



Sustainable
Procurement
Pledge

SPP INITIATIVES FOR IMPACT

Community spaces to act, collaboratively develop
solutions and accelerate change

THE FRAMEWORK

SPP INITIATIVES FOR IMPACT

25 YEARS OF
IMPACT

OUR AMBITION: Getting It Done!

THE NEED: Collaboration to tackle shared challenges and opportunities in a neutral space where diverse stakeholders can come together.

SPP'S INITIATIVES FOR IMPACT: procurement community spaces to take action, collaboratively develop solutions and accelerate change.

SPP INITIATIVES FOR IMPACT

SUPPORTED by SPP:

Help to identify gaps, facilitate collaboration and partnerships, guide the setup and amplify achievements.

POWERED by the SPP Community & Allies:

activate, sustain and scale initiatives for long-term success.



Initiative Framework

The purpose of this document is to ensure that every SPP Initiative for Impact idea submitted has a clearly articulated problem/ opportunity statement, confirmed stakeholder relevance, a sponsor and a defined theory of change — before resources are committed to planning and implementation.

This document also aims to provide a blueprint for the initiative lifecycle, guiding the initiative lead, the project team and relevant stakeholders and minimizing the risk of delays, re-work or failure.

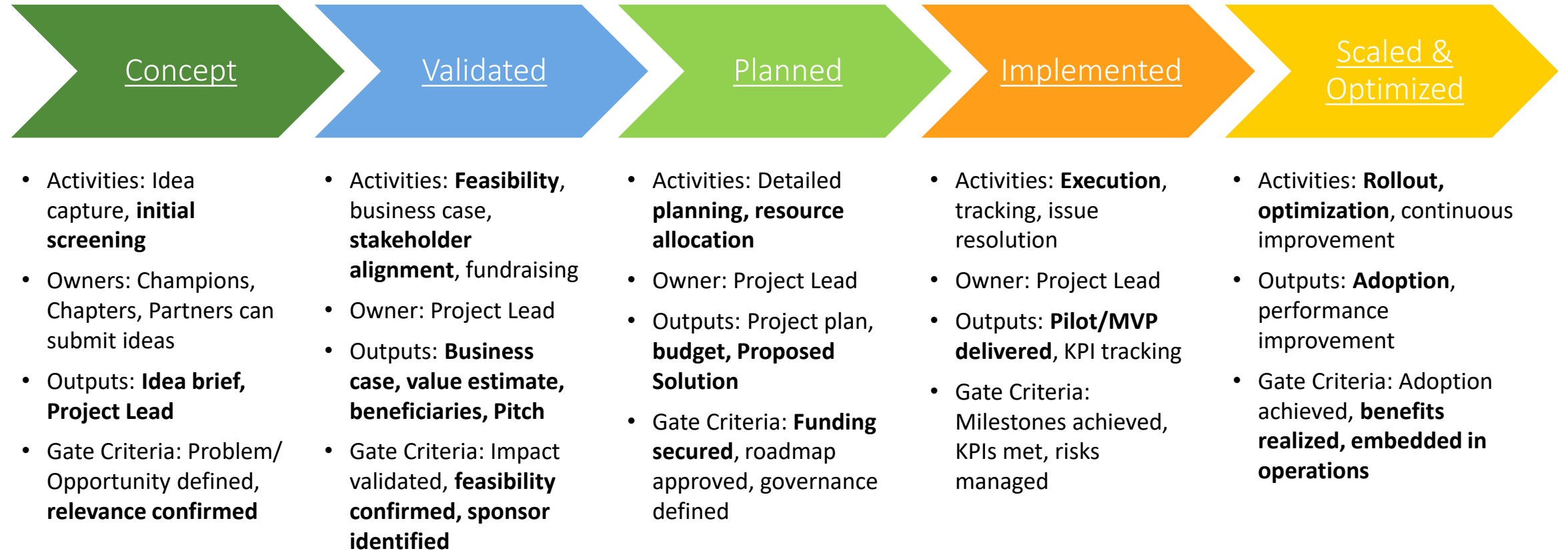
How to use this framework:

READ THE NOTES Every section opens with a guidance note explaining what reviewers look for. On the slides that follow it sits directly under the section title.

