DIGITAL TRANSFORMATION PROGRAMME

Annual Budget Monitoring Report

Financial Year 2024/25

September 2025

Budget Monitoring and Accountability Unit
Ministry of Finance, Planning and Economic Development
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ABBREVIATIONS AND ACRONYMS

BPO	Business Process Outsourcing
CERT	Computer Emergency Response Team
DC	Data Centre
DT	Digital Transformation
EMIS	Education Management Information System
eGP	Electronic Government Procurement
FIS	Financial Information System
GoU	Government of Uganda
GOVNET	Government Networks
ICT	Information and Communications Technology
IFMS	Integrated Financial Management System
iHMIS	Integrated Health Management Information System
ISO	International Standards Organisation
ITU	International Telecommunication Union
LG	Local Government
MDAs	Ministries, Departments and Agencies
MoICT&NG	Ministry of Information, Communications Technology and National Guidance
NBI	National Backbone Infrastructure
NDC	National Data Centre
NDP III	Third National Development Plan
NEMA	National Environment Management Authority
NISF	National Information Security Framework
NITA-U	National Information and Technology Authority-Uganda
PDMIS	Parish Development Model Management Information System
PBS	Programme Budgeting System
PWG	Programme Working Group
ToR	Terms of Reference
TV	Television
UBC	Uganda Broadcasting Corporation
UCC	Uganda Communications Commission
UDAP	Uganda Digital Acceleration Project
USh	Uganda Shilling
UICT	Uganda Institute of Information Communication Technology
UMCS	Unified Messaging Collaboration System

FOREWORD

The Government of Uganda outlined strategies, for FY 2024/25, to restore the economy back to the medium-term growth path with the ultimate vision of a self-sustaining, integrated economy. The strategies emphasized accelerating commercial agriculture, fostering industrialization, and expanding both service sectors and digital transformation. Key areas of focus included enhancing market access and leveraging technological advancements to drive economic growth.

The strategic interventions that were prioritized under various programmes included: roads under Integrated Transport and Infrastructure Services; electricity under the Sustainable Energy Development; irrigation under Agro-Industrialization; Industrial parks under Manufacturing; support to medical schools and science-based research and development under Human Capital Development; as well as oil and gas among others.

The Annual programme assessments have been made, and it was established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. The challenges noted, are not insurmountable. These monitoring findings form a very important building block upon which programmes can re-strategize for FY 2025/26.

The government has embarked on the 10-fold growth strategy that demands for enhanced efficiency and effectiveness within programmes. We cannot afford to have fair performance scores hence forth, as this will jeopardize the prospects of doubling the economic growth rates in the medium term.

Partick Ocailap
For Permanent Secretary/ Secretary to the Treasury

EXECUTIVE SUMMARY

The Digital Transformation (DT) Programme aims to enhance the penetration and use of Information and Communications Technology (ICT) to drive social and economic development. The lead agency is the Ministry of Information, Communications Technology and National Guidance (MoICT&NG), working in partnership with the National Information Technology Authority (NITA-U), Uganda Institute of Communication Technology (UICT), Uganda Communications Commission (UCC), Uganda Broadcasting Corporation (UBC), and Posta Uganda.

The DT Programme implementation is structured under four sub-programmes: Enabling Environment; Research, Innovation and ICT Skills Development; ICT Infrastructure; and E-Services. This summary outlines key performance highlights from 1st July 2024 to 30th June 2025.

Overall Performance

The overall Digital Transformation (DT) Programme performance was fair, at 67%. The Enabling Environment Sub-Programme registered good performance, while the other three sub-programmes performed fairly. The ICT Infrastructure Sub-Programme recorded the lowest performance, mainly due to delays in commencing civil works under the GOVNET Projects at NITA-U.

The FY 2024/25 approved budget for the Digital Transformation Programme was USh 285.95 billion, which was later revised to USh 332.03 billion to cater for increased recurrent expenditure for both the Ministry of ICT and National Guidance (MoICT&NG) and the National Information Technology Authority–Uganda (NITA-U). By 30th June 2025, a total of USh 330.95 billion (99% of the approved budget) had been released, of which USh 207.91 billion (63% of the release) was spent. Poor absorption was observed under NITA-U, attributed to the slow pace of activities arising from the delayed implementation of outputs under the GOVNET Projects.

