



STRATEGIC PLAN 2020/21 – 2024/25

Vision: Lives transformed through IT services delivery



PREAMBLE



Hon. James Kabajo Kyewalabye

The NITA-U Strategic plan 2020/21 – 2024/25 has been developed and aligned to NDP III. The plan is one that transitions NITA-U from an IT infrastructure-based model to an IT service delivery model. To this effect, NITA-U created a new vision which is to see “Lives transformed through e-Services delivery”.

The strategic plan comes at a time when IT is being depended upon as a key driver for economic growth. This is evident from the NDP III and Vision 2040 which both cite ICT as one of the key fundamentals required to harness opportunities for faster economic growth.

NITA-U is striving to leverage e-Government to transform the way services are delivered to citizens. Over the next five years, we shall see services being delivered much faster and more affordably. This will bridge the gap

between Government and the citizen by increasing transparency and accountability.

The reforms being pursued in the new Strategic Direction are designed to ensure we perform our legislated functions more efficiently and with greater impact on Ugandan citizens. The new Strategic plan highlights three fundamental pillars on which NITA-U will base to achieve our vision. These are; service delivery excellence, operational excellence and relationship excellence.

NITA-U management agreed that these three foundational themes reposition NITA-U and advance the Board's vision for ensuring that 80% of Government services in the key priority sectors are available online and accessed by 60% of the target population.

I wish to thank the Members of the Board and all staff who were part of the Strategy plan formulation process from the initial stages.

As the Board, we look forward to providing the necessary governance that will see NITA-U achieve its mandate as per the Strategic plan.

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Hon. James Kabajo Kyewalabye

AG. CHAIRMAN BOARD OF DIRECTORS

FOREWORD

Uganda is fast-tracking digital technology, e-service delivery and infrastructure, the likes of which are used in the development of smart cities, Smart Government, smart offices and cloud strategies to achieve the country's National Development Plan. The government seeks to expedite its digital agenda and leverage technology that underpins smart homes, smart offices, cloud solutions, safe and smart cities, among others.

Through NITA-U, Uganda has identified '**digital transformation**' as one of the key drivers that will enable the transition of its economy under NDP III and has continued to invest into GovNet and various aspects of digital capability, including through major investments made through RCIP-5 and other sources.

In alignment with the National objectives and priorities enshrined in the NDP III, the NITA-U Strategic Plan was developed in consultation with key stakeholders using the Balanced Score Card Methodology which has enabled the alignment of all our efforts towards performance improvement for effective and efficient service delivery to our customers both in Public and private sector.

The Strategic Plan is well aligned with the objectives of Uganda's current NDP III, whose successful achievements will greatly rely on the digital sector. NDP III, which covers FY20–25, notes that digital technology can play a key role in catalyzing the nation's objectives, from raising agricultural productivity to improving broadband infrastructure, workforce competitiveness, and service delivery which is the government's flagship initiative that contributes to the objectives of Digital Uganda Vision and the Digital Transformation Program.

My sincere regards and appreciation go to the Executive Director National Information Technology Authority Uganda (NITA-U) and the NITA-U Board for policy direction, Leadership and oversight which has greatly shaped and focused this plan.

I am confident that our esteemed stakeholders and partners will continue to provide full support to further see lives transformed through e-service delivery.

Hon. Chris Baryomunsi
Minister of Information Communications Technology & National Guidance

ACKNOWLEDGEMENT



Dr. Hatwib Mugasa

I am pleased to present to you the NITA-U Strategic Plan for the period 2020-2025 in alignment with the National objectives and priorities enshrined in the NDP III. This Plan was developed using the Balanced Score Card Methodology which has enabled the alignment of all our efforts towards performance improvement for effective and efficient service delivery to our customers both in Public and private sector.

This Strategic Plan has been developed as a result of critical review and physical assessment of the NITA-U performance over

the previous period (2013-2018) to align with the National Development Plan III as well as the analysis of stakeholder expectations. The development of this plan was informed by data collection, analysis and reporting process such as the budget performance monitoring by the Ministry of Finance, Planning and Economic Development, the ICT Sector review and Office of the Prime Minister Annual Government performance reports among others.

The plan is premised on three (3) strategic focus areas namely service delivery excellence, operational excellence and relationship excellence. The plan identifies five strategic objectives which are aligned to these aforementioned focus areas, each with corresponding results and targets for the period of the Strategic Plan. Furthermore, several initiatives that are expected to enable NITA-U achieve the long-term goals have been identified in the Plan.

The development of this plan would not have been possible without the valuable contribution of our stakeholders and development partners and the dedication and commitment of all NITA-U staff. I wish to acknowledge and appreciate guidance and support provided by all stakeholders and the development partners. Over the new period of the plan we will, through relationship excellence, endeavor to further strengthen our relations and continue to create synergies with our partners and stakeholders as we implement the Plan.

My highest regards and appreciation go to the Hon. Minister of Information Communication Technology and National Guidance (MoICT&NG) and the NITA-U Board for policy direction and oversight provided over NITA-U Management which has greatly shaped and focused our plan.

I am confident that our esteemed stakeholders and partners will continue to provide full support to further “Drive the IT Revolution” for economic transformation.

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Dr. Hatwib Mugasa
EXECUTIVE DIRECTOR

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LIST OF ACRONYMS

BSC	Balanced Score Card
e-GP	e-Government Procurement
EXCO	Executive Committee
FY	Financial Year
GoU	Government of Uganda
GoVNET	Government Network
ICT	Information Communication Technology
LG	Local Government
MDA	Ministries Departments and Agencies
MoICT&NG	Ministry of Information Communication Technology and National Guidance.
MoFPED	Ministry of Finance, Planning and Economic Development
MTEF	Medium-Term Expenditure Framework
NBI	National Backbone Infrastructure
NDP	National Development Plan
NITA-U	National Information Technology Authority Uganda
RCIP	Regional Communication Infrastructure Program
R&D	Research and Development
SDG	Sustainable Development Goal
SO	Strategic Objective
SWOT	Strength, Weaknesses Opportunities Threats
UMCS	Unified Messaging Collaboration Services

EXECUTIVE SUMMARY

The NITA-U Strategic Plan 2020/21-2024/25 provides a paradigm shift in the way NITA-U will provide services to Government. The implementation of the strategy is expected to be delivered through implementation of 5-year National Development Plan (NDP III) with first two years already implemented. The strategic plan through the Digital Transformation Programme provides strategies to develop digital infrastructure, digital skills, digital innovations, close access and usage gaps and encourage digitization across the entire economy.

Satisfaction of the NITA-U customer who is an MDA/LGs/Government service delivery unit or citizen comes first and everything else is driven towards that goal. The process of delivering value to the customer has been clearly defined and the right resources have been aligned through the IT Service Delivery Model and guided by NDP III.

The Strategy has been informed by stakeholder expectations of NITA-U as stipulated in the Digital Transformation Programme in order to contribute to attainment of the National development priorities in Uganda's vision 2040 as well as emerging issues within the ICT global arena. To this end, the new strategic agenda focuses on three strategic pillars for the next five years i.e. **Service delivery excellence, Operational excellence and relationship excellence.**

The strategic objectives will be pursued across the three priority areas resulting in a number of outcomes such as a complete transformation in public service delivery, increased access to ICT by all regions especially the underserved regions, reduction in the cost of internet bandwidth and Government savings through rationalization of ICT services.

Structure of the Plan

The strategic plan chapters cover; background including the role NITA-U in Digital Transformation Programme; situation analysis, Strategic direction; coordination and implementation framework, cost and financing, risk management and monitoring and evaluation framework.

Strategic Direction

The goal of the Plan is, "to have 80% of priority public services offered online and 60% of the target population accessing e-services online."

This will be achieved through strengthening mechanisms for Quality, effective and efficient service delivery. The goal will be pursued under the overall theme of the Digital Transformation Programme which is to **increase ICT penetration and use of ICT services for social and economic development.** The key objectives of the plan are:

- i. Increase the national ICT infrastructure coverage
- ii. Enhance usage of ICT in national development and service delivery
- iii. Promote ICT research, innovation and commercialization of indigenous knowledge products

- iv. Increase the ICT human resource capital
- v. Strengthen the policy, legal and regulatory framework

To be successful, implementation of the plan will require ownership by all, effective annual planning and commitment of resources. **The following interventions will be used to deliver the strategy:**

- i. Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity to key areas
- ii. Establish and enhance national common core infrastructure
- iii. Mainstream ICT in all sectors of the economy and digitize service delivery
- iv. Strengthen Cyber Security in the country
- v. Automation of key NITA-U processes.
- vi. Develop innovation and incubation Centers
- vii. Undertake innovative management of e-waste
- viii. Implement Research and development program
- ix. Strengthen customer relationship management through strategic marketing and communication
- x. Develop and implement the NITA-U revenue growth program
- xi. Develop an ICT professional's quality assurance framework
- xii. Capacity building and skilling for e-Government services
- xiii. Implement the IT Service Delivery Model
- xiv. Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs
- xv. Design and implement the Data Protection and Privacy Program

Expected Results

- i. Increased coverage and access to ICTs
- ii. Increased quality of e-services
- iii. Increased usage of e-services
- iv. Improved service delivery
- v. Reduced cost of service delivery
- vi. Increased compliance

Costing and Financing of the Plan

Overall, a total of **UGX, 1.2 trillion** is required to implement the strategic priorities of NITA-U for the five years (FY2020/21 - 24/25).

Monitoring and Evaluation

Monitoring and Evaluation of the Strategic Plan will be carried out to ensure that the plan is timely implemented. Annual work plans and quarterly reports shall form the basis of ongoing monitoring while periodic evaluation shall be conducted and released through the annual report. For effective monitoring, evaluation and reporting, NITA-U will support and facilitate the directorate of planning, Research and Development will be responsible for coordinating monitoring and evaluation activities. The Monitoring and Evaluation plan will guide the authority to:

- Track implementation progress internally.
- Assess whether objectives are being achieved efficiently, effectively and their impact.
- Asses quick wins, best practices, successes and benefit from lessons learnt for corrective measures

NITA-U will use both quantitative and qualitative techniques to monitor and evaluate the performance of its respective Directorates, Departments and units in the implementation of this strategic plan. Comparisons between the standards given in the objectives and the actual results will be made and any variance identified to inform appropriate remedial actions.

1. CHAPTER ONE: INTRODUCTION

1.1 Background

Government of Uganda is committed to usage and deployment of ICT as means for social economic transformation to improve quality of life for all Ugandans. This is expected to be delivered through the implementation of the series of the 5-year National Development Plans, with the first 3 years already done.

NDPIII is premised on the Programme approach of planning, budgeting, implementation and performance reporting. The Programme focuses on delivery of common results, strengthen alignment of planning and budgeting frameworks to provide a logical framework for anchoring the Program-Based Budgeting System.

National Information Technology Authority Uganda is required to make commitments in line with National Strategic Agenda through development and implementation of plans based on the Digital Transformation Programme, whose plan is digitalization of Government processes and increased utilization of ICT across the entire economy to improve the efficiency, and effectiveness in service delivery, increase productivity and have an impact on the growth.

Further the authority is required to deliver the long-term goals of having harmonized and coordinated use of IT by government to improve the quality and efficiency of public services to strengthen internal information flows at the same time promoting accountability and transparency.

In addition, the authority is required to optimize the utilization of the scarce technical skills capacity and infrastructure through shared resources in government such as centralized data centers leading to ultimate overall financial savings in government IT adoption.

1.2 Legal framework of NITA-U

The National Information Technology Authority, Uganda (NITA-U) was founded under the NITA-U Act, 2009. The Authority is under the general supervision of the Ministry of Information and Communications Technology and National Guidance (MOICT&NG)

The National Information Technology Authority-Uganda was established with a mandate to coordinate, promote and monitor the development of IT in the context of social and economic development of Uganda.

In accordance with the mandate and implementation of National Development Plan, NITA-U is expected to play the planning, advisory, coordination, promotion, implementation, monitoring and evaluation functions in the areas of ICT Infrastructure, Standards, Legal and Regulatory, Strategy, Planning, Policy, e- Government, Information Security, IT Capacity and skills development, IT Project Management and Operationalization of the NITA-U Act. For operationalization of the Act, NITA-U is mandated with:

1. Coordinating and supervising utilization of Information Technology in the public and private sectors;
2. Advising Government on all matters of Information Technology development, utilization and deployment;
3. Setting and regulating standards for Information Technology planning, acquisition, implementation, delivery, support, organization, sustenance, disposal, risks management, data protection, security and contingency, planning;
4. Regulating and enforcing standards for Information Technology hardware and software equipment procurement in all Government ministries, departments, agencies and parastatals; and
5. Providing first-level technical support and advice for critical Government Information Technology systems.

1.3 Governance and Organisational structure

NITA-U's current governance and organization structure has been in place since its inception in 2009. NITA-U is under the general supervision of the Minister of ICT and National Guidance (MING). The supreme governing body of NITA-U is the Board of Directors. The NITA-U Board of Directors is appointed by the Minister of ICT and National Guidance and constituted as the governing body of the Authority. The Board is fully constituted.

The Board gives guidance on policy direction and strategies to the Authority as provided for in the NITA-U Act 2009. The Board facilitates, supervises and supports the NITA-U Executive in implementation of the NITA-U mandate and strategies. Amongst others, the Board is specifically responsible for formulation of policy guidelines, approval of budgets and action plans, monitoring implementation of plans and programmes, determining structure and establishing staffing levels and establishment of rules and procedures of the Authority.

At operational level, NITA-U has an established Secretariat that operates under directorates with each depicting a functional area for the Authority. The NITA-U Secretariat forms the organization's executive arm headed by the Executive Director supported by a team of directors responsible for various thematic directorates:

1. Directorate of E-Government Services
2. Directorate of Finance and Administration
3. Directorate of Information Security Services
4. Directorate of Planning, Research and Development
5. Directorate of Technical Services
6. Directorate of Regulation and Legal Services

NITA-U, in this new strategic direction has shifted focus to the customer and how value will be effectively delivered. The IT Service delivery model has been developed, approved and mapped to the vision and mission. It is a unified methodology for planning, sourcing, deploying and managing Information Technology as a platform for delivery of quality services.

The NITA-U Operation structure centers on the new IT services delivery model which provides for operating discipline, automated tools and more relevant talent acquisition and management strategies.

1.4 The national, legal and policy context

This section describes the policy and strategic context that has guided the development of NITA-U Strategic Plan.

The Strategic plan is in compliance with, National Information Technology -U Act 2009 and the Public Finance Management Act 2015.

Further the development of the strategic Plan has been informed by the NRM Manifesto 2021-2025, Uganda Vision 2040, NDP III (2020/21-2024/25).

NITA-U role within the National Development Plan III is encoed on Digital Transformation Programme. Specifically, to the Programme Implementation Action Plan, the Programme seeks to promote the use of ICT in the entire economy and society through:

- (i) Deployment of secure, integrated and cross sector infrastructure;
- (ii) Developing and promoting usage of quality communication and e-services,
- (iii) Digital inclusion and citizen participation;
- (iv) Ensuring standardization and interoperability of systems;
- (v) Enhancement of national cyber security
- (vi) Promoting innovation and commercialization of ICT products;
- (vii) Enhancing digital literacy and developing skills;
- (viii) Supporting development and uptake of emerging technologies such as Fourth Industrial Revolution Technologies; and
- (ix) Process re-engineering and automation for end-to-end government business and service delivery.

1.5 Purpose of the plan

The purpose of this five-year strategic plan is to provide guidance on how the identified interventions will be delivered in order to re-realise the national development economic agenda.

1.6 The process of developing the Strategic Plan

The Strategic direction is strongly positioned with in the National strategic direction as stated in the third National Development Plan (NDP III). To fully achieve the social and economic potential of digital technology and address the digital divide, the Third National Development Plan (NDP III) has aligned planning and budgeting through the key strategic programmes and interventions.

The specific programme that is aligned to the mandate of NITA-U is the Digital Transformation Programme which provides strategies to develop digital infrastructure, digital skills, digital innovations, close access and usage gaps and encourage digitization across the entire economy.

This strategic direction is further directly linked to the UN's Commitment to spear head e-Government and promote Sustainable Development Goals (SDGs). The UN goal to transform and reform the public sector by enhancing efficiency, effectiveness, transparency, accountability, access to public services and citizen participation.

Through series of meeting the heads of departments were tasked to identify the key strategic outcomes, key intervention area with specific outcomes and align to the NDP III. Through the series of meeting the draft strategic plan was submitted to EXCO which was discussed at different levels including the Board. External consultation

The approved strategic Plan was submitted to the National Planning Authority for certification for alignment with the third National Development Plan (NDP III) and to the Equal Opportunities Commission for certification for gender and equity responsiveness.

1.7 The structure of the Strategic Plan.

The strategic plan has been reviewed to align to the National Development plan III and it is for the period of 2020/21 and 2024/25. The strategic plan is structured along the following chapters

Chapter 1: Introduction; gives a background to the plan, the legal framework of NITA-U, its governance and organisational structure and the purpose of the plan

Chapter 2: Situation Analysis; analyses the current technical, social, economic, and legal environments within which the plan is expected to be implemented

Chapter 3: The Strategic Direction of NITA-U; this describes the organisational vision, mission, goal, objectives and adopted intermediate Outcomes, interventions and actions for the delivery of the strategic plan

Chapter 4: Financing Framework and Strategy; presents the financing framework of the strategic plan. It also provides the overall and disaggregated costs of the Plan, and the strategies for mobilizing the required financing.

Chapter 5: Institutional arrangements for implementing the Plan; the chapter outlines the roles and responsibilities of both internal and external stakeholders in the implementation of the strategic plan.

Chapter 6: Communication and Feedback Strategy/ Arrangements; the chapter outlines the strategies/approaches that will be employed to communicate the plan to the stakeholders.

Chapter 7: Risk Management; this identifies and analyses the potential impacts of key risks to achieve the NITA-U vision and purpose.

Chapter 8: Monitoring and Evaluation Framework; provides the NITA-U M&E arrangements, targets at goal, objective and output level.

Chapter 9: Project Profiles; provides a summary of the NITA-U projects, both ongoing and new.

2. CHAPTER TWO: SITUATION ANALYSIS

This Chapter presents a detailed review of Uganda's ICT development status and trends. It examines the political, social and economic environments in which ICT developments have been taking place. It goes further to identify the opportunities to be harnessed as well as threats to be cognizant of as the ICT development agenda is pushed forward. Lastly it takes note of emerging issues to be addressed by the ICT Sector.

The environmental scan considered developments at the national, regional and global scenes. The opportunities and challenges were identified in the context of political, economic, social and technological developments. Particular consideration was also done for legal and environmental issues that influence IT.

2.1 Opportunities and challenges in the Political environment

The relative political stability at national and regional levels has been a key booster to remarkable economic growth registered in Uganda and EAC region in the past decade. For example, political stability has made Uganda an attractive destination for Foreign Direct Investment (FDI) more so in the area of ICT. In the financial year 2017/18, FDI amounted to \$700 million an increase from \$626 million in 2016 (according to UNCTAD 2018 world investment report). It has also been a major driver towards the development of the national and regional communication infrastructure such as road, fiber optic cable networks, radio broadcasting and television networks. Analysts project political stability in the country and region to remain stable at least in the medium term which is an opportunity for further attraction of FDI and roll out of regional IT infrastructure. However, some analysts project the regional peace and stability to deteriorate on account of political instability and Ebola breakout in DR Congo.

The government of Uganda has also expressed political will in the promotion of IT infrastructure and services as depicted by direct investment in ICT infrastructure such as the NBI as well as provision of conducive policy institution and legal environment. The government policy framework towards communication has been focused on liberalization and competition. The major threat however, is possible policy reversal from liberalization to nationalization which may lead to rethinking of the current regulatory style and model.

