



**Public Procurement & Disposal
of Public Assets Authority**
"Regulating for Results"



PPDA
STRATEGIC PLAN
2025/26 - 2029/30

FPdA

Public Procurement & Disposal of Public Assets Authority

"Regulating for Results"



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."

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LIST OF ACRONYMS AND ABBREVIATIONS

Acronym	Meaning
AGO	Accountant General's Office
APPN	African Public Procurement Network
BFP	Budget Framework Paper
Bn	Billion
CNDPF	Comprehensive National Development Planning Framework
CPD	Continuous Professional Development
CPE	Continuous Professional Education
CSOs	Civil Society Organisations
DPI	Development Plan Implementation
EAC	East African Community
EAPF	East African Procurement Forum
ED	Executive Director
EGP	Electronic Government Procurement
ESHS	Environmental Safety, Health and Social Safeguards
EU	European Union
FY	Financial Year
GIS	Gesellschaft fur Internationale Zusammenarbeit
GKMA	Greater Kampala Metropolitan Area
GOU	Government of Uganda
GSP	Governance and Security
HRA	Human Resource and Administration
IAG	Internal Auditor General
IG	Inspectorate of Government
LBA	Legal and Board Affairs
MoFPED	Ministry of Finance, Planning and Economic Development
MPS	Ministerial Policy Statement
MRM & SE	Manager Resource Mobilization and Stakeholder Engagement
NPA	National Planning Authority
OAG	Office of the Auditor General
OP	Office of the President
OPM	Office of the Prime Minister
PDCB	Procurement and Disposal Capacity Building
PIAP	Programme Implementation Action Plan
PM	Performance Monitoring
PSD	Private Sector Development
RRF	Results and Reporting Framework
SP	Strategy and Planning
SPP	Sustainable Public Procurement
WB	World Bank

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FOREWORD



The Public Procurement and Disposal of Public Assets Authority is a Government agency mandated to regulate, supervise, and oversee the public procurement and asset disposal system in Uganda. Public procurement accounts for over 60% of the national budget and is therefore, central to the delivery of the National Resistance Movement (NRM) Manifesto, the National Development Plan, and several flagship Government projects.

Recognizing the pivotal role of procurement in national development, His Excellency, the President of the Republic of Uganda, directed the streamlining of procurement and asset disposal processes to eliminate bottlenecks and improve efficiency. The directive culminated in the amendment of the PPDA Act in July


2021, with the goal of ensuring that the public procurement system is effective, transparent and delivers value for money.

Beyond efficient service delivery, public procurement also contributes significantly to socio-economic transformation through the promotion of local content, skills development, and technological advancement. It is against this backdrop that this Strategic Plan has been developed, to operationalize the aspirations of the PPDA Act, Cap. 205, and ensure that procurement continues to drive Uganda's growth and development agenda.

I wish to extend my sincere appreciation to the Board of Directors, the Executive Committee, staff of PPDA, and all stakeholders who have contributed to the preparation of this Strategic Plan. Your commitment and contributions are instrumental in positioning procurement and disposal as a key enabler of national development.

The Ministry of Finance, Planning and Economic Development reaffirms its commitment to supporting the PPDA in the implementation of this Strategic Plan to achieve an efficient, effective, and value driven public procurement and disposal system in Uganda.

For God and My Country.



MATIA KASAIJA (MP)
MINISTER OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT
REPUBLIC OF UGANDA

MESSAGE FROM THE CHAIRMAN BOARD OF DIRECTORS



On behalf of the Board of Directors of the Public Procurement and Disposal of Public Assets Authority, I am pleased to present the fourth Strategic Plan for the period 2025/2026 –2029/2030.


This Strategic Plan was developed through a participatory process that took stock of the achievements registered during the third Strategic Plan period, while also considering the evolving socio-economic environment within which the Authority operates. The Plan is designed to be robust and responsive to emerging trends in public procurement and disposal, ensuring that the Authority remains relevant, effective and forward looking. Our Strategic Plan is anchored on the need to create meaningful impact on the Public Procurement and Asset Disposal system. It seeks to enhance service

delivery while advancing the 'Buy Uganda Build Uganda' initiative and ensuring value for money in all public procurement processes. In this regard, we are establishing a Procurement and Disposal Capacity Building Department, strengthening our performance monitoring Auditors through continuous training, and expanding our foot print by opening up more regional offices.

We reaffirm our commitment to working with all stakeholders to promote local content within the public procurement and disposal system. The Board, Executive Committee, and staff of PPDA remain dedicated to the successful implementation of this Strategic Plan, in close collaboration with our stakeholders. We extend our deep appreciation to the Ministry of Finance, Planning and Economic Development, and Development Partners for their invaluable contribution to the formulation of this Plan. We are equally grateful for the time, insights, and perspectives provided by stakeholders through various engagement sessions.

Our success in achieving the outcomes outlined in the Plan will depend largely on our ability to harness synergies with our partners. To drive efficiency, we shall continue leveraging technology through the Electronic Government Procurement System. To this end, I reaffirm the Board's commitment to putting in place systems and processes required to achieve the Strategic Objectives. Together, we shall reposition PPDA as "A Dynamic Facilitator of the Public Procurement and Asset Disposal System for Sustainable National Development."

For God and My Country.



Julius K. Ishungisa



We are delighted to present the PPDA's Strategic Plan, which sets out our direction for the period 2025/26 to 2029/30. We developed the plan to position the Authority to meet current and future demands by improving our services, as well as informing new initiatives, activities, and resource allocation decisions. The Authority's committed and talented staff, our most valuable asset, are instrumental to the successful implementation of this Strategic Plan, which is designed to put our stakeholders first and deliver world-class services through interventions that enhance efficiency, effectiveness, and value for money in public procurement and disposal processes.

In developing the Strategic Plan, the Authority adopted a participatory approach, engaging both internal and external stakeholders through various sessions,

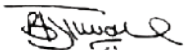
including face-to-face interviews and focused group discussions. This inclusive process ensured that the interests and voices of all stakeholders were well captured. The Plan aspires to position the Authority as **'A dynamic facilitator of the public procurement and asset disposal system for sustainable national development'**, to be realized by **"promoting service delivery through effective regulation of the public procurement and asset disposal system"**. Ultimately, this will contribute to **'enhancing the attainment of value for money in public procurement and asset disposal for improved service delivery'**. The Plan is anchored on four key Strategic Objectives, namely:

- i. Enhance Regulation of the Public Procurement and Asset Disposal System;
- ii. Promote Procurement and Disposal Capacity Building and Stakeholder Engagement;
- iii. Promote Sustainable and Inclusive Procurement and Disposal; and
- iv. Strengthen Institutional Capacity of the Authority.

I wish to convey my sincere appreciation to the Board of Directors for their invaluable contribution, guidance, and support, and to the dedicated PPDA team whose commitment and diligence continue to drive the Authority forward as it repositions itself towards 'Regulating for Results'. I also extend special gratitude to the Ministry of Finance, Planning and Economic Development, Anti-Corruption Agencies, Development Partners, Procuring and Disposing Entities, Providers, and all stakeholders whose collaboration will be pivotal in the successful implementation of this Strategic Plan.

The Authority acknowledges the financial support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) towards the process of developing the Plan through the "Strengthening Accountability Component (SAC) of the Governance and Democracy Programme of the Uganda Country Office."

I am confident that this Strategic Plan will serve as a strong anchor for the Authority in fulfilling its mandate and in achieving the ambitious milestones we have set. I reaffirm my commitment and leadership to ensuring that its successful implementation is achieved.



Benson Turamye
EXECUTIVE DIRECTOR



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, Cap 205.

The mandate of the Authority is derived from the objectives of the Authority as stipulated under Section 7 of the PPDA Act, Cap 205, namely:

- 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 where necessary, on their harmonization;
- iii. Set standards for the public procurement and disposal systems in Uganda;
- iv. Monitor compliance with procuring and disposing entities; and
- v. Build procurement and disposal capacity in Uganda.

PPDA regulates the public sector procurement and asset disposal system, which is a significant component of public expenditure management that contributes to effective service delivery, good governance, and sustainable development. 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 the Government of Uganda's expenditure through the provision of goods, services, and works for service delivery to its citizens.

During preparation of the 2025/2026–2029/2030 Strategic Plan, a participatory and all-inclusive approach was adopted. This entailed interviews with internal and external stakeholders, a review of various documents, and holding of workshops and focused group discussions. To inform the development of the 2025/2026–2029/2030 Strategic Plan, an analysis of the Authority's past performance in the implementation of the 2020/2021 – 2024/2025 Strategic Plan, and scans of the internal and external environments were also carried out. The analyses resulted in updating the strengths, weaknesses, opportunities, and threats as well as stakeholder expectations.

The situational analysis culminated in the Vision of 'A dynamic facilitator of the public procurement and asset disposal system for sustainable national development' to be realized through the Mission of 'Promoting service delivery through effective regulation of the public procurement and asset disposal system.' This will ultimately lead to the Goal of 'enhancing value for money in public procurement and asset disposal for improved service delivery.' The Authority's tagline is 'Regulating for Results,' while the core values guiding the implementation of the Strategic Plan are integrity, accountability, responsiveness, sustainability, innovation and team work.

The four Strategic Objectives for the Strategic Plan are:

- i. Enhance Regulation of the Public Procurement and Asset Disposal System;
- ii. Promote Procurement and Disposal Capacity Building and Stakeholder Engagement;
- iii. Promote Sustainable and Inclusive Procurement and Disposal; and
- iv. Strengthen Institutional Capacity of the Authority.

Strategic initiatives to be implemented under each objective were reviewed and documented, as well as the activities and output indicators over the Strategic Plan period, in addition to the outcomes and outcome indicators.

The Risk Management Framework, which 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 also developed.

The key outcomes under each of the four Strategic Objectives include:

No	Strategic Objective	Outcomes
1.	Enhance Regulation of the Public Procurement and Asset Disposal System	<ul style="list-style-type: none"> ❖ Increased levels of compliance with the PPDA Act ❖ Reduced procurement lead time ❖ Improved Contract Management ❖ Increased competition for public procurement contracts ❖ Increased participation of Local Providers in Public Procurement
2.	Promote Procurement and Disposal Capacity Building and Stakeholder Engagement	<ul style="list-style-type: none"> ❖ Enhanced capacity of stakeholders to manage public procurement and disposal ❖ Improved public perception of corruption in public procurement
3.	Promote Sustainable and Inclusive Procurement and Disposal	<ul style="list-style-type: none"> ❖ Improved adherence to sustainable public procurement practices
4.	Strengthen Institutional Capacity of the Authority	<ul style="list-style-type: none"> ❖ Increased efficiency and effectiveness in the execution of PPDA's Mandate ❖ Improved Development Partner support ❖ Improved staff productivity

The estimated cost of the plan is UGX 221.016 billion against the MTEF provision of UGX 179.276 billion. The MTEF provision represents 81% of the budget that would be funded by the Government of Uganda. The remaining 19% of the budget will be mobilized from Development Partners.

The Authority calls upon all relevant stakeholders for partnership in ensuring that the aspirations espoused in this Strategic Plan, aimed at improving the public procurement and disposal system are fully realized.

1.1 Introduction

The Public Procurement and Disposal of Public Assets Authority (PPDA) 2025/26-2029/30 Strategic Plan has been developed to refocus the Authority towards efficient and effective regulation of the public procurement and asset disposal system in the country.

1.2 Background

1.2.1 Role of PPDA in Sustainable National Development

PPDA is mandated to regulate the public procurement and disposal system in Uganda. This is derived from the objectives and functions of the Authority as stipulated in Sections 7 and 8 of the PPDA Act, Cap 205, as shown below in **Table 1**.

Table 1: Objectives and Functions of PPDA

No	Objective	Functions
1.	To ensure the application of fair, competitive, transparent, non-discriminatory and value for money procurement and disposal standards and practices.	<ul style="list-style-type: none"> i. To maintain a register of providers of works, services and supplies. ii. To undertake any activity that may be necessary for the execution of its functions. iii. To institute- <ul style="list-style-type: none"> a) procurement or disposal audits during the bid preparatory process; b) contract audits in the course of the execution of an awarded bid; and iv. To organize and maintain a system for the publication of data on public procurement and disposal opportunities, awards and any other information of public interest as may be determined by the Authority. v. To monitor and report on the performance of the public procurement and disposal systems in Uganda and advise on desirable changes.
2.	To advise the Government, local governments and other procuring and disposing entities on procurement and disposal policies, systems and practices and where necessary, on their harmonization	<ul style="list-style-type: none"> i. To undertake procurement and disposal research and surveys nationally and internationally ii. To advise procuring and disposing entities on the application of this Act and regulations, and guidelines made under the Act.
3.	To set standards for the public procurement and disposal systems in Uganda	<ul style="list-style-type: none"> i. Where applicable, to determine the prices of works, services and supplies which are used in common by two or more procuring and disposing entities, and which may be subject to common procurement and review the prices as may be necessary.

No	Objective	Functions
		<ul style="list-style-type: none"> ii. To issue guidelines under section 134. iii. To ensure that any deviation from the use of the standardized bidding documents, procedural forms and any other attendant documents is effected only after the prior, written approval of the Authority. iv. To adopt, adapt and update common specifications standards, the use of which shall be mandatory for all procuring and disposing entities. v. To prepare, update and issue authorized versions of the standardized bidding documents, procedural forms and any other attendant documents to procuring and disposing entities.
4.	To monitor the compliance of procuring and disposing entities	<ul style="list-style-type: none"> i. To determine, develop, introduce, maintain and update related system-wide databases and technology. ii. To administer and enforce compliance with this Act and regulations made, and guidelines issued, under this Act. iii. To conduct periodic inspections of the records and proceedings of the procuring and disposing entities to ensure full and correct application of this Act.
5.	To build procurement and disposal capacity in Uganda	<ul style="list-style-type: none"> i. To develop a procurement and disposal capacity-building strategy for institutional and human resource development. ii. To establish and maintain institutional linkages with entities with professional and related interests in public procurement and disposal. iii. To advise competent authorities on standards for procurement education and training, competence levels and certification requirements.

1.2.2 Legal Framework of PPDA

PPDA is a public entity established under the Public Procurement and Disposal of Public Assets Act, Cap 205. It is the regulatory body responsible for the monitoring and provision of oversight for the public procurement and asset 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 and disposal management in Uganda.

1.2.3 Governance of PPDA

Section 11 of the PPDA Act, Cap 205, establishes the Board of Directors of the Authority as the apex governing body responsible for the general direction and supervision of the Authority. It is responsible for the formulation of policies and the approval of the budget of

the Authority. The Board is composed of a Non-Executive Chairperson, six Non-Executive members, and the Executive Director, who is an Ex officio member. The Director Legal and Board Affairs is the Board Secretary. Details regarding membership of the Board are contained in Figure 1 below:

Figure 1: Board of Directors



The Board has four committees, namely:

- i. Audit and Risk
- ii. Advisory
- iii. Regulatory Functions
- iv. Human Resources

Departments of the Authority

The Executive Director is the Accounting Officer of the Authority and is in charge of the overall planning for the organization, coordination of all departments and liaison with other government agencies. The Executive Director oversees the following Departments of the Authority:

Office of the Executive Director

The Office of the Executive Director is responsible for the overall implementation of the Strategic Plan and holds full accountability for the Authority. It is also in-charge of the corporate and public affairs of the Authority.

Internal Audit and Risk Department

The Department is charged with ensuring that PPDA's risk management, governance and internal control processes are operating effectively.

Legal and Board Affairs

The Department is the legal advisor of the Authority. It sets standards for bidding documents and guidelines and represents the Authority in courts of law. It is in charge of advisory services and harmonization of procurement and asset disposal standards. The Department also serves as the Secretariat to the Board.

Performance Monitoring - Central Government

The Department is responsible for carrying out procurement and asset disposal, bid preparatory, contract, investigations, and performance audits, as well as compliance monitoring in Central Government Entities. It is also responsible for local content initiatives.

Procurement and Disposal Capacity Building Department

The Department implements procurement and asset disposal capacity-building interventions in collaboration with Procuring and Disposing Entities (PDEs), providers and other stakeholders.

Performance Monitoring - Regional Offices

The Department is responsible for carrying out procurement and asset disposal, bid preparatory, contract and performance audits, as well as compliance monitoring and conducting investigations in PDEs in the 4 Regions of Uganda, i.e. Northern, Eastern, Western and Central.

Finance Department

The Department is responsible for the smooth management of the financial affairs of the Authority.

Strategy and Planning

The Department is responsible for strategic and operational planning, monitoring and evaluation. It is responsible for annual work plan preparation and monitoring, research, library and registry, and IT services. It also handles resource mobilization.

Human Resources and Administration

The Department is in charge of human resource management and general administration of the Authority.

1.2.4 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, Cap 205, and the Public Finance Management Act, Cap. 171. The overarching policy framework governing planning in

Uganda is the Comprehensive Development Planning Framework. This Strategic Plan is aligned with the following frameworks:

1.2.4.1 Uganda Vision 2040 and NDP IV

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, spearheaded by the President, is the responsibility of every Ugandan in the government, private sector, civil society, political organizations and other institutions. 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 and program levels. It further articulates principles and practices to be followed in developing national and decentralized long-term to medium-term plans.

The CNDPF shows the interrelations of the different plans and is sequenced into six 5-year National Development Plans, Program Development Plans (PDPs), Program Implementation Action Plans (PIAPs), 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 the building of four international airports, the Standard Gauge Railway, Regional Stadia, Hydro Power Plants, and the 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 and disposal. To further operationalize Vision 2040, 5-year development plans are prepared. The time horizon spanned by this Strategic Plan (2025/26 – 2029/30) will be covered by the NDP IV Third Objective, which is to 'Support the private sector to drive growth and create jobs'; and the Fifth Objective to 'Strengthen good governance, security, and the role of the state in development'. Specifically, it focuses on the Private Sector Development Program, Development Plan Implementation, and Governance and Security Program. Therefore, the Strategic Plan has been aligned with NDP IV both in direction and time horizon. The PPDA interventions from the various Programme Implementation Action Plans (PIAPS) are as contained in Table 2.

Table 2: PPDA Interventions under the Programme Results and Reporting Frameworks (RRFs)

Programme Objective	Intervention	Sub-intervention	Strategic Output	Indicators	Actions
Programme: Private Sector Development					
Increase market access, presence and competitiveness of Ugandan goods and services	Build and strengthen the capacity of local contractors and companies	Promote Local Content in public procurement programmes	Register of providers expanded	% Uptime of the Register of providers	Maintenance of the Register of providers
	Strengthen monitoring of Local Content.	Promote Local Content in public procurement programmes	Compliance with local content provisions enhanced	No of Entities Monitored	Monitor Local content in public procurement
Programme: Governance and Security					
Sub-Programme: Anti-Corruption and Accountability					
Strengthen the fight against corruption to build transparent and accountable systems.	Enhance Compliance with accountability rules and regulations.	5.4. Enforce compliance with the public procurement system	Improved compliance in the Public Procurement System	% Entities rated satisfactory	Conduct compliance inspections
Strengthen the fight against corruption to build transparent and accountable systems.	Enhance Compliance with accountability rules and regulations.	5.4. Enforce compliance with the public procurement system	Improved compliance in the Public Procurement System	No of alternative systems accredited	Accredit alternative procurement systems
Strengthen the fight against corruption to build transparent and accountable systems.	Enhance Compliance with accountability rules and regulations.	Enforce compliance with the procurement	Improved compliance in the Public Procurement System	No of providers suspended	Undertake suspension hearings

Programme Objective	Intervention	Sub-intervention	Strategic Output	Indicators	Actions
		system			
Strengthen the fight against corruption to build transparent and accountable systems.	Enhance Compliance with accountability rules and regulations.	Enforce compliance with the public procurement system	Improved compliance in the Public Procurement System	Number of Procurement Performance Audits conducted	Undertake procurement and Disposal audits and assessments
Strengthen the fight against corruption to build transparent and accountable systems.	Enhance Compliance with accountability rules and regulations	Enforce compliance with the public procurement system	Improved compliance in the Public Procurement System	% Implementation of PPDA recommendations	Follow up on PPDA recommendations
Strengthen the fight against corruption to build transparent and accountable systems.	Enhance Compliance with accountability rules and regulations	Enforce compliance with the public procurement system	Capacity built in public procurement	No of Stakeholders trained	Train key stakeholders in public procurement
Strengthen the fight against corruption to build transparent and accountable systems.	Enhance Compliance with accountability rules and regulations	Enforce compliance with the public procurement system	Improved contract management in public procurement	No of contract assessments undertaken	Conduct contract audits on flagship and high-risk projects
Strengthen the fight against corruption to build transparent and	Enhance public demand for accountability.	2.1. Develop and implement Public Awareness	Contract monitoring System maintained	No of cases reported through the CMS	Maintain the Contract Monitoring System

Programme Objective	Intervention	Sub-intervention	Strategic Output	Indicators	Actions
accountable systems.		campaigns and programmes.			
Strengthen the fight against corruption to build transparent and accountable systems.	Strengthen Prevention and Detection of Corruption and Enforce Anti-Corruption Measures	3.3. Enhance investigation and prosecution of corruption cases.	Investigations conducted	Number of corruption cases investigated.	Conduct investigations in the public procurement and disposal system.
Programme: Development Plan Implementation					
Strengthen budgeting and accountability.	Strengthen Budgeting execution across the Government.	Strengthening the PIMS framework to improve the efficiency of public investments	Improved efficiency and compliance in Public Procurement	Proportion of entities rated satisfactory in Annual Procurement Assessments	Strengthen the capacity of MDALGs to implement regulations and guidelines
Strengthen budgeting and accountability.	Strengthen Budgeting execution across the Government.	Strengthening the PIMS framework to improve the efficiency of public investments	Improved efficiency and compliance in Public Procurement	Proportion of contracts completed on time	Strengthen capacity for Contract Management across MDALGs

1.2.4.2 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.

UN Development Agenda 2030 and Sustainable Development Goals (SDGs)

The Authority, through the regulation of the procurement and asset disposal system, contributes both directly and indirectly to the Sustainable Development Goals. The direct contribution of PPDA is contained in Table 3.

Table 3: Role of PPDA in the Realisation of SDGs

Goal	Target	Role of PPDA
Goal 1. End poverty in all its forms everywhere	Create sound policy frameworks at the national, regional, and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.	Promote the participation of Marginalized groups in public procurement.
Goal 5. Achieve gender equality and empower all women and girls	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	Promote participation of Women Entrepreneurs in Public Procurement
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small- and medium-sized enterprises, including through access to financial services	Promotion of local content in public procurement and affirmative action targeting Micro, Small and Medium Enterprises (MSMEs)
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action following their respective capabilities.	Mainstreaming of sustainability in public procurement
Goal 12. Ensure sustainable consumption and production patterns	12.7 Promote public procurement and disposal practices that are sustainable, per national policies and priorities	Promoting sustainable public procurement and disposal practices
Goal 16. Promote peaceful and inclusive societies for sustainable	16.5 Substantially reduce corruption and bribery in all their forms	Detecting and investigating public procurement and

Goal	Target	Role of PPDA
development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		disposal-related corruption
	16.6 Develop effective, accountable and transparent institutions at all levels	Enhancing compliance with the public procurement and disposal legal framework
	16.10 Ensure public access to information and protect fundamental freedoms, following national legislation and international agreements	Developing PPDA Systems in line with Open Contracting Data Standards
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	Promoting social accountability in public procurement and disposal by working with non-state actors
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	Enhance non-tax revenue through the operations of the Register of Providers.

African Union Agenda 2063

Agenda 2063 is a shared framework for inclusive growth and sustainable development for Africa to be realized in forty years. One of its targets is to harness the continental endowments embodied in its people, history, cultures and natural resources, geo-political position to effect equitable and people-centered growth and development.

The Authority contributes to Aspiration 3 “An Africa of good governance, democracy, respect for human rights, justice and the rule of law” and specifically Goal 12 ‘Capable institutions and transformed leadership in place at all Levels’ through fighting public procurement and asset disposal-related corruption.

East African Community (EAC) Vision 2050

The East African Community (EAC) is a regional intergovernmental organization of 8 Partner States, i.e., the Republics of Burundi, Kenya, Rwanda, South Sudan, the United Republic of Tanzania, the Democratic Republic of Congo, Somalia, and the Republic of Uganda, with its headquarters in Arusha, Tanzania.

The Mission of the EAC is to widen and deepen economic, political, social, and cultural integration to improve the quality of life of the people of East Africa through increased competitiveness, value-added production, trade, and investments. In the area of public procurement and asset disposal, PPDA is a member of the East African Procurement Forum and will continue to leverage this partnership for peer-to-peer learning and

benchmarking to advance the agenda of harmonization of public procurement legal framework across the East African Community as per the East African Common Market Protocol and the broader East African Community Integration Agenda.

In addition, the East African Common Market Protocol aims to promote the free movement of goods and services across the East African Community, with public procurement serving as a key channel supporting the demand and supply of goods and services.

1.3 Purpose of the Plan

The Authority has been implementing the 2020/21 – 2024/25 Strategic Plan, which was developed in line with the mandate as stipulated in the PPDA Act, Cap 205. The expiry of the Strategic Plan and the need to align the planning process to the new National Development Plan IV, which runs from 2025/26 – 2029/30, necessitated the development of a new Strategic Plan. The Plan, therefore, outlines the key focus areas that should help the Authority perform and implement its mandate better. These focus areas, together with the Vision, Mission, Core Values, Strategic Objectives, and Initiatives outlined in the Strategic Plan, will not only drive efficiency within the Authority and the public procurement and asset disposal system but will also enhance PPDA’s capacity to respond effectively to challenges that may affect the overall system in Uganda.

1.4 Strategic Planning Process

The formulation of this Strategic Plan was guided by a participatory approach, which informed the analysis of opportunities, achievements, lessons learnt, implementation challenges, and emerging issues identified during the review of the previous PPDA Strategic Plan. Stakeholder consultations employed participatory methods, while document and literature review facilitated the collection of information from secondary sources.

The engagements considered global and regional trends in public procurement and asset disposal, as well as key emerging issues in the public procurement and asset disposal system, such as sustainable public procurement, digitalization, collaboration, and climate change. This approach was intended to foster ownership and ensure the effective and efficient implementation of the Strategic Plan. The Strategic Planning process consisted of four main interrelated and dependent stages, namely: (i) Initiation of the planning process, (ii) Consultations and Data collection, (iii) Plan formulation, and (iv) Plan Approval, submission, and dissemination.