ICT Infrastructure Sub-Programme

By the end of FY 2024/25, the National Backbone Infrastructure (NBI) was maintained in a fully functional state with 99.9% service uptime to the 1,464 Ministry, Department, and Agency (MDA), Local Government (LG), and Target User Group (TUG) sites connected to the network. The National Data Centre (NDC) was enhanced with three additional applications hosted against a target of six, cumulatively bringing the total number of applications hosted to 308 from 100 entities.

Under the Government Network (GOVNET) projects comprising Uganda Digital Acceleration Programme (UDAP) and the NBI Phase V, most of the planned outputs were at varying levels of procurement and behind schedule. The NBI network equipment and sub-system licenses and subscriptions were effectively monitored and maintained (Solar Winds, African Network Information Centre (AFRINIC), which is the Regional Internet Registry (RIR) for Africa, annual fees, and Uganda Internet Exchange Point (UIXP) peering fees). The contract to add new features to the digital authentication platform progressed to 50%, with 10 new features developed, deployed, and user acceptance testing completed. The construction of NBI transmission sites was ongoing in 9 out of the 20 sites under the phase V project.

The laying of at least 500 kilometres of fibre optic cables did not commence, pending approvals from the World Bank. The extension of the NBI last-mile connectivity to cover 700 sites (MDA sites, markets, schools, tertiary institutions, and hospitals) was awaiting the approvals of the project restructuring. The delayed approval of financing caused the project to start two years after it was approved by the World Bank, and the decision to transfer management of the NBI to Uganda Telecoms Limited (UTeL) during project execution was affecting timely and critical implementation approval from the World Bank.

Under data networks, special postcodes for education, health, financial institutions, and MDAs were updated in the Eastern and Northern Regions. The first and second phases of the Regulatory Impact

Assessment (RIA) workshop on postal and courier services were held with stakeholders (UCC, Posta Uganda, and the Office of the President). To develop the ICT Infrastructure Spatial Data Store, the user requirements were documented, and terms of reference were prepared for the spatial data store baseline study. In addition, a consultant was engaged to undertake feasibility studies for the interconnection and digitisation programme for persons with disabilities (PWDs).

The Uganda Communications Commission (UCC) was in the process of installing equipment for extending broadband access at 51 sites out of the planned 60 public access centres, including public libraries. The establishment of computer laboratories in 60 secondary schools was ongoing and expected to be completed in October 2025, and 85 schools were provided with high-speed internet connectivity.

Under the Uganda Institute of Information and Communication Technology (UICT), maintenance and upgrade of the physical infrastructure were 95% completed, which significantly enhanced the learning and working environment. Major renovations included the boardroom, seminar room, and two student laboratories, with upgrades such as floor tiling, repainting, improved lighting, louvre replacements, and new furnishings. Additional improvements encompassed the installation of prepaid submetering, security and LED lighting, construction of an incinerator, air conditioning for the principal's office, and procurement of specialised lab furniture. Renovation works for the dining hall, walkways, and washroom redesigns were ongoing by July 2025.

E-Services Sub-Programme

The MoICT&NG conducted 15 hackathons and boot camps focusing on Artificial Intelligence (AI), robotics, and digital entrepreneurship. Through its support to innovation hubs, 12,513 individuals (including 1,879 from refugee and host communities) acquired practical ICT and entrepreneurial skills. The UCC trained a total of 1,963 persons out of the planned 1000 in digital skills for SMEs in the districts of Mukono (309), Wakiso (631), Kampala – Makindye (266), Kawempe (246), Masaka (255), and Jinja (256). A total of 3,343 women and girls out of the planned 4,000 were trained in digital skills in various districts. Three out of the planned four forensic and cyber threat intelligence software were acquired by June 2025.

The UCC, through its content development support programme, supported 14 creative projects which were at various stages of development (1 animation project, 3 short films, 3 TV dramas, 5 feature films, and 2 documentaries). The 14 were selected out of a total of 118 proposals.

To roll out the e-waste management policy, stakeholder engagements with NEMA (technical and legal teams) to review the Extended Producer Responsibility (EPR) regulation in detail were undertaken. This is aimed at drafting articles and obligations for all waste streams, with an initial emphasis on e-waste and plastic waste. Desk research on the three cyber laws was undertaken, and the gaps were identified and documented.

To develop and deploy new Parish Development Model Information System (PDMIS) features, the MoICT&NG completed requirements collection by engaging with the Parish Development Model (PDM) Secretariat and the Office of the Prime Minister for the monitoring and evaluation (M&E) tool that is used to collect data through the parish-by-parish PDM monitoring *barazas*. The PDMIS user manuals were delivered to the districts and municipalities across the country. Extensive technical support was provided to the PDMIS on the new features, critical bugs were resolved, and automated daily backups were implemented. A major data clean-up was conducted, which included collaborating with Post Bank to reverse 20,000 bounced loan approvals to allow for beneficiary edits and reapplication.