2.2 Economic Environment

Uganda within the East African region has posted significant economic growth of about 6.2% over the last decade. As one of the first countries to be eligible for the Heavily Indebted Poor Countries (HIPC) initiative, Uganda's economic environment has greatly improved. The service sector was the largest contributor to GDP in 2017 (at 51%) and this is largely on account of growth in the communication and construction industry, manufacturing and agriculture contributed 27% and 22%, respectively. The growth in GDP poses an opportunity in terms of increased disposable income to purchase IT hardware among the nationals, which shows a good indicator

towards the easier adoption to the Information Technology structures Government is adopting. This gives a clear picture of the desired integration level of Information Technology practices that will ease the service delivery in the country and on top of that development of the other sectors through IT.

However due to the unforeseen economic shocks like drought in some parts of the country, inflation which is about 5.8%, economic growth has declined from 6.2% to 6% thus if this situation persists it will affect the investment in the ICT sector, therefore reducing the spread of the IT structures all over the country.

2.3 Social Environment

Uganda has a current population of 44.27 million as of the current demographics (UBOS 2018), 78% of the population are youth and 2.04 are elderly. The literacy levels among the youth is rising steadily being at 72.2% and this is attributed to the high enrolment levels under government programs of UPE and USE (basing on the information from the Ministry of Education and Sports). The increased literacy rates are an opportunity for IT development since a literate population can easily be sensitized and mobilized to adopt the use of ICT. Further, a youthful population is advantageous in IT development because it comprises mostly of early adopters in regard to the uptake of IT services. On the other hand, the education system which is largely theoretical has not enabled imparting of skills including computer literacy and IT.

In addition, 10.8% of the households are able to own IT assets like mobile phones, radios, television, laptops, computers etc. out of these, 98.1% can assess the use of these items mostly phones which makes the large number of the population to be easily absorbed into the IT revolution since most of them are well informed about the usefulness of Information Technology. Government has however come up to increase the awareness, relevancy and productive use of IT assets towards the public, through the different structures like Ministries, Local Governments but it has achieved little success because most of the bodies assigned this task need more technical support and capacity building from NITA-U towards achieving the desired goal.

2.4 Technological Environment

Within MDAs, ICT personnel account for only 1.9% of the total work force. This is a slight improvement compared to 2012/13, when 1.6% of all MDA employees were ICT personnel. Given government's ambition to mainstream ICT in its operations and to leverage ICT to improve the efficiency and effectiveness of service delivery through the use of e-government services, the proportion of ICT personnel is still very low. Other issues like the gender bias among ICT personnel (31.2% female vs. 68.8% male) as well as increased specialization in key areas like IT security and user experience design need to be urgently addressed through targeted efforts and programs.

All MDAs have Internet access and possess various computing devices, but the proportion of employees that routinely use computers is just over one third of the total MDA workforce (37%), while the proportion that routinely use the Internet is less than a quarter (22.5%). The low levels of routine use are a result of MDAs owning inadequate

number of computers, procuring insufficient Internet bandwidth to serve all employees, poor internal network infrastructure and the lack of adequate ICT skills and knowledge among employees that would enable them to effectively use computers and the Internet. Other challenges such as aging IT equipment and insufficient budgetary allocations for IT compound these problems.

NITA-U is the primary Internet Service Provider (ISP) for MDAs in Uganda, covering 83.1% of MDAs. Two thirds of MDAs (66.2%) report that they restrict access to particular websites, primarily as a mechanism to manage bandwidth. In addition, MDAs report the high cost of the Internet and insufficient bandwidth (60.6% and 54.5% respectively) as the major obstacles to wider use of the Internet for MDA work. Key informants reported that the cost of 1 Mbps/month was higher in Uganda than in other countries in the region, in Europe or the US. Nonetheless, the cost has been progressively falling. For instance, the average cost of 1 Mbps/month from NITA-U is \$70 down from \$600 in 2014. Whereas this is significantly lower than average market prices, the commercial providers have also progressively lowered their prices over the last five years.

MDAs have embraced the use of digital platforms to provide government services with half of them (50.7%) offering e-Government services via the web, 19.5% via SMS and 13% using mobile applications. In addition, 61% of MDAs plan to implement new e-Government services in the next five years. However, government needs to create more awareness and encourage new use of e-Government services. For example, just 17.4% of individuals that had interacted with an MDA were aware of any government or public service available online. Usage is even much lower, with only 5% of those aware of e-Government services having used an online service. Only 28.6% of MDAs have adopted cloud computing services with email as the most adopted cloud service, outpacing storage and software services. Most MDAs (86.4%) cite reduced ICT related costs as the primary benefit of cloud computing, but still have concerns about data security and the high cost of cloud services.

Information security has increased in importance to help protect MDA networks from cyber-attacks and security breaches. More than a quarter of the MDAs (77.3%) have developed an Information Security policy, but it is unclear how many of them have fully implemented their security policies and monitor compliance on a regular basis. A majority of MDAs (71.4%) experienced a security incident during financial year 2016/17, however only half of them (50.9%) reported an incident, increasing the likelihood of such security incidents re-occurring. On a positive note, many MDAs have implemented security measures within their networks to minimize the impact of security incidents. The MDAs that have appointed dedicated security personnel are 37.7%.

However, shortage of personnel with sufficient skills is still a major issue and regular comprehensive security awareness training for general MDA employees (as opposed to staff with IT functions) is largely non-existent. As MDAs increasingly use digital technologies, Information Security becomes ever more important to help protect MDA networks from cyber-attacks and security breaches.

2.5 Legal/Regulatory Environment

Towards establishing a conducive and competitive ICT legal framework, various Acts of Parliament and regulations are in existence, while others are in the pipeline, with provisions geared towards supporting ICT access and use at various levels of governance, businesses and livelihoods across different sectors. Some of these are summarized below

- National Information Technology Authority Uganda (NITA-U) act 2009.
- Electronic signatures Act 2011.
- Computer misuse act 2011.
- Access to information Act 2005.

Regulations include;

- NITA-U (E-Government Regulations) 2015 – SI No. 27 of 2015
- NITA-U (Authentication of IT Training) Regulations 2016 – SI No. 70 of 2016
- NITA-U (Certification of IT providers and Services) Regulations 2016 – SI No. 69 of 2016.
- Other supporting regulations in place include the NITA-U Authentication of IT Training Regulations 2016 and the NITA-U Certification of providers of IT products and services Regulation 2016.

Some of the policies have evolved to address narrow issues and remain largely fragmented. The current policies and strategies do not cover sufficiently the demand, supply and horizontal issues. Furthermore, some policies are in draft form. Hence there is a need to harmonize these policies and strategies. There is also need to identify and develop the critical missing policies and strategies.

The Government of Uganda has endeavoured to create awareness of the various laws and bills at different levels of governance. Over eighty (80) sensitization and awareness drives have been conducted to promote Cyber laws, NITA-U certification of Providers of IT Products and services) Regulations among 45 MDAs, local governments, training institutions, courts of Judicature and the Private sector. This has contributed to the increase in awareness on the Cyber Laws. According to the National IT Survey, awareness was at 83.1% in MDAs, at 61.9% in LGs survey and 18.5% among the individuals in the public. More effort therefore is going to be focused on sensitizing the public.

2.6 Performance of the Previous Plan

The previous Strategic Plan sought to achieve the following 8 major strategic goals:

- **Goal 1:** A rationalized and integrated National Information Technology (IT) infrastructure;
- **Goal 2:** Achieving transaction level e-government services for at least 50% of MDA IT systems;
- **Goal 3:** A well-regulated Information Technology (IT) environment in the public and private sectors;
- **Goal 4:** Strengthened capacity in MDAs (both institutional and human);

- **Goal 5:** IT research and innovations visibly supported and promoted;
- **Goal 6:** Information Security championed and promoted in Uganda;
- **Goal 7:** Strengthened and aligned institutional capacity to deliver the strategic plan;
- **Goal 8:** BPO/ITES industry developed and promoted.

Overall performance of the strategic plan was at 73% with most of the targets set out for the five-year period being met and exceeded for a number of indicators. Some of the areas of outstanding performance include provision of technical support to MDAs, centralized hosting of applications at the National Data Centre, Development and support of Government Websites, implementation of the National Information Security Framework and sensitization and awareness on the Cyber Laws.

23% of the set five-year targets were partially achieved while 4% were not achieved. Some of the targets that were partially achieved include connectivity of MDA sites, where the target was set at 400MDA sites and also coverage of the NBI by the number of Local Government Sites connected to the NBI. By the end of the five years, three hundred and thirty-two (332) MDA sites were connected which accounted for 83.5% percent while 25 Local Governments were connected and using services over the NBI. Other areas of low performance included roll out the National IT Project Management methodology, implementation of PKI and automation of NITA-U performance using the Balanced Score card.

Some of the reasons for deviation include:

1. Delay in implementation of last mile solutions which will connect over 1000 sites. The preliminary work such as surveys, Environmental Impact Assessment (ESIA) took over 6 months to accomplish. Lengthy approvals and no objections from World Bank also caused delays in the procurement processes. The project kicked off in FY 2018/19
2. Lack of capacity and ICT equipment in MDAs to utilize the services provided by NITA-U. A number of sites connected along the NBI route especially the Local Government lack terminal equipment, computers, ICT budgets and ICT personnel to utilize the services provided by NITA-U.

The funding for the Strategic Plan was realized at 49%. This also hindered some of the deliverables to be started or completed. The approval and implementation of the RCIP Project in FY 2016/17 has facilitated many of the key unfunded elements until the FY 2021/22.

2.7 Description of emerging issues

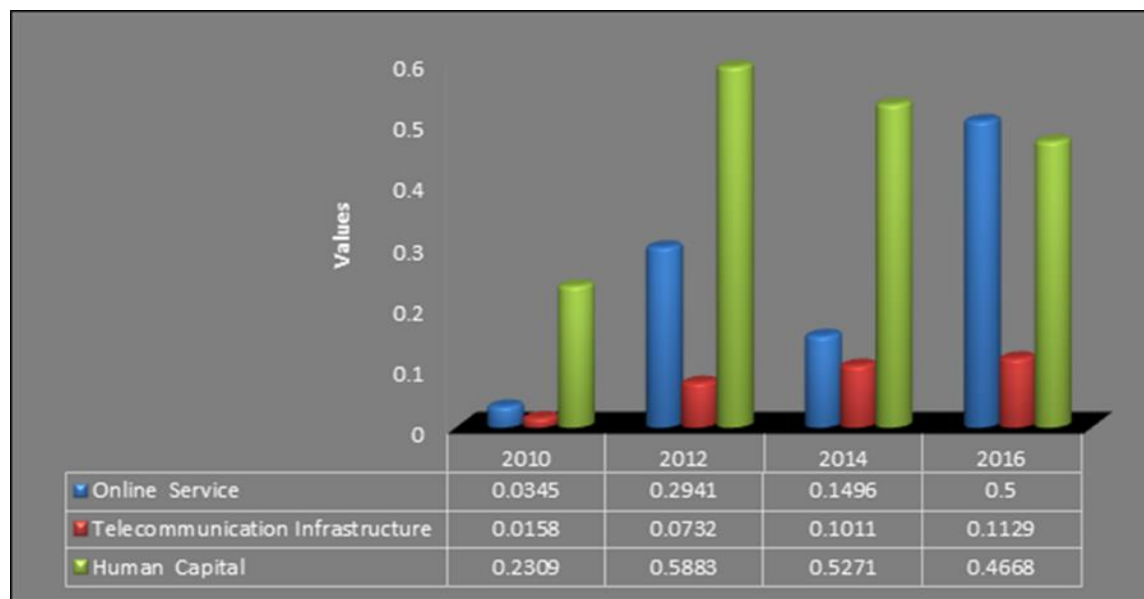
The use of ICT especially electronic services has significantly contributed to the efficiency and effectiveness of service delivery in both public and private sector institutions. Examples include Integrated Financial Management System (IFMS)- Ministry of Finance, Planning and Economic Development, Integrated Personnel and Pension System (IPPS) - Ministry of Public Service, Land Information Management

System- Ministry of Lands and Urban Development, E- Tax of Uganda Revenue Authority and e-Visa of Ministry of Internal Affairs.

On the global scale, the UN e-Government Survey 2016 Report reflects that Uganda has greatly improved in its global e-government development index from rank 156 to rank 128. The Online Service status for Uganda has improved from 14.9% in 2014 to 50% in 2016 compared to the 20% average for Least Developed Countries (LDCs).

Therefore, Uganda is now grouped in countries with a High Online Service Index (Between 0.50 and 0.75)

Figure 1: Uganda's e-Government ranking by components from 2010-2016



MDAs have embraced the use of digital platforms to provide government services with half of them (50.7%) offering e-Government services via the web, 19.5% via SMS and 13% using mobile applications. In addition, 61% of MDAs plan to implement new e-Government services in the next five years. However, government needs to create more awareness and encourage the use of e-Government services.

The sector is still faced with the challenge of adequate ICT infrastructure among MDAs and LGs with 24.1% of LGs having an intranet and 43.3% having a Local Area Network (LAN). About one third of LGs (31%) lack institutional Internet access and 24.1% do not have an institutional website.

This new strategic plan will focus on closing the infrastructure gaps to be able to ensure universal access to ICT at all levels of service delivery. Government currently has over **20,000** administration and service delivery units across the country and of those only **334** have been provided with connectivity through the NBI and are having access to other e-government services.

Infrastructure

Phase I, II and III of the National Data Backbone Infrastructure (NBI) have been successfully implemented. With 2400kms of fiber laid out and three hundred thirty-two

(342) MDA/LG Government sites connected to the NBI, the objective to automate Government entities as a means of improving their efficiency has translated into more Government services being accessible to the citizenry. NITA-U being fully cognizant of the factors like cost of upstream bandwidth that significantly drive up the cost of internet bandwidth to Government offices, made the deliberate and strategic decision to purchase bulk internet bandwidth. The bulk purchase has allowed for NITA-U to benefit from economies of scale, thereby translating into the price reduction from \$300 to \$70 per Mbps per month.

Through the excess capacity on the NBI/EGI, NITA-U has been able to provide free Wi-Fi Services to the public in two hundred eighty-four (284) locations around the Central Business District of Kampala and Entebbe further encouraging the citizenry to utilize online services and information.

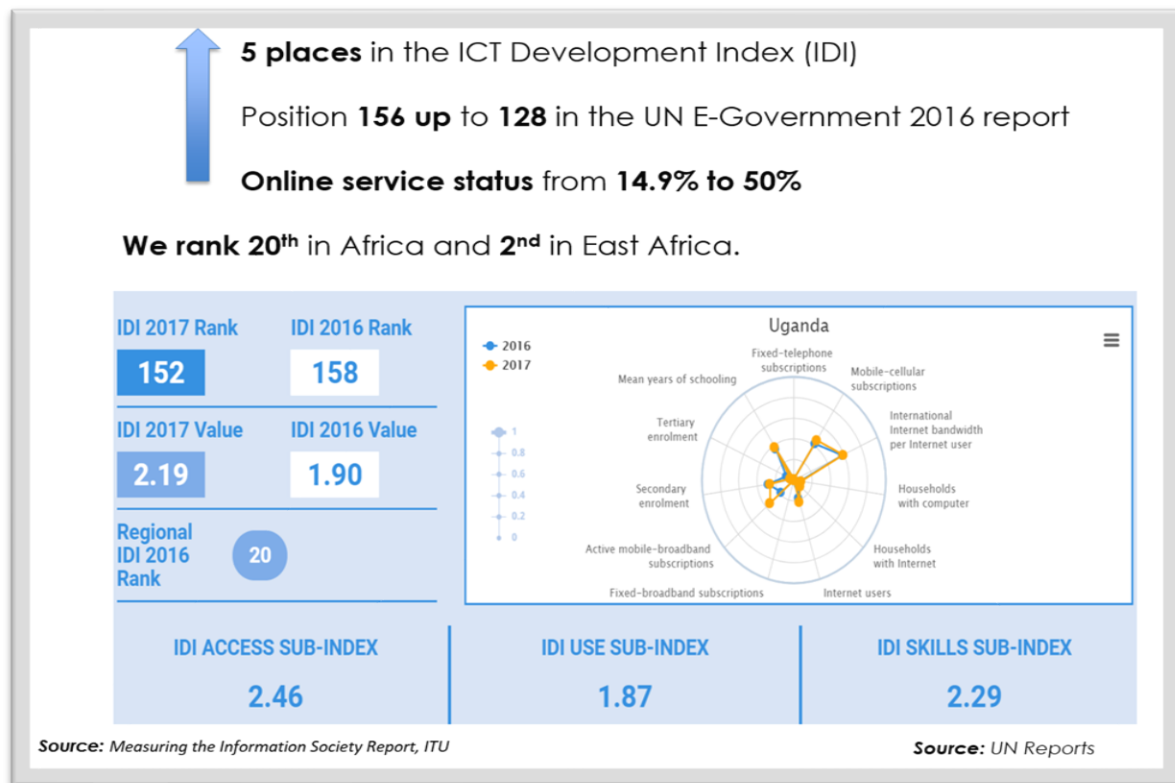
In 2017, NITA-U intensified efforts of centralized hosting of Government systems in order to save Government costs of operating several Data Centers in different MDAs. We successfully established the National Data Centre and operationalized the Disaster Recovery Site in Jinja. To date, nineteen (19) MDA/LGs are utilizing hosting services which have resulted into Government savings worth approximately 11,100,000,000 billion UGX.

E-Government Services:

Relatedly, three hundred and five (305) applications / systems have been developed in Government MDAs/LGs and seventy-six (76) online services are available through the E-Citizens Portal. The Authority has been keen on enhancing citizen interaction with Government as well as easing access and use of electronic services (e-services) offered by the public sector through the growth of web presence and two hundred sixty-eight (268) Government websites have been developed to date.

In the last financial year alone, there have been 4 million working hours saved through the 66million transactions achieved by driving citizens to access Government services online. Furthermore, the ranking of Uganda globally on the E-government development (E-GDI) and Network Readiness Indices (NRI) has improved from 143 in 2010 and 128 in 2016 respectively. The 2016 E-Government status for Uganda is estimated at 36 percent compared to the World's average of 49.2 percent.

Figure 2: Uganda Ranking (ICT Development Index)



Capacity building

We have carried out extensive awareness on web guidelines, digital communications etc. which all contribute to us building a digital nation. To date, a total of eight hundred eighty-three (883) Public Relation Officers, IT Personnel and 21 Local Governments have been trained in web management, digital communications, social media management and cyber security. As a result, eighty-three percent (83%) of central Government organizations i.e. main MDA's have social media presence which includes active Facebook and twitter accounts.

Regulation and IT Certification

The Government of Uganda has continued to help define guidelines for the delivery of core IT services. In FY2017, a total of fourteen (14) National IT Standards were developed and approved by the National Standards Council (NSC) under the Uganda National Bureau of Standards (UNBS) bringing the cumulative number of standards to fifty (50). The fourteen (14) standards were developed in the areas of system and software engineering, business continuity management, forms design, information and documentation, user interfaces, assistive technologies and geographic information systems respectively.

By the end of FY2017, a total of 109 IT Service Providers had been assessed and certified under the above Framework. Also, over 25 sensitizations have been conducted for IT service providers to increase awareness of the IT Certification initiative.

