

GREEN ACTION FOR SUSTAINABLE PRODUCTION ROADMAP: 2023 TO 2030

<p>[GASP LOGO]</p> <p>What is unique about GASP?</p> <ol style="list-style-type: none"> 1. Incubated in 2023 with 5 founding members from the beverage industry. 2. EPR model based on global best practices adapted for local current & future reality. 3. Board representation from all private sector value chain stakeholders <p>Our Core Values</p> <ol style="list-style-type: none"> 1. Collaboration: True partnership, collaboration & transparency with all public & private stakeholders 2. Accountability: High ethical & moral standards with commitment to communicating actions and goals openly and plainly to all stakeholders 3. Respect: All strategies, policies & actions put people first as the core beneficiaries of sustainability & circularity 4. Passion: for supporting the recycling economy towards developing the circular economy in Uganda 	<p>OUR TRUE NORTH</p> <p>Purpose: Accelerating the growth of our Recycling Economy, leading to a Circular Economy for the sake of our future generations & our natural environment, that is embedded within the environmental laws & legal framework of Uganda</p> <p>Our Niche: An open & collaborative partnership with all stakeholders in the packaged goods value chain building a transparent & impactful extended producer responsibility scheme to fund awareness & capacity building to accelerate Uganda from the Linear & Recycling economy to the Circular Economy</p>		<p>GASP's PRO & EPR MODEL</p> <p>@ Image Credit Cyclos</p>	<p>DEFINITIONS OF LINEAR, RECYCLING & CIRCULAR ECONOMY</p> <p>Journey from Linear to Circular Economy The Circular Economy Model</p> <p>@ Image Credit Netherlands Government</p> <p>Our linear economy exponentially grew during the industrial revolution, and our planet has suffered from the take, make, use & waste value chain. Growing the recycling ecosystem is an important yet intermediate step in our transition to a circular ecosystem where nothing goes to waste & everything is made from renewable or recovered materials</p>		
<p>MILESTONES TO 2030</p>	<p>2023</p>	<p>2024</p>	<p>2026</p>	<p>2030</p>	<p>GASP MANAGEMENT TEAM</p>	<p>C.E.O. 2023 – Lead Secretariat (Formative Phase) 2024 – Transition Role (Recruit Staff for Normative Phase); Source Funding</p>
<p>Focus Area (Includes all stakeholders of this area, fraction, sector or application)</p>	<p>Incubating the PRO</p>	<p>All PET producers</p>	<p>All Single Use Plastic Packaging</p>	<p>All Recyclable Materials Beyond Plastic Packaging</p>	<p>Ali Karmali Brenda Kobutungi Jemimah Akatekit Pearl Nimusiima Edgar Mugenyi</p>	<p>Membership, Communication, Admin Subcommittees 2023 – Develop Corporate Identity, Develop & Execute PR & Communications Strategy to support Membership Committee and position GASP as Uganda’s leading high impact PRO; Establish Operational & Governance Capacity to run GASP 2024 – Manage Membership Pipeline Conversion, Awareness Campaigns</p>
<p>Membership Base</p>	<p>5</p>	<p>?</p>	<p>?</p>	<p>?</p>	<p>Devang Shah Johnson Byaruhanga</p>	<p>Finance Subcommittee 2023 – Set Annual Membership & EPR Fees; Develop Budget 2024 – Audit</p>
<p>Linear Economy Mass Flows</p>	<p>Majority </p>	<p>Reducing </p>	<p>Reducing </p>	<p>Minority </p>	<p>Samuel Kangave Ali Karmali Isaac Nsibambi</p>	<p>Recycling Subcommittee 2023 – Identify Recyclers, Develop EPR Subsidy Policy 2024 – Compliance & Reconciliation Process for Recyclers receiving EPR Subsidies</p>
<p>Recycling Economy Mass Flows</p>	<p>Minority </p>	<p>Growing </p>	<p>Majority </p>	<p>Reducing </p>	<p>Outsourced Services</p>	<p>IT, Accounting, Member Audit, Internal Audit Strategic Partnerships: BMOs, Development Community, Media</p>
<p>Circular Economy Mass Flows</p>	<p>Rare </p>	<p>Championing </p>	<p>Minority </p>	<p>Growing </p>	<p>VALUE CHAIN STAKEHOLDERS & GASP ENGAGEMENT</p>	