The MoICT&NG provided cybersecurity training to over 900 Parish Chiefs online and 202 users in-person in Wakiso District. NITA-U provided technical support to a total of 38 MDAs on a range of areas, including malware prevention, website defacement, and network vulnerabilities.

The uptake of e-services increased by 58%, with the major services including UGhub, Unified Messaging and Collaboration System (UMCS), and e-doc. Six additional entities were onboarded onto the Whole-of-Government integration and data-sharing platform, bringing the total number to 151. Two entities were enrolled in the digital authentication and mobile ID solution, whereas three additional websites were developed and hosted at the National Data Centre.

Research, Innovation, and ICT Skills Development Sub-Programme

A compendium/list of existing Business Process Outsourcing (BPO) company incentives in Uganda was developed, and a situational analysis was conducted. The national BPO awareness campaign reached over 1 million Ugandans and generated over 300,000 social media impressions, with six Ugandan companies participating in a pilot offshoring project in Japan. Nine BPO centres were supported by providing subsidised internet, technical support, training, and change management towards the adoption of e-services. Procurement of a consultant to draft the incentive framework was initiated. In addition, the MoICT&NG developed the draft certification requirements and training certification specifications for BPO companies in Uganda.

The Electronic Document and Records Management System (EDRMS) was deployed and in use at the Ministry of Justice and Constitutional Affairs (MoJCA). The EDRMS deployment was ongoing at the Ministry of Finance, Planning and Economic Development (MoFPED), the Office of the Director of Public Prosecution (ODPP), the Ministry of Local Government (MoLG), and the Ministry of Tourism, Wildlife and Antiquities (MoTWA).

The Uganda Institute of Information and Communications Technology (UICT), with support from international bodies, trained and certified 119 ICT practitioners in the following areas: Control Objectives for Information and Related Technologies (COBIT) – 14 persons; TOGAF certification from the Open Group –15 persons; Project Management Professional (PMP) and PRINCE2 from the Project Management Institute (PMI) /AXELOS –20 persons; and Information Technology Infrastructure Library (ITIL) from AXELOS with support from international certifications bodies –70 persons.

The UICT trained 2,268 Government officers in Cybersecurity and Data Protection, Digital Leadership and Public Sector Transformation, ICT Infrastructure and Emerging Technologies, Data Science, Analytics, and Cloud Technologies, IT Service Management, Project Governance and Digital Literacy and General ICT Awareness. A total of 996 teachers and education practitioners were trained in integrating ICT into education.

The UICT facilitated 1,275 Government-sponsored students (922 students admitted in cohort 24/25 and 353 students admitted in cohort 23/24), while 783 private students were also admitted and trained. A total of 108 secondary schools and the Ministry of Foreign Affairs (MoFA) were engaged to roll on to the *Caucus* for collaborative communication. *Caucus* is a meeting application developed by the UICT; however, its uptake has remained low despite the efforts of the UICT to encourage entities and other potential users to enrol in the meeting application.

Nine ICT and engineering-based project innovations were successfully pre-incubated and submitted to an accelerator programme, reflecting growing capacity in applied research and entrepreneurship. These innovations include: Smart Flow (a remote-controlled irrigation system); a solar fish drier (a solar-powered solution for fish preservation); Agri-Fly (a drone-based agricultural support tool); a gas leak detection system; Agri Cure AI (an AI-powered crop disease detection and management system); Terra MOIST AI (a smart soil moisture monitoring and irrigation management solution); a passenger monitoring system for public transport; a smart attendance management system for Uganda Institute of Information and Communication Technology; and a smart automated poultry drinking system. A total of five research works in ICT-related disciplines were published. The standardized guidelines for converting curricula into Augmented and Virtual Reality (AVR) content were also developed.

An additional 26 new innovators were onboarded at the National ICT Innovation Hub, each at various stages of the innovation pipeline, in FY 2024/25. Six mentors and experts were onboarded during FY 2024/25 to provide targeted mentorship and advisory support to innovators. This significantly enhanced the National ICT Innovation Hub's capacity to support early-stage innovators with high-impact, sector-specific guidance. Start-ups received tailored mentorship in areas such as business development, artificial intelligence, strategic branding, mental health resilience, and climate financing. This resulted in improved commercialisation readiness, stronger founder well-being, better-aligned product strategies, and increased awareness of alternative financing opportunities. Overall, the initiative strengthened the Hub's ability to nurture innovation-led enterprises and positioned its start-ups for sustainable growth within Uganda's digital transformation agenda.