Emerging Policy issues

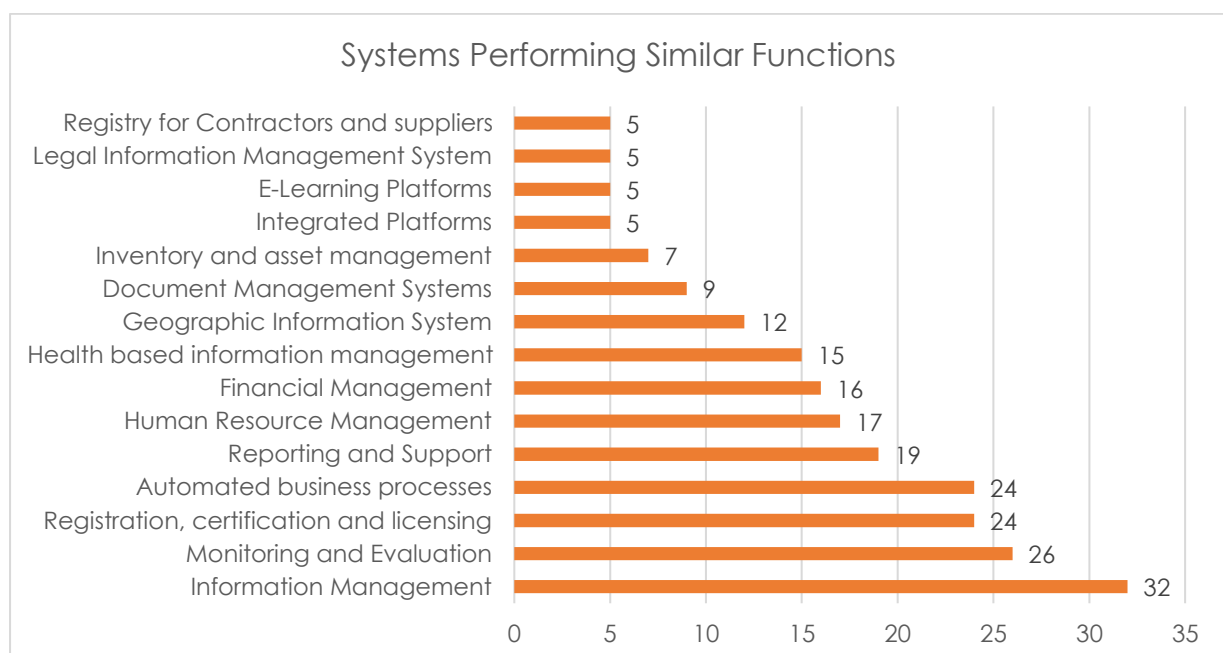
Research and Innovation: Research and innovation initiatives were not fully implemented in the previous strategic plan. A number of challenges hindered the efforts; however, it has become imminent that Research and innovation must be made a priority in the new strategic direction. NITA-U will strive to continually monitor and research new and emerging technologies focusing on how they can improve efficiencies and service delivery. To provide leadership for the organization, it is critical that the R&D department has the resources and processes for carrying out research, evaluation and analysis of current and emerging technologies.

NITA-U will look towards collaborating with the academia as the source of credible information to produce and publish white papers on topical issues for public consumption. Some of the emerging areas for research include but are not limited to Data protection, electronic signatures, Systems integration, broadband connectivity, online procurements, big data analytics and Artificial Intelligence.

Provision of end-to-end services: The National Backbone infrastructure has been extended to 332 government sites, however a number of sites cannot utilize the service because they lack complimentary ICT Infrastructure. This is an issue NITA-U intends to solve in the new strategic direction. NITA-U will provide basic ICT infrastructure for each site connected e.g. Computers and Wireless access points. This will ensure full utilization of NITA-U Services and e-government services

Government systems Integration: Although Government has made progress in the ICT sector, it continues to face several challenges related to ICT such as duplication of IT systems, piecemeal procurement of licenses for software and applications and limited sharing of information across MDAs. **Figure 3** below provides an overview of the existing systems that are performing similar business functions within Government.

Figure 3: Systems performing similar Functions



In order to speed up e-transformation, NITA-U will embark on the integration of all ICT systems in MDAs/LGs. All MDAs/LGs will be required to open up their systems to interface with other government systems through a centralized interface for information sharing to minimize citizens moving from one institution to another for a particular service.

2.8 NITA-U Financial Capacity:

Table 1: NITA-U Approved Budgets FY2015/16 to FY2021/2022

BUDGET ITEM	FY2021/2022	FY2020/21	FY2019/20	FY2018/19	FY2017/18	FY2016/17	FY2016/15
RECURRENT							
Wage	7,439,170,944	7,439,170,844	6,645,161,981	6,645,161,981	6,645,161,981	6,345,161,981	5,964,450,944
Non – Wage	15,778,604,742	26,410,197,782	26,723,661,634	19,301,000,000	21,637,981,145	17,827,000,000	3,715,423,670
Total Recurrent	23,217,775,686	33,849,368,626	33,368,823,615	25,946,161,981	28,283,143,126	24,172,161,981	9,679,874,614
DEVELOPMENT BUDGET	7,439,085,563	7,427,585,563	7,442,585,940	2,608,737,195	1,914,479,000	1,914,479,000	4,195,392,738
NON-TAX REVENUE (NTR) - AIA	-	-	-	16,271,408,394	25,416,402,958	22,258,620,390	25,825,730,164
TOTAL BUDGET (GoU & NTR)	30,656,861,249	41,276,954,189	40,811,409,555	44,826,307,569	55,614,025,084	48,345,261,371	39,700,997,516
DONOR (EXTERNAL FINANCING)	110,079,020,425	118,934,828,225	42,218,297,606	94,447,516,512	34,338,777,188	21,878,473,000	-
GRAND TOTAL	140,735,881,674	160,211,782,414	83,029,707,161	139,273,824,081	89,952,802,272	70,223,734,371	39,700,997,516

Table 2: NITA-U Budget Allocations FY2015/16 to FY2021/2022

BUDGET ITEM	FY2021/22	FY2020/2021	FY2019/20	FY2018/19	FY2017/18	FY2016/17	FY2016/15
RECURRENT							
Wage	7,439,170,944	7,439,170,844	6,645,161,924	6,645,161,924	6,645,161,924	6,345,161,924	5,964,450,944
Non – Wage	15,384,088,712	24,770,729,462	26,723,661,107	19,301,401,891	20,286,303,320	16,549,577,676	3,555,546,370
Total Recurrent	22,823,259,656	32,209,900,306	33,368,823,031	25,946,563,815	26,931,465,244	22,894,739,600	9,519,997,314
DEVELOPMENT BUDGET	7,439,085,563	6,333,084,272	7,442,585,563	2,128,514,193	1,549,997,942	1,489,914,468	3,371,954,403
NON TAX REVENUE (NTR) - AIA	-	-	-	13,452,908,628	9,695,118,352	15,296,701,910	11,055,101,489
TOTAL BUDGET (GoU & NTR)	7,439,085,563	6,333,084,272	7,442,585,563	15,581,422,821	11,245,116,294	16,786,616,378	14,427,055,892
DONOR (EXTERNAL FINANCING)	110,079,020,425	104,882,929,571	38,462,627,409	74,216,559,210	32,299,712,278	5,463,489,965	-
GRAND TOTAL	140,341,365,644	143,425,914,149	79,274,036,003	115,744,545,846	70,476,293,816	45,144,845,943	23,947,053,206

Human Resources development and management:

The approved staff structure of NITA-U is one hundred eighty-four. To date NITA-U staffing stands at 108 with 71 male and 35 females.

Monitoring and Evaluation function

Monitoring and Evaluation of the NITA-U strategic plan is coordinated by the department of Planning and Strategy under the Directorate of Planning, Research and Development.

To support the M&E function, NITA-U is in the process of developing a monitoring and Evaluation plan to guide institutional M&E activities. The following are the different approaches and systems that enhance the efficiency and effectiveness of the NITA-U M&E function:

- **M&E performance tracking database;** This monitors progress towards implementing the strategic plan by routinely updating the activity, output indicator and outcome indicator matrices.
- **Monitoring and Evaluation system;** This is a planning tool that was designed and developed to enable effective Planning and budgeting as well as monitor the implementation of planned activities and the funds allocation for better reporting and accountability in the implementation of set targets. NITA-U will embark on revamping this system to align with the NDPIII requirements.
- **e-Document Management systems;** This system enables staff to remotely raise internal requisitions which minimizes paper work and data loss. Furthermore, the Sector engagements/relationship management system will be integrated onto e-Doc for tracking sector engagements.
- **E-sites:** This system helps in tracking all services connected to the NBI including; access points for all MDAs connected to the NBI, switches, routers, and uptime of all devices among others.
- **Cacti software:** This tracks the network availability and band width usage of all entities connected to the NBI
- **Zabbix:** This monitors the health of system servers availability, space usage, uptime and downtime availability.

2.9 SWOT Analysis

This section highlights the key issues within NITA-U's operating environment below in the form of a SWOT analysis. The strategic priorities aim at harnessing opportunities and strengths, overcoming weaknesses whilst harnessing opportunities, addressing threats by capitalizing on strengths and eliminating weaknesses and circumventing threats.

The key activities which underpin the SWOT analysis are as listed below:

- Quality and affordability of IT infrastructure in public establishments
- Development and enforcement of IT standards and Regulations for Uganda
- e-government services
- Human resource capacity to support government IT Services
- Innovations through research and development
- IT Security (Cyber security and Cybercrimes)

- IT support and Advisory for Government Institutions
- Sustainability through alternative funding avenues
- Institutional Capacity and Governance

Table 3: SWOT Analysis

Strengths	<ul style="list-style-type: none"> • Strong and Committed Internal Team • Existence of the basic ICT infrastructure • Conducive ICT Governance environment in place • Changing Government attitude towards service delivery • Existence of industry association to address common challenges
Weaknesses	<ul style="list-style-type: none"> • High cost of communication services • Lack of IT resource optimization • Weak institutional framework to drive the National ICT agenda • Limited Network resilience as a result of low interoperability within existing infrastructure
Opportunities	<ul style="list-style-type: none"> • Resource sharing in MDAs • Innovation on Infrastructure deployment and services • Strategic partnerships (International and Regional) • Enthusiastic stakeholder's critical sectors JLOS, Education, MAAIF and health • Increasing civil society participation in promotion and adoption of ICT
Threat	<ul style="list-style-type: none"> • High cost of broadband • Fragmentation of Government IT projects • High taxes on the ICT sector • Data security • High operational costs • Short lifespan of IT products of ICT products • Government Policy pronouncements and directives on UTL and the proposed rationalization of Government institutions

Table 4: Detailed SWOT Analysis

THEMATIC AREAS	STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Infrastructure • e-Services delivery • Laws, Regulations, Standards • Research and Innovation • Information Security • Internal Resources 	<ul style="list-style-type: none"> • Strong and committed Internal Team • Existence of basic ICT infrastructure • A conducive ICT governance environment in place: • Government commitment towards public service delivery • Existence of industry associations to address common challenges; 	<ul style="list-style-type: none"> • High cost of communication services • Lack of IT resource Optimization • Weak institutional framework to drive the national ICT agenda • Limited network resilience as a result of Low level of interoperability within existing infrastructure;
OPPORTUNITIES	Strategies to harness Opportunities and Strengths	Strategies to overcome weaknesses whilst harnessing Opportunities

<ul style="list-style-type: none"> • Resource Sharing in MDAs • Innovation on infrastructure deployment and services; • Strategic Partnerships (Int. and Regional) • Enthusiastic stakeholders' critical sectors, JLOS, Education, MIAAF • Increasing civil society participation in promotion and adoption of ICT 	<ul style="list-style-type: none"> • Use of existing infrastructure to demonstrate the value proposition of IT enabled services • Government goodwill provides the basis for engagement with partners. • Establishment of Critical infrastructure through PPPs • Supportive institutional framework will stimulate the adoption and uptake of technologies 	<ul style="list-style-type: none"> • Establishing a resource sharing framework amongst MDAs • Use Donor and Development partners support to mainstream IT awareness and initiatives • Explore and exploit the goodwill of the political leadership for sector support through creation of an enabling environment • Establish synergetic partnerships with MDAs
<p>THREATS</p>	<p><i>Strategies to address threats capitalizing on Strengths</i></p>	<p><i>Strategies to eliminate weaknesses and circumvent threats.</i></p>
<ul style="list-style-type: none"> • High cost of broadband; • Fragmentation of Government IT projects. • High taxes on the ICT Sector; • Data Security • High operational costs • Short life span of ICT products; • Changes in policy direction of Government regarding <ul style="list-style-type: none"> ○ Bandwidth provision (UTL pronouncements) ○ Merger of institutions 	<ul style="list-style-type: none"> • Potential to generate revenue through commercialization of services and infrastructure like the NBI • Changing government attitude towards improved service delivery essential in reduction of government bureaucracy • Existence of competent human resource essential in the management of change • Appropriate laws, regulations and policies will be developed to secure government data and infrastructure • Engagement of key stakeholders to clarify the role of NITA-U to influence the reversal of some of the directives 	<ul style="list-style-type: none"> • By providing capacity building initiatives for MDAs staff to ensure optimal utilization • By ensuring that the NITA-U staff structure is fully established • By institutionalizing NITA-U operations through corporate communications • By developing a resource mobilization strategy for the authority

2.10 NITA-U's Stakeholders

Understanding our stakeholders and what truly matters to them is what drives our commitment to continuously offer an exceptional service experience, the very reason of our existence. Table 5 below highlights our key stakeholders and the value they seek from NITA-U.

Table 5: NITA-U Key Stakeholders

Customers/Stakeholders	Their Needs
MDA's	<ul style="list-style-type: none"> • Access to secure reliable ICT services • Quality assurance and compliance checks • Information • Engagement • Training and capacity building • Efficient service delivery • Availability of services (Uptime)
ICT Service Providers	<ul style="list-style-type: none"> • Quality assurance and certification
Citizens	<ul style="list-style-type: none"> • Access to secure reliable e-government services • Information • Education • Quality assurance • Simplicity
Stakeholders	Their Needs
Employees	<ul style="list-style-type: none"> • Job satisfaction • Meaningful engagement • Commensurate remuneration • Recognition • Conducive working environment • Career growth and development • Adequate and timely communication
The Board	<ul style="list-style-type: none"> • Information • Timely reports • Accountability • Delivery of goals • Compliance
Suppliers	<ul style="list-style-type: none"> • Prompt payment • Clarity of requirements
ICT Industry	<ul style="list-style-type: none"> • IT technical advice
Advocacy groups	<ul style="list-style-type: none"> • Inclusive technology/services
Citizens	<ul style="list-style-type: none"> • Access to e-government services
Media	<ul style="list-style-type: none"> • Information
ICT Sector	<ul style="list-style-type: none"> • Technical guidance/advice
Policy Makers	<ul style="list-style-type: none"> • Implementation and compliance
The Presidency, Development Partners, MoFPED	<ul style="list-style-type: none"> • Accountability

3. CHAPTER THREE: THE STRATEGIC DIRECTION OF NITA-U

3.1 Vision:

“Lives transformed through e-services delivery”

3.2 Mission:

“To create a technical and regulatory environment for delivery of reliable and secure e-services.”

3.3 Goal:

The goal of the Plan is, **“to have 80% of priority public services offered online and 60% of the target population accessing e-services online.”**

This will be achieved through strengthening mechanisms for Quality, effective and efficient service delivery. The goal will be pursued under the overall theme of the Digital Transformation Programme which is, “to increase ICT penetration and use of ICT services for social and economic development.”

3.4 Core Values

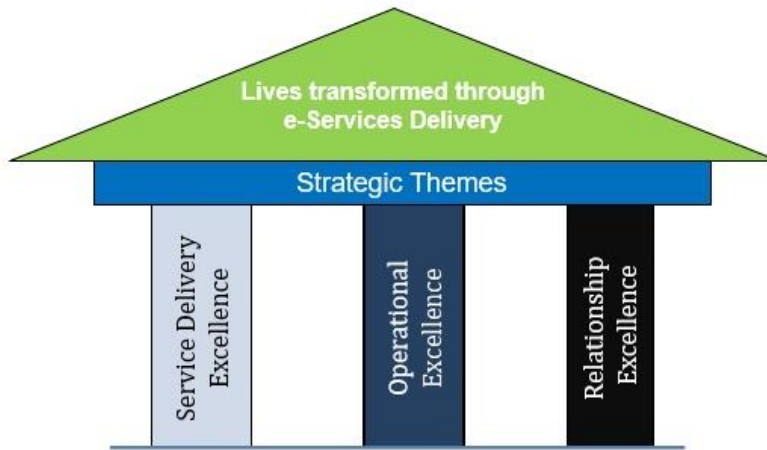
NITA-U has values which determine what we stand for as an institution and they serve as a blueprint in our service delivery and customer relations, these include the following;

1. **Customer centricity:** Satisfied customers and clients are essential to NITA-U's success. NITA-U will achieve customer satisfaction by understanding what the customer wants and delivering it flawlessly. This will involve care, attention to detail, continuous improvement and readiness to receive and act on feedback.
2. **Integrity:** NITA-U will value honesty and shall not tolerate corruption and unethical behaviors in all its forms and manifestations. Accountability and transparency are the core principles to demonstrate integrity. We will always practice high ethical standards by honoring our commitments. We will take personal responsibility for our actions and treat everyone fairly with trust and respect.
3. **Innovation:** NITA-U believes in the ability to seek new ways of doing things efficiently to deliver value to our customers. We will strive for technological advancement in relation to global IT trends and becoming a national premier IT organization. We will motivate staff to seek new ways of doing things/new ways of service delivery to enhance stakeholder satisfaction and improve efficiency.
4. **Team work:** NITA-U recognizes the value of working in teams with mutual respect to customers and recognition of individual efforts, opinions and perceptions which will together contribute to excellent results. NITA-U recognizes that its strength and competitive advantage is – and will always be – people. NITA-U values the skills, strengths and perspectives of our diverse

team. NITA-U staff will cooperate with each other through teamwork and free exchange of information between individuals and departments.

5. **Quality:** Quality and continuous improvement of IT is our work. NITA-U believes in delivery of excellent services within the limits of available resources.

Figure 4: Strategic Focus Areas

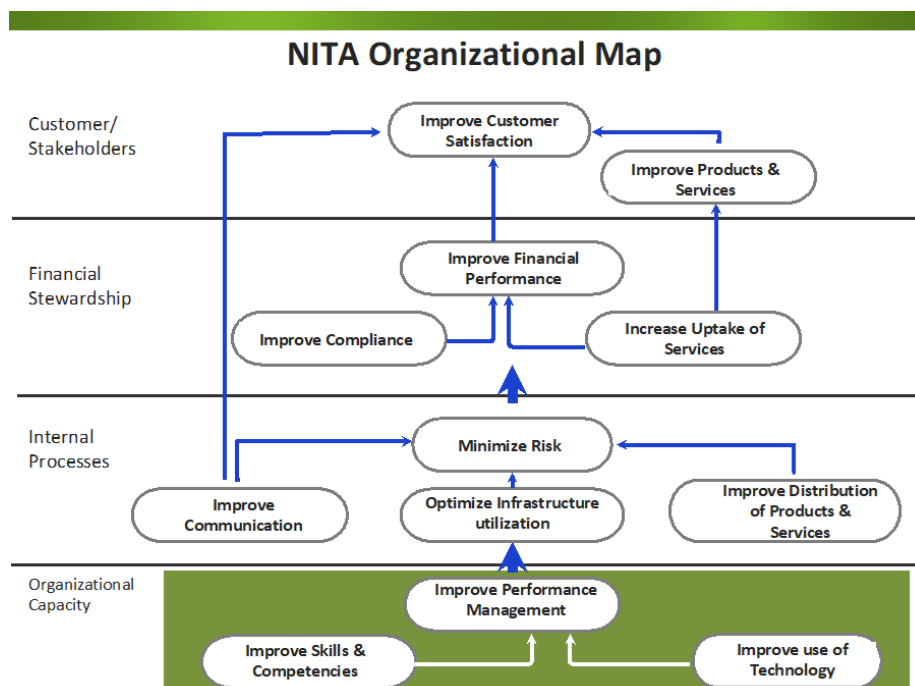


The three strategic themes that will enable us deliver our promise to our customers and subsequently lead to the achievement of our vision and strategic destination.