★ **MANDATORY** fields must be completed in full to pass the tollgates.

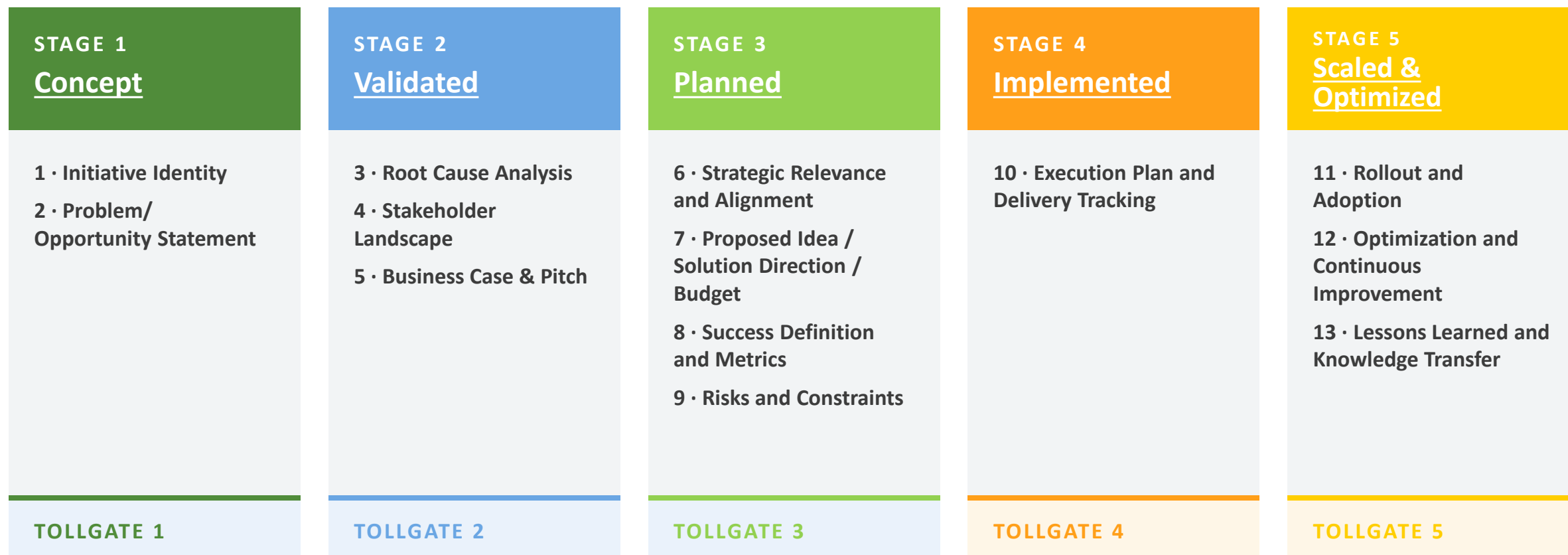
○ **OPTIONAL** fields are strongly encouraged to strengthen the submission but will not block progress.

From idea to scaling



Go / No-Go decisions at each gate

Method: Five stages divided in 13 steps



All five tollgates at a glance

Tollgate	Sign-off Chain	Must close before
Concept	Initiative Owner / Lead → SPP Central Team	Stage 2 — Validated
Validated	Initiative Owner / Lead and Initiative Review Group → Sponsor → SPP Central Team	Stage 3 — Planned
Planned	Initiative Owner / Lead → Sponsor → SPP Central Team	Stage 4 – Implemented
Implemented	Initiative Owner / Lead → Sponsor → SPP Central Team	Stage 5 – Scaled & optimized
Scaled & optimized	Initiative Owner / Lead → Sponsor → SPP Central Team (Initiative Review Group consulted)	Initiative closure and decommissioned

DECISION Every gate records one of three outcomes — **Approved, Returned or Rejected** — plus reviewer notes and any conditions for approval.



Submit your Initiative idea by using this [ONLINE FORM](#).

STAGE 1

Concept

Section 1 — Initiative Identity

Section 2 — Problem/ Opportunity Statement

TOLLGATE 1 · CONCEPT

Completed via online form. Relevance of Problem/ Opportunity statement reviewed before the Validated stage starts. Records the formal submission and review chain: Initiative Owner / Lead, then SPP Central Team.