The UICT encountered challenges of inadequate infrastructure capacity and staffing to support specialised ICT training arising from the lack of ICT labs with state-of-the-art technology to unlock the value of emerging technologies in teaching and learning.

Enabling Environment Sub-Programme

In a bid to upgrade the existing transmission sites to ensure redundancy and the provision of local regional programme stream insertions, radio broadcasting and transmission equipment was delivered in Rakai during FY 2024/25. On the other hand, the outside broadcasting van and other, simpler outside broadcasting kits for each Uganda Broadcasting Corporation (UBC) radio brand were not procured due to insufficient funds being released.

To enhance compliance with the Personal Data Protection and Privacy Act, NITA-U developed a draft concept note with an implementation plan targeting Eastern and Western Uganda. This is because these regions were identified as having moderate to low registration levels. Seventeen sensitisation engagements on IT legislation were conducted to tackle consumer protection awareness.

The UCC conducted two telecom Quality of Service (QoS) nationwide compliance assessments and two nationwide broadcaster infrastructure inspections to assess the utilisation of spectrum resources as assigned, as well as compliance with broadcasting infrastructure requirements. Five frameworks were developed, namely: (a) The Framework for Satellite Communication; (b) The Mobile Network Coverage Measurement Framework; (c) Guidelines on Access and Use of Radio Frequency Spectrum (temporarily); (d) Guidelines for Access, Usage and Management of the National Communications Testbed on Emerging and Future Technologies; and (e) Equipment Type Acceptance Certification Guidelines,

The operations of the Namanve e-waste collection and recycling centre were undertaken and recommendations for areas of improvement were highlighted to the operators.

Conclusion

The Digital Transformation (DT) Programme made commendable progress across its four sub-programmes during FY 2024/25. Despite several delays, particularly those linked to procurement bottlenecks and financing approvals, the programme has demonstrated tangible impact in expanding digital infrastructure, improving ICT skills, fostering innovation, and increasing e-services adoption.

The ICT Infrastructure Sub-Programme ensured high network uptime and expanded data hosting capabilities, although key outputs like last-mile connectivity and fibre expansion faced delays due to external dependencies. The E-Services Sub-Programme significantly enhanced digital literacy, innovation support, and cybersecurity, leading to an increase in the uptake of Government digital platforms. The Research, Innovation, and ICT Skills Development Sub-Programme supported BPO development, certified over 2,000 individuals in ICT-related areas, and nurtured several promising innovations, boosting Uganda's digital entrepreneurship ecosystem. Under the Enabling Environment

Sub-Programme, regulatory frameworks were strengthened, regional compliance efforts expanded, and new infrastructure for broadcasting and e-waste management was either delivered or evaluated.

Overall, while certain structural (delayed procurements and issuance of no objections from the World Bank) and financial challenges persist, the DT Programme continues to play a critical role in steering Uganda towards an inclusive, innovative, and digitally empowered society.

Recommendations

1. The NITA-U, MoICT&NG, and MoFPED should fast-track the implementation of the UDAP and NBI Phase V Projects, especially the decision to transfer management of the infrastructure to UTeL, which is constraining investment decisions by the World Bank.
2. The MoICT&NG, NITA-U, and the Ministry of Public Service (MoPS) should ensure that the UMCS is used in institutions where it was rolled out, rather than using personal and private emails for government business.
3. The MoICT&NG should support the UICT in establishing the required infrastructure, such as investment in modern ICT labs, recruiting skilled trainers, and expanding partnerships to enhance specialised ICT education and skills development.
4. The DT Programme Working Group (PWG) should increase adoption of ICT platforms and innovations, promote user awareness, improve system usability, and support startups with funding and mentorship to drive platform usage and innovation commercialisation.

CHAPTER 1: INTRODUCTION

1.1 Background

The mission of the Ministry of Finance, Planning and Economic Development (MoFPED) is: "To formulate sound economic policies, maximise revenue mobilisation, and ensure efficient allocation and accountability for public resources to achieve the most rapid and sustainable economic growth and development".

MoFPED, through the Budget Monitoring and Accountability Unit (BMAU), tracks the implementation of programmes/projects by observing how values of different financial and physical indicators change over time against stated goals, indicators and targets. BMAU work is aligned with budget execution, accountability, and service delivery.