3.5 NITA-U Strategy Map

NITA-U's Strategy Map gives an illustrates the relationship amongst the organizational-wide correlation in delivery of the strategic objectives and summarizes our value creation story.

Figure 5: NITA-U Strategy Map



3.6 NITA-U Objectives and adopted intermediate Outcomes

This strategic direction is directly linked to the UN's Commitment to spear head e-Government and promote Sustainable Development Goals (SDGs). The UN goal to transform and reform the public sector by enhancing efficiency, effectiveness, transparency, accountability, access to public services and citizen participation in 193 countries is one of the key guiding frameworks for NITA-U's strategic direction

The Strategic direction has been re-aligned and positioned with in the national strategic direction as stated in the National Development Plan (NDP III). The plan focuses on digitalization of Government processes and increased utilization of ICT across the entire economy to improve the efficiency, and effectiveness in service delivery and increase productivity.

The strategic Plan outlines five major objectives which are in line with the NDP III development program on Digital Transformation, Public Sector Transformation and the Mandate of NITA-U that will Increase Household Incomes and Improve the Quality of Life of Ugandans. The Strategic Objectives include;

- (i) Increase the national ICT infrastructure coverage
- (ii) Enhance usage of ICT in national development and service delivery
- (iii) Promote ICT research, innovation and commercialization of indigenous knowledge products
- (iv) Increase the ICT human resource capital
- (v) Strengthen the policy, legal and regulatory framework

The identified NITA-U interventions are further linked to the Digital Uganda Vision 2022 as detailed in the table below;

Table 6: Pillars of the Digital Uganda Vision

Digital Vision Pillar	NITA-U Strategic Initiative
<p>Integrated Digital Infrastructure and Connectivity</p> <p>Digital Infrastructure and connectivity is a key foundation necessary for the successful implementation of other foundations and pillars. It seeks to provide the integrated infrastructure backbone required to enable cost effective delivery of ICT products and services to Citizens, businesses and other stakeholders.</p>	<p>Implement the IT Shared Platform</p> <ul style="list-style-type: none"> • Implement last mile connectivity (extension of the government network) • Implement missing links and transmission upgrade • WI-FI expansion • Implement UDAP - GOVNET • Implement phase 5 of the NBI • Monitoring and maintenance of the network (relocations and upgrades) • Implement Hosting and storage service for all Government applications and Data (cloud solution, 3rd Data Centre) <p>Establish e-Waste collection centers and set up transportation mechanisms</p>

<p>Digital Services</p> <p>Identify and provide E-Government services to facilitate quality, efficient and effective Government Services in alignment with the business objectives</p>	<p>Develop and roll out e-Services and M-Services</p> <ul style="list-style-type: none"> • Undertake periodic review of e-services • Partnerships with innovation hubs • Self-service initiatives. (e-citizen portal) • Develop tailored services and products for the different customer categories • Undertake periodic customer satisfaction surveys on the use and uptake of e-services • Implement a change management program to increase acceptability of e-services within Government • Support establishment of the National ICT Park and supporting Infrastructure (Internet connectivity, water, electricity, water and sewerage etc.) • Establish BPO/ITES Regional Centres <p>Develop a common platform through which data shall be shared between MDAs</p>
<p>Cyber Security and Data Privacy</p> <p>Ensure that digital services are safe, secure, privately protected, trusted and assured when needed for use</p>	<p>Implement an Information Security Program</p> <ul style="list-style-type: none"> • Design and implement the Information Risk Management Program for NITA-U • Develop and implement Critical Information Infrastructure protection program • Implement the National Information Security Framework • Strengthen national CERT/SOC capabilities • Establish the Personal Data Protection Office (PDPO) • Design and implement the Data Protection and Privacy Program • Support development of the Data Protection and Privacy regulations • Enhance the CERT to achieve Level Three for the FIRST CERT Maturity Model • Implement and maintain an information security monitoring program <p>Development and implementation of the Digital Authentication and Electronic Signatures Platform and Public Key Infrastructure (PKI)</p>
<p>Digital Skills</p> <p>To build a digitally enabled society that is agile and able to adapt to emerging technologies and trends</p>	<ul style="list-style-type: none"> • Development Change Management Road map • Up-skilling of internal staff to become change agents <p>Training and capacity building of MDA Staff.</p>

Innovations and Entrepreneurship
Promote the development and delivery of local content across different ICT channels to enable the widening and deepening of citizen engagement to create new possibilities thereby unlocking opportunities for participation and growth.

Implement a Sensitization and compliance Program

- Disseminate and create awareness of IT laws, standards and policies and ICT initiatives
- Develop the regulatory framework. Regulatory Compliance (PPDA, PFMA, Cyber laws etc.)
- Provision of technical support to enhance compliance
- Develop and review IT Laws, regulations
- Develop online study tools to support sensitization and compliance (NITA e-Academy). This will also help reduce training costs.
- Improve awareness of the regulatory framework.

Conduct knowledge gap assessments on staff so as to plan and bridge them accordingly.

NITA-U's focus for e-Government is to use Information and Communication Technology (ICT) to transform public service delivery. NITA-U has identified the following key priority sectors for focus because of their critical role towards national development:

1. Health Sector
2. Education Sector
3. Agriculture Sector
4. Justice, Law and order sector
5. Trade, Tourism and Industry Sector
6. Energy and Mineral Development Sector

NITA-U is building the foundation blocks through which this transformation will happen. It is represented in the rationalization of IT Services in Government through which shared platforms will be put in place across which applications can seamlessly run and make service delivery much easier. The role of Information Security here comes into play because it raises the trust in online systems and services. This will entail data protection and privacy as well as cyber security awareness.

Research and development efforts will also be intensified over this strategic period to be able to harness the potential of ICT as a country. A flexible approach and adaptable processes will be utilized to address the dynamically changing nature of Information Technology and NITA-U will strive to continually monitor and research new and emerging technologies focusing on how they can improve efficiencies and service delivery. To provide leadership for the organization, it is critical that the R&D department has the resources and processes for doing research, evaluation and analysis of current and emerging technologies.

Key interventions, both internal and external, have been identified to deliver NITA-U to its Strategic destination. They range from development and implementation of an IT Service Delivery Model, establishment of an IT shared platform, customer relationship management, development and rollout of e-Government services on the internal front and automation of key NITA-U processes, implementation of an equitable employee management program on the internal front.

Figure 6: NITA-U Strategic Direction

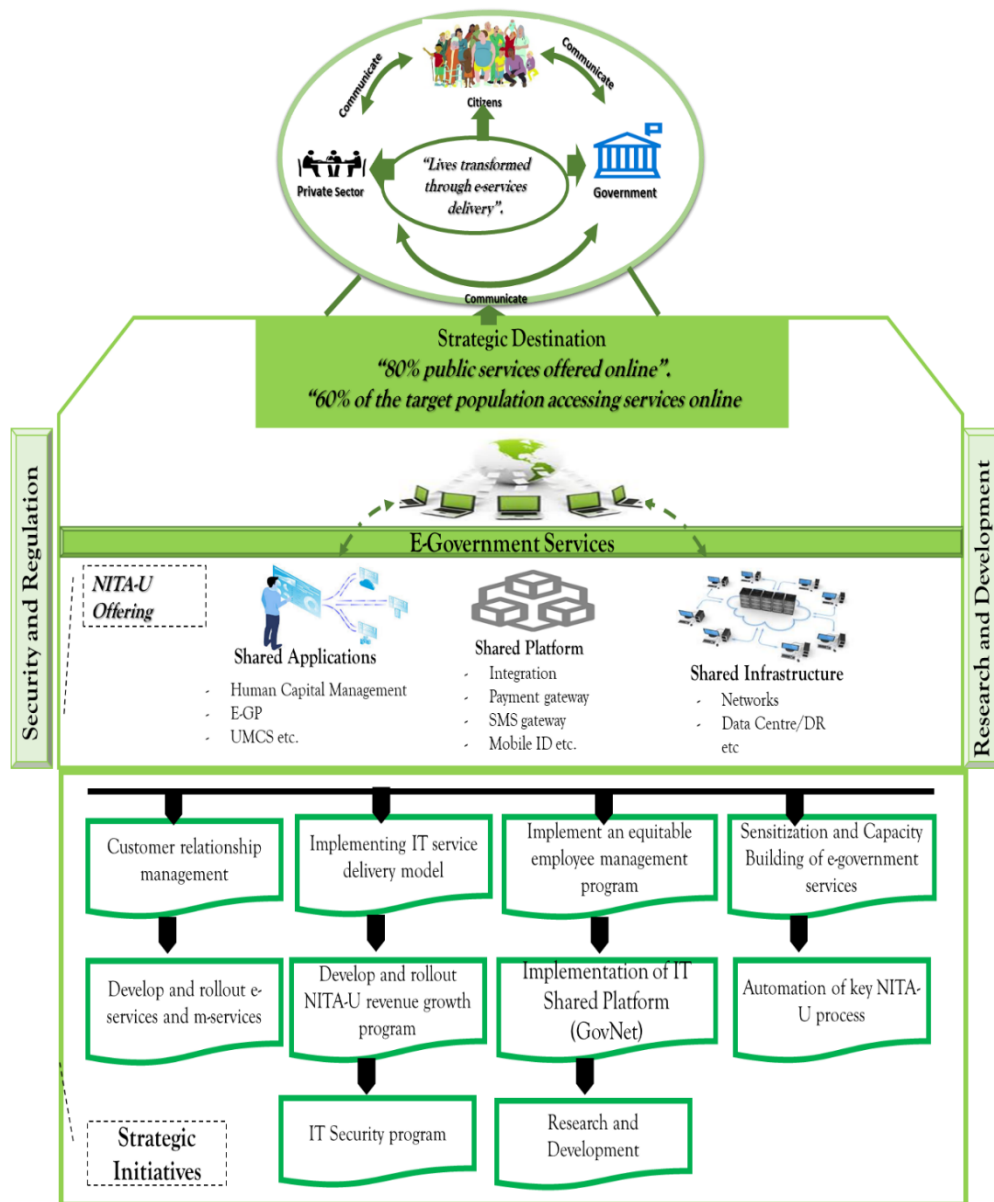


Table 7: NITA-U Key Adopted Intermediate Outcome Results

Goal/Objective	Outcome	Indicator	Baseline (FY2017 /18)	Five Year Target
Goal: To have 80% of priority public services offered online and 60% of the target population accessing e-services online.	Improved efficiency and effectiveness in public service delivery	Proportion of government services provided online (%)	20	80
		population of target population accessing e-services online.	-	60%
Objective 1: Increase the national ICT infrastructure coverage.	Increased coverage and access to ICTs	Percentage of Parishes with broadband connectivity	65%	90%
		Percentage of districts headquarters connected to the NBI	30	70
Objective 2: Enhance usage of ICT in national development and service delivery	Increased quality of e-services	%age of beneficiaries satisfied with the QOS over the NBI	-	95
	Increased usage of e-services	Number of transactions conducted through the shared public service delivery system	0	100,000,000
	Improved service delivery	Unit cost (USD) of 1Mbps/month of internet offered by NITA-U to Government entities	237	70
	Reduced cost of service delivery	Number of MDAs/LGs and TUGs utilizing services over the NBI	273	1400
Objective 3: Promote ICT research, innovation and commercialisation of indigenous knowledge products	Increased research and innovation products	Number of jobs created at the BPO/ITES centres		
		Percentage of the BPO strategy implemented	-	50%
Objective 4: Increase the ICT human resource capital	Increased ICT human resource capacity	Number of MDA/LGs provided with technical support by the different Directorates (NITA-U)	37	200
Objective 5: Strengthen the policy, legal and regulatory framework.	Increased compliance	Level of compliance with ICT related laws, legislations and standards	57	75

3.7 NITA-U's Interventions per objective.

The table below identifies and highlights interventions and actions under each objective.

Table 8: NITA-U Key Adopted Intermediate Outcome Results

Objectives	Interventions	Actions
Objective 1: Increase the national ICT infrastructure coverage.	1.1 Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity to key areas (Districts, sub counties, schools, hospitals, post offices, tourism sites, police, LGs etc.)	1.1.1 Implement last mile connectivity (extension of the government network) 1.1.2 Implement missing links and transmission upgrade 1.1.3 WI-FI expansion 1.1.4 Implement UDAP - GOVNET 1.1.5 Implement phase 5 of the NBI 1.1.6 Monitoring and maintenance of the network (relocations and upgrades) 1.1.7 Change management (sensitization, training and public
	1.2 Establish and enhance national common core infrastructure (data centres, high power computing centers, specialized labs)	1.2.1 Implement Hosting and storage service for all Government applications and Data (cloud solution, 3rd Data Centre)
Objective 2: Enhance usage of ICT in national development and service delivery	2.1 Mainstream ICT in all sectors of the economy and digitize service delivery	2.1.1 Undertake periodic review of e-services 2.1.2 Partnerships with innovation hubs 2.1.3 Self-service initiatives (e-citizen portal) 2.1.4 Develop tailored services and products for the different customer categories 2.1.5 Develop and e-Government Strategy 2.1.6 Undertake periodic customer satisfaction surveys on the use and uptake of e-services 2.1.7 Implement a change management program to increase acceptability of e-services within Government 2.1.8 Develop and implement Government Interoperability and Government Enterprise Architecture Framework 2.1.9 Consolidation of software licenses 2.1.10 Delivery of Bulk internet bandwidth to all Government MDAs/DLG and service units 2.1.11 Delivery of shared e-services (UMCS, E-payment and SMS gateway) across all Government 2.1.12 Integration of Government IT systems
	2.2 Strengthen Cyber Security in the country	2.2.1 Achieve and maintain ISO 27001 Certification for NITA-U 2.2.2 Design and implement the Information Risk Management Program for NITA -U 2.2.3 Develop and implement Critical Information Infrastructure protection program 2.2.4 Establish and maintain a cyber-security awareness program for consumers and training for operators of e-services 2.2.5 Implement the National Information Security Framework 2.2.6 Enhance the CERT to achieve Level Three for the FIRST CERT Maturity Model

		<p>2.2.7 Strengthen national CERT/SOC capabilities</p> <p>2.2.8 Implement and maintain an information security monitoring program</p> <p>2.2.9 Collaboration with local, regional and international organizations on Information security</p> <p>2.2.10 Develop and implement the Digital Authentication and Electronic Signatures Platform</p> <p>2.2.11 Establish PKI Infrastructure</p>
	2.3 Automation of key NITA-U processes.	<p>2.3.1 Analyze and re-engineer NITA-U business process</p> <p>2.3.2 Conduct a needs assessments of ICT tools requirements for the organization.</p> <p>2.3.3 Automate NITA-U critical support functions; Reporting M&E, internal approvals, staff leave processes, Training and capacity building, performance management, Internal financial management and project management</p> <p>2.3.4 Develop a Consumer Protection portal</p>
Objective 3: Promote ICT research, innovation and commercialisation of indigenous knowledge products	3.1 Develop innovation and incubation Centers	<p>3.1.1 Support the establishment of National ICT Parks (supporting Infrastructure Internet connectivity, Roads and Utilities (Water, Sewerage, electricity)</p> <p>3.1.2 Extension of connectivity & provision of Bandwidth to the BPO centers</p>
	3.2 Undertake innovative management of e-waste	3.2.1 Establish e-Waste collection centers and set up transportation mechanisms
	3.3 Implement Research and development program	<p>3.3.1 Collaborate with academia to produce white papers on key topical issues such as Data protection, electronic signatures, Systems integration, broadband connectivity, online procurement, big data and analytics, Artificial Intelligence</p> <p>3.3.2 Conduct regular customer satisfaction surveys</p> <p>3.3.3 Capacity building for NITA-U to support research</p> <p>3.3.4 Implement appropriate tools for data analytics</p> <p>3.3.5 Create partnerships and synergies to support the research and development functions</p> <p>3.3.6 Develop NITA-U statistical abstract</p>
	3.4 Strengthen customer relationship management through strategic marketing and communication	<p>3.4.1 CRM tool and procedures implemented, integrated across directorates and personalized</p> <p>3.4.2 Establish framework for sector focused engagements and regular customer satisfaction surveys.</p> <p>3.4.3 Annual e-government excellence awards.</p> <p>3.4.4 Develop and implement a stakeholder engagement strategy</p> <p>3.4.5 Develop Communication Feedback and Feed Forward Mechanisms for MDA/LGs/citizens/other key stakeholders</p> <p>3.4.6 Establishment of the business relationship department</p> <p>3.4.7 Establish a customer reward and retention culture</p>
	3.5 Develop and implement the NITA-U revenue growth program	<p>3.5.1 Develop revenue generation strategy and Development of strategic IT services and product pricing model</p> <p>3.5.2 Implement billing system</p> <p>3.5.3 Implement PPP projects</p>

Objective 4: Increase the ICT human resource capital	4.1 Develop an ICT professional's quality assurance framework	4.1.1 Certify ICT Products and service providers 4.1.2 Develop online study tools to support sensitization and compliance (NITA e-Academy). This will also help reduce training costs. 4.1.3 Conduct knowledge gap assessments on staff so as to plan and bridge them accordingly.
	4.2 Capacity building and skilling for e-Government services	4.2.1 Development Change Management Road map 4.2.2 Up-skilling of internal staff to become change agents 4.2.3 Training and capacity building of MDA Staff.
	4.3 Implement the IT Service Delivery Model	4.3.1 Recruitment of key staff 4.3.2 Requisite tools to support staff in place 4.3.3 Operationalize Departmental Operational Level Agreements (OLAs) 4.3.4 Conduct a training needs analysis and implement a staff training plan 4.3.5 Conduct a capability profile for the organization 4.3.6 Develop and implement an employee recognition and reward framework 4.3.7 Implement Balanced Score Card/Performance Management Tool 4.3.8 Team building events
Objective 5: Strengthen the policy, legal and regulatory framework	5.1 Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs	5.1.1 Disseminate and create awareness of IT laws, standards and policies and NITA-U initiatives 5.1.2 Develop and review IT Laws, regulations 5.1.3 Improve awareness of the regulatory framework. 5.1.4 Develop a Consumer Protection Framework
	5.2 Design and implement the Data Protection and Privacy Program	5.2.1 Support the development of the Data Protection and Privacy regulations 5.2.2 Develop a Strategy to implement the Act 5.2.3 Establish the Personal Data Protection Office 5.2.4 Formulate, implement and oversee programmes intended to raise public awareness about the Act 5.2.5 Establish and maintain a data protection and privacy register 5.2.6 Develop a Data Protection and Privacy portal 5.2.7 Develop a framework for enforcement of the Act

4. CHAPTER FOUR: FINANCING FRAMEWORK AND STRATEGY

The financing strategy aims at fostering creative approaches to mobilizing finance and combining financing policies to increase their impact on the financial goal of the institution. The novelty of this approach lies in its integrated nature. Its aim is not to replace the many existing methodologies and tools that are used by the Government such as medium-term expenditure frameworks, public investment management, revenue strategies, or financial sector development strategies. Rather, it provides a framework that aligns NITA-U's specific financing tools with the broader financing strategy and identifies gaps and opportunities for resource mobilization.

In light of the above, the Authority will leverage the two primary funding sources i.e. Government of Uganda (GoU) and External financing sources to fund the strategic plan interventions. It should be noted that for the period of FY 2018/19 – 2022/23, the strategic plan financing was initially estimated at **UGX. 1.44** trillion of which **UGX. 0.62** was to be obtained from GoU sources representing **43%** and **UGX. 0.82** was to be obtained from External funding sources representing **57%** of the total budget.

