NITA UGANDA

- Driving the IT Revolution -

STRATEGIC PLAN

FY 2025/26 - 2029/30

Vision: A globally competitive Uganda enabled by Information Technology

NITA
UGANDA

FOREWORD

Uganda is accelerating its digital transformation journey, embracing cutting-edge technologies and infrastructure to support the development of smart cities, smart government, cloud computing, and e-service delivery. These efforts are central to achieving the aspirations of the Fourth National Development Plan (NDP IV) and the broader Digital Uganda Vision. The government, through the National Information Technology Authority-Uganda (NITA-U), is committed to leveraging digital technologies to enhance public service delivery, promote socio-economic inclusion, and position Uganda as a globally competitive digital economy.

This Strategic Plan (FY2024/25–FY2029/30) was developed in alignment with national priorities and through extensive stakeholder consultations.

It outlines a bold vision to expand ICT infrastructure, digitize government services, strengthen personal data protection and cybersecurity, and promote innovation. With a focus on inclusive access, institutional performance, and regulatory compliance, the plan builds on the successes of previous strategies and introduces new interventions to address emerging challenges.

I commend the NITA-U Board and Executive Director for their leadership and strategic foresight, and I call upon all stakeholders to support the implementation of this plan to transform lives through digital service delivery.

.....

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

PREAMBLE

The NITA-U Strategic Plan for the period FY2024/25–FY2029/30 has been developed in alignment with the Fourth National Development Plan (NDP IV) and the Digital Transformation Programme. This Plan marks a significant evolution in NITA-U's strategic direction from a focus on infrastructure development to a comprehensive IT service delivery model. In line with this shift, NITA-U has adopted a new vision: *"A globally competitive Uganda enabled by Information Technology."*

This Strategic Plan comes at a time when digital technology is recognized as a key enabler of socio-economic transformation. NDP IV and Vision 2040 both emphasize the critical role of ICT in accelerating inclusive development, improving public service delivery, and enhancing national competitiveness. Over the next five years, NITA-U will focus on expanding broadband infrastructure, digitizing government services, strengthening cybersecurity, and fostering innovation and regulatory compliance. These efforts are anchored on six strategic objectives.

The Board of Directors is committed to providing the governance and oversight necessary to ensure the successful implementation of this Plan. I extend my appreciation to the Board Members, NITA-U management, and all staff who contributed to the development of this Strategic Plan. Together, we look forward to transforming lives through inclusive, secure, and efficient e-service delivery.

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Alexander Kibandama
Chairman Board Of Directors

ACKNOWLEDGEMENT

I am pleased to present the National Information Technology Authority-Uganda (NITA-U) ***Strategic Plan for the period FY2024/25 to FY2029/30,*** developed in alignment with the national objectives and priorities of the Fourth National Development Plan (NDP IV). This Plan was formulated through a consultative process, which has enabled the alignment of institutional efforts toward performance improvement, operational efficiency, and enhanced service delivery to both public and private sector stakeholders.

The development of this Strategic Plan was informed by a comprehensive review of NITA-U's performance under the previous plan (FY2020/21–FY2024/25), stakeholder consultations, and evidence-based assessments including national ICT surveys, sector performance reviews, and government monitoring reports. The Plan is anchored on six strategic objectives that reflect our commitment to expanding ICT infrastructure, digitizing public services, strengthening cybersecurity, and fostering innovation.

I extend my sincere appreciation to all stakeholders, development partners, and the dedicated NITA-U staff whose contributions were instrumental in shaping this Plan. I also acknowledge the policy direction and oversight provided by the Hon. Minister of ICT & National Guidance and the NITA-U Board, which has been vital in guiding our strategic focus. I am confident that through continued collaboration, we will collectively drive Uganda's digital transformation agenda forward.

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Dr. Hatwib Mugasa
Executive Director

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LIST OF ACRONYMS

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
NISF	National Information Security Framework
NITA-U	National Information Technology Authority Uganda
SDG	Sustainable Development Goal
SWOT	Strength, Weaknesses Opportunities Threats
UMCS	Unified Messaging Collaboration Services
DEGs	Directorate of E-Government Services
DFA	Directorate of Finance and Administration
DIS	Directorate of Information Security Services
DPRD	Directorate of Planning, Research and Development
DTS	Directorate of Technical Services
DRLS	Directorate of Regulation and Legal Services

EXECUTIVE SUMMARY

The National Information Technology Authority-Uganda (NITA-U) Strategic Plan for FY2025/26 to FY2029/30 provides a comprehensive framework to advance digital transformation in alignment with Uganda's Fourth National Development Plan (NDP IV) and the Digital Transformation Programme. The plan is guided by the vision of "a globally competitive Uganda enabled by Information Technology" and the mission to "Leverage IT to drive government efficiency, and foster inclusive socio-economic development." Its overarching goal is to enhance utilization of e-government services across the country. Through enhanced infrastructure, streamlined service delivery, and strengthened regulation, the plan aims to harness the full potential of ICT as a catalyst for national development.

The plan outlines six strategic objectives with clear key results. It targets the expansion of ICT infrastructure by extending the National Backbone Infrastructure (NBI) to unserved regions and establishing a third National Data Centre. These investments will enable connectivity for over 5,000 government service units including schools, hospitals, and local governments. In the area of digital service delivery, the plan seeks to digitize more government services, improve access to e-government services among citizens through the e-citizen portal, and increase integration of systems through the Whole-of-Government Integration Solution (WoGIS). It also focuses on boosting the uptake of digital products by supporting innovation hubs such as the National ICT Park, and promoting Business Process Outsourcing (BPO).

Strengthening cybersecurity and regulatory compliance are key pillars of the plan. NITA-U will further operationalize the Data Protection and Privacy Act (2019), enforce the National Information Security Framework (NISF), and scale up the Computer Emergency Response Team (CERT) to reduce cyber incidents by 30% and ensure 100% compliance in high-risk MDAs. The regulatory function will be enhanced through the certification of over 1,000 ICT service providers and enforcement of ICT procurement and infrastructure standards, with the aim of achieving 75% compliance across government entities. Internally, the Authority will strengthen institutional performance through participatory planning, inter-directorate coordination, and optimal deployment of staff.

The implementation of the strategic plan will be supported by an indicative budget of UGX 1.646 trillion over five years, with 35% expected from the Government of Uganda and 65% from external sources such as the World Bank and other development partners. The budget heavily prioritizes capital expenditure (98%) to support ICT infrastructure, with the remaining 2% allocated to recurrent activities. Funding will be aligned with Medium-Term Expenditure Framework (MTEF) projections and disbursed in phased allocations to match annual priorities. To support the budget, NITA-U will intensify resource mobilization through commercialization

of services (such as NBI bandwidth leases), public-private partnerships (PPPs), and sustained advocacy for increased domestic funding.

Monitoring and evaluation will be central to tracking implementation progress and ensuring accountability. NITA-U's Directorate of Planning, Research, and Development will coordinate quarterly performance reporting, with a comprehensive mid-term review planned for FY2027/28 and an end-of-term evaluation in FY2029/30 to assess impact and inform future planning cycles. The plan anticipates and mitigates key risks such as potential agency dissolution, funding gaps, cybersecurity vulnerabilities, and stakeholder resistance through proactive policy engagement, capacity building, and risk-responsive planning. Through this strategy, NITA-U aims to position Uganda as a globally competitive economy powered by inclusive, secure, and transformative Information Technology.

CHAPTER 1: INTRODUCTION

1.0 *Background*

The strategic plan for the National Information Technology Authority Uganda (FY 2025/26- FY 2029/30) has been developed to refocus the institution towards improving utilization of digital services across the country. Over the next five years, the plan specifically aims to; increase ICT infrastructure coverage countrywide, enhance access to secure smart e-government services, strengthen the BPO/ITES industry in the country, increase cyber security, data protection and privacy, and strengthen compliance with IT standards, policies, laws and regulations.

1.1 *Institutional Legal framework*

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.

1.2 *Governance and Organisational structure*

Figure 1: NITA-U Institutional structure

MINISTER OF ICT & NATIONAL GUIDANCE

BOARD

Executive Director

ED Office	Planning, Research & Development	Information Security	Regulation & Legal	Finance & Administration	Technical	E-Government
Communication	Standards, Policies & Frameworks	Operations	Regulations & Compliance	Finance	Value Added Services	Portofolio & Investment
Projects	Planning, Strategy & Performance	Forensics & Incident Management	Legal, Litigation, Enforcement & Arbitration	Human Resources	Infrastructure Implementation	Business Transformation
Risk & Internal Audit	IT Data Management & Research	Threat Intelligence		Procurement	Networks	Service Delivery
	Capacity & Skills Development	Governance & Risk		Administration	Data Centre	Business Relationship Management

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 Executive Committee that operates through directorates with each depicting a functional area for the Authority. The NITA-U Executive Committee forms the organization's executive arm headed by the Executive Director supported by a team of directors responsible for various thematic directorates:

NITA-U, in this new strategic direction continues to focus on the customer and how value will be effectively delivered. The IT Service delivery model 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. The approved institutional structure is summarised in the figure below;

1.3 *The national legal, policy and planning context.*

The NITA-U operates within a robust legal and policy framework that guides its mandate, strategic direction, and operational priorities. At the core of this framework is the NITA-U Act, 2009, which establishes the Authority as the lead agency responsible for coordinating, promoting, and monitoring the development and implementation of information technology (IT) in Uganda. The Act empowers NITA-U to provide technical guidance, set standards, and ensure harmonized and secure IT systems across government entities.

NITA-U's operations are further shaped by the broader national development agenda, particularly the National Development Plan (NDP). Under NDP IV (2025/26–2029/30), ICT was recognized as a key enabler of socio-economic transformation, with the Digital Transformation Programme serving as one of the 18 core programs. This program emphasized the deployment of secure and integrated infrastructure, promotion of e-services, digital inclusion, cybersecurity, and innovation with a stronger focus on emerging technologies, data governance, and digital public infrastructure. Furthermore, NITA-U aligns with the Public Sector Transformation Programme contributing to its objective of re-engineering the Public Service Delivery Processes/ System.

In addition to the NDP, NITA-U aligns its work with several national policies and strategies, including the National ICT Policy, the Data Protection and Privacy Act (2019) and its accompanying Regulations (2021), the National Information Security Framework (NISF), and the e-Government Strategy. These instruments provide the legal and strategic basis for NITA-U's interventions in areas such as cybersecurity, data protection, digital service delivery, and IT standards.

Regionally and globally, NITA-U's work is informed by commitments under frameworks such as the East African Community (EAC) Vision 2050, Agenda 2063, and the Sustainable Development Goals (SDGs), particularly SDG 9 on infrastructure and innovation, and SDG 17 on technology and partnerships. These frameworks underscore the importance of ICT in driving inclusive development, enhancing government efficiency, and fostering innovation ecosystems.

1.4 *Purpose of the plan*

The purpose of this five-year strategic plan is to improve utilization of digital services across the country by increasing ICT infrastructure coverage and access to secure smart e-government services.

1.5 *The process of developing the SDP*

The development of the new Strategic Development Plan (SDP) for NITA-U was undertaken as a participatory and evidence-based process, aligned with the transition from the National Development Plan III (NDP III) to NDP IV. Recognizing the evolving digital landscape and the lessons learned from the implementation of the 2020/21–2024/25 Strategic Plan, the process was designed to be inclusive, consultative, and forward-looking.

The process began with a comprehensive end-term desk review of the previous strategic plan, which assessed performance against key indicators, identified implementation challenges, and documented best practices. This review formed the foundation for stakeholder consultations, which included engagements with internal directorates, key Ministries, Departments and Agencies (MDAs), development partners, and private sector actors. These consultations were instrumental in identifying emerging priorities, refining strategic objectives, and aligning NITA-U's mandate with the broader goals of NDP IV.

In line with the programmatic approach of NDP IV, the SDP development process emphasized cross-sectoral integration, digital inclusion, and sustainability. Special attention was given to aligning the plan with national and global digital transformation agendas, including Digital Uganda Vision 2040, the Sustainable Development Goals (SDGs), and Agenda 2063. The process also incorporated insights from recent ICT sector assessments, customer satisfaction surveys, and the ongoing ICT projects, ensuring that the new plan is both responsive and

resilient.

1.6 *The structure of the NITA-U Strategic Plan.*

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 dis aggregated 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.

CHAPTER 2: SITUATION ANALYSIS

This chapter provides a comprehensive assessment of the institution's performance in alignment with Uganda's Third National Development Plan (NDP III) digital transformation program goals. It evaluates progress toward strategic objectives, cross-cutting and emerging challenges, and the institution's capacity to leverage opportunities in a dynamic operational environment. Through a rigorous examination of internal capabilities and external pressures supported by **SWOT** (Strengths, Weaknesses, Opportunities, Threats) and **PESTEL** (Political, Economic, Social, Technological, Environmental, Legal) frameworks this analysis identifies gaps, risks, and strategic priorities to guide the institution's medium-term interventions.

2.0 *Performance Review of the Previous NITA-U Plan*

Over a five-year period, the Authority prioritized five strategic objectives and implemented fifteen NDP III-aligned interventions, driving measurable progress toward its digital transformation programme goals. The Authority achieved an average attainment rate of 83.4% against NDP III targets and 87.6% of its strategic plan objectives. This performance underscores the efficacy of ICT interventions in advancing socio-economic transformation, as evidenced by a 9% GDP growth highlighted in the economic performance report. Subsequent sections detail the key achievements realized in advancing these strategic priorities.

Objective 1: Increasing National ICT Infrastructure Coverage.

To enhance ICT penetration nationwide and drive efficiency gains and job creation, the Authority spearheaded the expansion of the National Backbone Infrastructure (NBI) to unserved and underserved regions. This objective, implemented through last-mile and missing-link fiber optic extension projects under the Regional Communications Infrastructure Project (RCIP), significantly boosted connectivity. By FY2023/24, the NBI coverage grew to 4,387 km (from 2,424 km in FY2017/18), extending access to 57 out of 135 districts and enabling connectivity for over 1,400 e-government services across Ministries, Departments, and Agencies (MDAs). Noteworthy, to achieve the objective the following strategic interventions were implemented.

Strategic Intervention 1.1: Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity to key areas

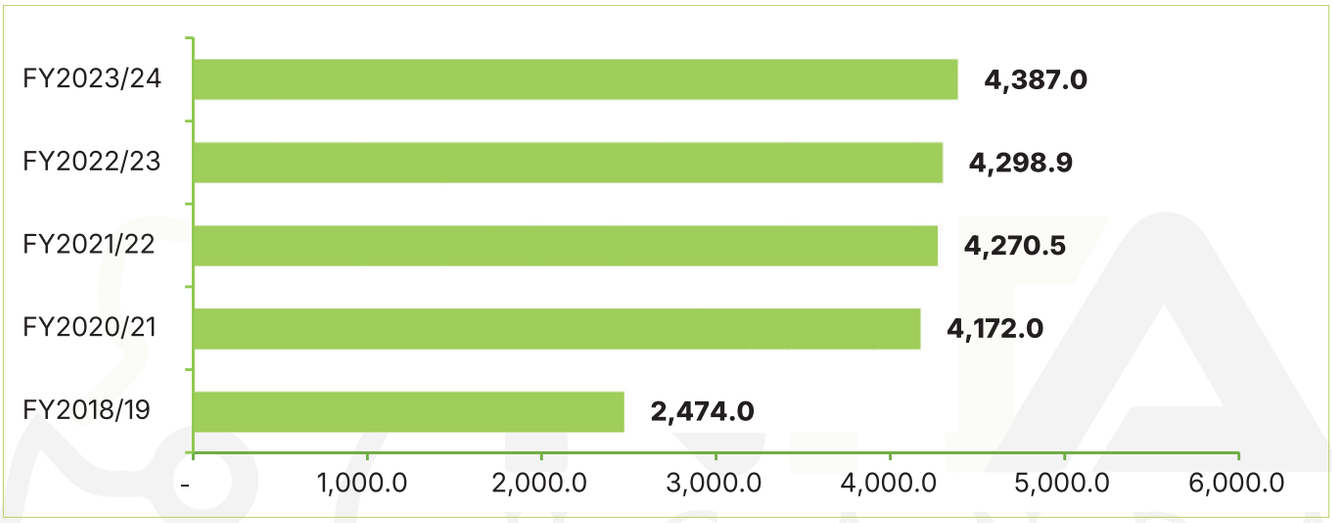
During Uganda's National Development Plan II (NDP II), the Authority advanced the National Broadband Initiative (NBI) to extend high-speed internet access nationwide, prioritizing underserved regions through strategic private-sector partnerships. This intervention aimed to boost regional connectivity by deploying last-mile infrastructure to critical service delivery units, enhance utilization of e-services via robust national data centers, and drive affordability by influencing bandwidth pricing. By focusing on these objectives, the Authority sought to bridge the digital divide, accelerate equitable access to digital opportunities, and foster socioeconomic growth. Key outputs included infrastructure expansion, frameworks for

public-private collaboration, and scalable solutions to maximize long-term impact, ensuring Uganda's transition toward a digitally inclusive society. To operationalize this intervention, the Authority focused on delivering the following key outputs during the strategic period

Output 1.1.1: National Backbone infrastructure extended

As one of the major interventions under the National Development Plan III (NDP III) extension of the National Backbone Infrastructure (NBI) to provide connectivity and deliver fast, secure, and reliable e-Government services to the Government Ministries, Departments, and Agencies (MDAs/DLGs), and other target user groups was prioritized. Within the strategic plan period, **nine hundred ninety-three Kilometers (993 Km)** of Fiber Optical Cable were laid during this period bringing the total number of kilometers laid across 57 districts to **4,387 kms** representing **86%** achievement against the five-year target of **5,092km.**

Figure 2: Cumulative Number of Kilometres of Fibre Optical Cable on the NBI



Noteworthy, NITA-U played a pivotal role in supporting Uganda's hosting of the 2023 Non-Aligned Movement (NAM)/G77 and China Summit and the Conference of Speakers and Presiding Officers of the Commonwealth (CSPOC). To ensure seamless high-speed internet connectivity at conference facilities, deploying an additional 38 km of Optical Fibre Cable (OFC) along the Kampala-Entebbe Express Highway, creating a redundant network path that guaranteed uninterrupted connectivity throughout the events.

To safeguard critical infrastructure, OFC relocations were also conducted on a needs basis as a proactive measure to minimize network disruptions. This ensured 99.8% service uptime on the National Backbone Infrastructure (NBI). Complementing this, proactive maintenance of solar power systems at 32 transmission sites further stabilized network reliability, aligning with NITA-U's commitment to operational excellence.

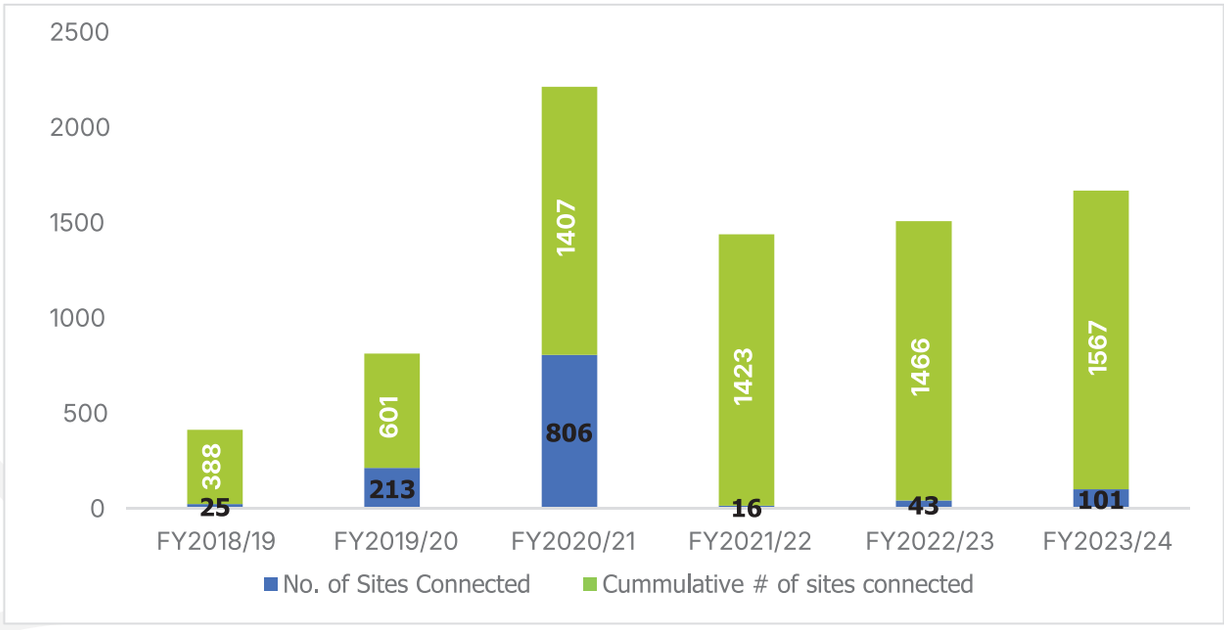
However, it is critical to note that last-mile connectivity remains a persistent challenge, particularly in underserved regions, hindering the widespread adoption of e-government services.

Output 1.1.2: Government service delivery units (schools, hospitals, post offices, tourism

sites, police, LGs etc) connected to the NBI

The nationwide extension of the National Broadband Infrastructure (NBI) prioritized interconnecting service delivery units to streamline access to digital public services. This initiative achieved measurable success during the strategic plan period, with **nine hundred sixty-six (966)** additional sites connected to the NBI bringing the cumulative number of sites connected to **one thousand five hundred sixty-seven (1567)** sites. Correspondingly, service utilization rates via the NBI surged, reaching an average of 86% by FY 2023/24, up from 74% in the prior fiscal year. This upward trajectory underscores accelerating public adoption of digital platforms, reflecting progress toward transforming core economic sectors and advancing the government's broader digital transformation agenda.

Figure 3: Number of Sites connected to the NBI



Market dynamics for government internet provision reveal stark disparities in provider dominance. According to the National IT Survey (2022), NITA-U commanded a 90.5% market share in delivering high-speed internet to public entities, dwarfing competitors like UTL (27.4%) and Airtel (15.2%). This dominance highlights NITA-U's entrenched role as the backbone of public-sector connectivity, attributable to its infrastructure investments and alignment with national digital priorities. Such market concentration, however, raises questions about competition and redundancy, particularly as reliance on a single provider could pose systemic risks to service resilience.

To incentivize NBI adoption, the government slashed bandwidth costs from $ 70 to $35 per Mbps, significantly lowering barriers to entry for service delivery units. While this pricing strategy catalyzed uptake, operational efficiency remains hampered by gaps in the legislative framework, which lacks enforceable mandates for NBI utilization. For instance, the absence of penalties for non-compliance and unclear jurisdiction over connectivity standards has led to fragmented implementation across agencies. Addressing these regulatory shortcomings is critical to ensuring uniform service delivery and maximizing the ROI on NBI infrastructure investments.

Output 1.1.3: Wireless hotspots (MyUg) deployed at strategic locations

To accelerate internet access and digital adoption across public and private sectors, the Authority expanded its rollout of Wi-Fi hotspots in high-traffic locations, including markets, hospitals, schools, and tourism parks. Under the Regional Communications Infrastructure Program (RCIP), 300 new hotspots were deployed nationwide during the strategic plan period, marking incremental progress toward bridging connectivity gaps. A notable surge occurred during the NAM/G77+China summit, where 28 outdoor Wi-Fi hotspots were temporarily installed to meet heightened demand; however, only 18 (64%) remained operational post-summit, as the rest were decommissioned after fulfilling their short-term purpose.

While these efforts reflect improved public internet access, the scale of Wi-Fi infrastructure remains disproportionately low compared to fixed fibre connectivity. For instance, fibre networks currently serve over 1,500 service delivery units (as cited in prior reporting), whereas Wi-Fi hotspots despite their mobility advantages cover less than 20% of these sites. This imbalance underscores a critical bottleneck: reliance on stationary fibre limits equitable access for rural populations and transient users, hindering broader digital service adoption.

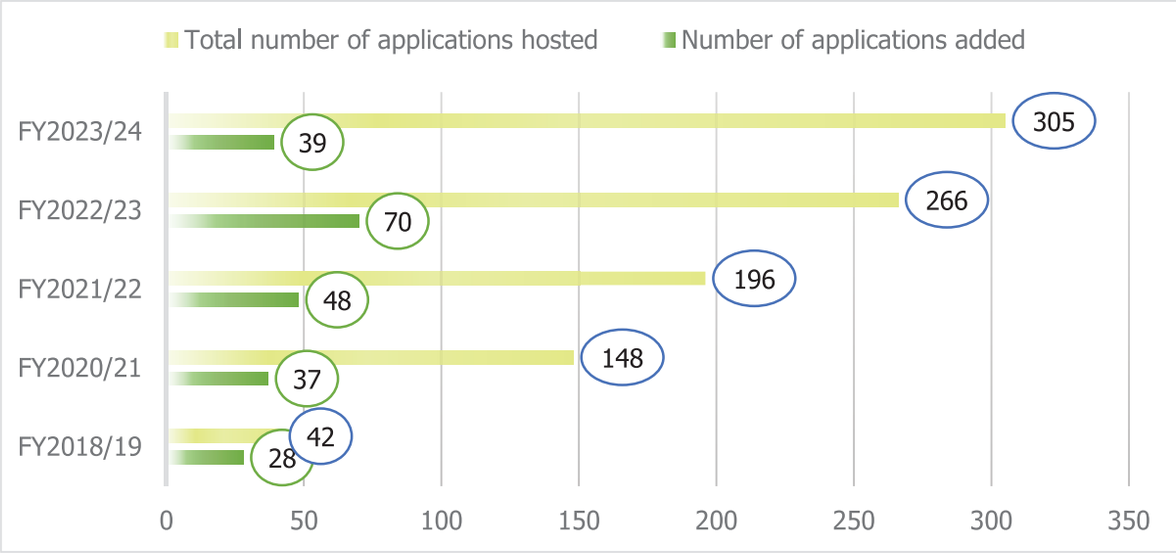
Strategic Intervention 1.2: Establish and enhance national common core infrastructure (data centers, high power computing centers, specialized labs)

The National IT Survey (2022) underscores the transformative impact of cloud computing adoption among Ministries, Departments, and Agencies (MDAs), with 100% of respondents citing disaster recovery (DR) as the primary benefit, followed by 96.2% reporting improved service scalability and 96.2% noting reduced ICT costs. These metrics validate the National Data Centre (NDC)'s pivotal role in modernizing public service delivery. However, despite its strategic value, the NDC faces acute resource constraints, evidenced by a decline in hosted applications during the reporting period. This paradox high demand for cloud benefits amid stagnating infrastructure capacity signals an urgent need for scaled resource allocation and alternative financing models (e.g., National Technology Reserve (NTR) to ensure sustainable service continuity.

Output 1.2.2: Enhancement of usage of National Data Centre (NDC)

During the strategic period, the Authority sustained its provision of hosting services to Ministries, Departments, Agencies (MDAs), Local Governments (LGs), and Target User Groups (TUGs). By the close of the cycle, the National Data Centre (NDC) hosted a cumulative total of 305 applications from 100 entities surpassing the NDP III five-year target of 300 applications one year ahead of schedule. While this reflects accelerated adoption of centralized hosting solutions, progress remains uneven: only 5 new entities enrolled during the period, leaving the NDC at 40% of its 250-entity enrollment target for the strategic cycle.

Figure 4: Number of additional applications hosted at the National Data Centre



To enhance oversight, the Authority operationalized an internally developed NDC tracker tool, which documented an average uptime of 99.5% in FY 2023/24, underscoring the infrastructure's operational reliability. However, the sluggish entity enrollment rate exposes systemic barriers, including fragmented stakeholder engagement campaigns and bureaucratic onboarding processes. For instance, the 5% year-on-year growth in entities contrasts sharply with the 205% surge in hosted applications, signaling over-reliance on existing users rather than diversified adoption.

Objective 2: Enhance usage of ICT in national development and service delivery

The COVID-19 pandemic accelerated the digitization of critical public services, with 62% of government priority services accessible online a milestone underscoring progress toward Uganda's digital transformation agenda. To register success, NITA-U leveraged the National Broadband Infrastructure (NBI), process automation, innovation hubs, and reduced internet costs (from $70 to $35per Mbps) to drive adoption of ICT services in economic transformation. Strategic initiatives such as Whole of Government Integration Solution (WoGIS), SMS Gateway platforms, Unified Messaging Solution, government websites, and Business Process Outsourcing (BPO) partnerships were strategically considered to modernize service delivery, enhance citizen engagement, and optimize inter-agency collaboration. These efforts reflect NITA-U's alignment with national priorities, bridging access gaps and digitizing public-sector workflows. The successful realization of this objective was driven by the implementation of the following strategic initiatives during the strategic plan period:

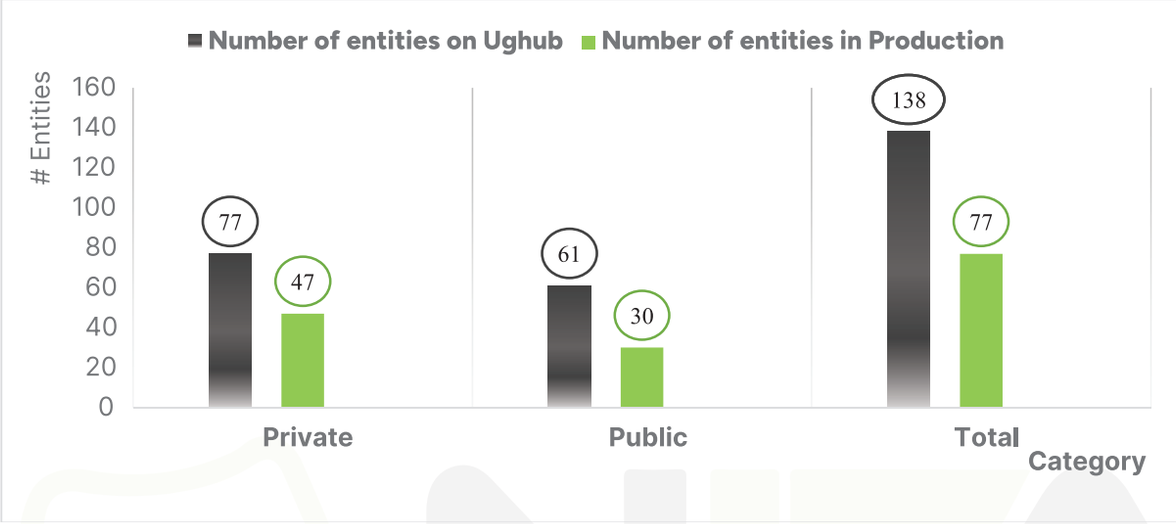
Strategic Intervention 2.1: Mainstream ICT in all sectors of the economy and digitize service delivery

Output 2.1.2: A data sharing and integration platform developed to enhance the delivery of services in government and private sector and operationalized

The strategic plan period prioritized addressing systemic inefficiencies through the nationwide rollout of the Whole-of-Government Integration Solution (WoGIS/UGhub), designed to foster cross-sector data sharing, reduce operational costs, and strengthen public-private collaboration. By the close of the five-year cycle, the platform had been deployed to 138 entities

(77 private, 61 public), enabling seamless interoperability and processing over 136,210,194 million transactions. This scale of integration underscores measurable progress in digitizing core workflows, from payroll and identity verification to financial services, reflecting broader adoption of ICT-driven governance frameworks.

Figure 5: Cumulative Number of Entities onboarded on UGhub Vs total number utilizing the platform



Despite this advancement, platform adoption remains fragmented, with a significant portion of the economy still reliant on manual, siloed processes. The 138 entities onboarded represent less than 20% of eligible stakeholders, highlighting systemic barriers such as limited awareness, uneven digital literacy, and infrastructural gaps (e.g., rural connectivity challenges previously identified).

Output 2.1.3: Government Public Key Infrastructure (PKI) services developed and enforced

The Digital Authentication and E-Signatures Platform (UGPass) was developed as a cornerstone of Uganda's digital governance framework, providing secure access to e-government services and enabling seamless e-signature transactions. During the strategic plan period, its transformative impact garnered global recognition, with NITA-U awarded the 2024 WSIS Digital Service Design Prize for UGPass a milestone underscoring Uganda's progress toward secure, inclusive digital ecosystems. To date, the platform has been integrated into four systems, including e-DOC and ITCO, and deployed across one hundred sixty-seven (167) users in public and private entities such as Bayport Financial Services and EGP Uganda. While this marks foundational progress, adoption remains nascent, with UGPass yet to scale beyond pilot phases. Bridging this gap demands accelerated stakeholder engagement, expanded use-case development, and interoperability enhancements to align with Uganda's broader digital inclusion agenda.

