



**PUBLIC PROCUREMENT AND DISPOSAL
OF PUBLIC ASSETS AUTHORITY**

"Procurement That Delivers"

PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS AUTHORITY



**REVISED
ABRIDGED
STRATEGIC PLAN
2020/2021 - 2024/2025**

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List of Acronyms

Acronym	Meaning
AGO	Accountant General's Office
BFPs	Budget Framework Papers
Bn	Billion
CNDPF	Comprehensive National Development Planning Framework
CSOs	Civil Society Organizations
DFID UK	Department for International Development United Kingdom
EAC	East African Community
E-GP	Electronic Government Procurement
ESHS	Environmental Safety, Health and Social Safeguards
EU	European Union
FY	Financial Year
GIZ	Gesellschaft fur Internationale Zusammenarbeit
GOU	Government of Uganda
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
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
PIAP	Programme Implementation Action Plan
PPDA	Public Procurement and Disposal of Public Assets Authority
PSFU	Private Sector Foundation of Uganda
SDGs	Sustainable development goals
SOP	Standard Operating Procedures
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, Threats
URA	Uganda Revenue Authority

EXECUTIVE SUMMARY

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:

- i. Ensure the application of fair, competitive, transparent, non-discriminatory and value-for-money public procurement and disposal standards and practices.
- ii. Advise Government, local governments and other procuring and disposing entities on the procurement and disposal policies, systems and practices and when necessary, on their harmonization.
- iii. Set standards for the public procurement and disposal systems in Uganda.
- iv. Monitor compliance of procuring and disposing of entities; and
- v. 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. Public sector procurement accounts for up to 60% of the 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.

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 to align the planning process to NDPIII 2020/21, and a scan of the internal and external environment were carried out.

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

The key Strategic Objectives for the Strategic Plan are:

- i. Strengthen Regulation of the Public Procurement and Asset Disposal System;
- ii. Enhance Stakeholder Engagement and management;
- iii. Strengthen Institutional and management capacity;
- iv. Leverage Technology to Deliver Efficiency in Public Procurement and Disposal.

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.

The key outcomes include; reduced procurement lead time, Improved Contract management, increased bidder Participation, Increased levels of Compliance with the PPDA Act and Improved public perception of corruption in public procurement.

The estimated cost of the plan is UGX 183.653 billion over the five-year period. 66% of the budget would be funded by the Government of Uganda and 34% of the budget would be from Development Partners and collaborative institutions.

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.

MESSAGE FROM THE MINISTER OF FINANCE PLANNING AND ECONOMIC DEVELOPMENT

The Public Procurement and Disposal of Public Assets Authority is an Agency of Government mandated to regulate and superintend over the procurement and Disposal system in Uganda which takes over 60% of the national budget and is vital in-service delivery and delivery of the NRM Manifesto and National Development Plan III where several flagship projects will be implemented through public procurement.

The President directed the streamlining of the procurement process which culminated in the amendment of the PPDA Act, 2003 which is in the final stages to address the bottlenecks and ensure that the system is efficient, effective, and achieves value for money while also contributing to national development through promoting local content, skills development and technological development.

This Strategic Plan, therefore, aims to operationalise the wider aspirations in the amended PPDA Act to ensure that procurements are completed promptly.

I wish to extend my gratitude to the Board, staff of PPDA and all the stakeholders who have contributed to the development of this Strategic Plan which will support the Government's efforts towards having an efficient and effective public procurement and disposal system in Uganda.

The Ministry of Finance, Planning and Economic Development remains committed to supporting the Board of Directors, Management and staff of PPDA to ensure full implementation of the Strategic Plan.

For God and My Country.

A handwritten signature in black ink, appearing to read 'Matia Kasaija', with a large, stylized flourish extending to the right.

Matia Kasaija (MP)

MINISTER OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

MESSAGE FROM THE CHAIRMAN BOARD OF DIRECTORS

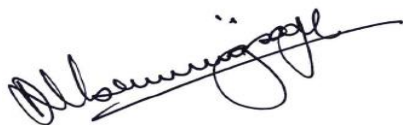
On behalf of the Board of the Public Procurement and Disposal of Public Assets Authority, I am pleased and honoured to present to you the revised fourth (4th) Strategic Plan for Financial Years 2020/21 –2024/25.

The revised Strategic Plan has been developed following a meticulous and participatory midterm review process which was aimed at taking stock of the achievements registered during the first half of the planning period and to put into consideration the changes in the social-economic environment in which the Authority operates. The Plan has been revised to make it robust enough to cater for the emerging trends in public procurement and disposal. 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 driven by the need to “**Buy Uganda Build Uganda**” while ensuring value for public procurement and therefore we pledge our commitment to work with all the Stakeholders in the promotion of local content within the public procurement and disposal system.

