



**BRICS SEMINAR ON
SUSTAINABLE GOVERNMENT PROCUREMENT**

REPORT

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BRICS Seminar on Sustainable Government Procurement

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1. Introduction

The BRICS Seminar on Sustainable Government Procurement, launched under Brazil's 2025 Presidency, marked the first structured initiative within the BRICS framework to place public procurement at the center of discussions on sustainable development. Coordinated by the Ministry of Management and Innovation in Public Services (MGI), the Seminar aimed to reposition procurement as a strategic policy instrument - beyond its administrative function - capable of fostering inclusive, resilient, and innovation-driven development.

Brazil originally proposed the creation of a dedicated working group to deepen dialogue and cooperation in this field. The initiative was ultimately formalized within the BRICS calendar as a seminar, maintaining its intended seminar-style format: non-negotiating, focused on technical exchange, and structured to highlight concrete tools, national experiences, and institutional pathways.

The Seminar unfolded across three thematic dimensions that structured its agenda:

- I. the economic dimension, focused on strengthening national industries, supporting SMEs, and promoting innovation
- II. the social dimension, centered on equity and access to public services
- III. and the environmental dimension, aimed at accelerating green transitions and reducing emissions through strategic procurement.

Over three phases - a virtual opening session (March 28), two technical sessions (April 22-23), and a high-level in-person meeting in Brasilia (May 26-27) - the Seminar brought together national governments, development banks, multilateral organizations, and BRICS+ delegations. Discussions covered a wide range of policy instruments and implementation challenges, from digital platforms and local content requirements to offsets, preference margins, and institutional capacity building.

This report provides a thematic and institutional synthesis of the initiative, offering a record of the discussions held and serving as a reference for future work. Brazil's intention in launching the Seminar was not only to share its own policy innovations - including the National Strategy on Public Procurement (ENCP) and the Interministerial Commission on Sustainable Public Procurement (CICS) - but also to open space for structured cooperation among BRICS and BRICS+ countries.

More broadly, the Seminar reflects Brazil's commitment to building a shared South-South agenda on strategic economic tools. The strong interest expressed by multiple delegations in maintaining this dialogue suggests that public procurement can become a key pillar of BRICS cooperation going forward

2. Political and Institutional Context

The decision to launch the BRICS Seminar on Sustainable Government Procurement under Brazil's 2025 Presidency stemmed from a convergence of strategic, political, and institutional motivations. Amid intensifying global challenges — from climate change and inequality to supply chain disruptions and fiscal constraints — governments are re-examining public procurement not only as a tool for service delivery, but as a driver of structural transformation.

In this context, Brazil proposed the establishment of a working group within the BRICS framework to deepen dialogue around sustainable procurement and explore opportunities for technical cooperation. While the initiative was ultimately formalized in the BRICS calendar as a Seminar, it maintained the originally proposed format: technical in nature, centered on knowledge exchange, and with no negotiations or joint declarations.

At the national level, the initiative aligned with Brazil's internal policy agenda. The current administration has reaffirmed the central role of the State in supporting reindustrialization, accelerating the green transition, and advancing sustainable development. Public procurement has been explicitly recognized as a key lever in this strategy, as reflected in Brazil's new industrial policy, the establishment of the Interministerial Commission on Public Procurement for Sustainable Development (CICS), and the design of a National Public Procurement Strategy (ENCP).

In parallel, Brazil's recent trade negotiations highlighted the strategic importance of preserving policy space in procurement. During 2024 negotiations with the European Union, Brazil withdrew its offer to the WTO's Government Procurement Agreement (GPA), reaffirming its right to use tools such as margins of preference, offsets, and pre-commercial procurement to support national development. Notably, none of the BRICS countries are parties to the GPA, giving them greater flexibility to align procurement frameworks with domestic economic and social priorities.

Internationally, the proposal aligns with broader BRICS goals. The Kazan Declaration, adopted under the Russian Presidency in 2024, emphasized economic sovereignty, the strengthening of local production systems, and South-South cooperation for a more inclusive and balanced multipolar world. In this light, public procurement emerges not just as a technical instrument but as a policy tool touching on industrial capacity, technological autonomy, and climate resilience.

The Seminar was structured around three key dimensions of sustainable procurement:

- (i) the economic dimension, focused on strengthening national industries, supporting micro, small, and medium-sized enterprises (SMEs), and fostering innovation
- (ii) the social dimension, aimed at advancing equity and expanding access to essential public services such as health, education, housing, and transportation; and
- (iii) the environmental dimension, seeking to accelerate green transitions and reduce emissions through the strategic use of public procurement.

The first virtual meeting on March 28, 2025, confirmed this approach. Brazil emphasized the initiative's intent to facilitate concrete knowledge exchange among countries, identifying strategic

tools and institutional practices adaptable to national contexts. The non-negotiating character of the initiative and its openness to different institutional traditions were reaffirmed.

The timing of the initiative was also strategic. With the 2024 expansion of the BRICS to include six new members — Saudi Arabia, Egypt, the United Arab Emirates, Iran, Ethiopia, and Indonesia — the group became more diverse in institutional arrangements and development strategies. This heterogeneity enhances mutual learning opportunities, as illustrated by Indonesia's presentation on integrating sustainability criteria into e-procurement systems. At the same time, it highlights the need for platforms capable of fostering dialogue and trust across different contexts.

The Seminar's design — combining institutional framing, technical exchanges, and high-level dialogue — aimed to position public procurement as a bridge between development policy and international cooperation. It brought together governments and key institutions, including the United Nations Industrial Development Organization (UNIDO), the Brazilian Development Bank (BNDES), the National School of Public Administration (ENAP), and the New Development Bank (NDB), to shape both vision and implementation strategies.

This multi-actor dimension was reinforced during the high-level sessions in Brasília. The participation of the Ministry of Health in Brazil's national presentation showcased growing internal coordination around procurement. ENAP emphasized the importance of capacity-building and training materials for procurement agents. BNDES provided examples of aligning financial instruments with sustainability goals. The NDB opened discussions on the potential role of multilateral banks in supporting South–South cooperation on procurement.

These institutional perspectives were echoed in the Seminar's closing session. Several delegations stressed the importance of maintaining the space for dialogue opened by Brazil's Presidency, noting that articulating national strategies with multilateral coordination is vital for a long-term agenda. UNIDO offered to serve as a technical partner for future stages, while BNDES expressed interest in strengthening the role of public development banks in supporting strategic procurement.