Output 2.1.4: e-Citizens Portal enhanced

As part of ongoing efforts to streamline digital service delivery, the e-citizen portal underwent a comprehensive redesign during the strategic plan period, with four key government e-services onboarded: URSB E-Services, Posta Uganda E-Services, NITA-U E-Services, and URA E-Services. Of these, three services Business Name Search, Business Name Reservation,

and Express Penalty Search were fully activated, marking initial progress toward centralized, user-centric workflows. While the redesigned portal lays a foundation for interoperability, the activation of only 3 out of 4 onboarded services highlights bottlenecks in scaling user-ready solutions. Accelerating the rollout of remaining services coupled with robust awareness campaigns will be critical to achieving the portal's potential as a unified gateway for Uganda's digital transformation agenda.

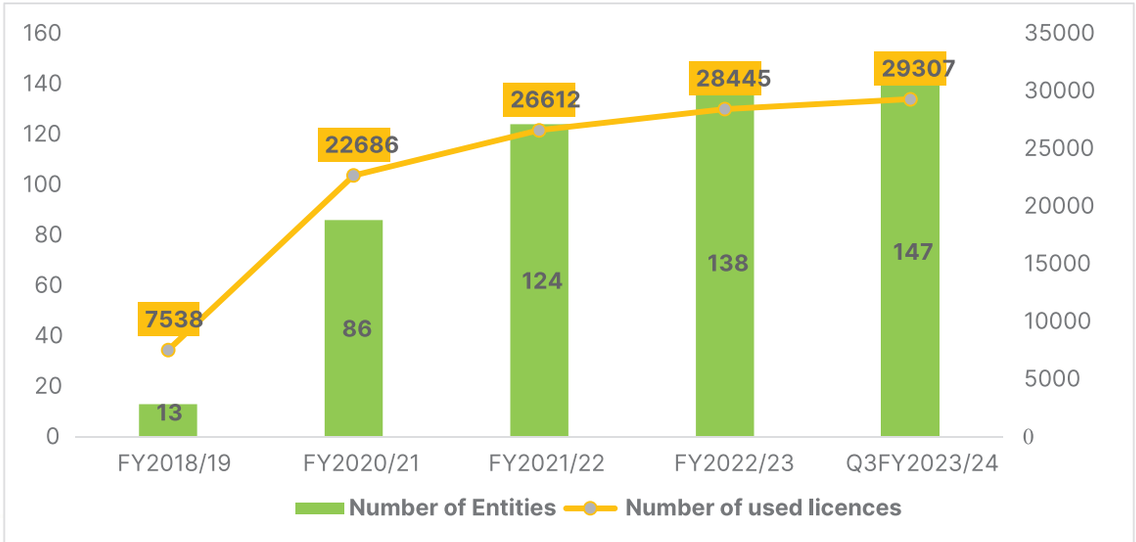
Output 2.1.5: Public and Private institutions supported to review, re-engineer their processes, automate and deliver services online

Over the five-year strategic period, NITA-U prioritized automation and digitization as pillars of public service modernization, spearheading the development of 8 mission-critical applications to digitalise service delivery operations. Among these, the Non-Aligned Movement (NAM) portal emerged as a flagship initiative, centralizing summit logistics, accreditation, and real-time information dissemination. Concurrently, the COVID-19 pandemic catalysed rapid innovation, with thirty-four (34) internal and external processes automated to sustain business continuity including crisis response systems for relief fund distribution and pandemic surveillance. Complementing these efforts, the rollout of an electronic document management system across ministries and agencies streamlined approvals and reduced bureaucratic delays, underscoring NITA-U's role in advancing interoperability. Despite progress, the strategic cycle revealed systemic gaps. While five hundred thirty-nine (539) website domains predominantly for local governments were supported, uneven digitalization persists between urban and rural entities, mirroring earlier disparities in infrastructure adoption. The focus on crisis-driven automation, though impactful, overshadowed sustained capacity-building for scalable, user-centric solutions.

Output 2.1.6: Unified Messaging and Collaboration System (UMCS) rolled out

Over the strategic period, NITA-U implemented the Unified Messaging and Collaboration System (UMCS) to standardize and streamline communication across government entities, achieving measurable progress in digital interoperability. By the close of the five-year cycle, 147 entities had adopted the platform, supporting 29,307 active users representing 89% utilization of the 32,998 licenses issued.

Figure 6: Number of UMCS Licenses used up and Entities utilizing UMCS



To sustain adoption, capacity-building initiatives, including refresher training programs, were extended to 100 MDAs/LGs, reinforcing institutional readiness and user proficiency. While the 89% active usage rate reflects strong engagement among onboarded entities, broader national coverage remains incomplete. Geographic disparities persist, with urban agencies disproportionately represented compared to rural counterparts a gap echoed in prior analyses of digital infrastructure imbalances.

Output 2.1.8: Develop and implement Government Interoperability and Government Enterprise Architecture Framework

The strategic plan period saw the development and approval of the Government Interoperability Framework (GIF) and Government Enterprise Architecture (GEA), foundational tools designed to standardize and integrate cross-agency digital systems. These frameworks have since served as critical enablers of seamless data exchange and alignment of ICT infrastructure across public institutions. As part of phased implementation, the Interoperability Framework was piloted in 2 entities the Ministry of Local Government and Ministry of Health facilitating the revision of their internal operational frameworks to align with national interoperability standards. While this marks a pivotal step toward harmonizing government systems, the limited rollout highlights scalability challenges. Expanding adoption across additional ministries and agencies will be essential to fully realize the frameworks' potential in ensuring cohesive governance and reducing siloed workflows.

Output 2.1.9: Consolidation of software licenses

As part of its mandate to promote cost-efficiency in government ICT procurement, NITA-U, on behalf of the Government of Uganda, signed a Microsoft Business Services Agreement (MBSA) with Microsoft Limited and a separate agreement with Oracle Corporation. These strategic partnerships enabled government entities to access software licenses and services at significantly discounted rates. Prior to the MBSA, the annual cost of acquiring Microsoft licenses stood at USD 8,144,309.39. Following the agreement, Government realized an annual saving of USD 5,344,358.66 equivalent to a 65.6% cost reduction. Additionally, the Oracle agreement extended a 40% discount on selected products to public entities. Over the strategic plan period, forty-six (46) entities were successfully onboarded onto the Microsoft agreement, utilizing a total of 2,900 licenses. However, the relatively slow adoption rate indicates missed opportunities for further cost savings, as some entities continued to procure licenses independently at higher market rates. This underscores the need for stronger compliance mechanisms, awareness campaigns, and possibly policy directives to ensure full uptake of centralized licensing frameworks, which are instrumental in optimizing government ICT expenditure.

Output 2.1.10: SMS gateway in place

During the strategic plan period, NITA-U operationalized the Government SMS Gateway to enable MDAs to disseminate bulk SMS communications at a subsidized rate, thereby driving down communication costs across the public sector. The gateway offers SMS dispatch at UGX 19 per message representing a 40% cost reduction compared to the prevailing market rate of UGX 25. By the end of the planning period, 18 government entities had integrated the platform across 22 distinct services, collectively pushing 36,881,645 messages. This translated into direct cost savings of UGX 221.3 million to government, contributing to the

strategic goal of improving operational efficiency through shared digital services.

Despite these measurable benefits, adoption of the SMS Gateway remains modest, both across MDAs and within the broader public and private sectors. Many entities continue to procure SMS services through private vendors at higher costs, indicating suboptimal utilization of the government facilitated infrastructure. Moreover, citizens are not yet fully benefiting from the reduced-cost public communication channels that the gateway is designed to support particularly in areas such as health alerts, education notifications, and service reminders.

Strategic Intervention 2.3: Strengthen Cyber Security in the country

The increasing digitization of public services in Uganda has significantly amplified the nation's cyber risk exposure, especially in the wake of remote work trends accelerated by the COVID-19 pandemic and the growing adoption of artificial intelligence. This shift has exposed MDAs and LGs to more complex and frequent cyber threats, reinforcing the urgent need for a robust national cybersecurity posture. In response, NITA-U implemented a set of targeted interventions over the strategic planning period to strengthen institutional resilience and secure public digital infrastructure.

Output 2.3.1: National Information Security Framework reviewed and implemented

As part of Government's efforts to fortify its digital ecosystem, the National Information Security Framework (NISF) was reviewed and operationalized across MDAs and LGs. While a marginal reduction in reported cyber incidents was noted from 71.4% in FY 2017/18 to 67.9% in FY 2022/23 this trend highlights ongoing systemic vulnerabilities that necessitate sustained investment in cybersecurity capacity. On average, 30 unique entities were assessed annually for compliance with the NISF, enhancing risk detection, policy enforcement, and cyber hygiene practices across Government institutions.

In parallel, continuous capacity building initiatives were undertaken to address skills gaps in information risk management. A series of virtual training sessions titled "Cyber Risk Management in MDAs and LGs" engaged an average of 53 institutions per session, equipping staff with practical strategies to counter evolving cyber threats. Moreover, NITA-U convened one National Information Security Advisory Group (NISAG) meeting during the reporting period, which focused on updating the National Information Risk Register. These engagements were instrumental in aligning national cybersecurity policy with institutional realities and fostering a culture of proactive risk mitigation. Collectively, these efforts represent a foundational step toward institutionalizing cybersecurity best practices across the public sector. However, achieving full protection against emerging threats will require scaling assessments, deepening staff capabilities, automating threat intelligence sharing, and reinforcing compliance mechanisms across all tiers of Government.

Output 2.3.2: Computer Emergency Response Teams (CERTs) strengthened

The establishment of Uganda's Computer Emergency Response Team (CERT) under NITA-U has significantly advanced the nation's cybersecurity resilience, institutionalizing a proactive framework for threat detection, response, and mitigation. Central to this progress is the National CERT Digital Forensics Solution, deployed as a strategic pillar to enable real-time monitoring, forensic investigations, and protection of cloud infrastructure across government entities. Over the strategic plan period, the program issued one hundred thirty-seven (137) cybersecurity advisories, reflecting enhanced threat intelligence capabilities and a shift toward preemptive risk management. Capacity-building initiatives, including specialized training

for law enforcement agencies in digital forensics, have fortified cross-sector collaboration, while technical support extended to one hundred thirty-two (132) entities underscores operational agility in addressing vulnerabilities and policy gaps. Despite these gains, Uganda's cybersecurity landscape remains challenged by rapidly evolving ICT threats. While international partnerships (such as; ISACA memberships) facilitate knowledge exchange and alignment with global standards, scaling CERT's impact requires continuous investment in advanced tools, specialized talent pipelines, and public-private threat intelligence networks. Persistent gaps in institutional readiness evident in delayed incident response times and uneven policy implementation highlight the urgency of sustained capacity-building to safeguard the government's digital transformation agenda against emerging cyber risks.

Output 2.3.5: Cyber-security awareness program established and maintained

During the strategic plan period, NITA-U sustained its national cybersecurity awareness program, delivering an average of 34 targeted sessions annually to public and private sector stakeholders. These initiatives aimed to bridge critical knowledge gaps, institutionalize security best practices, and bolster preparedness against escalating cyber threats. While the program fostered incremental improvements in cyber vigilance particularly among urban institutions and tech-literate demographics the limited scope of engagement (34 sessions/ year) underscores systemic gaps in scalability and inclusivity. For instance, rural entities and SMEs, which constitute over 60% of Uganda's economy, remained underrepresented, perpetuating vulnerabilities in high-risk sectors. To achieve transformative behavioral change, NITA-U must adopt a multi-channel strategy, integrating digital platforms, localized community outreach, and mass media campaigns to amplify reach. Partnerships with grassroots organizations and sector-specific training tailored to low-tech industries could further democratize access and thus safeguard the nation's digital transformation against evolving threats.

Objective 3: Promote ICT research, innovation and commercialization of indigenous knowledge products

As part of its mandate to promote ICT research, innovation, and the commercialization of indigenous knowledge products, NITA-U implemented targeted interventions aimed at achieving tangible outcomes by the end of the strategic plan period. These strategic efforts were instrumental in strengthening the national innovation ecosystem, fostering local talent, and creating pathways for scalable digital solutions. Notably, Uganda's innovation performance registered measurable progress during this period, as reflected in the Global Innovation Index 2024, where the country improved its ranking from 123rd to 121st globally. This advancement placed Uganda 4th among the 10 low-income group economies and 18th in Sub-Saharan Africa underscoring the growing impact of national-level efforts, including those spearheaded by NITA-U, to advance digital innovation and research-driven development.

Strategic Intervention 3.1: Develop innovation and incubation Centers

Under this intervention, NITA-U implemented key outputs including the promotion of Business Process Outsourcing (BPO) initiatives and the conceptualization of the National ICT Park. The BPO interventions have registered tangible success, with operational centers providing employment opportunities, particularly for the youth, while enhancing digital skills

and attracting both local and international clients. In parallel, the ICT Park is envisioned as a dedicated space to nurture innovation and technology-driven enterprises by providing infrastructure for startups, research institutions, and digital service providers. Although still under development, the ICT Park represents a strategic step towards building a sustainable ecosystem for ICT-led growth. Collectively, these efforts reflect the Authority's commitment to fostering innovation, job creation, and positioning Uganda as a competitive digital economy.

Output 3.1.1: National ICT Park established

The establishment of Uganda's National ICT Park, envisioned as a "Silicon Valley" to drive innovation, reduce reliance on foreign ICT solutions, and position Uganda as a regional digital leader, has progressed through a public-private partnership (PPP) with Bsmart Technology and builds on precedents like the Nakawa ICT Innovation Hub. However, a critical gap persists in the weak collaboration between academia (research/talent pipelines) and MDAs (problem owners/funders), risking misaligned innovations, stalled scalability, and dampened investor confidence, which could perpetuate reliance on costly foreign solutions and hinder Uganda's potential to export homegrown technologies. To realize the park's transformative potential, strategic interventions are needed: formalizing academia-MDA partnerships through a National Innovation Council and joint Research and Development programs, mandating local procurement quotas for MDAs, offering tax incentives for private-sector collaboration, and replicating Nakawa's incubator model while addressing stakeholder engagement gaps.

Output 3.1.2: BPO /ITES centers supported

During the strategic plan period, NITA-U strengthened Uganda's BPO sector by supporting 10 centers with subsidized internet, technical aid, and regulatory guidance, directly creating 286 jobs. To elevate sector visibility, NITA-U hosted a BPO/ITO Think Tank webinar, convening government, academia, and industry experts to spotlight Uganda's potential in global outsourcing markets. Simultaneously, its Youth Startup Academy (YSA) trained over 500 entrepreneurs on BPO/ITO opportunities, backed by free internet and technical resources through Hive Colab. These initiatives reflect NITA-U's integrated strategy of infrastructure development and ecosystem-building, fostering market linkages, youth empowerment, and job growth in the digital economy. However, persistent gaps such as insufficient skilled talent, infrastructure deficits, and limited private-sector investment constrain Uganda's ability to fully harness ICT opportunities.

Strategic Intervention 3.3: Implement Research and development program

This intervention aims to drive innovation-led growth by implementing a comprehensive Research and Development (R&D) program designed to tackle digital transformation challenges and unlock new opportunities in ICT development through a data-driven approach. To achieve this, the Authority prioritized advancing national IT research initiatives, focusing on fostering collaboration between academia, industry, and government to align Research and Development outcomes with the NDP III strategic objectives.

Output 3.3.1: National IT research initiatives promoted

In FY 2022/23, the Authority advanced its IT research agenda by developing the National IT Survey, a critical tool for enabling data-driven decision-making and identifying priority ICT gaps requiring targeted interventions. Additionally, the annual publication and dissemination of five statistical abstracts provided measurable benchmarks to track progress, quantify institutional achievements, and highlight emerging challenges such as interoperability of

government systems and low public adoption of ICT services which have since shaped the Authority's strategic priorities. However, while these initiatives underscore a commitment to evidence-based policymaking, applied research outcomes remain constrained by insufficient funding and resource gaps, limiting the translation of findings into actionable solutions.

Strategic Intervention 3.4: Strengthen customer relationship management through strategic marketing and communication

Effective customer relationship management (CRM) is a critical driver for the adoption of ICT services and products. This intervention aims to strengthen the Authority's strategic positioning among stakeholders including citizens, businesses, and government entities to accelerate the uptake and utilization of digital solutions. By aligning marketing and communication strategies with user needs, the Authority seeks to build trust, improve service accessibility, and ensure stakeholders derive maximum value from ICT initiatives.

Output 3.4.1: CRM tool and procedures implemented, integrated across directorates and personalized (IT Service Desk)

A centralized IT Service Desk was operationalized to streamline incident management, client support requests, and complaint resolution, serving as a single point of contact for MDAs/DLGs and end-users. This system ensures adherence to Service Level Agreements (SLAs) for ICT services while enhancing accountability and user satisfaction. During the reporting period, the desk received 1,733 tickets from 347 entities, with 99% (1,708) resolved within SLA timelines, demonstrating operational efficiency. However, scalability challenges persist, as the current infrastructure struggles to manage increasing ticket volumes across diverse ICT services.

Strategic Intervention 3.5: Develop and implement the NITA-U revenue growth program

Over the five-year strategic period, the National Information Technology Authority-Uganda (NITA-U) generated **UGX 171.34 billion** in Non-Tax Revenue (NTR) through services including internet bandwidth provision to Ministries, Departments, and Agencies (MDAs), private clients, co-location services, and IT certification. This revenue exhibited consistent year-on-year growth, driven primarily by the expansion of the National Backbone Infrastructure (NBI), which increased connectivity across government and private sites. All NTR collected is remitted to the Government of Uganda's Consolidated Fund, where Parliament allocates these funds to various entities during annual budget cycles. However, a critical challenge persists: revenue remittances are disproportionate to budget allocations, creating inefficiencies in billing and revenue collection particularly from entities like local governments, whose budgets remain decentralized. This mismatch has constrained NITA-U's ability to optimize revenue generation, resulting in lower-than-expected returns despite growing service demand.

Objective 4: Increase the ICT human resource capital

In an effort to increase ICT human resource capacity, NITA-U undertook various interventions as discussed below including; certification of providers of Information Technology Products, Services and Training, capacity building of MDA staff in ICT and implementation of the IT Service Delivery Model.

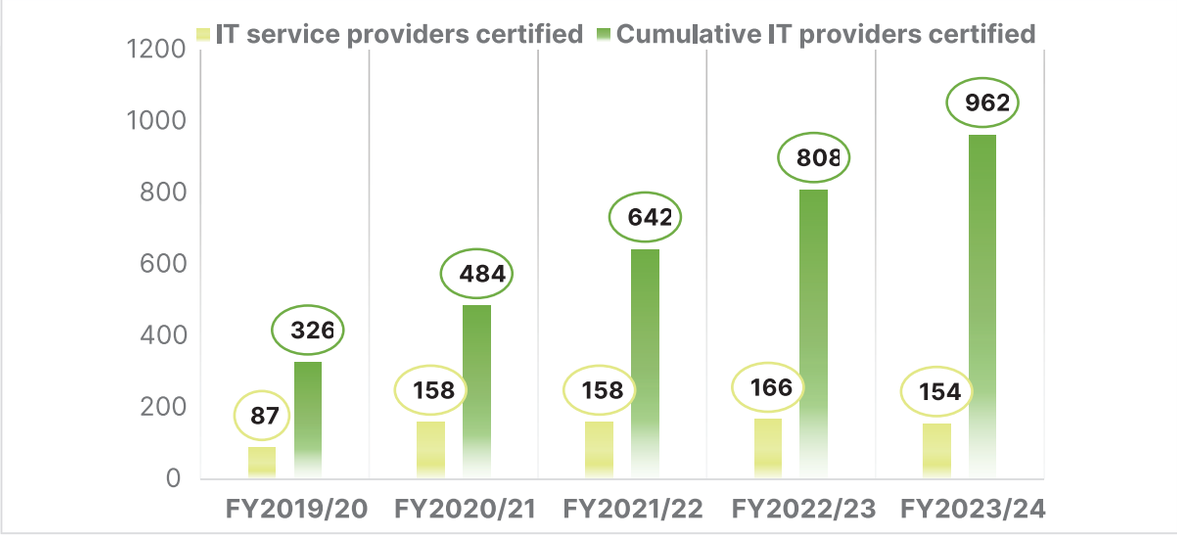
Strategic Intervention 4.1: Develop an ICT professional's quality assurance framework

This initiative aimed to create a standardized quality assurance framework to enhance compliance, reliability, and trust in Uganda's ICT sector. The Authority developed an ICT Professional Quality Assurance Framework to guide service/product providers and empower consumers to make informed decisions. By setting clear benchmarks and compliance standards, the framework ensures consistent delivery of high-quality ICT solutions aligned with national and international best practices.

Output 4.1.1: Certification framework to regulate ICT professional standards developed

The National Information Technology Authority-Uganda (NITA-U) certifies and authenticates IT service providers and training institutions to foster systematic sector growth and ensure higher-quality IT services for consumers. This certification process involves rigorous assessment and audit mechanisms, enhancing the credibility of firms and their capacity to deliver reliable IT solutions to government entities and citizens. Additionally, certification elevates the brand reputation of local providers, serving as a benchmark for compliance and enabling them to compete in global markets. During the reporting period, **962** IT product, service, and training providers were certified, while **244** companies underwent inspections and certificate renewals, reflecting NITA-U's commitment to maintaining standards and driving sectoral excellence. However, concerted efforts are needed to strengthen product certification frameworks, as counterfeit goods remain a persistent challenge for consumers of ICT products.

Figure 7: umber of Certified Providers of IT Products, Services and Training



Output 4.1.2. Implementation of the Consumer Protection Framework

As part of its comprehensive strategy to advance Uganda's consumer protection framework, the Authority spearheaded a multi-channel awareness campaign. This included designing and disseminating 25 targeted print media materials such as brochures, posters, and informational guides to empower citizens with knowledge of their consumer rights. Complementing this effort, the agency hosted 16 interactive radio sessions featuring expert discussions on consumer protection laws, fraud prevention, and redress mechanisms, reaching audiences nationwide. Additionally, NITA-U organized 4 high-level stakeholder engagement forums, convening representatives from Uganda's private sector, government agencies, and civil

society to foster collaborative solutions for market accountability. However, persistent challenges remain. Despite these proactive measures, public distrust in ICT markets persists, exacerbated by a surge in fraudulent activities. Recent Annual Uganda Police reports FY 2022/23 highlight a troubling rise in counterfeit ICT products and scams, underscoring the urgent need for stricter enforcement and sustained public-private cooperation to safeguard consumers.

Output 4.1.3. Provision of legal advisory

To enhance its capacity to provide expert legal advisory services in line with its statutory mandate, NITA-U has prioritized the professional development of its staff by funding essential accreditations. This initiative includes covering membership fees for five in-house advocates to join prominent professional bodies such as the Uganda Law Society and the East African Law Society, ensuring they have access to the latest legal resources and professional networks. Additionally, NITA-U has maintained the annual practicing certificates for these lawyers, ensuring compliance with regulatory standards. This proactive approach not only strengthens NITA-U's ability to address legal challenges but also mitigates institutional risks effectively.

Strategic Intervention 4.2: Capacity building and skilling for e-Government services

To foster a digitally competent public sector capable of driving efficient service delivery, NITA-U prioritized workforce development under this initiative. The intervention aimed to equip government service units with the technical skills and expertise required to operationalize e-Government platforms, thereby accelerating public adoption of digital services. Key outputs were designed and implemented to achieve this objective, as outlined below:

Output 4.2.2: Capacity of MDA staff in ICT enhanced

During the strategic plan period, NITA-U maintained active operations at the Innovation and Collaboration Center (IAC), hosting **19** high-impact events that engaged a total of **812** participants including trainees, trainers, and stakeholders. The facility's utilization included **381** individuals benefiting from the Training Laboratory for capacity-building programs, **215** participants attending strategic meetings in the Seminar Room, and **216** users leveraging the Digital Media Unit's IAC Lounge for innovation-focused collaboration. Notably, Uganda's IAC received international recognition by winning a global IAC improvement competition for its visionary proposal, earning the top award. This positioned the center to access potential technical and financial support from the Government of South Korea, with the goal of transforming it into a regional hub for advanced technologies such as Big Data Analytics, Internet of Things (IoT), and Artificial Intelligence (AI) further reinforcing Uganda's ambitions under its digital transformation agenda.

Strategic Intervention 4.3: Implement the IT Service Delivery Model

To institutionalize excellence in public sector IT services, the Authority implemented a standardized IT Service Delivery Model, designed to systematically embed value across all operational streams. Under the strategic oversight of the Board of Directors, this initiative drove measurable improvements in service quality, operational efficiency, and stakeholder accountability throughout the strategic plan period. The following key outputs were executed to realize success:

Output 4.3.1: NITA-U Institutional capacity Strengthened

NITA-U's approved IT Service Delivery Model provides for a staffing structure of **184** positions, strategically aligned with the Authority's operational and service delivery priorities. Over the strategic plan period, staffing levels steadily improved, with filled positions increasing from **94 (51.1%)** in FY2022/23 to **99 (53.8%)** in FY2023/24 demonstrating incremental progress in strengthening institutional capacity. As of FY2023/24, the Authority employs **122** staff, comprising **99** Government of Uganda (GoU)-funded roles, **8** positions under the Uganda Digital Acceleration Project (UDAP), and **15** management trainees undergoing structured skills development. The accompanying figure reflects year-on-year growth in recruitment efforts, signaling tangible advancements in operationalizing the Service Delivery Model. This trajectory underscores NITA-U's sustained commitment to building a capable workforce aligned with its digital transformation mandate.

Objective 5: Strengthen the policy, legal and regulatory framework

In its efforts to strengthen Uganda's ICT policy, legal, and regulatory environment, the National Information Technology Authority (NITA-U) played a central role in regulating, coordinating, and harmonizing ICT infrastructure planning, sharing, and deployment across both public and private sectors. Throughout the strategic planning period, NITA-U developed and reviewed a range of policies, strategies, standards, and regulatory instruments tailored to meet the dynamic needs of the digital economy. These interventions delivered tangible outcomes, including enhanced alignment with international best practices and improved governance of national ICT infrastructure. Collectively, the progress reflects NITA-U's sustained commitment to building a coherent, inclusive, and future-ready digital ecosystem that supports innovation, efficiency, and sustainable growth.

Strategic Intervention 5.1: Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs

To address evolving industry demands, the Authority prioritized the development of targeted policies, standards, and regulatory frameworks. Key achievements included the formulation of the National ICT Policy a comprehensive blueprint to guide ICT utilization nationwide and the amendment of IT Certification Regulations, which strengthened oversight and compliance within Uganda's ICT sector. These initiatives were driven by close collaboration with the Ministry of ICT and National Guidance (MoICT&NG), ensuring strategic alignment with national priorities. Through structured stakeholder engagements and evidence-based reforms, the Authority successfully enhanced regulatory coherence and operational efficiency, culminating in measurable progress toward a standardized and innovation-friendly ICT ecosystem.

Output 5.1.1: Policies, strategies, standards and regulations developed/reviewed

During the strategic plan period, **31** priority national standards were developed, reviewed and approved by National Technical Standards Committee (NTSC) under the National Bureau of Standards (UNBS) bringing the total number of standards developed to **fifty-six (56)**. The standards were developed in the areas of Information technology; Biometric data interchange formats; Information Communication Technology; Health Software; Geographic Information; Cloud Data Management Interface (CDMI); Network cabling; Information Security; Concepts and vocabulary; Technical Risk Assessment; Securing communications; and Guidelines for cyber-insurance.

Furthermore, to increase on the awareness of the new standards developed, forty-five (45) awareness sessions were held targeting key entities including; Uganda National Bureau of Standards (UNBS), National Library of Uganda (NLU), Ministry of Works and Transport (MoWT), National Building Review Board (NRBR), Ministry of Education and Sports (MOES), Ministry of Gender, Labor and Social Development (MOGLSD) among others.

Output 5.1.1.1: Compliance assessments

To enhance regulatory adherence and promote best practices across the ICT ecosystem, NITA-U conducted **100** compliance assessments targeting both public and private sector institutions, as guided by its annual compliance assessment plan. The assessments focused on two critical domains: **50** evaluations of structured cabling systems to assess conformity with technical and safety standards, and **50** reviews of IT hardware/software procurement practices to verify compliance with established procurement guidelines. Findings indicated an average compliance score of **58.4%** in structured cabling signaling the need for infrastructure upgrades and standardization. In contrast, IT procurement practices showed stronger compliance, with a **75.6%** average score. Overall, the aggregate compliance rate across all assessed MDAs stood at **67%**, reflecting moderate progress while emphasizing the need for reinforced enforcement mechanisms and targeted capacity-building to close persistent gaps.

Output 5.1.1.2: Sensitization and awareness of IT laws.

To promote compliance and sector-wide understanding of Uganda's IT regulatory framework, NITA-U conducted **41** targeted awareness sessions and stakeholder engagements during the strategic plan period. These sessions covered key areas including cyber laws, consumer protection, and certification requirements for IT service and product providers. A deliberate focus on inclusivity ensured outreach to underrepresented groups: collaborations with the Youth Start-Up Academy Uganda (YSAU) and FlyHub Uganda empowered young digital entrepreneurs with knowledge on legal compliance, while partnerships with the Women of Uganda Network (WOUGNET) emphasized the importance of IT laws in fostering gender equity and digital participation. By tailoring messaging to diverse audiences, the Authority advanced public understanding of regulatory obligations and reinforced the role of ICT law as an enabler of inclusive, rights-based digital transformation aligned with national development goals.

Strategic Intervention 5.2: Design and implement the Data Protection and Privacy Program

Over the strategic plan period, the implementation of the Data Protection and Privacy Program marked significant strides in strengthening Uganda's data governance framework. The operationalization of the Data Protection and Privacy Act, 2019, provided a foundational legal framework to safeguard personal data, define the rights of data subjects, and establish obligations for data collectors, processors, and controllers. The strategic focus during this period was to institutionalize compliance, build regulatory capacity, and enhance awareness across sectors.

Output 5.2.1: Data Protection and Privacy Regulations Developed

A major milestone was the gazetting of the Data Protection and Privacy Regulations, 2021, which translated the Act into enforceable operational guidance. This not only elevated Uganda's alignment with global data protection benchmarks such as the EU's GDPR but also reinforced the legal obligations for both public and private entities. The development of four

internal PDPO policies and procedures ranging from regulatory communication protocols to breach-handling and ICT security further standardized internal operations and laid the groundwork for effective enforcement.

Output 5.2.1.1: Development of Guidance and Notices

The development of a data protection and privacy training curriculum with support from Financial Sector Deepening Uganda represents a proactive approach to institutional capacity-building. Although the curriculum awaits stakeholder validation, its completion indicates readiness to equip Data Protection Officers (DPOs) with skills necessary to enforce compliance. Similarly, progress on a compliance toolkit and implementation guidelines (pending finalization) reflects a commitment to provide actionable support to regulated entities, though delayed delivery highlights the need for improved execution timelines in regulatory tool development.

Output 5.2.1.2: Staff Capacity Building

Investments in staff training, including certifications from global institutions like ISC2 and the Council of Europe, reflect deliberate efforts to professionalize the PDPO. Participation in global policy networks such as NADPA, IAPP, and the Africa-Asia AI Policymaker Network has not only enhanced institutional visibility but also embedded Uganda's voice in emerging regional and international data protection discourse. Nonetheless, the impact of this participation will be fully realized only if knowledge is effectively translated into domestic policies and enforcement strategies. Furthermore, renewal of legal practicing certificates for in-house counsel ensured continued legal compliance and institutional legitimacy.

Output 5.2.1.3: Communication and Awareness Strategy Reviewed and Implemented

Public engagement activities intensified, with 110 awareness sessions conducted across multiple platforms, targeting a wide audience in both the public and private sectors. The dissemination of regulatory materials including 200 printed copies of the regulations and the PDPO Strategic Plan improved stakeholder understanding of legal obligations. However, despite these efforts, awareness levels across decentralized structures remain uneven, suggesting the need for a more localized and multimedia-driven approach, especially in underserved regions.