The Authority’s Board, leadership and staff are fully committed to the successful implementation of the Strategic Plan for the remaining period of the plan and we kindly call on all stakeholders to work with us as we aspire to achieve these 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 leverage technology through the Electronic Government Procurement system and automation of internal processes 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.



Julius Ishungisa
CHAIRMAN BOARD OF DIRECTORS

ACKNOWLEDGEMENT

We are delighted to present the Revised PPDA Strategic Plan which sets out our direction for the period 2023/2024 to 2024/2025. 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 stakeholder's expectations.

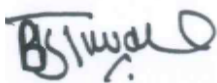
In the development of the plan, the Authority consulted both internal and external stakeholders through various sessions and focus group discussions that were undertaken to ensure all the stakeholders' interests were embedded. The plan is anchored on four key strategic objectives namely:

- i. Strengthen the Regulation of the Public Procurement and Disposal System;
- ii. Enhancement of Stakeholder Engagement and Management;
- iii. Strengthen Institutional and Management Capacity; and
- iv. Leveraging Technology to Deliver Efficiency in Public Procurement and Disposal.

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, Planning and Economic Development, Anti-corruption agencies, development partners, providers and all the stakeholders who will be pivotal in the implementation of this Strategic Plan.

The Authority acknowledges the financial support of the United Kingdom Department for International Development (DFID) to the process of developing the original plan through the World Bank Trust Fund and the Resource Enhancement and Accountability Programme for supporting the Midterm Review Process.

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.



Benson Turamye
EXECUTIVE DIRECTOR

CHAPTER 1 INTRODUCTION

1.0 Background

The formulation of the 5-year Strategic Plan (2020/2021-2024/2025) 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 was reviewed, whilst taking into consideration global and regional trends in public procurement as well as issues such as the effects of the COVID-19 pandemic on all global economies including Uganda’s.

1.1 Role of the PPDA in National Development

PPDA is mandated to regulate the public procurement and disposal system in Uganda and is specifically derived from the objectives and functions of the Authority as stipulated in the PPDA Act, 2003 Sections 6 and 7 as shown in **Table 1**.

Table 1: Objectives and Functions of PPDA

No	Objective
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 harmonization;
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.

1.2 Legal Framework of the PPDA

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 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.

1.3 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 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.

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 Board Affairs;
- 2. Performance Monitoring - Central Government;
- 3. Performance Monitoring – Regional Offices;
- 4. Office of the Executive Director;

5. Finance;
6. Strategy and Planning; and
7. Human Resource and Administration.

1.4 The National, Legal and Policy Context

In the National context, PPDA executes its mandate in line with the Constitution of the Republic of Uganda of 1995 as amended, the PPDA Act of 2003 as amended and The Public Finance Management Act of 2015. The overarching policy framework governing planning in Uganda is the Comprehensive Development Planning Framework. This strategic plan is aligned with the following frameworks:

1.4.1 Uganda Vision 2040 and NDP III

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"**.

PPDA has to put in place a favourable regulatory framework to ensure efficiency, effectiveness and value for money in public procurement and disposal. To further operationalize 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 Objective which is to "Strengthen the role of the state in guiding and facilitating development" and specifically to the Private Sector Development Program, Development Plan Implementation and Governance and Security Program. Therefore, the strategic plan has been aligned with NDP III both in direction and time horizon.

1.4.2 PPDA in the International Legal and Policy Context

This Strategic Plan is aligned with the following international conventions and agreements which are relevant to PPDA's mandate.

- i. UN Development Agenda 2030 and Sustainable Development Goals (SDGs)
- ii. African Union Agenda 2063
- iii. East African Community (EAC) Vision 2050

1.5 Purpose of the Plan

The Authority has been implementing the 2014/2015 – 2019/2020 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 2020/2021 to 2024/2025 necessitated the development of a new Strategic Plan. These focus areas, together with the Vision, Mission, goal, Core Values, Strategic Objectives and Initiatives in the Strategic Plan will not only drive efficiency within the authority and the public procurement and disposal system but will also enhance the ability of PPDA to respond effectively to challenges that could affect the overall public procurement and disposal system.

1.6 The Process of 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 was reviewed, whilst taking into consideration global and regional trends in public procurement and disposal as well as issues such as the 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.

CHAPTER 2: SITUATION ANALYSIS

2.0 Introduction

This chapter presents the prevailing state of affairs within and outside PPDA at the time of preparation of the strategic plan and specifically details the performance of the previous strategic plan, the stakeholder analysis, the SWOT analysis, and a summary of emerging issues which lay the foundation for the new strategic focus.