1.5 Structure of the Strategic Plan

The Strategic Plan is comprised of the following sections:

Cover Page

Preliminary content

- List of Acronyms and Abbreviations
- List of Figures
- List of Tables
- Message from The Minister of Finance, Planning and Economic Development

- Message from The Chairman Board of Directors
- Acknowledgement
- Executive Summary

Chapter One:

Introduction: 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:

Situation Analysis: highlights the institutional strengths, weaknesses, opportunities, threats (SWOT), lessons learnt, and emerging issues.

Chapter Three:

Human Resource Planning: encompassing the human resource situational analysis, demand and supply projections, and the key human resource interventions.

Chapter Four:

Strategic Direction: encompasses the Vision, Mission, and Strategic Objectives, tagline, core values, and key strategic initiatives.

Chapter Five:

Financing Framework and Strategy: presents the financing framework and strategy, which includes resource mobilization strategies and budgeted expenditure over the 5 years from 2025/26 – 2029/30. It outlines the financing estimates, resource gaps, and anticipated support from Development Partners.

Chapter Six:

Institutional Arrangements for Implementing the Plan: 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 Seven:

Communication and Feedback Strategy/Arrangements: outlines the key strategies for effective communication in implementing the strategic direction, with the intent to facilitate both upward and downward feedback.

Chapter Eight:

Risk Management: highlights an analysis of the risks that may hamper the successful implementation of this strategic direction, the probability of the risk occurring, the impact when the risks occur, and corresponding strategies of prevention and mitigation.

Chapter Nine:

Monitoring and Evaluation Framework: highlights the key results framework, performance measures, and targets as well as the frequency for implementation of the M&E framework. It also presents the Theory of Change for the Strategic Plan.

Chapter Ten:

Project Profiles: presents summaries of the projects that are planned in the Financial Year, including rationale, objectives, location, timelines, and resource requirements.

2.1 Introduction

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 2020/21 – 2024/25 as well as the challenges faced and lessons learnt during implementation of the Plan. It further highlights the stakeholder mapping and analysis, SWOT analysis, PESTLE analysis, as well as mainstreaming for cross-cutting issues. These are explained below:

2.2 Institutional Capacity of PPDA

Institutional capacity refers to an organisation's ability to effectively achieve its goals and objectives. It encompasses various aspects, including human resources, financial resources, technical infrastructure, organisational structures, and the overall systems and processes in place. Adequate human resources capacity is key to ensuring that PPDA achieves its mission and objectives. The capacity of the Authority has been dissected in terms of the financial aspects, the Human Resources, the capacity for Monitoring and Evaluation, among other aspects.

2.2.1 Administrative and Logistical Capacity

The construction of modern office infrastructure in Kampala and Mbarara represents a significant enhancement of PPDA's institutional capacity. These facilities provide functional workspaces, meeting areas, and technological installations that support service delivery, decentralization, and stakeholder outreach. The regional presence, particularly in Mbarara, Gulu, and Mbale, has the potential to improve the Authority's responsiveness to entities outside Kampala, while reducing operational costs associated with field travel from headquarters.

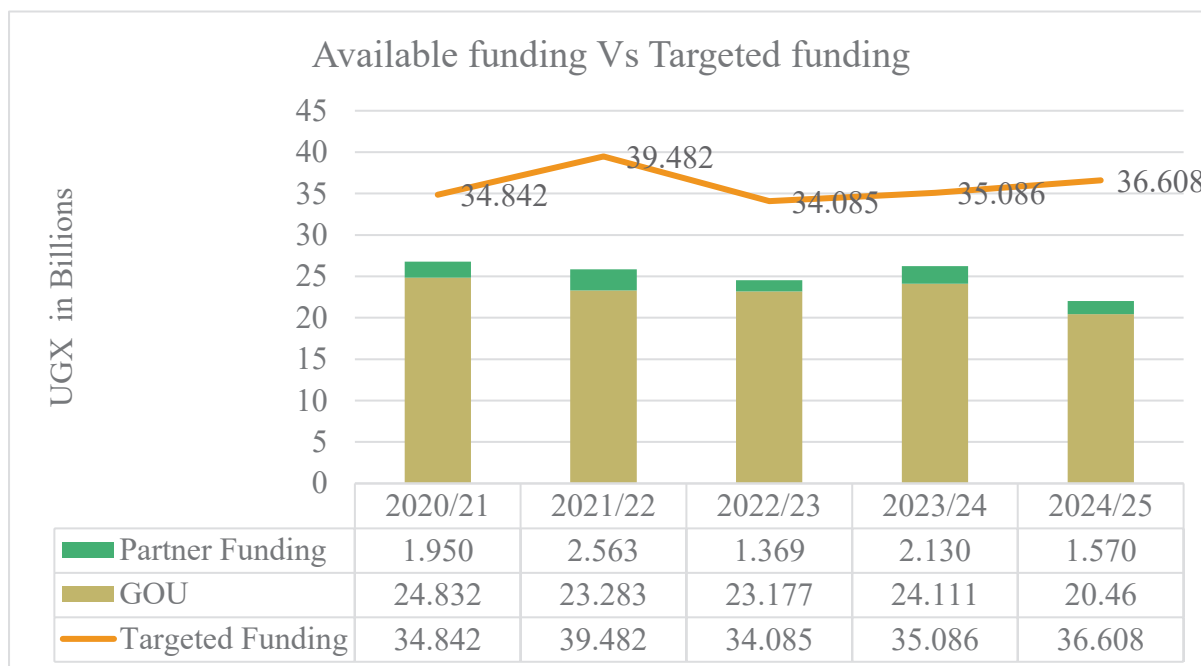
The Authority maintains an ageing fleet of vehicles, which has become increasingly unreliable and costly to maintain. This limits field operations including audits, inspections, stakeholder engagements, investigations, and capacity building especially in hard-to-reach districts. The inadequate transport capacity affects the Authority's ability to provide timely oversight and technical support to Procuring and Disposing Entities (PDEs), thereby weakening enforcement and regulatory visibility at the local level.

PPDA has different systems used for both regulatory and support functions, like the Electronic Document Management System, the Entity Management System, the Contractor Reference Portal, the Contract Monitoring System, and the Government Procurement Portal, among others. Despite the presence of such systems, the uptake and quality of data remain wanting.

2.2.2 Financial Capacity

The total funding available for the implementation of the Strategic Plan was below the planned/targeted funding throughout the years, as shown in Figure 2. This slowed down the implementation of the key initiatives in the Strategic Plan.

Figure 2: Financial Performance for FY 2020/21 – 2024/25



Government of Uganda Financing

The Government of Uganda remains the biggest funder of the Authority’s operations. Table 4 presents the funding trends over the past period, highlighting the budget allocations, actual releases, and corresponding expenditures. This data provides a snapshot of the financial performance and absorptive capacity of the Authority during the past Strategic Plan period.

Table 4: Funding Analysis under GoU Funding

FY	SP Budget UGX Bn	Approved Budget UGX Bn	% Plan funded	Release UGX Bn	%budget released	Spent UGX Bn	% Release Spent
2020/21	34.842	24.832	71%	18.698	75%	18.605	100%
2021/22	39.482	23.283	59%	19.522	84%	19.522	100%
2022/23	34.085	23.177	68%	21.265	92%	21.257	100%
2023/24	35.086	24.110	69%	23.896	99%	22.85	96%
2024/25	36.608	20.460	55%	20.455	100%	20.454	100%
Total	180.718	115.762		103.836		102.688	

The funding analysis over the five years reveals persistent underfunding relative to Strategic Plan requirements, with an average funding level of only 64 per cent. The approved budgets consistently fell short of the estimated needs, with the lowest proportion recorded in FY 2024/25 at just 55 per cent of the required amount. Despite these constraints, budget releases were relatively strong, averaging over 90 per cent of approved budgets, and in some years, such as 2024/25, the entire budget was fully released. The expenditure closely tracked the releases, with utilization rates of approximately 100 per cent in all years,

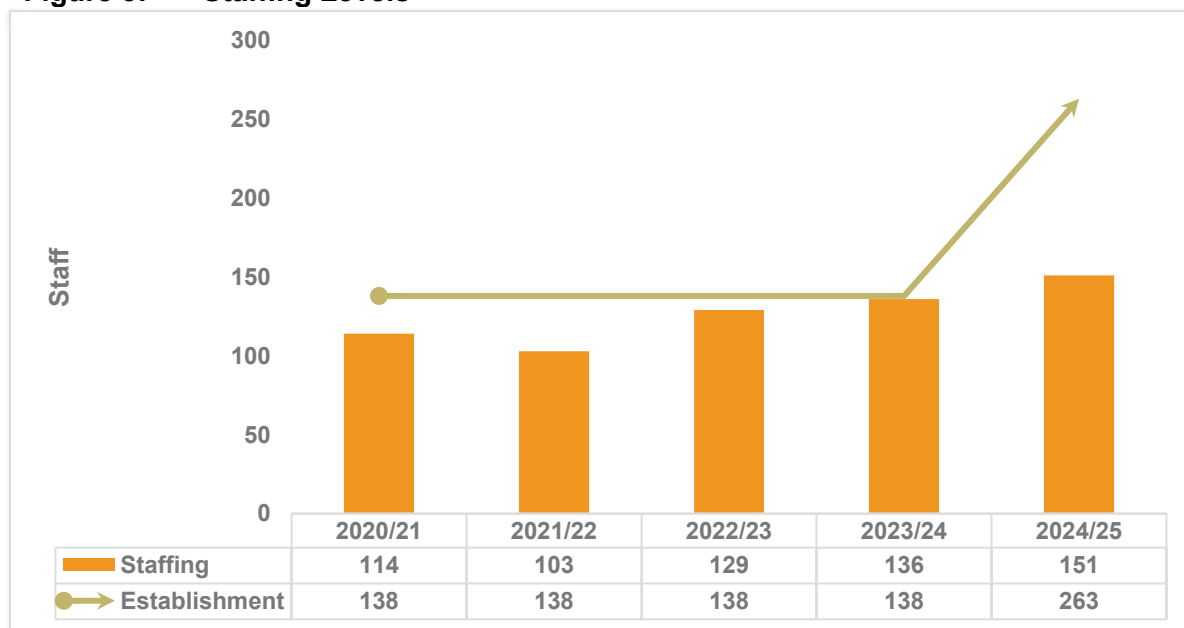
reflecting efficient absorption of funds disbursed. However, the consistent gap between required funding and approved budgets underscores the need for improved alignment between strategic priorities and resource allocation.

2.2.3 Human Resource Development and Management

PPDA operates with a lean structure of 138 contract staff who are augmented with graduate trainees. This has enabled cost efficiency amidst a constrained fiscal space but also poses risks of overstressing key technical departments, especially in compliance monitoring, audit, and capacity building. This affects turnaround time for service delivery and limits the Authority’s ability to fully support all PDEs. Workforce planning was not sufficiently embedded in the previous Strategic Planning process, and there is a need to periodically review staffing needs against emerging priorities, including digitalization of procurement, sustainability integration, and the establishment of Regional Offices.

The staff in post levels of the Authority increased from 114 staff in the FY 2020/21 to 136 staff in the FY 2023/24 against the approved staff structure of 138 staff, as shown in Figure 3. However, internal and external reviews rendered this structure ineffective in fully executing the Authority’s Mandate, which resulted in an Organizational Development process concluded in June 2025, resulting in revision of the structure to the current level of 263 staff.

Figure 3: Staffing Levels



The analysis of human resource development and management in the Public Procurement and Disposal of Public Assets Authority (PPDA) reveals a relatively well-structured but evolving system that supports institutional growth, regulatory oversight, and service delivery. The Authority has established a functional HR framework anchored on the Human Resource Manual, organizational structure, and performance management system. These tools guide recruitment, deployment, promotion, training, and performance evaluation. However, several issues affect optimal human resource utilization and strategic workforce development.

The Authority annually conducts a training needs assessment for its staff. This was complemented by a comprehensive assessment conducted by the Tripartite Collaboration

for all anti-corruption agencies supported by GIZ. However, the training needs remain unimplemented. Opportunities for structured and comprehensive staff training remain limited due to funding constraints. Most training activities are dependent on external support, which makes them sporadic and often misaligned with institutional priorities. The absence of a dedicated budget for continuous professional development has hindered the implementation of a coordinated capacity-building program across departments. As a result, critical skill gaps persist, especially in emerging areas such as sustainable procurement, data analytics, and risk-based regulation. To address this, the Authority requires a more predictable and internally funded training program linked to its strategic objectives and operational needs.

Performance management is operational, with staff appraisals conducted biannually based on agreed targets contained in performance agreements. However, there are opportunities to strengthen the performance culture by linking results more directly to incentives, career progression, and professional recognition. Motivation remains modest due to limitations in internal promotion pathways, limited non-monetary benefits, and the broader constraints of public sector pay structures.

Staff retention is generally stable, with attrition averaging 4% across the previous Strategic Plan, aided by a favorable working environment. However, the Authority faces risks of attrition of experienced and skilled staff to better-paying institutions, particularly Government Entities and donor agencies. This underscores the importance of non-monetary incentives, such as recognition, job enrichment, and professional growth pathways.

There is an increasing need for multidisciplinary professionals within PPDA to complement and strengthen the work of procurement specialists. As the scope of public procurement evolves to include areas such as sustainable procurement, contract performance monitoring, digital procurement, and complex infrastructure projects, the Authority requires staff who possess a strong foundation in procurement alongside expertise in other technical fields. These include engineering, medicine, environmental management, economics, and ICT. Such professionals are critical for providing informed technical input, ensuring regulatory compliance across diverse sectors, and enhancing value-for-money assessments. However, individuals with this combination of skills are scarce in the labor market. To meet this demand, PPDA must adopt a long-term approach by identifying potential candidates and equipping them with tailored training programs that build both procurement knowledge and the complementary skills needed for these specialized functions. This approach will enhance institutional capacity and ensure the Authority is better prepared to address the increasingly technical and cross-cutting nature of public procurement.

2.2.3 Assessment of the M&E function

The Authority runs a fully-fledged Monitoring and Evaluation function under the department of Strategy and Planning, which is responsible for coordinating institutional-wide performance measurement and reporting. It is manned by a Manager and a Senior Officer under the direction of the Director of Strategy and Planning. It operates a participatory approach, working together with focal persons from all departments of the Authority. The function depends on the different legacy systems manned by the Authority for data needs, and these include:

- i. The Electronic Government Procurement System;

- ii. Government Procurement Portal;
- iii. Entity Management System;
- iv. Contractor Reference Portal; and
- v. Contract Monitoring System.

However, it was noted that since most of these systems are based on self-reporting by Entities, the quality was inadequate, and the Authority put in place measures like data quality assessments to address the issue.

The Authority developed a monitoring and evaluation plan based on the previous Strategic Plan that was used to keep the M&E activities focused. It followed the reporting timelines as stipulated in the outgoing plan, where quarterly and annual reports were produced. Additionally, a mid-term review was conducted in January 2023.

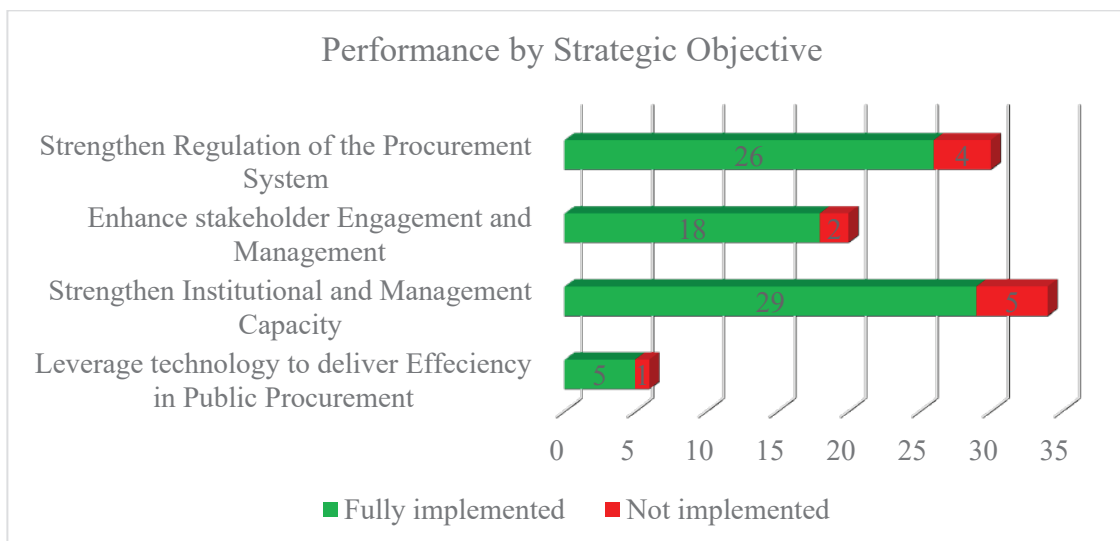
2.3 Review of the PPDA's Performance in Strategic Plan 2020/21 – 2024/25

The section presents a summary of PPDA's performance in the Strategic Planning period of 2020/21-2024/25.

2.3.1 Output Performance

Overall, 78 output targets were achieved against the planned 90 targets by the fifth year of implementation of the Strategic Plan. This translates into an overall performance of 87% of the targets achieved in the FY 2024/25, as shown under the respective strategic objectives. By Strategic Objective, the most implemented objective was the second Strategic Objective with (90%) 18 targets followed by first Strategic Objective at 87% (26) targets, the third Strategic Objective at 85% (29) targets, and the fourth Strategic Objective at 83% (5) achieved targets. The objective of leveraging technology to deliver efficiency in public procurement was least performed due to targeted initiatives under the electronic Government Procurement (eGP) system, which are now directly performed by the eGP Project Management Unit, while others were affected by insufficient funding. The detailed performance by Strategic Objective is depicted in Figure 4.

Figure 4: Number of initiatives implemented per Strategic Objective during FY 2024/25

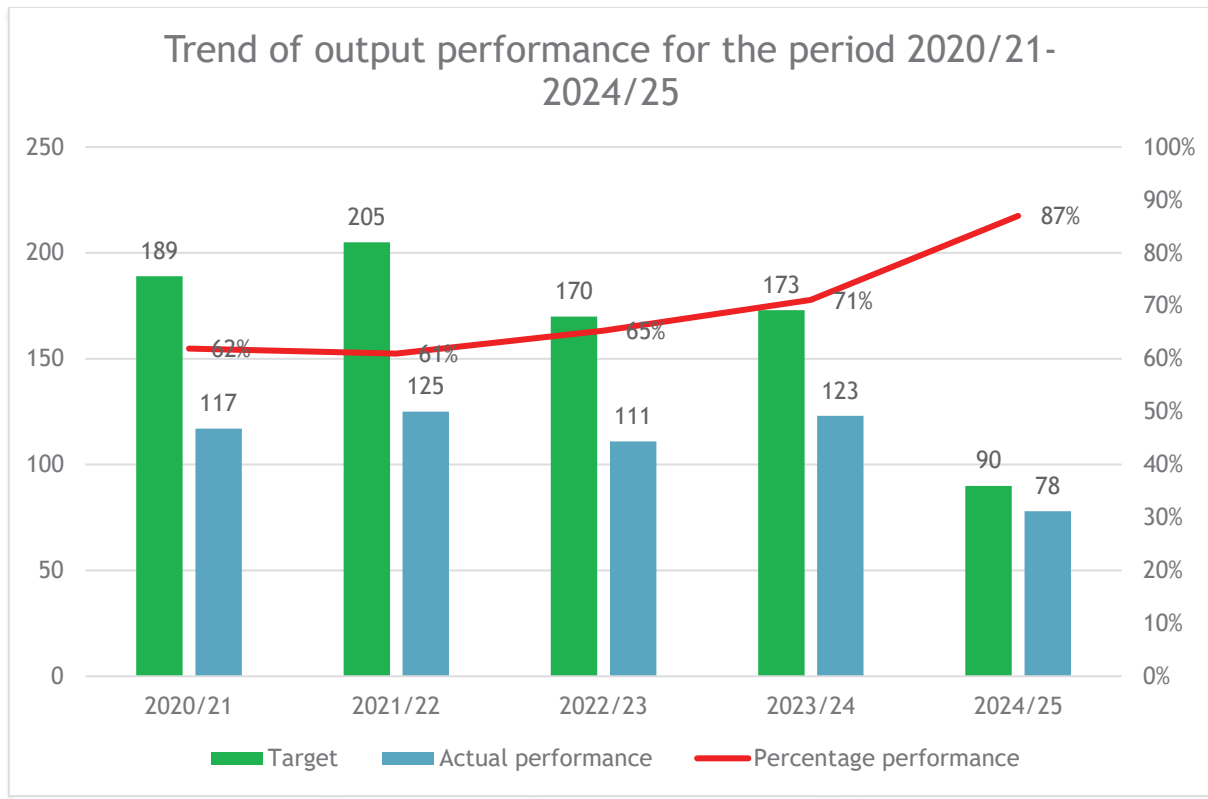


The Authority deliberately laid focus on its core mandate, which is embedded under strategic objective one, through undertaking audits, capacity building, and following up on the implementation of audit recommendations, among several other undertakings. This led to improvement in the procurement and disposal system, where the proportion of contracts awarded to local providers was at 56% as compared to the target of 70%; proportion of contracts implemented in time scored 40% as compared to the planned target of 60%; and proportion on contracts subjected to open competition was at 46% as compared to the target of 90%.

2.3.2 Trend of output performance for the period 2020/21-2024/25

Figure 5 indicates the number of targets planned for each against the actual targets achieved. Whereas there was increasing performance for the past four years (2020/21-2024/25) of implementation of the strategic plan, there was a decline in the fifth year (2024/25). This was partly attributed to the budget cuts which were realized in the FY 2024/25. The trend of output performance shows there was an upward trend from 62% in FY 2020/21 to 87% in FY 2024/25 as depicted in Figure 5 below.

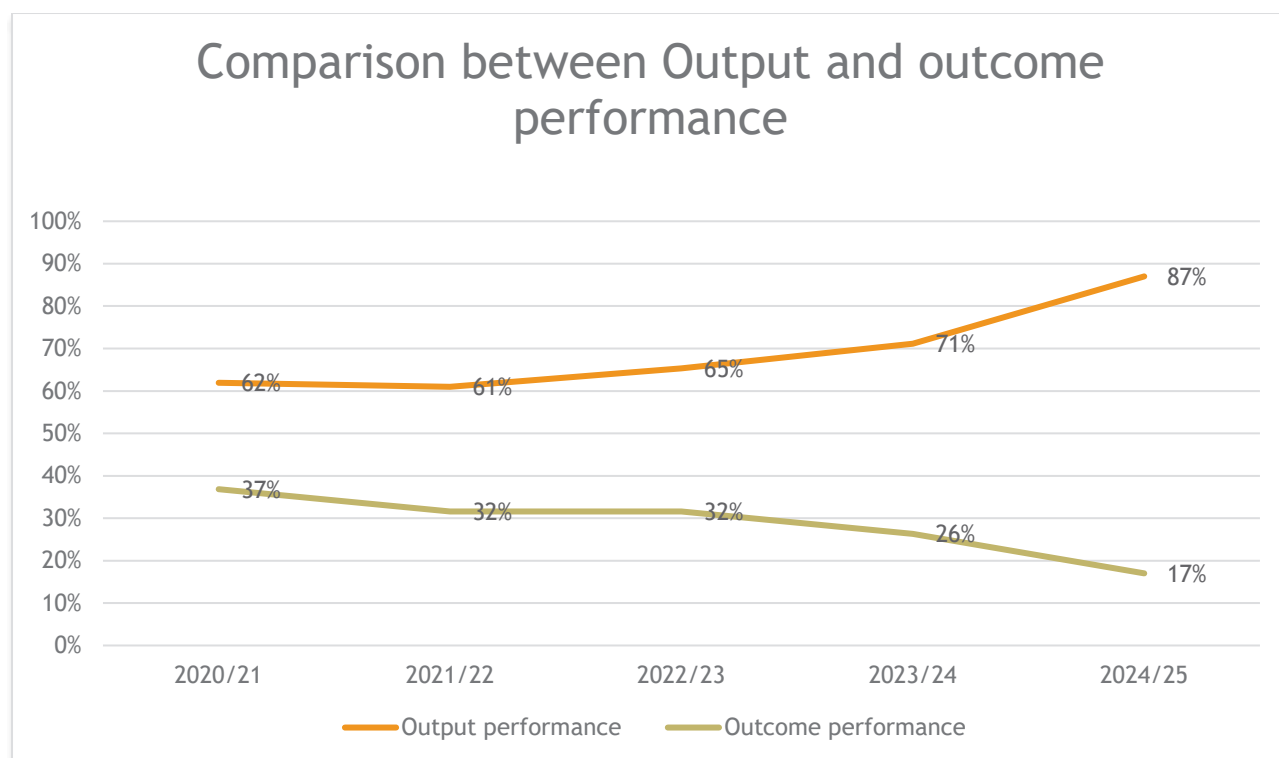
Figure 5: Trend of output performance for the period 2020/21-2024/25



2.3.2 Outcome performance

There was a negative trend in outcome performance, whereby the proportion of outcomes achieved declined from 37% in the FY 2020/21 to 17% in the FY 2024/25. This indicates that whereas output performance was increasing, outcome performance was declining, as indicated in Figure 6.

Figure 6: Comparison between Output and outcome performance



In order to improve the relationship between output and outcome performance. The Authority will focus on real time monitoring of projects as opposed to the performance audits which focuses on postmortem. Real time monitoring will enable the Authority to identify the unexpected snags on time and issue corrective measures.

Table 5 presents the outcome performance of PPDA over the past four years, providing a clear view of progress made towards the attainment of the Strategic Objectives. It highlights measurable achievements, identifies areas where performance has remained static or declined, and serves as a basis for assessing institutional effectiveness.