2.1 Institutional capacity of NITA-U.

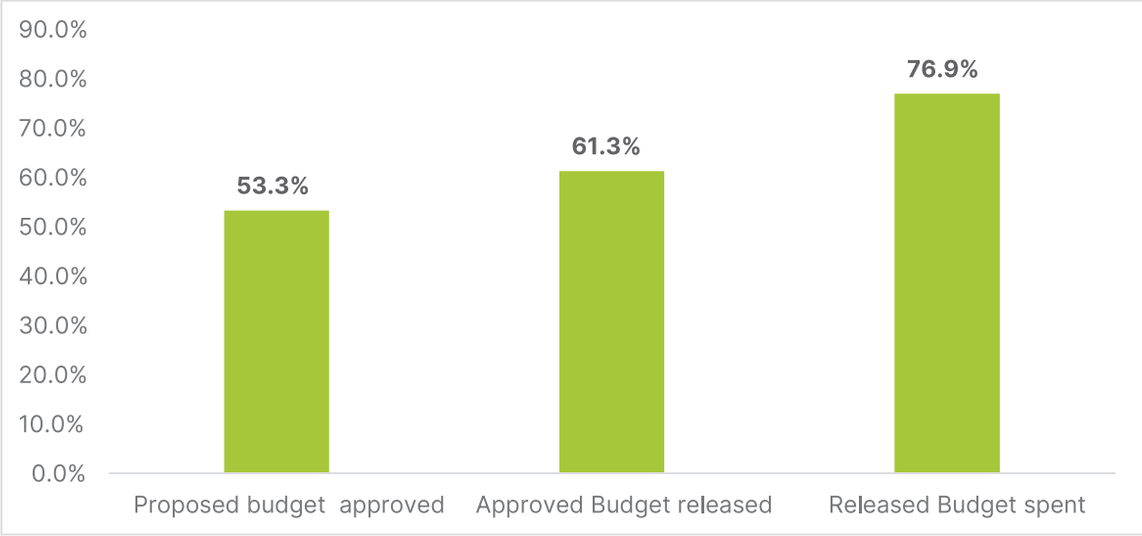
The institutional capacity of NITA-U has been assessed across three key dimensions: financial resources, human resource development and management, and the Monitoring and Evaluation (M&E) function as discussed below.

2.1.1 Financial Resources

NITA-U's financial capacity has primarily been dependent on government allocations and external funding from international development agencies like the World Bank.

Over the strategic plan period, the Authority received a total approved budget of **UGX 641.83** billion representing only **53.3%** of the proposed **UGX 1.204 trillion** required to fully implement the plan. Of the approved amount, **UGX 393.47 billion** was released, and **UGX 302.76 billion** was spent, reflecting budget release and absorption rates of **61.3% and 77%,** respectively.

Figure 8: NITA-U Budget performance



While the Authority demonstrated strong absorption capacity, persistent underfunding and inconsistent disbursements significantly constrained the effective execution of planned interventions. Notably, the shortfall in funding adversely impacted key areas such as infrastructure expansion, cybersecurity enhancement, and human resource capacity, thereby limiting the full realization of strategic objectives.

In light of prevailing government resource constraints, NITA-U strengthened the implementation of its revenue generation strategy, mobilizing **152.392 billion** in Non-Tax Revenue (NTR) during the strategic plan period. These collections highlight a significant increase in internally generated funds, with the annual revenue collection rising from UGX 18.94 billion in FY2019/2020 to UGX 60.17 billion in FY2023/2024. This represents an annual revenue growth rate of 36%.

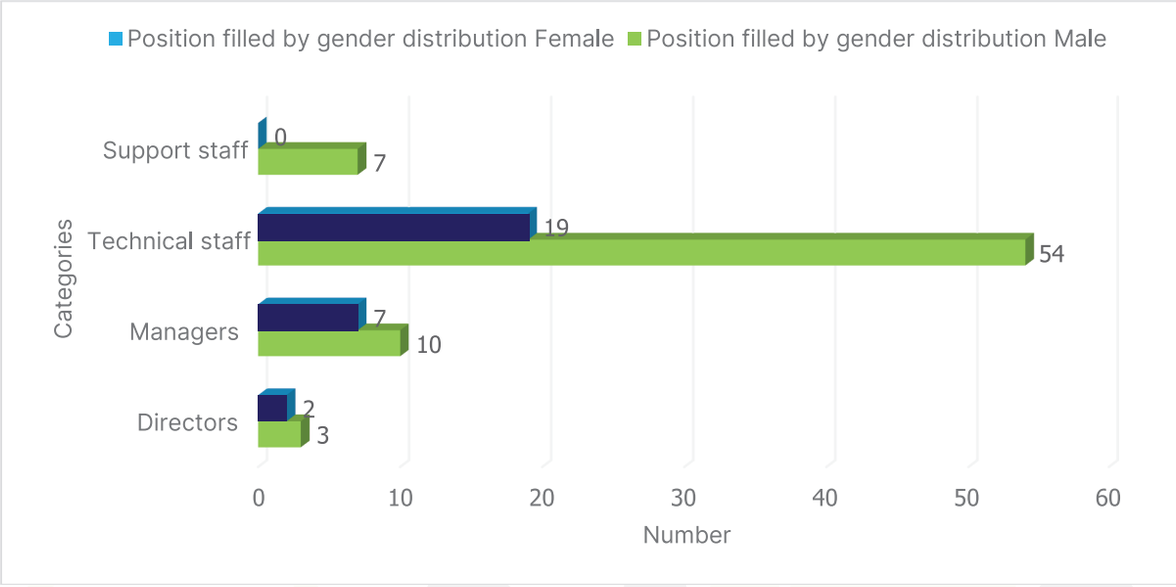
This was achieved through the provision of services such as internet bandwidth, co-location, and IT certification contributing significantly to the Government's Consolidated Fund. Additionally, the Authority adopted Public-Private Partnerships (PPPs) to support the development of critical infrastructure projects, including the National ICT Park. It also leveraged collaborations with development partners such as Enabel to enhance private sector compliance with ICT laws and regulations, while advancing consumer protection efforts across the digital ecosystem.

2.1.2 Human Resource Development and Management

Human resources play a critical role in the successful implementation of NITA-U's strategic interventions. In alignment with its strategic goal of delivering 80% of government services online, the Authority developed an IT Service Delivery Model a value-driven human resource framework designed to support efficient and citizen-centric service delivery. The model defines a staffing structure of **191** approved positions tailored to deliver the strategic plan objectives. Over the strategic plan period, NITA-U has averagely maintained a total of **84.5** staff, representing an average staffing level of **45%**. This has left a significant staffing gap of **55%,** primarily due to wage bill limitations and a recruitment freeze instituted by the Ministry

of Public Service as part of the broader government agency rationalization initiative. These constraints have impeded the Authority's ability to fully operationalize its service delivery model and scale its digital transformation agenda.

Figure 9: NITA-U current staff distribution



2.1.3 Monitoring and Evaluation (M&E) Function.

NITA-U has a functional M&E framework under the Directorate of Planning, Research, and Development designed to track progress against strategic objectives, inform decision-making, and ensure accountability. This framework incorporates annual reviews, mid-term evaluations, and end-of-term evaluations to assess performance and the impact of its interventions. The Authority employs both qualitative and quantitative methods to evaluate the success of its projects and programs.

Significant strides have been made in developing robust systems with embedded dashboards to monitor the implementation of ICT initiatives like the National Backbone Infrastructure, Data Integration Platform and other digital platforms to enable evidence-based decision-making and enhance transparency. Also, structures are in place to ensure monitoring of compliance against relevant ICT regulatory frameworks by different stakeholders.

However, challenges persist, including; the limited number of approved M&E staff positions (02) within the structure, which despite being filled are not adequate given the wide operational scop, inadequate integration of data systems, limited use of M&E findings and budget constraints. Addressing these constraints requires strengthening the technical capacity of the M&E team, adopting modern analytics tools for improved reporting, and ensuring the use of M&E findings for institutional improvement.

2.2 Key challenges and mitigation measures

This section outlines the key challenges encountered during the strategic plan period, along with the corresponding mitigation measures implemented to support the successful delivery of strategic interventions.

During the strategic plan period, limited budgetary allocations hindered critical interventions such as IT research, capacity building, and change management. These gaps hindered the uptake of digital services. To address this, NITA-U adopted a phased, advocacy-driven

approach. The Authority leveraged the advocacy approach systematically engaging the Ministry of Finance, Planning, and Economic Development (MoFPED) to align resource allocation to the priorities outlined in the National Development Plan III (NDP III). Additionally, NITA-U pursued public-private partnerships (PPPs) to co-fund IT initiatives, such as the development of the National ICT Park and Business Process Outsourcing (BPO) initiatives. This dual strategy of persistent governmental dialogue and diversified financing enabled the Authority to register commendable success within the medium-term period.

Local Governments (LGs) often underutilized digital services due to inadequate infrastructure and insufficient ICT budget prioritization. For instance, only 30% of LGs had dedicated budgets for ICT maintenance in FY 2021/22 budget, this indicated low adoption of e-services. The Authority tackled this through provision of subsidized infrastructure, including switches, Aps and conducting clean energy assessments in Local government sites and public schools.

The COVID-19 pandemic significantly disrupted the physical implementation of the National Backbone Infrastructure (NBI) and the rollout of e-services, particularly affecting the uptake of online services due to persistent connectivity challenges. In response, NITA-U revised its Business Continuity Plan (BCP) to emphasize remote operations and institutional resilience. The Authority adopted virtual collaboration tools, including Zoom and the UMCS online meeting platform, to facilitate uninterrupted service delivery. Additionally, the service desk established a dedicated hotline to support the handling of COVID-19-related incidents. To ensure the safe continuation of field activities, NITA-U aligned its operations with Ministry of Health Standard Operating Procedures (SOPs) and distributed Personal Protective Equipment (PPE) kits to field teams. These measures collectively enabled the Authority to sustain critical interventions despite the operational constraints posed by the pandemic.

The growing demand for ICT services across government entities particularly within local governments and public schools has outpaced the existing budget allocated to the Authority. To address this challenge and ensure effective provision of NBI services, NITA-U engaged the Ministry of Finance, Planning, and Economic Development (MoFPED) to consolidate additional funding for ICT service provision. This strategic engagement aimed at supporting the provision and maintenance of ICT services across government service delivery units connected to and actively utilizing the National Backbone Infrastructure (NBI).

2.3 State of cross cutting issues relevant to NITA-U

Since the late 1990s, the Government of Uganda has recognized cross-cutting issues as critical components of fiscal policy frameworks, mandating their integration into medium-term expenditure planning across all public institutions. These issues ensure equitable, sustainable, and inclusive outcomes in national development efforts. Aligned with this mandate, NITA-U has prioritized cross-cutting themes central to advancing Uganda's digital transformation agenda and achieving the objectives of the National Development Plan IV (NDP IV). This section outlines NITA-U's strategic approach to embedding gender equity, environmental sustainability, social inclusion, and ICT accessibility into its programs.

To advance gender equity through inclusive digital infrastructure. The previous NITA-U strategic plan prioritized gender-responsive interventions to address systemic barriers undermining equitable access to digital services. Key challenges included fragmented National Backbone Infrastructure (NBI) coverage, which disproportionately excluded rural communities, local governments, and emerging urban centers, as well as inadequate internet connectivity in schools and tertiary institutions a gap that stifled the adoption of digital service

initiatives and widened the digital divide. These disparities hindered universal adoption of digital tools, particularly for women, youth, and marginalized groups, perpetuating socio-economic inequities.

To address persistent connectivity gaps, NITA-U spearheaded the nationwide expansion of the NBI under the National Development Plan III (NDP III), in close collaboration with private sector stakeholders and government agencies. The initiative prioritized last-mile connectivity in underserved regions, with a particular focus on bridging geographic and gender disparities in technology access. As a result, an additional 88 kilometers of Optical Fiber Cable (OFC) were deployed, bringing the total NBI network coverage to 4,387 kilometers across 57 districts. This infrastructure now supports 1,456 government service delivery units, including **750 schools**, **five regional hospitals**, and **four markets**, all actively utilizing the NBI. The expanded network has significantly improved access to essential public services such as education, healthcare, and digital commerce marking a foundational shift toward inclusive, digitally enabled development. By empowering communities with equitable access to connectivity, this initiative has laid the groundwork for broader participation in Uganda's digital economy, fostering innovation, learning, and socio-economic growth.

Leveraging e-services and NBI to accelerate Uganda's HIV/AIDS response NITA-U integrated targeted HIV/AIDS interventions into its National Backbone Infrastructure (NBI) expansion program in alignment with Uganda's commitment to end AIDS as a public health threat by 2030 a mission mirrored in the UNAIDs targets. With 5.2% of adults (15 - 49 years) living with HIV and regional disparities that's to say, 7.2% prevalence in Northern Uganda according to the UPHIA, 2020 report, NITA-U prioritized high-burden regions such as West Nile, Western, South West, and Northern regions. During the medium-term strategy period, the Authority extended the NBI and deployed digital solutions to amplify HIV prevention, including; Digital awareness campaigns via SMS, government portals, and interactive site signage at NBI-connected locations, reaching 1,456 sites with real-time information on transmission prevention and testing centers; Data-driven hotspot mapping using NBI-enabled connectivity to identify gaps in healthcare access, guiding the placement of **20 mobile testing clinics** in underserved districts (MoH annual heath sector performance report, 2022).

These efforts contributed to a 23% increase in HIV testing uptake and a 15% reduction in stigma-related service avoidance in NBI-connected regions as noted in the MoH annual heath sector performance report 2022. By linking 1,456 government service units including **750 schools** and **five regional hospitals** to high-speed internet, NITA-U ensured that **92%** of connected health facilities could electronically report HIV data to the National Health Management Information System (NHMIS), strengthening real-time epidemic tracking.

Critically, the convergence of digital infrastructure and public health initiatives safeguarded workforce productivity that's; Uganda's GDP loss due to HIV/AIDS fell by 2.1% annually in project areas, as healthier communities engaged more actively in digitally enabled livelihoods as per the World Bank global economy prospects report, 2023. NITA-U's model demonstrated how cross-sector digital transformation can fast-track Uganda's progress toward an AIDS-free generation.

Over the NDP III period, NITA-U strategically championed environmental stewardship

in digital transformation by institutionalizing eco-conscious practices across ICT infrastructure rollout, directly contributing to Uganda's goal of reducing greenhouse gas emissions by 22% by 2030 (UNDP Climate Promise, 2022). In alignment with the NDP III and the National Environment Act (2019), NITA-U registered; 100% compliance with mandatory Environmental Impact Assessments (EIAs) for all NBI projects, ensuring ecosystem-sensitive routing of 4,387 km of optical fiber cable. This avoided 12 hectares of deforestation in critical biodiversity zones, including the Albertine Rift and Mabira Forest corridors (NEMA, 2023); Adoption of low-carbon technologies, such as solar-powered transmission towers and energy-efficient data centers, reducing CO_2 emissions by 1,200 metric tons annually equivalent to planting 28,000 mature trees as noted in the UNEP Annual report, 2021.

Furthermore, through the One Fiber One Tree" initiative for every kilometer of fiber deployed, NITA-U planted **10** indigenous trees in partnership with the National Forestry Authority (NFA) this contributed to the forest coverage across the country. By 2023, 43,870 trees were planted across 57 districts, restoring 85% of vegetation disrupted during infrastructure installation (NFA Annual Report, 2023). These measures not only preserved ecosystems but also amplified the resilience of Uganda's digital transformation. For instance, solar-powered hubs in off-grid regions like Karamoja enabled uninterrupted e-health services during extreme weather events, safeguarding 98% uptime for telemedicine platforms during the 2022 drought (Ministry of ICT, 2023).

By mainstreaming these cross-cutting principles interventions and strategies, NITA-U aims to further amplify the socio-economic impact of digital innovation, bridge systemic disparities, and ensure no citizen is left behind in Uganda's journey toward a technology-driven future.

2.4 SWOT and PESTEL Analysis

This section highlights the key issues within NITA-U's operating environment in the form of a SWOT and PESTEL analysis. The strategic priorities aim at harnessing opportunities and strengths, overcoming weaknesses whilst addressing threats by capitalizing on strengths, eliminating weaknesses, and circumventing threats. Furthermore, the PESTEL analysis provides a comprehensive examination of external factors influencing NITA-U, offering insights into the political, economic, social, technological, environmental, and legal environments. Together, these analyses guide the strategic direction and operational focus of NITA-U.

2.4.1 **SWOT Analysis**

The table below summarizes the Strengths, Weaknesses, Opportunities and Threats of NITA-U

The SWOT analysis is further discussed below;

a) Strengths

NITA-U's operating environment has several strengths that can be leveraged on to ensure a successful implementation of this strategic plan. These strengths are further discussed below;

- **Strong and Committed Internal Team:**

NITA-U's team is highly dedicated and possesses diverse expertise adequate to drive the digital agenda effectively across the country. This expertise has been built over the years through the implementation of various ICT initiatives, continuous capacity building of staff and knowledge transfer through close collaboration with the contractors over time.

- **Existence of critical ICT Infrastructure:**

The Authority has over the years established critical ICT infrastructure with funding from both Government of Uganda and development partners like World Bank to support service delivery in line with her mandate. Key among this infrastructure include; the National Backbone infrastructure (NBI), National Data Centre and Recovery site, Data Integration Platform, E-signatures Platform, Cybersecurity tools and other Software applications and platforms.

- **Conducive ICT Governance Environment:**

With support from the Ministry of ICT & National Guidance, NITA-U has established strategic regulations and standards fostering ICT development in the country. These include the Data Protection and Privacy Act, 2019, guidelines for structured cabling, and standards for acquiring IT hardware and software for government MDAs. This existing governance

framework provides a conducive environment for implementing strategic plan initiatives.

b) Weaknesses

- **High Cost of internet Services:**

Despite efforts to extend the National Backbone Infrastructure and reduce the cost of internet to government entities, the cost of internet services within the country is still relatively high especially for the general public. This high cost is majorly attributed to limited ICT infrastructure, cost of extending broadband services and the unfavourable tax regimes. If not well managed, this could compromise the delivery of the intended results.

- **Lack of IT Resource Optimization:**

The adoption of IT in government MDAs/DLGs is still relatively low in the country. This has resulted into underutilization of existing IT infrastructure like the NBI, National Data Centre and software applications among others, leading to wasted resources. There is still reluctance by some entities to adopt existing IT systems in favour of procuring individual systems hence increasing costs and inefficiency. Furthermore, the limited collaboration between MDAs / DLGs results in fragmented IT systems that cannot integrate effectively, reducing overall functionality.

- **Limited Network Resilience:**

While significant investments have been made in ICT infrastructure, the resilience of the network remains a concern. Many of the existing systems and platforms lack full interoperability, which hampers seamless communication and data exchange across government entities. This fragmentation leads to service disruptions, inefficiencies, and increased maintenance costs. Therefore, enhancing network resilience through improved interoperability and redundancy planning is critical to achieving a robust and reliable digital ecosystem.

c) Opportunities

- **Resource Sharing in MDAs:**

There is a growing recognition of the benefits of shared ICT resources among Ministries, Departments, and Agencies (MDAs), and District Local Governments. By leveraging shared platforms such as the National Data Centre and the National Backbone Infrastructure, government entities can reduce duplication, lower operational costs, and enhance service delivery. This collaborative approach also fosters standardization and interoperability across government systems, reduce costs and improve service delivery.

- **Innovation in Infrastructure Deployment:**

Emerging technologies such as cloud computing, 5G, and satellite technology present new avenues for cost-effective and scalable ICT infrastructure deployment. These innovations can help bridge connectivity gaps, especially in underserved and unserved areas, and support the rapid rollout of digital services by government in a cost-effective manner.

- **Strategic Partnerships:**

NITA-U can benefit from forming strategic partnerships with regional and international bodies, development partners, and private sector players. These partnerships can provide access to technical expertise, funding, and global best practices, thereby accelerating the implementation of national ICT initiatives. There is also increased interest by development partners in ensuring inclusive access to ICT services, which can be leveraged by NITA-U.

- **Youthful and Literate Population:**

Uganda's demographic profile, characterized by a large, youthful, and increasingly literate population, presents a significant opportunity for ICT adoption. This group is more likely to embrace digital tools and services, drive innovation, and contribute to the growth of the digital economy

- **Civil Society Participation:**

There is an increased involvement of civil society organizations in ICT advocacy and awareness campaigns which can enhance public understanding and acceptance of digital initiatives. These organizations can also play a critical role in promoting digital rights, inclusivity, and accountability in ICT governance. NITA-U should tap into these opportunities through partnerships to deliver the strategic plan.

- **Changing Government Attitude Towards Service Delivery:**

There has been a positive shift in attitude towards the adoption of ICT by government for efficiency in public service delivery. This is demonstrated by the adoption of ICT as a key factor of growth within the national planning frameworks, increased number of e-services rolled out both at local and central government including; Integrated Financial Management System (IFMS), Health Management Information System (HMIS), the Electronic Government Procurement System, Program Budgeting System, Unified Messaging and Collaboration System (UMCS), Education Management Information System (EMIS), and the PDM online system among others. This demonstrates willingness by government to drive the digitalization agenda forward.

d) Threats

- **High Cost of Broadband:**

Despite infrastructure investments in the country, broadband services remain expensive for many users, particularly in rural areas. This limits access to digital services and undermines efforts to bridge the digital divide. The high cost is often driven by limited competition, infrastructure gaps, and regulatory challenges within the country.

- **Fragmentation of Government IT Projects:**

The limited of coordination among government entities in implementing ICT projects leads to fragmented systems that are often incompatible. This not only results in inefficiencies and increased costs but also hampers the realization of a unified digital government vision. There is need for more engagements with other government entities through MoICT & NG to ensure close collaboration of ICT projects.

- **High Taxes on ICT Sector:**

The imposition of heavy taxes on ICT equipment, services, and internet usage increases the cost burden on both service providers and end-users. This discourages investment in the sector and slows down the adoption of digital technologies. As government continues to champion the digital agenda, tax subsidies should be considered for the ICT sector.

- **Data Security Issues**:

Uganda is currently experiencing an increase in adoption of digital services, therefore, as digital services expand, so do cybersecurity threats. Data breaches, cyberattacks, and inadequate data protection mechanisms can reduce public trust and compromise the integrity of government systems. Therefore, strengthening cybersecurity frameworks and capacity to detect and address cyber threats is essential to mitigate these risks.

- **Short Lifespan of IT Products**:

The rapid technological advancements experienced world over render IT equipment and software obsolete within short periods. This necessitates frequent upgrades and replacements, which can strain budgets and disrupt service continuity if not well managed.

- **The NITA-U(Amendment) Bill, 2024**: The National Information Technology Authority, Uganda (Amendment) Bill, 2024 seeks to dissolve the NITA-U and mainstream its functions into the Ministry responsible for information technology. This bill is part of a broader government policy to rationalize government agencies and public expenditure. The bill's implementation is proposed to occur within three years which would cease the existence of NITA-U. This could likely affect the sustainability of the ongoing projects.

2.4.2 *PESTEL Analysis*

This section examines the Political, Economic, Social, Technological, Environmental, And Legal 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. It also takes note of emerging issues to be addressed by the ICT Sector. The table below summarises the Political, Economic, Social, Technological, Environmental, And Legal Environments within which NITA-U operates.

Table 2: Summary of PESTEL Analysis

Factor	Highlights	Opportunities	Threats
Political Environment	**Stable Governance:** Uganda continues to enjoy relative political stability, which supports ICT investment and infrastructure development. **Government Commitment towards ICT**: Strong political will is evident through initiatives like the National Backbone Infrastructure (NBI), Parish Development Model (PDM), and digital census implementation. **Regional Instability**: Ongoing unrest in some neighbouring countries (e.g., DRC and South Sudan) pose risks to cross-border ICT infrastructure and cybersecurity.	Leverage political support to expand e-government services and broadband access. Collaborate with regional bodies to enhance ICT resilience.	Potential policy reversals or regional conflicts could disrupt ICT expansion.
Economic Environment	**Moderate Economic Growth:** Uganda's economy grew at an average of 2.9% annually, with 66.9% of households in the money economy **(Census 2024).** **Digital Divide:** High cost of internet and devices remains a barrier, especially in rural areas. **ICT Sector Contribution** to GDP: ICT continues to be a key enabler of service delivery and economic transformation.	Expand affordable ICT services to underserved areas. Promote inclusive digital entrepreneurship and innovation hubs.	Inflation and budget constraints may limit ICT investments.
Social Environment	**Youthful Population**: 50% of the population is under 18; 42.6% of youth (15–24) are not in employment, education, or training (NEET) **(Census 2024).** **Literacy:** 74% of persons aged 10+ are literate **(Census 2024)**, supporting digital adoption. **Digital Access Gaps:** Only 8.9% of individuals aged 10+ used the internet; 43.3% owned mobile phones.	Target youth with digital skills programs. Promote awareness of e-government services.	Low digital literacy and awareness hinder uptake of ICT services.
Technological Environment	**Low ICT Penetration in LGs**: Only 2.5% of LG staff routinely use the internet; 5.6% use computers (**National IT Survey 2022)**. Cybersecurity Concerns: 59% of MDAs and 69% of LGs experienced IT security incidents (**National IT Survey 2022)**. **Cloud Adoption:** 64.2% of MDAs and 32.3% of LGs use cloud services, mostly via NITA-U (**National IT Survey 2022)**.	Expand cloud and cybersecurity services. Promote shared platforms and interoperability frameworks.	Limited ICT personnel *(2.2% of MDA workforce)* and skills gaps.

Factor	Highlights	Opportunities	Threats
Environmental Factors	**Climate Risks:** Floods, landslides, and droughts affect ICT infrastructure reliability. **E-Waste:** 14.3% of households reported having non-functional electronic devices **(Census 2024).**	Develop resilient ICT infrastructure and green data centers. Promote e-waste recycling and awareness.	Environmental degradation may disrupt ICT services.
Legal/ Regulatory Environment	**Robust Framework**: Key laws include the NITA-U Act (2009), Electronic Signatures Act (2011), and Computer Misuse Act (2011) among others. **Awareness Gaps:** Only 20% of MDAs and 8.7% of LGs had ever reported cybercrimes (**National IT Survey 2022)**. **Policy Fragmentation:** Some ICT policies remain in draft or are not harmonized.	Strengthen enforcement and awareness of cyber laws. Finalize and harmonize ICT policies and standards.	Low compliance and awareness may hinder digital transformation.

2.5 Summary of emerging issues and implications

During the implementation of the NITA-U Strategic Plan (FY2020/21–FY2024/25), several emerging issues have surfaced that carry significant implications for the Authority's future operations and strategic direction. A major concern has been persistent underfunding, with only 37% of the UGX 1.2 trillion desired budget approved and an average release rate of 68%. This financial shortfall has constrained infrastructure expansion, staffing, and the rollout of critical digital services. Compounding this is a significant human resource gap, with NITA-U operating at just over half of its approved staffing levels, which has affected delivery in key areas such as cybersecurity, research, and planning.

Despite progress in expanding the National Backbone Infrastructure (NBI), only 39% of district headquarters are connected, and parish-level connectivity remains unachieved. This limits the reach of e-government services, particularly in rural areas. Additionally, while frameworks like the Government Interoperability Framework (GIF) and UGHub have been developed, system integration across MDAs remains limited, leading to fragmented service delivery and inefficiencies. Cybersecurity remains a growing concern, with only partial implementation of the National Information Security Framework (NISF) and limited adoption of Public Key Infrastructure (PKI) services, exposing government systems to increasing digital threats.

Monitoring and evaluation (M&E) systems have also faced challenges. The transition from NDP II to NDP III frameworks left the existing M&E system underutilized, and routine monitoring was hampered by budget and staffing constraints. Furthermore, while shared services such as the Unified Messaging and Collaboration System (UMCS) and SMS Gateway have been rolled out, their uptake especially among local governments remains low. Regulatory enforcement also lags, with weak compliance to data protection laws and limited submission of required reports by registered data controllers.

On a positive note, emerging opportunities such as the Uganda Digital Acceleration Project (UDAP) and Phase 5 of the NBI offer avenues to address infrastructure and service delivery gaps. Uganda's youthful, tech-savvy population and ongoing public-private partnerships, including the development of the National ICT Park, present further potential to drive innovation and digital transformation. However, to fully harness these opportunities, NITA-U must address the structural and operational challenges identified during this strategic period.

CHAPTER 3: THE STRATEGIC DIRECTION OF NITA-U

This section will show the alignment of the strategic direction to the Digital Transformation Program (DTP) and Public Sector Transformation Programme (PSTP) strategic focus.

3.1 NITA-U Vision, Mission and Core Values

a. Vision:

This vision highlights NITA-U's aspiration to enhance Uganda's position in the global digital economy. It reflects a future where IT serves as a foundation for innovation, competitiveness, and integration into global markets. It emphasises the role of IT in enhancing overall productivity, driving innovation and economic growth hence enabling Uganda to compete globally as a digitally empowered nation

b. Mission:

Reflects NITA-U's commitment to utilizing information technology as a strategic enabler for national transformation. It emphasizes enhancing efficiency in service delivery, bridging digital divides to ensure equitable access and participation, and contributing to long-term economic growth by aligning IT initiatives with sustainability priorities. This mission emphasizes the role of IT as a catalyst for innovation, inclusivity, and growth in Uganda's socio-economic landscape.

c. Core Values

CORE VALUES

- » Customer centricity
- » Integrity
- » Innovation
- » Team work
- » Quality

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;

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

d. Goal:

GOAL:

"utilization of e-government services across the country enhanced."

This goal emphasizes the strategic intent to expand access to and adoption of digital services as a key enabler of national development. Achieving this goal involves strengthening mechanisms for quality, effective, and efficient service delivery across all sectors, ensuring that digital services are accessible, user-friendly, and impactful for individuals, businesses, and government entities. This goal will be measured by the proportion of population using e- government services which is currently at **9.20%** (National IT Survey Report 2022) with a target of increasing it to **40%**.

The goal aligns with the overarching theme of the Digital Transformation Programme, **"to increase ICT penetration and use of ICT services for social and economic development,"** reinforcing the critical role of ICT in bridging digital divides, enhancing public service delivery, and driving innovation.

3.2 NITA-U Objectives and 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 Fourth National Development Plan (NDP IV). 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 six major objectives and their resultant intermediate outcomes which are in line with the NDPIV development programs on Digital Transformation, Public Sector Transformation and the NITA-U core functions.

Table 3: Objectives and intermediate Outcomes

NITA-U Objective	Intermediate Outcome
Objective 1: Increase ICT infrastructure coverage and utilization across the country.	Increased coverage and access to ICTs
Objective 2: Enhance access to smart e-government services	Increased uptake of e-services
Objective 3: Strengthen the BPO/ITES industry in the country	Increased contribution of IT to job creation
Objective 4: Increase cyber security, data protection and privacy	Enhanced compliance with the data protection and privacy
	Improved cyber security posture and resilience
Objective 5: Strengthen compliance with IT standards, policies, laws and regulations	Increased compliance with industry regulatory framework
Objective 6: Improve Institutional Performance Management.	Enhanced strategic alignment and implementation of the NITA-U strategic plan.

3.3 NITA-U Interventions and Actions

This subsection provides a summary of key interventions, outputs and actions under each objective. These are consistent with the Digital Transformation and Public Sector Transformation Programmes under the NDP IV.