4.1 Summary of Strategic Plan Budget

To adequately fund the remaining period of the strategic plan, the Authority will require a total budget of **UGX. 1.2 trillion**. This means that UGX. 275.895 (23%) will be obtained from the Government of Uganda's consolidated budget and UGX. 900.185 (77%) that will be from External financing support. These budget projections were based on MTEF projections, disbursed budget trends, economic factors etc. The table below shows the strategic plan MTEF projections;

Table 9: Summary of Strategic Plan Budget

Classification		FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Recurrent	Wage	7.439	11.211	14.983	18.755	22.527
	Non-wage	26.6	34.952	40.007	44.854	54.567
Devt.	GoU	7.443	7.443	7.443	7.788	7.788
	Ext Fin.	74.765	111.702	185.203	234.213	256.397
Total Recurrent Budget		34.039	46.163	54.99	63.609	77.094
Total Development (GoU+Ext)		82.208	119.145	192.646	242.001	264.185
Arrears		0.174	0	6.318	21.847	0
Total Budget		116.421	165.308	253.954	327.457	341.279

4.1.1 Major cost drivers over the planning period.

The Plan identifies several interventions that will be delivered during the period. During this period capital ICT projects are projected to bear the lion's share with a budget allocation of **UGX. 317.912 bln**, while recurrent activities are to have the least impact on the budget with a budget allocation of **UGX. 101.911 bln**. Nevertheless, both capital and recurrent interventions are to be equally prioritized.

Table 10: The major cost drivers of the strategic plan

No.	Strategic Plan intervention	2020/21 (bln)	2021/22 (bln)	2022/23 (bln)	2023/24 (bln)	2024/25 (bln)	Total (bln)
1.	Extend broadband ICT infrastructure coverage countrywide.	20.968	12.333	29.200	100.416	154.995	317.912
2.	Mainstream ICT in all sectors of the economy and digitize service delivery.	77.414	110.760	6.350	7.309	7.421	209.254
3.	Strengthen Cyber Security in the country	0.364	0.126	0.106	5.945	5.931	12.472
4.	Develop and implement the Data Protection and Privacy Program.	0.000	0.000	0.165	5.465	5.345	10.975
5.	Provide administrative support services.	17.673	15.864	20.472	22.031	25.871	101.911

4.2 MTEF Projections and Implications for Strategic Plan Financing

Incommensurate with the Public Finance Management Act (Ammended 2015), the Ministry of Finance Planning and Economic development issues the Medium Term Expenditure (MTEF) Projections to guide the Government's Planning and Budget process in MDAs & LGs. Therefore, the strategic plan budget projections were premised on the issued MTEF projections illustrated in the table xxx above.

With the MTEF projections issued over the first two years of the Plan the Authority has been able to readjust and reconcile strategic plan projections in order to focus the delivery of planned interventions with the available resources. It's worth noting that at mid-term review MTEF projections issued covered some of the desired budget requirements of the plan. Issued MTEF projections are illustrated in the table below.

Table 11: NITA-U MTEF Projections for 2020/21 – 2024/25

Budget Item	2020/21	2021/22	2022/23	2023/24	2024/25
Wage	7.439	7.439	7.44	7.44	7.44
Non-Wage	26.6	15.747	15.75	10.19	10.19
Development (Gou+Ext)	7.44	7.44	5.28	7.44	5.28
	74.765	110.08	3.093	122.151	234.753
Total	116.244	140.706	31.563	147.221	257.663

Despite the potential that ICT has, implementation of its interventions in the country is still limited due to the inadequate funds provided to the major players (MoICT&NG & NITA-U) in the sector. The notion that the implementation of ICT interventions has a high-cost budget implication and mainly requires external funding assistance is erroneous. Some strategic interventions require direct Government intervention such as Public Key Infrastructure, Information Security, and extension of services to areas that are not attractive to private investments among others. There is a need for Government to increase budgetary allocation for investment in strategic interventions in the sector, such as the extension of ICT Infrastructure, the rollout of e-Government services, Information Security, Human Resource Development and Research, Innovation and Development.

The table below illustrates the strategic funding gaps that need to be covered to enable the delivery of the strategic plan interventions.

Table 12: Funding Gaps

Classification	2020/21	2021/22	2022/23	2023/24	2024/25
Wage Gap	0	3.772	7.543	11.315	15.087
Non-wage funding gap	0	19.205	24.257	34.664	44.377
Development (External + GoU)	0.003	0.003	2.163	0.348	2.508
	0	1.622	182.11	112.062	21.644
Total Recurrent Gap	0	22.977	31.8	45.979	59.464
Total Development Gap	0.003	1.625	184.273	112.41	24.152
Total Funding Gap	0.003	24.602	216.073	158.389	83.616

4.2.1 Funding source

The Strategic Plan is expected to be financed by both Government of Uganda and through external funding sources. Government of Uganda sources will mainly comprise Non-Tax-Revenue collections and External funding sources will comprise of donor financing from international development partners (IDA, World Bank, Exim Bank etc). external funds will be utilized to implement planned projects i.e. RCIP, Government Network (GovNet) and Phase 5 to deliver the desired interventions.

As highlighted above, a total budget of UGX. **1.2 trillion** will be required to deliver the strategic plan therefore to ensure value for money, result based evaluations and continuous stakeholder engagements will be conducted to ensure that the expected results are delivered within the required period and budget.

Table 13: NITA-U Strategic Plan Budget by Source of Funding FY (FY2020/21–2024/25)

CLASSIFICATION	2020/21		2021/22		2022/23		2023/24		2024/25		Total
	GoU	Ext	GoU	Ext	GoU	Ext	GoU	Ext	GoU	Ext	
Funding Source											
Wage	7.439	0	11.211	0	14.983	0	18.755	0	22.527	0	74.915
Non-Wage recurrent	26.6	0	34.952	0	40.007	0	44.854	0	54.567	0	200.98
Total recurrent	34.039	0	46.163	0	54.99	0	63.609	0	77.094	0	275.895
Development	7.443	74.765	7.443	111.702	7.443	185.203	7.788	234.213	7.788	256.397	900.185
Total Budget	116.247		165.308		247.636		305.61		341.279		1176.08
%age of source	36%	64%	32%	68%	25%	75%	23%	77%	25%	75%	

4.3 Resource mobilization strategy.

In a bid to bridge the strategic plan funding gap and to strike a balance between the two funding sources (GoU & Ext) while ensuring the delivery of planned interventions, the following resource mobilization strategies have been identified;

i. Revenue mobilization

In the spirit of increasing the Government of Uganda's revenue base, the NITA-U will develop the revenue mobilization strategy in line with the Domestic revenue mobilization strategy to enhance the process of revenue collection to the Government consolidated fund. The improvement in revenue collections guides the Government in making management and appropriation decisions for GoU development budget resources to MDAs/LGs. In light of the above strategy, the following actions are to be executed to ensure that the required revenue is obtained from all revenue generation streams;

- ✓ Sensitization of both the public and private players about IT products and service certification. The Authority will continue to engage the public on IT certification as its one of the major revenue generation streams for the Government since it's through the registration and issuance of certificates that registration fees are paid thus generating revenue.
- ✓ Automation of the revenue collection process in the Authority will increase the efficiency of revenue collection.
- ✓ Further Roll of ICT services to MDAs/LGs and TUGs.

ii. International Development Partnerships

Over recent years, the country has been obtaining its loan resources from multilateral, bilateral, and commercial sources. Multilateral sources include international development assistance (IDA), and other multi-lateral sources. As already described, external borrowing through Government structures will be required given the ambition of the strategic plan to facilitate the multiyear ICT interventions within the NDP III digital transformation program.

iii. Public Private Partnerships (PPPs)

Over the Strategic Plan period, PPPs will contribute significantly to the financing of prioritized interventions, especially in the Business Process Outsourcing (BPO) industry where cost recovery is potentially high through the self-financing of the projects. Increased capacity to negotiate, design, and manage PPP projects continues to be a priority of this plan.

iv. Development Assistance Grants

Grants have been identified as one of the major funding sources that have not been fully tapped into by the Authority over the years. However, the Authority will leverage ICT research interventions and innovations to reach out to Non-Government Organisations (NGOs) to strategically create partnerships that will steer financing of existing opportunities within the ICT space.

Table 14: Detailed Cost Implementation Matrix

Objective	Intervention	Output	Action	20/21	21/22	22/23	23/24	24/25	Total budget
Increase the national ICT infrastructure coverage	Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity to key areas (Districts, sub counties, schools, hospitals, post offices, tourism sites, police, LGs etc.)	National Backbone infrastructure extended	Implement Last mile connectivity and Uganda Digital Acceleration Program to expand access to affordable high speed internet through the NBI	133.24	103.85	167.94	25.35	45.89	71.25
Increase the national ICT infrastructure coverage	Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity to key areas (Districts, sub counties, schools, hospitals, post offices, tourism sites, police, LGs etc.)	Government service delivery units (schools, hospitals, post offices, tourism sites, police, LGs etc) connected to the NBI	Implement Last mile connectivity and Uganda Digital Acceleration Program to expand access to affordable high speed internet through the NBI	-	-	-	20.31	20.73	41.04
Increase the national ICT infrastructure coverage	Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity to key areas (Districts, sub counties, schools, hospitals, post	Wireless hotspots (MyUg) deployed at strategic locations	Deploy wireless hotspots at strategic locations through the MYUG including district WiFi zones for learning	-	-	-	1.53	10.32	11.85

	offices, tourism sites, police, LGs etc.)								
Increase the national ICT infrastructure coverage	Establish and enhance national common core infrastructure (data centres, high power computing centers, specialized labs)	Third National Data Centre established	Acquisition of space/land	-	22.67	22.67	24.64	3.52	28.16
Increase the national ICT infrastructure coverage	Establish and enhance national common core infrastructure (data centres, high power computing centers, specialized labs)	Third National Data Centre established	Awareness and Sensitisation, Capacity building	-	-	-	5.67	3.24	8.91
Increase the national ICT infrastructure coverage	Establish and enhance national common core infrastructure (data centres, high power computing centers, specialized labs)	Enhancement of usage of National Data Centre (NDC)	Upgrade of existing National Data Centre Infrastructure and Disaster Recovery (DR) site	5.06	5.06	3.06	20.00	45.52	65.52
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	Frameworks in place to guide interoperability of Government systems	Develop Government Enterprise Architecture(GEA) and Interoperability Framework (GIF)	0.99	0.71	-	-	-	-
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	Frameworks in place to guide interoperability	Implement the GEA & GIF across Government	0.90	0.90	0.70	0.70	0.30	1.00

		of Government systems							
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	Frameworks in place to guide interoperability of Government systems	Creation of awareness, Change management and Capacity building across Government	0.10	0.10	0.10	0.10	0.10	0.20
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	A data sharing and integration platform developed to enhance the delivery of services in government and private sector and operationalized	Awareness Creation, Change Management and Capacity building	0.27	0.27	0.27	0.90	0.27	1.17
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	Government Public Key Infrastructure (PKI) services developed and enforced	Setup the Digital authentication and electronic Signatures Platform and Integrate e-services into the Digital signatures Platform	4.17	4.35	5.18	0.31	-	0.31
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	e-Citizens Portal enhanced (e-Services added onto the Portal)	Integrate e-services onto the e-Citizens Portal and Create awareness	0.11	0.06	0.06	0.06	0.01	0.07

Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	Public and Private institutions supported to review, re-engineer their processes, automate and deliver services online	Coordinate, develop and expand flagship e-services and rollout e-services across all NDPIII programs	7.19	8.59	9.59	10.71	12.59	23.30
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	Public and Private institutions supported to review, re-engineer their processes, automate and deliver services online	Support MDAs/LGs to review/re-engineer their processes and also in the development of e-solutions	1.90	1.90	1.90	1.90	1.90	3.80
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	Public and Private institutions supported to review, re-engineer their processes, automate and deliver services online	Establishment of Regional eGovernment support Service Desk	4.40	4.60	4.60	4.60	4.60	9.20
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	Unified Messaging and Collaboration System rolled out	Acquire UMCS licences and enroll all Government entities to improve communication	4.78	4.78	4.78	1.27	4.78	6.05

			and public service delivery						
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	E-payment gateway in place	Rollout of the e-payment Gateway, Security Audit of the e-Payment Gateway	3.00	3.00	3.00	0.02	0.01	0.03
Enhance usage of ICT in national development and service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	SMS gateway in place	Rollout of SMS services (USSD, Bulk, Notifications) across MDAs	9.88	9.88	9.88	0.50	0.02	0.52
Enhance usage of ICT in national development and service delivery	Strengthen Cyber Security in the country	National Information Security Framework reviewed and implemented	Conduct Assessment of Institutions on NISF implementation and handhold MDAs in the implementation of the Framework	0.50	0.50	0.50	0.10	1.05	1.15
Enhance usage of ICT in national development and service delivery	Strengthen Cyber Security in the country	Computer Emergency Response Teams (CERTs) strengthened	Strengthen national CERT/SOC capabilities	0.99	0.99	0.99	1.73	1.99	3.72
Enhance usage of ICT in national development and service delivery	Strengthen Cyber Security in the country	Computer Emergency Response Teams (CERTs) strengthened	Assessment of cybersecurity companies	0.06	0.06	0.06	0.06	0.06	0.12

Enhance usage of ICT in national development and service delivery	Strengthen Cyber Security in the country	Computer Emergency Response Teams (CERTs) strengthened	Development and awareness of the National Cyber threat intelligence platform	0.06	0.06	0.06	0.06	0.06	0.12
Enhance usage of ICT in national development and service delivery	Strengthen Cyber Security in the country	Computer Emergency Response Teams (CERTs) strengthened	Development and awareness of the Responsible Disclosure Framework	0.06	0.06	0.06	0.06	0.06	0.12
Enhance usage of ICT in national development and service delivery	Strengthen Cyber Security in the country	Computer Emergency Response Teams (CERTs) strengthened	Design and implementation of re-tooling program for JLOS on cybercrime matters	0.14	0.14	0.14	-	-	0.42
Enhance usage of ICT in national development and service delivery	Strengthen Cyber Security in the country	Computer Emergency Response Teams (CERTs) strengthened	Technical capacity building and support for priority institutions within key sectors to Reach ISO 27001 or similar cybersecurity certification	1.52	1.52	1.52	0.05	0.06	0.11
Enhance usage of ICT in national development and service delivery	Strengthen Cyber Security in the country	Public Key Infrastructure developed and implemented	Development and implementation of the Digital Authentication and Electronic Signatures Platform	3.90	3.90	1.73	0.01	0.02	0.03

Promote ICT research, innovation and commercialization of indigenous knowledge products	Develop innovation and incubation Centers	National ICT Park established	Establish supporting Infrastructure for the National ICT Park which include Internet connectivity, Roads and Utilities (Water, Sewerage, electricity)	60.20	65.13	65.20	1.75	2.00	3.75
Promote ICT research, innovation and commercialization of indigenous knowledge products	Develop innovation and incubation Centers	BPO /ITES centres supported	Extension of connectivity & provision of Bandwidth to the BPO centers	0.10	0.10	0.10	5.81	6.39	12.20
Promote ICT research, innovation and commercialization of indigenous knowledge products	Develop innovation and incubation Centers	Entrepreneurship and Incubation programmes developed	Promotion of the BPO/ITES Industry	0.30	0.30	0.30	0.30	0.30	0.60
Promote ICT research, innovation and commercialization of indigenous knowledge products	Develop innovation and incubation Centers	Entrepreneurship and Incubation programmes developed	Establish BPO/ITES Regional Centres	-	-	6.46	5.47	5.38	10.85
Promote ICT research, innovation and commercialization of indigenous	Develop innovation and incubation Centers	Entrepreneurship and Incubation programmes developed	Capacity building on BPO/ITES Global standards	0.10	0.10	0.10	0.10	0.10	0.20

knowledge products										
Promote ICT research, innovation and commercialization of indigenous knowledge products	Undertake innovative management of e-waste	Regional e-waste collection centres established	Establish collection centres and set up transportation mechanisms	-	-	-	1.50	1.75	3.25	
Increase the ICT human resource capital	Develop an ICT professional's quality assurance framework	Certification framework to regulate ICT professional standards developed	Certify ICT Products and service providers	-	-	-	5.43	7.53	12.96	

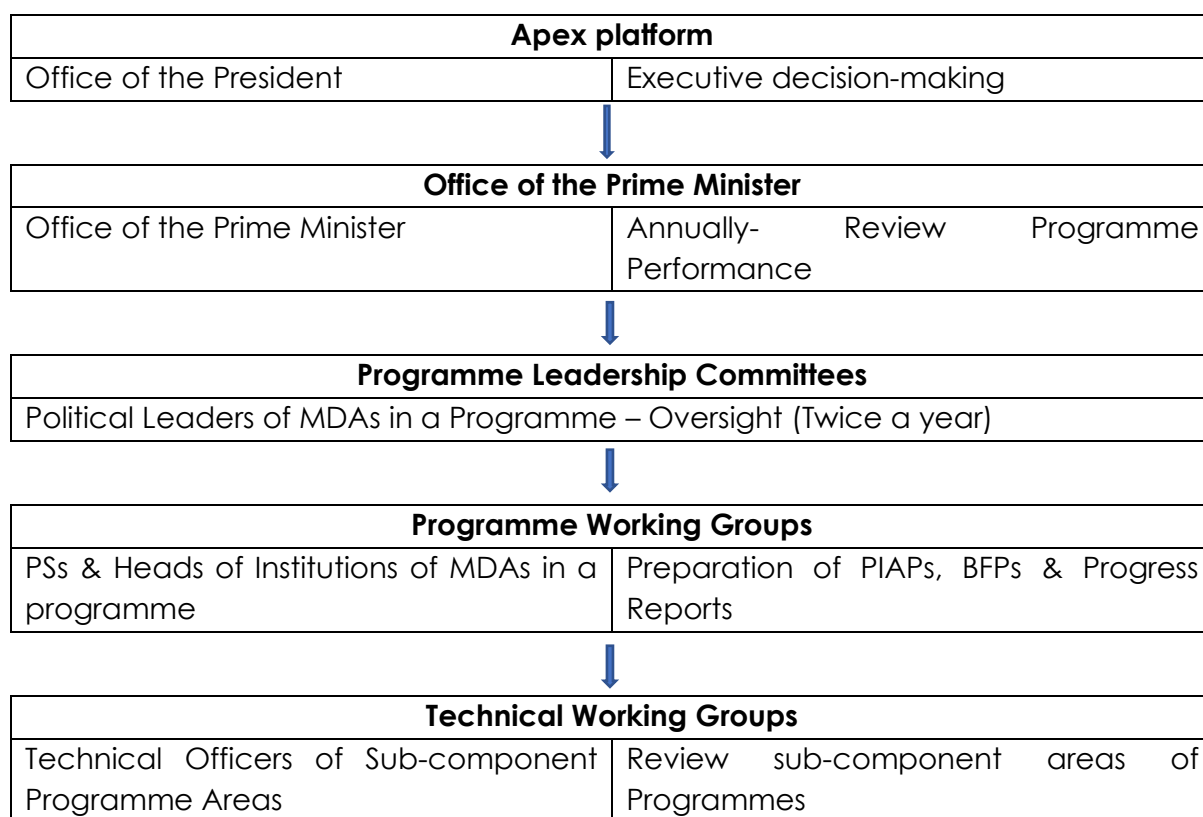
5. CHAPTER FIVE: INSTITUTIONAL ARRANGEMENTS

5.1 Institutional and coordination arrangements

To deliver the strategic plan, the Authority will leverage established NDP III structures, institutional systems, procedures and regulations, and synergies among stakeholders to deliver the Plan.

5.1.1 Established NDP III structure:

To effectively and efficiently implement the planned interventions to achieve the desired objectives, the Authority will follow the programmatic structure of implementing, tracking and reporting progress on the interventions. i.e.



As illustrated above, the high-level strategic plan coordination, alignment and implementation will follow through the hierarchy presented with the Apex being the top most comprising of the Office of the President which will provide executive decision-making, Office of the prime minister, Leadership committees, Programme working groups and technical working groups. These will provide overall guidance towards the implementation of the identified interventions.