Table 5: Outcome Performance

Outcome	Indicator	Baseline 2019/20	Target 2024/25	Actual attained					Remarks	
				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%	100%	64%	62%	31%	36%	15%		
	Annual Procurement Plan Implementation Rate by all PDEs	16.1%	90%	26%	20%	26%	51%	32%		
Increased bidder Participation	Average number of bids received per Procurement	2	5	2	2	2	2	4		
	Proportion of contracts by value subjected to open competition	67%	90%	72.1%	58%	49%	15%	46%		
	Proportion of contracts by value awarded to local providers	44%	70%	42%	61%	48%	23%	56%		
Reduced procurement	Procurement lead time, in days	ODB	90	100	221	194	171	190	115	
		OIB	100	110	526	292	237	478	177	

Outcome	Indicator	Baseline 2019/20	Target 2024/25	Actual attained					Remarks	
				2020/21	2021/22	2022/23	2023/24	2024/25		
lead time										
Improved Contract Management	Proportion of contracts completed within cost	55%	100%	61%	79%	97%	65%	26%		
	Proportion of contracts completed within time	47.7%	90%	60%	52%	63%	64%	22%		
	Proportion of contracts where payment was made on time	58%	100%	47%	48%	37%	23%	39%		
	Proportion of procurements implemented according to market price	42%	100%	43%	82%	78%	19%	40%		
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%	80%	N/A	N/A	N/A	N/A	N/A	N/A	Throughout the period, there was no funding to facilitate the perception survey.
	External stakeholder satisfaction levels about	N/A	80%	N/A	N/A	N/A	N/A	N/A	N/A	Throughout the period,

Outcome	Indicator	Baseline 2019/20	Target 2024/25	Actual attained					Remarks	
				2020/21	2021/22	2022/23	2023/24	2024/25		
	PPDA's responsiveness and timeliness									there was no funding to facilitate the external stakeholder survey.
Improved Development Partner support	Percentage increase in Development Partner Funds mobilization (% of the overall budget)	15%	40%	13%	11%	7%	8%	8%		
SO3: Strengthen Institutional and Management Capacity										
Increased efficiency and effectiveness in the execution of PPDA's Mandate	% of strategic organizational targets achieved	58%	100%	62%	61%	65%	71%	87%		
Improved Staff Performance and Productivity	Improved Appraisal Rating – Employees scoring above average	60%	80%	78%	78%	78%	82%	84.8%		
	Employee satisfaction levels	60%	85%	N/A	N/A	81%	N/A	N/A		An employee satisfaction

Outcome	Indicator	Baseline 2019/20	Target			Actual attained			Remarks
			2024/25	2020/21	2021/22	2022/23	2023/24	2024/25	
									survey was done in 2021/22
Improved compliance with the regulatory environment	Annual Auditor General Rating	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	
	Annual Budget absorption level	45%	100%	99%	99%	99%	99%	99%	
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	90	N/A	N/A	N/A	N/A	N/A	eGP is not yet fully functional
	Average number of bids received under e-GP for every procurement advertised	N/A	5	N/A	N/A	N/A	N/A	N/A	eGP is not yet fully functional
Increased efficiency of PPDA IT systems	Percentage uptime for the PPDA systems		99%	N/A	N/A	N/A	N/A	N/A	The indicator was introduced after the midterm review, and

Outcome	Indicator	Baseline 2019/20	Target 2024/25	Actual attained					Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25	
									no data is available

2.4 Challenges experienced over the last Plan period

This section presents the challenges that PPDA faced/continues to face in the execution of its mandate, especially during the previous Strategic Plan 2020-2025. These include:

- i. A gap between the output performance and outcome performance, i.e., the activities conducted did not influence the outcomes
- ii. Poor linkage between some of the strategic initiatives and the specific activities
- iii. Unrealistic output targeting
- iv. Lack of reliable data to measure some indicators
- v. Inadequate funding

2.5 Summary of key lessons learnt

During the implementation of the previous Strategic Plan, several lessons were learnt. These include:

- i. The alignment of PPDA's objectives with national development priorities under the Third National Development Plan elevated the profile of public procurement within the development agenda and improved coordination across government entities. It also enabled the Authority to demonstrate how procurement contributes to service delivery, job creation, and economic transformation, thereby reinforcing its institutional relevance in the era of rationalisation of Government Agencies.
- ii. Working closely with key institutions in the Anti-Corruption space such as the Office of the Auditor General, the Inspectorate of Government, the Ministry of Finance, Planning and Economic Development, and Civil Society Organisations, the Authority enhanced oversight, accountability, and stakeholder confidence. The Authority also benefited from support by Development Partners who provided technical assistance, financing, and capacity development. These experiences confirm that building and maintaining strategic alliances is essential to achieving sustainable public procurement reforms.
- iii. There was a growing recognition of the need to reduce reliance on the Government of Uganda's funding to improve institutional sustainability. While public financing remains the primary resource base, the Authority successfully mobilised development partner support for key initiatives such as procurement audit, training, and system development. This demonstrated that diversifying funding sources, particularly through development cooperation, cost-recovery models, and partnerships with the private sector, is not only possible but necessary to safeguard reform continuity and independence.
- iv. Sustainability considerations in public procurement emerged as both necessary and strategic. The integration of Environmental, Social, Health and Safety (ESHS) standards in procurement processes is no longer optional. Experience from infrastructure projects and development partner -funded programs like UgIFT highlighted that attention to ESHS enhances procurement quality, safeguards communities and the environment, and positions the Authority to attract funding from Development Partners with sustainability criteria. Going forward, mainstreaming

ESHS standards into procurement policies, guidelines, and contract management frameworks will improve both compliance and long-term development impact.

- v. The rising demand for accurate, timely, reliable, and disaggregated procurement data to inform decision-making. Stakeholders, including policy makers, development partners, and the public, increasingly require procurement data for monitoring value-for-money, transparency, market access, and sector performance. The Strategic Plan period highlighted gaps in data completeness, consistency, and analytical capacity. The experience demonstrated that improving both the quantity and quality of procurement data is essential for evidence-based regulation, policy formulation, and resource allocation. Strengthening data governance, automation of reporting, and building analytical capacity within PPDA and PDEs will be necessary, going forward.
- vi. Stakeholder engagement and public participation were instrumental in strengthening trust and regulatory legitimacy. Structured engagement platforms such as dissemination drives, supplier forums, and entity sensitisation workshops enabled the Authority to gather feedback, address implementation challenges, and build public confidence. This reinforced the lesson that regulatory institutions must remain open, responsive, and visible across the country to effectively discharge their mandates.
- vii. The strategic period demonstrated the benefits of a performance-driven and adaptive planning approach. The Authority conducted periodic reviews, updated implementation plans based on evidence, and reallocated resources in response to emerging priorities. This level of responsiveness enhanced the relevance and impact of the Strategic Plan and showed that institutional learning and flexibility are indispensable in a dynamic policy environment.

2.6 SWOT Analysis

This section highlights the key issues influencing PPDA’s operating environment, presented in Table 6 as a SWOT Analysis. The Strategic Priorities aim at harnessing opportunities and strengths, addressing existing weaknesses, and mitigating potential threats through strategic actions, collaborations, and partnerships.

Table 6: SWOT Analysis Matrix

Internal Environment	
Strengths	Strategies
<ul style="list-style-type: none"> i. Competent employees ii. An effective corporate governance system is in place iii. The existence of a legal framework that enables the Authority to exercise its mandate iv. Strong internal controls v. Premises that are equipped for stakeholder engagement to build procurement and disposal capacity in Uganda vi. Increasing countrywide presence 	<ul style="list-style-type: none"> i. Develop and implement staff welfare and motivational schemes ii. Continuous engagement of the governance structures iii. Compliance monitoring and technical backstopping of PDEs iv. Development and review of the internal policies and guidelines v. Enhance procurement and disposal capacity building for both internal and external players

vii. Automated systems	vi. Strengthen collaboration with key stakeholders in all regions of the country vii. Leverage technology in the regulation function of the Authority
Weaknesses	Strategies
<ul style="list-style-type: none"> i. Inadequate performance management system ii. Lack of multi-disciplinary skills iii. Failure to implement the capacity-building plan iv. Lack of documented culture v. Insufficient stakeholder engagement vi. Inadequate capacity to deal with emerging issues in public procurement vii. Inadequate structure to execute the PPDA mandate viii. Limited coverage for activities in the regulatory toolkit ix. Wanting data quality x. Weak policy implementation 	<ul style="list-style-type: none"> i. Automate the performance management system ii. Enhance the capacity of staff in different fields of the procurement and disposal system iii. Establish and maintain a supportive culture at the Authority iv. Strengthen and sustain stakeholder engagement initiatives v. Lay strategies to intervene in the key emerging issues in the procurement and asset disposal function vi. Review staff structure to enable the execution of the strategic direction vii. Focus on enhanced data quality viii. Review and develop new policies and enable their implementation

External Environment	
Opportunities	Strategies
<ul style="list-style-type: none"> i. Funding opportunities from the Government and other Development Partners ii. Availability of professional bodies to collaborate with iii. Demand for Procurement performance data under the DC guidelines iv. Conducive Government policy v. Existing legal framework for public procurement vi. Collaboration with other Anti-corruption Agencies vii. Renewed fight against corruption viii. Availability of CSOs to work with in monitoring contracts with a formalised collaboration framework 	<ul style="list-style-type: none"> i. Continue engaging Development Partners to solicit funding for the Authority's initiatives ii. Strengthen the resource mobilisation function at the Authority iii. Establish and maintain collaborations and partnerships with professional bodies iv. Disseminate the Public Procurement Regulations and Guidelines, Standard Bidding Documents and guidelines v. Build the capacity of procurement and disposal players on the existing laws vi. Promote an anti-corruption campaign in the execution of the procurement and disposal function in the country vii. Collaborate with CSOs in the monitoring of contracts for real-time feedback
Threats	Strategies
<ul style="list-style-type: none"> i. Increasing procurement-related directives ii. Negative perceptions about PPDA and the 	<ul style="list-style-type: none"> i. Consider accreditation requests from the PDEs

<ul style="list-style-type: none"> entire public procurement system iii. Reduction in funding to the Authority iv. Unreliable budget releases v. Cybersecurity breaches vi. Mandate erosion and encroachment vii. Over-regulation of the procurement system viii. Uncertainty surrounding the automation of the procurement system (e-GP) ix. Compliance Gap 	<ul style="list-style-type: none"> ii. Promote community engagement initiatives to share feedback on the Authority's activities iii. Strengthen the resource mobilisation function at the Authority iv. Strengthen digitalisation initiatives in the procurement and disposal system v. Stakeholder engagement to ensure role clarity among players in the procurement and disposal function
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2.7 Stakeholder Analysis

This section provides an in-depth look at the diverse interests, influences, and expectations of the Authority's key stakeholders. Understanding these dynamics is essential to aligning the Authority's strategic goals with stakeholder needs, minimising resistance, and fostering effective collaboration. The Authority's stakeholders are categorized as primary, secondary, and tertiary, and their respective levels of influence and impact on its objectives have been carefully examined. This analysis will guide the Authority's strategic decisions, ensuring that stakeholder engagement is both proactive and aligned with the broader organisational goals. By addressing stakeholder priorities, the Authority seeks to create a more resilient, inclusive and responsive Strategic Plan. The detailed stakeholder analysis is presented in Table 7.

Table 7: Stakeholder Analysis

Stakeholder	PPDA Expectation	Stakeholder Expectation
Ministry of Finance, Planning and Economic Development	<ul style="list-style-type: none"> i. Budget support ii. Policy Guidance iii. Technical support 	<ul style="list-style-type: none"> i. Policy implementation ii. Effective regulation of the procurement and asset disposal system iii. Effective utilization and accountability of resources iv. Performance reports v. Generation of Non-Tax Revenue
Board of Directors	<ul style="list-style-type: none"> i. Effective supervision ii. Policy formulation iii. Strategic direction iv. Work plans and Budget approval 	<ul style="list-style-type: none"> i. Strategy implementation ii. Policy implementation iii. Performance reports
Employees	<ul style="list-style-type: none"> i. High-performance culture ii. Adherence to the PPDA value system iii. Disciplined employees 	<ul style="list-style-type: none"> i. Conducive working environment ii. Fair remuneration iii. Career development opportunities
Development Partners	<ul style="list-style-type: none"> i. Budget support ii. Technical support 	<ul style="list-style-type: none"> i. Meeting funding objectives

Stakeholder	PPDA Expectation	Stakeholder Expectation
		ii. Accountability
Parliament	<ul style="list-style-type: none"> i. Budgetary appropriations ii. Oversight for PPDA Activities iii. Timely legislation 	<ul style="list-style-type: none"> i. Effective regulation ii. Timely Reporting iii. Feedback
Office of the Auditor General	<ul style="list-style-type: none"> i. Work collaboratively 	<ul style="list-style-type: none"> i. Collaborative activities ii. Compliance
Inspectorate of Government	<ul style="list-style-type: none"> i. Work collaboratively 	<ul style="list-style-type: none"> i. Collaboration
Providers (Private Sector Organisations)	<ul style="list-style-type: none"> i. Participation in the public procurement process ii. Compliance with the ethical Code of Business iii. Capacity to perform and give Value for Money (timely delivery, quality, competitive prices, knowledge transfer) iv. Professional input from the associations 	<ul style="list-style-type: none"> i. Competitive, fair, and transparent public procurement and disposal processes. ii. Enabling environment for participation in public procurement and asset disposal iii. Effective regulation iv. Capacity building
PDEs	<ul style="list-style-type: none"> i. Compliance with the PPDA Act, Regulations and Guidelines 	<ul style="list-style-type: none"> i. Guidance on the application of the law ii. Advisory services iii. Standard Bidding Documents iv. Capacity building
PPDA Appeals Tribunal	<ul style="list-style-type: none"> i. Timely disposal of cases lodged 	<ul style="list-style-type: none"> i. Collaboration and information sharing ii. Capacity building
Professional Bodies	<ul style="list-style-type: none"> i. Capacity building ii. Advisory services 	<ul style="list-style-type: none"> i. Practice standards ii. Effective collaboration
Civil Society Organizations	<ul style="list-style-type: none"> i. Monitoring of Government contracts and reporting on them ii. Integrity in their operations iii. Timely reports 	<ul style="list-style-type: none"> i. Timely action on cases reported ii. Capacity building iii. Publication of open, accessible, and timely information to aid their contract monitoring of Government contracts
Institute of Procurement Professionals of Uganda	<ul style="list-style-type: none"> i. Capacity building for procurement practitioners 	<ul style="list-style-type: none"> i. Participation in IPPU activities ii. Timely updates on changes in the law

Stakeholder	PPDA Expectation	Stakeholder Expectation
Higher Institutions of Learning	<ul style="list-style-type: none"> i. Build procurement and asset disposal capacity ii. Conduct research iii. Collaboration 	<ul style="list-style-type: none"> i. Share experiences ii. Collaboration
National Information Technology Authority of Uganda	<ul style="list-style-type: none"> i. Hosting and support for PPDA IT systems ii. Timely approval of IT needs iii. Provision of reliable internet connectivity 	<ul style="list-style-type: none"> i. Cooperation on IT matters ii. Compliance with the set standards
Programme Secretariats	<ul style="list-style-type: none"> i. Coherent PIAPs ii. Funding for PPDA activities 	<ul style="list-style-type: none"> i. Compliance with PIAPS ii. Timely reporting iii. Participation in Programme activities
Media	<ul style="list-style-type: none"> i. Objective reporting ii. Awareness creation 	<ul style="list-style-type: none"> i. Updates on the procurement system ii. Collaboration

2.8 Mainstreaming Cross-Cutting Issues

The section presents an analysis of key cross-cutting issues, including Gender and Equity, Environment, HIV and AIDS, and Climate Change. Below is a summary of this analysis;

2.8.1 Mainstreaming Gender and Equity

Mainstreaming Gender and Equity is an approach that integrates gender perspectives and equitable considerations into all policies, programs, and practices to ensure that both women and men benefit equally and inequality is not perpetuated in public procurement. It seeks to identify and address systemic barriers that hinder equal participation, access to procurement outcomes and opportunities, and decision-making power, particularly for marginalized groups. This approach is directly aligned with Sustainable Development Goal 5 (SDG 5), which aims to achieve gender equality and empower all women and girls. By embedding gender and equity concerns across all sectors and levels of governance, mainstreaming becomes a catalyst for transforming societal norms, reducing disparities, and promoting inclusive development, thereby advancing the broader objectives of sustainable development.

Despite 40% of women owning businesses in Uganda, most of which are informal and SMEs (Open Contracting Partnership, 2025), unequal procurement opportunities between women and men continue to hamper women's abilities to lift themselves out of poverty.

It is estimated that women entrepreneurs supply only 1% of the market due to limited access to relevant information, stringent financial requirements such as bid security and performance guarantee requirements and lack of awareness, among others (AFIC 2022, Open Contracting Partnership, 2025).

Table 8 below presents an analysis of the gender and equity issues within the public procurement and asset disposal system, their causes, effects on the system, and proposed strategies for mitigating them.

Table 8: Mainstreaming Gender and Equity

	Gender and Equity Issues	Causes	Effects	Strategies for mitigation
1	Inability to meet tender financial requirements, such as bid security and performance guarantee requirements, by women	Women entrepreneurs often face challenges accessing credit due to a lack of collateral, discriminatory lending practices, or limited financial literacy.	Without sufficient funds, women cannot afford bid security- bank guarantees or performance guarantees required for procurement.	Women owned businesses will only be required to submit bid securing declarations.
2	Limited skills among the women, which makes tender procedures seem very complex	Many Women lack basic knowledge in areas such as financial management, bidding processes, and business operations, which are critical for procurement participation.	Skill gaps reinforce existing disparities, keeping women economically marginalised and widening the gender gap in business ownership and leadership.	Capacity building for women-owned enterprises
3	Limited information about upcoming tenders	Many women entrepreneurs, especially in informal or small enterprises, may lack digital literacy or access to the internet, hindering their ability to access online procurement portals.	Women-owned businesses are underrepresented among bidders, reducing their share of awarded contracts.	Increase sensitisation
4	Limited disaggregated data from PPDA on Public Procurement to inform evidence-based decision making.	The data is not gender-disaggregated in collection and reporting.	Policymakers and procurement authorities lack reliable data to identify gaps, set targets, and design interventions that address gender disparities.	Update the reporting templates.

2.8.2 Mainstreaming Environmental Conservation

Mainstreaming environmental conservation in public procurement involves integrating environmental considerations into purchasing decisions to promote sustainability and reduce ecological harm. This approach ensures that goods, services, and works acquired by public

institutions are not only cost-effective but also environmentally responsive throughout their life cycle. By prioritizing products with minimal carbon footprints, sustainable resource use, and reduced waste generation, governments can lead by example in the transition toward a greener economy. This strategy directly supports Sustainable Development Goal (SDG) 12, particularly target 12.7, which calls for the promotion of sustainable public procurement practices. Aligning procurement policies with environmental conservation helps drive systemic change in production and consumption patterns, contributing to long-term ecological resilience and sustainable development. Table 9 below presents an analysis of the environmental issues within the public procurement and asset disposal system, their causes, effects on the system, and proposed strategies for mitigating them.

Table 9: Mainstreaming Environmental Conservation

No	Environment Issues	Causes	Effects	Strategies for mitigation
	Resource depletion: Public procurement can drive demand for resource-intensive products and services, leading to deforestation, air and water pollution, and loss of biodiversity.	<p>a) Lack of environmental consideration: Procurement decisions often prioritize cost and efficiency at the expense of environmental sustainability</p> <p>b) Inadequate training and capacity: Procurement officials may lack the skills and knowledge required to integrate environmental considerations into procurement decisions.</p>	<p>a) Economic costs: Environmental degradation can result in significant economic costs, including damage to infrastructure, health impact, and reduced productivity.</p> <p>b) Failing to address environmental issues in public procurement can lead to missed opportunities for innovation and sustainable growth.</p>	<p>a) Develop and implement sustainable procurement policies: Establish policies and procedures that prioritize environmental sustainability.</p> <p>b) Capacity-building: Offer capacity building programs for procurement officials to integrate environmental considerations into procurement decisions.</p> <p>c) Monitor and report environmental performance: Establish mechanisms to monitor and report on environmental</p>

No	Environment Issues	Causes	Effects	Strategies for mitigation
				performance.
	Unsustainable supply chains: Public procurement often relies on complex global supply chains, which can hide environmental and social risks.	a) Limited supplier engagement: Suppliers may not be incentivized or equipped to adopt environmentally friendly practices.	a) Reputational risks: Public procurement systems that prioritize environmental sustainability can enhance reputation and public trust.	a) Engage suppliers and other stakeholders: Collaborate with suppliers and other stakeholders to promote environmentally friendly practices and sustainable supply chains. b) Promote green procurement practices: Encourage the adoption of environmentally friendly products and services including renewable energy, sustainable materials, and eco-labelled goods. c) Build the capacity of key stakeholders to integrate ESHS in the procurement and disposal cycle.

2.8.3 Mainstreaming HIV and AIDS

Table 10 below presents an analysis of the HIV and AIDS issues within the public procurement and asset disposal system, their causes, effects on the system, and proposed strategies for mitigating them.

Table 10: Mainstreaming HIV and AIDS

No	HIV and AIDS Issues	Causes	Effects	Strategies for mitigation
1	Stigma and discrimination: People living with HIV and AIDS (PLHIV) may face	a) Lack of awareness and education: Limited	a) Perpetuation of stigma and discrimination:	a) Monitor the implementation of social safeguards in public projects b) Provide

No	HIV and AIDS Issues	Causes	Effects	Strategies for mitigation
	stigma and discrimination in the workplace, affecting their ability to participate in public procurement projects.	awareness and education about HIV and AIDS can perpetuate stigma and discrimination.	Unattended actions can perpetuate stigma and discrimination against PLHIV, undermining their human rights.	awareness to staff.
2	a) Inadequate workplace policies: PDEs may lack policies and procedures to support PLHIV, perpetuating stigma and discrimination.	a) Inadequate policies and Regulations: Gaps in Policies and Regulations may hinder the effective integration of HIV and AIDS-related issues in public procurement.	a) Missed opportunities for sustainable development: Failure to address HIV and AIDS-related issues in public procurement may result in lost opportunities for sustainable development and economic growth.	a) Develop and implement inclusive policies. b) Establish procedures that promote inclusivity and provide support for PLHIV.

2.8.4 Mainstreaming Climate Change

Table 11 below presents an analysis of climate change issues within the public procurement and asset disposal system, their causes, effects on the system, and proposed strategies for mitigating them.

Table 11: Mainstreaming Climate Change

No	Climate Change Issues	Causes	Effects	Strategies for mitigation
1	Greenhouse gas emissions: Public procurement processes can contribute to greenhouse gas emissions through	a) Lack of integration of climate change considerations into procurement policies and	a) Increased greenhouse gas emissions, further exacerbating climate	a) Develop and enforce guidelines for sustainable disposal. b) Establish and monitor guidelines for e-waste

No	Climate Change Issues	Causes	Effects	Strategies for mitigation
	the selection of carbon-intensive products and services.	procedures	change	management and disposal.

2.8.5 Mainstreaming Transparency, Accountability and Anti-Corruption

Uganda is a State party to the United Nations Convention against Corruption (UNCAC), which obliges all signatories to implement effective anti-corruption measures in public administration, including public procurement. Article 9 of the Convention specifically emphasizes the importance of transparency, accountability, and anti-corruption mechanisms in procurement systems. In line with these obligations, mainstreaming TAAC principles into PPDA's operations is critical to ensuring that public procurement remains fair, efficient, and resistant to abuse. Table 12 presents common TAAC-related issues in public procurement, their causes, effects, and mitigation measures.

Table 12: Mainstreaming TAAC in PPDA

Issue	Causes	Effects	Mitigation Measures
Limited transparency in internal decision-making	Non-disclosure of Board decisions, restricted access to internal reports, and poor communication	Reduced staff confidence, weakened accountability, and resistance to institutional reforms	Implement internal disclosure policies, routinely publish non-confidential decisions, and strengthen internal communications
Inadequate staff accountability frameworks	Weak enforcement of performance management systems and a lack of internal whistleblower protections	Low productivity, impunity for underperformance, and institutional inefficiency	Strengthen performance appraisal systems, implement internal whistleblower protection mechanisms, and enforce sanctions for non-compliance
Potential conflicts of interest in operational units	Lack of periodic conflict-of-interest declarations and poor segregation of duties	Compromised regulatory decisions, bias in oversight functions, and reputational damage	Institutionalize conflict-of-interest disclosures and establish rotation policies for sensitive roles
Weak internal audit follow-up	Delayed implementation of internal audit recommendations and limited management	Recurrent control weaknesses	Establish a compliance tracking system for audit issues and introduce quarterly management audit reviews

Issue	Causes	Effects	Mitigation Measures
	oversight.		
Limited ethics and integrity orientation	Absence of structured induction and ethics training, and lack of a code of conduct refresher	Cultural tolerance of unethical behavior and erosion of public trust	Operationalize the rules of integrity, introduce regular ethics training, enforce periodic code of conduct sign-offs, and integrate integrity assessments in staff appraisals

2.9 Key Emerging Issues and Recommendations for the New Strategic Plan

From this analysis, several emerging issues have been identified as critical to shaping the strategic direction of the new Strategic Plan. The Plan will place particular emphasis on addressing these issues to strengthen and improve the public procurement and asset disposal system. Table 13 below provides a summary of the key issues and the corresponding planned initiatives.

Table 13: Key Emerging Issues and Planned Initiatives in the Strategic Plan

Emerging Theme	Emerging Issue	Proposed remedies
Ineffective regulation of the procurement and asset disposal system	Fragmented and inconsistent enforcement of Procurement Regulations	<ul style="list-style-type: none"> a) Improve the quality and timeliness of audit and strengthen follow-up on audit and investigation recommendations. b) Enforce sanctions for non-compliance
	Limited transparency and accountability in public procurement and disposal	<ul style="list-style-type: none"> a) Strengthen procurement life cycle monitoring b) Collaborate with non-state actors in public procurement oversight c) Review of the procurement and disposal legal framework d) Accredited alternative public procurement and disposal systems to enhance efficiency
	Limited adoption and usage of the e-GP system	<ul style="list-style-type: none"> a) Support the nation-wide roll-out of the e-procurement system
	Increased demand for procurement data to support decision-making	<ul style="list-style-type: none"> a) Conduct research in public procurement to generate evidence b) Improve procurement data quality and reporting standards c) Invest in data analytics and dashboard tools and build internal capacity for

Emerging Theme	Emerging Issue	Proposed remedies
		data use in regulation
	Price distortions due to lack of standardized specifications and reference prices for commonly procured goods and services	a) Develop and regularly update a national catalogue of standard specifications for commonly procured goods and services
	Evolving procurement-related corruption and compliance risks	a) Expand investigations and enforcement capacity b) Collaborate with anti-corruption agencies c) Introduce advanced monitoring tools leveraging procurement data
Capacity gaps across the public procurement system and weak collaboration	Gaps in technical capacity across the procurement ecosystem	a) Develop and implement a national strategy for procurement and disposal capacity building b) Undertake regular reviews of the public procurement system
	Increasing demand for stakeholder engagement and transparency	a) Leverage partnerships to strengthen public procurement b) Institutionalize public engagement platforms such as procurement barazas c) Conduct annual stakeholder satisfaction surveys
Limited incorporation of sustainability and inclusiveness in public procurement	Rising importance of sustainable and inclusive procurement	a) Strengthen the Regulatory Framework for Sustainable Public Procurement (SPP) b) Strengthen monitoring of compliance with the SPP regulatory framework c) Enhance institutional capacity to promote sustainable public procurement d) Raise awareness across the Public Sector e) Foster collaboration and partnerships to advance Sustainable Public Procurement
	Limited participation of Key interest groups in public procurement and disposal	a) Establish a local content monitoring and reporting system b) Review the implementation of reservation schemes c) Conduct media campaigns to promote preference and reservation schemes

Emerging Theme	Emerging Issue	Proposed remedies
Weak institutional capacity	Weak Human Resource Management	<ul style="list-style-type: none"> a) Develop and implement appropriate Human Resource structures, policies and procedures to effectively manage employees, for improved productivity b) Build staff capacity to regulate public procurement effectively
	Persistent underfunding and reliance on GoU financing	<ul style="list-style-type: none"> a) Develop a resource mobilization strategy b) Enhance efficiency in resource utilization and strengthen donor coordination mechanisms
	Inadequate internal capacity in emerging technical areas	<ul style="list-style-type: none"> a) Strengthen the operations of the PPDA think tank b) Conduct periodic skills gap assessments c) Build staff capacity in emerging and topical public procurement issues

The analysis of emerging issues revealed systemic weaknesses that continue to undermine the effectiveness, integrity, and impact of the public procurement and disposal system. Persistent regulatory gaps, fragmented enforcement, and weak compliance mechanisms have diminished the credibility of procurement oversight. The limited uptake of e-GP, limited transparency, and underutilization of procurement data further constrain efficiency and accountability. These challenges are compounded by widespread capacity gaps, limited stakeholder engagement, and inadequate integration of sustainability and inclusiveness in procurement practices. Addressing these realities requires a strategic shift that prioritizes regulatory reform, institutional capacity building, full digitization, data-driven decision-making, stakeholder empowerment, and sustainable procurement practices, all anchored in a robust financing and resource mobilization framework.