Table 4: NITA-U Interventions and Actions

Intervention	Output	Action
Digital Transformation Programme Objective 1: Increase internet connectivity across the country		
MDA Objective 1: Increase ICT infrastructure coverage and utilization across the country.		
Intervention 1.1: Extend broadband ICT infrastructure coverage countrywide	**Output 1.1.1:** National Backbone infrastructure extended	» Extend the National Backbone Infrastructure to 82 Districts and all Major towns (20 Districts under UDAP and 62 Districts under Phase 5 of the NBI) » Implement Mobile Broadband Masts to cover underserved/ unserved regions of the County under UDAP » Expand public WiFi Hotspots with additional » Conduct a feasibility study for Phase VI of the NBI » Conduct the Environmental Social Impact Assessment (ESIA)
	Output 1.1.2: Government service delivery units connected to the Broadband infrastructure	» Extend last Mile connectivity to 5700 MDAs, DLGs, Hospitals, Schools and other Target User Groups under Phase 5 of the NBI (2800 under Phase 5 of the NBI and 2900 under UDAP) » Supervise Implementation of NBI and last mile under UDAP and Phase 5 of the NBI » Operate and Maintain (O&M) the NBI and Lastmile (Commercialization, Relocations, Upgrades, Extensions, Repairs etc.) » Upgrade the existing MAN Centre (UDAP) » Establish the National IP Peering Infrastructure (UDAP)
Intervention 1.2: Establish and enhance national common core infrastructure, including data centres, high-power computing centres, and specialised labs	**Output 1.2.1:** Additional National Data Centres established	» Establish a third National Data centre (Primary Data Centre - Entebbe under Phase 5 and Disaster Recovery in Jinja under UDAP) » Undertake Supervision for the implementation of the 3rd National Data Centre and Disaster Recovery (DR) site
	Output 1.2.2: Enhancement of usage of National Data Centre (NDC)	» Upgrade the existing National Data Centres (UDAP) » Support, operation and maintenance of National Data Centre & Disaster Recovery site (Commercialisation, upgrades, licenses, repairs, fuel & lubricants etc)
Digital Transformation Programme Objective 2: Improve efficiency in business processes and public service delivery		
MDA Objective 2: Increase access to smart e-government services		
Intervention 2.1: Digitalise government services	**Output 2.1.1:** Government services automated, and rolled out.	» Leverage emerging technologies to implement simplified e-services » Reengineer business processes within identified MDAs. » Implement tailored e-services for special interest groups (e.g., PWDs) » Establish and maintain regional digital service centres offering aggregated e-services.
	Output 2.1.2: Digital shared services deployed across MDAs and LGs	» Manage, operate, maintain and scale digital shared services » Conduct change management activities (like Trainings, sensitizations, etc) to increase uptake of shared services within MDA/LGs
	Output 2.1.3: Enhanced Integration of IT Systems and data sharing within Government and the private sector	» Operationalize the interoperability framework to accelerate system integration and data sharing » Implement a unified citizen portal and Mobile app for accessing e-services across all sectors. » Support MDAs to ensure integration readiness for their existing systems through the UGHUB (Development of APIs and Technical support)

Intervention	Output	Action
Intervention 2.2: Promote adoption of e-government services	**Output 2.2.1:** Enhanced customer support and feedback mechanisms for government e-services	» Implement smart customer support tools for improved customer experience » Conduct periodic surveys on customer satisfaction and e-service performance against set objectives
	Output 2.2.2: Standardized Acquisition process for IT Software, hardware and services	» Establish and maintain a digital platform for processing acquisition requests for IT software, hardware and services » Collaborate with NPA, Ministry of Finance, the Solicitor General and other relevant stakeholders to enforce standardization in acquisition of IT software, hardware and services. » Conduct post implementation assessments on IT software, hardware and services acquisition in government.
	Output 2.2.3: Strategic Partnerships for digitization of government services strengthened.	» Establish partnerships with development partners, civil society, and other partners to build capacity of staff and targeted MDAs on emerging technologies. » Establish strategic partnerships with relevant stakeholders to strengthen Uganda's digital Public Infrastructure (eg Centre for Digital Public Infrastructure (CDPI), Co-develop etc)
	Output 2.2.4: Institutionalized change management	» Establish service oversight committees and designate focal persons to increase adoption of e-government services » Enhance staff competencies in stakeholder management.
Intervention 2.2: Promote adoption of e-government services	**Output 2.2.5:** Revenue Streams Created for Sustainability	» Develop a framework for commercialisation of NITA-U services » Commercialise NITA-U services including UGHUB, UGPASS, ITSM /ITOM, SMS, EDOC, IT Advisory Service among others
Digital Transformation Programme Objective 3: Increase uptake of digital products and services		
MDA Objective 3: Strengthen the BPO/ITES industry in the country		
Intervention 3.1: Develop innovation and incubation Centers	**Output 3.1.1:** Innovation and incubation Centers developed	» Establish the National ICT/BPO park in Lunyo Entebbe with the identified PP Partner » Collaborate with the private sector and development partners to establish the innovation and incubation centers (PPP).
	Output 3.1.2: BPO/ITES industry strengthened	» Provide internet connectivity to BPO Centres and support BPO companies towards international industry standards' certifications » Strengthen domestic and regional outsourcing function of the BPO through strategic partnerships with relevant industry partners eg International Trade Centre, Alliance in Trade and Information Services and BPO Association of Uganda » Establish and implement mechanisms to track and report IT related jobs created in the country
Digital Transformation Programme Objective 4: Increase cybersecurity and data protection & privacy		
MDA Objective 4: Increase cyber security, data protection and privacy		
Intervention 4.1: Implement and enforce the Data Protection and Privacy Act Cap.97 and its regulations	**Output 4.1.1:** Updated data protection and privacy register	» Maintain an updated public register of data controllers and processors » Develop and implement a national outreach and engagement strategy on the Data Protection and Privacy Act and its regulations » Implement a change management and capacity building programme on Data Protection and Privacy Act
	Output 4.1.2: Data protection and privacy act and its regulation enforced	» Develop and implement Guidelines for enforcing the data protection and privacy Act » Establish and implement a data protection and privacy alternative dispute resolution mechanism » Establish and maintain the data protection and privacy forensics laboratory

Intervention	Output	Action
Intervention 4.2.1: Strengthen cyber security resilience across all sectors of the economy	**Output 4.2.1:** Enhanced information risk management in MDAs, LGs and TUGs.	» Enforce implementation of the National Information Security Framework (NISF) » Maintain and update the National Information Risk Register as algined to the National Critical Information Infrastructure » Support select MDAs in certification against the ISO 27001 Standard » Develop an IS audit and evaluation framework » Install and commission cybersecurity infrastructure and systems in selected MDAs and tools to support secure remote work
	Output 4.2.2: National cyber security strategy implemented	» Develop the draft cybersecurity and cybercrime legislation Bill. » Develop an institutional and governance framework for cybersecurity and CERTs » Develop IS standards and certification framework for SMEs » Design and deliver key cybersecurity training and certification programs for public sector » Establish a Government of Uganda cybersecurity center of excellence » Develop and implement the National Child Online Protection Program » Design, develop and pilot the enhanced cybersecurity skills curriculum for secondary and tertiary education » Develop and implement the Nationwide Cybersecurity Digital Awareness campaign
Intervention 4.2.1: Strengthen cyber security resilience across all sectors of the economy	**Output 4.2.3:** Cyber threat Intelligence, monitoring, prevention, mitigation and response Strengthened	» Implement external quality assurance for NITA-U Infrastructure and selected core services » Install and commission the enhanced National CERT forensics lab » Design and implement cyber drills for CNII » Design, install and commission the cyber threat intelligence platform for intelligence, response and threat sharing » Maintain effective information assurance for the NBI & timely technical support to MDAs » Maintain International Cyber Security Collaborations and Partnerships » Develop and disseminate periodic cyber security advisories and alerts » Strengthen the monitoring capacity of the national CERT (renewal of licences for web application security, data mining and security operations)
Digital Transformation Programme Objective 5: Strengthen institutional coordination and enforcement of polices, laws and regulatory frameworks		
MDA Objective 5: Strengthen compliance with IT standards, policies, laws and regulations		
Intervention 5.1: Promote compliance to ICT policies, laws and regulations.	**Output 5.1.1:** Entities compliant with ICT policy and legal framework	» Conduct Regulatory Impact Assessment for identified policy areas. » Develop policies, strategies or frameworks informed by the Regulatory Impact Assessment findings. » Develop IT Laws, regulations and standards identified by the Regulatory Impact Assessment findings. » Conduct capacity building trainings on IT laws targeting public officials & other identified groups » Develop and Implement a Compliance Monitoring Tool to support compliance with the IT regulatory framework. » Conduct IT certification for entities mandated under the IT legal and regulatory framework. » Conduct IT certification audits for entities mandated under the IT legal and regulatory framework. » Conduct IT certification inspections and monitoring

Intervention	Output	Action
CONTINUED	CONTINUED	» Conduct awareness sessions on IT regulatory framework. » Operationalize the Licensing framework. » Undertake compliance and enforcement assessments in line with the IT legal and regulatory framework.
	Output 5.1.2: Consumer protection framework implemented	» Establish strategic partnerships and inter-agency coordination to enhance nationwide awareness and enforcement of IT compliance. » Conduct Nation wide awareness and sensitisation campaigns on consumer protection framework (through digital and print media, and barazas among others). » Register, investigate, and handle consumer protection complaints, including IT-related disputes and arbitration, in a timely and efficient manner.
	Output 5.1.3: NITA-U legal liability maintained below 1% of its Annual Budget.	» Implement proactive legal risk management and advisory services to minimize institutional liability exposure. » Conduct Continuous Legal Education
Intervention 5.2: Review and develop appropriate policies, strategies, standards, and regulations that respond to industry needs	**Output 5.2.1:** IT standards developed inline with institutions priorities.	» Development of a work plan to provide an indication of proposed standards for development. » Convene technical committee meetings of experts to obtain consensus on draft standards. » Conduct Public review of draft standards. » Declare and publish approved IT standards
	Output 5.2.2: IT policies and frameworks developed in line with the institutions priorities.	» Conduct an environmental scan of the IT policy environment. » Conduct analysis of the options and develop the required policies or frameworks.
	Output 5.2.3: Promotion, awareness, and handholding of entities towards the adoption of IT standards carried out to enhance compliance.	» Develop and implement a stakeholder engagement plan. » Conduct an impact evaluation of engagements on the adoption of IT standards in entities.
MDA Objective 6: Improve Institutional Performance Management.		
Intervention 6.1: Strengthen participatory planning and implementation	**Output 6.1.1:** NITA-U Budget Framework Paper (BFP) developed and submitted for approval	» Participate in the budget consultative workshops as required by the PFM Act 2015 » Participate in program working group meetings » Identify the desired priorities from the NDP III to guide the planning and budgeting for the next FY.
	Output 6.1.2: Ministerial Policy Statement, Approved NITA-U Budget estimates prepared and submitted for approval	» Identify NDP III priorities to inform the institutional budgeting for the next financial year » Present the identified priorities to management » Capacity build and guide departments and units on workplan development.
	Output 6.1.3: NITA-U periodic performance reports produced	» Develop a schedule for NITA-U periodic performance reporting. » Work with different directorates to collect and consolidate periodic performance reports. » Print and disseminate the prepared reports.

Intervention	Output	Action
CONTINUED	**Output 6.1.4:** Budget execution monitored to ensure efficient and effective delivery of institutional plans.	» Conduct awareness engagements with different departments on budget execution and effective financial resource utilization. » Prepare Budget Monitoring reports » Analyse periodic budget performance
	Output 6.1.5: Technical support provided encompassing strategy/ plan development, M&E, IT data management, and IT standards/policy development/adoption for both internal and external stakeholders	» Provide technical support towards development of IT standards/ policy. » Provide technical support towards IT data management and research initiatives. » Provide technical support towards M&E of IT initiatives. » Provide technical support towards planning and strategy development.
Intervention 6.1: Strengthen participatory planning and implementation	**Output 6.1.6:** Government IT project management framework developed and implemented	» Develop the IT project management framework with consultation from relevant stakeholders. » Develop and disseminate workflows, escalation procedures, and reporting structures to enhance accountability.
	Output 6.1.7: Institutional project performance monitoring and reporting conducted	» Develop a project reporting schedule. » Collect and validate project data. » Generate project performance reports.
	Output 6.1.8: IT Projects integrated into the institutional structure	» Monitor performance of the execution of project activities. » Conduct change management for IT projects to foster effective adoption and utilisation of delivered IT solutions and services. » Support implementation of project sustainability plans
Intervention 6.2: Establish and operationalize a comprehensive Monitoring and Evaluation Framework to guide the systematic tracking, review, and assessment of all NITA-U projects and initiatives.	**Output 6.2.1:** NITA-U IT Initiatives Routinely Monitored and Evaluated	» Develop and regularly update comprehensive Monitoring and Evaluation (M&E) Plan. » Conduct quarterly joint monitoring visits and reviews of IT initiatives in collaboration with key stakeholders. » Conduct scheduled reviews of the NITA-U Strategic Plan, including Midterm, and End-Term evaluations. » Undertake periodic performance evaluations of NITA-U services to assess outcomes, impact, and value for money. » Compile and analyse periodic organizational and project performance reports (Quarterly, Bi-Annual, and Annual). » Establish a centralized M&E dashboard for real-time tracking of performance metrics.
	Output 6.2.2: Institutional Monitoring and Evaluation Capacity Enhanced	» Maintain active membership in national, regional, and international M&E networks and associations. » Organize regular capacity-building workshops and training for staff on M&E methodologies, tools, and IT-specific evaluation techniques. » Develop and disseminate M&E guidelines and toolkits tailored to IT evaluations. » Conduct regular learning and reflection sessions to foster a culture of evidence-based decision-making within the Authority

Intervention	Output	Action
Intervention 6.3: Develop and implement a centralized IT Data Management System to ensure consistency, quality, and accessibility of IT statistics.	**Output 6.3.1:** Harmonized IT Statistics and Data Management	» Consolidate, clean, and manage NITA-U administrative data in a secure and structured form. » Conduct Bi-annual internal data quality assessments and implement data governance protocols. » Prepare Bi-annual statistical monitoring reports aligned with the Plan for National Statistical Development (PNSD). » Prepare and disseminate Annual Statistical Abstracts with disaggregated data and trend analysis covering both interna and National IT statistics.
	Output 6.3.2: Data Driven Decision Making Institutionalized	» Develop and implement a data analytics framework to support strategic decision-making. » Organize data literacy and analytics training for staff.
	Output 6.3.3: National IT Research Initiatives Promoted	» Conduct periodic national IT surveys (e.g., FY2026/27, FY2029/30) to inform policy and planning. » Implement demand-driven IT research, including needs assessments and sector-specific studies. » Carry out regular customer satisfaction and user experience surveys for NITA-U core services. » Collaborate with academic and research institutions to co-develop and implement IT research studies.
Intervention 6.4: Strengthen Institutional Infrastructure and Operational Capacity	**Output 6.4.1:** Improved work environment for NITA-U staff	» Maintain office space for Palm Courts Main building through payment of quarterly rent charges » Maintain updated electricity accounts at NITA-U head office and the Data centres through payment of monthly bills » Maintain updated water accounts at NITA-U Head Office, and Jinja DRC through payment of monthly water & sewerage charges, and plumbing services » Ensure conducive work environment through adequate cleaning services at all NITA-U office premises » Ensure safety and security at all NITA-U office premises through the services of Uganda Police guards » Coordinate courier services for the Authority » Maintain the staff welfare through provision of drinking water and supply of office refreshment items » Maintain office equipment and furniture in a functional state through regular inspections, periodical servicing and repairs » Facilitate office communication through providing airtime for desk phones » Acquire new office furniture and equipment (moveable cabinets for legal, desk for reception and security house and filing cabinets » Facilitate the disposal of obsolete assets through assessment, and board of survey.
	Output 6.4.2: NITA-U fleet effectively managed	» Carry out timely periodical servicing, repairs and cleaning of motor vehicles and motor cycles, » Ensure supply of fuel and other lubricants for all NITA-U motor vehicles/ cycles, and generators at NITA-U office and data centres » Ensure supply of tyres, batteries and other accessories for all NITA-U motor vehicles and motor cycles. » Process Annual insurance covers for NITA-U motor vehicles, motor cycles, » Motor vehicle branding and rebranding » Acquire 2 new motor vehicles to support implementation of NITA-U activities

Intervention	Output	Action
CONTINUED	**Output 6.4.3:** NITA-U estates maintained	» Provide Support for supervision and development of NITA-U field offices, land etc. » Process payment of ground charges for the NITA-U land at Namanve, and Entebbe » Maintenance of NITA-U land at Namanve through bush clearing and opening of drainage channel » Conduct periodic inspections of the status of the office facilities and land, » Maintain storage facilities at UICT through monthly rental payments
	Output 6.4.4: NITA-U Assets adequately managed	» Conduct regular Board of Surveys » Establish and maintain adequate storage facilities for inventory and fixed assets » Implement and maintain an automated asset management system » Maintain an updated asset disposal schedule
Intervention 6.5: Enhance Financial Management and Resource Mobilization	**Output 6.5.1:** Improved efficiency and effectiveness in revenue collection and debt management	» Implement and operationalize a prepaid Billing and Revenue Management System » Develop and implement a revenue mobilisation strategy » Engage defaulting clients through scheduled calls, emails, and meetings to agree on repayment plans. » Establish and enforce clear procedures, timelines, and consequences for delayed payments.
Intervention 6.5: Enhance Financial Management and Resource Mobilization	**Output 6.5.2:** Alignment of institutional Budget to Quarterlye Medium Term Expenditure frameworks	» Align warrants with workplan » Implement effective budget performance
Intervention 6.6: Strengthen Procurement Systems and Compliance	**Output 6.6.1:** NITA-U Procurement Plan effectively implemented.	» Review and consolidate the procurement plan » Facilitate training on procurement processes » Contracts committee allowances » Subscriptions to professional bodies effected » Print PPDA books for the Contracts Committee
Intervention 6.7: Enhance staff development and well-being	**Output 6.7.1:** Staff capacity strengthened	» Conduct a review of the organisation structure to align with the new strategic direction. » Conduct staff training and development » Implement an employee recognition and reward framework » Implement the Performance Management Tool
	Output 6.7.2: Staff welfare improved	» Implement Team building activities » Equip staff with appropriate work tools » Recruit and retain a highly skilled workforce » Routinely manage the payroll

CHAPTER 4: FINANCING FRAMEWORK AND STRATEGY

The financing strategy aims to explore innovative approaches for mobilizing resources and synergizing financing policies to maximize progress toward the institution's financial objectives. This approach is novel due to its integrated framework, designed not to replace established government methodologies such as medium-term expenditure frameworks, public investment management, domestic revenue strategies, or financial sector development strategies but to complement them. Specifically, it aligns NITA-U's financing tools with the broader strategy and identifies resource mobilization gaps and opportunities.

Building on this integrated financing approach, the National Information Technology Authority-Uganda (NITA-U) relies on two primary funding sources: The Government of Uganda (GoU) and External Financing. For the FY 2020/21 – 2024/25 strategic plan, the initial financing requirement was estimated at UGX 1.204 trillion. Projections allocated UGX 275.895 billion (23%) to GoU sources and UGX 900.185 billion (77%) to External sources. However, only UGX 641.83 billion (53.3% of the required amount) was ultimately approved for the plan's full implementation. Furthermore, of this approved budget, UGX 393.47 billion was released (a 74% release rate), and UGX 302.76 billion was spent (a 77% absorption rate), highlighting significant gaps between projected needs, approved funding, and actual disbursement and utilization.

4.1 Summary of funding

To adequately fund the remaining period of the strategic plan, the Authority will require a total budget of **UGX. 1.646 trillion**. This means that **UGX. 589.147 (35%)** will be obtained from the Government of Uganda's consolidated budget and **UGX. 1.056 (65%)** that will be from External financing support. These budget projections were based on MTEF projections, disbursed budget trends, economic factors, and the approved digital transformation program implementation action plan. The table below shows the strategic plan MTEF projections;

Table 5: Summary of the strategic Plan Budget.

Classification FY 2025/26		UGX (Bln)				
		FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	
Recurrent	Wage	10.309	10.825	11.366	11.934	12.531
	Non-Wage	30.877	104.227	101.134	75.228	76.653
Devt	GoU	40.017	23.019	25.321	25.321	30.385
	Ext Fin.	197.083	228.736	329.826	165.739	135.605
GoU Total		**81.203**	**138.071**	**137.821**	**112.483**	**119.569**
Total GoU+Ext Fin (MTEF)		**258.286**	**366.807**	**467.647**	**278.222**	**255.174**
Arrears		10.373	0	0	0	0
Total Budget		**369.862**	**504.878**	**605.468**	**390.705**	**374.743**
Vote Budget Excluding Arrears		**359.489**	**504.878**	**605.468**	**390.705**	**374.743**

Costing of interventions and results

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. 1.615 Trn**, while recurrent activities are to have the least impact on the budget with a budget allocation of **UGX. 7.795 bln** Nevertheless, both capital and recurrent interventions are to be equally prioritized.

Table 6: NITA-U Costed Interventions

No.	Interventions	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
1	Extend broadband ICT infrastructure coverage countrywide.	149.152	188.422	265.006	348.884	447.957
2	Establish and enhance national common core infrastructure (data centres, high power computing centres, specialized labs)	21.000	26.571	37.371	49.200	63.171
3	Develop innovation and incubation Centres	2.000	2.531	3.559	4.686	6.016
4	Strengthen implementation and enforcement of the Data protection and privacy act and its regulations	238.000	301.143	423.543	557.600	715.943
5	Improved cyber security posture	0.261	0.331	0.466	0.613	0.787
6	Strengthen Cyber Security in the country	0.330	0.418	0.587	0.773	0.993
7	Strengthen the enabling legal and regulatory environment	0.972	0.520	0.520	0.520	0.520
Total		**173.716**	**219.093**	**307.933**	**405.233**	**520.161**

A detailed costing of the interventions, outputs, and actions is provided in Appendix A , offering further disaggregation of the budget figures presented in the table above.

4.2 Funding Gaps

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 within the digital transformation program. 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 program, 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 7: Funding Gaps per category

Classification	2021/22 (Billion)	2022/23 (Billion)	2023/24 (Billion)	2024/25 (Billion)	2025/26 (Billion)
Wage Gap	3.772	7.543	11.315	15.087	15.087
Non-wage Gap	19.205	24.257	34.664	44.377	63.377
GoU Dev't Gap	0.003	2.163	0.348	2.508	1.004
Total GoU Recurrent Gap	**22.977**	**31.8**	**45.979**	**59.464**	**78.464**
Total Dev't Gap	**0.003**	**2.163**	**0.348**	**2.508**	**1.004**
Total Funding Gap	**22.98**	**33.963**	**46.327**	**61.972**	**79.468**

The table above highlights the historical funding gaps that the Authority has consistently faced over the years. These gaps have remained persistent in the absence of deliberate and sustained Government interventions to address them. However, with improved forecasting of Medium-Term Expenditure Framework (MTEF) allocations, effective collaborations with development partners and enhanced revenue projections, the Authority anticipates closing these gaps, thereby enabling the successful implementation of strategic plan interventions.

4.3 Resource mobilization strategy.

The resource mobilization strategy for the National Information Technology Authority-Uganda (NITA-U) is designed to ensure sustainable and diversified financing for the effective implementation of its strategic objectives. It seeks to align internal and external funding sources with national development priorities, while addressing existing financing gaps that hinder progress in digital transformation. This strategy builds on a comprehensive and integrated framework that complements government planning instruments such as the Medium-Term Expenditure Framework (MTEF), public investment management systems, and domestic revenue mobilization strategies. By leveraging government allocations, enhancing internally generated revenues, and fostering strategic partnerships with development partners and non-state actors, the strategy aims to provide the financial muscle necessary to deliver inclusive, secure, and transformative ICT services.

NITA-U's financing strategy requires UGX 1.646 trillion for the remaining strategic plan period. This will be sourced through a dual-track approach: UGX 589.147 billion (35%) is projected to come from the Government of Uganda's (GoU) consolidated budget, allocated annually via the Medium-Term Expenditure Framework (MTEF). The significantly larger portion, UGX 1.056 trillion (65%), is anticipated from External financing support, primarily development partners. These projections are based on MTEF forecasts, historical disbursement trends, economic factors, and the approved digital transformation action plan. The MTEF table details the annual breakdown, showing substantial reliance on external financing, particularly in Development (Devt) expenditure lines across all fiscal years (e.g., UGX 197.083 Bln Ext Fin in FY2025/26, UGX 329.826 Bln in FY2027/28).

Over the previous strategic plan period, NITA-U has demonstrated a strong and consistent growth trajectory in Internally Generated Funds (IGF). Annual revenue increased from UGX 18.94 billion in FY2019/2020 to UGX 60.17 billion in FY2023/2024, demonstrating an annual revenue growth rate of 36%. This growth in revenue is being maintained with the half-year revenue collections for FY2024/2025 already at UGX 34.75 billion. Key revenue streams include the commercialization of the National Backbone Infrastructure/EGI (NBI/EGI),

particularly ICT Services (Internet, Leased Lines, Dark Fiber) to MDAs/LGs (UGX 48.90 Bln in FY2023/24) and Leased Lines Services to MDAs/LGs (projected UGX 49.14 Bln in FY2024/25), alongside Datacenter services and Other Revenue (IT Certification, PDPO, SMS Gateway).

Table 8: NITA-U's revenue performance

			Amount Generated (UGX)					
SOURCE		**DESCRIPTION**	**FY2019/2020**	**FY2020-2021**	**FY2021-20212**	**FY2022-2023**	**FY2023-2024**	**Q2 FY2024/2025**
Commer-cialisation of NBI/ EGI	MDAs/ LGs	ICT Services (Internet, Leased lines, dark fiber, etc) to MDAs/LGs and Target Users	13,419,978,186	15,616,183,444	16,766,638,531	34,132,197,144	48,895,387,695	31,935,788,599
	Private Clients	Co-location, Capacity and Dark fibre to Private Clients	3,555,986,349	3,915,798,571	5,770,959,098	5,106,065,484	3,524,883,509	1,651,306,434
	Data centre services	Data centre services to MDAs/LGs	1,252,825,200	621,504,000	963,210,290	1,873,122,237	2,916,554,965	658,667,465
Other Revenue	IT Certification, BPO Recoveries, PDPO, SMS Gateway, etc.		716,008,040	985,452,676	2,081,299,825	4,388,643,504	4,834,688,853	502,016,918
TOTAL			**18,944,797,775**	**21,138,938,691**	**25,582,107,744**	**45,500,028,369**	**60,171,515,023**	**34,747,779,416**

To significantly increase IGF contribution to the GoU Consolidated Fund and reduce reliance on budget allocations, NITA-U will aggressively expand and diversify its commercial services. This strategy leverages the proven growth model, focusing on scaling high-potential streams: Intensifying leased line provision to MDAs/LGs (projected to grow from UGX 49.14 Bln in FY2024/25 to UGX 109.69 Bln in FY2026/27), expanding internet bandwidth sales (projected increase from UGX 16.38 Bln to UGX 25.59 Bln), significantly growing datacentre services (projected leap from UGX 2.54 Bln to UGX 7.76 Bln), and enhancing collections from the National Data Protection Office (PDPO), IT Certification, and SMS Gateway. Revenue forecasts project Gross IGF rising to UGX 126.84 billion in FY2025/26 and UGX 160.17 billion in FY2026/27, providing a substantial supplementary funding stream.

Table 9: NITA-U revenue forecasts (FY 2025/26 – FY 2029/30)

Revenue sources	Projected (FY2024/25)-UGX	Projected (FY2025/26)- UGX	Projected (FY2026/27) -UGX	Projected (FY2027/28)-UGX	Projected (FY2028/29)-UGX	Projected (FY2029/30)-UGX
Internet Bandwidth to MDAs/ LGs and Target Users	16,380,000,000	20,475,000,000	25,593,750,000	32,248,125,000	40,632,637,500	51,197,123,250
Internet Capacity-Private Clients	7,020,000,000	8,775,000,000	10,968,750,000	13,820,625,000	17,413,987,500	21,941,624,250
IT Certification Services	400,000,000	500,000,000	625,000,000	787,500,000	992,250,000	1,250,235,000
Datacentre Services	2,535,000,000	4,436,250,000	7,763,437,500	9,781,931,250	12,325,233,375	15,529,794,053
Leased Lines Services to MDAs/LGs and Target Users	49,140,000,000	87,750,000,000	109,687,500,000	138,206,250,000	174,139,875,000	219,416,242,500
National Dark Fiber-to MDAs/ LGs and Target Users	1,170,000,000	1,681,875,000	1,547,325,000	1,949,629,500	2,456,533,170	3,095,231,794
National Data Protection Office	380,000,000	475,000,000	546,250,000	688,275,000	867,226,500	1,092,705,390
SMS Gateway	2,000,000,000	2,500,000,000	3,125,000,000	3,937,500,000	4,961,250,000	6,251,175,000
Others (Tender Fees, BPO Recoveries)	200,000,000	250,000,000	312,500,000	393,750,000	496,125,000	625,117,500
Gross Revenues	**79,225,000,000**	**126,843,125,000**	**160,169,512,500**	**201,813,585,750**	**254,285,118,045**	**320,399,248,737**

Recognizing the historical challenges of GoU budget approvals (only 53.3% approved in the last plan) and the risks of budget cuts and uncertainty, NITA-U will proactively pursue off-budget financing through strategic collaborations. This involves securing targeted grants and project funding from additional development partners beyond traditional budget support channels and NGOs. Specifically, the Authority will leverage partnerships with entities like Enabel, PSFU (Private Sector Foundation Uganda), and GiZ to deliver priority interventions that may face funding gaps under the core GoU and primary external financing streams.
This approach mitigates reliance on volatile budget provisions and ensures critical, under-funded components of the strategic plan are implemented.

CHAPTER 5: INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

This chapter presents the overall arrangements for implementing the Setout actions in the strategic plan as well as the delegated roles by the different parties. Specifically, this section will address the coordination of the implementation of the plan, sustainability arrangements, partnerships and human resource plan

5.1 Coordination of the strategic plan implementation.

5.1.1 Implementation Approach

The implementation of the NITA-U strategic plan will follow a phased and structured approach, emphasizing stakeholder participation, detailed planning, and resource mobilization. Annually, key strategic interventions detailed in this plan will be prioritized and broken down into manageable tasks with assigned responsibilities, timelines, and budgets to ensure effective execution.

Stakeholder partnerships and collaboration with relevant stakeholders including; MDAs, DLGs, private sector partners, public and development partners will be instrumental in aligning efforts for a successful implementation of the strategic plan. Where required NITA-U will prepare and sign Memoranda of Understanding (MOU) with stakeholders clearly defining the roles and responsibilities of each party regarding finances, fees, coordination, monitoring and reporting.

Implementation of the strategic plan will also be guided by the Monitoring and evaluation frameworks for the Authority and its associated projects to track progress, measure outcomes, and inform adaptive management. Furthermore, risk management strategies identified in this strategy will mitigate potential disruptions to implementation, while effective communication and change management will ensure transparency and stakeholder buy-in.

5.1.2 Roles and Responsibilities of NITA-U internal structures

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 NITA-U board shall internally approve the plan, provide oversight role and give strategic direction by approving policies and resources for the implementation of this Strategic Plan. The top management of NITA-U headed by the respective Heads of Directorates shall extract the priority actions and activities earmarked for their leadership in implementation from the Strategic Plan and develop detailed departmental and unit action plans for their implementation.

The table below summarizes the roles and responsibilities for the major players within the NITA-U including critical committees.

Table 10: Roles and Responsibilities of NITA-U internal structures

Structure	Roles and Responsibilities
Board of Directors	* Provide general direction and supervision of the plan * Provide oversight for the operation of the plan * Lobbying for additional Resources
Executive Committee	* Provide strategic leadership and management to NITA-U to ensure a clear and compelling vision and strategic plan. * Ensure that the organization is organised, managed and controlled in such a way so as to maximize the delivery of the NITA-U mandate. * Day-to-day operation of the organization in compliance with the constitution and financial provisions of the Republic of Uganda. * Implement policies and programmes of the plan * Provide accountability of the plan * Commission Evaluations

5.1.3 Roles of other Key stakeholders

To ensure multi stakeholder collaboration and engagement during the implementation of the strategic plan, NITA-U will leverage expertise of relevant external stakeholders including; Government, Development Partners, Civil Society and Private sector. The table below summarises the roles of each of the relevant NITA-U external stakeholders;

Table 11: Other key stakeholders/institution and their key roles

S/N	Institution/Stakeholder	Key Roles/Responsibilities
1	National Planning Authority (NPA)	* Provide overall guidance and support towards the development of the strategic plan ensuring that institutional plans are aligned to the NDP IIV * Monitoring effectiveness of PIAPs and strategic plans through issuance of Certificate of Compliancy
2	Ministry of Finance Planning and Economic Development	* 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)	* Providing reliable data for planning. * Giving technical advice and capacity building in data collection and management.
4	Office of the Prime Minister (OPM)	* 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	* Provide overall supervision and guidance towards the implementation of the Digital Transformation 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 IV.
6	Development Partners	* Provide technical support to NITA-U in planning and implementation of plan interventions. * Providing Financial resources especially through funding to projects. * Integrating some aspects of the plans into their programming.
7	Ministry of Local governments	* Mobilizing the local Government authorities to support the implementation of citizen-facing projects.

S/N	Institution/Stakeholder	Key Roles/Responsibilities
8	Civil society and private sector organizations	* 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	* Provide guidance and policy direction towards the implementation of the Plan. * Review and Approve the Institutional budget appropriations. * Review and approve institutional plans.
10	Other Ministries, Department and Agencies,	* Implementing relevant aspects of the strategic plan. * Aligning their plans to the strategic plan interventions.

5.2 Sustainability Arrangements

NITA-U has adopted a holistic approach to sustainability for long term impact and continuity of its initiatives amidst the ever-evolving ICT landscape, with a focus on institutional, program, and financial sustainability as discussed below;

5.2.1 : Institutional Sustainability Arrangements

To ensure institutional sustainability, NITA-U will continue build a skilled and motivated workforce through continuous recruiting of vacant approved staff positions, capacity building, knowledge management, and succession planning to retain institutional knowledge and expertise. Continued collaboration with other stakeholders, including MDAs, development partners, and the private sector, will further enhance institutional credibility and operational effectiveness.