The Seminar's political relevance was underscored by the presence of high-level representatives at the in-person meeting in Brasília, including Minister Esther Dweck (Brazil), Deputy Ministers of Finance from Russia and Egypt, and senior officials from Brazil's Ministry of Health, ENAP, NDB, and delegations from Indonesia, South Africa, Thailand, Uganda, and the United Arab Emirates. In her remarks, Minister Dweck highlighted the alignment of the Seminar with Brazil's development agenda and emphasized the role of CICS in consolidating procurement as a cross-cutting policy.

Several delegations reaffirmed the need to maintain autonomy and flexibility in national procurement systems while showing openness to structured technical cooperation. Brazil's Ministry of Health presented its institutional reforms to embed sustainability criteria into procurement, including the creation of intersectoral coordination mechanisms and sectoral seminars.

In this sense, the BRICS Seminar on Sustainable Government Procurement should be understood as part of a broader South-South effort to promote strategic economic instruments. Procurement is no longer merely administrative; it is a core governance tool that is increasingly central to building resilient, inclusive, and sustainable development trajectories across the BRICS and beyond.

3. Structure and Methodology of the Seminar

The BRICS Seminar on Sustainable Government Procurement was structured to enable a rich exchange of experiences through a combination of preparatory sessions, technical panels, and high-level dialogues. The organization of the event reflected Brazil's commitment to fostering constructive, non-negotiating discussions on how procurement systems can contribute to development goals across BRICS countries and partners.

The preparatory phase included a virtual meeting held on March 28, 2025, which brought together BRICS countries and guest participants to agree on the agenda, thematic structure, and modalities of participation. During this meeting, Brazil reaffirmed the Seminar's character as a platform for technical cooperation, without negotiated outcomes or political declarations, while welcoming inputs from diverse institutional traditions.

The in-person component of the Seminar took place in Brasília on May 26–27, 2025, and was divided into five structured segments:

1. Opening and Political Framing (May 26, afternoon):

This session included welcome remarks by Brazilian authorities and was followed by presentations from selected countries, which set the tone for the discussions by highlighting national priorities and approaches to sustainable procurement.

2. Technical Panels on Strategic Dimensions of Procurement (May 26, afternoon):

The first panel focused on the role of procurement in industrial policy and green transition, while the second explored its contribution to public service delivery and social inclusion. These sessions featured inputs from both government representatives and multilateral institutions.

3. Institutional Presentations (May 27, morning):

Presentations were delivered by the New Development Bank (NDB), Brazilian Development Bank (BNDES), and the National School of Public Administration (ENAP), which provided concrete examples of how public development institutions can support the alignment of procurement practices with sustainability goals.

4. Country Presentations (May 27, early afternoon):

Delegations from selected BRICS and BRICS+ countries shared national experiences in advancing sustainable procurement reforms, institutional innovations, and capacity-building initiatives.

5. Roundtable Discussion and Closing Session (May 27, late afternoon):

The Seminar concluded with a high-level roundtable where participants reflected on key takeaways and explored avenues for future cooperation. The session reinforced the potential for South–South collaboration and the importance of maintaining spaces for continued dialogue.

The thematic structure of the Seminar was organized around three key dimensions of sustainable procurement:

1. Economic: strengthening national industries, supporting SMEs, and fostering innovation
2. Social: promoting equity and improving access to public services
3. Environmental: accelerating the green transition through procurement tools

The event's institutional setup emphasized interministerial coordination and cross-sector engagement. In addition to the Ministry of Management and Innovation in Public Services, the Brazilian Ministry of Health, the Ministry of Science, Technology and Innovation, and the Casa Civil participated actively in the design and implementation of the Seminar. This approach sought to position procurement as a transversal policy tool, engaging various sectors and levels of government.

Participation extended beyond BRICS members to include representatives from BRICS+ countries, multilateral organizations such as UNIDO, and development banks, reflecting a broader effort to anchor procurement within international development cooperation.

This organizational design ensured that the Seminar served not only as a platform for technical exchange, but also as a foundation for long-term institutional engagement, with attention to both country-specific realities and shared challenges across the Global South.

4. Institutional Contributions and Country Experiences

The BRICS Seminar on Sustainable Government Procurement was structured to include contributions from both BRICS and BRICS+ countries, as well as multilateral and national institutions. These contributions spanned all three phases of the Seminar and reflected a wide range of institutional perspectives and development trajectories. This section summarizes the confirmed presenters and sessions, with content to be detailed upon integration of the meeting notes and national submissions.

4.1 Opening Session (March 28, 2025)

The Opening Session of the Seminar, held virtually on March 28, 2025, was led by the Brazilian Ministry of Management and Innovation in Public Services (MGI). The objective was to present the background, structure, and goals of the initiative, highlighting the strategic importance of public procurement in promoting sustainable development, industrial policy, and the green transition. Brazil underscored that, while procurement accounts for a substantial portion of GDP across BRICS countries, the topic had not yet been addressed in a coordinated manner within BRICS cooperation. The initiative was framed as a non-negotiating platform for technical exchange, open to a diversity of institutional approaches.

Representatives from BRICS countries and invited partners welcomed the creation of a dedicated space for dialogue and knowledge sharing. UNIDO participated in the session and expressed interest in supporting future technical cooperation. Several countries emphasized the need to preserve policy space in procurement systems and acknowledged the potential of South–South collaboration in shaping innovative and development-oriented procurement strategies.

4.2 Technical Virtual Sessions (April 22–23, 2025)

The technical sessions were held virtually and included institutional and country presentations, followed by open discussion.

UNIDO delivered the first technical presentation of the day with a comprehensive presentation on the role of public procurement as a tool for demand-oriented industrial policy, situated within its broader mandate of inclusive and sustainable industrial development. The presentation underscored the importance of viewing public procurement not merely as an administrative function, but as a strategic lever capable of shaping domestic demand, supporting industrial upgrading, and fostering innovation. Drawing on a typology of demand-driven industrial policy instruments, UNIDO emphasized the state's role as a consumer that can guide industrialization through deliberate purchasing decisions. The session explored how procurement strategies can be aligned with national goals such as economic diversification, competitiveness, strategic autonomy, and the creation of decent jobs.