CHAPTER THREE: HUMAN RESOURCE PLANNING

3.1 Introduction

This chapter presents the Human Resource (HR) planning framework that will guide the Public Procurement and Disposal of Assets Authority (PPDA) in delivering its Strategic Objectives under the Strategic Plan 2025/2026–2029/2030. It underscores the centrality of human capital as a catalyst for institutional transformation, service delivery, and operational excellence. Recognizing that a competent, motivated, and future-ready workforce is critical to effective procurement oversight and public asset management, the chapter sets out the Authority's approach to aligning its human resources with its strategic direction.

It provides a comprehensive assessment of current staffing levels, identifies critical skills gaps, and highlights succession risks in key technical and leadership positions. It further outlines strategies for talent acquisition, performance management, staff development, and retention. These interventions are designed not only to address existing human resource challenges but to anticipate and prepare for future workforce demands in line with the Authority's evolving mandate and national development priorities.

3.2 Rationale for Human Resource Planning

Human Resource (HR) planning at the Authority level is essential for the following reasons:

- a) **Alignment with Strategic Goals:** It ensures that the right people with the right skills are in the right roles to execute PPDA's mandate and deliver public value.
- b) **Capacity Building for Service Delivery:** As public procurement processes become more complex and technology-driven, targeted Human Resource Development planning builds the technical and managerial capacity required to uphold procurement integrity, efficiency and effectiveness.
- c) **Risk Mitigation:** Proactive workforce planning addresses succession risks and safeguards institutional knowledge.
- d) **Employee Motivation and Engagement:** Clear career development pathways and performance-based management foster a motivated, accountable, and high-performing workforce.

3.3 Linkage with National Human Resource Development Planning

PPDA's HR planning approach is fully aligned with national frameworks such as the National Development Plan (NDP IV), the National Human Resource Development Plan, and the Public Service Human Resource Planning and Development Policy. This alignment ensures consistency in talent development across sectors, promotes inter-agency mobility of skills, and supports a coordinated approach to public sector transformation.

By integrating national HRD priorities such as digital skills development, leadership for results, and public sector innovation into its own strategy, PPDA contributes to building a professional, ethical, and effective public service capable of advancing Uganda's Vision 2040 and achieving the Sustainable Development Goals (SDGs).

3.4 Human Resource Situational Analysis

3.4.1 The Current Staffing Levels and Structure

As of June 30, 2025, PPDA's approved staff establishment stood at 263 with 151 positions filled and 112 positions vacant. The Authority operates under a functional structure comprising the following departments:

1. Office of the Executive Director
2. Department of Performance Monitoring, Central Government
3. Department of Performance Monitoring, Regional Offices
4. Department of Human Resources and Administration
5. Department of Legal and Board Affairs
6. Department of Finance
7. Department of Procurement and Disposal Capacity Building
8. Department of Internal Audit and Risk
9. Department of Strategy & Planning

Each department is staffed according to its technical and administrative requirements, with positions distributed across various levels, including Directors, Managers, Senior Officers, Officers, Administrative Assistants, Office Assistants and Transport Assistants.

3.4.2 Skills Audit and Gaps Analysis. A skills audit conducted in 2023 and updated in Financial Year 2024/2025 together with subsequent internal assessments, revealed the following skills gaps across the Authority:

- a) Technical Capacity: Limited specialization in emerging procurement areas such as green procurement, e-procurement, special sector audits, and procurement analytics.
- b) Data Analysis and ICT Skills: Inadequate capacity to fully harness digital tools, data analytics, and e-government procurement systems.
- c) Leadership and Management: A need for enhanced leadership competencies, strategic thinking, and change management skills.
- d) Soft Skills: Gaps in communication, collaboration, and stakeholder engagement that are essential for effective regulation, advisory services and capacity building roles.
- e) Special sector audits: Limited expertise in conducting audits for complex and specialized procurement categories.

To address these gaps, the HR and Administration function, working collaboratively with all departments, will implement a Competency Development Plan to address these gaps systematically. This plan will focus on building both technical and behavioral competencies through structured training, mentorship, professional certification, and continuous learning initiatives.

3.5 Employee Assessment

Based on the approved organizational structure, Table 14 below shows the vacant positions to be filled in phases, between 2025/2026 and 2029/2030.

Table 14: Structure of the Authority as At June 30, 2025

Position	Strategy and Planning		Perf. Mon. Central		L&BA		ED's Office		Internal Audit and Risk		Proc & Disposal Capacity Building		Finance		Perf. Mon-Region		HR&A		TOTAL		VACANT	% FILL
	EST	FILL	EST	FILL	EST	FILL	EST	FILL	EST	FILL	EST	FILL	EST	FILL	EST	FILL	EST	FILL	EST	FILL		
Executive Director	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0	100
Director	1	1	1	1	1	1	0	0	1	1	1	1	1	1	1	1	1	1	9	8	1	100
Manager	4	4	5	5	4	3	2	2	2	1	2	1	2	1	8	4	2	2	33	23	10	71.0
Senior Officer	7	6	26	13	5	5	3	3	5	2	8	3	3	3	30	23	4	2	90	60	30	79.7
Officer	2	2	43	16	2	0	6	6	0	0	0	0	1	1	48	14	2	2	102	41	61	24.5
Assistant Officer	1	1	1	1	0	0	0	0	0	0	0	0	1	1	8	4	1	0	12	7	5	58.3
Transport Assistant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	3	9	9	13	12	1	66.7
Office Assistant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	3	3	3	10	6	4	45.5
G.Trainee	1	1	3	3	1	1	1	0	0	0	0	0	1	1	4	4	2	2	13	10	0	100
Total	16	16	74	39	13	10	13	12	8	4	11	5	10	9	107	39	24	21	286	171	112	

3.5.1 Financial Implication

The Financial implications for filling the remaining 112 vacant positions in the structure are contained in Table 15.

Table 15: Financial Implications of Filling PPDA’s Approved Staff Structure

No	Item	Amount (UGX)
1	Wage	9,442,271,400
2	Non-Wage	6,152,550,600
	Total budget required to fill the vacant positions to 100%	15,594,822,000

3.6 Human Resource Supply-Side Analysis for PPDA

The successful implementation of the Strategic Plan depends heavily on the Authority's ability to attract, develop, and retain a skilled and motivated workforce. This analysis assesses both internal capacity and the broader external environment, including the national education and training system, labor market dynamics and workforce trends.

3.6.1 Evaluation of Internal Capacity: Workforce Skills and Readiness

PPDA’s workforce is dedicated and technically competent; however, several gaps affect its effectiveness:

a) **Training and Development Effectiveness**

The existing employee training programs are regular but not always aligned with evolving public procurement trends and technologies. Memberships in professional bodies like Institute of Procurement Professionals of Uganda, Project Management Institute, Institute of Risk Management, Information Systems Audit and Control Association, Public Relations Association of Uganda, Chartered Institute of Procurement and Supply, Institute of Certified Public Accountants of Uganda, Association of Chartered Certified Accountants and Human Resource Managers Association are promoted, but participation in the professional workshops and seminars, is limited by budget constraints.

b) **Succession Planning**

Skill gaps, insufficient cross-functional exposure, and limited executive training hinder readiness for critical technical or leadership roles, posing risks to institutional continuity.

c) **Workforce Flexibility**

A rigid structure with highly specialized roles reduces agility to reassign staff in response to shifting priorities.

d) **Employee Health and Wellbeing:**

While staff benefit from medical insurance, more comprehensive initiatives on work-life balance and mental health are needed.

3.6.2 Evaluation of External Capacity: National Education and Training System

Uganda's education system produces a steady pipeline of graduates in procurement, finance, law, and public administration but gaps remain:

a) **Skills and Competency Gaps**

Graduates often lack practical knowledge of procurement regulations, e-government systems, and risk-based procurement management.

b) **Mismatch with Industry Needs**

Academic programs emphasize theory over compliance-oriented and practical training which are required in PPDA's regulatory and oversight roles.

c) **Certification and Professional Development**

Uptake of global certifications (e.g., CIPS) is growing. Still, it is limited by high costs and institutional constraints, reducing the pool of certified procurement professionals.

3.6.3 Labor Market Trends and External Talent Availability

a) **Talent Availability**

Supply exists in procurement, finance, and public policy, but competition with NGOs, government agencies, and the private sector makes talent attraction challenging.

b) **Wage Pressures**

The public sector salary structure limits PPDA's competitiveness for ICT specialists, data analysts, and certified procurement professionals.

b) **Recruitment Challenges**

The Authority faces difficulties in attracting highly specialized or experienced professionals, especially for roles requiring both technical expertise and public sector experience.

3.6.4 Critical Skills and Competencies for Strategic Delivery

To fully implement its strategic plan, PPDA requires expertise in:

- a) E-procurement and digital platforms
- b) Contract management and performance auditing
- c) Risk-based procurement planning
- d) Data analytics and evidence-based decision making
- e) Change management and stakeholder engagement
- f) Strategic leadership and innovation in public procurement
- g) Special sector expertise
- h) Sustainable Public Procurement

3.6.5 Human Resource Supply Projection

PPDA will project the future workforce supply by:

- a) Mapping current staff against required competencies.
- b) Forecasting retirements and natural attrition.
- c) Identifying internal development opportunities to close critical skill gaps.

- d) Estimating the external hiring needs based on projected service delivery expansions and new regulatory mandates.

This proactive approach will ensure that the right talent is available to sustain PPDA's performance.

3.7 Human Resource Gaps Analysis for PPDA

To achieve its strategic transformation agenda and deliver on its core mandate of regulating public procurement and asset disposal in Uganda, the Authority requires a workforce that is both quantitatively and qualitatively aligned with its operational and strategic priorities. This analysis identifies key workforce gaps across skills, staffing levels, succession readiness, and workforce demographics, and proposes interventions to close these gaps.

3.7.1 Skills and Competency Gaps

Despite notable strengths, skills and competency gaps constrain PPDA's capacity to fully deliver on its mandate as highlighted below:

a) Technical and Regulatory Skills

There is a shortage of staff with advanced competencies in:

- i. Risk-based procurement planning
- ii. E-procurement systems and digital platforms
- iii. Performance and contract management auditing
- iv. Sustainable Public Procurement

b) Cross-Cutting Skills

- i. Data analytics and evidence-based decision making
- ii. Change management and strategic communication
- iii. Innovation and digital transformation within the public sector

These skill gaps limit the Authority's ability to implement complex reforms, enforce compliance across government entities, and transition into a more tech-enabled oversight body.

3.7.2 Staffing Level Disparities

a. Understaffed Departments

- i. **Monitoring and Evaluation:** Insufficient staffing affects timely analysis and reporting on procurement performance.
- ii. **ICT and E-Government Systems:** A shortage of systems analysts, cybersecurity professionals, and e-procurement specialists hampers digital transformation efforts.

b. Workload Imbalances

Operational staff in field-based compliance and audit roles are overstretched due to the increasing number of entities under PPDA's regulatory scope.

3.7.3. Succession Planning Gaps

Although the process is underway, there is no formal succession planning framework in place, resulting in:

- i. Limited leadership pipeline visibility
- ii. Risks of disruption from sudden exits of key personnel

iii. Few mid-level staff exposed to leadership responsibilities
Key technical and managerial roles, especially in ICT are currently very few, if any, with no ready internal successors.

3.7.4 Workforce Demographic Imbalances

Age Distribution: A growing number of employees are nearing retirement within the next 1–2 years, especially in senior technical and leadership roles. This creates an urgent need for succession and knowledge transfer.

Gender Representation: While gender balance at the junior levels is relatively healthy, there is underrepresentation of women in senior leadership.

Diversity: Broader diversity (e.g. persons with disabilities) is limited and not systematically tracked, which may affect inclusivity and representation across national operations.

3.7.5 Training and Development Gaps

While PPDA invests in employee training, key issues include:

- i. Training content not job relevant.
- ii. Low uptake of professional certifications due to financial barriers.
- iii. Infrequent leadership development programs, which hinders the grooming of future leaders.

3.7.6 Misalignment between Skills and Roles

Staff are often deployed outside their training areas due to:

- i. Evolving job demands (e.g., tech requirements in previously non-digital roles).
- ii. Lack of structured internal mobility programs to facilitate reskilling or lateral moves.
- iii. Limited cross-training to increase workforce adaptability and agility.

3.8 Human Resource Management Interventions

During this planning period, PPDA will implement a range of targeted human resource interventions aimed at strengthening institutional performance, enhancing staff productivity, and ensuring full alignment with the Authority’s strategic objectives. The interventions will prioritize improving talent acquisition and retention, robust performance management systems, expanded staff training and development, and the promotion of employee well-being and engagement. Particular emphasis will be placed on succession planning, systematic skills gap assessments, and the adoption of a competency-based framework to guide recruitment, capacity building and career progression. Table 16 below provides a summary of the planned HR interventions.

Table 16: Strategic HR Priorities and Interventions (2025–2030)

Strategic HR Focus Area	Key Actions	Timeline
Performance Reform	a) Align individual KPIs with strategic outcomes, automate PMS and allocate workforce resources efficiently b) Automate performance tracking tools for increased	2025–2026

Strategic HR Focus Area	Key Actions	Timeline
	objectivity, timeliness, and feedback c) Build supervisor capacity for consistent performance evaluation and management d) Institutionalize performance-linked learning and rewards to motivate staff and improve service delivery e) Strengthening the Mentorship initiative to support other capacity building initiatives	
Structural Implementation	Fill all vacant positions	2026–2027
Skills Development	Implement a Competency Framework and capacity-building plan Design targeted training and reskilling programs	2025–2027
Succession Planning	a) Operationalize formal succession and talent management systems b) Build succession pipelines. Identifying critical roles and high-risk areas for succession c) Map talent and leadership potential within the Authority d) Develop career progression pathways and mentorship programs e) Establish knowledge transfer mechanisms (e.g., secondments, shadowing)	2026–2027
Recruitment & Retention	a) Develop structured recruitment and attraction strategies b) Enhance employer branding to attract top talent in procurement, legal, data science, and ICT c) Enhance competency-based recruitment and selection processes for better talent-fit d) Leverage the succession planning and graduate trainee programs to build a pipeline of future professionals	2026-2027
Culture & Change Management	Embed a values-driven, performance-oriented culture (e.g., One Team, One Goal)	2025–2030

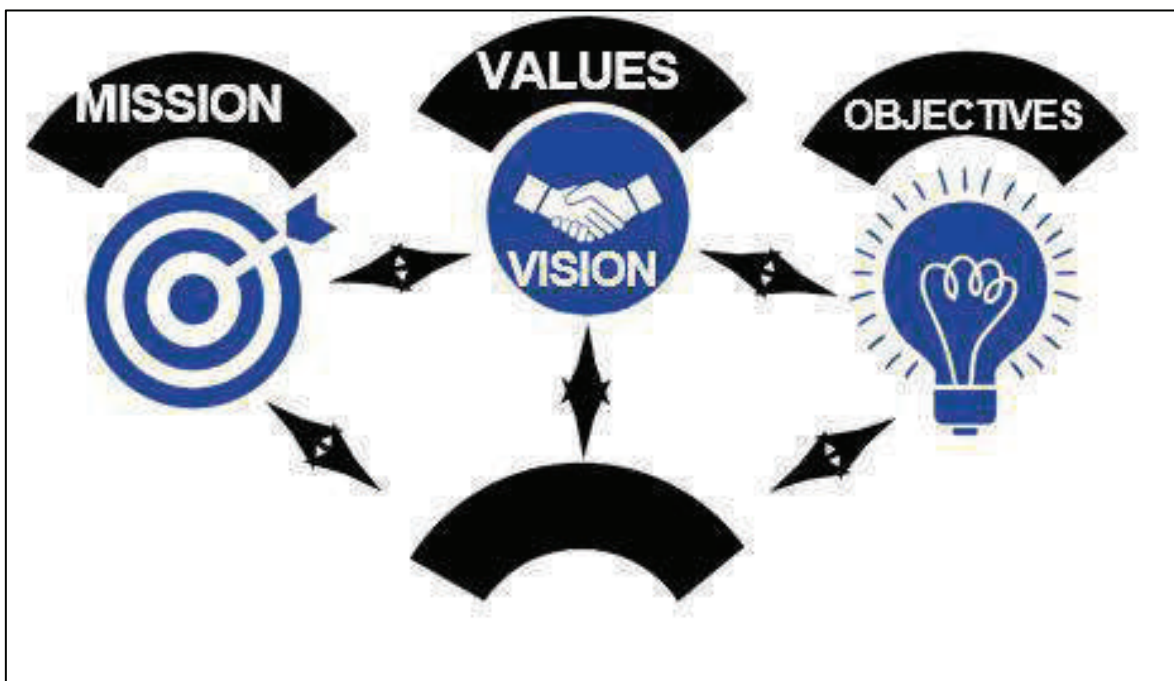
3.9 Conclusion

A strategically aligned, well - prepared and motivated workforce is fundamental to the Authority’s ability to deliver on its mandate. The Human Resource Planning interventions outlined in this chapter are designed to strengthen institutional capacity, ensure effective implementation of the Strategic Plan, and enable and the Authority to respond to emerging public procurement challenges. By prioritizing skills development, succession planning, performance management, and workforce engagement, PPDA will anchor its transformation agenda and position itself as a result driven regulator over the next five years.

4.1 Introduction

This section presents an overview of PPDA’s Vision, Mission, Core values, and Strategic Objectives, and their interrelationship in shaping the Authority’s strategic direction. The implementation of these elements is further elaborated through the strategic initiatives, with figure 6 providing a visual illustration of this linkage.

Figure 6: Visual Relationship between the Vision, Mission, Core Values, and Strategic Objectives



4.2 Vision

“A dynamic facilitator of the public procurement and asset disposal system for sustainable national development.”

4.3 Mission

“To promote service delivery through effective regulation of the public procurement and disposal system.”

4.4 Goal

“To enhance the attainment of value for money in public procurement and asset disposal for improved service delivery.”

4.5 Our Tag Line

“Regulating for results”

4.6 Theme

“Revolutionizing Public Procurement to Accelerate Uganda’s Development Agenda.”

4.7 Our Values

Core Value	Definition
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.
Accountability	We take full responsibility for all our actions, and we always provide feedback on the expectations of the stakeholders.
Responsiveness	We act positively towards improving the public procurement and asset disposal system.
Sustainability	We focus on meeting our present needs without compromising the ability of future generations to meet their needs.
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.
Team work	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.

4.8 Our Strategic Objectives and Interventions/Initiatives

The Strategic Objectives define the key areas of focus and continuous improvement that PPDA will pursue over the next five years. Their implementation will follow a phased approach, aligned to the Authority's annual priorities for each financial year. Together, these objectives and their related interventions/initiatives will guide PPDA in achieving its mandate, strengthening institutional performance, and delivering greater impact in public procurement and asset disposal.

4.8.1 Strategic Objectives

The following Strategic Objectives will drive the Authority's transformation agenda:

- SO1 Enhance Regulation of the Public Procurement and Asset Disposal System;
- SO2 Promote Procurement and Disposal Capacity Building and Stakeholder Engagement;
- SO3 Promote Sustainable and Inclusive Procurement and Disposal; and
- SO4 Strengthen Institutional Capacity of the Authority.

4.8.2 Interventions/Initiatives by Strategic Objectives

This section presents the specific interventions/initiatives that will be implemented under each Strategic Objective, outlining the practical actions through which PPDA will achieve its mandate and strategic priorities.

1. ENHANCE REGULATION OF THE PUBLIC PROCUREMENT AND ASSET DISPOSAL SYSTEM

- i. Conduct reliable, impactful, professional and timely audits
- ii. Strengthen the Complaints Management Mechanism
- iii. Strengthen advisory services to key stakeholders in public procurement
- iv. Accredit alternative systems of public procurement and disposal to increase efficiency

- v. Review the Procurement and Disposal Legal Framework
- vi. Provide Litigation services to the Authority.
- vii. Strengthen Research to inform Policy and Practice in Public Procurement
- viii. Monitor Entities to ensure efficiency in their procurement processes
- ix. Effective Management and Engagement of High-Spend Entities

2. PROMOTE PROCUREMENT AND DISPOSAL CAPACITY BUILDING AND STAKEHOLDER ENGAGEMENT

- i. Strengthen collaboration with Anti-Corruption Agencies (ACAs)
- ii. Promote Strategic Stakeholder Engagements
- iii. Enhance the procurement and disposal capacity of stakeholders to oversee an efficient and effective public procurement system
- iv. Develop and implement Provider Performance Improvement Programs
- v. Outsource Specialist Institutions, Agencies, and Consultants to support the Authority in delivering its mandate
- vi. Strengthen Internal and External Communications
- vii. Leverage partnerships to improve public procurement
- viii. Advise competent authorities on standards for procurement education and training, competence levels and certification requirements.

3. PROMOTE SUSTAINABLE AND INCLUSIVE PROCUREMENT AND DISPOSAL

- i. Promote the Implementation of Local Content in Public Procurement
- ii. Strengthen the Sustainable Public Procurement (SPP) Regulatory Framework
- iii. Strengthen monitoring compliance with the SPP regulatory framework
- iv. Enhance the Capacity of stakeholders to adopt sustainable Public Procurement
- v. Raise Awareness of stakeholders about Sustainable Public Procurement
- vi. Foster Collaboration and Partnerships for Sustainable Public Procurement

4. STRENGTHEN INSTITUTIONAL CAPACITY

- i. Develop and implement appropriate Human Resources Structures, Policies, and Procedures to effectively manage employees
- ii. Improve and enhance the Authority's Physical Infrastructure
- iii. Promote transparency in Budget Execution
- iv. Enhance prudent Financial Management and Reporting with robust Internal Controls
- v. Promote value-driven Procurement and Disposal Management
- vi. Expand revenue sources to fund critical activities of the Authority
- vii. Bolster the PPDA Corporate Governance framework
- viii. Streamline holistic and participatory planning and budgeting for effective resource allocation
- ix. Improve performance management through robust Monitoring and Evaluation processes
- x. Strengthen Adoption and leverage technology to foster transparency and effectiveness in Public Procurement and Disposal
- xi. Strengthen the Risk Management Framework



5.1 Introduction

The chapter outlines the financing strategy required to achieve the strategic direction of the Authority. It provides an overview of financing over the past five years, 2020/21-2024/25, presents revenue forecasts by source, and projects expenditure by Strategic Objective for the next five years, 2025/26-2029/30. The chapter further highlights the underlying assumptions of the financing framework and outlines revenue mobilisation strategies designed to bridge the identified funding gap.

5.2 Financing History

To support e prudent budgeting for the Strategic Plan, a review of the Authority’s financial history has been undertaken to guide the realistic estimation of future revenues and expenditures. This section analyses the financing framework under the previous Strategic Plan 2020/21-2024/25. Table 17 below provides a summary of the financing history.

Table 17: Financial Performance Summary from 2020/21 – 2024/25

PPDA FINANCIAL PERFORMANCE SUMMARY					
FINANCIAL PERFORMANCE 2020/21-2024/25					
REVENUE SOURCE	2020/21	2021/22	2022/23	2023/24	2024/25
	UGX Bn	UGX Bn	UGX Bn	UGX Bn	UGX Bn
Wage	6.968	6.969	11.955	12.955	12.955
Non-Wage	6.870	5.320	8.226	8.156	6.212
Development	10.994	10.994	2.996	3.000	1.295
Dev’t Partners	3.562	2.757	1.759	2.392	1.830
Non-Tax Revenue	1.016	1.077	1.184	1.381	0.416
TOTAL INCOME	29.412	27.117	26.120	27.884	22.708

5.3 Revenue Projection 2025/26-2029/30

Building on the financing analysis and taking into account the Medium-Term Expenditure Framework (MTEF) projections, this section outlines the anticipated revenue flows to support the implementation of PPDA’s Strategic Plan. Table 18 below provides a summary of revenue forecasts for the five-year period 2025/26-2029/30.

Table 18: Revenue Projection 2025/26-2029/30 by Source

	Funding source	Annual Budget (Bn UGX)					5-Year Total (Million UGX)
		2025/26	2026/27	2027/28	2028/29	2029/30	
1	GoU	29.875	31.444	34.555	39.053	44.331	179.258
2	Dev’t Partners	9.754	10.893	8.877	7.198	5.036	41.758
	Amount	39.629	42.337	43.432	46.251	49.367	221.016

5.4 Detailed Cost Implementation Matrix for 2025/26-2029/30 by Strategic Objective

The Cost Implementation Matrix provides a comprehensive schedule that links the planned strategic objectives, interventions, and actions with their corresponding estimated costs. It further specifies the responsible centres for each planned action, as outlined in the Vote Implementation Action Plan (VIAP). Table 19 presents the annualised cost implementation matrix by Strategic Objective for the period 2025/26-2029/30.