To ensure sustainability in program implementation, all NITA-U initiatives will be aligned to the national ICT planning frameworks and policies for seamless integration with the existing government priorities at all levels of governance hence alignment with national development goals. Furthermore, to build build ownership and ensure relevance of ICT initiatives to beneficiaries' needs, community and stakeholder engagement will be prioritized during implementation adhering to a highly participatory approach pioneered by our Business Relationship Management department.

As emphasised in the NDPIV, monitoring and evaluation mechanisms within NITA-U will be further strengthened to assess outcomes and inform adaptive strategies.

5.2.2: Financial Sustainability Arrangements

For financial sustainability, NITA-U will operationalise the revenue mobilisation and generation strategy to strengthen its existing mechanisms for generation of Non-Tax Revenue by diversifying revenue sources beyond the existing ones, enhancing demand for her billable ICT services, and automating revenue management processes. Furthermore, funding sources will be diversified to reduce reliance on government allocations and development partner contributions through pursuing public-private partnerships (PPPs). Also, advocacy for increased budget allocations from the government, coupled with prudent financial management practices, will safeguard the Authority's financial state for operational continuity.

5.2.3: Partnerships and Collaborations

Partnerships and collaboration with relevant stakeholders including; MDAs, DLGs, private

sector partners, public and development partners will be instrumental in aligning efforts for a successful implementation of the strategic plan. Where required NITA-U will prepare and sign Memoranda of Understanding (MOU) with stakeholders clearly defining the roles and responsibilities of each party regarding finances, fees, coordination, monitoring and reporting.

5.2.4: *Human Resource Plan*

To efficiently deliver the Plan the Authority will leverage on 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.

Table 12: 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
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
16	Manager, Infrastructure Implementation

No.	Position
17	Snr. Infrastructure Implementation Engineer
18	Infrastructure Implementation Engineers
19	Infrastructure Implementation Support Engineers
20	Electrical Engineers
	DATA CENTRE
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

No.	Position
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

No.	Position
73	Security Analyst
74	Threat Analyst'
	GOVERNANCE & RISK
75	Manager, Governance & Risk
76	Risk Analyst
77	Security Analyst
78	Senior Information Security Specialist
DIRECTORATE OF REGULATION AND LEGAL	
79	Director, Regulation & Legal Services
	REGULATION & COMPLAINCE
80	Manager, Regulation & Compliance
81	Legal Officer, Regulation & Compliance
82	Consumer Affairs Officer
83	IT Certification Supervisor
84	IT Certification Officers
85	Licencing Officer
	LEGAL SERVICES
86	Manager, Legal Services
87	Legal Officers
88	Board Affairs Officer
89	Legal Expert
	LITIGATION ENFORCEMENT & ARBITRATION
90	Manager, Litigation & Abitration Registrar
91	Legal Counsel
92	Legal Clerk
DIRECTORATE OF E-GOVERNMENT SERVICES	
93	Director, e- Government Services
	SERVICE DELIVERY
94	Manager, Service Delivery
95	Service Desk Supervisors
96	Service Desk Agents
97	Supplier Relations Supervisor
98	Operations & Support Staff
	BUSINESS TRANSFORMATION
99	Manager, Business Transformation
100	Snr Business Analyst

No.	Position
101	Business Analysts
102	Business Process Analysts
103	Integration Specialists
104	Data Scientists
105	Snr Systems Analyst
106	Systems Analysts
107	Application Analysts
108	Systems Developers
109	Data Integration Expert
	PORTFOLIO & INVESTMENT
110	Manager, Portfolio & Investment
111	Business IT- Performance Officers
112	BPO/ITES Supervisor
113	BPO/ITES Coordinator
114	Project Management Officers
115	Project Management Support Officers
	BUSINESS RELATIONSHIPS
116	Manager, Business Relationships
117	Relationship Management Engineers
118	Change Management Officers
119	IT Advisory Service Officers
120	Marketing Officers

The approved staffing plan defines 121 positions needed to deliver the strategic plan objectives. However, with only 53 staff currently recruited (43% filled), the Authority faces significant performance risks. To address this gap and ensure mandate delivery throughout the strategic plan period, the Authority will prioritize filling all 69 critical skilled vacancies. This recruitment is projected to cost **UGX 17.0 billion** from the wage budget. The table below details the full human resource requirements for the period

Table 13: Human Resource Requirement and/or projection in line with NITA-U's mandate for the period FY2025/26-FY2029/30

Required HR	No. of Non-filled Posts	Required Education Qualification	Required Skills and competencies	Availability of qualifications and skills within Uganda (Yes/No)
Directors (Director e Government Services, Director Planning, Research and Planning, and National Personal Data Protection Director)	3	Master's degree in ICT, Policy Development, Information Technology, Computer Science, Business Administration, Bachelor's degree in IT-related courses such as ICT, Computer Science, Business Computing etc., Economics, Laws, Statistics, among others	Experience in the management of enterprise IT systems. Experience in Planning and Management Experience in data protection and privacy matters	Yes
Information Security Managerial Roles (Manager Information Security, Manager Threat Intelligence, and Manager Governance and Risk)	3	Master's degree in Information Technology, Business Administration or a related field from a recognized university A Bachelor's degree in Computer Science, Information Technology, and Information Security or a related field from a recognized university is required A related Information Security certifications such as CRISC, CISM, CEH, GCIA CISSP is required ISO/IEC 27001 Lead Implementer is an added	Experience in information security management with functional responsibility Experience in the administration of computer systems/ information security/ information technology-related roles (Knowledge of various security methodologies and processes and technical solutions such as firewalls, SIEMs, IPS, IDS, Deep understanding of information security-related regulations	Yes
Information Security Officer roles (Forensic Analyst (1), Incident Analysts (2), Security Analyst (2), Threat Analyst (1)	6	Bachelor's degree in Computer Science, Information Technology, and Information Security or a related field from a recognized university A related information security certification such as GAIC, CHFI, ACE, CISA, CISSP & CISM EnCE, CFCECEH, OSCP, GPEN, CEPT, CCNA is required	Experience in information security which must include at least two year of active experience in digital forensic analysis or investigations Extensive knowledge of standard signature and information sharing data formats and exchange protocols - e.g., Yara, STIX/TAXII Experience in managing and conducting digital forensic investigations	Yes

Required HR	No. of Non-filled Posts	Required Education Qualification	Required Skills and competencies	Availability of qualifications and skills within Uganda (Yes/No)
Legal Managers (Legal Services, Regulation and Compliance, and Litigation and Arbitration	3	Honor's degree in Law (LLB) with a Post Graduate Diploma in Legal Practice from LDC; Must be enrolled as an advocate; Valid practicing certificate	Experience in direct work within the regulatory and compliance environment	Yes
Legal Officer roles (Legal Officers, Licensing officers, Board Affairs officer, Legal Counsel, Data Protection, Case worker, Complaint and Appeal Officer)	10	Honor's degree in Law (LLB) with Post Graduate Diploma in Legal Practice is essential; Valid High Court Practicing Certificate.	Experience in supervision and compliance in a busy law firm or large organization. Experience in direct work within the regulatory environment in a large or busy organization;	Yes
Auditors (Risk Management Specialist, Internal Auditor	3	BCom/BBA/BSc (Auditing or Accounting Major) or their equivalent from a recognized University Full Membership of an Internationally Recognized Professional Accounting or Auditing Body (CIA, ACCA, CPA, CA etc) is an essential requirement	Experience in an internal audit function specializing in business process assurance with a reputable audit firm or organization	Yes
Communications and Marketing (Communications Officers), Communication Specialist, Marketing Officer (01)	4	Minimum of a Bachelor's degree in Communications, Marketing, Media Relations, Journalism or a related field from a recognized university Professional Qualification in Communications, Marketing, or Journalism will be an advantage Membership in a relevant professional body such as CIM, PRAU.	Experience as a communication, PR, Customer Relationship Officer with a public or private or donor funded organization or a reporter/editor in a reputable media house Experience in Marketing or advertising in fast-moving technology-intensive industries, preferably with a significant service dimension Experience in service management, marketing, customer service or supplier relationship management	Yes

Required HR	No. of Non-filled Posts	Required Education Qualification	Required Skills and competencies	Availability of qualifications and skills within Uganda (Yes/No)
Data Scientists, Researchers and Statisticians	4	Bachelor's Degree in Computer Science, Information Systems, Information Technology, Software Engineering, Statistics, Mathematics or similar field from a recognized university; Professional/Industry Data Management/ Analytics/Big Data trainings/certifications such as Certification of Professional Achievement in Data Sciences, Certified Analytics Professional or equivalent are a requirement;	Experience in data science in a large organization Excellent understanding of machine learning techniques and algorithms for both supervised, unsupervised and reinforcement learning. Experience with common data science tools such as Python, Numpy, MATLAB, or SAS. Experience with data visualization tools, such as D3.js, ggplot, Seaborn etc years' proven and demonstrable experience in IT Data Management & Analytics and Research in a reputable Public or Private Organization, three years of which should have been at Supervisory level Experience in IT Research and Innovation in a reputable Public or Private Organization	Yes
Network Engineers	12	Bachelor's Degree in Computer Science, Information Systems, Information Technology, Electrical/Electronic Engineering or Telecommunications Engineering; Professional certifications such as CCDA, CCNA, CISSP, MCSE, etc, will be an added advantage	Management experience in design, implementation and maintenance of large optical fibre networks, Wireless Networks and Network Operations Centre Experience in the design, implementation and management of Networks in a large enterprise Experience in the maintenance, operation and commissioning of Datacom systems, Wireless Networks, Transmission Networks and Optical Switching Networks; Experience developing and maintaining VAS Applications Server administration	Yes

Required HR	No. of Non-filled Posts	Required Education Qualification	Required Skills and competencies	Availability of qualifications and skills within Uganda (Yes/No)
Infrastructure Engineers	4	Bachelor's Degree in Computer Science, Information Systems, Information Technology, or Telecommunications Engineering; Professional certifications such as CCDA, CCNA, CISSP, MCSE, etc, will be an added advantage	Experience in the supervision of Outside Plant Implementation, Acceptance and survey of OSP components of large backhaul network Implementation Experience in Deployment of Next Generation Networks, Last Mile Connectivity, NGN technology, Optical Switching Technology, SDH, DWDM, Wireless Technologies and related technologies	Yes
Electrical Engineers	2	Bachelor's Degree in Electrical Engineering	Experience in the maintenance of power systems for Telecommunications Networks Experience in maintenance of Solar PV Systems, Generator maintenance and Operation and maintenance of power systems for building installations	Yes
Administrative staff (Human Resource Manager, Manager Procurement, Procurement Specialist, Project Accountant, Executive Personal Assistant, Administration Officer)	6	Bachelors' degree (Commerce, Business Administration, Procurement, Law, Engineering Sciences) or their equivalent from a recognized university; Full membership of CIPS or other relevant internationally recognized procurement professional body is a requirement; Master's degree in Human Resource Management/ Organizational Psychology/ Business Administration (HR Option)/ Management and Organizational Development is a requirement; Must be Certified Human Resource Professional with an internationally recognized body	Relevant experience gained while serving with a reputable public or commercial or donor-funded organization in senior – level job, preferably at a similar position. Relevant experience gained while serving with a reputable public or commercial or donor-funded organization in a similar position. Experience working as an Executive Personal Assistant, Customer care, Office Administration, or similar position with a reputable public or private commercial donor-funded organization	Yes

Required HR	No. of Non-filled Posts	Required Education Qualification	Required Skills and competencies	Availability of qualifications and skills within Uganda (Yes/No)
CONTINUED	CONTINUED	Degree with honors in BCOM, BBA, or Bachelor of Science with Accounting or Finance Major from a recognized University is a requirement. Full membership of the Institute of Certified Public Accountants of Uganda (ICPA-U) is a requirement. A Bachelor's degree in Business Administration, Public Administration, Social Sciences, Secretarial Studies, Education, Project Management or their equivalent from a recognized university.	CONTINUED	CONTINUED
Data Protection IT Technical Officers	7	Bachelor's degree in Computer Science, Information Technology, Information Science, Information Systems, Information Security or a related field from a recognized university; CISA or CISM certification	Experience in cybersecurity related role in a busy organization. Experience in compliance, risk or auditing role in a reputable public or private organization.	Yes
Manager Strategy and Performance	1	Bachelor's Degree in Development Studies, or Social Sciences, or Social Work and Social Administration, or Statistics, or Economics, or Development Planning, or related area Master's Degree in any of the above fields from a recognized University/Institution	Experience in a related role related to policy, planning and evaluation in a busy organization of which 2 years shall be at supervisory level	Yes
TOTAL	**68**			

To attract and retain high-caliber talent, the Authority will implement a comprehensive talent strategy. This includes offering competitive compensation and benefits packages, establishing transparent career progression pathways with defined promotion criteria, fostering innovative cross-departmental collaborations, and delivering targeted capacity-building programs. Complementing these efforts, a formal recognition and rewards program supported by a dedicated budget of UGX 0.675 billion (Ugandan Shillings Six Hundred Seventy-Five Million) will be instituted. This program aims to significantly boost staff morale, incentivize sustained high performance, and acknowledge exceptional contributions. Collectively, these initiatives are designed to cultivate a more attractive,

supportive, and motivating work environment within the institution.

To build a highly effective and strategically aligned human resource team, the Authority will systematically implement the Balanced Scorecard Capacity Building Plan across all departments. This structured approach will enhance staff competencies in critical areas, fostering a highly skilled, adaptable, and performance-oriented workforce. The primary objective is to strategically equip NITA-U personnel with the necessary capabilities to effectively adopt, manage, and deliver impactful Government ICT projects and programmes throughout the county. The detailed plan for developing these essential skills over the next five years is outlined in the table 14 below.

Table 14: NITA-U staff training plan

No	TARGET GROUP	TRAINEES	TRAINING APPROACH & NATURE	TRAINING RATIONALE	NATURE OF TRAINING	COMPONENT	PRIORITY
1	ICT committee of Parliament	20	Leadership, Corporate Governance, Technical, Executive Trainings	Sensitization and awareness, and equipping stakeholders with ICT Global Policy Trends, UDAP Interventions, Policy alignment, emerging ICT issues, UDAP Outputs/ Outcomes/Impacts	Onsite	4	High
2	Ministers	3	Leadership, Corporate Governance, Technical, Executive Trainings	Sensitization and awareness, and equipping stakeholders with ICT Global Policy Trends, UDAP Interventions, Policy alignment, emerging ICT issues, UDAP Outputs/ Outcomes/Impacts	On and Offsite	4	High
3	NITA-U Board Members	6	Corporate Governance Training	Equip the board members with relevant skills to oversee the UDAP project including ICT Global Policy Trends, UDAP Interventions, Policy alignment, emerging ICT issues, UDAP Outputs/Outcomes/ Impacts	Offsite	4	High
4	PSC Members Training (OPM, MoLG, NEMA, PPDA, UCC, MoICTNG, NITA, MoEMD, MoE, etc)	9	Leadership, Corporate Governance, Executive Trainings	Equip members with relevant skills to oversee the UDAP project including ICT Global Policy Trends, UDAP Interventions, Policy alignment, emerging ICT issues, UDAP Outputs/Outcomes/Impacts	On and Offsite	4	High
5	TC Members Training (OPM, MoLG, NEMA, PPDA, UCC, MoICTNG, NITA, MoEMD, MoE, etc)	9	Leadership, Corporate Governance, Technical, Executive Trainings	Equip members with relevant skills to oversee the UDAP project including ICT Global Policy Trends, UDAP Interventions, Policy alignment, emerging ICT issues, UDAP Outputs/Outcomes/Impacts	On and Offsite	4	High

No	TARGET GROUP	TRAINEES	TRAINING APPROACH & NATURE	TRAINING RATIONALE	NATURE OF TRAINING	COMPONENT	PRIORITY
6	Component Heads	4	Leadership, Project Management, Technical, Executive Trainings	Enhance leadership skills, abilities and Competences	On and Offsite	4	High
7	Activity Managers	36	Project Management Profession (PMP)	Enhancement Project Management Skills for project managers under UDAP	Onsite	4	High
8	Personal Data Protection Team	6	Data Protection and Privacy course	To upskill the team with knowledge to implement the office regulatory mandate in the face of emerging technologies	On and offsite	2	High
9	Service Desk Team	6	ITIL	Empower the IT Service Desk with more technical capabilities to handle Level 2 issues. This will improve the customer experience and the turn-around time for resolution of incidents.	Offsite	2	Medium
10	Service Desk Team	3	CompTIA	Empower the IT Service Desk with more technical capabilities to handle Level 2 issues. This will improve the customer experience and the turn-around time for resolution of incidents.	Offsite	2	High
11	eServices Team and PIT	10	PROSCI Change Management Course	Obtain the tools, know-how and support needed to drive successful change and business transformation across Government projects. Staff will be able to empower MDAs and give them tools to prepare for and adopt to change.	Onsite	2	High
12	Strategy, Planning & Performance Mgt team	4	Balanced Scorecard training	Alignment with the new upcoming appraisal system that is being rolled out across the entire Government of Uganda	Offsite	4	Medium
13	Drivers/Logistics team	4	Motor Vehicle Mechanics	Refresher training	Onsite	4	Medium
14	Cyber security team	5	Cyber security training	Develop more cyber security skills	On and Offsite	2	High
15	Finance Team	5	Financial Management	Enhance financial Management	On and Offsite	4	Medium
16	Contract Managers	36	Contract Management training	Effective contract management	Onsite	4	Medium

No	TARGET GROUP	TRAINEES	TRAINING APPROACH & NATURE	TRAINING RATIONALE	NATURE OF TRAINING	COMPONENT	PRIORITY
17	Project Activity managers, TC, PITs	40	Bench marking visits	To obtain knowledge on best practices	Offsite	4	High
18	PIU Professional subscription	8	Professional body sub-scriptions	To maintain continued learning and skills development in specific professions of PIU	Onsite	4	High
19	Environmental & Social safeguard specialists	2	Specialist trainings	To enhance skills and knowledge on social and Environmental aspects	On and Offsite	4	High
20	Monitoring & Evaluation Team	4	Specialist trainings	To enhance skills and knowledge new M&E technologies	On and Offsite	4	High
21	Legal Team	4	Specialist trainings on areas such as contracting, arbitration and compliance	To enhance skills and knowledge of current legislations	On and Offsite	4	High
22	Communication Team	4	Strategic Public Relations and Customer management	To upskill the communications team with knowledge to execute strategic communications in a regulatory environment	Offsite	4	High
23	Procurement team	3	Specialist trainings	To enhance skills and knowledge procurements and contracting	On and Offsite	4	High
24	Executive Office Administrators and Personal Secretaries	5	Advanced Executive Office Administration Executive Personal & Administrative Secretaries (EPA'S) Development Program	To enhance skills and knowledge in office management and decision support to Management	On and Offsite	4	High
25	Project Implementation Team (PIT)	5	Advanced Fibre Optic and Technician training	To enhance skills and knowledge in Planning, designing, installation, maintenance and troubleshooting.	On and Offsite	3	High
26	Project Implementation Team (PIT)	10	Digital inclusion in the workplace for persons with disabilities	Equip the PIT members with relevant skills to oversee the activity's implementation	On and Offsite	3	High
27	PIT and Business Transformation Department	5	Professional Certificate in Web Accessibility	Equip essentials needed to achieve compliance with international best practice in accessibility, the W3C's Web Content Accessibility Guidelines (WCAG) 2.1.	Offsite	4	Medium

No	TARGET GROUP	TRAINEES	TRAINING APPROACH & NATURE	TRAINING RATIONALE	NATURE OF TRAINING	COMPONENT	PRIORITY
28	Project Implementation Team (PIT)	8	Study Visits to 3 top globally recognized destinations that have successfully implemented digital inclusion programs for PWDs in Refugee Settlement	Understand the operational frameworks of digital inclusion programs, observe stakeholder collaboration models and also learn about assistive technologies and adaptive	Offsite	3	High
29	Project Implementation Team (PIT)	10	1. Business Relationship Management Training	Equip the PIT with relevant skills to oversee the implementation of core digital capabilities for the UD Stakeholder Engagement & Partnership Building skills.	Offsite	4	High
30	Project Implementation Team (PIT)	12	Technical training in the following areas: a) Near Field Communication Technologies (NFC) for digital payments b) Proximity sound-based technology and voice-based payments c) G2P scheme management (beneficiary registry, fund disbursement and monitoring) d) ID - Account mapping (Financial address mapping)	Equip the Project Implementation Team with the technical skills to support the implementation of the G2P payments among the refugees and refugee hosting communities after the expiry of the support & Maintenance contract with the successful bidder.	On and Offsite	3	Medium
31	PIT and Service Delivery Team	5	Digital Access Infrastructure Design and Implementation Training	Equip the team with knowledge on design and Implementation of digital Access Infrastructure	On and Offsite	2	High
32	PIT and Service Delivery Team	6	Digital Skills Training for Refugees	Equip the team on the right content to have on the devices to ensure impact an utilization of the devices,	On and Offsite	3	High
33	PIT and Service Delivery Team	10	Device Management and Maintenance	Certify the team in device troubleshooting, repairing and maintaining.	On and Offsite	3	High

No	TARGET GROUP	TRAINEES	TRAINING APPROACH & NATURE	TRAINING RATIONALE	NATURE OF TRAINING	COMPONENT	PRIORITY
34	PIT and selected representatives from MoICT, NEMA, OPM, LG	12	Technical training in the following areas a) efficient systems for e-waste collection and transportation b) e-waste Recycling and disposal c) Circular economy principals (refurbishment, reuse, recycling) d) e-waste licencing and regulatory compliances	Equip the PIT members with relevant skills to oversee the activity's implementation	On and Offsite	1	High
35	PIT and selected representatives NEMA, MoICT, OPM	5	Professional Certificate in Electronic Waste Management (ISO 14001)	Equip essentials needed to achieve compliance with international best practice in electronic waste management	On and Offsite	1	High
36	PIT and selected representatives from MoICT, NEMA, OPM	10	Study Visits to 2 top globally recognized destinations that have successfully implemented E-waste management programs	Understand the operational frameworks of e-waste collection recycling and disposal programs, Private sector collaboration models and also learn about the circular economy principles	Offsite	1	High
37	Project Implementation Team (PIT)	10	1. Digital transformation skills	Equip the PIT with relevant skills to oversee the implementation of digital skills for MSMEs capabilities in digital skills for 21st Century	Offsite	3	High
38	Project Implementation Team (PIT)	7	3. Professional skills in scaling SMEs	Equip the PIT with relevant technical skills to provide advisory knowledge in implementation of the solution	Offsite	3	High
39	System Administrators	3	Certified Information Security Manager® (CISM®)	Protecting refugee data demands robust security measures to ensure its confidentiality and integrity. Equipping core system administrators with advanced cybersecurity skills through specialized training is essential to safeguarding this sensitive information effectively.	Offsite	2	Medium

No	TARGET GROUP	TRAINEES	TRAINING APPROACH & NATURE	TRAINING RATIONALE	NATURE OF TRAINING	COMPONENT	PRIORITY
40	Project Implementation Team (PIT)	6	Product Training	The PIT will undergo comprehensive training on the system's functionality, providing them with in-depth knowledge and the necessary skills to effectively support and maintain the system.	Offsite	3	Medium
41	Project Implementation Team (PIT)	10	Monitoring and Evaluation Training	This training builds capacity for tracking performance, assessing impact, and making data-driven decisions, ensuring the telecentres' alignment with NITA's objectives and long-term sustainability.	Offsite	4	Meduim
42	Project Implementation Team (PIT)	5	Tele Centres Operational and Managerial Training	Focused on the specific needs of telecentres, this training enhances operational efficiency and managerial competence, directly impacting the success of the telecentre project in achieving UDAP's digital inclusion objectives.	Offsite	3	High
43	Project Implementation Team (PIT)	5	ISO/IEC 27001: Information Security Management Systems (ISMS)	Improvement on Cyber security	Offsite	2	High

To effectively embed, manage, and sustain the capabilities developed through training, the Authority will execute a comprehensive change management plan. This plan, cascaded through all departments, will enable staff to fully harness and adopt the value-driven delivery approach defined in the IT Service Delivery Model and reinforced in the Training Plan.

CHAPTER 6: COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENTS

The communication and feedback strategy presents the roadmap that NITA-U shall take to communicate with and engage the different stake holders in order to popularize and have this plan implemented. This is to increase the awareness of the mandate among both the internal and external stakeholders. The strategy outlined below seeks to ensure that the plan is effectively communicated to relevant stakeholders to ease implementation.

6.1 Rationale and objectives of the communication and feedback strategy:

This communication strategy is designed to provide a clear and structured approach to delivering information and engaging NITA-U stakeholders effectively. By addressing key communication challenges and aligning messages with organizational objectives, it ensures that stakeholders remain informed, connected, and actively involved. The strategy is aims to achieve the following objectives;

- Establish a clear understanding and awareness of NITA-U's mandate amongst all key stake holders.
- Maintain consistency in messaging to align with NITA-U while improving accessibility to information through various platforms.
- Strengthen feedback mechanisms to support a two-way communication process, enabling NITA-U to address stakeholder concerns for improved service delivery.

6.2 Key communication priorities:

This communication strategy prioritizes targeted messaging to ensure all NITA-U stakeholders receive clear, audience-specific information that aligns with their unique needs and interests. A strong emphasis is also placed on raising awareness about NITA-U's services, and projects, highlighting their benefits and impact to strengthen stakeholder buy-in. Building and maintaining stakeholder engagement is critical, achieved through creating platforms for meaningful dialogue, collaboration, and feedback while ensuring transparency in communication.

Consistency in messaging across all platforms is a key priority to align with NITA-U's values, objectives, and brand identity. To maximize reach and accessibility, the strategy leverages a multi-channel approach that incorporates traditional methods and digital platforms, such as social media and community outreach programs.

Additionally, robust feedback mechanisms are established to capture stakeholder insights and respond effectively to emerging issues. Finally, continuous monitoring and evaluation of communication efforts ensure that the strategy remains adaptive and impactful, with measurable success indicators like engagement levels, reach, and stakeholder satisfaction guiding improvements.

6.3 Implementation of communication priorities:

To implement the communication priorities effectively, NITA-U will adopt a structured approach that ensures alignment with organizational objectives while addressing the diverse needs of stakeholders. Targeted messaging will be crafted and disseminated using tailored content, ensuring it resonates with various audiences. Key communication tools, such as press releases, newsletters, and social media posts, will be utilized to raise awareness and share impactful stories about NITA-U's initiatives.

Stakeholder engagement will be fostered through interactive forums, workshops, and digital platforms that facilitate dialogue and collaboration. These efforts will be supported by feedback mechanisms, including surveys and the NITA-U service desk, to gather insights and strengthen stakeholder relationships. A multi-channel communication approach will be implemented, combining traditional media, such as radio, Television and print, with digital tools like websites and social media for countrywide reach and inclusivity.

Consistency in messaging will be achieved by developing standardized templates and guidelines to ensure uniformity across all communication materials. Regular refresher training sessions for communication teams will enhance their capacity to execute these priorities effectively. Monitoring and evaluation will be embedded into the implementation process, using key performance indicators (KPIs) such as stakeholder reach, and satisfaction levels to assess the effectiveness of communication efforts and inform future improvements.

To actualize the implementation priorities above, the Stakeholder Communication Matrix below outlines the key stakeholders relevant to NITA-U's communication strategy, their level of influence, primary issues or interests, and the preferred channels for effective engagement.

Table 14: Stakeholder Communication Matrix (Key stakeholders, their influence, and issues and channels of communication)

No.	Stakeholder	Influence	Key issues/areas/messages to communicate	Channels of communication	Frequency of communication
1	Ministry of ICT and National Guidance	High	» Provide budget estimates for the Authority based on MTEFs » Provide periodic performance reports in-alignment with NDP IV. » Invitation to strategic engagements	» Reports, » Meetings, » Memos, » Email	Quarterly or as needed
2	Ministry of Finance, Planning, and Economic Development	High	» Provide budget estimates for the Authority based on MTEFs » Provide periodic budget and physical performance reports » Invitation to strategic engagements » Project proposals for strategic guidance and approval	» Reports, » Meetings, » Memos, » Email » Automated planning and reporting systems	Quarterly or as needed
3	National Planning Authority (NPA)	High	» Provide strategic plan aligned to national priorities » Provide service delivery standards » Provide periodic PIAP performance reports » Invitation to strategic engagements	» Reports, » Meetings, » Memos, » Email	Quarterly or as needed

No.	Stakeholder	Influence	Key issues/areas/messages to communicate	Channels of communication	Frequency of communication
4	Office of the Prime Minister (OPM)	High	» Provide periodic performance reports in-alignment with NDP IV. » Provide Periodic Monitoring and Evaluation reports » Invitation to strategic engagements	» Reports, » Meetings, » Email » Automated M&E system	Quarterly or as needed
5	Government Ministries, Departments, and Agencies (MDAs), and District Local Governments (DLGs) billable for NITA-U services	High	» Provide updates on service delivery standards including; pricing, process steps etc » Continuous capacity building » Provide Invoices for services offered » Collect service satisfaction data » Response to service issues raised » Invitation to strategic engagements	» MoUs, » Meetings, » Memos, » Email » Service Desk	Quarterly or as needed
6	Other MDAs and DLGs		» NITA-U ICT service catalogue » Invitation to strategic engagements » State of ICT environment in the country » ICT regulatory environment needs	» Meetings, » Workshops, » Letters » Website » Reports	Quarterly or as needed
7	Development Partners	High	» Project appraisal documents for potential funding » Requests for project contract approvals » Provide periodic budget and physical performance reports » Invitation to strategic engagements	» Reports, » Meetings, » Memos, » Email » Letters	Quarterly or as needed
8	Private Sector Entities	Moderate	» Opportunities for partnerships and collaborations, » NITA-U ICT service catalogue » Invitation to strategic engagements » State of ICT environment in the country » ICT regulations' compliance requirements	» Forums, » Print Media, » Website » Letters » Social Media » Email » Publications » TV/ Radio	Monthly or as required
9	Civil Society Organizations (CSOs)	Moderate	» Opportunities for partnerships and collaborations, » NITA-U ICT service catalogue » Invitation to strategic engagements » State of ICT environment in the country » ICT regulatory environment needs	» Forums, » Print Media, » Website » Letters » Social Media » Email » Publications » TV/ Radio	Monthly or event-driven
10	Media	High	» Timely updates on Authority's work for transparency, » Public interest stories	» Press releases, » Press conferences, » Interviews	Event-driven or as needed

No.	Stakeholder	Influence	Key issues/areas/messages to communicate	Channels of communication	Frequency of communication
11	General Public	Low	» NITA-U ICT service catalogue » ICT regulatory compliance requirements » State of ICT environment in the country	» Social media, » Radio/TV programs, » Public notices » Websites	Weekly or campaign-based

CHAPTER 7: 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 key risks under this section are ranked as follows: Likelihood (Low = 1, Moderate = 2, High = 3); Impact (Minor = 1, Moderate = 2, Significant = 3).

The risk rating has been determined by multiplying the Likelihood and Impact values and its scale is indicated in the table below;

Table 15: Risk rating scale

Risk Rating	Interpretation	Action Required
1–2	Low	Monitor, no immediate action needed.
3–4	Moderate	Take action to mitigate the risk.
6–9	High	Immediate and significant mitigation needed.

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.