5.1.2 Existing institutional structures and systems:

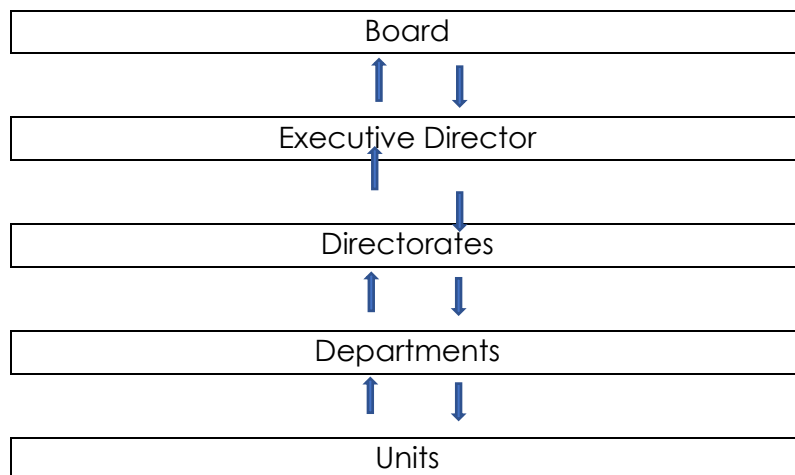
The Authority is under the general supervision of the Minister of ICT and National Guidance (MoICT & NG). The supreme governing body of NITA-U is the Board of Directors appointed by the Minister of ICT&NG. The Board facilitates, supervises and

supports the NITA-U Executive in the implementation of the NITA-U mandate and strategies. In this regard, the NITA-U's executive arm comprised of the secretariat headed by the Executive Director will ensure; that periodic strategic performance reports are presented and reviewed; institutional plans and budgets are aligned to the NDP III; solicit for funds to cover funding gaps in the Plan to achieve the planned interventions.

5.1.3 Roles of the different Directorates, Departments and Units in the delivery of the Plan

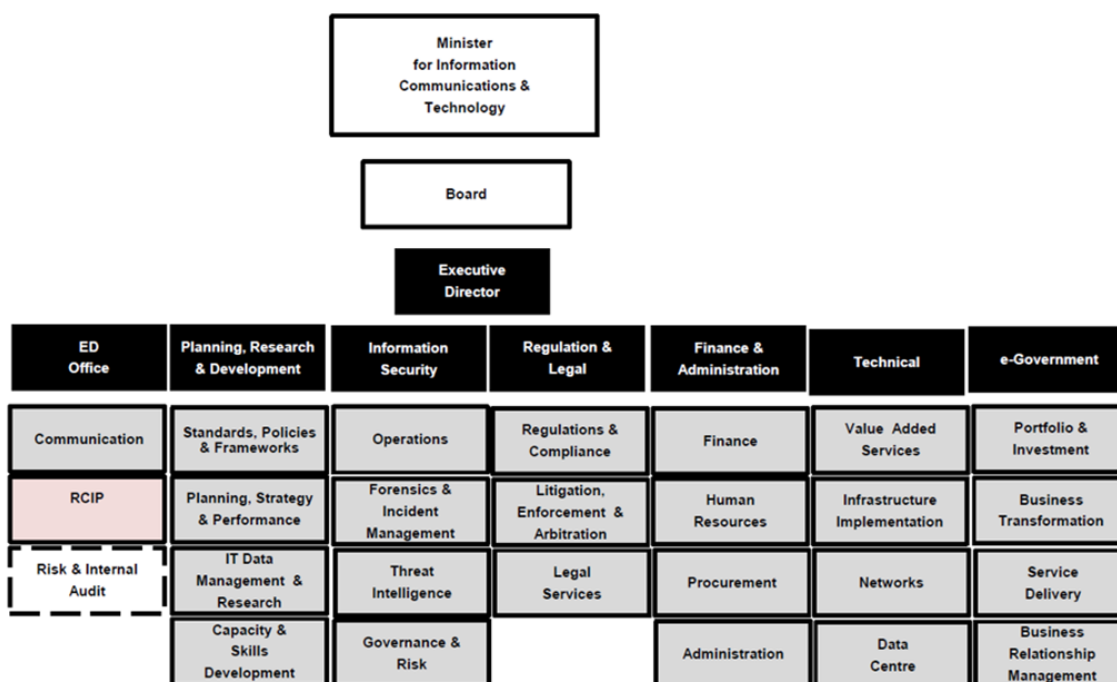
It should be noted that the delivery of the Plan will require the Authority to identify both internal and external stakeholders who will support the execution of the interventions to increase the chances of success, therefore, it's in this section that both internal and external stakeholders with their roles are identified and how their support will help deliver the planned interventions.

Internal stakeholders; NITA-U internal stakeholders comprise the Board, supported by the Executive Director who guides and supports directorates, departments and units to perform and deliver the strategic plan objectives. The authority's structure is illustrated in the figure below;



The delivery of the strategic plan is hinged on the organizational resource structure **(Figure 7)** which is well laid out with strategic departments and units aligned to the delivery of the identified strategic objectives. Directorates together with departments are assigned sub-program codes and names that are in line with strategic plan interventions and NDP III objectives i.e. E-services, IT infrastructure, Research and Innovation, and Enabling environment the assigned codes and names will aid in getting access to the required funds and also aligning institutional performance to the approved Plans.

Figure 7: The NITA-U Operation structure



External stakeholders; Understanding our customers and what truly matters to them is what drives our commitment to continuously offer an exceptional customer experience, the very reason for our existence. In this regard, the identification of the external stakeholders that will be leveraged to deliver the Plan is key therefore, the table below highlights some of our stakeholders and their responsibilities.

Table 15: External Stakeholders and their responsibilities

S/N	Institution/Stakeholder	Key Roles/Responsibilities
1	National Planning Authority (NPA)	<ul style="list-style-type: none"> • Provide overall guidance and support towards the development of the strategic plan. • Ensuring that institutional plans are aligned to the NDP III through the issuance of the certificate of compliance. • Monitoring the effectiveness of the strategic plans through conducting periodic assessments.
2	Ministry of Finance Planning and Economic Development	<ul style="list-style-type: none"> • Providing financial resources. • Providing technical guidance and mentoring on budgeting for implementation of plans and budgets. • Monitoring utilization of resources disbursed for strategic plan implementation.

3	Uganda Bureau of Statistics (UBOS)	<ul style="list-style-type: none"> • Providing reliable data for planning. • Giving technical advice and capacity building in data collection and management.
4	Office of the Prime Minister (OPM)	<ul style="list-style-type: none"> • Coordination of overall implementation and monitoring. • Guide the evaluation of interventions to ensure value is delivered as required. • Provide Government assessment templates
5	Ministry of ICT & National Guidance	<ul style="list-style-type: none"> • Provide overall supervision and guidance towards the implementation of programme priorities. • Provide frameworks, policies and regulations to support the sector. • Coordinate programme engagements i.e. PWGs that help in tracking and reporting the progress of the Plan. • Review periodic performance reports in-alignment with NDP III.
6	Development Partners	<ul style="list-style-type: none"> • Provide technical support to NITA-U in planning and implementation of plan interventions. • Providing Financial resources. • Integrating some aspects of the plans into their programming.
7	Local governments	<ul style="list-style-type: none"> • Implementing relevant aspects of the strategic plan. • Aligning their LG plans to the strategic plan interventions. • Mobilizing the local Government authorities to support the implementation of citizen-facing projects.
8	Civil society and private sector organizations	<ul style="list-style-type: none"> • Participating in activities as co-opted. • Aid the requirements-gathering process to develop intervention implementation plans. • Support implementation of planned interventions.
9	Parliament of Uganda	<ul style="list-style-type: none"> • Provide guidance and policy direction towards the implementation of the Plan. • Approve the Institutional budget appropriations. • Approve institutional plans.

NB: The table above provides a list of some of the stakeholders; however, more stakeholders will be identified in detail as the implementation of the plan commences.

5.2 Human Resource Plan

This section of the strategic plan describes how human resources will be developed, and managed to efficiently deliver the strategic plan. To efficiently deliver the Plan the Authority will use the IT service delivery model (ITSDM) that's focused on delivering value to both internal and external stakeholders. Additionally, the staff establishment structure will be used to identify required human resources with specialized skills to execute the planned interventions. Furthermore, the Human resources acquired will be managed centrally to foster collaborations, effective communication of the strategic plan progress, and knowledge management.

The table below shows the staff establishment plan with all positions that will be used to deliver the strategic plan.

Figure 8: NITA-U Staff establishment plan

No.	Position
EXECUTIVE DIRECTOR'S OFFICE	
1.	Executive Director
2.	Executive Personal Assistant
	COMMUNICATIONS
3.	Brand & Communications Officers
	RISK & INTERNAL AUDIT
4.	Manager, Internal Audit
5.	Risk Management Analyst
6.	Internal Auditors
	PROJECT
7.	Project Programme Coordinator
8.	Communications Relationships Specialist
DIRECTORATE OF TECHNICAL SERVICES	
9.	Director Technical Services
	Network Department
10.	Manager, Networks
11.	Snr Transport Network Engineer
12.	Transport Network Engineer
13.	Snr Network Administrator
14.	Network Operations (NOC) Officer
15.	Network Administrator
	Infrastructure Delivery Department
16.	Manager, Infrastructure Implementation
17.	Snr. Infrastructure Implementation Engineer
18.	Infrastructure Implementation Engineers
19.	Infrastructure Implementation Support Engineers
20.	Electrical Engineers
	Data Centre Department
21.	Manager, Data Centre
22.	Application Administrators
23.	Systems Administrators
24.	NITA-U IT Support Staff
	VALUE-ADDED SERVICES (VAS)

25.	Manager, Valued Added Services
26.	VAS Engineers
27.	Infrastructure Design & Planning Officers
28.	Data Centre Planning Officer
DIRECTORATE OF FINANCE AND ADMINISTRATION	
29.	Director, Finance, and Administration
	FINANCE
30.	Manager, Finance
31.	Management Accountant
32.	Financial Accountant
33.	Project Accountant
34.	Assistant Accountant
35.	Accounts Assistant
	PROCUREMENT
36.	Manager, Procurement
37.	Procurement Specialist
38.	Procurement Officer
	ADMINISTRATION
39.	Manager, Administration
40.	Administration Officer
41.	Personal Assistants
42.	Receptionist
43.	Drivers
44.	Office Attendant
	HUMAN RESOURCES
45.	Manager, Human Resources
46.	Human Resources Officer
47.	Human Resource Development Specialist
DIRECTORATE OF PLANNING RESEARCH AND DEVELOPMENT	
48.	Director, Planning, Research and Development
	PLANNING, STRATEGY, AND PERFORMANCE
49.	Manager, Strategy, Planning, and Performance
50.	Strategy and Performance Officer
51.	Monitoring and Evaluation Analyst
52.	Planning and Reporting Analyst
53.	Monitoring and Evaluation Specialist
	STANDARDS, POLICIES AND FRAMEWORKS
54.	Manager, Standards, Policies & Frameworks
55.	IT Policies & Standards Officer
	IT DATA MANAGEMENT & RESEARCH
56.	Manager, IT Data Management & Research
57.	IT Research Officer
58.	Statistician
59.	Data Scientist Specialist
60.	Data Scientists
	CAPACITY BUILDING & SKILLS DEVELOPMENT
61.	Manager, Capacity Building and Skills Development
62.	IT Professional Development Officer
63.	IT Training and Capacity Officer
DIRECTORATE OF INFORMATION SECURITY	
64.	Director Information Security
	INFORMATION SECURITY OPERATIONS
65.	Manager, Information Security Operations

66.	Security Analyst
67.	Security Specialist
	FORENSICS & INCIDENTS MANAGEMENT
68.	Manager, Forensics & Incidents Management
69.	Forensic Analyst
70.	CERT Analyst
71.	Incident Analysts
	THREAT INTELLIGENCE
72.	Manager, Threat Intelligence
73.	Security Analyst
74.	Threat Analyst'
75.	GOVERNANCE & RISK
76.	Manager, Governance & Risk
77.	Risk Analyst
78.	Security Analyst
79.	Senior Information Security Specialist
DIRECTORATE OF REGULATION AND LEGAL	
80.	Director, Regulation & Legal Services
	REGULATION & COMPLAINE
81.	Manager, Regulation & Compliance
82.	Legal Officer, Regulation & Compliance
83.	Consumer Affairs Officer
84.	IT Certification Supervisor
85.	IT Certification Officers
86.	Licencing Officer
	LEGAL SERVICES
87.	Manager, Legal Services
88.	Legal Officers
89.	Board Affairs Officer
90.	Legal Expert
	LITIGATION ENFORCEMENT & ARBITRATION
91.	Manager, Litigation & Abitration Registrar
92.	Legal Counsel
93.	Legal Clerk
DIRECTORATE OF E-GOVERNMENT SERVICES	
94.	Director, e- Government Services
	SERVICE DELIVERY
95.	Manager, Service Delivery
96.	Service Desk Supervisors
97.	Service Desk Agents
98.	Supplier Relations Supervisor
99.	Operations & Support Staff
	BUSINESS TRANSFORMATION
100.	Manager, Business Transformation
101.	Snr Business Analyst
102.	Business Analysts
103.	Business Process Analysts
104.	Integration Specialists
105.	Data Scientists
106.	Snr Systems Analyst
107.	Systems Analysts

108.	Application Analysts
109.	Systems Developers
110.	Data Integration Expert
	PORTFOLIO & INVESTMENT
111.	Manager, Portfolio & Investment
112.	Business IT- Performance Officers
113.	BPO/ITES Supervisor
114.	BPO/ITES Coordinator
115.	Project Management Officers
116.	Project Management Support Officers
	BUSINESS RELATIONSHIPS
117.	Manager, Business Relationships
118.	Relationship Management Engineers
119.	Change Management Officers
120.	IT Advisory Service Officers
121.	Marketing Officers

5.3 Approval, Submission, and Dissemination of the strategic plan

The NITA-U Strategic Plan shall be subject to a two-step approval process. First, the Plan shall be submitted to National Planning Authority for endorsement and certification. Second, the plan shall be approved by the executive management committee, and the Board of directors of the Authority. Once the plan is approved by all the stakeholders it will be submitted to the National Planning Authority (NPA) and MoICT&NG for consolidation. Subsequently, the Plan will be disseminated through the NITA-U website and print media to enable all stakeholders to access information and mobilize public support towards the implementation of the planned interventions.

6. CHAPTER SIX: COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENTS

Communications describe the possible means by which the information can be sent or received, either through communication activities, such as meetings and presentations, or artifacts, such as emails, social media, reports, or documentation. This section of the plan includes the processes necessary to ensure that the information needs of the Authority and its stakeholders are met through the development of artifacts and implementation of activities designed to achieve effective information exchange while delivering the Plan.

To ensure that information on strategic plan performance is effectively communicated to all stakeholders a sample interactive communication model will be adopted to ensure that availed performance information is understood and appropriate feedback is provided from both the Authority and the stakeholders.

Information will be shared through established NITA-U communication channels that are push and interactive in nature i.e. meetings, emails, letters, memos, reports, presentations, press releases service desk phone calls, instant massaging, and social media platforms (tweeter, Instagram, and LinkedIn), etc.

In light of the above, feedback is crucial from the stakeholders as this informs the Authority of the appropriate actions required to improve delivery strategies. Therefore, appropriate feedback mechanisms will also be used to send feedback to the stakeholders using the identified channels favorable to the stakeholder as will be detailed in the communications plan.

The table below represents the communication methods required for identified stakeholders.

Table 16: Communication and Feedback Mechanisms

	Stakeholder	Media/Methods	Focal Point Content/ draft provided by	Supported by	Delivered by	Useful Source Materials	Planned date of Delivery
EXECUTIVE DIRECTOR'S OFFICE							
1	NITA-U Staff	Staff engagements; E-mail updates	Human Resource Officer.	Manager Strategy & Performance	Executive Director	Staff meeting minutes Strategic Plan Performance Reports	Quarterly.
2	NITA-U Board	Board meetings. e-mail engagements	Relevant resources in the different Directorates	Director- Regulation and Legal Services	Executive Director	Board papers NITA-U Strategic Plan	As per the approved board calendar.
3	Ministry of ICT	Top management meetings	Relevant resources in the different Directorates	Directorate of Planning Research and Development.	Executive Director	Government performance reports Project reports	Scheduled TMT meetings (weekly).
4	ICT Parliamentary Committee	Parliamentary committee meetings	Manager – Planning Manager – Finance Manager - Strategy	Directors	Executive Director.	Ministerial Policy Statement. Performance reports.	As per signed board calendar.
5	Office of the President	Meetings e-mail of Progress reports	Relevant Directorates	Directorate of Planning Research and Development.	Executive Director	Progress projects under the Presidential Directives	As and when.
6	Office of the Prime Minister	Electronic and physical reports. Regular engagements	Directorate of Planning Research and Development	Directors	Executive Director	Ministerial Policy statements. Performance Progress reports.	Quarterly OBT reports. Scheduled review meetings.
7	Development partners	Engagements, e-mails.	Business Analyst Representative of user department	Programme Manager. Relevant Directors	Executive Director Directors (depending on audience)	ICT- Sector investment plan NITA-U Strategic plan. Impact assessment reports	Meetings scheduled as and when need arises.
8	Ministries, Departments and Agencies.	Meetings, Engagements, e-mail communication, letters.	Relevant directorates	Other Directors	Executive Director	Actual Performance and planned network roll out specific to NBI.	As per the engagement schedule.
9	Private sector	Meetings, e-mails Web Publications	Directorates of Planning Research and Development.	Other relevant Directorates	Executive Director/ Directors/ Communications office	ICT- Sector investment plan. Sector performance reports	As and when the need arises
10	Media Houses	Regular engagements Information packs Guided tours	Corporate Communications Office.	All Directors	Executive Directors/ Corporate communications Officer	Project progress reports Project impact reports	Media engagement calendar.
11	Presidential Investors Round Table (PIRT)	Reports PIRT engagements. E-mail Communication updates.	Manager- Planning Relevant Directorates.	Directorate Planning Research and Development	Executive Director / Director planning	Presidential Investors Round Table (PIRT) progress reports.	PIRT scheduled meetings.

12	Ministry of Finance Planning and Development.	Budget Review meetings Reports	Director Finance & Administration	Director Planning Research and Development	ED/ Director Finance Planning and Development.	Work plans Budget performance reports	Finance calendar for review meetings.
13	MDAs connected & utilizing internet	Meetings, engagements	Infrastructure, Network and IT services Manager	Directorate of Technical services.	All the directors	Customer satisfaction Survey. Progress on the MDA connected to the NBI and using their services.	Directors Schedule on MDA visits.
14	MDAs not utilizing the internet nor connected to the NBI	Sensitization Sessions Letters /e-mails	IT Services Manager Manager Infrastructure	Director technical services	Executive Director	Planned connection for the MDAs.	MDA engagement schedule.
15	The Public	Engagements, awareness sessions, Web site, e-mails; Radio	Communication Officer	IT Professional Development, Capacity building	Relevant technical officers	Project reports NITA-U Mandate	Regular
16	Civil Society	E-mail Presentation	Communications Officer	Relevant Directorates	Corporate Communications Officer	Project performance reports ICT Sector Investment Plan	Annual engagements.
DELIVERY OF e-GOVERNEMENT SERVICES							
	Stakeholder	Media/Methods	Focal Point Content/ draft provided by	Supported by	Delivered by	Useful Source Materials	Planned date of Delivery
1	Internal Stakeholders Staff	Regular Directorate meetings	Departments within the Directorate	Director	Executive Director Strategy manager	Performance Reports Ministerial Policy statement Strategic Plan	Weekly directorate meetings
2	Internal Stakeholder Board	Board meetings	Directorate heads	Directorate Staff	Director	Ministerial policy Statement Performance reports Board papers	As per signed board calendar.
3	Parliamentary committee on ICT	Parliamentary committee meetings	Departmental heads	Director.	Executive Director	Ministerial Policy statements. Progress reports.	Planned Committee meetings
4	Ministry of Information and Communications Technology	Top Management meetings E-mail communication on project progress if needed.	Directorate heads	Executive Director	Director	NITA-U Strategic plan TMT management papers.	Monthly
5	Development Partners (WB, EDB, NIPA, EDU Egypt...)	Participation in meetings, e-mail, E-Government written proposals.	Departmental heads	Director	Director / Executive director	NITA-U Strategic plan. Feasibility studies. Bench marking	As and when the opportunity is identified.
6	Presidential Investors Round Table (PIRT)	PIRT meetings	Directorates of e-Government & Planning Research and Development	Executive Director	ED/ Director planning	PIRT reports	PIRT scheduled meetings.