<p>Raw Material Suppliers are an entity that produces & supplies primary or intermediate raw materials to convert into a finished or semi-finished product.</p>	<p>Annual Membership Fee fixed rate regardless of size. Representation on GASP Board. Engage Convertors & Packaging Users for circular innovation. Support mass flows reconciliation.</p>	<p>GASP'S PROVEN EPR MODEL</p> <ol style="list-style-type: none"> 1. Collaboration <ol style="list-style-type: none"> a. Collaboration with all public & private stakeholders b. Based on global standards & local adaptation c. Annual Membership Fees based on role in value chain & tons of packaging used d. Monthly EPR Fees based on materials, volume of packaging users & producers 2. Accountability <ol style="list-style-type: none"> e. Real time recognition & validation on GASP website & app f. Aggregate revenue & spend transparently shared with all members g. Data privacy will be maintained by management at all times h. Ethical & moral standards applicable to all stakeholders 3. Respect <ol style="list-style-type: none"> i. Concierge service for members to support on 			<p>GASP BOARD TEAM 2023</p> <p>Tony Gadhoke Mukwano Industries Limited</p>	<p>Board Chair Governance Board Committee Member Strategy Board Committee Member</p>
<p>Convertor are an entity that transforms two secondary raw materials or combines two secondary raw materials to create a new product</p>	<p>Annual Membership Fee fixed rate regardless of size. Monthly EPR Fee based on fixed rate per kilogram of packaging sold. Fee dependent on material type & circular versus linear recyclability.</p>				<p>Kirunda Magoola Coca Cola Beverages Uganda</p>	<p>Board Vice Chair External Engagement Board Committee Member Strategy Board Committee Member</p>
<p>Manufacturers are an entity that transforms raw material into finished good for sale or other use including intermediate processes that involve production or finishing or semi-manufactured goods</p>	<p>Representation on GASP Board. Engage Raw Material Suppliers, Packaging Users, Waste Sorters & Recyclers to design for sustainable & lower cost recycling, innovation to increase recycled material offtake & circular packaging innovation & investment. Support mass flows reconciliation.</p>				<p>Mahdi Mshaimesh Hariss International Limited</p>	<p>Governance Board Committee Member Strategy Board Committee Member</p>
<p>Packers are an entity who uses or modifies packaging materials in the production or formation of packaging.</p>					<p>Joram Bamwiine Crown Beverages Limited</p>	<p>Strategy Board Committee Member</p>
<p>MEMBERSHIP COMMITTEE Manage Membership Pipeline Conversion</p>					<p>Suleiman Ngondi Uganda Breweries Limited</p>	<p>Operations Board Committee Member</p>
					<p>Ali Karmali Mukwano Industries Limited</p>	<p>Membership Subcommittee Member</p>

<p>Filler refers to an entity that fills empty packaging with their products before being placed in the market</p> <p>Importer refers to an entity that introduces a packaged product into the market from a jurisdiction outside Uganda boundaries</p>	<p>Annual Membership Fee based on annual volume of packaging procured locally or imported. Monthly EPR Fee based on fixed rate per kilogram of packaging procured/ imported. Fee depends on material type & circular versus linear recyclability. Representation on GASP Board. Engage Raw Material Suppliers, Convertors & Waste Recyclers to design for sustainable & lower cost recycling & circular innovation. Support mass flows reconciliation.</p>	<p>technical & regulatory matters.</p> <p>3. Passion</p> <p>j. EPR fees will subsidise collection, sorting & recycling ecosystem operators.</p> <p>k. EPR fee policy will be based on complexity, recyclability & circularity of waste.</p>	<p>Brenda Kobutungi Uganda Breweries Limited</p>	Membership Subcommittee Member		
			<p>RECYCLING SUBCOMMITTEE Compliance & Reconciliation Process for Recyclers receiving EPR Subsidies</p>		<p>Samuel Kangave Coca Cola Beverages Uganda</p>	Recycling Subcommittee Member
			<p>SUCCESS MILESTONES FOR 2030</p>		<p>Isaac Nsibambi Crown Beverages Limited</p>	Recycling Subcommittee Member