UNIDO also addressed the complexity of operationalizing sustainable public procurement (SPP), identifying key enabling conditions such as clear legal frameworks, cross-sectoral coordination, and institutional capacities. It warned of potential pitfalls in overly price-based procurement models, which may suppress innovation and entrench existing market dynamics. As a counterpoint, the agency advocated for the incorporation of additional award criteria that consider sustainability, innovation, and industrial development objectives. Several international examples were cited—including from Brazil, India, South Africa, and Korea—where public procurement has been used to stimulate green innovation and support SME development. Finally, UNIDO highlighted its ongoing work in capacity building and technical assistance, particularly in countries of the Global South, and reiterated the importance of maintaining policy space to tailor procurement instruments to local economic and developmental contexts.

China presented an in-depth overview of the evolution and current structure of its green public procurement (GPP) system, which has been developed and refined since 2004. The Ministry of Finance, in collaboration with key institutions such as the Ministry of Ecology and Environment and the National Development and Reform Commission, has implemented both mandatory and priority procurement systems. The country transitioned from detailed product lists to a category-based catalog, streamlining procurement of energy-efficient and eco-labeled products. In 2023 alone, government purchases of green products totaled over 93 billion yuan, covering approximately 85% of relevant procurement categories.

The green product system currently includes 43 types of energy-saving products and 92 eco-labeled product types, including vehicles and electronic goods. China has also introduced environmental standards for packaging through joint regulations issued in 2020, covering materials such as plastic, paper, and wood. Additionally, a 2024 directive now requires that New Energy Vehicles (NEVs) represent at least 30% of government vehicle purchases, and up to 100% in certain scenarios like secure communications.

Innovation is actively promoted through collaborative procurement mechanisms that allow for co-development of products and guaranteed purchasing agreements based on successful R&D. The presentation also detailed China's robust digital procurement ecosystem. Since 2000, the China

Government Procurement Website has evolved into a comprehensive e-procurement platform, now supported by tools like big data analytics and price monitoring to prevent market abuse and increase transparency.

The Chinese government's policies also support SMEs, which accounted for 70% of public procurement by volume in recent years. Across all dimensions—legal frameworks, innovation, digitization, and sustainability—China positions procurement as a key policy tool for achieving dual carbon goals and fostering a circular economy.

Brazil, represented by the Interministerial Commission on Sustainable Public Procurement (CICS) of the Ministry of Management and Innovation in Public Services (MGI), delivered a comprehensive presentation on the federal government's approach to advancing sustainable procurement as a strategic policy tool. The presentation highlighted the role of CICS as a central coordination body, tasked with aligning procurement practices across federal agencies and integrating sustainability into the heart of public spending.

The delegation emphasized that public procurement represents approximately 12% of Brazil's GDP, underscoring the potential impact of aligning purchasing decisions with environmental, social, and economic development goals. Brazil's legal framework provides a strong foundation: the new Public Procurement Law (No. 14.133/2021) explicitly defines sustainability and innovation as key principles and objectives. Complementary legislation, such as Law No. 182/2021, fosters the participation of startups and enables experimentation with innovative procurement models.

The National Sustainable Public Procurement Strategy (ENCP) was presented as the overarching framework guiding federal actions. It is structured around eleven strategic guidelines that promote environmental criteria, social inclusion, innovation, and value for money. These guidelines seek to create coherence across broader national policy agendas, including the New Industry Brazil plan, the circular economy strategy, the green taxonomy, the climate agenda, and the Growth Acceleration Program (PAC).

The presentation also addressed current efforts to strengthen governance and develop monitoring tools. CICS is working to define and implement performance indicators that will support evidence-based policymaking. Emphasis was placed on the importance of interministerial collaboration and the integration of procurement with industrial and climate policies, aiming to transform public purchasing into a lever for sustainable development and innovation in Brazil.

On April 23, presentations were delivered by Indonesia, the United Arab Emirates, and Ethiopia.

Indonesia presented a comprehensive overview of its national strategy to institutionalize sustainable public procurement (SPP) under the leadership of the National Public Procurement Agency (LKPP). The presentation emphasized the significant role of public procurement in the national economy, accounting for approximately 38% to 49% of total government expenditures over recent years. Within this context, LKPP is advancing reforms to embed sustainability principles across all procurement stages, guided by Presidential Regulation No. 16/2018, as amended by Regulation No. 12/2021, and aligned with the National Development Plan 2025–2029.

The delegation highlighted key regulatory instruments, such as national SPP guidelines and model bidding documents, alongside operational tools like sustainability tagging within Indonesia's integrated digital systems—SiRUP (planning), SPSE (execution), and e-Monev (monitoring). These systems help institutionalize SPP practices and facilitate the tracking of implementation progress. Indonesia has also expanded its green product offerings in the national e-catalogue, strengthening market mechanisms to support sustainability.

Capacity building is a cornerstone of the Indonesian approach. The government has trained procurement officers and suppliers in over 600 public procurement units and continues to promote awareness and institutional readiness through pilot projects and market readiness assessments. Nevertheless, the presentation also addressed major implementation challenges, including fragmented sectoral regulations, limited demand for certified green products, high costs of certification, and knowledge gaps among procurement staff.

Looking ahead, Indonesia expressed interest in cooperating with BRICS partners to address shared challenges and foster knowledge exchange, particularly in the areas of capacity building, policy alignment, and tools for measuring the impact of SPP on broader development goals, including climate commitments and the Sustainable Development Goals (SDGs).

The United Arab Emirates (UAE) presented a robust and multidimensional strategy to embed sustainability across its public procurement system. Anchored in the revised Procurement Law No. 11 of 2023 and Cabinet Resolution No. 122 of 2024, the UAE's framework mandates the adoption of green procurement practices across federal entities. These include lifecycle costing, supplier sustainability certifications, and the enforcement of environmental and social standards in procurement criteria. The Ministry of Finance (MoF) has institutionalized a Sustainable Public Procurement (SPP) Guideline aligned with ISO 20400, supported by performance indicators such as procurement spending on sustainable products and savings through lifecycle analysis.

The UAE has developed a digital procurement platform integrated with AI and analytics tools, enabling real-time tracking of sustainability performance, carbon footprint monitoring, and supplier compliance scorecards. Sustainability considerations are embedded throughout all procurement stages, from planning to contract management, with specific weight given to ESG compliance in awarding contracts. Supplier onboarding is conditional upon verified environmental and social certifications (e.g., ISO 14001, 50001, 26000, SA8000), with incentives offered to SMEs and local suppliers contributing to the country's green economy.