Table 16: Key envisaged risks

SN	Identified Risk	Analysis				Mitigation	Lead Actor
		Causes	Likeli-hood	Impact	Risk Rating		
Strategic Risks							
1	Dissolution of NITA-U through the Amendment Act	Rationalization of government strategy	3	3	High	» Develop a comprehensive transition plan » Engage key stakeholders to ensure a smooth transfer of functions » Prioritize completion of ongoing projects	Ministry of ICT/NITA-U

SN	Identified Risk	Analysis				Mitigation	Lead Actor
		Causes	Likeli-hood	Impact	Risk Rating		
2	Under-collection of projected revenue	Non-consolidation of IT budgets	3	3	High	» Engage the Ministry of Finance to clear domestic arrears » Consolidate IT budgets	Ministry of Finance/ NITA-U
3	Non-compliance with IT laws and regulations	Limited enforcement capacity	3	3	High	» Sensitize MDAs on IT laws » Allocate budgets for enforcement activities	Legal and Compliance Team
Operational Risks							
4	Inadequate staffing for critical functions	Budget constraints, staff turnover	3	3	High	» Lobby for additional wage allocation » Develop employee retention and recognition programs	NITA-U HR Department
5	Resistance to e-Government service adoption	Manual operations in MDAs	3	3	High	» Conduct sensitization and training » Develop e-government curriculum » Implement change management processes	NITA-U Training Unit
6	Underutilization of shared services	Low awareness	2	2	Moderate	» Conduct awareness campaigns for MDAs » Develop monitoring mechanisms for shared service uptake	Service Delivery Unit
7	Delays in procurement processes	Weak contract management	3	3	High	» Conduct due diligence on high-value procurements » Streamline procurement workflows	Procurement Department
External Risks							
8	Cybersecurity threats	Proliferation of IT systems	3	3	High	» Conduct security audits » Implement encryption measures and access controls » Develop a Business Continuity Plan	NITA-U Security Team

SN	Identified Risk	Analysis				Mitigation	Lead Actor
		Causes	Likeli-hood	Impact	Risk Rating		
9	Lack of stakeholder buy-in	Inadequate sensitization	2	3	Moderate	» Conduct stakeholder engagement sessions » Develop clear communication plans	NITA-U Stakeholder Unit
10	Natural disasters affecting infrastructure	Poor national disaster preparedness Location of National Data Centre in the basement of Statistics House means it can get flooded	2	3	Moderate	» Train staff on disaster preparedness » Develop quick-response disaster recovery plans	NITA-U Risk Management Team

CHAPTER 8: MONITORING AND EVALUATION FRAMEWORK

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

8.1 Monitoring and Evaluation Arrangements

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:

- Are the results of the strategic objectives being achieved within the specified timelines?
- Should the deadlines for completion be changed?
- Do staff have adequate resources (finances, equipment, facilities, training etc.) to achieve the results?
- How likely are we to achieve our set objectives and results?
- Should priorities be changed to put more focus on achieving the objectives and results?
- Should the results be changed or improved? Should we realign our resources?
- 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:

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

8.2 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 and approved by the board members 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. An annual report covering the entire Financial Year under review shall be produced during the first quarter of the following financial year.

8.3 MDA Performance Annual 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

8.4 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.

8.5 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 (2024/25 to 2029/30). 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 next NITA-U strategic plan.

8.6 Monitoring and Evaluation Results Framework

The NITA-U Result Framework will be used to measure and assess progress during implementation of the strategic plan. As illustrated below, the framework is categorised into; goal, objective and output levels;

a) **Results Framework:** Goal Level

Goal	Indicators	Baseline (FY2023/24)	Target					Data Source	Assumptions	Responsibility
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Program Name: Digital Transformation **Programme Goal:** Increased ICT penetration and usage of ICT services for efficiency gains and job creation										
Vote Goal: Utilization of e-government services across the country enhanced	Proportion of population using e-government services	9.20%					40%	National IT Survey Report	Countrywide infrastructure coverage; Willingness by the population to use e-government services	DEGs

b) **Results Framework:** Outcome Level

Objective	Outcome	Indicators	Baseline (FY2023/24)	Target					Data Source	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Digital Transformation Programme Objective 1: Increase internet connectivity across the country											
MDA Objective 1: Increase ICT infrastructure coverage and utilization across the country.	**Intermediate Outcome 1.1:** Increased coverage and access to ICTs	Unit cost of internet (USD)	35	35	30	30	25	25	NITA-U Annual Reports	Planned NBI coverage implemented; National and global Economic stability	DTS
		Utilisation rate of the National Data Centre (%)	70	43	53	63	73	83	NITA-U Annual Reports	Planned NDC capacity upgrade and establishment undertaken; Willingness by entities to use the data centre	DTS
Digital Transformation Programme Objective 2: Improve efficiency in business processes and public service delivery **Public Sector Transformation Programme Objective 5:** Re- Engineer the Public Service Delivery Processes/ System											

Objective	Outcome	Indicators	Baseline (FY2023/24)	Target					Data Source	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
MDA Objective 2: Increase access to smart e-government services	**Intermediate Outcome 2.1:** Increased uptake of e-services	Percentage of the population accessing e-services via the citizen portal	0	10	15	20	25	30	e-citizen portal system report	Citizen portal fully operationalised Planned e-services developed and rolled out	DEGs
		Percentage of the population satisfied with e-government services	22.2		30		35		National IT Survey Report		DEGs
		Percentage of MDAs integrated with the data sharing and integration platform (UGhub)	37	43	49	56	64	73	NITA-U Annual Reports	Interoperability framework adopted by government entities; More data producers willing to integrate	DEGs
Digital Transformation Programme Objective 3: Increase uptake of digital products and services											
MDA Objective 3: Strengthen the BPO/ITES industry in the country	**Intermediate Outcome 3.1:** Increased contribution of IT to job creation	Number of IT related jobs created	50,000	57,400	65,895	75,648	86,844	99,696	URA reports	Planned stakeholder investments in BPO actualised	DEGs
Digital Transformation Programme Objective 4: Increase cybersecurity and data protection & privacy											
MDA Objective 4: Increase cyber security, data protection and privacy	**Intermediate Outcome 4.1:** Enhanced compliance with the data protection and privacy	Percentage of individuals satisfied with the handling of their personal data by registered organizations	13		15		17		National IT Survey Report	Legal framework is maintained and adopted	PDPO

Objective	Outcome	Indicators	Baseline (FY2023/24)	Target					Data Source	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
CONTINUED	CONTINUED	Percentage of organisations compliant with data protection and privacy	6	8	12	18	24	30	National IT Survey Report	CONTINUED	PDPO
	Intermediate Outcome 4.2: Improved cyber security posture and resilience.	Cyber security posture assessment score (percent)	50.65	52.65	54.65	56.65	58.65	60.65	NITA-U Annual Reports	Planned cyber security projects implemented	DIS
		Percentage of government entities with effective cyber threat combating capabilities.	39	41	43	45	47	49	NITA-U Annual Reports		DIS
Digital Transformation Programme Objective 5: Strengthen institutional coordination and enforcement of polices, laws and regulatory frameworks											
MDA Objective 5: Strengthen compliance with IT standards, policies, laws and regulations	**Intermediate Outcome 5.1:** Increased compliance with industry regulatory framework	Compliance level with IT related laws and standards	67	69	72	75	78	81	NITA-U Annual Reports	Adequate funding for compliance interventions; Legal framework is maintained and adopted	DRLS

Objective	Outcome	Indicators	Baseline (FY2023/24)	Target					Data Source	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
MDA Objective 6: Improve Institutional Performance Management.	**Intermediate Outcome 6.1:** Enhanced strategic alignment and implementation of the NITA-U strategic plan.	Annual compliance certificates in place	1	1	1	1	1	1	Annual compliance certificates	CONTINUED	DPRD
		Proportion of the NITA-U strategic plan implemented (%)	72	15%	35%	60%	80%	100%	NITA-U Annual reports	Adequate funding for implementation; Stakeholder IT priorities remain consistent	DPRD

a) **Results Framework:** Output Level

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Digital Transformation Programme Objective 1: Increase internet connectivity across the country											
MDA Objective 1: Increase ICT infrastructure coverage and utilization across the country.											
Intervention 1.1: Extend broadband ICT infrastructure coverage countrywide	**Output 1.1.1:** National Backbone infrastructure extended	Number of Kilometres of Optic Fibre Cable laid	4,387	6,000	7,000	8,000	9,000	10,000	NITA-U Annual Reports	NBI projects implemented as planned; Willingness by entities to uptake internet service	Infrastructure
		Number of District Local Government Head Quarters Connected to the NBI	53	61	78	102	119	135	NITA-U Annual Reports		Infrastructure
		Number of wireless hotspots in parishes and Tourism sites established	300	350	450	550	700	1,000	NITA-U Annual Reports		Infrastructure
	Output 1.1.2: Government service delivery units connected to the Broadband infrastructure	Number of Government service delivery units connected to the NBI	1440	2000	3000	4500	5500	6500	NITA-U Annual Reports		Infrastructure

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 1.2: Establish and enhance national common core infrastructure, including data centres, high-power computing centres, and specialised labs	**Output 1.2.1:** Additional National Data Centres established	Completion rate of the third National Data center (%)	0	50	80	100			NITA-U Annual Reports	Planned NDC capacity upgrade and establishment undertaken; Willingness by entities to use the data centre	Data Centre
	Output 1.2.2: Enhancement of usage of National Data Centre (NDC)	Number of MDAs enrolled in National Data Centre	100	105	110	115	120	125	NITA-U Annual Reports		Data Centre
		Number of applications hosted at the National Data Centre	305	320	335	350	365	380	NITA-U Annual Reports		Data Centre
Digital Transformation Programme Objective 2: Improve efficiency in business processes and public service delivery **Public Sector Transformation Programme Objective 5:** Re- Engineer the Public Service Delivery Processes/ System											
MDA Objective 2: Increase access to smart e-government services											
Intervention 2.1: Digitalise government services	**Output 2.1.1:** Government services automated, and rolled out.	Number of government services automated and rolled out	34	44	54	64	74	84	NITA-U Annual Reports	Adequacy and timeliness of funding	Business Transformation
		Number of digital service centres established and operationalised	0	1	2	1			NITA-U Annual Reports		Business Transformation
	Output 2.1.2: Digital shared services deployed across MDAs and LGs	Number of MDA/LGs using digital shared services	239	244	249	254	259	264	NITA-U Annual Reports	Entities do not duplicate existing and planned e-services	Business Transformation

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
CONTINUED	CONTINUED	Number of entities enrolled for Ugpass service	4	9	15	19	22	25	NITA-U Annual Reports		Business Transformation
		Number of government e-services enabled for digital signatures.	4	5	6	7	8	9	NITA-U Annual Reports		Business Transformation
	Output 2.1.3: Enhanced Integration of IT Systems and data sharing within Government and the private sector	Number of transactions conducted via the data sharing platform (millions)	42.42	45	50	55	60	65	Integration platform reports	Interoperability framework adopted by government entities; More data producers willing to integrate	Business Transformation
		Number of government and private institutions using the National Data Sharing and Integration Platform	77	87	97	107	117	127	Integration platform reports		Business Transformation
		Number of government entities producing data at the Ughub	18	21	24	27	30		Integration platform reports		Business Transformation

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 2.2: Promote adoption of e-government services	**Output 2.2.1:** Enhanced customer support and feedback mechanisms for government e-services	Integrated Information Technology Service Management Platform (ITSM) Operationalised	0	1					NITA-U Annual Reports		Service Delivery Management
		Annual Average client rating of the NITA-U IT services (%)	0	50	60	70	75	80	Annual customer satisfaction survey reports		Service Delivery Management
	Output 2.2.2: Standardized Acquisition process for IT Software, hardware and services	Turnaround time for processing acquisition requests for IT software, hardware and services (work days)	10	7	5	3	3	3	NITA-U Annual Reports		Service Delivery Management
		Amount of government revenue saved through the IT acquisition standardization process (Billions)	0	2	2	1.5	1	0.5	NITA-U Annual Reports		Service Delivery Management
	Output 2.2.3: Strategic Partnerships for digitization of government services strengthened.	Number of partnerships established and maintained	6	8	10	12	14	15	NITA-U Annual Reports	Willingness by stakeholders to support ICT interventions	Business Relationship Management

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
CONTINUED	**Output 2.2.4:** Institutionalized change management	Percentage of MDAs/LGs with designated focal persons for promoting e-government services.	0	25	50	75	100	100	NITA-U Annual Reports		Business Relationship Management
		Number of staff trained in stakeholder management annually.	0	30	30	30	30	30	NITA-U Annual Reports		Business Relationship Management
	Output 2.2.5: Revenue Streams Created for Sustainability	Framework for commercialisation of NITA-U services in place	0	1					NITA-U Annual Reports		Business Transformation
		Number of NITA-U services commercialised	9	9	12	16	18	20	NITA-U Annual Reports		Business Transformation
Digital Transformation Programme Objective 3: Increase uptake of digital products and services											
MDA Objective 3: Strengthen the BPO/ITES industry in the country											
Intervention 3.1: Develop innovation and incubation Centers	**Output 3.1.1:** Innovation and incubation Centers developed	Percentage progress towards completion of the National ICT Park	1	10	45	70	90	100	NITA-U Annual Reports	Developer interests remain constant	Portfolio and Investment
	Output 3.1.2: BPO/ITES industry strengthened	Number of BPO/ITES companies supported to create jobs	10	15	20	25	30	35	NITA-U Annual Reports	Government commitment maintained	Portfolio and Investment
Digital Transformation Programme Objective 4: Increase cybersecurity and data protection & privacy											
MDA Objective 4: Increase cyber security, data protection and privacy											

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 4.1: Implement and enforce the Data Protection and Privacy Act Cap.97 and its regulations	**Output 4.1.1:** Updated data protection and privacy register	Percentage of registered data collectors, controllers and processors with valid registration certificates	15	20	25	30	35	40	NITA-U Annual Reports	PDPO maintained; Adequate funding	Personal Data Protection Office
	Output 4.1.2: Data protection and privacy act and its regulation enforced	Percentage of resolved data privacy violations	5	10	15	20	25	30	NITA-U Annual Reports		Personal Data Protection Office
Intervention 4.2.1: Strengthen cyber security resilience across all sectors of the economy	**Output 4.2.1:** Enhanced information risk management in MDAs, LGs and TUGs.	Percentage of MDAs/DLGs implementing the National Information Security Framework	41	48	55	61	68	75	NITA-U Annual Reports	Adequacy of funding	DIS
	Output 4.2.2: National cyber security strategy implemented	Proportion of the cyber security strategy initiatives implemented.	0%	15%	35%	60%	80%	100%	NITA-U Annual Reports		DIS
		Number of cyber security awareness sessions conducted Annually.	34	40	30	30	30	30	NITA-U Annual Reports		DIS

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
	Output 4.2.3: Cyber threat Intelligence, monitoring, prevention, mitigation and response Strengthened	Percentage of critical CERT services implemented for cyber threat monitoring, prevention, and mitigation	19	25	38	50	63	82	NITA-U Annual Reports		DIS
Digital Transformation Programme Objective 5: Strengthen institutional coordination and enforcement of polices, laws and regulatory frameworks											
MDA Objective 5: Strengthen compliance with IT standards, policies, laws and regulations											
Intervention 5.1: Promote compliance to ICT policies, laws and regulations.	**Output 5.1.1:** Entities compliant with ICT policy and legal framework	Number of IT service providers certified	962	1062	1162	1262	1362	1462	NITA-U Annual Reports		Regulation and Compliance
	Output 5.1.2: Consumer protection framework implemented	Number of awareness sessions on consumer protection conducted		10	10	10	10	10	NITA-U Annual Report		Regulation and Compliance
	Output 5.1.3: NITA-U legal liability maintained below 1% of its Annual Budget.										Legal Services

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 5.2: Review and develop appropriate policies, strategies, standards, and regulations that respond to industry needs	**Output 5.2.1:** IT standards developed inline with institutions priorities.	Number of IT standards developed and approved	5	7	9	11	13	15	NITA-U Annual Report	Continued stakeholder support	IT standards and policy
	Output 5.2.2: IT policies and frameworks developed in line with the institutions priorities.	Number of IT policies developed	2	0	0	1	0	0	NITA-U Annual Report		IT standards and policy
		Number of IT frameworks developed	1	0	1	0	0	0	NITA-U Annual Report		IT standards and policy
	Output 5.2.3: Promotion, awareness, and hand-holding of entities towards the adoption of IT standards carried out to enhance compliance.	Number of entities sensitized to adopt and implement national IT standards	10	15	20	30	40	50	NITA-U Annual Report		IT standards and policy
MDA Objective 6: Improve Institutional Performance Management.											

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 6.1: Strengthen participatory planning and implementation	**Output 6.1.1:** NITA-U Budget Framework Paper (BFP) developed and submitted for approval	Approved budget framework paper in place	1	1	1	1	1	1	Approved BFP	NITA-U vote continues to exist Directorate level inputs timely made	Planning, Monitoring & Evaluation
	Output 6.1.2: Ministerial Policy Statement, Approved NITA-U Budget estimates prepared and submitted for approval	Approved ministerial Policy statement in place	1	1	1	1	1	1	Approved MPS		Planning, Monitoring & Evaluation
	Output 6.1.3: NITA-U periodic performance reports produced	Number of NITA-U performance reports completed and approved	4	4	4	4	4	4	NITA-U Annual Report		Planning, Monitoring & Evaluation
	Output 6.1.4: Budget execution monitored to ensure efficient and effective delivery of institutional plans.	Percentage of approved budget effectively utilized as per the institutional work plan	85%	90%	95%	97%	98%	99%	NITA-U Annual Report		Planning, Monitoring & Evaluation

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 6.1: Strengthen participatory planning and implementation	**Output 6.1.5:** Technical support provided encompassing strategy/plan development, M&E, IT data management, and IT standards/policy development/adoption for both internal and external stakeholders.	Number of institutions supported with technical assistance in strategy development, M&E, IT data management, or standards and policy adoption	15	20	20	20	20	20	NITA-U Annual Report	Institutions request for technical support	Planning, Monitoring & Evaluation
	Output 6.1.6: Government IT project management framework developed and implemented.	Reviewed Government IT project management framework in place	1	1	0	0	0	0	NITA-U Annual Report		Project Management Office
		level of implementation of an approved Government IT project management framework	10%	20%	40%	60%	80%	100%	NITA-U Annual Report		Project Management Office
	Output 6.1.7: Institutional project performance monitoring and reporting conducted.	Number of project performance monitoring reports produced and submitted on schedule	4	8	8	8	8	8	NITA-U Annual Report		Project Management Office

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 6.1: Strengthen participatory planning and implementation	**Output 6.1.8:** IT Projects integrated into the institutional structure	Number of core IT projects successfully integrated into core institutional systems and operations	11	15	20	25	30	40	NITA-U Annual Report		Project Management Office
Intervention 6.2: Establish and operationalize a comprehensive Monitoring and Evaluation Framework to guide the systematic tracking, review, and assessment of all NITA-U projects and initiatives.	**Output 6.2.1:** NITA-U IT Initiatives Routinely Monitored and Evaluated	Number of joint monitoring visits conducted annually	4	4	4	4	4	4	NITA-U Annual Report		Planning, Monitoring & Evaluation
		Number of strategic plan reviews completed	0	0	1	0	0	1	NITA-U Annual Report		Planning, Monitoring & Evaluation
	Output 6.2.2: Institutional Monitoring and Evaluation Capacity Enhanced	Number of staff trained in M&E annually	0	3	3	3	3	3	NITA-U Annual Report	Availability of funding	Planning, Monitoring & Evaluation
		Number of internal M&E knowledge-sharing sessions held annually	0	2	2	2	2	2	NITA-U Annual Report	Willingness by staff to engage in trainings	Planning, Monitoring & Evaluation

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 6.3: Develop and implement a centralized IT Data Management System to ensure consistency, quality, and accessibility of IT statistics.	**Output 6.3.1:** Harmonized IT Statistics and Data Management	Number of statistical monitoring reports produced annually	2	2	2	2	2	2	NITA-U Annual Report	Producers of global ICT statistics continue to publish findings	IT Data Management and Research
		Number of Statistical Abstracts Published Annually	1	1	1	1	1	1	NITA-U Annual Report		IT Data Management and Research
	Output 6.3.2: Data Driven Decision Making Institutionalized	Data analytics framework in place	0	1	1	1	1	1	NITA-U Annual Report		IT Data Management and Research
		Number of staff trained in data literacy and analytics	0	3	3	3	3	3	NITA-U Annual Report		IT Data Management and Research
	Output 6.3.3: National IT Research Initiatives Promoted	Number of national IT surveys conducted	0	0	1	0	0	1	NITA-U Annual Report	Availability of funding	IT Data Management and Research
		Number of demand-driven IT studies completed annually		2	2	2	2	2	NITA-U Annual Report		IT Data Management and Research
		Number of customer satisfaction studies completed and disseminated	0	1	1	1	1	1	NITA-U Annual Report		IT Data Management and Research

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 6.4: Strengthen Institutional Infrastructure and Operational Capacity	**Output 6.4.1:** Improved work environment for NITA-U staff	% of operation service providers periodically maintained	100%	100%	100%	100%	100%	100%	NITA-U Annual Report	Adequacy of funds	Administration
		% of office premises maintained	100%	100%	100%	100%	100%	100%	NITA-U Annual Report		Administration
	Output 6.4.2: NITA-U fleet effectively managed	% of road worthy vehicles maintained	71%	100%	100%	100%	100%	100%	Vehicle Utilization report		Administration
	Output 6.4.3: NITA-U estates maintained	Percentage of NITA-U estates (field offices, land, and storage facilities) maintained annually	100%	100%	100%	100%	100%	100%	NITA-U Annual Report		Administration
	Output 6.4.4: NITA-U Assets adequately managed	Updated asset register	1	1	1	1	1	1	Asset Register		Finance
		Number of stock counts conducted	4	4	4	4	4	4	stock count reports		Finance
		Number of Board of Surveys conducted	2	2	2	2	2	2	Board of survey reports		Finance

Intervention	Output	Indicators	Baseline (FY2023/24)	Target					Means of Verification	Assumptions	Responsibility
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30			
Intervention 6.5: Enhance Financial Management and Resource Mobilization	**Output 6.5.1:** Improved efficiency and effectiveness in revenue collection and debt management	Amount of Annual Non-Tax Revenue Collections (Billions-UGX)	126.84	160.17	202.25	255.39	322.49	126.84	NTR Reports	Billing system is operationalised Billable services maintained	Finance
	Output 6.5.2: Alignment of institutional Budget to Quarterlye Medium Term Expenditure frameworks	Approved warrants aligned with work plans	4	4	4	4	4	4	Approved warrants as per PFM		Finance
		Quarterly budget performance/tracking reports	4	4	4	4	4	4	Approved budget performance reports		Finance
Intervention 6.6: Strengthen Procurement Systems and Compliance	**Output 6.6.1:** NITA-U Procurement Plan effectively implemented.	Approved Annual Procurement Plan	1	1	1	1	1	1	Annual Procurement plan		Procurement
Intervention 6.7: Enhance staff development and well-being	**Output 6.7.1:** Staff capacity strengthened	Proportion of staff trained in line with the approved training plan	35%	70%	85%	85%	85%	85%	NITA-U Annual Report	Availability of funding	Human Resource
	Output 6.7.2: Staff welfare improved	Proportion of staff satisfied with NITA-U welfare services		40%	45%	55%	70%	85%	Customer satisfaction survey report		Human Resource/ IT Data Management and Research

CHAPTER 9: PROJECT PROFILES

Table 17: Uganda Digital Acceleration Project - GovNet Profile

PROJECT NAME: Uganda Digital Acceleration Project - GovNet	
PROJECT SUMMARY	
Project Title	Uganda Digital Acceleration Project - GovNet
NDPIV Programme	Digital Transformation Programme
Implementing Agency	NITA-U
NDP PIP Code	1516
Project Status (% of completion)	12%
MFPED PIP Code	1516
Location	Kampala
Estimated Project Cost	USD 200,000,000
Project Duration/Life span (Financial Years)	5years (June 2021 to May 2026)
Project Financier	International Development Association (World Bank)
Officer Responsible (Title)	Project Coordinator

PROJECT INTRODUCTION

The Project Development Objectives are to: (a) expand access to high-speed internet in selected areas, (b) improve efficiency of digital service delivery in selected public sectors, and (c) strengthen the digital inclusion of selected host communities and refugees.
The project key outcomes includes; a) Extended digital connectivity to under-served areas and strengthened infrastructure complements, b) Enabled Digital Transformation of Government, c) Supported Digital inclusion of refugees and hosting communities.

Table 1: Project Components and Estimated Costs

COMPONENT	Estimated Cost (US$, millions)
Component 1: Expanding Digital Connectivity in Selected Areas	**86.0**
» Expanding the digital infrastructure outreach	49.6
» Strengthening of digital infrastructure "complements"	33.1
» Strengthening the enabling environment, digital capabilities, and inclusiveness of digital services	3.3

Component 2: Enabling Digital Transformation of the Government	**50.0**
» Accelerating Digital Transformation of Service Delivery » Mainstreaming Digital Services in Priority Sectors » Strengthening Cybersecurity and Data Protection	27.1 8.0 14.9
Component 3: Promoting Digital Inclusion of Host Communities and Refugees	**57.0**
» Digital Inclusion of host communities and refugees through enhanced connectivity » Digital Inclusion of host communities and refugees through access enablers	37.0 20.0
Component 4: Project Management	7.0

Project Outputs	**The key project output include;** 2500km of NBI extended, 27 Gbps international Internet bandwidth procured, existing national data centre upgraded, 4 E-waste management centres established, 3rd National data Centre established, 2900 last mile locations connected to NBI, 20 government services developed, 24 Telecentres established in the Refugee hosting districts,
Project Coverage in terms of Parishes	All Parishes

PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total		197.083	228.736	329.826	165.739	135.605

Table 18: Institutional Development of National Information Technology Authority – Uganda Project Profile

PROJECT NAME: Institutional Development of National Information Technology Authority – Uganda	
PROJECT SUMMARY	
Project Title	Institutional Development of National Information Technology Authority – Uganda
NDPIV Programme	Digital Transformation Programme
Implementing Agency	National Information Technology Authority – Uganda (NITA-U)
NDP PIP Code	1892
Project Status (% of completion)	0% (Not yet started)
MFPED PIP Code	1892
Location	Institutional Based
Estimated Project Cost	UGX 144.063 billion
Project Duration/Life span (Financial Years)	Five **(5)** Years (FY 2025/26 – 2029/30)

Project Financier	Government of Uganda
Officer Responsible (Title)	Executive Director
PROJECT INTRODUCTION	
Project Brief	The project aims to enhance institutional operational capacity, efficiency, and service delivery through a comprehensive upgrade of infrastructure and systems. Key outcomes include streamlined operations and strengthened institutional capacity. This will be achieved by acquiring new IT devices and replace outdated infrastructure, retooling of NITA-U office premises with modern furniture and equipment, and procuring specialized transport vehicles to support technical and administrative operations.
	Additionally, the project will develop and implement an integrated asset and revenue management system to improve tracking and accountability. These interventions are designed to create a more conducive, efficient, and well-equipped institution capable of delivering high-quality services.
Project Outputs	**Output 1:** 202 new IT devices acquired and outdated ICT infrastructure replaced. **Output 2:** Two (2) NITA-U office premises retooled with office furniture and supporting machinery and equipment **Output 3:** Specialized transport equipment acquired to NITA-U operations **Output 4:** Integrated assets management system developed and rolled out.
Project Coverage in terms of Parishes	N/A

PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total	0.016	40.017	23.019	25.321	25.321	30.385

Appendix A: Cost Implementation Matrix

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Digital Transformation Programme Objective 1: Increase internet connectivity across the country												
Objective 1: Increase ICT infrastructure coverage and utilization across the country.												
Intervention 1.1: Extend broadband ICT infrastructure coverage countrywide	**Output 1.1.1:** National Backbone infrastructure extended	Extend the National Backbone Infrastructure to 82 Districts and all Major towns (20 Districts under UDAP and 62 Districts under Phase 5 of the NBI)	21.55	43.11	64.66	43.11	43.11	215.54	0	215.54		Ext. Fin
		Implement Mobile Broadband Masts to cover underserved/unserved regions of the County under UDAP	17.10	34.20	51.30	34.20	34.20	171.00	0	171.00		Ext. Fin
		Expand public WiFi Hotspots with additional	0.91	1.82	2.74	1.82	1.82	9.12	0	9.12		Ext. Fin
		Conduct a feasibility study for Phase VI of the NBI		0.50	0.50			1.00	1.00	0		GoU
		Conduct the Environmental Social Impact Assessment (ESIA)			0.50	0.50		1.00	1.00	0		GoU
	Output 1.1.2: Government service delivery units connected to the Broadband infrastructure	Extend last Mile connectivity to 5700 MDAs, DLGs, Hospitals, Schools and other Target User Groups under Phase 5 of the NBI (2800 under Phase 5 of the NBI and 2900 under UDAP)	26.80	53.61	80.41	53.61	53.61	268.04	0	268.04		Ext. Fin

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	CONTINUED	Supervise Implementation of NBI and last mile under UDAP and Phase 5 of the NBI	4.80	4.80	4.80	4.80	4.80	24.00	24.00	0		Ext. Fin
		Operate and Maintain (O&M) the NBI and Last-mile (Commercialization, Relocations, Upgrades, Extensions, Repairs etc.)	6.00	6.00	6.00	6.00	6.00	30.00	30.00	0		GoU
		Upgrade the existing MAN Centre (UDAP)	17.50	0.00	0.00	0.00	0.00	17.50	0	17.50		Ext. Fin
		Establish the National IP Peering Infrastructure (UDAP)	19.50	0.00	0.00	0.00	0.00	19.50	0	19.50		Ext. Fin
Intervention 1.2: Establish and enhance national common core infrastructure, including data centres, high-power computing centres, and specialised labs	**Output 1.2.1:** Additional National Data Centres established	Establish a third National Data centre (Primary Data Centre - Entebbe under Phase 5 and Disaster Recovery in Jinja under UDAP)	12.40	24.80	37.20	24.80	24.80	124.00	0	124.00		Ext. Fin
		Undertake Supervision for the implementation of the 3rd National Data Centre and Disaster Recovery (DR) site	1.00	1.00	1.00	1.00	1.00	5.00	5.00	0		GoU
	Output 1.2.2: Enhancement of usage of National Data Centre (NDC)	Upgrade the existing National Data Centres (UDAP)	38.00					38.00	0	38.00		Ext. Fin
		Support, operation and maintenance of National Data Centre & Disaster Recovery site (Commercialisation, upgrades, licenses, repairs, fuel & lubricants etc)	1.00	1.00	1.00	15.00	15.00	33.00	3.00	30.00	3.00	GoU & Ext.Fin
Digital Transformation Programme Objective 2: Improve efficiency in business processes and public service delivery												
Objective 2: Increase access to smart e-government services												

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 2.1: Digitalise government services	**Output 2.1.1:** Government services automated, and rolled out.	Leverage emerging technologies to implement simplified e-services	36.00	3.00	0.00	0.00	0.00	39.00	39.00	0		Ext. Fin
		Reengineer business processes within identified MDAs.	0.30	0.30	0.10	0.10	0.00	0.80	0.80	0		GoU
		Implement tailored e-services for special interest groups (e.g., PWDs)	1.00	1.00	1.00	1.00	1.00	5.00	5.00	0		GoU
		Establish and maintain regional digital service centres offering aggregated e-services.	0.00	3.70	3.70	0.00	0.00	7.40	0	7.40		GoU
	Output 2.1.2: Digital shared services deployed across MDAs and LGs	Manage, operate, maintain and scale digital shared services	2.00	2.50	3.00	3.50	3.50	14.50	14.50	0		GoU
		Conduct change management activities (like Trainings, sensitizations, etc) to increase uptake of shared services within MDA/LGs	0.50	0.50	0.60	0.60	0.60	2.80	2.80	0		GoU
	Output 2.1.3: Enhanced Integration of IT Systems and data sharing within Government and the private sector	Operationalize the interoperability framework to accelerate system integration and data sharing	0.05	0.05	0.05	0.00	0.00	0.15	0.15	0		GoU
		Implement a unified citizen portal and Mobile app for accessing e-services across all sectors.	30.00	1.00	1.00	0.00	0.00	32.00	32.00	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	CONTINUED	Support MDAs to ensure integration readiness for their existing systems through the UGHUB (Development of APIs and Technical support)		0.50	0.50	0.00	0.00	1.00	1.00	0		GoU
Intervention 2.2: Promote adoption of e-government services	**Output 2.2.1:** Enhanced customer support and feedback mechanisms for government e-services	Implement smart customer support tools for improved customer experience	0.00	0.00	0.10	0.10	0.10	0.30	0.30	0		GoU
		Conduct periodic surveys on customer satisfaction and e-service performance against set objectives	0.10	0.10	0.10	0.10	0.10	0.50	0.50	0		GoU
	Output 2.2.2: Standardized Acquisition process for IT Software, hardware and services	Establish and maintain a digital platform for processing acquisition requests for IT software, hardware and services	0.30	0.10	0.10	0.10	0.10	0.70	0	0.70		GoU
		Collaborate with NPA, Ministry of Finance, the Solicitor General and other relevant stakeholders to enforce standardization in acquisition of IT software, hardware and services.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		GoU
		Conduct post implementation assessments on IT software, hardware and services acquisition in government.	0.20	0.20	0.20	0.10	0.10	0.80	0.80	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	**Output 2.2.3:** Strategic Partnerships for digitization of government services strengthened.	Establish partnerships with development partners, civil society, and other partners to build capacity of staff and targeted MDAs on emerging technologies.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		GoU
		Establish strategic partnerships with relevant stakeholders to strengthen Uganda's digital Public Infrastructure (eg Centre for Digital Public Infrastructure (CDPI), Co-develop etc)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		GoU
	Output 2.2.4: Institutionalized change management	Establish service oversight committees and designate focal persons to increase adoption of e-government services	0.30	0.30	0.30	0.30	0.60	1.80	1.80	0		GoU
		Enhance staff competencies in stakeholder management.	0.10	0.10	0.10	0.10	0.10	0.50	0.50	0		GoU
	Output 2.2.5: Revenue Streams Created for Sustainability	Develop a framework for commercialisation of NITA-U services	0.50				0.00	0.50	0.50	0		GoU
		Commercialise NITA-U services including UGHUB, UGPASS, ITSM /ITOM, SMS, EDOC, IT Advisory Service among others	0.00	0.20	0.20	0.10	0.10	0.60	0.60	0		GoU
Digital Transformation Programme Objective 3: Increase uptake of digital products and services												
Objective 3: Strengthen the BPO/ITES industry in the country												