With effect from FY 2021/22, BMAU began undertaking Programme-Based Monitoring to assess performance against targets and outcomes in the Programme Implementation Action Plans (PIAPs)/Ministerial Policy Statements (MPSs). The semi-annual and annual field monitoring of Government programmes and projects is undertaken to verify the receipt and expenditure of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and the level of gender and equity compliance in the budget execution processes. The monitoring also reviews the level of cohesion between sub-programmes and identifies implementation challenges.

The monitoring covers the following programmes: Agro-Industrialisation; Community Mobilisation and Mindset Change; Digital Transformation; Human Capital Development; Innovation, Technology Development and Transfer; Integrated Transport Infrastructure and Services; Mineral Development; Natural Resources, Environment, Climate Change, Land and Water Management; Public Sector Transformation; Private Sector Development; Sustainable Development of Petroleum Resources; and Sustainable Energy Development.

This report presents findings from monitoring the Digital Transformation Programme for the budget execution period from 1st July 2024 to 30th June 2025.

1.2 Programme Goal and Objectives

The Digital Transformation Programme is envisaged to increase ICT penetration and the use of ICT services for social and economic development. The objectives of this programme as laid out in the NDP III were to:

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

1.3 Sub-Programmes

The National Digital Transformation Programme is implemented through the following sub-programmes:

i) Enabling Environment.
ii) Research, Innovation and ICT Skills Development.
iii) E-Services.
iv) ICT Infrastructure.

CHAPTER 2: METHODOLOGY

2.1 Scope

This report is based on selected sub-programme interventions and outputs under the Digital Transformation Programme that are contributed to by the following votes: Vote 020: Ministry of Information, Communications Technology and National Guidance (MoICT&NG); and Vote 126: National Information Technology Authority of Uganda (NITA-U). The selection of areas to monitor was based on several criteria that included:

- Outputs had been planned and were under implementation in the review period.
- Significance of the budget allocations to the sub-programmes within the programme budgets, with focus being on large expenditure interventions. Preference was given to development expenditure.
- The potential of interventions to contribute to programme and national priorities.

Out of 22 interventions in the Programme Implementation Action Plans (PIAP), a total of 11 were funded and nine of the funded interventions **(Annex 1)** were monitored, representing 81.8% coverage.

2.2 Approach and Methods

Both qualitative and quantitative methods were used in the monitoring exercise. The physical performance of planned outputs was assessed through monitoring a range of indicators and linking the progress to reported expenditure and/or planned targets. The purposive sampling method was used in selecting outputs from the Programme Implementation Action Plans (PIAPs), Ministerial Policy Statements (MPSs) and progress reports of the respective Ministries, Departments, and Agencies (MDAs) for monitoring. Multi-stage sampling was undertaken at three levels: i) sub-programmes; ii) intervention; and iii) outputs.

2.3 Data Collection and Analysis

2.3.1 Data Collection

Both primary and secondary data was collected from the sources and by means that are indicated below:

i) Literature review: MPSs FY 2024/25; National and Programme Budget Framework Papers; PIAPs; the Third National Development Plan (NDP III); periodic progress reports and work plans for the respective implementing agencies; the Budget Speech; Public Investment Plans; Approved Estimates of Revenue and Expenditure; and project reports.
ii) Review and analysis of data from the Integrated Financial Management System (IFMS), Programme Budgeting System (PBS), institutional websites, and quarterly performance reports.
iii) Consultations and key informant interviews with project managers and activity implementers.
iv) Field visits to various project sites for primary data collection, observation and photography.
v) Call-backs in some cases were made to triangulate information.

2.3.2 Data Analysis

Both qualitative and quantitative approaches were used to analyse the data. Qualitative data was examined and classified in terms of constructs, themes or patterns to explain events among the beneficiaries (interpretation analysis) and reflective analysis where the monitoring teams provided an objective interpretation of the field events. Quantitative data, on the other hand, was analysed using advanced Excel tools to aid interpretation and presented in the form of tables.

Comparative analysis was done using the relative importance of the outputs and the overall weighted scores. The relative importance (weight) of a monitored output was determined by the budget allocated to it; thus, the higher the budget, the greater its contribution to programme performance. This was derived from the approved annual budget of each output divided by the total annual budget of all outputs of a particular programme/project.

The weight of the output and percentage achievement for each output were multiplied to derive the weighted physical performance. The attained outputs contributed 100% to the overall annual programme performance.