Cross-sectoral collaboration has been key to implementation, involving ministries such as Industry and Advanced Technology, Climate Change and Environment, and Telecommunications, to harmonize efforts in areas such as the circular economy and AI-powered procurement systems. The MoF also conducts capacity-building programs through the Eco-Innovation Accelerator, having trained over 1,000 suppliers to meet sustainability requirements. Potential areas for cooperation with BRICS countries include harmonizing ecolabels, building shared digital tools, and developing joint training initiatives. This strategic approach aims not only at climate impact reduction, but also at enhancing economic competitiveness, innovation, and long-term fiscal sustainability.

Ethiopia presented a comprehensive overview of its ongoing public procurement reform process, led by the Federal Public Procurement and Property Authority (FPPA), with a growing focus on

sustainability and digitalization. The country is revising its legal and regulatory frameworks, including Proclamation No. 1333/2024, to embed sustainable and green public procurement (SPP/GPP) principles within its national procurement system. These reforms are supported by technical and financial cooperation with the World Bank, including the implementation of the Methodology for Assessment of Procurement System II (MAPS II), which identified systemic gaps and recommended strategic interventions.

As part of its reform agenda, Ethiopia is rolling out an Electronic Government Procurement (e-GP) system aimed at improving transparency, efficiency, and accountability. The system has already demonstrated benefits such as reduced transaction costs and time, improved data accessibility, and minimized opportunities for corruption. Notably, the e-GP contributes indirectly to environmental sustainability by reducing paper usage and travel-related carbon emissions.

Regarding GPP, the FPPA has developed a dedicated policy, guidance note, and implementation methodology, laying the groundwork for integrating environmental criteria—such as life cycle cost analysis and recycling—into procurement decisions. These efforts are aligned with Ethiopia’s broader climate strategy, including the Climate Resilient Green Economy (CRGE) initiative and the Green Legacy program, which has significantly expanded national forest cover.

The presentation emphasized the importance of political commitment, donor collaboration, and capacity building for procurement professionals. Key challenges include limited financial and human resources, insufficient digital infrastructure, and a lack of expertise and international exposure in SPP/GPP. Despite these obstacles, Ethiopia is positioning itself to gradually scale up sustainable procurement practices and contribute meaningfully to climate-smart governance.

4.3 High-Level In-Person Meeting (May 26–27, 2025)

The in-person segment of the Seminar was held in Brasília, with institutional and country-level presentations organized over two days.

On May 26, presentations were delivered by Thailand, Egypt, and Brazil.

Thailand presented a comprehensive national strategy to leverage public procurement as a strategic tool for industrial development and sustainability. The Thai delegation, led by the Comptroller General’s Department (CGD), highlighted the integration of procurement into the country’s long-term development plans, including the National Strategy, the Operational Plan of the Ministry of Finance, and the National Economic and Social Development Plan. These strategies converge around the Bio-Circular-Green (BCG) Economy framework, which promotes sustainable consumption and production while reducing environmental degradation. Procurement represents a significant share of the Thai economy—approximately 7% of GDP—with over 360,000 procurement officers and 370,000 registered suppliers engaged in more than six million procurement projects annually.

The delegation emphasized the legal foundation of Thailand’s sustainable procurement policies, especially Ministerial Regulation No. 2 B.E. 2563 (2020), which mandates the promotion of environmentally sustainable goods and services listed by the Pollution Control Department. Specific

and selective procurement methods are outlined for different types of supply, supported by detailed guidance through circular letters issued by CGD. Thailand has also acknowledged implementation challenges, such as difficulties in drafting technical specifications, identifying sustainable alternatives in the market, and collecting reliable data for policy decisions.

In addition, Thailand shared its Offset Policy, initially created for defense procurement but now expanded to broader public procurement projects valued above one billion baht. The offset program requires foreign suppliers to engage in technology transfer and economic collaboration to build national industrial capacity and global integration. Key objectives include enhancing technological independence, boosting industry competitiveness, and supporting economic growth. To operationalize this policy, Thailand has developed a platform including a stakeholder registry, capacity assessment tools, and project tracking mechanisms.

Egypt presented a comprehensive overview of its national approach to sustainable public procurement (SPP), highlighting recent advancements and institutional reforms. The strategy is guided by a unified legal framework rooted in Law No. 182 of 2018 and its executive regulations, which incorporate internationally recognized procurement principles and innovative practices. These include flexible procurement methods, promotion of SMEs, mandatory strategic planning, and the gradual implementation of a nationwide e-procurement system. Oversight is provided by the General Authority for Government Services (GAGS), under the Ministry of Finance, which leads capacity-building and standardization efforts across all levels of government, from ministries to municipalities.

The presentation underscored Egypt's alignment of procurement policies with its broader sustainable development agenda, notably Egypt Vision 2030. The legal and institutional architecture supports the integration of environmental and social criteria into procurement decisions, aiming to promote value for money, transparency, local economic development, and the adoption of clean technologies. Notably, Egypt mandates a procurement quota for SMEs of no less than 20% and employs bid security waivers and local content thresholds to encourage domestic production and inclusive growth.

Regionally, Egypt has played an active role in fostering public procurement cooperation across Africa and the MENA region, participating in platforms such as the African Public Procurement Network and the MENA-OECD Network. The Egyptian delegation emphasized the importance of regional and multilateral collaboration, including with UN agencies, to promote knowledge exchange and policy harmonization. Finally, Egypt proposed that BRICS members consider developing a shared voluntary framework to align green procurement criteria across jurisdictions and facilitate joint or pooled procurement initiatives. Political momentum, institutional coordination, and strategic planning were presented as key enablers of a successful transition toward sustainable procurement systems.

Brazil's Ministry of Health presented an innovative case study on the use of procurement offsets to foster industrial development and technological capacity in the healthcare sector, centered on the first phase of the Radiotherapy Expansion Plan (PERSUS 1). This program combined centralized procurement of linear accelerators (LINACs) with mandatory technological compensation mechanisms. These included the construction of a national LINAC manufacturing facility in Jundiaí (São Paulo), supplier qualification, joint software development with public research institutions, and the implementation of extensive training programs for technical teams.

The presentation emphasized how strategic procurement can support broader public policy objectives such as reindustrialization, innovation, and health sovereignty. The offset strategy was framed to catalyze productive ecosystems in alignment with national health needs. Nonetheless, the Ministry also highlighted several institutional challenges encountered in PERSUS 1, such as limited incentives for long-term sustainability, lack of inter-ministerial coordination, and difficulty in ensuring continuity of production and supply after contract expiration.