Table 19: Detailed Cost Implementation Matrix

Strategic Objectives	Annual Budget (UGX Bn)					
	25/26	26/27	27/28	28/29	29/30	Total
Governance and Security Programme						
Enhance Regulation of the Public Procurement and Asset Disposal System	16.102	16.908	17.115	18.535	20.083	88.743
Promote Procurement and Disposal Capacity Building and Stakeholder Engagement	2.74	2.73	2.91	3.00	3.15	14.53
Strengthen Institutional Capacity of the Authority	11.758	12.787	13.430	14.378	15.399	67.752
PRIVATE SECTOR DEVELOPMENT PROGRAMME						
Promote Sustainable and Inclusive Procurement and Disposal	3.7	4.2	4.1	4.2	4.4	20.6
DEVELOPMENT PLAN IMPLEMENTATION PROGRAMME						
Enhance Regulation of the Public Procurement and Asset Disposal System	3	3.15	3.3075	3.472	3.646	16.575
Promote Sustainable and Inclusive Procurement and Disposal	2.370	2.589	2.608	2.628	2.650	12.845
Total	39.629	42.337	43.432	46.251	49.367	221.016

5.5 Assumptions for the Financing Forecast

- i. The Authority will continue to operate with financial and operational autonomy within the Government structure, in line with the Public Financial Management Act, Cap 171.
- ii. Existing Government laws will continue to permit diverse resource mobilization mechanisms, including budget allocations from the consolidated fund, collection of fees, and soliciting grants.
- iii. Sustained goodwill and support from Development Partners will be maintained, with both local and international Partners providing grants and development aid to finance specific PPDA activities of mutual interest.
- iv. The Authority will uphold operational and allocative efficiency, ensuring optimal utilization of available resources throughout the planning period.
- v. A stable macroeconomic environment will prevail, enabling predictable government budgeting in line with the Medium-Term Expenditure Framework and minimizing risks of inflation that could erode the value of the allocated budget.

5.6 Resource Mobilisation Strategy

The Resource Mobilisation Strategy is designed to position PPDA to achieve its objectives effectively and sustainably. The strategy provides a framework for mobilising resources to finance unfunded priorities, enhance institutional impact, and ensure accountability in public procurement and disposal processes. By leveraging diverse funding sources and fostering strategic partnerships, the Authority will strengthen its operational and financial capacity to deliver on its mandate.

This strategy emphasizes the optimal use of both internal and external funding, the development of collaborative partnerships, and the creation of sustainable financial and operational capacity. It also outlines the strategic actions required to mobilize and manage resources efficiently, ensuring that PPDA has the necessary support to implement its Strategic Plan and achieve its long-term objectives.

Table 20 below presents the resource mobilisation strategy.

Table 20: Resource Mobilization Strategies

	Initiatives	Annual Budget (UGX billion)					5 -Year Budget
		25/26	26/27	27/28	28/29	29/30	
1.	Identify, diversify and secure funding sources for PPDA's programs and initiatives	8.654	9.493	7.377	5.598	3.236	34.358
2.	Establish and Foster partnerships with key stakeholders for co-financing projects.	0.6	0.6	0.5	0.6	0.8	3.1
3.	Revive the Procurement Donor Working Group	0.25	0.25	0.25	0.25	0.25	0.25
4.	Build institutional capacity for sustainable resource mobilisation.	0.25	0.4	0.5	0.5	0.5	2.15
	Total	9.754	10.893	8.877	7.198	5.036	41.758

6.1 Introduction

To ensure successful implementation of its strategic direction, the Authority will require Management to align all annual planning, budgeting and operational processes with the Strategic Plan. All systems, structures, and workflows will be coordinated to drive efficiency, accountability and achievement of strategic objectives. This chapter presents an overview of the specific functions of the Authority, the organisational structure, and Management arrangements designed to facilitate effective execution and oversight of the Strategic Plan.

6.2 Roles and Responsibilities

The Board of Directors of PPDA has the overall mandate to provide strategic direction to the Authority as stipulated under Section 11 of the PPDA Act, Cap 205. The Executive Director is ultimately responsible for the implementation of the Strategic Plan. The implementation matrix of the Strategic Plan specifies responsibility centers for all the activities at the departmental level. Directors are expected to cascade these activities to Unit level and individual levels, linking them to key performance indicators. This approach will also inform the annual performance management processes, including staff appraisals.

The implementation of the Strategic Plan will be carried out through the established PPDA organizational structures, specifically the responsibility centers identified in the implementation matrix, and will be operationalized through annual budgets and work plans over the Plan's time horizon.

The Strategy and Planning department will oversee the overall coordination of the implementation of the Strategic Plan, including development, execution, reporting, review, and evaluation processes. The detailed roles and responsibilities of internal stakeholders are presented in Table 21 below:

Table 21: Roles and Responsibilities of Internal Stakeholders

Responsible Structure	Roles and Responsibilities
The Board	<ul style="list-style-type: none"> a) Provide general direction and supervision of the plan b) Provide oversight for the operation of the Plan c) Lobby for financing
Executive Director	<ul style="list-style-type: none"> a) Responsible for implementation of the Plan b) Provide technical guidance c) Implement policies and programmes under the Plan d) Provide accountability e) Review and make recommendations on reviews to the Plan f) Commission Evaluations
Department of Strategy & Planning	<ul style="list-style-type: none"> a) Monitor the progress of implementation of the Plan b) Review and compile reports on the progress of implementation of the Plan c) Make the necessary recommendations for amendments

6.2.2 Roles and Responsibilities of External Stakeholders

PPDA will actively engage, coordinate, and collaborate with relevant public and non-state institutions/stakeholders, in accordance with their respective roles and responsibilities throughout the implementation of the Strategic Plan. Table 22 below outlines the various stakeholders and their specific roles in supporting the implementation process.

Table 22: Roles of External Stakeholders

No	Stakeholder	Key roles/responsibilities
1.	MoFPED	<ul style="list-style-type: none"> a) Providing financial resources b) Providing technical guidance and mentoring on budgeting for the implementation of PIAPs c) Monitoring the utilisation of resources disbursed for PIAP implementation
2.	Office of the President	<ul style="list-style-type: none"> a) Take overall leadership and oversight of the implementation of the NDPIV through the Apex platform b) Timely communication of Cabinet decisions c) Mobilizing the population towards achievement of Government programmes
3.	Office of the Prime Minister (OPM)	<ul style="list-style-type: none"> a) Coordination of the programmes b) Monitoring the implementation of the programmes
4.	Programme Working Groups	<ul style="list-style-type: none"> a) Ensure broad stakeholder consultation in discussing key issues and harmonize Government and stakeholder positions b) Formulate Programme Implementation Plans in line with the National Development Plan c) Joint clearance of projects for inclusion in the Public Investment Plan, a requirement by the Development Committee d) Ensure Implementation of Program-Based Budgeting (PBB) for proper alignment to the NDP IV e) Examine and review programme-related policies and plans, reviewing past performance, emerging policy issues and future spending pressures f) Identifying key outputs and programme performance targets both annually and in the medium term g) Undertaking monitoring and assessment of programme interventions; and h) Preparing semi-annual and annual programme reviews and reports
5.	National Planning Authority (NPA)	<ul style="list-style-type: none"> a) Providing overall guidance and technical support to the programme development planning process b) Offering capacity building and Support where necessary c) Monitoring the effectiveness of annual work plans through the issuance of a Certificate of Compliance
6.	Uganda Bureau of Statistics (UBOS)	<ul style="list-style-type: none"> a) Providing reliable data for planning b) Giving technical advice and capacity building in data collection and management
7.	Development	<ul style="list-style-type: none"> a) Provide technical support to programmes in the planning and

No	Stakeholder	Key roles/responsibilities
	Partners	<ul style="list-style-type: none"> implementation of PIAP interventions b) Supporting PWGs' Secretariats both through Technical and Financial Assistance c) Providing financial support d) Integrating some aspects of PIAPs into their programming
8.	Media	<ul style="list-style-type: none"> a) Dissemination of procurement-related information
9.	CSOs and the General Public	<ul style="list-style-type: none"> a) Demand for accountability b) Providing feedback on the implementation of government projects in their localities

6.3 Sustainability Arrangements

To ensure the sustainable achievement of its strategic direction, the Authority will implement strategies aimed at strengthening both the institutional and financial sustainability.

6.3.1 Institutional Sustainability

The PPDA Strategic Plan 2025/26 – 2029/30 is designed to enhance the operational efficiency of the Authority, enabling it to deliver effective, efficient, and value-adding regulation of the public procurement and asset disposal system. The ultimate goal is to ensure value for money and improved service delivery across government institutions

The PPDA's governance structures are central to achieving both its long-term and medium-term objectives. The Authority aims to strengthen the robustness and functionality of these governance arrangements at all levels, ensuring clear roles and responsibilities; promoting organizational transparency, enhancing internal controls and systems and fostering efficient and results-oriented management

In response to the ongoing data revolution, the PPDA will increasingly leverage data and analytics to regulate the public procurement and asset disposal system more effectively. This will be supported by significant investments in information and communication technologies, including the rollout of the electronic government procurement system (e-GP) and the Entity management system, among others, to enhance operational efficiency.

Furthermore, the Authority will invest in research and development to improve regulatory effectiveness, intensify efforts to combat procurement and disposal-related corruption, and strengthen compliance with the legal and regulatory framework governing public procurement and asset disposal.

6.3.2 Financial Sustainability

Effective management of resources is critical to PPDA's sustainability. This Strategic Plan considers the projected resource requirements necessary to implement the outlined strategic activities. The Authority will continue to uphold prudent financial management while enhancing both allocative and operational efficiency in utilization of its resources.

6.4 Partnerships and Collaboration

The Strategic Plan emphasizes strengthening collaborations across the Governance and Security, Private Sector Development, and Development Plan Implementation Programmes

with all relevant MDAs. As a member of the Inter-Agency Forum against Corruption, PPDA will leverage these partnerships to advance its objectives in combating corruption. Under the tripartite collaboration with the Inspectorate of Government and the Office of the Auditor General, the Authority will continue to focus on joint initiatives, including audits and investigations, capacity building, and stakeholder engagement. The PPDA will also maintain close collaboration with Development Partners, Civil Society, and the Media to ensure effective implementation of the Strategic Plan.

As a member of the African Public Procurement Network (APPN) and the East African Procurement Forum, PPDA will continue to leverage these platforms for peer-to-peer learning, benchmarking, and the harmonization of procurement laws across the East African Community, in alignment with the East African Common Market Protocol and the broader East African Community Integration Agenda.

6.5 Human Resource Capacity

To ensure successful implementation of the Strategic Plan, PPDA will streamline departmental structures and institutionalize additional structural functional roles aligned with the Plan's priorities and activities. This approach recognizes the creation of additional staffing needs for essential functions critical to achieving the strategic plan's objectives.

The development of the PPDA Strategic Plan 2025/26 – 2029/30, places strong emphasis on the pivotal role of human resources. Staff capacity is central to the Authority's ability to deliver on its mandate. Consequently, the Strategic Plan prioritizes building and enhancing staff competencies at all levels to ensure effective execution of PPDA's mandate and the achievement of meaningful impact. A detailed training plan informed by a comprehensive training needs assessment, will be developed and implemented throughout the planning horizon to strengthen the workforce and support strategic objectives.

6.6 Assumptions of the Strategic Plan

- i. Continued Government funding to support the planned activities
 - ii. Political stability conducive for effective policy implementation
 - iii. Political goodwill and stakeholder buy-in to advance strategic objectives
 - iv. Leadership development and cultural transformation within the Authority
 - v. Availability of adequate resources including human capital, financial resources, and necessary tools
 - vi. Leadership's commitment to the effective execution of the Strategic Plan
 - vii. Implementation of effective public relations and communication strategies
 - viii. A robust monitoring & evaluation framework to track progress and outcomes
 - ix. Strategic collaborations with Anti-Corruption Agencies and Development Partners
 - x. Continuous stakeholder engagement to ensure inclusivity and responsiveness
- Improved organizational systems and processes to enhance efficiency and effectiveness

CHAPTER SEVEN: COMMUNICATION AND FEEDBACK STRATEGY

7.1 Introduction

This section highlights the communication priorities and activities essential for the effective implementation of PPDA's Strategic Plan. Communication is a critical enabler of the Authority's strategic direction, ensuring transparency, stakeholder engagement, and accountability. The section highlights key communication priorities and underscores the need to develop a standalone, comprehensive communication strategy that elaborates on the interventions and initiatives identified in the Strategic Plan.

7.2 Communication Strategy

The Authority will adopt an integrated communication strategy that leverages modern formats and channels, including digital and social media, which have transformed corporate communications. PPDA will adopt a proactive, strategic, deliberate, and consistent approach to communication, enabling the effective delivery of diverse messages related to its mandate, initiatives, and impact

7.3 Communications Interventions

The key strategic message of the Strategic Plan 'Regulating for Results', highlights the critical role of public procurement and asset disposal in enhancing service delivery. It also aims at raising awareness of PPDA's contribution to the broader objectives of the NDP IV and Vision 2040, while fostering public demand for accountability.

To effectively communicate this message, the Authority will utilize a mix of traditional media, social media, events, public relations, and strengthened internal communications. A segmented approach will be employed, ensuring that tailored messages are delivered to different stakeholder groups.

Awareness programmes will be developed to disseminate the Strategic Plan's direction, interventions, and activities across all PPDA departments, Units and other stakeholders. These programmes will provide insight into the anticipated changes and value that will be created by the plan, while sensitizing staff on the shift from merely providing assurance through auditing to adding tangible value to society.

PPDA will also leverage technology, including its website and Social Media platforms, to communicate the revised strategic direction widely.

The Strategic Plan will undergo periodic reviews (mid-term and end-of-term) to assess the implementation progress. The end-term evaluations will provide a comprehensive assessment of achievements relative to the Plan's objectives, ensuring accountability and informing future strategic decision-making.

7.4 Communication Strategies

During this strategic planning period, the Authority will place emphasis on both upstream and downstream feedback mechanisms. Table 23 below summarizes the strategies and initiatives designed to strengthen the communication function, ensuring that the Strategic Plan achieves its intended results.

Table 23: Communication Strategies

	Initiatives	Annual Budget (UGX Billion)					5-Year Budget
		2025/26	2026/27	2027/28	2028/29	2029/30	
1.	Strategic communication planning	0.020	0	0.012	0	0	0.032
2.	Proactive Media Engagement (including social media)	0.153	0.193	0.181	0.173	0.183	0.883
3.	Development and dissemination of IEC materials	0.015	0.015	0.015	0.015	0.015	0.075
4.	Thought Leadership Campaigns	0.008	0.008	0.008	0.008	0.008	0.040
5.	Public awareness campaigns, including national events	0.030	0.030	0.030	0.030	0.030	0.150
6.	Stakeholder engagement	0.045	0.045	0.045	0.045	0.045	0.225
7.	Communication monitoring	0.005	0.005	0.005	0.005	0.005	0.025
	Total	0.276	0.296	0.296	0.276	0.286	1.430

8.1 Introduction

Risk management is the systematic process of identifying, assessing, and mitigating risks to ensure they remain at acceptable levels. This strategy provides the foundation for the development of an effective risk management framework, offering the practical guidance for assessing and mitigating risks as they arise. The analysis of potential risks and the design of appropriate mitigation measures are critical in alerting PPDA to possible challenges that may hinder successful implementation of the Strategic Plan. This proactive approach ensures preparedness and resilience in the face of uncertainties

PPDA is committed to establishing and maintaining a structured and consistent approach to risk identification, assessment, and management to safeguard the achievement of its strategic objectives.

8.2 Risk Governance

Risk governance within PPDA is primarily the Board's responsibility, whose ultimate role is to define the Authority's risk appetite and approve all business strategies prior to implementation.

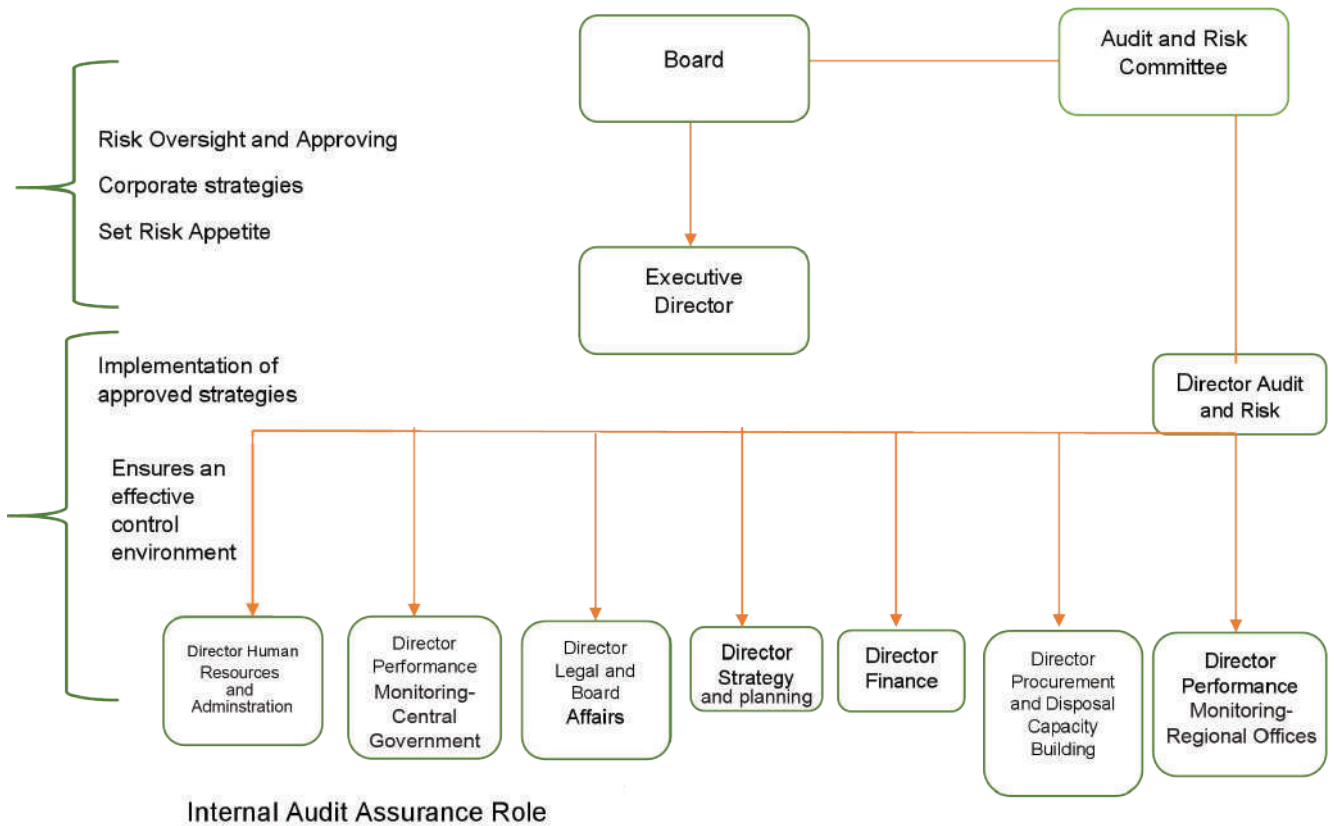
To strengthen oversight, the Board delegated the risk management oversight function to the Audit and Risk Committee.

Management is responsible for operationalizing the approved strategies and ensuring that risks are effectively identified, monitored, and mitigated to minimize exposures to the Authority.

The risk management function is anchored within the department of Internal Audit and Risk. It is headed by the Director Internal Audit & Risk, who reports directly to the Audit & Risk Committee of the Board, thereby ensuring independence, accountability, and robust governance of the risk management process

The structure for risk governance within PPDA is illustrated in Figure 7 below.

Figure 7 PPDA's Risk Governance Structure



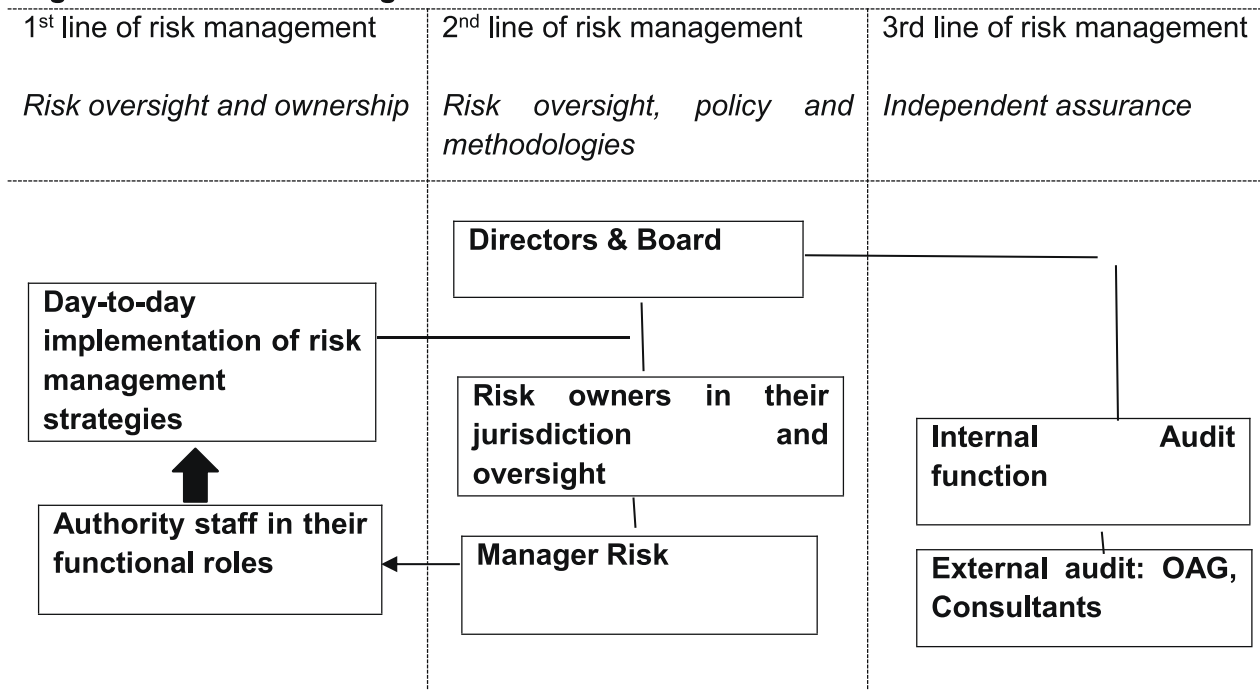
Each party has the following roles:

- i) The Board holds the ultimate accountability for the risk and related control environment, and is responsible for approving and periodically reviewing risk policies.
- ii) The Executive Committee is responsible for reviewing and challenging risk information and escalating significant issues to the Board.
- iii) The Director, Internal Audit & Risk facilitates and coordinates risk management activities across the Authority.
- iv) Departments act as the "risk-takers" and are responsible for identifying, assessing, measuring, monitoring, and reporting risks associated with their respective o functions and operations.
- v) Internal Audit provides independent assurance by assessing the effectiveness of risk management processes and practices, and by offering timely, objective feedback on the adequacy of risk controls.

8.3 Risk oversight and lines of Risk Management

PPDA shall adopt the 'three lines of defense' to ensure effective risk management as illustrated in Figure 8.

Figure 8: Risk Oversight Structure



The three lines of defense of the framework shall operate as follows:

i) First Line of Defense - Authority staff (Front-line staff)

Frontline staff shall undertake ground-level risk management initiatives by implementing the day-to-day risk management activities in line with this risk management strategy. They shall be tasked with identification, assessment, control and communication of all risks within their operational areas. The risk self-assessment tool shall be updated monthly, alongside the immediate reporting of any risk incidents/events that occur within Authority. at any one point in time.

ii) Second Line of Defense – Directors and Executive Committee

The second line of defense shall constitute the Directors to oversee the management of risks within their functional areas and shall also be responsible for instilling a strong risk culture within their teams. Collectively, these Directors form the Authority’s Executive Committee, which ensures that approved strategies are implemented in ways that minimize risk exposure. The Executive Committee shall also safeguard a favorable control environment to support risk management practices. At the governance level, the Board shall provide oversight of the risk Management processes through the Audit and Risk Committee;

iii) Third Line of Defense – Independent Assurance:

Internal and external audit functions provide independent assurance and challenge across all business functions. They are responsible for evaluating the integrity and effectiveness of the overall risk management framework and offering objective recommendations for improvement.

iv) Role of the Director, Internal Audit & Risk:

The Director, Internal Audit & Risk, shall coordinate risk management processes across the three lines of defense, ensuring alignment, consistency, and effectiveness in the Authority’s risk management approach.

8.4 The Roles and Responsibilities for Risk Management within PPDA

The roles and responsibilities for the actors in the risk management framework of the Authority are contained in Table 24.

Table 24: Roles and Responsibilities in the Risk Management Framework

No	Responsibility Center	Responsibilities
1.	The Board	<ul style="list-style-type: none"> i) Sets the overall business strategy to guide the Authority’s operations ii) Defines the risk appetite within which the Authority shall operate iii) Approves the risk policy, ensuring alignment with the overall strategy iv) Approves the governance structure to support effective oversight v) Sets the risk management framework to guide the identification, assessment and control of risks vi) Makes strategic business decisions that balance risk and opportunity vii) Defines the methodology for reviewing and evaluating risk management practices viii) Obtains assurance on the effectiveness of the Authority’s o risk management system ix) Reports to stakeholders on the state of risk management and related controls x) Approves public disclosure on risk management, in line with accountability and transparency requirements
2.	Audit Committee	<p>The Audit committee is a subcommittee of the Board, which;</p> <ul style="list-style-type: none"> i) Seeks assurance with the support of internal/external audit that the strategic and high–level risks are being controlled and managed effectively, and advises the Board on the effectiveness of the risk management function. ii) Has responsibility for assurance on all aspects of financial risk.
3.	Director Internal Audit and Risk	<p>The Director Internal Audit and Risk leads the development and implementation of risk management across the Authority, and specifically.</p> <ul style="list-style-type: none"> i) Develops the risk management strategy, principles, framework and policy ii) Implements appropriate risk management processes and methodologies

No	Responsibility Center	Responsibilities
		<ul style="list-style-type: none"> iii) Advises and coaches management and business units on risk management iv) Monitors the application and effectiveness of risk management processes v) Coordinates appropriate and timely delivery of risk management information vi) Monitor the overall risk profile and trends vii) Escalate high-priority issues to senior management and the Board viii) Collates, challenges, and reports on aggregate risk profile, control effectiveness, and actions taken to the risk committee and Board ix) Updates the risk register and manages it x) Manages and coordinates the update of the PPDA Risk Automation software
4.	Departments	<ul style="list-style-type: none"> i) Own and manage risks and controls within their respective functional areas ii) Assess risks and evaluate the effectiveness of controls in line with the approved risk policy iii) Design, operate, and monitor a suitable system of internal controls to mitigate risks iv) Manage and review risks as part of routine business operations and decision making
5.	Internal Audit	<ul style="list-style-type: none"> i) Provides assurance to the Board that risks are effectively managed and that internal controls are operating as intended ii) Monitors and evaluates the effectiveness of the overall risk management process iii) Tests and reviews controls to ensure that they are adequate and functioning properly iv) Validates risk information and reporting to confirm accuracy, completeness and reliability v) Identifies corrective actions to address weaknesses/gaps in risk management and control systems vi) Liaises with the risk management department vii) Reports independently to the Audit and Risk Committee and the Board on the effectiveness of risk management and control processes
6.	External Audit	<ul style="list-style-type: none"> i) Report on risk and control process deficiencies and governance weaknesses identified during the external audit

The summarized risk management framework drawn from the situational analysis and the planned interventions is contained in Table 25.