2.1 Mid-Term Performance of the Plan

Overall, 43% of the outcome targets were achieved, however poor performance was still observed on the lower absorption rates of the procurement budget and lengthy procurement and disposal processes depicted by longer average time to complete the procurement process for both Open Domestic Bidding (ODB) and Open International Bidding (OIB). The details are indicated in Table 2.

Table 2: Performance of Key Outcome Indicators

Indicator	Baseline 2019/2020	2020/2021 Actual	2021/2022 Target	2021/2022 Actual
The proportion of contracts ¹ by value rated satisfactory from audits	60%	4%	70%	4%
Annual Procurement Plan ² Implementation rate by all PDEs	16.1%	26%	50%	20%
The average number of bids received per Procurement	2	2.6	4	3
The proportion of contracts by value subjected to open competition	67%	72%	80%	58%
The proportion of contracts by value awarded to local providers	44%	74%	55%	61%
Procurement lead time, in days (ODB) ³	170	221	100	194
Procurement lead time, in days OIB	320	526	110	292
The proportion of contracts completed within cost	55%	61%	70%	79%
The proportion of contracts completed within time	47.7%	60%	60%	52%
The proportion of contracts where payment was made on time	58%	47%	70%	48%

¹ The underperformance on the indicator is attribute to the change in the audit methodology and which improved the criteria for a contract to be rated satisfactory to also cover contract management.

² This is attributed to unrealistic procurement planning in Entities and the low released which affects implementation of planned procurements.

³ This is due to initiation of procurements based on budgets and delays to sign contracts awaiting release of funds; delays in evaluation of bids and suspension of processes by investigation bodies.

Indicator	Baseline 2019/2020	2020/2021 Actual	2021/2022 Target	2021/2022 Actual
Proportion of Procurements Implemented according to market price	42%	43%	60%	82%
Proportion of bidders who assess the procurement process as transparent	22%	22%	N/A	22%
External Stakeholder Satisfaction Levels about PPDA's responsiveness and timeliness	N/A	N/A	60%	N/A
Percentage increase in Development Partner Funds Mobilization (%ge of the overall budget)	15%	12.57	20%	11%
%ge of strategic organizational targets achieved	58%	62%	70%	61%
Improved Appraisal Rating – Employees scoring above average	60%	79%	70%	78%
Employee Satisfaction Levels	60%		70%	
Annual Auditor General Rating	unqualified	unqualified	unqualified	unqualified
Annual Budget Absorption Level	95%	98%	70%	99%
Procurement lead time in days, for Entities using eGP	N/A		90	
Average number of bids received under eGP for every procurement advertised	N/A		4	

A midterm review of the implementation status of the 2020/21 – 2024/25 Strategic Plan was undertaken with a view of establishing performance levels and identifying challenges the Authority could have faced in implementing these initiatives. Some of the key achievements under each strategic objective include:

- i. Strengthened mechanisms for ensuring transparency and accountability in Entities through Performance and Contract Audits, Investigations and Administrative Reviews;
- ii. Completed preparatory activities for the launch of the e-GP system. A locally developed system was developed and the system has been rolled out to 35 Entities;
- iii. Saw an increase in Development Partner Support from the European Union, GIZ, World Bank, UN Women and other stakeholders.

2.2 Institutional Capacity of PPDA

Over the past 7 years, the Authority was allocated UGX 88 Billion from the consolidated fund to facilitate its operations. Table 3 provides details of the funding to the organisation:

Table 3: Total Budget Analysis for FY 2016/2017-2021/2022

Financial Years	Total Budget in Bns (UGX)	Total Releases in Bns (UGX)	% Budget Released	Total Expenditure in Bns (UGX)	%Budget Spent
2015/2016	10.72	8.82	79%	8.18	93%
2016/2017	14.21	11.95	84%	11.51	96%
2017/2018	13.40	13.26	99%	13.20	99%
2018/2019	24.85	22.82	92%	22.70	99%
2019/2020	24.83	17.13	69%	15.42	90%
2020/2021	24.83	18.69	89%	18.58	99%
2021/2022	23.28	19.52	84%	19.52	100%
	88.01	73.98	84%	71.01	97%

Human Resource Capacity

The Authority has a staff structure of 140 staff. The staffing level in the Authority as of 31st December 2022 was 114 staff, which represents 81% of the total staff structure. Nineteen (19%) of the positions were vacant.

The Authority has implemented the revised HR Structure and Manual which pursues the implementation of an organizational culture change programme aimed at enhancing performance and productivity. 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.