<p>Retail Traders refers to distributors, food outlets & retailers of packaged goods. All sizes of retailers are included from shopping malls to kiosks.</p>	<p>Participate in behaviour change campaigns. Act as collection centres, waste sorting centres. Engage Convertors, Packaging Users, Waste Operators to support better recycling, and explore retailing using returnable & refillable packaging.</p>	<p>1. Collaboration</p> <p>a. Every Ugandan will have awareness, education & passion for the environment</p> <p>b. Strong collaborative partnership established with all public & private stakeholders</p> <p>c. GASP's EPR's Core Process is adopted across all packaged goods sectors</p>	<p>Ali Karmali Mukwano Industries Limited</p>	Recycling Subcommittee Member		
			<p>COMMUNICATIONS SUBCOMMITTEE Develop & Execute PR & Communications Strategy to support Membership Subcommittee and position GASP as the leading high impact PRO in Uganda</p>		<p>Pearl Nimusiima Coca Cola Beverages Uganda</p>	Communications Subcommittee Member
<p>Waste Collectors/ Aggregators refers to both formal and informal companies engaged in the collection and transportation of waste in single or separate streams from waste at formal or informal disposal points or from the environment. (<i>Waste Pickers are not included in this definition however will need to be considered in future to support with subsidy</i>)</p>	<p>Participate in GASP initiatives towards ethical waste management & recycling, support mass flows reconciliation, and potentially receive subsidies in the future once the relevant mass flows & payment tracking technology supports it, thereby boosting fair paid jobs in the formal & informal economy. Access to technical education. Support mass flows reconciliation.</p>	<p>2. Accountability</p> <p>a. GASP built on ethical standards, financially sustainable & transparent governance</p> <p>b. GASP's proven EPR Core Process has broad stakeholder commitment</p>	<p>Jemimah Akatekit Crown Beverages Limited</p>	Communications Subcommittee Member		
			<p>ADMIN & FINANCE SUBCOMMITTEE Establish Operational & Governance Capacity to run GASP</p>		<p>Madhav Dhawal Mukwano Industries Limited</p>	Subcommittee Member – Finance
<p>Waste Sorters refers to companies engaged in the sorting of waste into separate material fractions for sending downstream to recycling, composting, incineration or landfill companies.</p>	<p>Annual Membership Fee to participate in GASP initiatives towards ethical waste management & recycling, support mass flows reconciliation, and potentially receive subsidies in the future once the relevant mass flows & payment tracking technology supports it, thereby boosting fair paid jobs in the formal & informal economy. Access to technical education, capacity building, local market opportunities. Participate in bidding for contracts with GASP and contractual obligation to receipt for volumes of PET recycled/ processed to justify subsidies.</p>	<p>3. Passion</p> <p>a. Circular Economy principles are embraced by all stakeholders</p>	<p>Steven Emorut Crown Beverages Limited</p>	Subcommittee Member – Finance		
<p>Waste Recyclers refers to companies engaged in the reprocessing of sorted post-consumer material waste into a form that can be used by a convertor to manufacture either a different product (i.e., down cycling) or back into the same application from which the waste came (i.e., Circular recycling).</p>			<p>Edgar Mugenyi Mukwano Industries Limited</p>	Subcommittee Member – Admin		
<p>NATIONAL, INTERNATIONAL AND LOCAL COMMUNITY PARTNERSHIP & GASP APPROACH TO PARTNERSHIP & ENGAGEMENT</p>						
<p>National & Local Government Engage to partner with private sector voluntary in EPR development & for national EPR legislation & regulation. Engage to support stakeholders at all levels to ensure GASP members are ahead of regulation, compliance</p>	<p>Business Membership Organisations (BMO) Engage to provide value to BMO members through GASP membership to align with PRO and EPR voluntary & mandatory regulations and understand & engage in opportunities as Uganda shifts to the Recycling and Circular Economy.</p>		<p>International Partners Engage to partner for cross-sharing global best practices & grant funding to subsidise specialist & technical resources & technology access.</p>			