In response, Brazil is now advancing PERSUS 2, a more integrated and forward-looking phase built on five key pillars: (1) capacity-building for health professionals; (2) investment in R&D for radiotherapy technologies; (3) improvement of services and maintenance infrastructure; (4) feasibility studies for new industrial facilities; and (5) enhanced governance and institutional articulation. The experience was presented as a compelling model for aligning health procurement with industrial and sustainability policies through innovation-oriented public contracting.

On May 27, presentations were delivered by the New Development Bank (NDB), the Brazilian Development Bank (BNDES), the National School of Public Administration (ENAP), Russia, South Africa, and Uganda.

The New Development Bank (NDB) delivered a comprehensive presentation outlining its strategic approach to operationalizing sustainable public procurement (SPP) across its member countries. The Bank emphasized that SPP is a critical pathway for achieving broader sustainability goals, aligning closely with the Sustainable Development Goal (SDG) 12.7, which encourages the adoption of sustainable procurement practices in accordance with national policies and priorities. The NDB stressed that public procurement must play a role in realizing each country's Nationally Determined Contributions (NDCs), referencing specific climate targets from Brazil, India, and China.

The presentation detailed how the NDB's General Strategy for 2022–2026 incorporates sustainability as a cross-cutting objective, with procurement serving as a key lever to reinforce country systems, foster policy innovation, and promote local economic development. The Bank's procurement framework supports the use of national systems while encouraging the integration of environmental, social, and gender-responsiveness criteria. One of the key initiatives presented was the SPP Resource Hub—an online platform developed by the NDB to provide policymakers and practitioners with access to guidance documents, best practices, tools, and case studies tailored to SPP implementation.

In addition to mapping SPP practices across member countries—including Brazil, India, Egypt, and South Africa—the NDB signaled its intention to reassess these systems in 2025/2026 as a basis for scaling up its engagement. It proposed creating stakeholder dialogue forums and aligning procurement with national sustainable development strategies, focusing on sectors such as green construction, renewable energy, and circular economy. The NDB concluded by underscoring the importance of political will and professional training for procurement officials as essential enablers of impactful and lasting SPP reforms.

BNDES presented its comprehensive role in promoting sustainable public procurement, emphasizing how public development banks can act as strategic enablers of environmental and social transformation. The bank showcased its multifaceted financing instruments—including grants, guarantees, structured credit, equity investments, and project structuring services—used to mobilize resources towards sustainability-oriented initiatives. It underscored that directed credit, when

aligned with public policies, functions as an indirect but powerful form of public procurement, channeling investment into sectors such as housing, climate adaptation, and employment generation. In line with Brazil's strategic planning instruments—including the Growth Acceleration Program (PAC), the Ecological Transformation Plan (PTE), and the “Brazil New Industry” initiative—BNDES is set to invest over US\$ 55 billion in infrastructure, energy transition, digital connectivity, and socio-environmental projects.

Specific examples included investments in urban mobility, renewable energy, and circular economy infrastructure. The bank also highlighted its Local Content Policy, which aims to foster domestic industrial capacity by accrediting products and services that meet minimum thresholds for national components, labor, and innovation. This accreditation process supports procurement decisions that align with national development goals and stimulate local technological advancement.

BNDES reaffirmed its commitment to collaborate with other BRICS development banks and multilateral partners to improve impact measurement tools and harmonize sustainability criteria. It also expressed interest in jointly developing methodological frameworks that link procurement with industrial and climate objectives. The bank's approach illustrates how financial institutions can play a catalytic role in scaling up sustainable public procurement, creating the conditions for an inclusive green transition that supports innovation, decent work, and productive capacity across emerging economies.

The National School of Public Administration (ENAP) presented its role as a strategic institution for building procurement-related capacities across all levels of government in Brazil. ENAP emphasized its longstanding commitment to strengthening the State through education and innovation, particularly in areas related to environmental sustainability, digital transformation, and social inclusion. Its presentation during the BRICS Seminar highlighted the CapGov Program, which focuses on developing the competencies necessary for sustainable public procurement. This includes technical training on life-cycle costing, value-for-money analysis, inclusion, and climate-sensitive planning, all critical for integrating sustainability into procurement practices.

A key pillar of ENAP's strategy is its open and free digital platform, EV.G, which has become a central tool for capacity building. The platform hosts over 800 courses and has issued more than 1.8 million certificates, including over 123,000 in topics directly related to the environment and climate. ENAP's curriculum reaches across federal, state, and municipal levels, and includes programs tailored to senior leadership and international audiences. In addition, ENAP is actively investing in research and advisory services for public policy evaluation and has launched initiatives such as the Executive Program E20 to foster leadership development and succession planning.

During the Seminar, ENAP reiterated its willingness to act as a long-term technical partner for BRICS, offering its digital infrastructure and pedagogical tools as shared spaces for learning and cooperation. The institution also proposed the development of joint pilot programs in sustainable procurement and emphasized the importance of interministerial collaboration and international exchange. As Brazil's main school of government, ENAP stands as a critical node for consolidating technical knowledge and spreading best practices across the public sector.

The Russian Federation provided a comprehensive overview of its public procurement system, emphasizing its strategic alignment with national economic and technological goals. The

procurement architecture is governed primarily by Federal Law No. 44-FZ, which regulates all public tenders, alongside Law No. 223-FZ for specific types of legal entities. Russia underscored its full digitalization of the procurement cycle through the Unified Information System (EIS), which ensures transparency, traceability, and integration with the federal treasury and budgeting processes. Procurement planning includes needs identification, budget alignment, and the use of multiple selection methods such as competitive tenders, auctions, and small-value procurements via electronic platforms.

The Russian delegation highlighted how procurement supports key industrial and innovation priorities, including the advancement of technological sovereignty and domestic production capacity. Special mechanisms, such as national preferences and import substitution policies, are used to promote locally produced goods and services. These include a 15% price preference for Russian-origin products and specific restrictions on the purchase of foreign goods, except from members of the Eurasian Economic Union (EAEU). Russia also applies both universal and sector-specific pre-qualification requirements, particularly for high-value or technically demanding contracts.

Concrete examples were provided from sectors such as pharmaceuticals and energy, where procurement serves as a tool to stimulate domestic industry. Environmental requirements are increasingly integrated into procurement specifications through national standards and evaluation criteria based on functional, qualitative, and ecological attributes. Russia emphasized the importance of regulatory stability, data-driven monitoring, and centralized oversight to support sustainable procurement objectives and facilitate the green transition. The country reaffirmed its commitment to sharing technical knowledge and best practices within the BRICS framework.