2.3 Challenges Experienced by the Authority

- 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 the 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 leads to limited follow up on the implementation of initiatives.

2.4 Stakeholder Analysis

Stakeholder analysis was revalidated 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. At the time of preparing the strategic plan, the following key stakeholders were identified:

- i. Board of Directors;
- ii. Employees;
- iii. Development Partners;
- iv. Ministry of Finance, Planning and Economic Development;
- v. Office of the Auditor General;
- vi. Inspectorate of Government;
- vii. Providers;
- viii. Procuring and Disposing Entities;

- ix. PPDA Appeals Tribunal;
- x. Civil Society Organizations;
- xi. Institute of Procurement Professionals of Uganda;
- xii. National Information Technology Authority of Uganda; and
- xiii. Programme Secretariats.

The details are contained in the stakeholder register which is a living document and this is updated as and when changes arise.

2.5 SWOT Analysis

This section highlights the key issues with PPDA's operating environment as shown in **Table 4** 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 4: SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> ❖ Qualified, skilled and diverse employees ❖ Effective corporate governance system in place ❖ Sustained Support ❖ The existence of a legal framework that enables the Authority to exercise its mandate ❖ Knowledgeable, technical and respected Board members ❖ Strong internal controls ❖ Own Office premises ❖ Increasing regional presence ❖ Institutional expertise, a wealth of knowledge embedded within PPDA 	<ul style="list-style-type: none"> ❖ 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 ❖ Lack of a structured and documented culture ❖ Limited stakeholder engagement ❖ Lack of multi-disciplinary skillset e.g. Lack of Engineers ❖ Lack of structured succession and training plans ❖ Failure to implement the risk management framework 	<ul style="list-style-type: none"> ❖ Shifts in Government Policy ❖ Negative publicity on the public procurement and disposal system ❖ Budgetary cuts as a result of a shift in government spending focus ❖ Cyber threats ❖ Delays in government payment processes ❖ Disruption in Development Partner Funding

2.6 Summary of Emerging Issues and Implications

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

- i. The importance of increased stakeholder engagement and partnerships for purposes of resource mobilization and implementation of strategic initiatives.
- ii. Developing synergies across different Departments within the Authority is key to enhancing effective implementation of the mandate.
- iii. The need to leverage 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 the successful implementation of the Strategic Plan.

CHAPTER 3: THE STRATEGIC DIRECTION OF THE PPDA

3.0 Introduction

This section provides an overview of, and the relationship of PPDA’s Vision, Mission, Goal, Core values and Strategic Objectives whose implementation is explained under the strategic initiatives.

3.1 Vision, Mission, Goal

Vision

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

Mission

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

Goal

“To enhance the attainment of value for money in public procurement for improved service Delivery”

Tagline

“Procurement that Delivers”

3.2 Core Values



3.3 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 based on which priorities the Authority will be focusing on in each Financial Year. The four objectives and their interventions/initiatives are detailed below:

1: Strengthen Regulation of the Public Procurement and Disposal System

- 1.1 Conduct reliable, impactful, professional and timely audits;
- 1.2 Effective management and engagement of High Spend Entities;
- 1.3 Validate and track implementation and adherence to ESHS standards in the procurement and disposal cycle;
- 1.4 Monitor PDEs to ensure efficiency in their procurement and disposal processes;
- 1.5 Provide timely legal guidance to the Authority and PDEs;
- 1.6 Strengthen the Complaints Management Mechanism;
- 1.7 Accredite alternative systems of public procurement and disposal to increase efficiency;
- 1.8 Continuous review and update of procurement legal framework;
- 1.9 Promote the implementation of local content in public procurement; and
- 1.10 Strengthen research in public procurement and disposal to inform policy and practice

2: Enhance Stakeholder Engagement and Management

- 2.1 Strengthen collaboration with Anti – Corruption Agencies;
- 2.2 Promote engagement with development partners;
- 2.3 Develop and roll out the Authority’s brand identity;
- 2.4 Enhance strategic media management;
- 2.5 Promote strategic stakeholder engagement;
- 2.6 Promote provider registration;
- 2.7 Develop and implement supplier and Provider Performance Improvement Program;
- 2.8 Outsource specialist institutions, agencies and consultants to support the Authority in delivering her mandate; and
- 2.9 Work with CSOs to monitor public procurement contracts.