The overall programme performance is an average of individual sub-programme performances assessed. The performance of the programme and sub-programme was rated on the basis of the criteria in Table 2.1. Based on the rating assigned, an enhanced traffic light colour-coded system was used to alert the policymakers and implementers to whether the interventions were achieved (green), performed well (yellow), on track (amber) or off track (red).

Table 2.1: Assessment guide to measure performance in FY 2024/25

Score	Performance Rating	Comment
90% and above		Very Good (Achieved at least 90% of outputs)
70% – 89%		Good (Achieved at least 70% of outputs)
50% – 69%		Fair (Achieved at least 50% of outputs)
49% and below		Poor (Achieved below 50% of outputs)

Source: Author's Compilation

2.4 Limitations

1. Lack of disaggregated financial information for some outputs that contribute to several interventions.
2. Duplicate reporting of similar outputs in different interventions.
3. The failure by some entities, such as the Uganda Communication Commission (UCC), to provide disaggregated data with targets and achievements affected the performance score for the programme.

2.5 Structure of the Report

The report is structured into four chapters. These are: Introduction; Methodology; Programme Performance; and Conclusion and Recommendations.

CHAPTER 3: PROGRAMME PERFORMANCE

3.1 Overall Programme Performance

The overall DT Programme performance was fair, at 67%. The sub-programmes of Enabling Environment posted good performance. The other three sub-programmes had fair performance, with the ICT Infrastructure Sub-Programme being the least performer on account of the slow progress of civil works under the GOVNET Projects at NITA-U (Table 3.1).

Table 3.1: Digital Transformation Programme performance as at 30th June 2025

Sub-Programme	% Output Performance	Remark
ICT Infrastructure	59.5	Fair performance
E-Services	67.8	Fair performance
Research Innovation and ICT Skills Development	63.9	Fair performance
Enabling Environment	76.9	Good performance
Average	**67**	**Fair performance**

Source: Authors' Compilation

Financial Performance

The FY 2024/25 approved budget for the DT Programme was USh 285.95 billion, which was revised to USh 332.03 billion to cater for increased recurrent expenditure for both the MoICT&NG and NITA-U. A total of USh 330.95 billion (116% of the approved budget) was released, and USh 207.91 billion (63% of the release) was spent by 30th June 2025.

The MoICT&NG recorded very good budget release and absorption. In contrast, NITA-U, which received the largest share of the programme budget (66.5%), registered poor absorption (41%) despite a very good release (109%). NITA-U's poor absorption was attributed to delays in finalising procurements, which in turn affected the commencement of civil works under the Government Networks (GOVNET) Projects **(Table 3.2)**.

Table 3.2: Financial performance of the Digital Transformation Programme as at 30th June 2025

Vote	Approved Budget	Releases	Expenditure	% Budget Release	% Release Spent
Ministry of ICT and National Guidance	95.73	122.80	121.86	128	99
National Information Technology Authority - Uganda	190.22	208.15	86.05	109	41
Programme Total	**285.95**	**330.95**	**207.91**	**116**	**63.1**

Source: Quarter Four PBS Report FY 2024/25

3.2 ICT Infrastructure Sub-Programme

The goal of the sub-programme was to increase national ICT infrastructure coverage, with three interventions planned for implementation over the NDP III period. The monitoring focused on two interventions, namely: implementation of the national addressing system, and extending broadband ICT infrastructure coverage countrywide in partnership with the private sector.

Performance

The performance of the sub-programme was fair, at 59.5% (Table 3.4). The underperformance was mainly due to delays in commencing works under the interventions to extend broadband ICT infrastructure coverage nationwide in partnership with the private sector, as well as the implementation

of last-mile connectivity to key areas such as districts, sub-counties, schools, and hospitals. Table 3.3 highlights the performance of the monitored interventions by 30th June 2025.

Table 3.3: Performance of monitored interventions under the ICT Infrastructure Sub-Programme by 30th June 2025

Intervention	Colour code	Remark
Implement the national addressing system	50	Fair performance
Mainstream ICT in all sectors of the economy and digitise service delivery	66.7	Fair performance
Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last-mile connectivity to key areas (districts, sub-counties, schools, hospitals)	48.9	Poor performance

Source: Authors' Compilation

Detailed performance of the two monitored interventions is provided in the subsequent sections.

3.2.1: Implement the National Addressing System

The intervention contributes to the objective of enhancing the usage of ICT in national development and service delivery. The planned output under the intervention for FY 2024/25 is infrastructure development and management.

The plan was to roll out the national postcode and addressing system; support the public and private institutions to review, re-engineer their processes, automate and deliver services online; develop and review policies, strategies, standards and regulations; and provide services (government and non-government) through the postal outlets.