7	Ministry of Finance Planning and Development.	Budget Review meetings Reports	Director Finance & Administration	Director e-Government	ED/ Director Finance Planning and Development.	Work plans Budget performance reports	Finance calendar for review meetings.
8	Ministries Departments and agencies. Justice URA PPDA	Meetings Workshop	e-Government	Director e-Government	ED/ Director e-Government.	E-Government Master plan. ICT-Sector Investment Plan e-Government road map	Scheduled time table for engaging MDAs on e-Government services.
9	Uganda Investment Authority (UIA)	Meetings	Manager Application Solutions	Project management office	Director e-Government	Project progress reports.	Scheduled meetings.
10	MDAs connected & utilizing internet	Meetings, engagements	Infrastructure, Network and IT services Manager	Directorate of Technical services.	Director e-Government	Customer satisfaction Survey. Progress on the MDA connected to the NBI and using their services.	Directors Schedule on MDA visits.
11	MDAs not utilizing the internet nor connected to the NBI	Sensitization Sessions Letters /e-mails	IT Services Manager Manager Infrastructure	Director technical services	Director e-Government	Planned connection for the MDAs.	MDA engagement schedule.
12	MDAs (specified in the Board report)	Sensitization sessions	Unified Communications Architect	Director e-Government	Unified Communications Architect	e- Government Master Plan.	Scheduled.
BUSINESS PROCESS OUTSOURCING							
	Stakeholder	Media/Methods	Focal Point Content/ draft provided by	Supported by	Delivered by	Useful Source Materials	Planned date of Delivery
1	Internal Stakeholders Staff	Regular Directorate meetings	Departments within the Directorate	Director	Executive Director Strategy manager	Performance Reports Ministerial Policy statement Strategic Plan	Weekly directorate meetings
2	Parliamentary committee on ICT	Meetings, e-mail, Participation	BPO performance Progress / BPO coordinator.	Director	Executive Director	Ministerial Policy Statement NITA-U Progress reports	
3	Uganda BPO Association	Engagements, Meetings, workshop participation BPO website.	BPO coordinator	DPRD – Learning & Development BPO management trainees.	Director	BPO Strategy document BPO Standards BPO Regional best practices	Schedule time table for regular engagements.
4	Ministry of Information and Communications Technology	Top Management meetings E-mail communication on project progress if needed.	Directors	Executive Director	Director	ICT –Sector Investment Plan. NITA-U Strategic plan TMT management papers.	Top Management Meetings scheduled meetings (weekly)
5	Ministry of Finance, Planning and Economic Development (MoFPED)	Meetings / Engagements on Budget reviews.	Director Finance & Planning	Director e-Government	Executive Director	Ministerial policy statement. Budget Performance Reports	MoFPED budget review meetings as per schedule.

6	Office of the Prime Minister	Engagements. Workshops meetings	Web solutions Architect – Application Solutions	Director e- Government	Executive Director	ICT –Sector Investment Plan. e-Government master plan Presidential directives.	As and when scheduled by the OPM.
7	Parliament of Uganda	Parliamentary meetings, Newsletters.	BPO coordinator	E-Government Director.	Executive Director	BPO Strategy and performance reports	As per signed board calendar.
8	Uganda Investment Authority (UIA)	Engagements. To promote Uganda in the diaspora.	BPO Coordinator	E-Government Director.	E-Government Director.	BPO Strategy	
INFRASTRUCTURE AND SERVICES DELIVERY							
	Stakeholder	Media/Methods	Focal Point Content/ draft provided by	Supported by	Delivered by	Useful Source Materials	Planned date of Delivery
1	NITA-U Staff & Board	Staff meetings. One on one engagement. Update on infrastructure roll out.	Infrastructure Manager	Network Manager	Director technical services.	NBI rollout plan. Infrastructure delivery strategy	Quarterly.
2	Parliamentary committee on ICT	Parliamentary Committee meetings. Infrastructure rollout progress. Utilization of services delivered over the NBI	Infrastructure Manager	Network manager e-Government	Executive Director	ICT-Sector Investment Plan Progress reports on infrastructure rollout. Planned rollout of infrastructure.	Quarterly monthly reports. As and when the meetings are scheduled.
3	Security Agencies (CMI,ISO,ESO)	Meetings Assure MDAs of the security of the infrastructure.	Information security operational manager & Infrastructure manager	& Technical Services.	Director Information Security	National Information Security Framework NBI Security Audit.	Half annual progress engagements/reports.
4	Ministry of Finance, Planning and Economic Development (MoFPED)	Engagements, MoFPED organized budget review meetings	Directorate of Planning, Research and Development.	Directorate of Technical Services	Executive Director / Finance & Administration Director.	Ministerial Policy Statement (MPS) Performance reports.	Quarterly mandatory reports.
5	Ministry of Information and Communications Technology	Top Management meetings E-mail communication on progress.	Directorate of Technical Services	Director Technical Services	Executive Director	ICT –Sector Investment Plan. NITA-U Strategic plan TMT management papers.	Top Management Meetings scheduled meetings (weekly)
6	Office of the Prime Minister	Meetings, Performance Reports	Directorate of Planning, Research, and Development	Directorate of Technical Services	Executive Director for meetings. Directorate of planning for reports (with EDs) approval.	Performance progress reports.	Quarterly reports Half annual reports and Annual performance reports.
7	Ministry of Works and Transport	Regular engagements	Manager Infrastructure	Director Technical Services.	Executive Director	Infrastructure roll-out plans. ICT-Sector Investment Plan. Rationalization Strategy	Annual joint planning meetings
8	Private Sector	Regular meetings; Sensitization engagements. Client visits	Infrastructure manager	Directorate of Technical Services	Director Technical Services	Private sector infrastructure rollout plans.	Weekly engagements through the NBI Manager.

		Mostly to market the NBI					Annual planning meetings.
9	Ministry of Energy and Mineral resources.	Organized meetings.	Directorate of Technical Services.	Director Technical Services.	Director Technical Services.	Network/ Infrastructure roll out plans	Bi-annual planned meetings.
10	ICT Association of Uganda	Engagements, Meetings, e-proposals	Executive Director 's Office Business Analyst	Directorate heads	Relevant Directors	Publication of development partners, websites	As and when.
11	i-network	e-mail engagements	Directorate of Technical Services	Director Technical Services	Communications Officer	Infrastructure reports	As and when. Based on the group discussions.
12	MDAs connected to the Network	Meetings, engagements	Infrastructure, Network, and IT Services Manager	Directorate of Technical Services.	All the directors	Customer satisfaction Survey. Progress on the MDA connected to the NBI and using their services.	Directors Schedule MDA visits.
13	Other MDAs	Sensitization Sessions	IT Services Manager	Director technical services	Director Technical Services / Manager IT services	Planned connection for the MDAs.	Scheduled calendar.
INFORMATION SECURITY							
	Stakeholder	Media/Methods	Focal Point Content/ draft provided by	Supported by	Delivered by	Useful Source Materials	Planned Delivery Date
1	NITA-U Staff & Board	Meetings, Directorate engagements	Manager – Information Security Operations	Director Information Security	Director Information Security	ICT –Sector Investment Plan. National Information Security Framework. Board papers	Quarterly staff meeting engagements. Scheduled board meetings.
2	Parliamentary committee on ICT	Engagements with the Parliamentary committee on ICT.	Manager – Information Security Operations	Director Information Security	Executive Director	Progress on implementation of the National Information Security Framework.	Annual performance review meetings.
3	Development Partners	Meetings. e-mail communication. Written proposals	Manager – Information Security Operations	Director Information Security	Director Information Security	ICT-Sector Investment Plan	Quarterly.
4	Security Agencies (CMI,ISO,ESO)	Meetings, and co-funded sensitization campaigns.	Manager – Information Security Operations	Director Information Security	Director Information Security	ICT –Sector plan; NITA-U Strategic Plan; National Information Security Framework;	Bi-annual events.
5	Ministry of Defence	Regular engagements	Manager – Information Security Operations	Director Information Security	Director Information Security	Implementation of the National Information Security Framework;	Bi-annual meetings.
6	Ministry of Finance, Planning and Economic Development (MoFPED)	Meetings / Engagements on Budget reviews.	Manager – Information Security Operations	Director Information Security	Executive Director	Ministerial policy statement. Budget Performance Reports	MoFPED budget review meetings as per schedule.

7	Ministry of Information and Communications Technology	Top Management meetings E-mail communication on project progress if needed.	Manager – Information Security Operations	Director Information Security	Executive Director	ICT –Sector Investment Plan. NITA-U Strategic plan TMT management papers.	Top Management Meetings scheduled meetings (weekly)
8	Office of the President	Engagements, Meetings	Manager – Information Security Operations	Director Information Security	Executive Director	Presidential Directive Progress reports.	As and when
9	Office of the Prime Minister	Meetings, Performance Reports	Directorate of Planning, Research, and Development	Directorate of Technical Services	Executive Director for meetings. Directorate of planning for reports (with ED's approval).	Performance progress reports.	Quarterly reports Half annual reports and Annual performance reports.
10	Statehouse	Meetings Progress on Implementation of presidential directives.	Manager – Information Security Operations	Director Information Security	Director Information Security	Implementation Progress	As and when.
11	Uganda Communications Commission (UCC)	e-mails, Meetings, Sector meetings.	Communications Officer	Directorates	Corporate Communications	Sector progress.	As and when
12	Uganda Police Force	Meetings, Workshops.	Manager – Information Security Operations	Director Information Security	Director Information Security	National Information Security Framework	Scheduled meetings as well as spontaneous meetings.
13	Criminal Investigations Department	Meetings, Joint assignments.	Manager – Information Security Operations	Director Information Security	Director Information Security	National Information Security Framework	Scheduled meetings as well as spontaneous meetings.
14	Uganda Revenue Authority (URA)	Meetings, e-mails, Workshops.	Manager – Information Security Operations	Director Information Security	Director Information Security	National Information Security Framework	Scheduled meetings.
15	Other MDAs	Sensitizations Sessions	Manager – Information Security Operations	Director Information Security	Director Information Security	Director Information Security/ Manager – Information Security Operations	As per the scheduled annual calendar.
LEGAL AND REGULATION ENVIRONMENT / STANDARDS							
	Stakeholder	Media/Methods	Focal Point Content/ draft provided by	Supported by	Delivered by	Useful Source Materials	Planned Delivery Date
1	Internal Stakeholders (Staff & Board)	Staff meetings. One-on-one engagement.	Manager Legal	Manager Compliance.	Director	Cyber laws. Regulations Contract Management Update on infrastructure rollout.	Quarterly. As and when
2	Parliamentary committee on ICT	Parliamentary Committee meetings. One-on-one engagements	Manager Legal	Manager Compliance.	Executive Director	ICT-Sector Investment Plan Progress reports on infrastructure rollout. The planned rollout of infrastructure.	Annual. Monthly reports. As and when the meetings are scheduled.

3	Ministry of Information and Communications Technology	Meetings, e-mails, workshops, letters, One-on-one engagements	Manager Legal/ Support MoICT in developing laws	Manager Compliance.	Director	Draft laws on the subject matter.	Quarterly As and when assistance is required by MoICT
4	Ministry of Justice and Constitutional Affairs (Mo JCA)	Engagements, e-mails, workshops, letters	Manager Legal	N/A	Director / Manager Legal	ICT – Sector Investment Plan.	Regularly As per schedule for developing laws/regulations in the annual work plan.
5	Uganda Law Society	Meetings, Workshops, Engagements.	Manager Legal	Manager Compliance	Director Legal / Manager Compliance	Cyber Laws Compliance Framework Regulations	Quarterly meetings
6	Judiciary	Meetings, Engagements	Manager Compliance	Compliance Officer	Director Legal / Manager Compliance	Cyber Laws Compliance Framework Regulations	As and when an issue arises.
7	Uganda National Bureau of Standards	Meetings, Technical working groups.	Standards officer	Manager- Standards & Architecture Manager	Director Planning Research and Development.	Standards roadmap. ISO standards	Scheduled meetings.
8	Development Partners	Meetings, e-mails, Proposals.	Manager Compliance Manager Legal	Manager – Compliance	Director Manager Compliance Manager Legal	ICT- Sector Investment Plan	As and when.
9	Office of the Prime Minister	Meetings, Performance Reports	Directorate of Planning, Research, and Development	Manager Compliance	Executive Director for meetings. Directorate of planning for reports (with ED's approval).	Performance progress reports.	Quarterly reports Half annual reports and Annual performance reports.
10	MDAs	Sensitization Sessions Workshops, letters, e-mails	Manager- Legal Services	Manager Compliance	Manager Compliance	Cyber laws IT Regulations Compliance Framework	Scheduled meetings
12	MDAs All	Scheduled Engagements	Networks team.	Director Technical Services.	Director Regulation and Legal Services.	Networks reports Satisfaction Survey	Scheduled meetings.
FUDICIARY & FINANCE/ PROCUREMENT / ADMINISTRATION							
	Stakeholder	Media/Methods	Focal Point Content/ draft provided by	Supported by	Delivered by	Useful Source Materials	Planned Delivery Date
1	NITA-U Staff	Regular engagements as per the schedule; Staff meetings e-mail communication	Human Resources Officer	Director of Finance and Administration.	Director of Finance and Administration.	Human Resource Manual	Quarterly
	NITA-U Board	Board meetings	Manager - Finance	Director of Finance and Administration.	Director of Finance and Administration.	Financial reports Manuals, Policies	As per the board timetable
4	Ministry of Information and Communications Technology	Top Management Meetings E-mail	Manager – Finance	Director of Finance and Administration.	Executive Director	Performance Reports	Monthly.

5	Office of the Prime Minister	Meetings, Performance Reports	Directorate of Planning, Research, and Development	Director- Finance & Administration.	Executive Director	Performance progress reports.	Quarterly reports Half annual reports and Annual performance reports.
6	Auditor General	Reports Meetings	Manager- Finance	Director- Finance & Administration.	Executive Director	Audit Reports	Annually
7	Parliamentary Committee	Parliamentary Committee meetings. Financial Performance Reports	Manager - Finance	Director -Finance and Administration.	Executive Director	Financial Performance reports.	Annual monthly reports. As and when the meetings are scheduled.
9	Presidential Advisors Committee on Budget		Directorate of Planning, Research, and Development	Director -Finance and Administration.	Executive Director	Financial Performance reports.	Annual. Monthly reports. As and when the meetings are scheduled.
8	Ministry of Finance, Planning and Economic Development (MoFPED)	Meetings Phone calls Face-to-face e-mails	Manager - Finance	Director -Finance and Administration.	Executive Director	Financial Performance reports.	Quarterly reports
	Auditor General	Reports, Phone calls	Manager Finance	Director -Finance and Administration.	Director -Finance and Administration.	Audit reports Budget performance reports.	Annual reports
9	Accountant Generals Office	Meetings Reports	Manager Finance	Director -Finance and Administration.	Executive Director	Financial Performance reports.	Quarterly reports Annual reports.
10	Public Procurement and Disposal of Assets (PPDA)	Meetings Reports	Head of Procurement	Director -Finance and Administration.	Executive Director	Procurement plans Procurement Management Reports.	Monthly Quarterly Annual
11	MDAs – connected to the NBI utilizing the internet	Phone calls e-mail Face- face engagements; letters, e-mails.	Manager- Finance	Director -Finance and Administration.	Director -Finance and Administration.	Networks reports Satisfaction Survey	Regular engagements
12	Ministry of Public Service	Phone calls e-mails Meetings	Human Resource Officer	Director -Finance and Administration.	Director -Finance and Administration.	Ministerial Policy Statement; NITA-U Strategic Plan.	Monthly
12	MDAs – prospective users of the internet.	Scheduled Engagements	Networks team.	Director Technical Services.	Director -Finance and Administration.	Satisfaction Survey reports	Regular engagements
PLANNING, RESEARCH AND PRODUCT DEVELOPMENT							
	Stakeholder	Media/Methods	Focal Point Content/ draft provided by	Supported by	Delivered by	Useful Source Materials	Planned Delivery Date

1	Internal Stakeholders Staff Board of Directors	Meetings	Manager Planning Officer Planning	Director – Planning Research and Development.	Director – Planning Research and Development. Manager- Planning	Ministerial Policy statement Output Budgeting Tool Annual Report	Quarterly / Annual
2	Ministry of Information and Communications Technology	Meetings e-mail	Manager Planning Officer Planning	Director – Planning Research and Development.	Director – Planning Research and Development. Manager- Planning	ICT – Sector Investment Plan. NITA-U Strategic plan	Quarterly /as and when required.
3	Ministry of Finance planning and Economic Development (MoFPED)	Meetings (budget review) e-mail communication	Manager Planning Officer Planning	Director – Planning Research and Development.	Executive Director Director – Planning Research and	Institutional Work plans Ministerial Policy statement Output Budgeting Tool Annual Report	Quarterly
4	Office of the Prime Minister	Meetings, Performance Reports	Manager Planning Officer Planning	Director – Planning Research and Development.	Executive Director/ Director – Planning Research and Development.	Output Budgeting Tool (OBT) reports. Government Annual / Half Annual Performance Reports.	Quarterly reports Half annual reports and Annual performance reports.
5	National Planning Authority (NPA)	Regular engagements	Manager – Planning	Director – Planning Research and Development.	Director – Planning Research and Development.	National Development Plan (NDP) Vision 2040 ICT-Sector Investment Plan	Planned meetings.
6	Presidential Investors Round Table.	Meetings/e-mail	Manager- Planning	Director – Planning Research and Development.	Director – Planning Research and Development.	PIRT issues progress reports.	Monthly
7	Uganda Bureau of Statistics (UBOS)	Meetings	Statistician	Manager- Planning	Director – Planning Research and Development. Statistician	NITA-U strategic plan for statistics under the Plan For National Statistical Development Framework	As and when the need arises.
8	Uganda Industrial Research Institute (UIRI)	Meetings	Statistician	Manager- Planning	Director – Planning Research and Development. Statistician	ICT- Sector Investment Plan National Research and Innovation road map.	As and when the need arises.
9	Uganda Institute of Information and Communications Technology (UICT)	Meetings Workshops Training	IT- Professional Development Officer	e- Government Training resource	Director – Planning Research and Development.	Training plans	As and when.
10	MDAs – connected to the NBI utilizing internet	Scheduled Engagements	Networks team.	Director Technical Services.	Director – Planning Research and Development.	Networks reports Satisfaction Survey	Scheduled meetings.
11	MDAs – prospective users of the internet.	Scheduled Engagements Presentations	Networks team.	Director Technical Services.	Director – Planning Research and Development.	Satisfaction Survey reports	Scheduled meetings.