3: Strengthen Institutional and Management Capacity

- 3.1 Promote transparency in budget execution;
- 3.2 Enhance prudent financial management and reporting with robust internal controls;
- 3.3 Promote value-driven procurement and disposal management;
- 3.4 Improve and enhance the Authority’s physical infrastructure;
- 3.5 Promote Sustainable and efficient administration of the Authority;
- 3.6 Strengthen the Corporate Governance Framework;
- 3.7 Develop and implement a well-structured and documented PPDA culture;
- 3.8 Develop an HR Analytics and Reporting Framework;
- 3.9 Develop and implement Standard Operating Procedures to guide the implementation of the Strategic Plan in all departments and units;
- 3.10 Strengthen and enhance the internal control environment;
- 3.11 Develop and implement a Risk Management Framework;
- 3.12 Develop and implement a Leadership and Management Development Program;
- 3.13 Promote and drive an effective Performance and Talent Management System; and
- 3.14 Develop and Implement an employee Engagement and Retention Program.

4 Leverage Technology to Deliver Efficiency in Public Procurement and Disposal

- 4.1 Conduct eGP change management and training;
- 4.2 Digitize and automate HR processes;
- 4.3 Develop strategies to improve the automation of internal processes and put in place tracking mechanisms for legal and advisory guidance provided by the Authority;
- 4.4 Adoption of technology to improve the Authority's effectiveness in regulating the Public Procurement and Disposal System;
- 4.5 Automation of PPDA's Stakeholder Management System to improve the effectiveness; and
- 4.6 Promote the use of e-learning platforms/channels in advancing learning.

3.4 List of PPDA Projects

The Authority will be implementing the "Retooling of PPDA Project" (Code 1461) across the time horizon of the Strategic Plan.

CHAPTER 4 FINANCING FRAMEWORK AND STRATEGY

4.0 Introduction

The Authority anticipates funding from the Government of Uganda as the major avenue for financing this Strategic Plan with some support from Development Partners. In costing the strategic plan, broader macroeconomic assumptions on the inflation levels, and fluctuation of the Uganda Shilling against the Dollar have been put into consideration.

4.1 Summary of Strategic Plan Budget

The total funding required to finance this Strategic Plan over the five years is UGX 183.374 Bn. It is envisaged that this Strategic Plan shall be primarily resourced by the Government of Uganda and its Development Partners, as has been the case in the previous strategic planning periods.

The annualized funding requirement disaggregated by funding category is detailed in Table 5.

Table 5 Summary of Strategic Plan Budget

Classification	20/202 1	2021/202 2	2022/202 3	2023/202 4	2024/202 5	Total
Wage	6.97	10.915	11.995	11.995	12.552	53.067
Non-Wage	16.432	17.491	17.77	18.796	19.767	90.256
Total Development Capital	11.72	11.076	5.4	5.375	4.289	37.86
Grand Total	34.842	39.482	34.085	36.166	36.608	181.183

The major cost drivers under this strategic plan will be:

- Undertaking procurement and disposal audits;
- Amendment of the procurement and disposal regulatory framework;
- Staff costs like salaries, gratuities and Social Security contributions.

The annualized budgets for all the Departments of PPDA and the major cost drivers are contained in Table 6:

Table 6: Department Budgets for FY 2020/2021 – 2024/2025

Department	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Executive Director's Office	1.615	1.231	0.937	1.043	1.024	5.85
Finance	0.305	0.195	0.204	0.215	0.224	1.143
Human Resource and Administration ⁴	20.685	27.6535	22.858	22.605	23.673	117.475
Legal and Board Affairs	1.805	1.408	1.414	1.484	1.559	7.67
Performance Monitoring	6.87	6.82	7.171	8.091	8.81	37.78
Strategy and Planning	3.51	2.09	2.918	3.065	1.85	13.45
Grand Total	34.797	39.4145	35.502	36.503	37.154	183.374

4.2 Resource Mobilization Strategy

GOU Funding

It is estimated that the GOU will finance about 64% of the strategic plan. This will be achieved through lobbying the Government to increase budget allocation to PPDA to support the delivery of its mandate.

⁴ The Major cost Drivers in this department are staff costs (Wage, Non wage

Development Partners Support

The Authority is currently implementing components of different programmes supported by various development partners who provide both technical and financial support to different activities of the Authority. PPDA will continue to solicit support from its Strategic Development Partners to augment the funding from the Government of Uganda.

Generation of Non-tax Revenue

PPDA generates internal revenue from the registration of new providers and the renewal of existing ones across the categories of works, goods, services, consultancy services and non-consultancy services which is transferred to the consolidated fund. The Authority collected UGX 1.01 Bn in FY 2020/21 and UGX 1.2Bn in FY 2021/22.

Harnessing Partnerships with Other Stakeholders

PPDA will continue harnessing partnerships with other stakeholders that contribute to the Implementation of the strategic plan. Currently, PPDA has a Partnership with other Players in the Governance and security programme; Private Sector Development Programme; Development Plan Implementation Programme and other players in the Inter-Agency Forum against Corruption.