South Africa's presentation centered on the transformative role of public procurement in advancing inclusive development and redressing historical inequalities. The delegation highlighted a comprehensive suite of policy tools designed to empower historically disadvantaged individuals (HDIs), women-owned enterprises, and small businesses through public procurement processes. Central to this effort is the application of preferential procurement targets and enterprise development obligations embedded in public tenders, which mandate minimum levels of participation and subcontracting for designated groups.

The South African team emphasized that procurement is not merely an administrative function but a key lever for structural transformation and economic empowerment. They shared detailed experiences from sectoral programs, particularly in infrastructure and public works, where compliance with local content requirements and socio-economic goals is closely monitored. The presentation described the functionality of digital procurement platforms and supplier databases used to enforce transparency, enhance supplier visibility, and track contract performance over time.

A significant component of South Africa's strategy involves robust performance monitoring mechanisms and public reporting frameworks, which aim to ensure accountability and support data-driven policy adjustments. In addition to regulatory frameworks, the delegation underscored the importance of targeted capacity-building programs for both procuring entities and suppliers to ensure effective participation and compliance.

Finally, South Africa emphasized the need for continuous improvement through stakeholder engagement and policy evaluation. They welcomed opportunities for cooperation with BRICS

partners, particularly in areas such as supplier development strategies, impact assessment methodologies, and mechanisms to monitor transformation outcomes. The presentation reinforced South Africa's commitment to using public procurement not only as a tool for service delivery, but also as a powerful driver of equitable and inclusive development.

Uganda outlined the evolution of its sustainable public procurement (SPP) agenda, led by the Public Procurement and Disposal of Public Assets Authority (PPDA). The presentation framed SPP within Uganda's long-term Vision 2040, which aspires to transform the country into a modern and prosperous society. With 60–70% of the national budget allocated to procurement, Uganda views public purchasing as a critical lever for achieving climate and development goals. The delegation described the country's comprehensive legal framework—including the PPDA Act, updated 2023 Regulations, and new 2024 Guidelines—as the foundation for embedding sustainability principles across procurement processes.

Key reforms currently underway include the implementation of a 5-year SPP Action Plan and the establishment of a dedicated Sustainable Public Procurement Secretariat. Uganda has also launched an Electronic Government Procurement (e-GP) system that integrates sustainability considerations into procurement procedures and facilitates data-driven monitoring. The country is actively piloting new approaches to green criteria, reservation schemes, and supplier engagement, and aims to strengthen its market readiness for sustainable procurement practices.

Coordination across ministries and institutions plays a central role in Uganda's strategy. The PPDA collaborates with other government bodies, including the National Environment Management Authority (NEMA), Uganda National Bureau of Standards (UNBS), and sectoral ministries, to ensure alignment with broader environmental and social policies. Civil society organizations and the private sector have also been engaged in the process. Uganda emphasized the importance of institutional capacity building and donor partnerships to ensure long-term implementation and scaling. These efforts aim to create a robust enabling environment for mainstreaming sustainability across all levels of public procurement.

4.3.1. “Exchange of Views: Future of the Initiative” session

The final segment of the May 27 meeting was an open roundtable titled “Exchange of Views: Future of the Initiative,” facilitated by the Brazilian Presidency. Delegations were invited to share reflections and proposals on the continuity of the BRICS cooperation space on sustainable public procurement. Brazil reiterated that while the future of the initiative depends on the priorities of the incoming Indian presidency, the collective interest expressed during the Seminar could provide a strong foundation for continuity.

Throughout the discussion, several delegations emphasized the value of the Seminar in fostering trust, knowledge exchange, and strategic alignment among countries with diverse procurement systems and development contexts. Indonesia proposed the creation of a permanent platform for knowledge sharing and collaboration. Egypt advocated for the development of voluntary sustainability guidelines to orient national reforms. ENAP reaffirmed its readiness to host future joint training activities and provide a virtual space for continued engagement.

Multiple delegations expressed support for establishing a stable institutional anchor—potentially the New Development Bank (NDB)—to ensure continuity and shared ownership of the process. The discussions also pointed to the need for interministerial cooperation and broader inclusion of stakeholders, including environmental and social ministries, private sector actors, and oversight bodies.

Brazil confirmed it is preparing a dedicated paragraph on the Seminar to be included in the BRICS 2025 Leaders' Declaration, aiming to acknowledge the collective achievements and encourage follow-up. While the Brazilian Presidency's official calendar concludes with the Summit in July, the delegation signaled its openness to continued technical dialogue in the second semester, subject to country interest and alignment with the next presidency's priorities. The final report of the Seminar will be shared for comments before being published.

5. Thematic Priorities and Crosscutting Discussions

Across the three phases of the Seminar, several thematic priorities emerged as recurrent points of reference in the institutional presentations, speeches, and preparatory materials. Although the Seminar did not aim to produce negotiated outcomes or formal conclusions, the discussions highlighted shared policy concerns and strategic perspectives that may inform future cooperation among BRICS and BRICS+ members. This section summarizes the main crosscutting themes without repeating the details already presented in Section 4.

5.1 Public Procurement as a Tool for Industrial and Innovation Policy

There was wide consensus that public procurement is more than a bureaucratic or administrative function: it is a powerful strategic instrument to promote national industrial development, technological innovation, and inclusive growth. Discussions emphasized the need to preserve policy space to deploy instruments such as offsets, preference margins, and pre-commercial procurement — particularly in countries not bound by the WTO Government Procurement Agreement. These tools were viewed as crucial to enabling technology transfer, building domestic production capabilities, and reducing external dependency in key sectors.

Multiple national strategies highlighted procurement as a lever for long-term economic transformation, especially in areas such as health, infrastructure, and defense. Several participants also pointed to recent legal and institutional reforms that allow for greater alignment between procurement, industrial planning, and sustainable development.

5.2 Sustainability and Green Public Procurement

Environmental sustainability featured as a prominent theme throughout the discussions. Participants emphasized the potential of public procurement to serve as a catalyst for climate transition and ecological transformation. Strategies ranged from regulatory frameworks for green procurement to voluntary eco-labeling programs and lifecycle-based criteria. Crosscutting issues included the

integration of sustainability into procurement regulations, the use of procurement as a market signal to stimulate green innovation, and the need for technical guidance and institutional capacity to implement such approaches.

A recurring concern was how to make green procurement accessible to all suppliers, including SMEs, and how to balance sustainability goals with cost-efficiency and administrative feasibility.