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 3.1: Develop innovation and incubation Centers	**Output 3.1.1:** Innovation and incubation Centers developed	Establish the National ICT/BPO park in Lunyo Entebbe with the identified PP Partner	0.30	0.30	0.30	0.30	0.30	1.50	0	1.50		GoU
		Collaborate with the private sector and development partners to establish the innovation and incubation centers (PPP).	0.30	0.30	0.30	0.00	0.00	0.90	0	0.90		GoU
	Output 3.1.2: BPO/ITES industry strengthened	Provide internet connectivity to BPO Centres and support BPO companies towards international industry standards' certifications	0.50	0.50	0.50	0.50	0.50	2.50	0	2.50		GoU
		Strengthen domestic and regional outsourcing function of the BPO through strategic partnerships with relevant industry partners eg International Trade Centre, Alliance in Trade and Information Services and BPO Association of Uganda	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		GoU
		Establish and implement mechanisms to track and report IT related jobs created in the country	0.25	0.25	0.25	0.25	0.25	1.25	1.25	0		GoU
Digital Transformation Programme Objective 4: Increase cybersecurity and data protection & privacy												

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Objective 4: Increase cyber security, data protection and privacy												
Intervention 4.1: Implement and enforce the Data Protection and Privacy Act Cap.97 and its regulations	**Output 4.1.1:** Updated data protection and privacy register	Maintain an updated public register of data controllers and processors	0.06	0.08	0.11	0.14	0.18	0.57	0.57	0		GoU
		Develop and implement a national outreach and engagement strategy on the Data Protection and Privacy Act and its regulations	0.06	0.08	0.11	0.14	0.18	0.57	0.57	0		GoU
		Implement a change management and capacity building programme on Data Protection and Privacy Act	0.06	0.08	0.11	0.14	0.18	0.57	0.57	0		GoU
	Output 4.1.2: Data protection and privacy act and its regulation enforced	Develop and implement Guidelines for enforcing the data protection and privacy Act	0.06	0.08	0.11	0.14	0.18	0.57	0.57	0		GoU
		Establish and implement a data protection and privacy alternative dispute resolution mechanism	0	0	0	0	0	0.00	0.00	0		GoU
		Establish and maintain the data protection and privacy forensics laboratory	0	0	0	0	0	0.00	0.00	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 4.2.1: Strengthen cyber security resilience across all sectors of the economy	**Output 4.2.1:** Enhanced information risk management in MDAs, LGs and TUGs.	Enforce implementation of the National Information Security Framework (NISF)	41	0.0028	0.0042	0.0056	0.007	41.02	41.02	0		GoU
		Maintain and update the National Information Risk Register as algined to the National Critical Information Infrastructure	0.0012	0.0024	0.0036	0.0048	0.006	0.02	0.02	0		GoU
		Support select MDAs in certification against the ISO 27001 Standard	3.67	0.000	0.000	0.000	0.000	3.67	3.67	0		Ext. Fin
		Develop an IS audit and evaluation framework	1.101	0.000	0.000	0.000	0.000	1.10	1.10			Ext. Fin
		Install and commission cybersecurity infrastructure and systems in selected MDAs and tools to support secure remote work	6.239	0.000	0.000	0.000	0.000	6.24	0	6.24		Ext. Fin
	Output 4.2.2: National cyber security strategy implemented	Develop the draft cybersecurity and cybercrime legislation Bill.	0.734	0.000	0.000	0.000	0.000	0.73	0.73	0		Ext. Fin
		Develop an institutional and governance framework for cybersecurity and CERTs	0.734	0.000	0.000	0.000	0.000	0.73	0.73	0		Ext. Fin
		Develop IS standards and certification framework for SMEs	1.468	0.000	0.000	0.000	0.000	1.47	1.47	0		Ext. Fin

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	CONTINUED	Design and deliver key cybersecurity training and certification programs for public sector	4.771	0.000	0.000	0.000	0.000	4.77	4.77	0		Ext. Fin
		Establish a Government of Uganda cybersecurity center of excellence	3.67	0.000	0.000	0.000	0.000	3.67	0	3.67		Ext. Fin
		Develop and implement the National Child Online Protection Program	4.404	0.000	0.000	0.000	0.000	4.40	0	4.40		Ext. Fin
		Design, develop and pilot the enhanced cybersecurity skills curriculum for secondary and tertiary education	8.074	0.000	0.000	0.000	0.000	8.07	8.07	0		Ext. Fin
		Develop and implement the Nationwide Cybersecurity Digital Awareness campaign	1.101	0.038	0.038	0.038	0.038	1.25	1.25	0		Ext. Fin
	Output 4.2.3: Cyber threat Intelligence, monitoring, prevention, mitigation and response Strengthened	Implement external quality assurance for NITA-U Infrastructure and selected core services	2.202	0.000	0.000	0.000	0.000	2.20	2.20	0		Ext. Fin
		Install and commission the enhanced National CERT forensics lab	2.202	0.000	0.000	0.000	0.000	2.20	0	2.20		Ext. Fin
		Design and implement cyber drills for CNII	1.835	0.000	0.000	0.000	0.000	1.84	1.84	0		Ext. Fin

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	CONTINUED	Design, install and commission the cyber threat intelligence platform for intelligence, response and threat sharing	3.303	0.000	0.000	0.000	0.000	3.30	0	3.30		Ext. Fin
		Maintain effective information assurance for the NBI & timely technical support to MDAs	0.001	0.002	0.003	0.004	0.005	0.02	0.02	0		GoU
		Maintain International Cyber Security Collaborations and Partnerships	0.004	0.008	0.012	0.016	0.02	0.06	0.06	0		GoU
		Develop and disseminate periodic cyber security advisories and alerts	0.002	0.004	0.006	0.008	0.01	0.03	0.03	0		GoU
		Strengthen the monitoring capacity of the national CERT (renewal of licences for web application security, data mining and security operations)	0.100	0.200	0.300	0.400	0.500	1.500	1.50	0		GoU
Digital Transformation Programme Objective 5: Strengthen institutional coordination and enforcement of polices, laws and regulatory frameworks												
Objective 5: Strengthen compliance with IT standards, policies, laws and regulations												

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 5.1: Promote compliance to ICT policies, laws and regulations.	**Output 5.1.1:** Entities compliant with ICT policy and legal framework	Conduct Regulatory Impact Assessment for identified policy areas.	0.54	0.00	0.00	0.00	0.00	0.54	0.54	0		Ext. Fin
		Develop policies, strategies or frameworks informed by the Regulatory Impact Assessment findings.	2.16	2.16	0.00	0.00	0.00	4.32	4.32	0		Ext. Fin
		Develop IT Laws, regulations and standards identified by the Regulatory Impact Assessment findings.	1.26	1.26	0.00	0.00	0.00	2.52	2.52	0		Ext. Fin
		Conduct capacity building trainings on IT laws targeting public officials & other identified groups	3.24	0.00	0.00	0.00	0.00	3.24	3.24	0		Ext. Fin
		Develop and Implement a Compliance Monitoring Tool to support compliance with the IT regulatory framework.	1.44	0.00	0.00	0.00	0.00	1.44	1.44	0		Ext. Fin
		Conduct IT certification for entities mandated under the IT legal and regulatory framework.	0.02	0.02	0.02	0.02	0.00	0.06	0.06	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 5.1: Promote compliance to ICT policies, laws and regulations.	**Output 5.1.1:** Entities compliant with ICT policy and legal framework	Conduct IT certification audits for entities mandated under the IT legal and regulatory framework.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Conduct IT certification inspections and monitoring	0.01	0.01	0.01	0.01	0.00	0.02	0.02	0		GoU
		Conduct awareness sessions on IT regulatory framework.	0.18	0.18	0.18	0.18	0.00	0.72	0.72	0		GoU
		Operationalize the Licensing framework.	0.80	0.80	0.80	0.80	0.00	3.20	3.20	0		GoU
		Undertake compliance and enforcement assessments in line with the IT legal and regulatory framework.	0.05	0.05	0.05	0.05	0.00	0.20	0.20	0		GoU
	Output 5.1.2: Consumer protection framework implemented	Establish strategic partnerships and inter-agency coordination to enhance nationwide awareness and enforcement of IT compliance.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Conduct Nation wide awareness and sensitisation campaigns on consumer protection framework (through digital and print media, and barazas among others).	0.20	0.20	0.20	0.20	0.00	0.80	0.80	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 5.1: Promote compliance to ICT policies, laws and regulations.	**Output 5.1.2:** Consumer protection framework implemented	Register, investigate, and handle consumer protection complaints, including IT-related disputes and arbitration, in a timely and efficient manner.	0.45	0.45	0.45	0.45	0.00	1.80	1.80	0		GoU
	Output 5.1.3: NITA-U legal liability maintained below 1% of its Annual Budget.	Implement proactive legal risk management and advisory services to minimize institutional liability exposure.	0.12	0.12	0.12	0.12	0.00	0.48	0.48	0		GoU
		Conduct Continuous Legal Education	0.02	0.03	0.03	0.03	0.00	0.10	0.10	0		GoU
Intervention 5.2: Review and develop appropriate policies, strategies, standards, and regulations that respond to industry needs	**Output 5.2.1:** IT standards developed inline with institutions priorities.	Development of a work plan to provide an indication of proposed standards for development.	0.05	0.05	0.06	0.06	0.07	0.27	0.27	0		GoU
		Convene technical committee meetings of experts to obtain consensus on draft standards.	0.08	0.09	0.10	0.11	0.12	0.51	0.51	0		GoU
		Conduct Public review of draft standards.	0.08	0.09	0.09	0.10	0.11	0.47	0.47	0		GoU
		Declare and publish approved IT standards	0.00	0.01	0.01	0.01	0.01	0.03	0.03	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	**Output 5.2.2:** IT policies and frameworks developed in line with the institutions priorities.	Conduct an environmental scan of the IT policy environment.	0.00	0.00	0.00	0.01	0.01	0.02	0.02	0		GoU
		Conduct analysis of the options and develop the required policies or frameworks.	0.00	0.00	0.00	0.00	0.01	0.02	0.02	0		GoU
	Output 5.2.3: Promotion, awareness, and handholding of entities towards the adoption of IT standards carried out to enhance compliance.	Develop and implement a stakeholder engagement plan.	0.05	0.06	0.07	0.08	0.10	0.36	0.36	0		GoU
		Conduct an impact evaluation of engagements on the adoption of IT standards in entities.	0.04	0.05	0.05	0.05	0.06	0.25	0.25	0		GoU
MDA Objective 6: Improve Institutional Performance Management.												
Intervention 6.1: Strengthen participatory planning and implementation	**Output 6.1.1:** NITA-U Budget Framework Paper (BFP) developed and submitted for approval	Participate in the budget consultative workshops as required by the PFM Act 2015	0.05	0.05	0.06	0.06	0.07	0.27	0.27	0		GoU
Intervention 6.1: Strengthen participatory planning and implementation		Participate in program working group meetings	0.02	0.03	0.04	0.05	0.06	0.18	0.18	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	CONTINUED	Identify the desired priorities from the NDP III to guide the planning and budgeting for the next FY.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
	Output 6.1.2: Ministerial Policy Statement, Approved NITA-U Budget estimates prepared and submitted for approval	Identify NDP III priorities to inform the institutional budgeting for the next financial year	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Present the identified priorities to management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Capacity build and guide departments and units on workplan development.	0.07	0.08	0.08	0.09	0.10	0.41	0.41	0		GoU
	Output 6.1.3: NITA-U periodic performance reports produced	Develop a schedule for NITA-U periodic performance reporting.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Work with different directorates to collect and consolidate periodic performance reports.	0.05	0.06	0.06	0.06	0.07	0.30	0.30	0		GoU
		Print and disseminate the prepared reports.	0.07	0.07	0.08	0.08	0.09	0.39	0.39	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	**Output 6.1.4:** Budget execution monitored to ensure efficient and effective delivery of institutional plans.	Conduct awareness engagements with different departments on budget execution and effective financial resource utilization.	0.07	0.08	0.09	0.09	0.10	0.44	0.44	0		GoU
		Prepare Budget Monitoring reports	0.05	0.05	0.06	0.06	0.07	0.27	0.27	0		GoU
		Analyse periodic budget performance	0.05	0.05	0.06	0.06	0.07	0.27	0.27	0		GoU
Intervention 6.1: Strengthen participatory planning and implementation	**Output 6.1.5:** Technical support provided encompassing strategy/plan development, M&E, IT data management, and IT standards/policy development/ adoption for both internal and external stakeholders	Provide technical support towards development of IT standards/ policy.	0.04	0.05	0.05	0.05	0.06	0.25	0.25	0		GoU
		Provide technical support towards IT data management and research initiatives.	0.04	0.04	0.04	0.05	0.05	0.22	0.22	0		GoU
		Provide technical support towards M&E of IT initiatives.	0.04	0.05	0.05	0.06	0.06	0.26	0.26	0		GoU
		Provide technical support towards planning and strategy development.	0.03	0.04	0.04	0.04	0.05	0.21	0.21	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	**Output 6.1.6:** Government IT project management framework developed and implemented	Develop the IT project management framework with consultation from relevant stakeholders.	0.05	-	-	-	-	0.05	0.05	0		GoU
		Develop and disseminate workflows, escalation procedures, and reporting structures to enhance accountability.	0.05	0.05	-	-	-	0.10	0.10	0		GoU
	Output 6.1.7: Institutional project performance monitoring and reporting conducted	Develop a project reporting schedule.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Collect and validate project data.	0.05	0.05	0.06	0.06	0.07	0.27	0.27	0		GoU
		Generate project performance reports.	0.04	0.05	0.05	0.05	0.06	0.25	0.25	0		GoU
	Output 6.1.8: IT Projects integrated into the institutional structure	Monitor performance of the execution of project activities.	0.07	0.07	0.07	0.06	0.07	0.33	0.33	0		GoU
Intervention 6.1: Strengthen participatory planning and implementation		Conduct change management for IT projects to foster effective adoption and utilisation of delivered IT solutions and services.	0.08	0.09	0.09	0.10	0.11	0.47	0.47	0		GoU
		Support implementation of project sustainability plans	0.08	0.09	0.10	0.11	0.12	0.49	0.49	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 6.2: Establish and operationalize a comprehensive Monitoring and Evaluation Framework to guide the systematic tracking, review, and assessment of all NITA-U projects and initiatives.	**Output 6.2.1:** NITA-U IT Initiatives Routinely Monitored and Evaluated	Develop and regularly update comprehensive Monitoring and Evaluation (M&E) Plan.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Conduct quarterly joint monitoring visits and reviews of IT initiatives in collaboration with key stakeholders.	0.10	0.10	0.10	0.10	0.10	0.50	0.50	0		GoU
		Conduct scheduled reviews of the NITA-U Strategic Plan, including Midterm, and End-Term evaluations.	0.00	0.00	0.12	0.00	0.12	0.24	0.24	0		GoU
		Undertake periodic performance evaluations of NITA-U services to assess outcomes, impact, and value for money.	0.02	0.02	0.02	0.02	0.02	0.08	0.08	0		GoU
		Compile and analyse periodic organizational and project performance reports (Quarterly, Bi-Annual, and Annual).	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Establish a centralized M&E dashboard for real-time tracking of performance metrics.	0.03	0.00	0.00	0.00	0.00	0.03	0.03	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	**Output 6.2.2:** Institutional Monitoring and Evaluation Capacity Enhanced	Maintain active membership in national, regional, and international M&E networks and associations.	0.01	0.01	0.01	0.01	0.01	0.03	0.03	0		GoU
		Organize regular capacity-building workshops and training for staff on M&E methodologies, tools, and IT-specific evaluation techniques.	0.01	0.01	0.01	0.01	0.01	0.03	0.03	0		GoU
		Develop and disseminate M&E guidelines and toolkits tailored to IT evaluations.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Conduct regular learning and reflection sessions to foster a culture of evidence-based decision-making within the Authority	0.01	0.01	0.01	0.01	0.01	0.03	0.03	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 6.3: Develop and implement a centralized IT Data Management System to ensure consistency, quality, and accessibility of IT statistics.	**Output 6.3.1:** Harmonized IT Statistics and Data Management	Consolidate, clean, and manage NITA-U administrative data in a secure and structured form.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
Intervention 6.3: Develop and implement a centralized IT Data Management System to ensure consistency, quality, and accessibility of IT statistics.	**Output 6.3.1:** Harmonized IT Statistics and Data Management	Conduct Bi-annual internal data quality assessments and implement data governance protocols.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Prepare Bi-annual statistical monitoring reports aligned with the Plan for National Statistical Development (PNSD).	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		GoU
		Prepare and disseminate Annual Statistical Abstracts with disaggregated data and trend analysis covering both interna and National IT statistics.	0.02	0.02	0.02	0.02	0.02	0.10	0.10	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
CONTINUED	**Output 6.3.2:** Data Driven Decision Making Institutionalized	Develop and implement a data analytics framework to support strategic decision-making.	0.02	0.00	0.00	0.00	0.00	0.02	0.02	0		GoU
		Organize data literacy and analytics training for staff.	0.01	0.01	0.01	0.01	0.01	0.03	0.03	0		GoU
	Output 6.3.3: National IT Research Initiatives Promoted	Conduct periodic national IT surveys (e.g., FY2026/27, FY2029/30) to inform policy and planning.	0.00	0.25	0.00	0.00	0.25	0.50	0.50	0		GoU
		Implement demand-driven IT research, including needs assessments and sector-specific studies.	0.01	0.01	0.01	0.01	0.01	0.05	0.05	0		GoU
	Output 6.3.3: National IT Research Initiatives Promoted	Carry out regular customer satisfaction and user experience surveys for NITA-U core services.	0.01	0.01	0.01	0.01	0.01	0.03	0.03	0		GoU
		Collaborate with academic and research institutions to co-develop and implement IT research studies.	0.01	0.01	0.01	0.01	0.01	0.05	0.05	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 6.4: Strengthen Institutional Infrastructure and Operational Capacity	**Output 6.4.1:** Improved work environment for NITA-U staff	Maintain office space for Palm Courts Main building through payment of quarterly rent charges	1.42	1.42	1.42	1.42	1.42	7.10	7.10	0		GoU
		Maintain updated electricity accounts at NITA-U head office and the Data centres through payment of monthly bills	1.02	1.02	1.02	1.02	1.02	5.10	5.10	0		GoU
		Maintain updated water accounts at NITA-U Head Office, and Jinja DRC through payment of monthly water & sewerage charges, and plumbing services	0.04	0.04	0.04	0.04	0.04	0.21	0.21	0		GoU
		Ensure conducive work environment through adequate cleaning services at all NITA-U office premises	0.14	0.14	0.14	0.14	0.14	0.72	0.72	0		GoU
		Ensure safety and security at all NITA-U office premises through the services of Uganda Police guards	0.06	0.06	0.06	0.06	0.06	0.32	0.32	0		GoU
		Coordinate courier services for the Authority	0.02	0.02	0.02	0.02	0.02	0.12	0.12	0		GoU
		Maintain the staff welfare through provision of drinking water and supply of office refreshment items	0.04	0.04	0.04	0.04	0.04	0.22	0.22	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 6.4: Strengthen Institutional Infrastructure and Operational Capacity	**Output 6.4.1:** Improved work environment for NITA-U staff	Maintain office equipment and furniture in a functional state through regular inspections, periodical servicing and repairs	0.10	0.10	0.10	0.10	0.10	0.50	0.50	0		GoU
		Facilitate office communication through providing airtime for desk phones	0.04	0.04	0.04	0.04	0.04	0.18	0.18	0		GoU
		Acquire new office furniture and equipment (moveable cabinets for legal, desk for reception and security house and filing cabinets	0.10			0.08		0.18	0.18	0		GoU
		Facilitate the disposal of obsolete assets through assessment, and board of survey.	0.04	0.02	0.02	0.02	0.02	0.12	0.12	0		GoU
	Output 6.4.2: NITA-U fleet effectively managed	Carry out timely periodical servicing, repairs and cleaning of motor vehicles and motor cycles,	0.10	0.10	0.10	0.10	0.10	0.50	0.50	0		GoU
		Ensure supply of fuel and other lubricants for all NITA-U motor vehicles/ cycles, and generators at NITA-U office and data centres	0.40	0.40	0.40	0.40	0.40	2.00	2.00	0		GoU
		Ensure supply of tyres, batteries and other accessories for all NITA-U motor vehicles and motor cycles.	0.08	0.08	0.08	0.08	0.08	0.40	0.40	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 6.4: Strengthen Institutional Infrastructure and Operational Capacity	**Output 6.4.2:** NITA-U fleet effectively managed	Process Annual insurance covers for NITA-U motor vehicles, motor cycles,	0.01	0.01	0.01	0.01	0.01	0.05	0.05	0		GoU
		Motor vehicle branding and rebranding		0.02		0.01		0.03	0.03	0		GoU
		Acquire 2 new motor vehicles to support implementation of NITA-U activities		0.30		0.30		0.60	0.60	0		GoU
	Output 6.4.3: NITA-U estates maintained	Provide Support for supervision and development of NITA-U field offices, land etc.	0.03	0.03	0.03	0.03	0.03	0.15	0.15	0		GoU
		Process payment of ground charges for the NITA-U land at Namanve, and Entebbe	0.00	0.00	0.00	0.00	0.00	0.01	0.01	0		GoU
		Maintenance of NITA-U land at Namanve through bush clearing and opening of drainage channel	0.01	0.01	0.01	0.01	0.01	0.05	0.05	0		GoU
		Conduct periodic inspections of the status of the office facilities and land,	0.04	0.04	0.04	0.04	0.04	0.18	0.18	0		GoU
		Maintain storage facilities at UICT through monthly rental payments	0.10	0.10	0.10	0.10	0.10	0.51	0.51	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 6.4: Strengthen Institutional Infrastructure and Operational Capacity	**Output 6.4.4:** NITA-U Assets adequately managed	Conduct regular Board of Surveys	0.06	0.06	0.08	0.09	0.09	0.37	0.37	0		GoU
		Establish and maintain adequate storage facilities for inventory and fixed assets	0.25	0.25	0.25	0.03	0.25	1.03	1.03	0		GoU
		Implement and maintain an automated asset management system	0.05	0.05	0.05	0.05	0.05	0.25	0.25	0		GoU
		Maintain an updated asset disposal schedule	0.03	0.05	0.05	0.05	0.05	0.23	0.23	0		GoU
Intervention 6.5: Enhance Financial Management and Resource Mobilization	**Output 6.5.1:** Improved efficiency and effectiveness in revenue collection and debt management	Implement and operationalize a prepaid Billing and Revenue Management System	0.09	0.10	0.10	0.10	0.10	0.47	0.47	0		GoU
		Develop and implement a revenue mobilisation strategy	0.02	0.02	0.02	0.02	0.02	0.08	0.08	0		GoU
		Engage defaulting clients through scheduled calls, emails, and meetings to agree on repayment plans.						0.00	0.00	0		GoU
		Establish and enforce clear procedures, timelines, and consequences for delayed payments.						0.00	0.00	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
	Output 6.5.2: Alignment of institutional Budget to Quarterlye Medium Term Expenditure frameworks	Align warrants with workplan						0.00	0.00	0		GoU
		Implement effective budget performance						0.00	0.00	0		GoU
Intervention 6.6: Strengthen Procurement Systems and Compliance	**Output 6.6.1:** NITA-U Procurement Plan effectively implemented.	Review and consolidate the procurement plan	0.02	0.03	0.03	0.03	0.03	0.12	0.12	0		GoU
		Facilitate training on procurement processes	0.03	0.25	0.25	0.03	0.25	0.80	0.80	0		GoU
		Contracts committee allowances	0.05	0.05	0.05	0.05	0.05	0.25	0.25	0		GoU
		Subscriptions to professional bodies effected	0.01	0.01	0.01	0.01	0.01	0.03	0.03	0		GoU
		Print PPDA books for the Contracts Committee	0.01	0.01	0.01	0.01	0.01	0.03	0.03	0		GoU
Intervention 6.7: Enhance staff development and well-being	**Output 6.7.1:** Staff capacity strengthened	Conduct a review of the organisation structure to align with the new strategic direction.	0.20	0.00	0.00	0.00		0.20	0.20	0		GoU
		Conduct staff training and development	0.30	0.40	0.50	0.40	0.30	1.90	1.90	0		GoU

Intervention	Output	Action	Annualised Estimated Costs (in billions of UGX)					Total Cost	Budget Component		Unsecured Fund	Source
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		Recurrent	Capital	Total cost	
Intervention 6.7: Enhance staff development and well-being	**Output 6.7.1:** Staff capacity strengthened	Implement an employee recognition and reward framework	0.30	0.30	0.20	0.20	0.20	1.20	1.20	0		GoU
		Implement the Performance Management Tool	0.30					0.30	0.30	0		GoU
	Output 6.7.2: Staff welfare improved	Implement Team building activities	0.40	0.40	0.20	0.40	0.40	1.80	1.80	0		GoU
		Equip staff with appropriate work tools	0.80	0.80	0.80	0.80	0.80	4.00	4.00	0		GoU
		Recruit and retain a highly skilled workforce	0.05	0.10	0.10	0.10	0.10	0.45	0.45	0		GoU
		Routinely manage the payroll	14.40	14.40	18.20	18.20	22.10	87.30	87.30	0		GoU

Appendix B: Implementation Action Plan

Program Name: Digital Transformation									
Programme Goal: Increased ICT penetration and usage of ICT services for efficiency gains and job creation									
Vote Goal: Utilization of e-government services across the country enhanced									
Digital Transformation Programme Objective 1: Increase internet connectivity across the country									
MDA Objective 1: Increase ICT infrastructure coverage and utilization across the country.									
Result	**Indicators**	**Baseline (FY2023 /24)**	**Target FY2025 /26**	**Target FY2026 /27**	**Target FY2027 /28**	**Target FY2028 /29**	**Target FY2029 /30**	**Data Source**	**Responsible Department or Unit**
Intermediate Outcome 1.1: Increased coverage and access to ICTs	Unit cost of internet (USD)	35	35	30	30	25	25	NITA-U Annual Reports	Infrastructure
	Utilisation rate of the National Data Centre (%)	70	43	53	63	73	83	NITA-U Annual Reports	Data Centre
Intervention 1.1: Extend broadband ICT infrastructure coverage countrywide									
Output 1.1.1: National Backbone infrastructure extended	Number of Kilometres of Optic Fibre Cable laid	4,387	6,000	7,000	8,000	9,000	10,000	NITA-U Annual Reports	Infrastructure
	Number of District Local Government Head Quarters Connected to the NBI	53	61	78	102	119	135	NITA-U Annual Reports	Infrastructure
	Number of wireless hotspots in parishes and Tourism sites established	300	350	450	550	700	1,000	NITA-U Annual Reports	Infrastructure
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Extend the National Backbone Infrastructure to 82 Districts and all Major towns (20 Districts under UDAP and 62 Districts under Phase 5 of the NBI)			21.554	43.108	64.662	43.108	43.108		Infrastructure

Implement Mobile Broadband Masts to cover underserved/unserved regions of the County under UDAP			17.1	34.2	51.3	34.2	34.2		Infrastructure
Expand public WiFi Hotspots with additional			0.912	1.824	2.736	1.824	1.824		Infrastructure
Conduct a feasibility study for Phase VI of the NBI				0.5	0.5				Infrastructure
Conduct the Environmental Social Impact Assessment (ESIA)					0.5	0.5			Infrastructure
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 1.1.2: Government service delivery units connected to the Broadband infrastructure	Number of Government service delivery units connected to the NBI	1440	2000	3000	4500	5500	6500	NITA-U Annual Reports	Infrastructure
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Extend last Mile connectivity to 5700 MDAs, DLGs, Hospitals, Schools and other Target User Groups under Phase 5 of the NBI (2800 under Phase 5 of the NBI and 2900 under UDAP)			26.804	53.608	80.412	53.608	53.608		Infrastructure
Supervise Implementation of NBI and last mile under UDAP and Phase 5 of the NBI			4.8	4.8	4.8	4.8	4.8		Infrastructure
Operate and Maintain (O&M) the NBI and Lastmile (Commercialization, Relocations, Upgrades, Extensions, Repairs etc.)			6	6	6	6	6		Infrastructure
Upgrade the existing MAN Centre (UDAP)			17.5	0	0	0	0		Networks
Establish the National IP Peering Infrastructure (UDAP)			19.5	0	0	0	0		Networks
Intervention 1.2: Establish and enhance national common core infrastructure, including data centres, high-power computing centres, and specialised labs									

	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Output 1.2.1: Additional National Data Centres established	Completion rate of the third National Data center (%)	0	50	80	100			NITA-U Annual Reports	Data Centre
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Establish a third National Data centre (Primary Data Centre - Entebbe under Phase 5 and Disaster Recovery in Jinja under UDAP)			12.4	24.8	37.2	24.8	24.8		Data Centre
Undertake Supervision for the implementation of the 3rd National Data Centre and Disaster Recovery (DR) site			1	1	1	1	1		Data Centre
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 1.2.2: Enhancement of usage of National Data Centre (NDC)	Number of MDAs enrolled in National Data Centre	100	105	110	115	120	125	NITA-U Annual Reports	Data Centre
	Number of applications hosted at the National Data Centre	305	320	335	350	365	380	NITA-U Annual Reports	Data Centre
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Upgrade the existing National Data Centres (UDAP)			38						Data Centre
Support, operation and maintenance of National Data Centre & Disaster Recovery site (Commercialisation, upgrades, licenses, repairs, fuel & lubricants etc)			1	1	1	15	15		Data Centre
Digital Transformation Programme Objective 2: Improve efficiency in business processes and public service delivery									
MDA Objective 2: Increase access to smart e-government services									

Result	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Intermediate Outcome 2.1: Increased uptake of e-services	Percentage of the population accessing e-services via the citizen portal	0	10	15	20	25	30	e-citizen portal system report	Business Transformation
	Percentage of the population satisfied with e-government services	22.2		30		35		National IT Survey Report	Business Transformation
	Percentage of MDAs integrated with the data sharing and integration platform (UGhub)	37	43	49	56	64	73		Business Transformation
Intervention 2.1: Digitalise government services									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 2.1.1: Government services automated, and rolled out.	Number of government services automated and rolled out	34	44	54	64	74	84		
	Number of digital service centres established and operationalised	0	1	2	1				

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Off Budget (Shs Bn)	Responsible Department or Unit
Leverage emerging technologies to implement simplified e-services			36	3	0	0	0		Business Transformation
Reengineer business processes within identified MDAs.			0.3	0.3	0.1	0.1	0		Business Transformation
Implement tailored e-services for special interest groups (e.g., PWDs)			1	1	1	1	1		Business Transformation
Establish and maintain regional digital service centres offering aggregated e-services.			0	3.7	3.7				Business Transformation
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 2.1.2: Digital shared services deployed across MDAs and LGs	Number of MDA/LGs using digital shared services	239	244	249	254	259	264		Business Transformation
	Number of entities enrolled for Ugpass service	4	9	15	19	22	25		Business Transformation
	Number of government e-services enabled for digital signatures.	4	5	6	7	8	9		Business Transformation
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Manage, operate, maintain and scale digital shared services			2	2.5	3	3.5	3.5		Business Transformation
Conduct change management activities (like Trainings, sensitizations, etc) to increase uptake of shared services within MDA/LGs			0.5	0.5	0.6	0.6	0.6		Business Relationship Management

	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Output 2.1.3: Enhanced Integration of IT Systems and data sharing within Government and the private sector	Number of transanctions conducted via the data sharing platform (millions)	42.42	45	50	55	60	65	Integration platform reports	Business Transformation
	Number of government and private institutions using the National Data Sharing and Integration Platform	77	87	97	107	117	127	Integration platform reports	Business Transformation
	Number of government entities producing data at the Ughub	18	21	24	27	30		Integration platform reports	Business Transformation
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Operationalize the interoperability framework to accelerate system integration and data sharing			0.05	0.05	0.05				Business Transformation
Implement a unified citizen portal and Mobile app for accessing e-services across all sectors.			30	1	1				Business Transformation
Support MDAs to ensure integration readiness for their existing systems through the UGHUB (Development of APIs and Technical support)				0.5	0.5				Business Transformation
Intervention 2.2: Promote adoption of e-government services									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 2.2.1: Enhanced customer support and feedback mechanisms for government e-services	Integrated Information Technology Service Management Platform (ITSM) Operationalised	0	1					NITA-U Annual Reports	Service Delivery Management

	Annual Average client rating of the NITA-U IT services (%)	0	50	60	70	75	80	Annual customer satisfaction survey reports	Service Delivery Management
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Implement smart customer support tools for improved customer experience			**0**	**0**	**0.1**	**0.1**	**0.1**		Service Delivery Management
Conduct periodic surveys on customer satisfaction and e-service performance against set objectives			**0.1**	**0.1**	**0.1**	**0.1**	**0.1**		Service Delivery Management/ IT Data Management
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 2.2.2: Standardized Acquisition process for IT Software, hardware and services	Turnaround time for processing acquisition requests for IT software, hardware and services (work days)	10	7	5	3	3	3		
	Amount of government revenue saved through the IT acquisition standardization process (Billions)	0	2	2	1.5	1	0.5		
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Establish and maintain a digital platform for processing acquisition requests for IT software, hardware and services			0.3	0.1	0.1	0.1	0.1		
Collaborate with NPA, Ministry of Finance, the Solicitor General and other relevant stakeholders to enforce standardization in acquisition of IT software, hardware and services.									