Decision: Approved / Returned / Rejected

Section 1 — Initiative Identity

i Submit your Initiative idea by using this [ONLINE FORM](#).
The identifiers below are used for tracking across the full lifecycle.

★ MANDATORY

Initiative Title

A concise, memorable name — self-explanatory to a new reader and used consistently everywhere.

★ MANDATORY

Submission Date

The date the Idea Brief is formally submitted for Concept review (dd/mm/yyyy).

★ MANDATORY

Initiative Owner / Lead

Who shepherds the initiative through Concept — name, title and organisation.

○ OPTIONAL

Unique Initiative ID

Assigned by the SPP Central Team at intake — leave blank if not yet assigned.

STAGE 1 · CONCEPT

Section 2 — Problem/Opportunity Statement

Complete all fields by using this [ONLINE FORM](#).

i This is the most critical section of the brief. Vague or generic descriptions will be returned for revision — a well-defined problem/ opportunity is the single most important input for confirming relevance.

★ MANDATORY**Problem/ Opportunity Description**

2–4 sentences on the problem/ opportunity as it exists today — no solution language.

★ MANDATORY**Context & Background**

Data, policy context and trends that show the significance and urgency.

★ MANDATORY**Support Needed**

Describe what type of support to implement the initiative.

★ MANDATORY**Consequences of Inaction**

What happens to people, systems, policy goals if nothing is done — this confirms urgency and justifies mobilizing resources.

○ OPTIONAL**Geographic / Sectoral Scope**

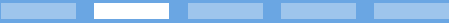
Where the problem/ opportunity occurs and which sector/ industry/ domain it falls under.

○ OPTIONAL**Beneficiaries / End Users**

Who benefits from this initiative? Describe who they are, where they are, and how they would experience the benefit. Distinguish between primary and secondary beneficiaries.

○ OPTIONAL**Preliminary Solution Description**

Describe the proposed initiative solution: what intervention is envisaged? How could a solution look like? How does it address the problem/ opportunity?



STAGE 2

Validated

Section 3 — Root Cause Analysis

Section 4 — Stakeholder Landscape

Section 5 — Business Case

TOLLGATE 2 · VALIDATED

Completed before the Planned stage starts. Signed by the Initiative Owner / Lead *and* the Initiative Sponsor, then reviewed by the SPP Central Team.

Decision: Approved / Returned / Rejected

Section 3 — Root Cause Analysis

i Show that you are addressing the root cause, not the symptoms. This section stops initiatives being designed around surface-level interventions.

★ **MANDATORY**

Quantified Scale

Concrete numbers on size and severity — with sources cited.

★ **MANDATORY**

Key Assumptions

The unvalidated hypotheses underpinning the initiative — being explicit here focuses later activity.

★ **MANDATORY**

Root Causes

Why the problem exists — separating confirmed from hypothesized.

★ **MANDATORY**

Evidence Base

Studies, audits or field reports proving the problem/ opportunity is real — note recency.

○ **OPTIONAL**

SDG / Policy Alignment

The SDGs, policies and frameworks the problem connects to.

○ **OPTIONAL**

Existing Solutions / Prior Art

What was tried, by whom, with what result — and why this differs.

○ **OPTIONAL**

Data Gaps

Missing information that would materially affect design or feasibility.

Section 4 — Stakeholder Landscape

i Initiatives for Impact exist for challenges no single organization can solve alone — so this section is critical. Inability to answer these fields is a red flag at the Validated stage.

★ MANDATORY

Beneficiaries & End Users

Who benefits, where, and how — split primary from secondary.

★ MANDATORY

Key Stakeholders

Who must be involved, who enables, who could block — and their motivations.

★ MANDATORY

Why One Organization Can't Solve It

The capability, authority or data each party uniquely holds, and the coordination failure.

○ OPTIONAL

Potential Collaborators and Funders

Organizations needed and their expected role: data, funding, delivery, policy.

STAGE 2 · VALIDATED

Section 5 — Business Case

i The primary deliverable of the Validated stage. Financial return is not the lens — the focus is impact, feasibility and sustainability.