The Authority will work with several Civil Societies and Media Houses to spur public demand for accountability in a bid to promote social accountability by putting in place feedback systems from the end-users of the subjects of public procurement and disposal.

CHAPTER 5: INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.1 Implementation Arrangements

The Board of Directors of PPDA has the overall mandate of providing strategic direction to the Authority as provided for by Section 10 of the PPDA Act of 2003. The Executive Director has the overall responsibility of delivering this Strategic Plan. The implementation of the strategic plan will be realized through annual budgets and work plans across the time horizon.

The Strategy and Planning Department will be charged with the overall coordination of the implementation of the Strategic Plan by coordinating the plan development, implementation, monitoring, reporting, review and evaluation processes.

5.2 Sustainability Arrangements

The PPDA Strategic Plan 2020 – 2025 aims to enhance the operational efficiency of PPDA to deliver effective, efficient and value-adding regulation of the procurement and disposal system that delivers value for money for improved service delivery.

Effective management of resources is essential to the sustainability of the PPDA. The Strategic Plan has taken into account the projected resource requirements for the strategic activities detailed in this plan over the next 5 years. PPDA will continue implementing prudential financial management as well as improve allocative and operational efficiency in resource utilisation.

The strategic plan has provided for strengthening collaborations in the Governance and Security; Private Sector Development and Development Plan Implementation Programmes with all other constituent MDAs. In addition, the PPDA as a member of the Inter-Agency Forum against Corruption will leverage this collaboration to achieve its objectives against corruption.

The Authority will continue to work with the Development partners, Civil Society and Media to ensure that the aspirations of this Strategic plan are achieved.

In the development of the PPDA Strategic Plan 2020 – 2025, the integral role of human resources has been accounted for. The staff capacity is critical in achieving the objectives of PPDA. Moving forward, the strategic plan aims to enhance the capacity to deliver the PPDA mandate. Therefore, the PPDA Strategic Plan has emphasized building staff capacity at all levels to effectively execute its mandate and create a difference. A detailed training plan based on a comprehensive training needs assessment will be developed and implemented across the planning horizon of the Strategic Plan.

5.3 Assumptions of the Strategic Plan

- i. Continued Government Funding;
- ii. Adoption to the new normal of doing business in light of the COVID-19 pandemic and its after-effects;
- iii. Political stability;
- iv. Political goodwill and buy-in;
- v. Leadership Development and Cultural Transformation;
- vi. Adequate resources i.e. human resources, financial;
- vii. Leadership commitment to execute the Strategic Plan;
- viii. Effective public relations and communication strategies;
- ix. A robust M&E framework;
- x. Strategic collaborations with Anti-Corruption Agencies and Development Partners;
- xi. Continuous stakeholder engagements;
- xii. Improved systems and processes;

CHAPTER 6: COMMUNICATION AND FEEDBACK STRATEGY

6.0 Introduction

This section highlights the communication priorities and activities during the implementation of the PPDA Strategic Plan. Communication is a critical component of the strategic direction of PPDA contained in this Strategic Plan as it seeks to actively and continuously engage all relevant stakeholders. This section briefly highlights the key communication priorities and emphasizes the need for the development of an independent and comprehensive Communication Strategy that will expound on the interventions underscored in this Strategic Plan.

6.1 Communication Strategy

This Strategic Plan has been developed through a consultative process with staff at different levels from all Departments and units to foster ownership, awareness and buy-in which are very pertinent to the successful implementation of the plan.

Communication of the Strategic Plan will be mainstreamed into the broader communications and public relations strategy of PPDA with clear metrics on dissemination to the key stakeholders.

The Authority will adopt an integrated communications strategy harnessing the new models of communications, including digital and social media which have revolutionised the way Corporate Entities communicate.

6.2 Communications Interventions

The key strategic message under this Strategic Plan will be “*procurement that delivers*” and this seeks to demonstrate the role of public procurement in service delivery. This is aimed at creating awareness for the contribution of PPDA to the greater aspirations of the NDP III and the wider Vision 2040 while creating public demand for accountability.

The Authority will make use of conventional print and media channels, social media, events, and public relations and strengthen internal communications to deliver key messages to various stakeholders following a segmented approach where different messages are prepared for different audiences.

Awareness programmes of the Strategic Plan 2020/21-2024/25 will be designed to disseminate the strategic direction, interventions, and activities to all PPDA departments.

The Authority will also organize change management sessions for both the Board of Directors and staff explaining the transition from the old strategic direction to the new strategic direction.