Conduct post implementation assessments on IT software, hardware and services acquisition in government.			0.2	0.2	0.2	0.1	0.1		
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 2.2.3: Strategic Partnerships for digitization of government services strengthened.	Number of partnerships established and maintained	6	8	10	12	14	15	NITA-U Annual Reports	Business Relationship Management
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Establish partnerships with development partners, civil society, and other partners to build capacity of staff and targeted MDAs on emerging technologies.									Business Relationship Management
Establish strategic partnerships with relevant stakeholders to strengthen Uganda's digital Public Infrastructure (eg Centre for Digital Public Infrastructure (CDPI), Co-develop etc)									Business Relationship Management
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 2.2.4: Institutionalized change management	Percentage of MDAs/LGs with designated focal persons for promoting e-government services.	0	25	50	75	100	100	NITA-U Annual Reports	Business Relationship Management
	Number of staff trained in stakeholder management annually.	0	30	30	30	30	30	NITA-U Annual Reports	Business Relationship Management

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Off Budget (Shs Bn)	Responsible Department or Unit
Establish service oversight committees and designate focal persons to increase adoption of e-government services			0.3	0.3	0.3	0.3	0.6		Business Relationship Management
Enhance staff competencies in stakeholder management.			0.1	0.1	0.1	0.1	0.1		Business Relationship Management
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 2.2.5: Revenue Streams Created for Sustainability	Framework for commercialisation of NITA-U services in place	0	1						Business Transformation
	Number of NITA-U services commercialised	9	9	12	16	18	20		Business Transformation
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Develop a framework for commercialisation of NITA-U services			0.5				0		Business Transformation
Commercialise NITA-U services including UGHUB, UGPASS, ITSM /ITOM, SMS, EDOC, IT Advisory Service among others				0.2	0.2	0.1	0.1		Business Transformation
Digital Transformation Programme Objective 3: Increase uptake of digital products and services									
MDA Objective 3: Strengthen the BPO/ITES industry in the country									
Result	**Indicators**	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Intermediate Outcome 3.1: Increased contribution of IT to job creation	Number of IT related jobs created	50,000	57,400	65,895	75,648	86,844	99,696	URA	Portfolio and Investment

Intervention 3.1: Develop innovation and incubation Centers									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 3.1.1: Innovation and incubation Centers developed	Percentage progress towards completion of the National ICT Park	1	10	45	70	90	100	NITA-U Annual Reports	Portfolio and Investment
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Establish the National ICT/BPO park in Lunyo Entebbe with the identified PP Partner			0.3	0.3	0.3	0.3	0.3		Portfolio and Investment
Collaborate with the private sector and development partners to establish the innovation and incubation centers (PPP).			0.3	0.3	0.3	0	0		Portfolio and Investment
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 3.1.2: BPO/ITES industry strengthened	Number of BPO/ITES companies supported to create jobs	10	15	20	25	30	35		Portfolio and Investment
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Provide internet connectivity to BPO Centres and support BPO companies towards international industry standards' certifications			0.5	0.5	0.5	0.5	0.5		Portfolio and Investment
Strengthen domestic and regional outsourcing function of the BPO through strategic partnerships with relevant industry partners eg International Trade Centre, Alliance in Trade and Information Services and BPO Association of Uganda									Portfolio and Investment
Establish and implement mechanisms to track and report IT related jobs created in the country			0.25	0.25	0.25	0.25	0.25		Portfolio and Investment

Digital Transformation Programme Objective 4: Increase cybersecurity and data protection & privacy									
MDA Objective 4: Increase cyber security, data protection and privacy									
Result	**Indicators**	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Intermediate Outcome 4.1: Enhanced compliance with the data protection and privacy	Percentage of individuals satisfied with the handling of their personal data by registered organizations	13		15		17			Personal Data Protection Office
	Percentage of organisations compliant with data protection and privacy	6	8	12	18	24	30		Personal Data Protection Office
Intervention 4.1: Implement and enforce the Data Protection and Privacy Act Cap.97 and its regulations									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 4.1.1: Updated data protection and privacy register	Percentage of registered data collectors, controllers and processors with valid registration certificates	15	20	25	30	35	40		Personal Data Protection Office
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Maintain an updated public register of data controllers and processors			0.06	0.08	0.11	0.14	0.18		Personal Data Protection Office
Develop and implement a national outreach and engagement strategy on the Data Protection and Privacy Act and its regulations			0.06	0.08	0.11	0.14	0.18		Personal Data Protection Office
Implement a change management and capacity building programme on Data Protection and Privacy Act			0.06	0.08	0.11	0.14	0.18		Personal Data Protection Office

	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Output 4.1.2: Data protection and privacy act and its regulation enforced	Percentage of resolved data privacy violations	5	10	15	20	25	30		
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Develop and implement Guidelines for enforcing the data protection and privacy Act			0.06	0.08	0.11	0.14	0.18		
Establish and implement a data protection and privacy alternative dispute resolution mechanism									
Establish and maintain the data protection and privacy forensics laboratory									
Result	**Indicators**	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Intermediate Outcome 4.2: Improved cyber security posture and resillience.	Cyber security posture assessment score (percent)	50.65	52.65	54.65	56.65	58.65	60.65	NITA-U Annual Reports	DIS
	Percentage of government entities with effective cyber threat combating capabilities.	39	41	43	45	47	49	NITA-U Annual Reports	DIS
Intervention 4.2.1: Strengthen cyber security resilience across all sectors of the economy									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 4.2.1: Enhanced information risk management in MDAs, LGs and TUGs.	Percentage of MDAs/DLGs implementing the National Information Security Framework	41	48	55	61	68	75	NITA-U Annual Reports	DIS

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Off Budget (Shs Bn)	Responsible Department or Unit
Enforce implementation of the National Information Security Framework (NISF)			41	0.0028	0.0042	0.0056	0.007		DIS
Maintain and update the National Information Risk Register as algined to the National Critical Information Infrastructure			0.0012	0.0024	0.0036	0.0048	0.006		DIS
Support select MDAs in certification against the ISO 27001 Standard			3.67						DIS
Develop an IS audit and evaluation framework			1.101						DIS
Install and commission cybersecurity infrastructure and systems in selected MDAs and tools to support secure remote work			6.239						DIS
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 4.2.2: National cyber security strategy implemented	Proportion of the cyber security strategy initiatives implemented.	0%	15%	35%	60%	80%	100%	NITA-U Annual Reports	DIS
	Number of cyber security awareness sessions conducted Annually.	34	40	30	30	30	30	NITA-U Annual Reports	DIS
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Develop the draft cybersecurity and cybercrime legislation Bill.			0.734						DIS
Develop an institutional and governance framework for cybersecurity and CERTs			0.734						DIS
Develop IS standards and certification framework for SMEs			1.468						DIS

Design and deliver key cybersecurity training and certification programs for public sector			4.771						DIS
Establish a Government of Uganda cybersecurity center of excellence			3.67						DIS
Develop and implement the National Child Online Protection Program			4.404						DIS
Design, develop and pilot the enhanced cybersecurity skills curriculum for secondary and tertiary education			8.074						DIS
Develop and implement the Nationwide Cybersecurity Digital Awareness campaign			1.101	0.0380	0.038	0.038	0.038		DIS
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 4.2.3: Cyber threat Intelligence, monitoring, prevention, mitigation and response Strengthened	Percentage of critical CERT services implemented for cyber threat monitoring, prevention, and mitigation	19	25	38	50	63	82	NITA-U Annual Reports	DIS
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Implement external quality assurance for NITA-U Infrastructure and selected core services			2.202						DIS
Install and commission the enhanced National CERT forensics lab			2.202						DIS
Design and implement cyber drills for CNII			1.835						DIS
Design, install and commission the cyber threat intelligence platform for intelligence, response and threat sharing			3.303						DIS
Maintain effective information assurance for the NBI & timely technical support to MDAs			0.001	0.002	0.003	0.004	0.005		DIS

Maintain International Cyber Security Collaborations and Partnerships	0.004	0.008	0.012	0.016	0.02		DIS
Develop and disseminate periodic cyber security advisories and alerts	0.002	0.004	0.006	0.008	0.01		DIS
Strengthen the monitoring capacity of the national CERT (renewal of licences for web application security, data mining and security operations)	0.1	0.2	0.3	0.4	0.5		DIS
Digital Transformation Programme Objective 5: Strengthen institutional coordination and enforcement of polices, laws and regulatory frameworks							
MDA Objective 5: Strengthen compliance with IT standards, policies, laws and regulations							

Result	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Intermediate Outcome 5.1: Increased compliance with industry regulatory framework	Compliance level with IT related laws and standards	67	69	72	75	78	81	NITA-U Annual Reports	Regulation and Compliance
Intervention 5.1: Promote compliance to ICT policies, laws and regulations.									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 5.1.1: Entities compliant with ICT policy and legal framework	Number of IT service providers certified	962	1062	1162	1262	1362	1462	NITA-U Annual Reports	Regulation and Compliance
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Conduct Regulatory Impact Assessment for identified policy areas.			0.54	0	0	0			Regulation and Compliance
Develop policies, strategies or frameworks informed by the Regulatory Impact Assessment findings.			2.16	2.16	0	0			Regulation and Compliance

Develop IT Laws, regulations and standards identified by the Regulatory Impact Assessment findings.			1.26	1.26	0				Regulation and Compliance
Conduct capacity building trainings on IT laws targeting public officials & other identified groups			3.24	0	0	0			Regulation and Compliance
Develop and Implement a Compliance Monitoring Tool to support compliance with the IT regulatory framework.			1.44	0	0	0			Regulation and Compliance
Conduct IT certification for entities mandated under the IT legal and regulatory framework.			0.015	0.015	0.015	0.015			Regulation and Compliance
Conduct IT certification audits for entities mandated under the IT legal and regulatory framework.			0	0	0	0			Regulation and Compliance
Conduct IT certification inspections and monitoring			0.005	0.005	0.005	0.005			Regulation and Compliance
Conduct awareness sessions on IT regulatory framework.			0.18	0.18	0.18	0.18			Regulation and Compliance
Operationalize the Licensing framework.			0.8	0.8	0.8	0.8			Regulation and Compliance
Undertake compliance and enforcement assessments in line with the IT legal and regulatory framework.			0.05	0.05	0.05	0.05			Regulation and Compliance
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 5.1.2: Consumer protection framework implemented	Number of awareness sessions on consumer protection conducted		10	10	10	10	10	NITA-U Annual Report	
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Establish strategic partnerships and inter-agency coordination to enhance nationwide awareness and enforcement of IT compliance.			0	0	0	0			Regulation and Compliance
Conduct Nation wide awareness and sensitisation campaigns on consumer protection framework (through digital and print media, and barazas among others).			0.2	0.2	0.2	0.2			Regulation and Compliance

Register, investigate, and handle consumer protection complaints, including IT-related disputes and arbitration, in a timely and efficient manner.			0.45	0.45	0.45	0.45			Regulation and Compliance
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 5.1.3: NITA-U legal liability maintained below 1% of its Annual Budget.									Legal Services
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Implement proactive legal risk management and advisory services to minimize institutional liability exposure.			0.12	0.12	0.12	0.12			Legal Services
Conduct Continuous Legal Education			0.02	0.025	0.028	0.028			Legal Services
Intervention 5.2: Review and develop appropriate policies, strategies, standards, and regulations that respond to industry needs									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 5.2.1: IT standards developed inline with institutions priorities.	Number of IT standards developed and approved	5	7	9	11	13	15		IT standards and policy
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Development of a work plan to provide an indication of proposed standards for development.			0.045	0.05	0.055	0.059	0.065		IT standards and policy
Convene technical committee meetings of experts to obtain consensus on draft standards.			0.08325	0.0925	0.10175	0.10915	0.12025		IT standards and policy

Conduct Public review of draft standards.			0.0765	0.085	0.0935	0.1003	0.1105		IT standards and policy
Declare and publish approved IT standards			0.0045	0.005	0.0055	0.0059	0.0065		IT standards and policy
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 5.2.2: IT policies and frameworks developed in line with the institutions priorities.	Number of IT policies developed	2	0	0	1	0	0		IT standards and policy
	Number of IT frameworks developed	1	0	1	0	0	0		IT standards and policy
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Conduct an environmental scan of the IT policy environment.			0.00405	0.0045	0.00495	0.00531	0.00585		IT standards and policy
Conduct analysis of the options and develop the required policies or frameworks.			0.0036	0.004	0.0044	0.00472	0.0052		IT standards and policy
Output 5.2.3: Promotion, awareness, and handholding of entities towards the adoption of IT standards carried out to enhance compliance.	Number of entities sensitized to adopt and implement national IT standards	10	15	20	30	40	50		IT standards and policy
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Develop and implement a stakeholder engagement plan.			0.045	0.06	0.0715	0.0826	0.0975		IT standards and policy
Conduct an impact evaluation of engagements on the adoption of IT standards in entities.			0.0405	0.045	0.0495	0.0531	0.0585		IT standards and policy
MDA Objective 6: Improve Institutional Performance Management.									

Result	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Intermediate Outcome 6.1: Enhanced strategic alignment and implementation of the NITA-U strategic plan.	Annual compliance certificates in place	1	1	1	1	1	1	Annual compliance certificates	Planning, Monitoring & Evaluation
	Proportion of the NITA-U strategic plan implemented (%)	72	15%	35%	60%	80%	100%	NITA-U Annual reports	Planning, Monitoring & Evaluation
Intervention 6.1: Strengthen participatory planning and implementation									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.1.1: NITA-U Budget Framework Paper (BFP) developed and submitted for approval	Approved budget framework paper in place	1	1	1	1	1	1		Planning, Monitoring & Evaluation
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Participate in the budget consultative workshops as required by the PFM Act 2015			0.045	0.05	0.055	0.059	0.065		Planning, Monitoring & Evaluation
Participate in program working group meetings			0.02	0.025	0.035	0.045	0.055		Planning, Monitoring & Evaluation
Identify the desired priorities from the NDP III to guide the planning and budgeting for the next FY.			0	0	0	0	0		Planning, Monitoring & Evaluation
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**

Output 6.1.2: Ministerial Policy Statement, Approved NITA-U Budget estimates prepared and submitted for approval	Approved ministerial Policy statement in place	1	1	1	1	1	1		Planning, Monitoring & Evaluation
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Identify NDP IV priorities to inform the institutional budgeting for the next financial year			0	0	0	0	0		Planning, Monitoring & Evaluation
Present the identified priorities to management			0	0	0	0	0		Planning, Monitoring & Evaluation
Capacity build and guide departments and units on workplan development.			0.0675	0.075	0.0825	0.0885	0.098		Planning, Monitoring & Evaluation
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.1.3: NITA-U periodic performance reports produced	Number of NITA-U performance reports completed and approved	4	4	4	4	4	4		Planning, Monitoring & Evaluation
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Develop a schedule for NITA-U periodic performance reporting.			0	0	0	0	0		Planning, M&E
Work with different directorates to collect and consolidate periodic performance reports.			0.0495	0.055	0.0605	0.0649	0.0715		Planning, M&E
Print and disseminate the prepared reports.			0.0675	0.07	0.077	0.0826	0.091		Planning, M&E

	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Output 6.1.4: Budget execution monitored to ensure efficient and effective delivery of institutional plans.	Percentage of approved budget effectively utilized as per the institutional work plan	85%	90%	95%	97%	98%	99%		Planning, M&E
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Conduct awareness engagements with different departments on budget execution and effective financial resource utilization.			0.072	0.08	0.088	0.0944	0.104		Planning, M&E
Prepare Budget Monitoring reports			0.045	0.05	0.055	0.059	0.065		Planning, M&E
Analyse periodic budget performance			0.045	0.05	0.055	0.059	0.065		Planning, M&E
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.1.5: Technical support provided encompassing strategy/plan development, M&E, IT data management, and IT standards/policy development/adoption for both internal and external stakeholders.	Number of institutions supported with technical assistance in strategy development, M&E, IT data management, or standards and policy adoption	15	20	20	20	20	20		

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Off Budget (Shs Bn)	Responsible Department or Unit
Provide technical support towards development of IT standards/policy.			0.0405	0.045	0.0495	0.0531	0.0585		
Provide technical support towards IT data management and research initiatives.			0.036	0.04	0.044	0.0472	0.052		
Provide technical support towards M&E of IT initiatives.			0.04275	0.0475	0.05225	0.05605	0.06175		
Provide technical support towards planning and strategy development.			0.03375	0.0375	0.04125	0.04425	0.04875		
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.1.6: Government IT project management framework developed and implemented.	Reviewed Government IT project management framework in place	1	1	0	0	0	0	NITA-U Annual Report	Project Management Office
	level of implementation of an approved Government IT project management framework	10%	20%	40%	60%	80%	100%	NITA-U Annual Report	Project Management Office
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Develop the IT project management framework with consultation from relevant stakeholders.			0.045	-	-	-	-		Project Management Office
Develop and disseminate workflows, escalation procedures, and reporting structures to enhance accountability.			0.045	0.050	-	-	-		Project Management Office

	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Output 6.1.7: Institutional project performance monitoring and reporting conducted.	Number of project performance monitoring reports produced and submitted on schedule	4	8	8	8	8	8	NITA-U Annual Report	Project Management Office
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Develop a project reporting schedule.			0.000	0.000	0.000	0.000	0.000		Project Management Office
Collect and validate project data.			0.045	0.050	0.055	0.059	0.065		Project Management Office
Generate project performance reports.			0.041	0.045	0.050	0.053	0.059		Project Management Office
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.1.8: IT Projects integrated into the institutional structure	Number of core IT projects successfully integrated into core institutional systems and operations	11	15	20	25	30	40	NITA-U Annual Report	Project Management Office
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Monitor performance of the execution of project activities.			0.0675	0.065	0.066	0.0649	0.065		Project Management Office
Conduct change management for IT projects to foster effective adoption and utilisation of delivered IT solutions and services.			0.0765	0.085	0.0935	0.1003	0.1105		Project Management Office
Support implementation of project sustainability plans			0.081	0.09	0.099	0.1062	0.117		Project Management Office

Intervention 6.2: Establish and operationalize a comprehensive Monitoring and Evaluation Framework to guide the systematic tracking, review, and assessment of all NITA-U projects and initiatives.									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.2.1: NITA-U IT Initiatives Routinely Monitored and Evaluated	Number of joint monitoring visits conducted annually	4	4	4	4	4	4	NITA-U Annual Report	
	Number of strategic plan reviews completed	0	0	1	0	0	1	NITA-U Annual Report	
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Develop and regularly update comprehensive Monitoring and Evaluation (M&E) Plan.			0	0	0	0	0		Planning, Monitoring & Evaluation
Conduct quarterly joint monitoring visits and reviews of IT initiatives in collaboration with key stakeholders.			0.1	0.1	0.1	0.1	0.1		Planning, Monitoring & Evaluation
Conduct scheduled reviews of the NITA-U Strategic Plan, including Midterm, and End-Term evaluations.			0	0	0.12	0	0.12		Planning, Monitoring & Evaluation
Undertake periodic performance evaluations of NITA-U services to assess outcomes, impact, and value for money.			0.015	0.015	0.015	0.015	0.015		Planning, Monitoring & Evaluation
Compile and analyse periodic organizational and project performance reports (Quarterly, Bi-Annual, and Annual).			0	0	0	0	0		Planning, Monitoring & Evaluation
Establish a centralized M&E dashboard for real-time tracking of performance metrics.			0.03	0	0	0	0		Planning, Monitoring & Evaluation

	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Output 6.2.2: Institutional Monitoring and Evaluation Capacity Enhanced	Number of staff trained in M&E annually	0	3	3	3	3	3	NITA-U Annual Report	Planning, Monitoring & Evaluation
	Number of internal M&E knowledge-sharing sessions held annually	0	2	2	2	2	2	NITA-U Annual Report	Planning, Monitoring & Evaluation
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Maintain active membership in national, regional, and international M&E networks and associations.			0.005	0.005	0.005	0.005	0.005		Planning, Monitoring & Evaluation
Organize regular capacity-building workshops and training for staff on M&E methodologies, tools, and IT-specific evaluation techniques.			0.006	0.006	0.006	0.006	0.006		Planning, Monitoring & Evaluation
Develop and disseminate M&E guidelines and toolkits tailored to IT evaluations.			0	0	0	0	0		Planning, Monitoring & Evaluation
Conduct regular learning and reflection sessions to foster a culture of evidence-based decision-making within the Authority			0.005	0.005	0.005	0.005	0.005		Planning, Monitoring & Evaluation
Intervention 6.3: Develop and implement a centralized IT Data Management System to ensure consistency, quality, and accessibility of IT statistics.									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.3.1: Harmonized IT Statistics and Data Management	Number of statistical monitoring reports produced annually	2	2	2	2	2	2	NITA-U Annual Report	IT Data Management and Research
	Number of Statistical Abstracts Published Annually	1	1	1	1	1	1	NITA-U Annual Report	IT Data Management and Research

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Off Budget (Shs Bn)	Responsible Department or Unit
Consolidate, clean, and manage NITA-U administrative data in a secure and structured form.			0	0	0	0	0		IT Data Management and Research
Conduct Bi-annual internal data quality assessments and implement data governance protocols.			0	0	0	0	0		IT Data Management and Research
Prepare Bi-annual statistical monitoring reports aligned with the Plan for National Statistical Development (PNSD).			0	0	0	0	0		IT Data Management and Research
Prepare and disseminate Annual Statistical Abstracts with disaggregated data and trend analysis covering both interna and National IT statistics.			0.02	0.02	0.02	0.02	0.02		IT Data Management and Research
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.3.2: Data Driven Decision Making Institutionalized	Data analytics framework in place	0	1	1	1	1	1	NITA-U Annual Report	IT Data Management and Research
	Number of staff trained in data literacy and analytics	0	3	3	3	3	3	NITA-U Annual Report	IT Data Management and Research
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Develop and implement a data analytics framework to support strategic decision-making.			0.015	0	0	0	0		IT Data Management and Research
Organize data literacy and analytics training for staff.			0.006	0.006	0.006	0.006	0.006		IT Data Management and Research

	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Output 6.3.3: National IT Research Initiatives Promoted	Number of national IT surveys conducted	0	0	1	0	0	1	NITA-U Annual Report	IT Data Management and Research
	Number of demand driven IT studies completed annually		2	2	2	2	2	NITA-U Annual Report	IT Data Management and Research
	Number of customer satisfaction studies completed and disseminated	0	1	1	1	1	1	NITA-U Annual Report	IT Data Management and Research
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Conduct periodic national IT surveys (e.g., FY2026/27, FY2029/30) to inform policy and planning.			0	0.25	0	0	0.25		IT Data Management and Research
Implement demand-driven IT research, including needs assessments and sector-specific studies.			0.01	0.01	0.01	0.01	0.01		IT Data Management and Research
Carry out regular customer satisfaction and user experience surveys for NITA-U core services.			0.005	0.005	0.005	0.005	0.005		IT Data Management and Research
Collaborate with academic and research institutions to co-develop and implement IT research studies.			0.01	0.01	0.01	0.01	0.01		IT Data Management and Research
Intervention 6.4: Strengthen Institutional Infrastructure and Operational Capacity									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.4.1: Improved work environment for NITA-U staff	% of operation service providers periodically maintained	100%	100%	100%	100%	100%	100%	NITA-U Annual Report	Administration
	% of office premises maintained	100%	100%	100%	100%	100%	100%	NITA-U Annual Report	Administration

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Off Budget (Shs Bn)	Responsible Department or Unit
Maintain office space for Palm Courts Main building through payment of quarterly rent charges			1.42	1.42	1.42	1.42	1.42		Administration
Maintain updated electricity accounts at NITA-U head office and the Data centres through payment of monthly bills			1.02	1.02	1.02	1.02	1.02		Administration
Maintain updated water accounts at NITA-U Head Office, and Jinja DRC through payment of monthly water & sewerage charges, and plumbing services			0.042	0.042	0.042	0.042	0.042		Administration
Ensure conducive work environment through adequate cleaning services at all NITA-U office premises			0.144	0.144	0.144	0.144	0.144		Administration
Ensure safety and security at all NITA-U office premises through the services of Uganda Police guards			0.063955	0.063955	0.063955	0.063955	0.063955		Administration
Coordinate courier services for the Authority			0.024	0.024	0.024	0.024	0.024		Administration
Maintain the staff welfare through provision of drinking water and supply of office refreshment items			0.044	0.044	0.044	0.044	0.044		Administration
Maintain office equipment and furniture in a functional state through regular inspections, periodical servicing and repairs			0.1	0.1	0.1	0.1	0.1		Administration
Facilitate office communication through providing airtime for desk phones			0.036	0.036	0.036	0.036	0.036		Administration
Acquire new office furniture and equipment (moveable cabinets for legal, desk for reception and security house and filing cabinets			0.1			0.08			Administration
Facilitate the disposal of obsolete assets through assessment, and board of survey.			0.04	0.02	0.02	0.02	0.02		Administration
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.4.2: NITA-U fleet effectively managed	% of road worthy vehicles maintained	71%	100%	100%	100%	100%	100%		Administration

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Off Budget (Shs Bn)	Responsible Department or Unit
Carry out timely periodical servicing, repairs and cleaning of motor vehicles and motor cycles,			0.1	0.1	0.1	0.1	0.1		Administration
Ensure supply of fuel and other lubricants for all NITA-U motor vehicles/ cycles, and generators at NITA-U office and data centres			0.4	0.4	0.4	0.4	0.4		Administration
Ensure supply of tyres, batteries and other accessories for all NITA-U motor vehicles and motor cycles.			0.08	0.08	0.08	0.08	0.08		Administration
Process Annual insurance covers for NITA-U motor vehicles, motor cycles,			0.01	0.01	0.01	0.01	0.01		Administration
Motor vehicle branding and rebranding				0.02		0.006			Administration
Acquire 2 new motor vehicles to support implementation of NITA-U activities				0.3		0.3			Administration
	Indicators	**Baseline (FY2023 /24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.4.3: NITA-U estates maintained	Percentage of NITA-U estates (field offices, land, and storage facilities) maintained annually	100%	100%	100%	100%	100%	100%	NITA-U Annual Report	Adminstration
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Provide Support for supervision and development of NITA-U field offices, land etc.			0.03	0.03	0.03	0.03	0.03		Administration
Process payment of ground charges for the NITA-U land at Namanve, and Entebbe			0.002	0.002	0.002	0.002	0.002		Administration
Maintenance of NITA-U land at Namanve through bush clearing and opening of drainage channel			0.01	0.01	0.01	0.01	0.01		Administration
Conduct periodic inspections of the status of the office facilities and land,			0.036	0.036	0.036	0.036	0.036		Administration
Maintain storage facilities at UICT through monthly rental payments			0.102	0.102	0.102	0.102	0.102		Administration

	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Output 6.4.4: NITA-U Assets adequately managed	Updated asset register	1	1	1	1	1	1	Asset Register	Finance
	Number of stock counts conducted	4	4	4	4	4	4	stock count reports	Finance
	Number of Board of Surveys conducted	2	2	2	2	2	2	Board of survey reports	Finance
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Conduct regular Board of Surveys			0.06	0.06	0.08	0.085	0.085		Finance
Establish and maintain adequate storage facilities for inventory and fixed assets			0.25	0.25	0.25	0.025	0.25		Finance
Implement and maintain an automated asset management system			0.05	0.05	0.05	0.05	0.05		Finance
Maintain an updated asset disposal schedule			0.03	0.05	0.05	0.05	0.05		Finance
Intervention 6.5: Enhance Financial Management and Resource Mobilization									
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.5.1: Improved efficiency and effectiveness in revenue collection and debt management	Amount of Annual Non-Tax Revenue Collections (Billions-UGX)	126.84	160.17	202.25	255.39	322.49	126.84	NTR Reports	Finance
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Implement and operationalize a prepaid Billing and Revenue Management System			0.09	0.095	0.095	0.095	0.095		Finance
Develop and implement a revenue mobilisation strategy			0.015	0.015	0.015	0.015	0.015		Finance

Engage defaulting clients through scheduled calls, emails, and meetings to agree on repayment plans.									Finance
Establish and enforce clear procedures, timelines, and consequences for delayed payments.									Finance
	Indicators	**Baseline (FY2023 /24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.5.2: Alignment of institutional Budget to Quarterlye Medium Term Expenditure frameworks	Approved warrants aligned with work plans	4	4	4	4	4	4	Approved warrants as per PFM	Finance
	Quarterly budget performance/ tracking reports	4	4	4	4	4	4	Approved budget performance reports	Finance
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Align warrants with workplan									Finance
Implement effective budget performance									Finance
Intervention 6.6: Strengthen Procurement Systems and Compliance									
	Indicators	**Baseline (FY2023 /24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.6.1: NITA-U Procurement Plan effectively implemented.	Approved Annual Procurement Plan	1	1	1	1	1	1		Procurement
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Review and consolidate the procurement plan			0.015	0.025	0.025	0.025	0.025		Procurement
Facilitate training on procurement processes			0.025	0.25	0.25	0.025	0.25		Procurement
Contracts committee allowances			0.05	0.05	0.05	0.05	0.05		Procurement
Subscriptions to professional bodies effected			0.005	0.005	0.005	0.005	0.005		Procurement
Print PPDA books for the Contracts Committee			0.005	0.005	0.005	0.005	0.005		Procurement
Intervention 6.7: Enhance staff development and well-being									

	Indicators	Baseline (FY2023/24)	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department or Unit
Output 6.7.1: Staff capacity strengthened	Proportion of staff trained in line with the approved training plan	35%	70%	85%	85%	85%	85%		Human Resource
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Conduct a review of the organisation structure to align with the new strategic direction.			0.2	0	0	0			Human Resource
Conduct staff training and development			0.3	0.4	0.5	0.4	0.3		Human Resource
Implement an employee recognition and reward framework			0.3	0.3	0.2	0.2	0.2		Human Resource
Implement the Performance Management Tool			0.3						Human Resource
	Indicators	**Baseline (FY2023/24)**	**Target FY2025/26**	**Target FY2026/27**	**Target FY2027/28**	**Target FY2028/29**	**Target FY2029/30**	**Data Source**	**Responsible Department or Unit**
Output 6.7.2: Staff welfare improved	Proportion of staff satisfied with NITA-U welfare services		40%	45%	55%	70%	85%	Customer satisfaction survey report	Human Resource/ IT Data Management and Research
Actions			**Budget FY2025/26 (Shs Bn)**	**Budget FY2026/27 (Shs Bn)**	**Budget FY2027/28 (Shs Bn)**	**Budget FY2028/29 (Shs Bn)**	**Budget FY2029/30 (Shs Bn)**	**Off Budget (Shs Bn)**	**Responsible Department or Unit**
Implement Team building activities			0.4	0.4	0.2	0.4	0.4		Human Resource
Equip staff with appropriate work tools			0.8	0.8	0.8	0.8	0.8		Human Resource
Recruit and retain a highly skilled workforce			0.05	0.1	0.1	0.1	0.1		Human Resource
Routinely manage the payroll			14.4	14.4	18.2	18.2	22.1		Human Resource