The overall intervention performance was fair, at 50%. By 30th June 2025, rollout of the national postcode and addressing system showed slow progress. Special postcodes for education, health and financial institutions, among others, were updated in the Eastern and Northern Regions (Gulu, Abim, Arua, Kitgum, Lira). Additionally, the first phase of the Rich Internet Application (RIA) workshop on postal and courier services was held with stakeholders (UCC, Posta Uganda and Office of the President). This resulted in the identification of the main issues and the establishment of the intended outcomes. Some MDAs lacked Application Programming Interfaces (APIs), which were hampering the progress of system integration. The development of the Draft National ICT Business Continuity Plan was finalised.

The roadmap for the development of the Regional Communication Satellite was developed and presented in a physical meeting held in Juba, South Sudan, and was later submitted to the Northern Corridor Integration Projects (NCIP) ICT Cluster chair for further guidance. The Terms of Reference (ToR) for the feasibility study on the establishment of the regional communication satellite were developed. In addition, priority actions and timelines for activities under the NCIP Cybersecurity collaboration framework were reviewed and updated.

Needs assessment with stakeholders from Uganda Revenue Authority (URA), the National Identification and Registration Authority (NIRA), the Ministry of Internal Affairs (MoIA), the Ministry of Public Service (MoPS), Uganda Registration Services Bureau (URSB) and Posta Uganda was undertaken on the services that can be provided through postal infrastructure, and compilation of a feedback report was ongoing. On the other hand, the support to public and private institutions to review, re-engineer their processes, automate and deliver services online was not provided during the period under review.

3.2.2 Mainstream ICT in All Sectors of the Economy and Digitising Service Delivery

The intervention contributes to the objective of enhancing the usage of ICT in national development and service delivery. The planned output under the intervention was ICT infrastructure planning. The

target was to develop the ICT Infrastructure Spatial Data Store, develop/review policies, strategies, standards, guidelines and regulations, and support the interconnection and digitisation programme for PWD learning centres.

The performance of the intervention was fair, at 66.7%. The fair performance was attributed to the delayed implementation of supporting the interconnection and digitisation programme for PWD learning centres and the slow progress on the development of the ICT Infrastructure Spatial Data Store.

By 30th June 2025, the set requirements for the Spatial Data Store were documented, and Terms of Reference (ToR) for the baseline study were prepared. The evaluation of the expressions of interest in bids was completed. The status of ICT infrastructure-sharing in light of the National Broadband Policy and existing regulatory infrastructure-sharing deployment and sharing guidelines was reviewed. In addition, the prices of interconnection and access were assessed, and a consultant was onboarded to undertake feasibility studies for interconnection and the digitisation programme for PWDs.

The Information and Communication Bill was drafted in collaboration with the First Parliamentary Counsel and await gazettement. The ICT infrastructure development guidelines and specifications, alongside public utility infrastructure, were developed and await approval. The implementation status of the National Broadband Policy was reviewed with KCCA, NITA-U, MoLHUD, and MoWT. Notable challenges and areas for improvement were the persistent gaps in ICT infrastructure and digital skills in rural and underserved areas, as well as the need to strengthen institutional and regulatory support to build capacity and foster innovation.

3.2.3 Extend Broadband ICT Infrastructure Coverage Countrywide in Partnership with the Private Sector and Implementing Last-mile Connectivity to Key Areas (Districts, Sub-Counties, Schools, Hospitals)

The intervention contributes to the sub-programme goal of increased national ICT infrastructure coverage through extension of the National Backbone Infrastructure (NBI), connection and provision of internet to MDAs. The planned outputs for FY 2024/25 were ICT infrastructure planning and ICT infrastructure deployment.

The plan under ICT infrastructure planning involved the rollout of the National Data Centre services to six MDAs to host their applications; facilitating Data Centre (DC) operations to ensure efficient service delivery; maintaining the NBI in a fully functional state to ensure service uptime of 99.9%; ensuring at least 1,464 MDA/LG and TUG sites are connected to the network; and procuring tools such as crimping tools and ethanoate rods (RJ 45) to support and manage the network.

On the other hand, ICT infrastructure deployment included laying an additional 500 km of fibre-optic network links between 20 selected towns in line with the Environment Protection Policy; extending the NBI last-mile connectivity to cover 700 sites; implementing the approved data protection and privacy curriculum; preparing the draft cybersecurity and cybercrime legislation bill to include provisions for critical information infrastructure protection; implementing the external quality assurance for NITA-U infrastructure and selected core services; and enabling priority institutions in key sectors to reach ISO 27001 Information Security Management System (ISMS) controls or similar certifications.