PPDA will harness technology and use all available communication channels like the website and Social Media sites to disseminate the new strategic direction.

Implementation of the Strategic Plan has been sequenced across five Financial Years and this will inform the development of the annual budgets and work plans.

CHAPTER 7: RISK MANAGEMENT

7.0 Introduction

This section entails a risk management plan, and risk profile, clarifies the staff who are responsible throughout the risk management process from identification to resolution, and specifies how the risks will be considered, prioritized and managed within PPDA. The analysis of risks and determination of their mitigation measures is pertinent to alert PPDA on the possible inhibitions to this Strategic Plan and ensure readiness to overcome them for its successful implementation.

7.1 The Main Actors

The main actors in the PPDA Risk Management Framework and their roles are as follows:

- i. The Staff in the different Departments shall designate and select their Risk Champions to whom all Department and other risks shall be reported;
- ii. The Risk Champions shall then synthesise these risks and log them every month;
- iii. The risk logs by the Department Risk Champions shall be the basis for the compilation of risk profiles and report them to the Manager Risk (Executive Director's Office) for consolidation;
- iv. The Manager Risk will report the profiled risks to the Executive Director and Management;
- v. The Executive Director will report the risks to the Board Audit and Risk Committee and the full Board of Directors after consideration by Top Management for mitigation.

7.2 The Risk Register

The Authority will review and update the Risk Register every quarter. The Risk Register will cover the strategic, operational, reputational and compliance risks and will entail all critical risks that may adversely affect the PPDA's strategic intent, business continuity and sustainability. The Register will serve as a critical monitoring tool for implementing risk mitigation Measures. The Internal Audit Unit will provide independent assurance on the risk management practices.

7.3 Risk Assessment and Risk Mitigation Processes

The main risk assessment and risk mitigation processes will include the following:

- a) A detailed risk assessment of the PPDA Strategies, their alignment to the Year Strategic Plan and the NDP III and the respective mitigation measures. The mitigation measures will inform the Action Plans which will be monitored regularly to ensure that the achievement of the Corporate Goals is not hindered;
- b) The implementation of the identified risk mitigation measures will be mainstreamed through the Annual Action Plans of the Departments and Departments of the respective Risk Owners;
- c) Risk identification continuously through proactive risk owner engagement;
- d) Quarterly Risk Profiling and preparation of risk heat maps;
- e) Monthly engagement with risk owners on the implementation of agreed risk mitigation measures;
- f) Quarterly reports to and feedback from the Board; and
- g) Annual reviews/evaluation of PPDA's Risk Profile and Risk Register.

The summarised risk management framework drawn from the situational analysis and the planned interventions is contained in Table 7:

Table 7: Summary Risk Management Framework

No	Identified Risk	Mitigation	Lead Actor
1.	Stakeholder disengagement	<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 EXCOM
2.	The continued impact of the COVID – 19 Global Pandemic	<ul style="list-style-type: none"> Sensitization on the prevention of COVID-19 Automation of processes to facilitate public procurement and disposal E-GP implementation and Adoption 	ED and EXCO
3.	Government Shift in Policy	<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 EXCO
4.	Poor Public Image	<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 EXCO
5.	Failure to implement Cultural Transformation within the Institution	<ul style="list-style-type: none"> Culture transformation Employee Motivation initiatives Employee engagement 	Board, ED and EXCO
6.	Lack of Funding for Strategic Initiatives	<ul style="list-style-type: none"> Write proposals to Development Partners for funding Partner with other institutions that are already funded to execute the Authority's mandate 	ED and Director Strategy and Planning
7.	Ageing ICT infrastructure	<ul style="list-style-type: none"> Procurement of new equipment to replace the ageing equipment 	ED and Senior Manager Strategy and Planning

No	Identified Risk	Mitigation	Lead Actor
8.	Failure to enforce a Risk Culture	<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 EXCO

CHAPTER 8: MONITORING AND EVALUATION FRAMEWORK

8.1 Monitoring and Evaluation Arrangements

A comprehensive monitoring and evaluation manual will be developed to streamline the monitoring and evaluation activities under this Strategic Plan.

Monitoring and Evaluation of the Strategic Plan will be conducted to measure progress towards the intended outputs and outcomes as articulated in the Strategic Planning Implementation Matrix 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 3.3.

There will be a 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 the implementation of the strategic objectives, initiatives and activities.

8.2 Progress Reporting

In performing the M&E function, the team will report per the PPDA structures, M&E Policy, and guidelines. The quarterly reports will focus on the annual operational plans implementing the Strategic Plan whereas the annual report will focus on the overall performance for the Financial Year.