★ **MANDATORY**

Impact Statement

Who benefits, by how much, by when — outputs vs. outcomes vs. impact.

★ **MANDATORY**

Feasibility Assessment

A verdict per dimension: technical, operational, legal, procurement.

★ **MANDATORY**

Cost & Resource Estimate

Order-of-magnitude one-off and ongoing costs, plus funding sources.

★ **MANDATORY**

Value for Money

A proportionality argument against the scale — and the cost — of inaction.

★ **MANDATORY**

Sustainability Model

How it survives beyond initial funding — fees, budgets or savings.

★ **MANDATORY**

Pitch

Pitch to potential sponsors covering elements of the root cause analysis, stakeholder landscape and business case. It should also cover possible resource requirements and the specific support being sought.

★ **MANDATORY**

Key Risks — Preliminary

Likelihood, impact and mitigation per material risk; flag new ones.

★ **MANDATORY**

Scalability Potential

A credible path beyond the initial geography or sector.

○ **OPTIONAL**

Open Source-Community Contribution

How this initiative contribute to the open-source community?

○ **OPTIONAL**

Theory of Change — Preliminary

A concise if/then chain from activities to impact.

EXAMPLE

Food waste costs the region an estimated EUR 48M a year. The platform's EUR 80K/year running cost is under 0.2% of that, for a targeted 20% reduction.



STAGE 3

Planned

Section 6 — Strategic Relevance and Alignment

Section 7 — Proposed Idea / Solution Direction

Section 8 — Success Definition and Metrics

Section 9 — Risks and Constraints

TOLLGATE 3 · PLANNED

Completed before the Implemented stage starts.
Initiative Owner / Lead submits; the SPP Central Team
reviews and records the decision.

Decision: Approved / Returned / Rejected

Section 6 — Strategic Relevance and Alignment

i Confirms that the initiative is relevant to SPP's strategic goals — and timely.

★ MANDATORY

Alignment with Strategic Priorities

How the initiative connects to SPP's scope and objectives, and to national, regional or sectoral strategies and development goals.

★ MANDATORY

Urgency / Timeliness

Why now: a policy window, legislative trigger, funding cycle, crisis event or technology shift.

Section 7 — Proposed Idea / Solution Direction

i Directional, not prescriptive. Avoid over-engineering the solution here — detailed design is the work of the Planned stage itself.

★ MANDATORY

Solution Concept

The intervention envisaged and the form it takes — platform, policy change, shared service, coalition, standard or process — and how it hits the root cause

★ MANDATORY

Theory of Change

Provide an updated version of the theory of change to reflect evidence gathered during the Validated stage. The validated if/then chain from intervention to impact, marking which assumptions are confirmed and which remain open.

★ MANDATORY

Budgeting

Present a budget for the initiative organized by type of cost (e.g., personnel, professional services, technology, stakeholder engagement, communications, governance, and contingency) and by project phase or year.

○ OPTIONAL

Innovation Angle

What is genuinely new: the technology, the collaboration model, the policy lever, the scale, or the approach to procurement.

Section 8 — Success Definition and Metrics

i Defines what "done" looks like at the end of the stage — not at full implementation. Questions must be crisp and answerable within the stage timeline.

★ MANDATORY

Milestones

Key milestones with expected dates and the evidence of completion.

★ MANDATORY

Desired Outcome and Adoption

The north-star end state, for whom, and how adoption gets measured.

★ MANDATORY

Key Success Metrics

Observable, measurable indicators — proxies and leading metrics are fine.

★ MANDATORY

SDG / Policy Alignment

Identify relevant Sustainable Development Goals, national policies, or strategic frameworks this problem/ opportunity connects to.

★ MANDATORY

Definition of Failure

What would indicate the initiative should not proceed. Being explicit strengthens the brief and enables better tollgate decisions.

Section 9 — Risks and Constraints

i Risk identification here is exploratory, not exhaustive — the full risk register is developed in the Planned stage. Flag the most material known risks.

★ MANDATORY

Key Risks

The most significant technical, political, operational, legal or stakeholder risks — with impact and initial mitigations.