5.3 Digitalization and Data Infrastructure

Digital transformation in procurement systems was another central topic. Participants shared experiences with e-procurement platforms, supplier databases, digital performance indicators, and open contracting standards. Common challenges included ensuring interoperability among systems, protecting data privacy, and building robust information infrastructures capable of supporting complex procurement cycles.

There was also interest in using digital tools to monitor compliance with sustainability and local content requirements, as well as to foster transparency and prevent corruption. Investments in digital capacity building, both within procurement authorities and among suppliers, were mentioned as a precondition for effective digitalization.

5.4 Capacity Building and Institutional Reform

Several contributions stressed the importance of strengthening institutional capabilities and investing in human capital. Beyond digital tools, participants highlighted the need for training programs, knowledge exchanges, and organizational change processes to ensure that procurement serves developmental objectives. Reform agendas included efforts to improve coordination among agencies, reduce bureaucratic bottlenecks, and update procurement legislation to reflect broader policy priorities.

Cross-border cooperation on training and curriculum development was also mentioned as a promising area for South–South collaboration. Some countries expressed interest in joint training modules, especially on green and inclusive procurement.

5.5 Governance and Policy Coherence

A key crosscutting theme was the need to enhance governance mechanisms and policy coherence across procurement systems. Many countries emphasized the importance of linking procurement with national planning, industrial policy, and budgeting frameworks. This requires not only legal adjustments, but also institutional coordination, stakeholder engagement, and political will.

Discussions also pointed to the importance of transparency, accountability, and public trust in the procurement process. Some delegations noted the value of aligning national procurement strategies with broader sustainable development commitments and macroeconomic goals.

6. Points of Convergence and Areas for Further Work

Although the Seminar was not designed to produce negotiated positions or formal conclusions, its three phases revealed notable points of convergence among participating countries and institutions, as well as a set of areas that warrant deeper exploration in future engagements. These insights stemmed from the content of the presentations, the structure of the discussions, and the official framing documents provided by the Brazilian presidency.

6.1 Recognition of Procurement as a Strategic Policy Tool

A broad consensus emerged around the understanding that public procurement can serve as a strategic instrument of public policy, far beyond its conventional administrative or legal functions. Across the Seminar, procurement was framed as a driver of inclusive development, sustainability transitions, industrial and innovation policy, and economic resilience. Participants emphasized that procurement strategies should advance economic and social objectives—such as employment generation and gender equality—alongside environmental goals.

6.2 Value of South–South Exchange

Participants underscored the importance of fostering spaces for South–South learning and cooperation. The Seminar created a rare opportunity for countries with similar developmental challenges to exchange institutional experiences, policy instruments, and technical frameworks. This exchange was seen as essential to build capacity, reduce reliance on externally imposed models, and strengthen policy autonomy across BRICS and Global South countries.

6.3 Shared Challenges in Implementation

Despite different national contexts, many countries face similar operational challenges in using procurement as a strategic tool. These include difficulties in aligning procurement frameworks with broader policy goals, capacity gaps in implementation, and legal or bureaucratic constraints. Moreover, participants noted the need for better data systems, improved coordination between procurement and planning bodies, and mechanisms to measure impact across economic, social, and environmental dimensions.

6.4 Role of Institutions in Driving Reform

Institutions were consistently identified as critical enablers of effective procurement reform. Discussions highlighted the importance of dedicated agencies, inter-ministerial coordination, and the political leadership required to align procurement with national development agendas. There was also strong emphasis on the role of public sector innovation schools, training institutes, and technical bodies in supporting capacity building and institutional learning.

6.5 Momentum for Continued Engagement

There was a shared perception that the Seminar marked a timely and meaningful step toward a renewed political and technical engagement on procurement among BRICS and partner countries. Many delegations expressed a strong interest in continuing the exchange of knowledge, tools, and policy experiences, particularly through structured formats that ensure continuity and institutional anchoring. The importance of maintaining this momentum throughout the remainder of Brazil's presidency—and potentially beyond—was widely recognized.

7. Next Steps and Forward-looking Proposals

The final segment of the BRICS Seminar on Sustainable Government Procurement was devoted to reflections on the future of the initiative. While no formal communique was issued, the structure of the event — particularly the “Exchange of Views: Future of the Initiative” session held on May 27 — made room for a preliminary exploration of possible institutional pathways to continue the agenda initiated under the Brazilian Presidency.

7.1 Building on the 2025 Process

The Seminar was framed by Brazil as the beginning of a longer-term dialogue. The three-phase structure — combining political visibility, technical exchange, and high-level participation — was intended to lay the foundation for more stable and recurrent cooperation among BRICS countries on public procurement as a tool for sustainable development and industrial transformation.

There was broad agreement on the value of this format and on the political relevance of preserving spaces for knowledge-sharing among countries that are not part of the WTO Government Procurement Agreement. This unique institutional configuration provides room for policy innovation and mutual learning within a South–South cooperation logic.

7.2 Need for a Stable Institutional Anchor

During the discussions, the need for a more stable institutional structure to support continued dialogue was raised. Given the rotating nature of the BRICS Presidency, several participants expressed interest in exploring ways to anchor the initiative in a permanent forum or platform, which could offer continuity regardless of the annual leadership changes.

One of the most mentioned possibilities — particularly in Brazilian remarks — was to consider the New Development Bank (NDB) as a potential host or convening institution for future exchanges. This proposal remains open for further elaboration and consultation with other BRICS members.

Brazil indicated that the NDB could serve as a permanent platform for regular exchanges on public procurement, technical cooperation, and access to financing. Russia welcomed this idea, highlighting the potential of the Bank to provide support.

Brazil also informed participants that the new Director General of the NDB Americas Regional Office would assume office in July, and that a meeting would be scheduled in August to discuss this possibility further.

7.3 Possible Areas for Technical Cooperation

Without formalizing a work plan, the Seminar opened space for identifying potential areas of technical cooperation among BRICS and BRICS+ members. Based on the Issue Note and the framing speeches, such areas may include:

- Comparative studies on procurement frameworks and reform strategies
- Joint development of training curricula and capacity-building modules
- Technical exchanges among national procurement authorities and schools of public administration
- Platforms for sharing sustainability criteria and innovation-oriented procurement models
- Collaboration with the NDB and other financial institutions to explore green and inclusive procurement financing tools.

These possible lines of work could be developed further under future presidencies or through side events aligned with the BRICS annual calendar. Several countries expressed interest in knowledge sharing, including training practices and digital tools. Egypt indicated interest in potential South–South cooperation on training initiatives.