8.2.1 Annual Performance Review

Following the annual progress performance report, review meetings will be held with different key stakeholders to evaluate the performance of the planned activities, identify challenges faced and suggest solutions, identify lessons learnt, key areas for improvement; and discuss priorities for the subsequent year.

8.2.2 Midterm Evaluation

A mid-term evaluation was conducted after two and a half years (January 2023) of the plan's implementation. The purpose of this evaluation was to assess progress on the implementation of the set objectives; review the strategies to address emerging issues where necessary; discuss any hindrances and their mitigation to realize the targets; as well as lessons learnt.

8.2.3 End-Term Evaluation

At the end of the implementation period, a summative evaluation will be conducted to assess the realization and sustainability of results. All evaluations conducted under this strategic plan will follow the Organization for Economic Development Aid Cooperation (OECD-DAC) criteria. This will document the key achievements and the key lessons learnt to inform programming in the outer years.

8.3 Results Framework

An M&E framework aligned to the NDP M&E Framework for NDP III and the corresponding PIAPS will be used. Results will be measured at an outcome and output level. The outcome measurements are illustrated in Table 8.

Table 8: PPDA Results Framework, Outcome Level

PPDA Goal								
Goal	Outcomes	Indicators	Baseline 2019/2020	Annualized Targets				
				20/21	21/22	22/23	23/24	24/25
“To enhance the attainment of value for money in public procurement for improved service Delivery.		Percentage of Entities rated satisfactory ⁵	75%	80%	84%	86%	88%	90%

PPDA Outcomes

Outcome	Indicator	Baseline 2019/20	Targets					
			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%	
Increased Bidder Participation	Average Number of Bids Received per Procurement	2	3	4	4	4	5	
	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 Days	ODB	170	100	100	90	90	90
		OIB	320	110	110	100	100	100
Improved Contract Management	Proportion of Contracts Completed Within Cost	55%	60%	70%	80%	90%	100%	

⁵Value for Money will be defined as receipt of goods, works, and services within quality, time, and cost standards that satisfy both the procurer and the final recipient (Citizenry).

Outcome	Indicator	Baseline 2019/20	Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	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%
SO2: Enhance Stakeholder Engagement and Management							
Improved public perception of corruption in public procurement	Proportion of Bidders who Assess the Procurement and Disposal Process as Transparent	22%	50%	N/A	65%	N/A	80%
	External Stakeholder Satisfaction Levels about PPDA's Responsiveness and Timeliness	N/A	50%	60%	70%	75%	80%
Improved Development Partner Support	Percentage Increase in Development Partner Funds Mobilization (%ge of the overall budget)	15%	15%	20%	25%	30%	40%
SO3: Strengthen Institutional and Management Capacity							
Increased efficiency and effectiveness in the execution of PPDA's mandate	%ge of Strategic Organisational Targets Achieved	58%	60%	70%	80%	90%	100%
Improved Staff Performance and Productivity	Improved Appraisal Rating – Employees Scoring Above Average	60%	65%	70%	75%	80%	80%
	Employee Satisfaction Levels	60%	65%	70%	75%	80%	85%
Improved Compliance with the Regulatory Environment	Annual Auditor General Rating	unqualified	unqualified	unqualified	unqualified	unqualified	unqualified
	Annual Budget Absorption Level	45%	60%	70%	80%	90%	100%

Outcome	Indicator	Baseline 2019/20	Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
S04: Leverage Technology to Deliver Efficiency in Public Procurement and Disposal							
Improved Efficiency and Effectiveness of Entities using Electronic Government Procurement	Procurement lead time in days, for entities using eGP	N/A	100	90	90	90	90
	Average number of bids received under eGP for every procurement advertised	N/A	3	4	4	5	5
Increased Efficiency of PPDA IT Systems	Percentage uptime for the PPDA Systems					95%	99%

Head Office

PPDA - URF Towers
Plot 39 Nakasero Road
P.O.Box 3925, Kampala Uganda
Tel: +256-414-311100
Email: info@ppda.go.ug

Eastern Regional Office

Oval Plaza , Plot 1, Court Road ,
P.O. Box 2173, Mbale, Uganda.
Tel: +256-417-890100
Email: mbaleoffice@ppda.go.ug

Northern Regional Office

Plot 1, Lower Churchill Drive
P.O. Box 999, Gulu, Uganda
Tel: +256-471-432010
Email: guluoffice@ppda.go.ug

Western Regional Office

RDC's Building , Bishop Stretcher Road,
Opposite BOU Currency Centre, Mbarara-Kabale Road
P.O. Box 1353, Mbarara, Uganda.
Tel: +256-417-733800
Email: mbararaoffice@ppda.go.ug