CAPACITY BUILDING							
12	National Council for Higher Education (NCHE)	Meetings, e-mail, Presentations	IT Capacity Building & Skills Development Officer	Director – Planning Research and Development.	IT Capacity Building & Skills Development Officer	ICT policy on the incorporation of ICTs in the curriculum.	Annually
13	National Curriculum Development Centre (NCDC)	Meetings, e-mail, Presentations	IT Capacity Building & Skills Development Officer	Director – Planning Research and Development.	IT Capacity Building & Skills Development Officer	Policy on IT in Education Strategy on the incorporation of IT in education.	Annually
14	Uganda Institute of Information and Communications Technology (UICT)	Meetings, e-mail, Presentations	IT Capacity Building & Skills Development Officer	Director – Planning Research and Development.	IT Capacity Building & Skills Development Officer	ICT –Sector Investment plan. e- Government Master plan.	Quarterly
15	ICT Association of Uganda	Meetings	IT Capacity Building & Skills Development Officer	Director – Planning Research and Development.	IT Capacity Building & Skills Development Officer	ICT Trends	Quarterly

7. CHAPTER SEVEN: RISK MANAGEMENT

The NITA-U understands that risks are inescapable and has identified key Risks categorized under strategic, operational and external risks that may affect the achievement of its Strategic Objectives as stated in the plan. To deal with these risks, mitigation measures have been identified.

The table below shows the key possible risks that may affect NITA-U during the implementation of the Strategic Plan, the risk level and mitigation strategies to manage the risk.

The key risks under this section are ranked as follows: Low = 1, Moderate = 2, High = 3; Minor = 1, Moderate = 2, Significant = 3.

Table 17: Key envisaged risks

Risk	Risk factor	Risk level	Mitigation strategy
Strategic Risks			
1. Amendment of the NITA Act to the detriment of Nita-U (Rationalization of NITA-U)	<ul style="list-style-type: none"> ▪ Government of Uganda is undertaking Rationalisation of its MDAs where it aims at mainstreaming the effected MDAs operations to their line ministry 	High	<ul style="list-style-type: none"> ▪ Engagement of Key stakeholders including the Ministry of ICT, Public services; Parliament of the Republic of Uganda. ▪ Develop a delivery Action plan for NITA-U business and services ▪ Develop a delivery plan to engage all the key stake holders to mitigate probable rationalisation of NITA-U
2. Hampered oversight of the strategic direction	<ul style="list-style-type: none"> ▪ Lack of a fully constituted board three out of seven board members are missing 	High	<ul style="list-style-type: none"> ▪ Engagement with the line ministry to appoint new board members ▪ Develop a sustainability plan for all the completed projects in RCIP
3. Under collection of Projected revenue.	<ul style="list-style-type: none"> ▪ non-consolidation of IT Budget & Certification 	High	<ul style="list-style-type: none"> ▪ Engagement with Ministry of Finance so as to pay all the domestic arrears ▪ Consolidation of IT Budget
4. Non-compliance to PPDA Procurement and contract management guidelines.	<ul style="list-style-type: none"> ▪ Weak Contract management and monitoring practices by the user departments ▪ Delays in Bid evaluations 	High	<ul style="list-style-type: none"> ▪ Follow up of Planned procurement process, ▪ Due diligences of High value procurements

Operational Risks			
5. Inadequate staffing and shortages of Human Resources in Critical positions	<ul style="list-style-type: none"> ▪ Funding gaps hinder recruitment of necessary manpower ▪ Staff turnover 	High	<ul style="list-style-type: none"> ▪ Continuous lobbying for additional wage for Recruitment of additional staff ▪ Develop and implement an employee recognition and reward framework
6. Resistance to uptake e-Government services.	<ul style="list-style-type: none"> ▪ Many government agencies are still operating manually in the delivery of services 	High	<ul style="list-style-type: none"> ▪ Carry out harmonized engagements and Sensitizations at all levels in MDAS. ▪ Develop e-government curriculum with stakeholders and train civil servants. ▪ Implement e-government programs ▪ Change management processes taking effect. ▪ Trainings of MDA's personnel on e-government services.
7. Inability to monitor and provide assurance on electronic systems.	<ul style="list-style-type: none"> ▪ Lack of monitoring tools on government infrastructure ▪ Low capacity of implementers in monitoring electronic data 	High	<ul style="list-style-type: none"> ▪ Identify required skills, undertake a training needs assessments of the key implementers and train them in the handling of the tools and monitoring of the electronic data. ▪ Conduct Information Security audits and sensitisation workshops, compliance checks and subscription. ▪ Acquire Electronic Monitoring tools, Protection of networks and systems critical to national security, Protection against organized attacks capable of inflicting damage to the economy
8. Failure to enforce adherence to laws and regulations	<ul style="list-style-type: none"> ▪ Slow implementation of the laws and regulations ▪ Lack of awareness of existing laws and regulations 	High	<ul style="list-style-type: none"> ▪ Plan and enforce implementation of the IT laws ▪ Sensitise and create awareness of the existing laws

	<ul style="list-style-type: none"> Limited budget for enforcement of laws and regulations 		<ul style="list-style-type: none"> Provide a budget for the execution
9. Poor implementation of internal controls	<ul style="list-style-type: none"> Failure to embrace the monitoring and evaluation system Diversion/Failure to adhere to approved budgets & work plans 	Medium	<ul style="list-style-type: none"> Ensure participatory M&E to drive demand for the M&E system. Periodic operational assessments and performance review meetings
External risks			
10. Outbreak of pandemics and natural disasters	<ul style="list-style-type: none"> Lack of staff training/ capacity building in disaster preparedness 	Low	<ul style="list-style-type: none"> Create awareness among staff on possible outbreaks Train staff on disaster preparedness Build capacity for quick response to pandemic outbreaks and disasters
11. Cyber Crime/Attacks	<ul style="list-style-type: none"> National security interests Business and financial interests Political and social interests Weaknesses in cybersecurity governance and risk management Proliferation of IT Systems across government 	High	<ul style="list-style-type: none"> conduct Information Security audits and awareness Implement encryption and access control measures Business Continuity Plans/Disaster Recovery Plans IT systems integration Acquire electronic monitoring tools

8. CHAPTER EIGHT: MONITORING AND EVALUATION FRAMEWORK

8.0 Introduction

This chapter consists of; an introduction, monitoring and evaluation arrangements, progress reporting and the monitoring and evaluation results framework.

Monitoring and Evaluation of the Strategic Plan will be carried out to ensure the timely implementation of the Plan. Annual work plans and quarterly reports shall form the basis of ongoing monitoring while periodic evaluation shall be conducted.

For effective Monitoring, Evaluation and Reporting, the department of Strategy and Planning under the Directorate of Planning, Research and Development will be assigned and empowered to take lead. However, all directorates are responsible for the routine monitoring of interventions in line with their expertise.

The overall purpose of the Monitoring and Evaluation(M&E) plan is to enable NITA-U track, analyse and report on the progress of implementation of the strategic plan.

NITA-U will apply both quantitative and qualitative techniques to monitor the planned performance of its respective Directorates. Comparative analysis will be done between the standards set in the objectives and the actual results, pointing out any variance and the reasons thereof. This will inform prompt decision making in a bid to achieve the intended strategic objectives.

It is expected that the monitoring and evaluation of the strategic plan will address the following questions:

1. Are the results of the strategic objectives being achieved within the specified timelines?
2. Should the deadlines for completion be changed?
3. Do staff have adequate resources (finances, equipment, facilities, training etc.) to achieve the results?
4. How likely are we to achieve our set objectives and results?
5. Should priorities be changed to put more focus on achieving the objectives and results?
6. Should the results be changed or improved? Should we realign our resources?
7. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

A Monitoring and Evaluation report shall be developed and will contain, but will not be limited to the following information:

1. Answers to the above key questions while monitoring implementation;
2. Trends regarding the progress toward goals/results, including which goals and objectives;
3. Recommendations about the status;

4. Any actions required by NITA-U's leadership and management team.

All M&E findings shall be disseminated to the stakeholders using different approaches as may be appropriate.

8.1 Monitoring and Evaluation Arrangements

8.1.1 Monitoring

This will involve routine data collection and analysis of the progress of the strategic plan to inform decision making at all levels. Standardized tools will also be developed to enable the Authority to have comparable aggregation of data over time. Outcome indicators will therefore be collected using survey methods and special studies while output, input and process indicators will be collected using program level reports.

8.1.2 Evaluation

Annual Performance Review

Annual reviews to identify good practices and lessons learned and provide feedback to management as a basis for possible implementation adjustments will be undertaken.

Mid -term Evaluation

Midway through the implementation period of the NITA-U strategic plan, a review (preferably two and half years into the plan implementation) to establish and document achievements, best practices, challenges, success stories and lessons learnt will be undertaken. The results will inform any gaps and challenges to the attainment of the planned goals and objectives set in the plan.

End of Term Evaluation

An end of term evaluation to ascertain the overall efficiency and effectiveness against its overall results will be undertaken covering the entire NITA-U strategic plan period (2020/21 to 2024/25). The end of term evaluation will also be used to document achievements registered, challenges encountered, best practices generated, lessons learnt, and proposals made on the way forward in designing the NITA-U strategic plan (2025/26 to 2029/2030).

8.2 Progress Reporting

Systematic and periodic reporting shall be a critical component of the plan implementation spearheaded by the Directorate of Planning, Research and Development (DPRD). DPRD will assist other directorates in completing and coordinating the reports prior to presentation. Regular reports will be produced by the implementing directorates and discussions will be organized through the Executive Committee to communicate with the respective stakeholders regarding their results and challenges in activity implementation, to address issues and take any necessary corrective actions.

At the minimum, reporting on the strategic plan will be done quarterly to NITA-U Management and the Board of Directors. An annual report covering the entire Financial Year under review shall be produced during the first quarter of the following financial year.

8.3 Monitoring and Evaluation Results Framework

The NITA-U Result Framework highlighted under **Appendix A** below will be used to measure and assess progress during implementation of the strategic plan.

9. CHAPTER NINE: PROJECT PROFILES

NITA-U will undertake projects as a mechanism to deliver services. Projects are necessary because they help in delivering services in an organized, rational and time bound manner with minimal probability of failure. The table below shows NITA-U's ongoing and new projects.

Table 18: NITA-U Project profile

NO	Project Title	Status	Start Date	End Date
Ongoing Projects				
1	Regional Communication Infrastructure Programme (RCIP)	Ongoing	2016/17	2021/22
New Projects				
2	IT Shared Platform (GOVNET)	Feasibility stage	2020/21	2024/25

Table 19: NITA-U Results Framework, Intermediate Outcome Level

Goal/Objective	Outcome	Indicator	Baseline (FY2017 /18)	Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
Goal: To have 80% of priority public services offered online and 60% of the target population accessing e-services online.	Improved efficiency and effectiveness in public service delivery	Proportion of government services provided online (%)	20	25	40	61	72	80
		population of target population accessing e-services online.	-					60
Objective 1: Increase the national ICT infrastructure coverage.	Increased coverage and access to ICTs	Percentage of Parishes with broadband connectivity	65%	70%	75%	80%	85%	90%
		Percentage of districts headquarters connected to the NBI	30	44	44	50	60	70
Objective 2: Enhance usage of ICT in national development and service delivery	Increased quality of e-services	%age of beneficiaries satisfied with the QOS over the NBI	-	60	70	80	90	95
	Increased usage of e-services	Number of transactions conducted through the shared public service delivery system	0	1,000,000	15,000,000	20,000,000	50,000,000	100,000,000
	Improved service delivery	Unit cost (USD) of 1Mbps/month of internet offered by NITA-U to Government entities	237	200	140	100	90	70
	Reduced cost of service delivery	Number of MDAs/LGs and TUGs utilizing services over the NBI	273	1000	1100	1200	1300	1400
Objective 3: Promote ICT research, innovation and commercialisation	Increased research and innovation products	Number of jobs created at the BPO/ITES centres						
		Percentage of the BPO strategy implemented	-	10%	20%	30%	40%	50%

of indigenous knowledge products								
Objective 4: Increase the ICT human resource capital	Increased ICT human resource capacity	Number of MDA/LGs provided with technical support by the different Directorates (NITA-U)	37	200	200	200	200	200
Objective 5: Strengthen the policy, legal and regulatory framework.	Increased compliance	Level of compliance with ICT related laws, legislations and standards	57	60	65	65	70	75

Table 20: NITA-U Results Framework Output Level

Intervention	Output	Indicators	Baseline (FY2017/18)	Five-year target	Targets					Means of verification
					2020/21	2021/22	2022/23	2023/24	2024/25	
Objective 1: Increase the national ICT infrastructure coverage.										
1.1 Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity to key areas (Districts, sub counties, schools, hospitals, post offices, tourism sites, police, LGs etc.)	National Backbone infrastructure extended	Length of fibre optic network	2,424	5,092	3,092	3,592	4,092	4,592	5,092	NITA-U administrative reports
	Government service delivery units (schools, hospitals, post offices, tourism sites, police, LGs etc) connected to the NBI	Number of MDAs connected to the NBI	119	174	130	140	154	170	174	NITA-U administrative reports
		Number of districts Hq connected to the NBI	40	70	40	55	60	65	70	NITA-U administrative reports
		Number of Government units, schools, hospitals, post offices, tourism sites, police, LGs etc) connected to the NBI	428	1,100	562	696	830	964	1,100	NITA-U administrative reports
	Wireless hotspots (MyUg) deployed at strategic locations	Number of wireless hotspots (MyUg)	284	531	320	370	420	480	531	System reports
Digital Terrestrial Transmission sites (DTT) connected to the NBI	No DTTs connected to the NBI	-	37	18	23	30	35	37	NITA-U administrative reports	
1.2 Establish and enhance national	Third National Data Centre established	Third National Data Centre	-	1	-	-	-	1	-	NITA-U Administrative reports

common core infrastructure (data centres, high power computing centers, specialized labs)	Enhancement of usage of National Data Centre (NDC)	Number of applications and systems hosted centrally in the NDC	58	300	100	150	200	250	300	NITA-U Administrative reports
		Number of MDAs enrolled in National Data Centre	40	250	90	100	200	200	250	NITA-U Administrative reports
Objective 2: Enhance usage of ICT in national development and service delivery										
2.1 Mainstream ICT in all sectors of the economy and digitize service delivery	Frameworks in place to guide interoperability of Government systems	Number of frameworks guiding interoperability of Government systems developed	-	1	1	-	-	-	-	NITA-U Administrative reports
	A data sharing and integration platform developed to enhance the delivery of services in government and private sector and operationalized	Number of integration platforms	-	1	1	-	-	-	-	NITA-U Administrative reports
		Number of Government and private institutions utilizing the data sharing and integration platform	-	50	2	10	30	40	50	NITA-U Administrative reports
	Government Public Key Infrastructure (PKI) services developed and enforced	Number of e-services enabled for digital signatures	-	8	-	4	8	8	8	System reports
		Number of digital signature transactions made with the digital authentication and e-signatures service	-	180,000	76,200	106,800	156,000	176,000	180,000	System reports
	e-Citizens Portal enhanced (e-Services added onto the Portal)	Number of public services offered online and accessed through the e-citizens portal	97	122	100	105	115	120	122	System reports

	Public and Private institutions supported to review, re-engineer their processes, automate and deliver services online	Number of e-services developed/ rolled out	-	69	10	30	50	59	69	NITA-U Administrative reports
	Unified Messaging and Collaboration System rolled out	Number of government institutions enrolled on UMCS	15		60	70	80	90	100	System reports
		Number of government staff using the UMCS platform for communication and collaboration	-	10,050	6050	7050	8050	9050	10,050	System reports
	E-payment gateway in place	Number of services enabled through the E-payment gateway	6	24	8	15	18	20	24	System reports
		Number of payment transactions made through the payment gateway	-	500,000	250,000	300,000	400,000	450,000	500,000	System reports
		The value of transactions made through the e-payment gateway services	-	Ush.80Bn	Ush.60Bn	Ush.65Bn	Ush.70Bn	Ush.75Bn	Ush.80Bn	System reports
	SMS gateway in place	Number of services integrated with the SMS gateway	1	34	14	19	24	30	34	System reports
		No. of government services accessed using USSD codes	0	30	10	15	20	25	30	System reports
2.2 Automation of key NITA-U processes.	key NITA-U processes automated	Number of NITA-U processes that are automated	2	7	6	1	-	-	-	NITA-U Administrative reports

2.3 Strengthen Cyber Security in the country	National Information Security Framework reviewed and implemented	Number of government MDAs implementing the National Information Security Framework	31	106	46	61	76	91	106	NITA-U Administrative reports
	Computer Emergency Response Teams (CERTs) strengthened	Number of CERT services	4		-	6	10	-	-	NITA-U administrative reports
		Number of empaneled cybersecurity companies	-	35	15	20	25	30	35	NITA-U administrative reports
		Number of entities utilizing the National Cyber threat intelligence platform	-	70	20	40	50	60	70	NITA-U administrative reports
		Number of services enrolled under the Responsible Disclosure Framework	-	25	-	10	15	20	25	NITA-U administrative reports
		Number of trained JLOS staff on the cybercrime investigation and prosecution	-	110	-	30	80	100	110	NITA-U administrative reports
		Public Key Infrastructure developed and implemented	Number of services enabled for PKI	-	40	10	20	30	35	40
	National cyber security strategy developed	National Cyber Security strategy	-	1	1	-	-	-	-	NITA-U administrative reports
	Cyber-security awareness program established and maintained	Number of MDAs that deliver new e-services that are compliant with Enterprise Security Architecture	-	35	12	20	25	20	35	NITA-U administrative reports

		Number of cyber security awareness campaigns conducted	-	220	40	45	45	45	45	NITA-U administrative reports
Objective 3: Promote ICT research, innovation and commercialisation of indigenous knowledge products										
3.1 Develop innovation and incubation Centers	National ICT Park established	%age of National ICT Park infrastructure developed	-	20	-	-	5	10	20	NITA-U administrative reports
	BPO /ITES centres supported	Number of centres supported	3	6	-	4	5	6	-	NITA-U administrative reports
	A second BPO incubation centre set up in Namanve	2 nd BPO centre in place	1	1	-	-	-	-	1	NITA-U administrative reports
3.2 Undertake innovative management of e-waste	Regional e-waste collection centres established	Number of regional collection centres established	-	1	-	-	-	1	-	NITA-U administrative reports
3.3 Implement Research and development program	National IT research initiatives promoted	Number of ICT research white papers published	-	17	5	3	3	3	3	NITA-U administrative reports
	ICT satisfaction surveys conducted	Number of IT Surveys conducted	-	10	2	2	2	2	2	NITA-U administrative reports
3.4 Strengthen customer relationship management through strategic marketing and communication	CRM tool and procedures implemented, integrated across directorates and personalized (<i>IT Service Desk</i>)	Percentage of beneficiaries satisfied with quality of ICT services over the service desk	-	80%	80%	80%	80%	80%	80%	Survey reports
Objective 4: Increase the ICT human resource capital										
4.1 Develop an ICT professional's	Certification framework to regulate ICT	No. of ICT products and service providers certified	239	450	197	439	281	323	450	NITA-U administrative reports

quality assurance framework	professional standards developed										
4.2 Capacity building and skilling for e-Government services	capacity of MDA staff in ICT enhanced	Number of ICT trainings conducted	13	500	100	100	100	100	100	100	NITA-U administrative reports
4.3 Implement the IT Service Delivery Model	NITA-U Institutional capacity Strengthened	Percentage of staff trained per year	36%	70%	50%	55%	60%	65%	70%		NITA-U administrative reports
Objective 5: Strengthen the policy, legal and regulatory framework.											
5.1 Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs	Policies, strategies, standards and regulations developed/reviewed	e-government strategy developed			-	1	-	-	-		NITA-U administrative reports
		Number of IT Laws and regulations developed (NITA-U)	6	3	1	1	1				NITA-U administrative reports
5.2 Design and implement the Data Protection and Privacy Program	Data Protection and Privacy regulations developed	regulation in place	-	1	-	1	-	-	-		NITA-U administrative reports
	Personal Data Protection Office established	Fully Operational Personal Data Protection Office	-	1	-	1	-	-	-		NITA-U administrative reports