investigations, Complaints, Advisory Guidance and Suspensions 	0	1	0	0	0	0

<p>Adoption of Technology to improve the Authority's effectiveness in regulating the Public Procurement System</p>	<p>1. Roll out the Entity Management System (EMIS) to improve the effectiveness of our regulation and performance of entities</p> <p>2. Conduct Annual Reviews and Improvements of the EMIS system to incorporate the updated audit tool performance monitoring methodologies.</p> <p>3. Integrate EMIS with the Letter Management System to provide easy access to all entity correspondences</p>	<p>1. EMIS rolled out to all departments</p> <p>2. Annual Enhancements implemented – Enhancements Report</p> <p>3. EMIS fully integrated with LMS</p>	<p>1</p> <p>0</p> <p>1</p> <p>0</p>	<p>0</p> <p>1</p> <p>0</p> <p>0</p>	<p>0</p> <p>1</p> <p>0</p> <p>0</p>	<p>0</p> <p>1</p> <p>0</p> <p>0</p>
<p>Automation of PPDA's Stakeholder Management System to improve effectiveness</p>	<p>1. Roll out a Letter Management System (LMS) across all departments to capture all incoming and outgoing stakeholder correspondences and to track their timeliness</p> <p>2. Conduct Annual Reviews and Improvements of the LMS system to incorporate updated stakeholder needs.</p> <p>3. Upgrade the LMS to incorporate internal Letter Movement functionality</p>	<p>1. Roll out a Letter Management System (LMS) across all departments to capture all incoming and outgoing stakeholder correspondences and to track their timeliness</p> <p>2. Annual Reviews and Improvements of the LMS system to incorporate updated stakeholder needs</p> <p>3. Upgrade the LMS to incorporate internal Letter Movement functionality</p>	<p>1</p> <p>0</p> <p>0</p> <p>1</p>	<p>0</p> <p>1</p> <p>1</p> <p>0</p>	<p>0</p> <p>1</p> <p>0</p> <p>0</p>	<p>0</p> <p>0</p> <p>1</p> <p>0</p>

	1. Review reports and updates	3	3	3	3	3	3
<p>Promote the use of e-learning platforms/channels in advancing learning</p>	<p>1. Review the current e-learning platform to assess relevance to PPDA's mandate</p>	3	3	3	3	3	3
<p>2. Explore alternative e-learning channels to support implementation of PPDA's Mandate and Strategic Plan</p>	<p>2. New Learning Channels developed</p>	0	1	1	1	0	0
<p>3. Develop partnerships with learning institutions to facilitate e-learning</p>	<p>3. Signed MoU/Partnership</p>	1	1	1	1	1	1
<p>4. Partner with professional bodies on the development of industry relevant modules – ERB, ARB, ULS, IPPU</p>	<p>4. Signed and implemented Partnerships</p>	3	3	3	3	3	3



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