<p>Consumer Consumer means the end user of a product. GASP will provide to consumers through media platforms education & awareness of the need to shift from a Linear to a Recycling & Circular Economy, including awareness of sustainable brands & supply chain partners, and invitation to participate in environment impact activities. GASP will run behaviour change campaigns.</p>	<p>Business Community This community includes innovators in developing & commercialising products made from post-consumer waste materials. GASP aims to support this community through the formation of a business development support mechanism.</p>		<p>General Public GASP will increase awareness & education about how Uganda's environment can be improved by adopting Recycling & Circular Economy Models, and showcase individuals, companies and regulators who are making this happen in Uganda.</p>			

A	BOARD	SECRETARIAT SUPPORT	OUTSOURCE SUPPORT	2023 MILESTONES – Q4	2024 MILESTONES – Q1 to Q2
1	Governance	Admin & Finance Subcommittee		<ol style="list-style-type: none"> 1. Participate in Monthly Board Meetings 2. Approved Board Charter 	<ol style="list-style-type: none"> 1. Terms of Reference for Board, Advisory Board & Management Team 2. Recruit all Board Seats as per Composition
2	Strategy	Membership; Admin & Finance; Communications Subcommittees		<ol style="list-style-type: none"> 1. Participate in Monthly Board Meetings 2. Approved Strategy Roadmap for 2023 to 2030 3. Approved Corporate Identity; PR & Communications Strategy 4. Approved EPR & Annual Membership Fees; EPR Subsidy Policy 	<ol style="list-style-type: none"> 1. Provide Guidance on Contracting Recyclers, Application of EPR Subsidy 2. Management Team hired for Normative Phase 3. External Funding
3	Operations	Recycling Subcommittee		<ol style="list-style-type: none"> 1. Participate in Monthly Board & Subcommittee meetings (as needed by Secretariat) 	<ol style="list-style-type: none"> 1. Participate in Secretariat Meetings to Ensure Compliance 2. Provide Guidance on Compliance & Reconciliation Process for Recyclers
4	External Engagement	Communications Subcommittee		<ol style="list-style-type: none"> 1. Participate in Monthly Board Meetings 2. Participate in key strategic external events 	<ol style="list-style-type: none"> 1. Provide Guidance on Membership Pipeline Conversion, Potential Members for Recruitment
B	SUBCOMMITTEE	SECRETARIAT MEMBERS RESPONSIBLE	OUTSOURCE SUPPORT	2023 MILESTONES – Q4	2024 MILESTONES – Q1 to Q2
1	Recycling	Samuel Kangave Ali Karmali Isaac Nsibambi	Waste Collectors Associations	<ol style="list-style-type: none"> 1. Develop EPR Subsidy Policy & Terms of Reference for Recyclers 2. Identify Recyclers to Participate in Open Bidding Process 	<ol style="list-style-type: none"> 1. Establish Compliance & Reconciliation Process for Recyclers 2. Contract Recyclers
2	Membership	Ali Karmali Brenda Kobutungu	Consultancy on PET Manufacturers & Importers; BMO Partnerships	<ol style="list-style-type: none"> 1. Identify Potential Members from each Value Chain Category 2. Develop Onboarding Process for Members 	<ol style="list-style-type: none"> 1. Intensive Recruiting
3	Communications	Jemimah Akatekit Pearl Ninsiima	Website Development; Branding Agency	<ol style="list-style-type: none"> 1. Develop Corporate Identity 2. Develop PR & Communications Strategy 	<ol style="list-style-type: none"> 1. Raise Profile of GASP (PRO/EPR Systems, Experience, Governance, Membership Base)
4	Admin & Finance	Edgar Mugenyi Madhav Dhawal Steven Emourout	Internal Audit	<ol style="list-style-type: none"> 1. Set EPR & Annual Membership Fees 2. Develop a 1 Year Monthly & 3 Year Annual Budget 	<ol style="list-style-type: none"> 1. Develop Internal Audit Scope & Sequence 2. Member Audit 3. Apply for External Funding