7.4 Documentation and Dissemination

Brazil committed to compiling and disseminating the presentations and outcomes of the Seminar as a contribution to the institutional memory of the BRICS process. This report — along with the set of

PowerPoint presentations submitted by participating countries and institutions — will be shared with participants and made publicly available on the official website of the Brazilian BRICS Presidency.

Further dissemination activities may include publication in academic or policy-oriented outlets, in partnership with national research centers and international organizations.

8. Final Considerations

The Brazilian Presidency is honored to have led the organization of the BRICS Seminar on Sustainable Government Procurement in 2025. The initiative responded to a growing demand for technical dialogue and political coordination among countries that seek to align public procurement with the objectives of sustainable development, industrial transformation, and regional cooperation.

Throughout the three-phase process — encompassing preparatory technical exchanges and the in-person Seminar held in Brasília — the Seminar allowed for a rich and plural exchange of experiences. It confirmed the strategic relevance of public procurement as a tool to advance inclusive and sustainable development, particularly in the Global South.

The Presidency reaffirms Brazil's commitment to fostering long-term cooperation on sustainable procurement and expresses its satisfaction at the high level of engagement demonstrated by BRICS members and partners. The positive reception of the Seminar and the proposals presented during the meetings underscore the shared interest in preserving a dedicated space for dialogue, joint learning, and technical collaboration among countries outside the WTO Government Procurement Agreement.

By compiling the materials, discussions, and contributions gathered over the course of the Seminar, this report aims to support institutional memory and to serve as a reference for future initiatives in this area. Brazil is confident that the reflections and inputs presented here may inspire subsequent efforts — whether within the BRICS framework or in regional and multilateral platforms — to deepen cooperation and promote innovation in public procurement policies.



Seminar on Sustainable Government Procurement

OPENING SESSION PROGRAM

DATE: March 28, 2025

TIME: 8:30 – 10h (Brasilia Time)

LOCAL: SERPRO (Videoconference)

AGENDA

Opening of the Seminar on Sustainable Government Procurement

Presentation of the Seminar by Brazil

Objectives:

- Introduce the Seminar and its structure.
- Present the format of the upcoming meetings in April and May.
- Invite BRICS+ countries to share their experiences in future sessions.

Q&A Session and Closing Remarks





Agenda – Seminar on Sustainable Government Procurement – MGI – VDC 2

TUESDAY, 22, 2025

08:30 - 08:45	Opening Session	(by Brazil)
08:45 - 09:45	UNIDO - Public Procurement: Tool for Demand-Oriented Industrial Policy and South-South Cooperation	(Presentation + Q&A)
09:50 - 10:50	China - China's Green Procurement Policy	(Presentation+ Q&A)
10:55 - 11:55	Brazil - Institutional Framework for Sustainable Procurement	(Presentation + Q&A)
12:00 - 12:15	Closing Remarks	(by Brazil)

WEDNESDAY, 23, 2025

08:30 - 08:45	Opening Session	(by Brazil)
08:45 - 09:45	Indonesia - Indonesia Initiatives in Sustainable Public Procurement	(Presentation + Q&A)
09:50 - 10:50	EAU - The UAE's trajectory for Sustainable Public Procurement	(Presentation+ Q&A)
10:55 - 11:55	Ethiopia - Public Procurement Reform Process	(Presentation + Q&A)
12:00 . 12:15	Closing Remarks	(by Brazil)

Working Procedures

- BRICS meetings speech sequence respect the alphabetic principle.
- BRICS decision-making process is based on consensus.

Working Language and Interpreters

The working language of the meetings is English. Translation to Portuguese will be delivered while other languages only upon request with expenses to the requestion party. Interpretation booths can therefore be provided.



Agenda

MONDAY, MAY 26, 2025 – hosted by Acting Deputy Minister Aduino Modesto

ACCREDITATION: 12:30 – 14:00

All times are indicated in Brasília local time (UTC-3)

LUNCH AT SERPRO: 13:00 – 14:00

14:00 – 14:15	Opening Session	(By Brazil)
14:15 - 15:00	Thailand	(Presentation + Q&A)
15:00 – 15:45	Egypt	(Presentation + Q&A)
15:45 – 16:30	Brazil	(Presentation + Q&A)
16:30 – 16:40	Closing Remarks	(By Brazil)
16:40 – 17:00	Transfer to DATAPREV (transportation will be provided)	
17:00 – 19:00	Cocktail Reception hosted by Minister Esther Dweck at DATAPREV	

TUESDAY, MAY 27, 2025 – hosted by Minister Esther Dweck

ACCREDITATION: 08:30 – 09:00

09:00 - 09:15	Opening Session	(By Brazil)
09:15 - 10:00	New Development Bank	(Presentation + Q&A)
10:00 – 10:45	BNDES (Brazilian Development Bank)	(Presentation + Q&A)
10:45 – 11:30	ENAP (Brazil's National School of Public Administration)	(Presentation + Q&A)
11:30 – 12:15	Closing Remarks	(By Brazil)

LUNCH BREAK AT SERPRO

14:00 - 14:15	Opening Session	(By Brazil)
14:15 - 15:00	Russia	(Presentation + Q&A)
15:00 – 15:45	South Africa	(Presentation + Q&A)
15:45 – 16:30	Uganda	(Presentation + Q&A)
16:30 - 17:15	Exchange of Views: Future of the Initiative <i>(Open discussion on continuity and format)</i>	(Facilitated by Brazil)
17:15 – 17:30	Closing Remarks	(By Brazil)

Working Language and Interpreters

The working language of the meetings will be English.

Interpretation booths will not be provided during the meetings.



NOTE ON COFFEE BREAK AND REFRESHMENTS

- Throughout the event, a **permanent refreshment table will be available** both inside the main room and in the adjacent hallway, offering coffee, milk, a variety of teas, and petit fours.
- In addition, **full coffee breaks** will be available in the adjacent room during the following time slots:
 - May 26 (afternoon): 15:00 – 15:30
 - May 27 (morning): 10:00 - 10:30
 - May 27 (afternoon): 15:00 - 15:30

Please note that there will be no formal pause in the meeting schedule for coffee breaks.

Participants are kindly invited to help themselves to the refreshments during these time slots, at a convenient moment, without interrupting the ongoing sessions.



BRICS

Brasil 2025

COOPERATING FOR AN INCLUSIVE AND SUSTAINABLE WORLD