★ MANDATORY

Known Constraints

Firm boundaries the initiative must operate within: regulatory limits, mandates, resource ceilings, political constraints.

★ MANDATORY

Dependencies

External decisions, events or outputs that must happen outside the initiative for it to proceed.



STAGE 4

Implemented

Section 10 — Execution Plan and Delivery Tracking

TOLLGATE 4 • IMPLEMENTED

Closed before the Scaled & Optimized stage. Initiative Owner / Lead submits; the SPP Central Team records the decision and any conditions.

Decision: Approved / Returned / Rejected

Section 10 — Execution Plan and Delivery Tracking

i A living record updated at each reporting cycle — not a one-time submission. It must be complete before Stage 4 activities commence.

★ **MANDATORY**

Project Lead

Day-to-day delivery owner, with organisation and escalation contact.

★ **MANDATORY**

Implementation Plan (Summary)

Workstreams, responsible parties and sequencing.

★ **MANDATORY**

Milestone Tracker

Status against Section 8 milestones, plus notes on deviations.

★ **MANDATORY**

Monitoring, Evaluation and Learning (MEL)

Create a MEL framework and plan.

★ **MANDATORY**

Budget & Resource Status

Spend against approved budget, material variances explained, resource constraints flagged.

★ **MANDATORY**

Handover and Transition Plan

Document the transition from project mode to operational mode. Who assumes ongoing governance responsibility? What documentation is handed over? Are there any residual project activities that need to be completed?

○ **OPTIONAL**

Stakeholder Engagement Log

Engagement activity and any shift in commitment.



STAGE 5

Scaled & Optimised

Section 11 — Rollout and Adoption

Section 12 — Optimisation and Continuous Improvement

Section 13 — Lessons Learned and Knowledge Transfer

TOLLGATE 5 · SCALED & OPTIMISED

The closing gate. Initiative Owner / Lead submits the final record; the SPP Central Team confirms closure and handover.

Decision: Approved / Returned / Rejected

Section 11 — Rollout and Adoption

- i** Documents the scaling strategy and tracks adoption. Adoption targets should be set before Stage 5 begins and aligned with the Section 8 KPIs.
Observation: The approach to this stage may evolve as the first initiatives reach it — scaling could be done in collaboration or even handed over to implementing partners, with SPP providing community support and knowledge sharing rather than direct accountability

★ MANDATORY

Scaling Strategy

The rollout sequence from initial deployment to full coverage, and the enablers for scale — geographic, sectoral or organizational.

★ MANDATORY

Adoption Tracker

Current vs. target adoption, distinguishing *onboarded* (technically active) from *embedded* (operationally normalized).

★ MANDATORY

Benefits Realization Report

Baseline, target, actual, variance and commentary per benefit — the primary accountability mechanism for impact.

EXAMPLE

Phase 1 (M1–6): 4 pilot retailers → all 12 regional retailers. Phase 2 (M7–18): replicate in two neighboring regions. Phase 3 (M19–36): national rollout.

Section 12 — Optimization and Continuous Improvement

i Continuous improvement is the hallmark of a mature initiative — this section records the systematic approach to finding and shipping improvements over time.

★ MANDATORY

Performance Improvement Log

Per improvement: description, trigger, action taken and measured impact.

★ MANDATORY

Community & Open-Source Contributions

What has been published, adopted by other initiatives, or contributed to by external parties.

○ OPTIONAL

Technology & Platform Evolution

Upgrades, new features or migrations — rationale, process and impact on users.

○ OPTIONAL

Stakeholder Satisfaction

Assessment methodology, key findings and the actions taken in response.

Section 13 — Lessons Learned and Knowledge Transfer

i A mandatory deliverable at Stage 5 closure, published to the Initiatives for Impact community as a public-domain resource.

★ MANDATORY

Summary of Lessons Learned

Themed lessons across the full lifecycle. Be candid — honest accounts of what did not work are as valuable as success stories.

★ MANDATORY

Recommendations for Future Initiatives

Specific, actionable guidance for others pursuing a similar approach — shared with the community.

○ OPTIONAL

Impact Evaluation

(Independent) Evaluation of the Impact achieved through the initiative.