Table 25: Summary Risk Management Framework

No	Identified Risk	Risk Category	Causes	Likelihood	Impact	Risk Rating	Mitigation	Lead Actor
1.	Stakeholder disengagement	Stakeholder Risk	Failure to meet Stakeholder expectations	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 Executive Committee
2.	Threat to PPDA Mandate	Strategic risk	Operational lapses	Likely	High	High	<ul style="list-style-type: none"> • Clarity on the role of PPDA in the public procurement system • Proactiveness on key procurement reforms 	Board, ED and the Executive Committee
3.	Government Shift in Policy	Political Risk	Ever-changing needs of public priorities	Unlikely	High	High	<ul style="list-style-type: none"> • Timely reporting to the Government • Increased visibility with MoFPED. Office of the President and OPM • Satisfactory performance in internal and external Audits • Proactive in regulatory function. 	Board, ED and Executive Committee

No	Identified Risk	Risk Category	Causes	Likelihood	Impact	Risk Rating	Mitigation	Lead Actor
4.	Impaired Public Image	Reputational Risk	Failure to offer information and clarity to Stakeholders Inadequate reporting Poor service to stakeholders	Probable	High	High	<ul style="list-style-type: none"> Provision of excellent service to Stakeholders Public visibility through partnership with the stakeholders. Implementation of the Media Engagement Strategy 	Board, ED and Executive Committee
5.	Uncoordinated communication	Reputational Risk	Lack of centralised communication avenues	Probable	High	High	<ul style="list-style-type: none"> Centralisation of all communication Dissemination of the PPDA Communication Policy 	ED and Executive Committee
6.	Inadequate funding	Financial Risk	Failure to forge partnerships and mobilise resources Shortfall in the Government of Uganda's funding Change Development partner interests	Probable	Medium	High	<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, Director Finance, and Director Strategy and Planning
7.	Obsolete ICT infrastructure	Operational risk	Inadequate resources earmarked to replace core ICT	Probable	High	High	<ul style="list-style-type: none"> Procurement of new equipment to replace the ageing equipment Biannual appraisal 	ED and Director Strategy and Planning



No	Identified Risk	Risk Category	Causes	Likelihood	Impact	Risk Rating	Mitigation	Lead Actor
			infrastructure					
8.	Failure to enforce a Risk Culture	Operational Risk	Failure to implement an effective Risk Management Framework Complacency	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 Executive Committee

9.1 Introduction

To ensure the successful implementation of the Strategic Plan, PPDA shall prioritize the monitoring and evaluation (M&E) function as a critical driver of accountability and learning. Through well-structured M&E mechanisms, the Authority will systematically track progress, measure performance, and assess the impact of the Strategic Plan against its objectives. This chapter presents monitoring and evaluation arrangements, progress reporting, the Theory of Change, and the Results Framework, all of which will guide the Authority in ensuring effective execution of the strategic direction.

9.2 Monitoring and Evaluation Arrangements

PPDA has a fully-fledged Planning, Monitoring and Evaluation function responsible for tracking and assessing the implementation of this Strategic Plan. The function is guided by the National M&E Policy (2013) and the National Integrated Monitoring and Evaluation Strategy (NIMES).

Monitoring and Evaluation of the Strategic Plan will focus on measuring progress towards the intended outputs and outcomes as articulated in the Strategic Plan Implementation Matrix. To strengthen accountability, there will be a clear linkage between the Strategic Plan, annual work plans and departmental goals, all of which will feed into the Performance Management System to ensure full accountability.

The Planning, Monitoring and Evaluation Unit will lead monitoring and evaluation activities in close collaboration with Departments, particularly in creating awareness of the M&E function and building a culture of performance monitoring during the Strategic Planning period. In executing its role, the Planning Unit will ensure that the annual work plans and budgets remain fully aligned with the Strategic Plan.

Furthermore, the collection and validation of performance information will involve active engagements with Departments and Units to foster ownership of performance results and secure buy-in for the implementation of recommendations. These engagements will also provide an important platform for assessment, learning and timely feedback.

9.3 Progress Reporting

In performing the M&E function, the team shall report in accordance with the PPDA structures, M&E Policy, and established guidelines. Reporting will be undertaken on both a quarterly and annual basis. The quarterly reports will track progress against the annual operational plans that implement the Strategic Plan, while the annual report will present a comprehensive assessment of overall performance for the financial year. To promote transparency and demonstrate accountability, annual performance reports shall be published and shared with stakeholders.

9.3.1 Annual Performance Review

Following the annual performance report, review meetings shall be convened with key stakeholders to evaluate the implementation of planned activities. These meetings will provide a

platform to assess progress identify challenges encountered and propose solutions, document lessons learnt, identify areas for improvement, and agree on priorities for the subsequent year.

9.3.2 Midterm Evaluation

A mid-term evaluation will be conducted halfway through the implementation of the Strategic Plan. The evaluation will assess progress made towards achieving the set objectives; review the effectiveness of strategies in addressing emerging issues, and identify any hindrances to implementation along with appropriate mitigation measures. It will also capture key lessons learnt to inform adjustments and ensure the attainment of Strategic Plan targets.

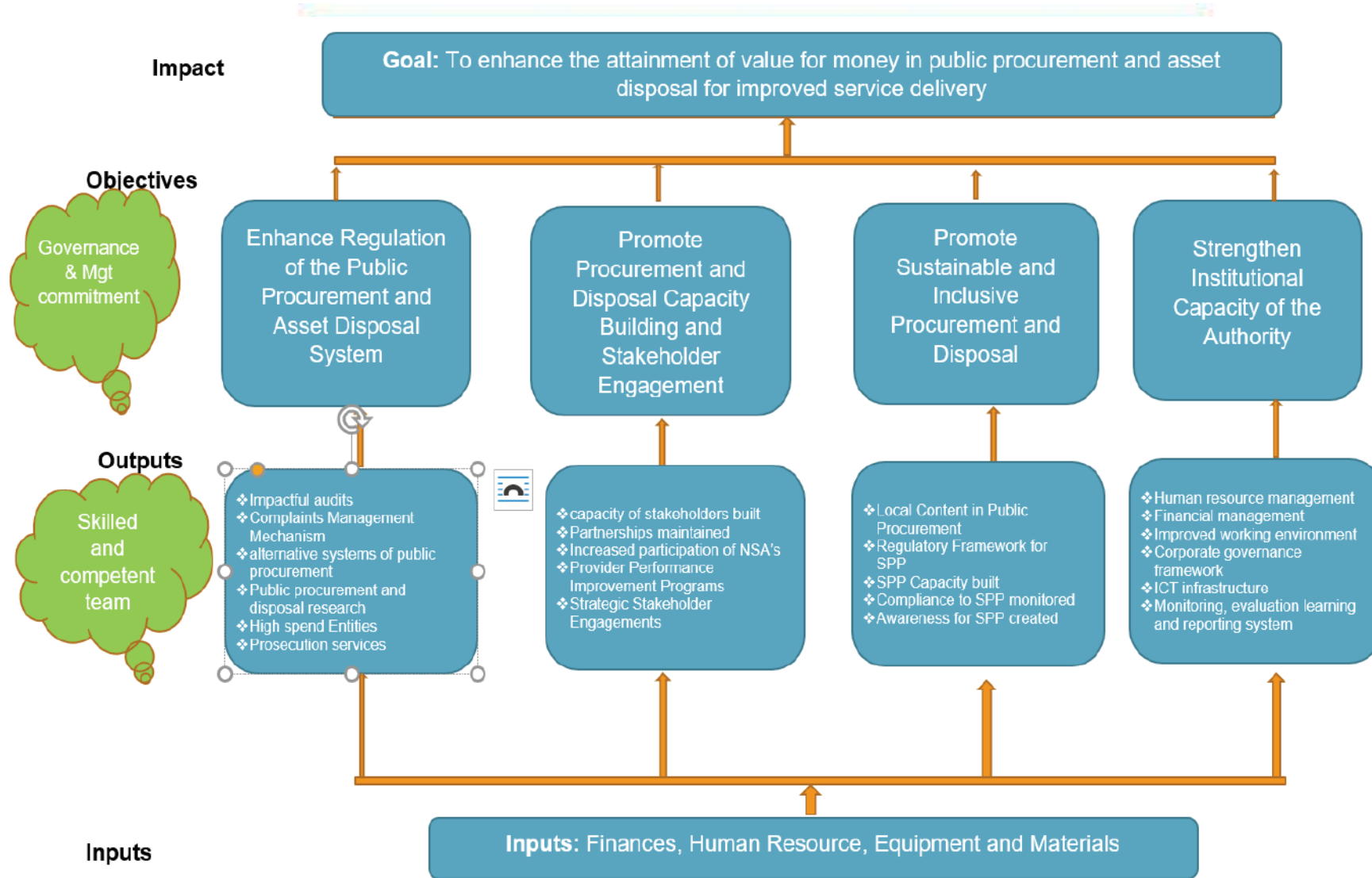
9.3.3 End-Term Evaluation

At the end of the Strategic Plan period, a summative evaluation shall be conducted to assess the extent to which intended results have been achieved and their sustainability. All evaluations conducted under this Strategic Plan shall be guided by the Organization for Economic Cooperation and Development – Development Aid Cooperation (OECD-DAC) criteria to ensure rigor and credibility. The end-term evaluation will document key achievements, capture lessons learnt, and provide insights to inform the design and implementation of future programmes.

9.4 Theory of Change

The Theory of Change outlines the expected results during the implementation of this Strategic Plan. It is based on the assumption that necessary resources: financial, human, material and technical assistance are provided in a timely manner. Under these conditions, the Authority shall be able to successfully undertake its planned core activities and deliver on its mandate. An illustration of the Theory of Change for the 2025/26-2029/30 Strategic Plan is presented in Figure 9 below.

Figure 9: Theory of Change



9.5 Results Framework

The results framework/matrix presented in this section provides a structured basis for assessing progress and measuring the results achieved from the effective implementation of this five-year Strategic Plan. It outlines the interventions and actions under each Strategic Objective, together with key performance indicators, indicator definitions, baseline values (2023/24), five-year targets, and annual milestones. These elements will collectively enable systematic tracking of progress and achievement of the Strategic Objectives.

The M&E framework is aligned to the NDP IV Results framework and the corresponding Vote Implementation Action Plan (VIAP) to ensure consistency with national monitoring and evaluation requirements. Results will be measured at both the outcome and output levels. The outcome indicators are presented in Table 26, while the output level indicators are detailed in Table 27.

Table 26: Results Framework(outcomes)

Result	Indicator	Baseline 2023/2024	Annualised Targets				
			25/26	26/27	27/28	28/29	29/30
PPDA Goal							
To enhance the attainment of value for money in public procurement for improved service Delivery.	Percentage of contracts rated satisfactory	31%	50%	60%	70%	80%	90%
Outcomes							
SO1: Enhance Regulation of the Public Procurement and Asset Disposal System							
Increased levels of Compliance with the PPDA Act	Proportion of Entities by value rated satisfactory from audits	54%	60%	65%	70%	75%	80%
	Annual Procurement Plan Implementation Rate by all PDEs	51%	55%	65%	75%	85%	95%
	Proportion of PPDA recommendations implemented	46%	60%	70%	80%	90%	100%
Reduced procurement lead time	Procurement lead time, in days (Open Domestic Bidding)	190	100	100	90	90	90
	Procurement lead time, in days (Open International Bidding)	478	110	110	100	100	100
Improved Contract Management	Proportion of contracts completed within cost	65%	70%	75%	80%	90%	100%
	Proportion of contracts completed within time	64%	70%	75%	85%	95%	100%
	Proportion of contracts where payment was made on time	23%	30%	50%	60%	70%	80%
	Proportion of procurements implemented according to market price	19%	30%	50%	60%	70%	80%

Result	Indicator	Baseline 2023/2024	Annualised Targets				
			25/26	26/27	27/28	28/29	29/30
Increased competition for public procurement contracts	Proportion of Contracts by value subjected to open competition	15%	50%	52%	55%	57%	60%
	Average number of bids received	2.7	3	3.2	3.5	3.8	4
Increased Participation of Local Providers in Public Procurement	Proportion of contracts by value awarded to local providers	48%	50%	55%	60%	65%	70%
SO2: Promote Procurement and Disposal Capacity Building and Stakeholder Engagement							
Enhanced capacity of stakeholders to manage public procurement and disposal	Proportion of Entities whose risk rating improves after capacity-building interventions	N/A	50%	60%	65%	70%	75%
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%
SO3: Promote Sustainable and Inclusive Procurement and Disposal							
Improved adherence to sustainable procurement practices	Proportion of works contracts adhering to sustainable procurement practices.	N/A	20%	50%	60%	70%	80%
SO4: Strengthen Institutional Capacity of the Authority							
Increased efficiency and effectiveness in the execution of PPDA's Mandate	% of strategic organizational targets achieved	72%	75%	80%	85%	90%	100%

Result	Indicator	Baseline 2023/2024	Annualised Targets				
			25/26	26/27	27/28	28/29	29/30
Improved Development Partner support	Percentage increase in Development Partner Funds mobilization (% of the overall budget)	8%	10%	15%	20%	30%	40%
Improved Staff Productivity	Average Appraisal Rating	79%	85%	88%	91%	94%	97%
	Employee satisfaction levels	81%	82%	85%	86%	88%	90%
Improved efficiency and effectiveness in the utilization of IT systems	Proportion of the existing IT systems effectively utilized	50%	60%	70%	80%	90%	100%

Table 27: Vote Implementation Action Plan

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.									
NDPIV Strategic Objective: Support the private sector to drive growth and create jobs									
Programme Objective 2: Increase market access, presence and competitiveness of Ugandan goods and services									
Vote Objective 3: Promote Sustainable and Inclusive Procurement and Disposal									
07: PRIVATE SECTOR DEVELOPMENT PROGRAMME									
Intermediate Outcome: Increased Compliance with local content provisions	Proportion of government contracts awarded to Local providers by value (per cent)	64	66	66	68	69	70	PPDA Annual Performance Report	PM-CG &RO
	Proportion of entities rated compliant with local content (percentage)	55	62	65	67	70	73	PPDA Annual Performance Report	PM-CG &RO
Interventions 2.3.1.1. Expand the sectors under the reservation scheme.									
Output 2.3.1.1.1. Providers under the reservation scheme expanded	Number of active providers	8404	9300	10400	11600	12800	14000	PPDA Register of Providers Report	ED's Office
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Department
2.3.1.1.1.1. Maintenance, registration of new providers and renewal of the existing ones			0.41	0.45	0.49	0.49	0.51		ED's Office
Interventions 2.3.1.2. Develop and implement a holistic local content policy, legal and institutional frameworks.									
Output 2.3.1.2.1 An overarching local content policy framework implemented	Proportion of entities rated compliant with local content policy (%)	54	60	65	70	75	80	PPDA Annual Performance Report	PM-CG &RO
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Department
2.3.1.2.1.1. Review the local content			0	0.32	0	0	0		PM-CG &RO

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
policy & legal framework									
Output 2.3.1.2.2 Capacity of local service providers strengthened	No of local service providers acquiring public contracts		5923	6557	7258	8035	8895	PPDA Annual Performance Report	PM-CG &RO
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Department
2.3.1.2.2.1. Monitoring of Local Content in public procurement			0.93	0.95	0.97	0.97	1		PM-CG &RO
2.3.1.2.2.2. Capacity assessments for local providers			0.45	0.45	0.45	0.45	0.45		PM-CG &RO
2.3.1.2.2.3. Training of local providers to participate in public procurement			0.5	0.54	0.58	0.63	0.68		PDCB
16: GOVERNANCE AND SECURITY PROGRAMME									
NDPIV Strategic Objective: To strengthen good governance, security, and the role of the State in development									
Program Goal: A peaceful and Secure Uganda adhering to the Rule of Law									
Vote Goal: To enhance the attainment of value for money in public procurement and asset disposal for improved service delivery									
Programme Objective 4: Strengthen Accountability, Transparency and Anti-Money Laundering systems for Effective Governance									
Vote Objective 1: Enhance Regulation of the Public Procurement and Asset Disposal System									
Intermediate Outcome 4.1: Improved compliance with accountability laws and regulations	Proportion of procurement contracts rated satisfactory	0.31	0.35	0.4	0.45	0.5	0.55	PPDA Annual Report/ E-GP system	PM-CG &RO
	Proportion of Entities whose risk rating improves after capacity-building interventions	N/A	0.5	0.6	0.65	0.7	0.75	PPDA Annual Report/ E-GP system	PDCB
	External stakeholder satisfaction levels about PPDA's responsiveness and timeliness	N/A	0.5	0.6	0.7	0.75	0.8	PPDA Annual Report	ED's Office
Programme Intervention 4.1: Enhance public demand for accountability									

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
Strategic Output 4.1.1: Increased citizen participation in governance oversight and the fight against corruption	No of CSOs Using the Contract Monitoring System	12	13	15	18	20	22		PM-CG &RO
	No. of cases resolved through the CMS	15	15	15	15	15	15		PM-CG &RO
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Roll out the Contract Monitoring system to other Entities			0.15	0.158	0.165	0.174	0.182		PM-CG &RO
Follow-ups and joint monitoring of escalated cases			0.5	0.52	0.542	0.566	0.593		PM-CG &RO
Upgrade of the CMS and integration with the e-GP			0	0	0.15	0.08	0		PM-CG &RO
Training of community monitors in Contract management			0.26	0.28	0.29	0.30	0.32		PDCB
Programme Intervention 4.2: Enhance Compliance to anti-corruption and accountability rules and regulations									
Public Procurement System regulated	Number of Procurement Audits conducted	234	255	300	325	350	375	PPDA Annual Report	PM-CG &RO
	% Implementation of PPDA recommendations	49%	55%	58%	60%	62%	65%	PPDA Annual Report	SP
	No of Stakeholders trained	3960	4000	4200	4400	4500	4700	PPDA Annual Report	PDCB
	No of contract assessments undertaken	105	50	50	50	50	50	PPDA Annual Report	PPM-CG &RO
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Undertake procurement and Disposal audits and assessments			7.59	8.349	9.184	10.102	11.113		PM-CG &RO
Follow up on PPDA recommendations			0.4	0.44	0.484	0.532	0.586		SP
Technical backstopping for poorly performing Entities			1.284	1.348	1.416	1.486	1.561		PDCB

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
Review applications for deviations.			0.03	0.03	0.03	0.03	0.03		LBA
Follow-up on the accreditations granted.			0.13	0.137	0.143	0.150	0.158		LBA
Procurement and Disposal Legal Framework reviewed.	Number of circulars issued.	0	4	4	4	4	4	PPDA Annual Report	LBA
	Number of proposed Regulations submitted to the Minister.	0	2	0	0	2	0	PPDA Annual Report	LBA
	Number of Guidelines gazetted.	1	2	1	1	1	1	PPDA Annual Report	LBA
	Number of Standard Bidding Documents issued.	0	6	2	1	1	1	PPDA Annual Report	LBA
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Prepare circulars.		0.02	0.02	0.021	0.022	0.023	0.024		LBA
Prepare and update Regulations under the PPDA Act.			0.47	0.494	0.518	0.544	0.571		LBA
Prepare and update Guidelines under the PPDA Act.			0.1	0.104	0.108	0.112	0.117		LBA
Prepare Standard Bidding Documents			1.24	1.302	0	0	0		LBA
Litigation Services provided	Number of representations in Court.	4	5	5	5	5	5	PPDA Annual Report	LBA
	Number of prosecutions undertaken.	0	5	5	7	10	10	PPDA Annual Report	LBA
	Prosecution manual prepared.	0	1	0	0	0	0	PPDA Annual Report	LBA
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Representation of the Authority in Court.			0.05	0.05	0.05	0.05	0.05		LBA

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
Criminal prosecutions undertaken.			0.12	0.125	0.130	0.135	0.140		LBA
Prepare a prosecution manual.			0.5	0	0	0	0		LBA
Procurement and Disposal research conducted	A Research Plan approved	1	1	1	1	1	1	Annual research report	SP
	No of Research Reports Issued	2	2	2	2	2	2	Annual research report	SP
	No. of policy briefs published	0	1	1	1	1	1	Annual research report	SP
	Data Quality Assessment Report	1	1	1	1	1	1	Annual research report	SP
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Develop an annual Research Plan		0	0	0	0	0	0		SP
Conduct Research in topical areas and emerging trends in public procurement			0.5	0.520	0.541	0.562	0.585		SP
Publish Research Papers and Policy Briefs on Studies conducted			0.06	0.063	0.066	0.069	0.073		SP
Data quality assessments on existing systems			0.045	0.05	0.05	0.05	0.05		SP
Vote Objective 2: Promote Procurement and Disposal Capacity Building and Stakeholder Engagement									
Capacity of Entities in public procurement and Disposal built	No. trainers identified and profiled	0	25	0	25	0	25	Annual Capacity building report	PDCB
	No of PDE Staff trained	3960	4000	4200	4400	4500	4700	Annual Capacity building report	PDCB

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
	Number of IEC Materials prepared and disseminated	0	10000	10000	10000	10000	10000	Annual Capacity building report	PDCB
	National Procurement and Disposal Capacity Building Strategy in place	0	1	0	0	0	0	Annual Capacity building report	PDCB
	Training Needs Assessment report	1	1	1	1	1	1	Annual Capacity building report	PDCB
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
	Develop a National Procurement and Disposal Capacity Building Strategy		0.12	0	0.05	0	0		PDCB
	Conduct Training Needs Assessment for key stakeholders in the procurement of large, complex and strategic infrastructure projects as well as other procurements		0	0	0	0	0		PDCB
	Develop a pool of trainers, including PPDA staff, prequalified consultants and experienced cadres		0.075	0.079	0.083	0.087	0.091		PDCB
	Train key stakeholders in public procurement and disposal		2.100	2.205	2.315	2.431	2.553		PDCB
	Develop print and disseminate IEC materials		0.05	0.052	0.054	0.056	0.058		PDCB
Functional Collaborations and partnerships for public procurement	Percentage of resolutions from regional and international fora implemented	N/A	50%	50%	50%	50%	50%	Annual Report	ED
	An abridged audit report submitted to Anti-Corruption Agencies	0	1	1	1	1	1	Annual Report	PM

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
	No. of collaborative audits and investigations conducted	0	2	2	2	2	2	Annual Report	PM
	No. of joint anti-corruption engagements held with other ACAs	1	1	1	1	1	1	Annual Report	PDCB/ED
	No. of Procurement Barazas conducted	1	1	1	1	1	1	Annual Report	PDCB
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Prepare an abridged audit report for anti-corruption agencies		0	0	0	0	0	0		PM
Undertake collaborative audits and investigations on key projects			0.2	0.210	0.221	0.232	0.243		PM
Conduct joint sensitisation campaigns and hold joint Barazas with Anti-Corruption Agencies			0.098	0.103	0.108	0.113	0.119		PDCB/ED
Outsourcing framework implemented	Outsourcing Guidelines and Eligibility Criteria for Firms and Consultants	0	1	0	0	0	0	Annual Report	PDU
	No. of prequalified procurement consultants	17	25	25	25	25	25	Annual Report	PDU
	Annual assessment report	0	1	1	1	1	1	Annual Report	PDU
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Develop and implement Outsourcing Guidelines			0.02	0	0	0	0		PDU
Prequalify procurement consultants to support capacity building			0.056	0.059	0.062	0.065	0.068		PDU
Assessment of the performance of consultants			0.02	0.02	0.02	0.02	0.02		PDU

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
Vote Objective: 4. Strengthen Institutional Capacity of the Authority									
Intervention 9.1: Strengthen programme institutions for effective and efficient service delivery									
Intermediate Outcome: Enhanced institutional capacity, coordination and collaboration.	%ge of strategic organisational targets achieved	0.72	0.75	0.8	0.85	0.9	1	Annual Report	SP
Institutions Retooled	% of planned retooling outputs achieved		100%	100%	100%	100%	100%	Asset Management Report	HRA
	No of staff provided with new furniture	25	10	15	6	8	20	Asset Management Report	HRA
	No. of field vehicles purchased	0	3	0	3	3	3	Asset Management Report	HRA
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Acquire transport equipment for PPDA		0.75	0.75	0.79	0.83	0.87	0.91		HRA
Acquire furniture and office equipment for PPDA			0.5	0.5	0.5	0.5	0.5		HRA
Upgrade the ICT infrastructure for PPDA			2.3	2.5	2.5	2.5	2.5		HRA
Construction of Office premises undertaken	% of planned renovation works implemented	1	1	1	1	1	1	Asset Management Report	HRA
	New office building constructed.	1	0	0	0	1		Asset Management Report	HRA
	No. of regional offices established	0		1	1	1	1	Asset Management Report	HRA

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Construction of Mbale regional Offices			0	0	1.5	2.3	0.7		HRA
Operations and maintenance of existing facilities			0.281	0.29505	0.3098025	0.3252926	0.3415573		HRA
Establishment of Regional Offices				1.1	1.1	1.1	1.1		HRA
Human Resources Management Services provided	percentage implementation of the cultural transformation programme	0	70%	30%	0	0	0	Cultural audit report	HRA
	% Implementation of the annual recruitment plan	1	1	1	1	1	1	Annual HR reports	HRA
	Percentage implementation of the Annual training plan	N/A	100%	1	1	1	1	Annual HR reports	HRA
	% Implementation of the leadership development programme	1	0	100%	100%	100%	100%	Annual HR reports	HRA
	Average staff appraisal score	0.78	0.8	0.82	0.83	0.84	0.85	Annual Report	HRA
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Assess and determine the human resource requirements and develop and implement annual recruitment plans			3.8	4.22	4.68	5.2	5.77		HRA
Roll out the Culture Transformation programme to the Authority			0.073	0.08	0.09	0.10	0.11		HRA
Conduct an annual Employee Engagement Survey to determine engagement levels at any given time			0.02	0.021	0.022	0.023	0.024		HRA
Develop and implement the annual staff training plan			0.59	0.620	0.650	0.683	0.717		HRA

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
Implement Leadership Development Programs for the Authority			0.042	0.046	0.051	0.056	0.061		HRA
Planning, budgeting and reporting undertaken	No. of budget documents prepared	4	4	4	4	4	4	PBS System	SP
	No of reconciliation reports produced	12	12	12	12	12	12	Financial Reports	Finance
	PPDA M&E Manual	0	100%	0	1	0	0	Annual Report	SP
	No. of reviews conducted	1	1	100%	100%	100%	100%	Annual Report	SP
	No. of reports approved	5	500%	500%	5	5	5	Annual Report	SP
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Prepare a budget in line with the Strategic Plan using a participatory approach			0.61	0.641	0.673	0.706	0.741		SP
Promote Improved budget monitoring			0.63	0.662	0.695	0.729	0.766		SP
Conduct annual reviews of the implementation of the Strategic Plan			1.26	1.323	1.389	1.459	1.532		SP
Prepare performance reports in line with the PFMA and PPDA Act			0.71	0.746	0.783	0.822	0.863		SP
Financial Services provided	Financing and Accounting Manual	1	0	1	0	0	0	Annual report	Finance
	Opinion of the Auditor General on Vote's Financial reports	Unqualified Report	Unqualified Report		Unqualified Report	Unqualified Report	Unqualified Report	Auditor General's Report	Finance
	No of Management accounts submitted	4	4	4	4	4	4	Financial Reports	Finance
	Cash based financial reports to AGO	2	2	2	2	2	2	Financial Reports	Finance
	Percentage implementation of the asset management plan	1	1	1	1	1	1	Financial Reports	Finance

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Develop and implement a Finance and Accounting Manual			0	0.73	0	0	0		Finance
Develop a Grants Management and reporting system			0.025	0.02875	0.0330625	0.0380219	0.0437252		Finance
Strengthen Financial and Management Reporting			0	0	0	0	0		Finance
Develop an annual Asset Management Plan (for capital expenditure, maintenance, and disposal)			0.0813	0.085	0.090	0.094	0.099		Finance
Procurement and disposal Management	Market Survey Report	1	1	1	1	1	1	Procurement Report	Finance
	No of Contracts Management Report	12	12	12	12	12	12	Procurement Report	Finance
	Contract Appraisal Report	0	0%	1	0	0	0	Procurement Report	Finance
	Bi-annual performance reports on the 3rd Party Procurement Agency	1	2	2	2	2	2	Procurement Report	Finance
	Contracts Reviewed	11	1200%	1200%	12	12	12	Procurement Report	LBA
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Conduct market surveys to identify supply sources, evaluate quotations and assist with supplier negotiation.			0.043	0.045	0.047	0.050	0.052		Finance
Develop and roll out a Contracts Management Tracker			0.031	0.033	0.034	0.036	0.038		Finance

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
Develop a Contract Appraisal Tool for the 3 rd Party Procurement Agency			0.14	0.147	0.154	0.162	0.170		Finance
Review of procurement contracts			0	0	0	0	0		Finance
Alternative financing secured for critical PPDA Activities	Number of proposals submitted for Funding	2	3	3	3	3	2	Financial Report	SP
	Number of Partnerships established	0	2	2	2	2	2	Annual Report	SP
	Number of staff trained in resource mobilisation	0	5	5	5	5	5	HR report	SP
	Percentage implementation of Procurement working group resolutions	0	50%	50%	50%	50%	50%	PWG minutes	SP
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Develop and submit funding proposals for prospecting development partners			0.064	0.067	0.071	0.074	0.078		SP
Coordinate the Tripartite Collaboration			0	0.000	0.000	0.000	0.000		SP
Sign MOUs with key partners			0.036	0.038	0.040	0.042	0.044		SP
Hold two meetings per year for the donor working group.			0.048	0.050	0.053	0.056	0.058		SP
Regularly engage with the Ministry of Finance to secure annual funding			0	0.000	0.000	0.000	0.000		SP
Conduct proposal development training for selected staff			0.073	0.077	0.080	0.085	0.089		SP
Board Operations supported	Annual Board Calendar	1	1	1	1	1	1	Annual Board Report	LBA
	Board and Committee Charter Updated.	0	0	1	0	0	1	Annual Board Report	LBA
	No. of Board Evaluations conducted	1	1	1	1	1	1	Annual Board Report	LBA
	No. of Board trainings	1	3	3	3	3	3	Annual Board	LBA

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
	conducted							Report	
	Quarterly monitoring activities	2	4	4	4	4	4	Annual Board Report	LBA
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Prepare an annual Board Calendar.			0.000	0.000	0.000	0.000	0.000		LBA
Update Board and Committee Charters.			0.400	0.420	0.441	0.463	0.486		LBA
Conduct Annual Board Evaluation.			0.050	0.053	0.055	0.058	0.061		LBA
Develop and implement a Board Capacity Building Plan.			0.100	0.105	0.110	0.116	0.122		LBA
Undertake monitoring activities.			0.344	0.361	0.379	0.398	0.418		LBA
									LBA
Internal audit services	Annual Internal Audit Plan	1	1	1	1	1	1	Internal Audit Reports	IA&R
	Annual independent and objective audit assessment	1	1	1	1	1	1	Internal Audit Reports	IA&R
	No. of Statutory Audits conducted	4	4	4	4	4	4	Internal Audit Reports	IA&R
	No. of Strategic Audits conducted	4	4	4	4	4	4	Internal Audit Reports	IA&R
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Develop and implemented a robust and risk-based Audit Plan			0	0.000	0.000	0.000	0.000		IA&R
Conduct Statutory Audits			0.087	0.091	0.096	0.101	0.106		IA&R
Conduct Strategic and Operational Audits			0.05	0.053	0.055	0.058	0.061		IA&R
Risk Management Services	Risk Maturity score	N/A	1	1	1	1	1	Risk management	IA&R

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
								reports	
	Updated Risk Register	4	4	4	4	4	4	Risk management reports	IA&R
	Automated Risk Management Tool	0	0	1	0	0	0	Risk management reports	IA&R
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Integrate Risk Management into existing business processes			0.1	0.1	0.1	0.1	0.1		IA&R
Develop and maintain a risk register			0	0	0	0	0		IA&R
Automate the Risk Management Process			0	0.15	0	0	0		IA&R
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Information Technology services	No. of functional systems	3	3	3	3	3	3	Annual Report	SP
	Proportion of active documents digitised	0.8	1	1	1	1	1	Annual Report	SP
	No. of operational functions added onto the EMIS	1	1	1	1	1	1	Annual Report	SP
	Number of systems added onto the integrated platform	2	1	1	1	1	1	Annual Report	SP
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Deepen the Automation of the PPDA Regulatory function			0.43	0.45	0.47	0.50	0.52		SP
Automate and streamline internal administrative purposes			0.12	0.13	0.13	0.14	0.15		SP

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
Improve Knowledge Management and Data Analytics in the Authority			0.093	0.10	0.10	0.11	0.11		SP
Enhance ICT Infrastructure for business continuity			0.64	0.67	0.71	0.74	0.78		SP
Media and Public relations	Communications annual plan	1	1	1	1	1	1	Annual Report	ED
	No of public relations engagements conducted	12	12	12	12	12	12	Annual Report	ED
	Sets of IEC materials	0	4	4	4	4	4	Annual Report	ED
	Quarterly reports produced	0	4	4	4	4	4	Annual Report	ED
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Roll out the Authority's new brand including tagline			0.300	0.300	0.300	0.300	0.300		ED
Produce IEC materials			0.098	0.103	0.108	0.113	0.119		ED
Engage the PPDA publics using traditional media			0.150	0.158	0.165	0.174	0.182		ED
Leverage new media to enhance information dissemination			0.020	0.021	0.022	0.023	0.024		ED
Organise media workshops			0.081	0.085	0.089	0.094	0.098		ED
Management and Administrative Services coordinated	No. of EXCO Meetings held	48	48	48	48	48	48	Annual Report	ED
	No. of Client Charter reports produced	8	12	12	12	12	12	Annual Report	ED
	Percentage of resolutions from regional and international fora implemented	N/A	50%	50%	50%	50%	50%	Annual Report	ED
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
Convene Executive Committee meetings			0.05	0.05	0.06	0.06	0.06		ED
Implement Board resolutions			0.00	0.00	0.00	0.00	0.00		ED
Partner with regional and international Agencies			0.14	0.15	0.16	0.17	0.18		ED
Monitor the implementation of the client charter			0.00	0.00	0.00	0.00	0.00		ED
Crosscutting Issues Mainstreamed	Gender and Equity budgeting compliance score	0.72	0.75	0.75	0.75	0.75	0.75	Annual Report	SP
	Number of HIV/AIDS mainstreaming interventions undertaken	4	4	4	4	4	4	Annual Report	HRA
	Number of Climate Change mitigation/adaptation interventions undertaken	4	4	4	4	4	4	Annual Report	PM
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Responsible Department
Mainstream gender and equity in public procurement			0.071	0.074	0.078	0.082	0.086	Annual Report	SP
Implement the PPDA workplace HIV Aids Policy			0.1	0.105	0.110	0.115	0.121	Annual Report	HRA
Mainstream environmental conservation in public procurement			0.054	0.0567	0.059	0.062	0.065	Annual Report	PM
17: DEVELOPMENT PLAN IMPLEMENTATION PROGRAMME									
Programme Objective 3: Strengthen Budgeting and Accountability systems									
NDP IV Objective: Strengthen good governance, security, and the role of the state in development									
Programme Intervention 3.1.1.2: Strengthen budget execution across government									
Vote Objective 1: Enhance Regulation of the Public Procurement and Asset Disposal System									
Efficiency and compliance in Public Procurement	Proportion of entities rated satisfactory in Annual	69	75	80	85	90	95	Annual Report	PM-CG &RO

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
	Procurement Assessments								
	Proportion of contracts completed on time	63	70	75	80	85	90	Annual Report	PM-CG &RO
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Department
Train and equip MDAs and LGs to implement public procurement regulations and guidelines.			0.7	0.9	0.95	0.95	0.95		PDCB
Review NDP IV Flagship Projects throughout the procurement cycle.			0.21	0.221	0.232	0.243	0.255		PM-CG &RO
Build capacity for Contract Management across MDAs and LGs			0.8	0.8	0.8	0.8	0.8		PDCB
Unit pricing Framework for Public Goods and Services.	A unit pricing framework for public goods and services in place.	0	1	1	1	1	1	Common User items report	SP
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Department
Develop and continuously update the Unit pricing framework for Public Goods and Services.			1.5	1.5	1.5	1.5	1.5		SP
Develop and disseminate guidelines on common user items prices for works, supplies, consultancy services			0.5	0.5	0.5	0.5	0.5		SP
Undertake Quarterly surveys to update common user prices			1	1	1	1	1		SP
Vote Objective 3: Promote Sustainable and Inclusive Procurement and Disposal									
Sustainable procurement integrated and implemented across all MDAs	Proportion of contracts procured adhering to sustainable practices	0.55	0.5	0.6	0.75	0.68	0.75	Annual Report	PM-CG &RO
	No. of guidelines reviewed	0	5	5	5	-	-	Annual Report	LBA

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Dep't
	No. of procurement projects monitored and data collected on potential environmental and social impacts annually.		120	120	120	120	120	Annual Report	PM-CG &RO
	No. of Supplier forums conducted	0	1	1	1	1	1	Annual Report	PDCB
	No. of SPP champions recognised	0	5	5	5	5	5	Annual Report	ED
VIAP Actions			Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30		Department
Review the PPDA Guidelines to Incorporate SPP			0.8	0.8	0.8	0.8	0.8		LBA
Monitor the implementation of Environmental Social Impact Assessments (ESIA) for high-value, complex and strategic procurements.			1.2	1.4	1.4	1.4	1.4		PM-CG &RO
Organise supplier forums for SPP			0.27	0.284	0.298	0.313	0.328		PDCB
Create a recognition program for green procurement champions.			0.1	0.105	0.110	0.116	0.122		ED
Build the capacity of PDEs to embed sustainability in the procurement cycle									PDCB

CHAPTER TEN: PROJECT PROFILE



**GOVERNANCE AND SECURITY PROGRAMME
SUPPORT TO PPDA
PPDA RETOOLING PROJECT
Project Concept**

NOVEMBER 2024

PPDA RETOOLING PROJECT

Vote Code:	153
Vote Name:	PPDA
Department Code:	1225
Department Name:	Support to PPDA
Program Code:	1620
Program Name:	Governance and Security
Function Code:	56
Function Name:	Regulation of the Procurement and Disposal System
Project Title:	PPDA RETOOLING PROJECT
Project No:	00004-153
Project Duration:	Start Date: FY2025/26, End Date: FY2029/30, Duration years: 5 years
Classification:	
Estimated Project Cost:	7,350,000,000 UGX
Responsible Officer:	<p>Officer Title: EXECUTIVE DIRECTOR Officer Name: BENSON TURAMYE Officer Mobile Phone: 772414328 Officer Phone: 414311100 Officer Email: bturamye@ppda.go.ug</p> <p>Officer Title: Project Coordinator / Manager Officer Name: Billbest Bakirese Officer Mobile Phone: 702465428 Officer Phone: 414311100 Officer Email: bbakirese@ppda.go.ug</p>

1. Project Background

Situational Analysis

More than 60% of the national budget is expended through public procurement. The successful implementation of NDP IV is therefore hinged on the efficiency and effectiveness of the public procurement system in delivering value for money, which necessitates a strong oversight role by PPDA.

PPDA, as part of its institutional development, intends to procure assets to strengthen its capacity to deliver on its mandate through the project "Retooling PPDA".

The project aims to enhance the prevention, detection and elimination of corruption by strengthening the anti-corruption institutional framework. This will be achieved through increased audit and compliance inspection (monitoring) coverage, facilitated by provision of vehicles to improve mobility, coordination, and field monitoring.

In addition, the project will improve public contract management and performance by equipping staff with essential tools, like computers, to support effective utilization of IT systems like the audit tracking system. This investment will enhance service delivery by

strengthening contract management and ensuring greater accountability in the procurement system.

The project also envisions the provision of furniture to the new PPDA/URF Towers building, particularly for the conference hall, to facilitate nationwide public procurement capacity-building initiatives by the Authority. This investment will enhance the effectiveness of training and stakeholder engagement, ultimately contributing to improved public procurement outcomes and the realization of value for money across all stages of the procurement cycle.

Problem Statement

PPDA continues to face a significant gap in the required number of assets to fully deliver on its mandate. The Authority’s fleet is largely dilapidated, a situation worsened by the policy on the freeze of the purchase of new vehicles. This has severely limited the monitoring and inspection coverage, which currently stands at only 30%. Further, the completion of the PPDA/URF towers highlighted the need for appropriate furniture to support capacity building activities in conference and training facilities. Due to budget constraints, only 20% of the required furniture has been procured, limiting the Authority’s ability to deliver affordable and effective capacity-building services to stakeholders. In addition, reliance on the existing manual audit processes underscores the need to automate auditing functions to improve efficiency, accuracy, and timeliness in monitoring compliance and overall procurement performance. Collectively, these gaps hinder PPDA’s ability to enhance service delivery and ensure value for money in public procurement.

Problem Causes

Freeze on the purchase of vehicles, and Budget cuts.

Problem Effects

Loss of public resources.

Poor service delivery.

Strategic Fit Focus Area:

inclusive growth

Interventions:

Details:

PPDA, as part of its institutional development, intends to procure capital assets to strengthen its capacity to deliver on its mandate through the project “Retooling PPDA”.

The project will support the procurement of additional vehicles to expand the audit and inspection coverage, thereby strengthening transparency and accountability in public procurement. The automation of the PPDA’s audit processes aligns with NDP priorities on digitization, enhancing efficiency, accuracy, and timeliness in monitoring and compliance activities.

Additionally, the project will provide furniture for the Authority’s capacity building conference rooms, reducing the need to hire external venues and thereby lowering costs for conducting capacity building interventions.

Justification

As part of its institutional development, PPDA intends to procure essential assets to enhance its capacity to deliver on its mandate through the project “Retooling PPDA”. The project is designed to strengthen the Authority’s audit and compliance functions, with the goal of increasing monitoring coverage from the current 30% to 80%, thereby improving transparency, accountability, and overall effectiveness in the public procurement system.

Stakeholders

Name:

MoFPED

Responsibilities: Policy direction

Name: MDALGs

Responsibilities: Compliance with PPDA Law Name: OAG and IG

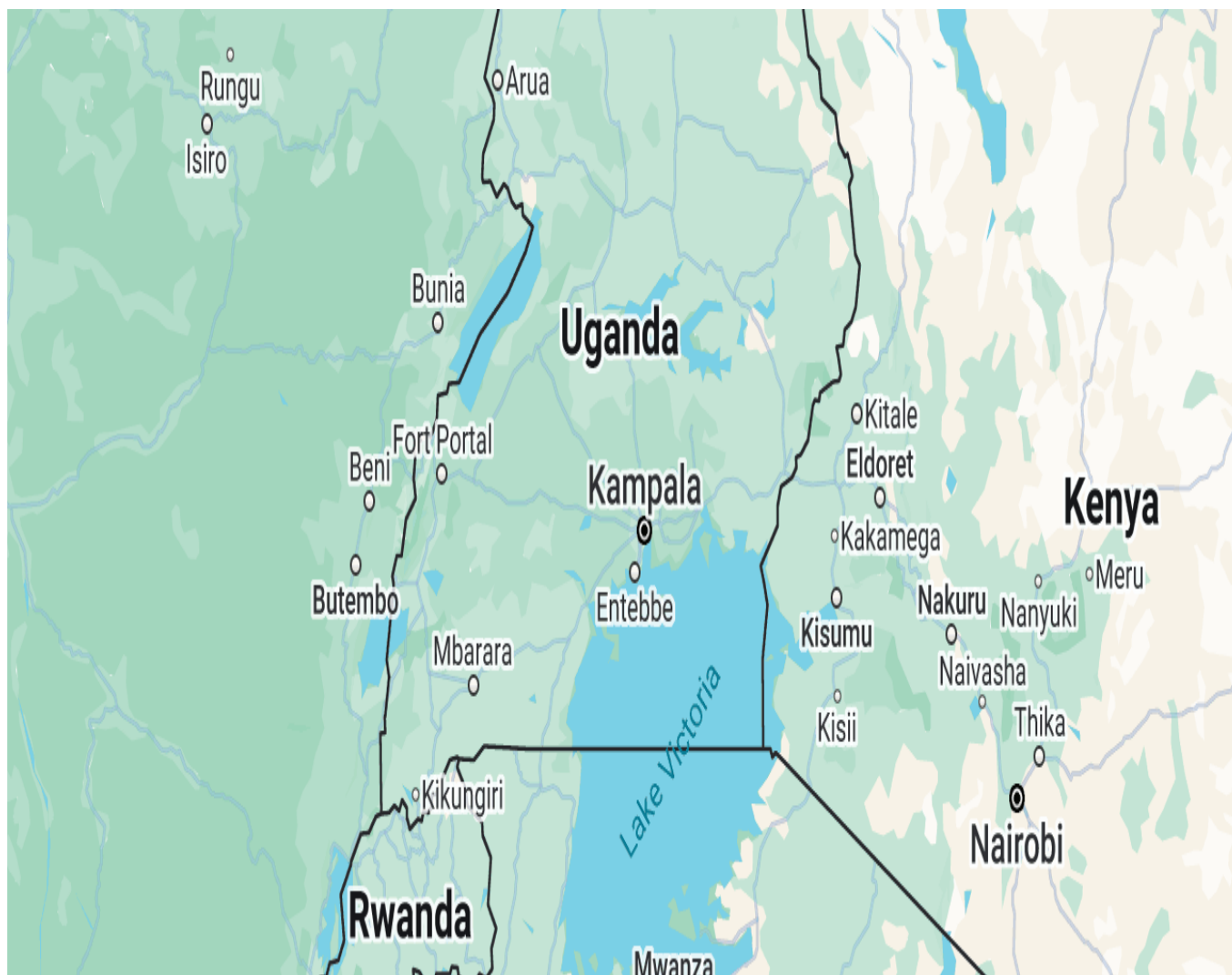
Responsibilities:

Implementation of the Collaborative framework

Affected population

General public

Location



Technical Description

The project is designed to provide critical retooling inputs to ensure smooth operations of the PPDA and the effective achievement of its mandate. It will supply transport equipment needed to expand the audit and inspection coverage, computers and other IT assets to support field activities, and furniture to meet the needs of staff and capacity building facilities.

Project Framework

2.1 Project Goal
2.1.1 Transparency and accountability strengthened
2.2 Outcomes
2.2.1 Outcome 1: Improved contract management and performance
2.3 Outputs
2.3.1 Output 1: Vehicles Acquired The procurement of vehicles will support the expansion of the audit coverage from 35% to 80%
2.3.2 Output 2: Computers and laptops There is a need to procure and replace the non-functional computers and laptops. These will facilitate the auditing interventions
2.3.3 Output 3: Assorted Furniture acquired The furniture for the conference room will facilitate the capacity-building interventions
2.3.4 Output 4: Servers and storage facilities The existing servers and storage facilities will reach their end of life by the F2026/27
2.3.5 Output 5: Automation of the auditing tool The automated auditing tool will promote the
2.3.6 Output 6: Biometric Infrastructure Upgrade The Biometric upgrade will include the replacement of the non-functional sites
2.3.7 Output 7: Network equipment (routers, switches, etc.)

There is a need to replace the network equipment which have reached its end of life.

2.3.8 Output 8: Printers and scanners

There is a need to replace the non-functional printers and scanners

2.3.9 Output 9: Microsoft products

This requires the renewal of end-of-life products

2.3.10 Output 10: Security Infrastructure upgrade

There is a need for additional cameras and the replacement of the faulty ones

2.3.11 Output 11: Alternative power supply for critical infrastructure

There is a need to replace the end of the life of the alternative power supply

2.4. Coordination with Other Government Agencies

The successful implementation of the ‘Retooling PPDA’ Project will depend on strong collaboration with various government agencies whose mandates align with different project components. These partnerships are essential for promoting compliance, harmonizing policies, facilitating data sharing, and ensuring coordinated service delivery. The project will leverage the expertise, infrastructure, and institutional reach of these entities to maximize impact and ensure sustainability of results. The table below highlights the key government agencies that PPDA will collaborate with, the areas of engagement, and their respective roles in supporting the implementation of the project.

Output	Other Government Agency
Vehicles Acquired	Ministry of Works and Transport
Computers and laptops	National Information Technology Authority of Uganda
Assorted Furniture acquired	N/A
Servers and storage facilities	National Information Technology Authority of Uganda
Automation of the auditing tool	National Information Technology Authority of Uganda
Biometric Infrastructure Upgrade	National Information Technology Authority of Uganda
Network equipment (routers, switches, etc.)	National Information Technology Authority of Uganda

Printers and scanners	National Information Technology Authority of Uganda
Microsoft products	National Information Technology Authority of Uganda
Security Infrastructure upgrade	National Information Technology Authority of Uganda
Alternative power supply for critical infrastructure	Not Applicable

Costed Annualized Work Plan

Outputs	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Sub-Total
Vehicles Acquired	800,000,000	1,600,000,000	1,600,000,000	1,600,000,000	1,600,000,000	7,200,000,000
Computers and laptops	130,000,000	-	150,000,000	150,000,000	150,000,000	580,000,000
Assorted Furniture acquired	250,000,000	-	100,000,000	130,000,000	192,800,000	672,800,000
Servers and storage facilities	-	-	-	500,000,000	300,000,000	800,000,000
Automation of the auditing tool	100,000,000	-	-	-	-	100,000,000
Biometric Infrastructure Upgrade	-	100,000,000	-	-	-	100,000,000
Network equipment (routers, switches, etc.)	-	120,000,000	-	-	-	120,000,000
Printers and scanners	-	50,000,000	100,000,000	-	-	150,000,000

Outputs	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Sub-Total
Microsoft products	20,000,000	20,000,000	40,000,000	40,000,000	40,000,000	160,000,000
Security Infrastructure upgrade	-	-	20,000,000	20,000,000	40,000,000	80,000,000
Alternative power supply for critical infrastructure				36,000,000	64,000,000	100,000,000

Implementing Agencies

Vehicles Acquired	153 - PPDA
Computers and laptops	153 - PPDA
Assorted Furniture acquired	153 - PPDA
Servers and storage facilities	153 - PPDA
Automation of the auditing tool	153 - PPDA
Biometric Infrastructure Upgrade	153 - PPDA
Network equipment (routers, switches, etc.)	153 - PPDA
Printers and scanners	153 - PPDA
Microsoft products	153 - PPDA
Security Infrastructure upgrade	153 - PPDA
Alternative power supply for critical infrastructure	153 - PPDA

IMPLEMENTATION MATRIX

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party	
1. ENHANCE REGULATION OF THE PUBLIC PROCUREMENT AND ASSET DISPOSAL SYSTEM											
Conduct reliable, impactful, professional and timely audits	Annual Entities' profile	Profile Entities that are to be monitored/audited on an annual basis in terms of size, budget, key focus areas and other agreed parameters	Annual profile report on Entities	0	1	1	1	1	1	PM	
	Annual Audit Plan implemented	Develop an annual audit plan	Annual Audit Plan	1	1	1	1	1	1	PM	
			Annual audit coverage	36%	38%	40%	43%	45%	48%	PM	
			% of audit recommendations accepted by Accounting Officers	49%	51%	54%	57%	60%	63%	PM	
	Procurement and disposal audits conducted	Conduct Bid Preparatory Audits	Conduct Bid Preparatory Audits	No. of procurements reviewed	70	102	107	112	118	124	PM
			Conduct performance audits on completed procurements with specific reference on time, cost, scope, local content, market price, open competition and payment to providers	No. of completed contracts highlighting time taken, cost incurred, application of reservation schemes, open competition, market prices and timely payment of providers.	106	105	110	116	122	134	PM
			Assess the performance of ongoing contracts/thematic areas in relation to with emphasis on time, cost, scope, local content, market price, open competition and payment to providers	No. of contracts/thematic areas reviewed with emphasis on time, cost, scope, local content, market price, open competition and payment to providers	165	210	220	240	250	270	PM

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
		Conduct disposal audits	No. of entities assessed for disposal	0	410	441	464	487	510	PM
		Prepare an annual procurement and disposal audit report	Annual procurement and disposal audit report	0	1	1	1	1	1	PM
		Review NDP IV Flagship Projects throughout the procurement cycle	No. of NDP IV projects reviewed	4	21	22	23	24	26	PM
		Conduct on spot monitoring and real time inspection of high value and complex Infrastructure projects	No. of on spot monitoring activities conducted with emphasis on time, cost, scope, local content, market price, competition and payment to providers	126	210	221	232	243	255	PM
Strengthen the Complaints Management Mechanism	Functional procurement complaints review mechanism	Conduct procurement and disposal-related investigations	No. of investigations conducted	48	63	66	69	73	77	PM
		Initiate investigations to suspend providers	No. of Authority initiated suspensions following audit and investigations	0	5	5	5	5	5	LBA
		Update the investigations Manual.	Updated Investigations Manual	1	1	0	0	0	0	PM
		Prepare circulars.	Number of circulars issued.	0	4	4	4	4	4	LBA
		Investigate breaches by providers for suspension.	Number of suspension Investigations completed.		10	10	10	10	10	LBA
Strengthen advisory	Timely legal guidance to the Authority and	Provide legal guidance to external stakeholders.	Number of written guidance issued.	99	150	150	150	150	150	LBA

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
services to key stakeholders in public procurement	Procuring and Disposing Entities provided.	Review Tribunal decisions.	Number of Guidance arising from issued reports	0	4	4	4	4	4	LBA
		Update FAQs on procurement and Disposal Processes.	Number of updated versions of FAQs published.	1	1	1	1	1	1	LBA
Accredit alternative systems of public procurement and disposal to increase efficiency.	Alternative systems of public procurement and disposal accredited.	Review applications for accreditation.	Number of applications for accreditations completed.	20	5	5	5	5	5	LBA
		Initiate areas for accreditation.	Number of accreditations at the Authority's initiative issued.	2	1	0	1	0	1	LBA
		Review applications for deviations.	Number of applications for deviations reviewed.	11	10	10	10	5	5	LBA
		Follow-up on the accreditations granted.	Bi-annual reports on follow-up of accreditations granted.	0	2	2	2	2	2	LBA
Review of the Procurement and Disposal Legal Framework.	Procurement and Disposal Legal Framework reviewed.	Prepare and update Regulations under the PPDA Act.	Number of proposed Regulations submitted to the Minister.	0	2	0	0	2	0	LBA
		Prepare and update Guidelines under the PPDA Act.	Number of Guidelines gazetted.	1	2	1	1	1	1	LBA
		Prepare Standard Bidding Documents	Number of Standard Bidding Documents issued.	0	6	2	1	1	1	LB
Providing Litigation	Litigation Services provided by the Authority	Representation of the Authority in Court.	Number of representations in Court.	4	5	5	5	5	5	LBA

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
services to the Authority.	Authority.	Criminal prosecutions undertaken.	Number of prosecutions undertaken.	0	5	5	7	10	10	LBA
		Prepare a prosecution manual.	Prosecution manual prepared.	0	1	0	0	0	0	LBA
Strengthen Research to Inform Policy and Practice in Public Procurement	A Research Plan approved and implemented	Develop an annual Research Plan	A Research Plan approved and implemented	1	1	1	1	1	1	SP
		Conduct Research in topical areas and emerging trends in public procurement	No of Research Reports Issued	2	4	4	4	4	4	SP
		Publish Research Papers and Policy Briefs on Studies conducted	No. of policy briefs published	0	1	1	1	1	1	SP
		Data quality assessments on existing systems	Data Quality Assessment Report	1	1	1	1	1	1	SP
		Annual Dissemination of research findings	Annual dissemination sessions	0	1	1	1	1	1	SP
	Common specifications framework developed and implemented	Conduct a survey on the list and average prices of commonly procured items	Quarterly updates to the common user items list	1	4	4	4	4	4	SP
		Develop specification profiles for commonly procured items	Report of specification framework	0	1	1	1	1	1	SP
Monitor Entities to ensure efficiency in their procurement	Monitoring Reports prepared	Conduct on-spot monitoring and real-time inspection of high value and complex infrastructure projects	No. of on-spot contract monitoring activities conducted	126	210	221	232	243	255	PM
		Monitor the procurement lead time of Entities	Quarterly report on procurement lead time	4	4	4	4	4	4	PM

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
processes		Timely review of monthly/quarterly reports and procurement plans to establish performance as per the plan and identify standard methods, values and providers	Quarterly report on review of monthly/quarterly reports and implementation of procurement plans	4	4	4	4	4	4	PM
		Track beneficial owners of bidders participating in public procurement	Annual report on beneficial ownership prepared	0	1	1	1	1	1	PM
		Follow-up on audit recommendations	% coverage of follow up	49%	51%	54%	57%	60%	63%	SP
		Penalties sanctioned for non-adherence	No. of Officers sanctioned for non-compliance	0	5	6	7	8	10	PM
			No. of PDUs recommended for transfer to another PDE	0	2	2	3	3	3	PM
2.2. Effective Management and Engagement of High Spend Entities	Effective Management HSE	Develop a Relationship Management Model and Program for High Spend Entities	Entity Relationship Management Model Defined	0	1	0	0	0	0	PM
		Close monitoring of High Spend Entities (HSEs) for improved efficiency and effectiveness in public procurement	15 HSEs closely monitored annually	0	15	15	15	15	15	PM
Promote the Implementation of Local	Annual Review Report on the Implementation of Local Content	Conduct assessments to identify capacity, areas/sectors for reservation	Annual assessment report on the areas/sectors for reservation	0	1	1	1	1	1	PM

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
Content in Public Procurement		Conduct inspections of manufacturing facilities and contractors to foster compliance with reservation schemes	Annual inspection report	1	1	1	1	1	1	PM
		Track procurement plans and monthly reports from Entities to ensure the implementation of local content	Bi-annual briefs and reports on procurement spend and contracts awarded to local providers	1	2	2	2	2	2	PM
		Build the capacity of local providers/private sector, Entities and other stakeholders to participate in public procurement	No. of training sessions held on local content	0	4	4	4	4	4	PM
		Review applications for reservation by Entities	No. of areas reviewed	0	3	3	3	3	3	PM
		Monitor the implementation and enforce compliance of inclusive procurement by Entities through review of audit, compliance findings and verification of projects awarded to registered associations of Women, Youth, and People with Disabilities (PWDs)	percentage of contracts by value awarded to registered associations of women, youth, PWDs	N/A	15%	16%	17%	17%	18%	PM
		Conduct media campaigns to disseminate information on the application of preference and reservation schemes	No. of radio talk shows held and short videos developed		4	4	4	4	4	PM

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
		Engage key stakeholders at national and local levels to influence policy, budgets and culture and advocate for support to promote local content implementation and inclusive procurement	No. advocacy engagements with key stakeholders to promote local content implementation and inclusive procurement	2	4	4	4	4	4	PM
		Engagements with development partners on mobilization and support for the implementation of inclusive procurement and local content strategy	Engagements with development partners	0	2	2	2	2	2	PM
		Engagements with Provider associations and Supplier development programs to improve capacity and ensure effective implementation of reservation schemes	Engagements with provider associations	2	2	2	2	2	2	PM
		Awareness campaigns with Entities, CSOs and the private sector on local content implantation and inclusive procurement	No. of PDEs sensitised	0	100	250	300	350	400	PM
			No. of Suppliers sensitised	0	1,500	2,000	3,000	4,000	4,500	PM
			No. of Civil Society Organizations sensitised	0	50	53	55	58	61	PM
2. PROMOTE PROCUREMENT AND DISPOSAL CAPACITY BUILDING AND STAKEHOLDER ENGAGEMENT										
Strengthen collaboration with Anti –	Abridged audit report prepared and submitted to the ACAs	Prepare an abridged audit report for anti-corruption agencies	An abridged audit report submitted to anti-corruption agencies	0	1	1	1	1	1	PM

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
Corruption Agencies (ACAs)	Collaborative audits and investigations conducted	Undertake collaborative audits and investigations on key projects	No. of collaborative audits and investigations conducted	0	2	2	2	2	2	PM
	Joint training sensitisation and barazas conducted with other ACAs	Conduct joint sensitisation campaigns and hold joint Barazas with Anti-Corruption Agencies	No. of joint anti-corruption engagements held with other ACAs	1	1	1	1	1	1	PDCB
Promote Strategic Stakeholder Engagements	Private sector stakeholders and Non-state actors engaged	Engagement of Private Sector Stakeholders and Non-state actors through forums, meetings, training workshops and media campaigns	Number of private sector stakeholders and Non-state actors engaged	783	1500	1500	1500	1500	1500	PDCB
Enhance the capacity of stakeholders to oversee an efficient and effective public procurement system	A national procurement Capacity Building strategy developed	Develop a National Procurement Capacity building strategy	National Procurement Capacity Building Strategy in place	0	1	0	0	0	0	PDCB
	Training Needs Assessment for key stakeholders conducted	Conduct Training Needs Assessment for key stakeholders in the procurement of large and strategic infrastructure projects as well as other procurements	Training Needs Assessment report	1	1	1	1	1	1	PDCB
	Capacity of stakeholders built in public procurement	Develop a pool of trainers, including PPDA staff, prequalified consultants and experienced cadres	No. trainers identified and profiled	0	25	0	25	0	25	PDCB
		Train key stakeholders in public procurement	No of stakeholders trained	7546	5000	6000	7000	8000	9000	PDCB
	Develop print and disseminate IEC materials	Number of IEC Materials prepared and disseminated	0	10000	10000	10000	10000	10000	ED	

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
		Conduct a national Procurement Cadre Forum to discuss emerging issues	Report on the National Procurement Cadre Forum	0	1	0	1	0	1	PDCB
		EGP change management for Entities, providers and oversight agencies	EGP Change Management Report	0	1	1	1	1	1	PDCB
Develop and implement Provider Performance Improvement Programs	A Provider capacity building plan developed and implemented	Conduct an annual providers' capacity building needs assessment	Annual Providers' Capacity Building Needs Assessment Report produced	0	1	1	1	1	1	PDCB
		Build the capacity of local providers to increase their participation in public procurement	No. of local providers sensitised/ trained		1000	1000	1000	1000	1000	PM
	Entities engaged in holding supplier forums	Engage entities to hold supplier forums	No. Entities engaged in holding suppliers' forum	6	50	50	50	50	50	PDCB
	Register of providers (RoP) reviewed and updated	Review and update the Register of Providers	percentage growth in the register of providers	4.70%	5%	5%	5%	6%	6%	ED
	Provider Rehabilitation Program developed and implemented	Develop and implement rehabilitation programs for suspended providers	No. of suspended providers rehabilitated	0	15	15	15	15	15	PDCB
Outsource Specialist Institutions, Agencies and Consultants to support the Authority in delivering her mandate	Outsourcing framework implemented	Develop and implement Outsourcing Guidelines	Outsourcing Guidelines and Eligibility Criteria for Firms and Consultants	0	1	0	0	0	0	Finance
		Prequalify procurement consultants to support capacity building	No. of prequalified procurement consultants	17	25	25	25	25	25	Finance
		Assessment of the performance of consultants	Annual assessment report	0	1	1	1	1	1	Finance

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
Enhance information dissemination and timely response to stakeholders using both new and traditional media platforms	Communications annual plan	Develop an annual communications plan	Communications annual plan	1	1	1	1	1	1	ED
	PPDA signages and branding materials updated	Roll out the Authority's new brand including tagline	Fully branded Authority		1	1	0	0	0	ED
	IEC materials disseminated	Produce IEC materials	Sets of IEC materials	0	4	4	4	4	4	ED
	Media engagements conducted	Engage the PPDA publics using traditional media	Number of engagements		10	10	10	10	10	ED
		Leverage new media to enhance information dissemination	Quarterly reports produced	0	4	4	4	4	4	ED
	Organise media workshops	Media workshops	0	1	1	1	1	1	ED	
Leverage partnerships to improve public procurement	Resolutions implemented	Partner with regional and international Agencies	Percentage of resolutions from regional and international fora implemented	N/A	50%	50%	50%	50%	50%	ED
	Stakeholders sensitised	Sensitisation of Politicians, Development partners, and PDEs' Boards/ Councils on procurement and disposal processes	No. Politicians, Development partners, PDEs' Boards/ Councils trained		300	300	300	300	300	PM
	Implementation reports produced	Monitor the implementation of the client charter	No. of client charter reports produced	8	12	12	12	12	12	ED

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
3. PROMOTE SUSTAINABLE AND INCLUSIVE PROCUREMENT AND DISPOSAL										
Strengthen Regulatory Framework for SPP	Green procurement guidelines published.	Develop and implement a risk-based approach to environmental and social screening of procurement projects.	Sustainable procurement risk-based manual	0	1	-	-	-	-	IA
		Review the PPDA Guidelines to Incorporate SPP	No. of guidelines reviewed	0	5	5	5	-	-	Legal Department
		Integrate green procurement clauses into standard bidding documents.	No. of SBDs Revised	0	1	2	2	-	-	Legal Department
	Centralized database of certified green suppliers developed	Collaborate with UNBS to vet suppliers for sustainability	Number of certified suppliers listed	0	500	580	673	780	905	PDCB
		Create an update an online database of ecofriendly suppliers	Number of updates to the website	0	1	1	1	1	1	ED
Strengthen monitoring compliance to the SPP regulatory framework	Robust monitoring framework for SPP	Develop and implement a robust monitoring and evaluation framework to establish key performance indicators (KPIs) to track progress towards environmental and social sustainability objectives.	KPIs developed and implementation monitored		1					PM
		Collect data on the potential environmental and social impacts of procurement projects and share results with	No. of procurement projects monitored, and data collected on potential environmental		120	120	120	120	120	PM

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
		key stakeholders such as Ministries, government agencies, and development partners with the aim of continuous improvement.	and social impacts annually.							
		Monitor the implementation of reservation schemes for local providers following guideline 11	350 procurements plans and reports from PDEs reviewed and analysed annually and a report produced.		350	350	350	350	350	PM
		Monitor the implementation of Environmental Social Impact Assessments (ESIA) for high-value, complex and strategic procurements.	No. of High-Value projects Monitored for ESIA		5	10	10	10	5	PM
Enhance Capacity to promote sustainable public procurement	Skills enhanced for key actors for sustainable public procurement	Build internal expertise within PPDA on sustainability standards	No. of PPDA staff trained	0	50	50	50	50	50	PDCB
		Develop training manuals	No. of Training manual developed	0	1	0	0	0	0	PDCB
		Create a knowledge-sharing platform for staff.	knowledge-sharing platform	0	0	1	0	0	0	PDCB
		Organise supplier forums for SPP	No. of Supplier forums conducted	0	1	1	1	1	1	PDCB
		Train PDE staff in SPP	No. of staff trained	0	500	500	500	500	500	PDCB
Raise Public Sector Awareness	Documented success stories for SPP disseminated	Develop case studies	No. of case studies developed and disseminated	0	2	2	2	2	2	PDCB

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
		Conduct awareness campaigns on green procurement for public entities	No. of media campaigns held	0	1	1	1	1	1	ED
		Create a recognition program for green procurement champions	No. of SPP champions recognised	0	5	5	5	5	5	ED
Foster Collaboration and Partnerships	Productive partnerships for sustainable procurement established	Partner with international organizations and local stakeholders to promote green procurement.	No. of Partnerships established	0	1	1	1	1	1	ED
4. STRENGTHEN INSTITUTIONAL CAPACITY OF THE AUTHORITY										
Develop and Implement appropriate	Approved Annual recruitment plan	Assess and determine the human resource requirements and develop and implement annual recruitment plans	Recruitment plan	1	1	1	1	1	1	HRA

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
Human Resources Structures and policies to effectively manage employees		Recruit staff on replacement basis and through positions including external recruitments	No. of Staff recruited		2	2	2	2	2	
	Revised Organizational structure	Create Capacity Building and Internal Audit Departments	Capacity Building and Internal Audit Departments created	0	2	0	0	0	0	HRA
	Review the HR Manual	Periodically review and update the HR Manual	Revised HR Manual	1	1		0	0	0	HRA
	A culture transformation programme developed and implemented	Roll out the culture transformation programme to the Authority	100 % implementation	0	70%	30%	0	0	0	HRA
	Annual Employee Engagement Survey Report	Conduct an annual Employee Engagement Survey to determine engagement levels at any given time	Engagement Survey Report	0	1	1	1	1	1	HRA
	Induction Program	Implement a robust Induction Program	Induction Programs	1	1	1	1	1	1	HRA
	Annual Training plan developed and implemented	Continuous professional development of staff	No. of staff trained/with active memberships of Professional Bodies	36	40	44	48	53	58	HRA
		Develop and implement the annual staff training plan	Percentage implementation of Annual training plan	0	100%	100%	100%	100%	100%	HRA
		Build the capacity of performance monitoring staff	Proportion of performance monitoring staff trained	0	50%	50%				HRA
	Leadership Development Programs	Implement Leadership Development Programs for the Authority	Number of leadership development programs implemented	1	0	4	4	4	4	HRA
Coaching Program	Implement a Coaching Program for all employees	2 employees Certified Coach Training		2	0	0	0	0	HRA	

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
			4 Coaching Programs		0	1	1	1	1	HRA
	Mentorship Program	Develop and roll out a Mentorship Program for all employees	5 Mentorship Programs		1	1	1	1	1	HRA
	Succession Plan	Develop and implement a Succession Plan for the Authority	1 Succession Plan developed	0	1	0	0	0	0	HRA
	Competency Framework dictionary	Conduct a Competencies' Audit and develop a Competency Framework dictionary for the Authority	1 Competency Framework dictionary	0	1	0	0	0	0	HRA
	Mid-Year and End- Year Appraisal reports	Conduct Mid-Year and End-Year Appraisals	Proportion of appraisal reports submitted	100%	100%	100%	100%	100%	100%	HRA
	360's appraisal system	Develop and implement a 360's appraisal system in the Authority	1 Appraisal system	0	1	1	1	1	1	HRA
Improve and enhance the Authority's Physical Infrastructure.	Authority infrastructure improved, maintained safe and secure.	Establish four regional offices to implement the PPDA mandate	Hoima ,Jinja, Moroto and Arua regional Offices	0	0	1	1	1	1	HRA
		Acquire land for the construction of Mbale regional office, prepare architectural drawings/ designs, coordinate the procurement, construction and furnishing process of Eastern Regional office	New office building constructed.	0	0	1	0	0	0	HRA
	Offices furnished	Improve staff work environment through	No of staff provided with new furniture	25	10	15	6	8	20	HRA

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
		furnishing PPDA offices.								
	Facilities maintained functional and smooth service flow	Maintenance of existing facilities/installations at all PPDA offices	Functional facilities in place	1	1	1	1	1	1	HRA
	Authority transport facilities improved and secured.	Improve on Authority field transport through acquisition of new units of field contract management activities.	No. of field vehicles purchased	0	2	6	6	6	6	HRA
		Attend to employee safety through GSM Tracking services and comprehensive insurance for all PPDA field vehicles	No. of fleet units fitted with tracking system	0	21	21	26	26	26	HRA
Streamline holistic and participatory planning and budgeting for effective resource allocation .	Coherent plans and budgets developed	Prepare a budget in line with the strategic plan using a participatory approach	No of Budget documents prepared	2	2	2	2	2	2	SP
	Decentralised Budget execution	Prepare Bi-weekly report on budget execution and absorption for Management and the Technical Committee	No of cash reports prepared	24	24	24	24	24	24	Finance
	Decentralised Budget execution	Promote Improved budget monitoring	No of reconciliation reports produced	12	12	12	12	12	12	Finance
Enhance prudent Financial Management and Reporting with robust	Financing Accounting Manual developed and implemented	Develop and implement a Finance and Accounting Manual	Financing Accounting Manual	1	0	1	0	0	0	Finance
	Budget Tracker implemented	Track internal and external payments through EMIS	No of payments reports prepared	12	12	12	12	12	12	Finance

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
Internal Controls	Grants management and reporting systems set up	Develop a Grants Management and reporting system	Grants management and reporting systems set up	0	1	0	0	0	0	Finance
	Grants management and reporting systems set up	Develop a Grants Management and reporting system	No of grants reports approved	0	4	4	4	4	4	Finance
	Quarterly Management accounts	Strengthen Financial and Management Reporting	No of Management accounts submitted	4	4	4	4	4	4	Finance
	Cash based financial reports to AGO	Strengthen Financial and Management Reporting	Cash based financial reports to AGO	2	2	2	2	2	2	Finance
	An Asset Management Plan developed and implemented	Develop an annual Asset Management Plan (for capital expenditure, maintenance, and disposal)	Asset Management plan	1	1	1	1	1	1	Finance
	Quarterly plan implementation reports	Develop an annual Asset Management Plan (for capital expenditure, maintenance, and disposal)	No of Asset management reports prepared	4	4	4	4	4	4	Finance
Promote value driven Procurement and disposal Management	Market survey report prepared	Conduct market surveys to identify supply sources, evaluate quotations and assist with supplier negotiation.	Market survey Report	1	1	1	1	1	1	Finance
	Monthly Contracts Management Report	Develop and roll out a Contracts Management Tracker	No of Contracts Management Report	12	12	12	12	12	12	Finance
	Contract Appraisal Tool approved and implemented	Develop a Contract Appraisal Tool for the 3 rd Party Procurement Agency	Contract Appraisal Report	0	0	1	0	0	0	Finance
	Bi-annual performance reports on the 3 rd Party Procurement Agency	Develop a Contract Appraisal Tool for the 3 rd Party Procurement Agency	Bi-annual performance reports on the 3 rd Party Procurement Agency	1	2	2	2	2	2	Finance

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party	
		Review of procurement contracts	Contracts Reviewed	11	12	12	12	12	12	LBA	
Expand revenue sources to fund critical activities of the Authority	Proposals developed and successfully funded	Develop and submit funding proposals for prospecting development partners	Number of proposals submitted for Funding	2	3	3	3	3	2	SP	
	Strategic partnerships to co-finance the strategic plan established	Coordinate the Tripartite Collaboration	Number of Partnerships established	0	2	2	2	2	2	2	SP
		Sign MOUs with key partners									
	Bi-annual meetings held	Hold two meetings per year for the donor working group.	Number of Donor working group meetings held		2	2	2	2	2	SP	
	Staff trained in resource mobilisation	Conduct proposal development training for selected staff	Number of staff trained	0	5	5	5	5	5	Finance	
Bolster the PPDA Corporate governance framework.	Annual Board Calendar Prepared	Prepare an annual Board Calendar.	Annual Board Calendar	1	1	1	1	1	1	LBA	
	Updated Board and Committee Charters.	Update Board and Committee Charters.	Board and Committee Charter Updated.	0	0	1	0	0	1	LBA	
	Annual Board Evaluation.	Conduct Annual Board Evaluation.	No. of Board Evaluations conducted	1	1	1	1	1	1	LBA	
	Board Capacity strengthened.	Develop and implement a Board Capacity Building Plan.	No. of Board trainings conducted	1	3	3	3	3	3	3	LBA
			Undertake monitoring activities.	Quarterly monitoring activities	2	4	4	4	4	4	LBA
Enhance results based management through robust	PPDA Monitoring evaluation developed	Review and implement monitoring and evaluation policy, guidelines and systems linked to the National M&E system.	PPDA Manual/SOP PM&E	0	1	0	0	0	0	SP	

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
Monitoring and Evaluation processes.	Annual review report prepared	Conduct an annual review of the implementation of the strategic plan	No. of reviews conducted	1	1	1	1	1	1	SP
	Performance reports prepared	Prepare performance reports in line with the PFMA and PPDA Act	No. of reports approved	5	5	5	5	5	5	SP
	Evaluations conducted	Conduct thematic evaluations	No. of evaluations conducted	0	0	1		1	0	SP
	Training sessions conducted	Build capacity for participatory M&E in the Authority	Number of Training sessions conducted	0	1	1	1	1	1	SP
Strengthen the Corporate Governance Framework	Annual Internal Audit Plan developed and implemented	Develop a robust and risk-based Audit Plan	Annual Internal Audit Plan	1	1	1	1	1	1	IA
		Develop a robust and risk-based Audit Plan	Annual independent and objective audit assessment	1	1	1	1	1	1	IA
		Conduct Statutory Audits	No. of Statutory Audits conducted	4	4	4	4	4	4	IA
		Conduct Strategic and Operational Audits	No. of Strategic Audits conducted	4	4	4	4	4	4	IA
Strengthen the Risk Management Framework	Risk Management plan implemented	Integrate Risk Management into existing business processes	Increased Risk Maturity score		1	1	1	1	1	IA
		Develop and maintain a risk register	Updated Risk Register	4	4	4	4	4	4	IA
		Automate the Risk Management Process	Automated Risk Management Tool	0	0	1	0	0	0	IA
Deepen the Automation of the PPDA	Well-maintained databases and reports prepared	Maintenance and hosting of regulatory systems	No. of functional systems	3	3	3	3	3	3	SP

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
Regulatory function	Automated audit system developed	Automate the Audit Process	Procurement audit system	0	1		0	0	1	PM
	Automated accreditation system developed	Automate Accreditations and Deviations	Accreditation system	0	0	1	0	0	0	LBA
	Automated advisory process developed	Automate Tracking of Advisory Services	Proportion of stakeholders using the advisory system	0	75%	75%	75%	75%	75%	LBA
	Integrated PPDA ICT systems	Continuous review, integration and enhancement of regulatory PPDA systems to meet new requirements and enhance their performance	Number of systems added onto the integrated platform	2	1	1	1	1	1	SP
Automate and streamline internal administrative purposes	System developed	Automate the Employee Lifecycle Documentation process	Percentage uptake of the system	0	0	0	50%	100%	100%	HRA
	System reviewed	Enhance the requisitioning and activity funds tracking system	No. of reports generated	12	12	12	12	12	12	Finance
		Enhance the fleet management system	No. of reports generated	12	12	12	12	12	12	HRA
Improve Knowledge Management and Data Analytics in the Authority	Enhanced e-registry	Roll out the E-Registry to improve the Authority's knowledge management and information sharing.	Proportion of active documents digitised	80%	100%	100%	100%	100%	100%	SP
	Big data analytics mainstreamed	Leveraging data analytics from the PPDA systems to generate insights supporting the Authority's mandate.	No. of reports generated	0	1	2	2	2	2	SP

Strategic Initiatives	Outputs	Activities	Indicator	Baseline	25/26	26/27	27/28	28/29	29/30	Action Party
	Big data analytics capabilities enhanced	Improving data infrastructure to support data storage, processing, and real-time analysis.	No. of big data analytics systems in place	0	0	1	0	0	0	SP
	A well-referenced library and records management system	Record and assign reference numbers to the stored records.	A well Updated referenced library and records management system	1	1	1	1	1	1	SP
Enhance ICT Infrastructure	ICT infrastructure procured	Purchase of ICT infrastructure	Proportion of ICT needs in place	40%	50%	50%	50%	50%	50%	SP
	Safe data backup for business continuity	Improve data backup and recovery systems to ensure business-critical data is protected.	Proportion of data backed up onsite		100%	100%	100%	100%	100%	SP