Others were: adding seven new features on the digital authentication platform; migrating services from the existing system to point to the established Public Key Infrastructure (PKI); developing four policies[1]; developing a data protection and privacy audit and inspection manual; ensuring four MDAs[2] are audited using the approved audit and inspection manual to assess their compliance levels in line

[1] Data Sharing and Governance Policy, Open Data Policy, National Critical Information Infrastructure Policy, and Spectrum Management Policy.

[2] NIRA, URSB, Ministry of Health, Ministry of Education and Sports.

with the Data Protection and Privacy Act and Regulations; acquiring Personal Data Protection Office (PDPO) premises; and enhancing a national Computer Emergency Response Team (CERT) forensics lab.

The performance of the intervention was poor, at 48.9%, mainly due to the slow progress of the GOVNET Project under NITA-U. The detailed output performance as of 30th June 2025 is provided hereunder:

ICT infrastructure planning: The progress under the output was fair. The Data Centre and disaster recovery operations were monitored and effectively supervised, with no downtime experienced within the period, and preventive maintenance on machinery was undertaken. The NBI was fully maintained, with an uptime of 99.9%. Three applications, including the community service Management Information System (MIS) under the Ministry of Internal Affairs (MoIA), were hosted against an annual target of three applications. The preparation of the procurement documents for the tool kits, such as crimping tools and ethanoate rods (RJ 45), to support and manage the network was initiated. The rollout of the National Data Centre services to six MDAs was not undertaken due to inadequate funding releases.

ICT infrastructure deployment: The output is executed through the GOVENT Project. The onboarding of a consultant and a contractor to undertake supervision of laying of the additional 500 km of fibre-optic network links was at the financial evaluation stage. The last-mile connectivity study was ongoing. The data protection and privacy training curriculum was developed using alternative funding, and it was approved by the NITA-U Board, the Digital Transformation Committee and external stakeholders.

The ToR for the draft cybersecurity and cybercrime legislation bill were drafted. The delayed finalisation of the draft was attributed to slow progress in the development of the Regulatory Impact Assessment (RIA). The internal review of the concept note and ToR for a consultant to implement the external quality assurance for NITA-U infrastructure and selected core services was initiated. To enable priority institutions in key sectors to attain ISO 27001 Information Security Management System (ISMS) certification or its equivalent, the request for proposals was issued to bidders, and the technical evaluation was underway.

The implementation of the digital authentication platform progressed to 50%. A total of 10 new features were developed and deployed, and user acceptance testing was completed. The new features included a mobile signing app, building an agent framework and corresponding API for UGPass, replacement of pins with a biometric, self-service portal, and the delegation of signing powers, among others.

The bidding documents for the migration of services from the existing system to the established Public Key Infrastructure (PKI) were awaiting approval by the Contracts Committee. On the other hand, the ToR for the development of four policies (Data Sharing and Governance Policy, Open Data Policy, National Critical Information Infrastructure Policy, and Spectrum Management Policy) were drafted.

The consultancy contract was prepared for the development of a data protection and privacy audit and inspection manual, and the auditing of four MDAs using the approved audit and inspection manual to assess their compliance levels in line with the Data Protection and Privacy Act and Regulations was awaiting clearance from the Solicitor General.

The contract for the acquisition of the Personal Data Protection Office (PDPO) work space was signed and implementation was ongoing, while the internal review of the concept note and ToR for the enhancement of the National CERT forensics lab enhancement commenced and was ongoing. Table 3.4 shows the performance of the sub-programme monitored outputs.

L-R: A completed structure to house the transmission site at Kayunga District headquarters. A nearly completed structure to house a transmission site at Iganga under the GOVNET-PHASE V Project.

Table 3.4: Performance of the ICT Infrastructure Sub-Programme by 30th June 2025

Outputs Performance								Remark
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Implement the national addressing system	Infrastructure Development and Management	787,721,572	100	100	100	50	50	Slow progress registered
Mainstream ICT in all sectors of the economy and digitise service delivery	ICT Infrastructure Planning	632,519,556	100	98	3	2	66.7	Much of the funds were spent on travel inland
Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and all Government entities and implement	ICT Infrastructure Planning	25,388,847,733	100	100	100	40	40	Funds spent on Information and Communication Technology (ICT) services and arrears
	ICT infrastructure deployment	163,525,406,941	100	27	100	30	32	USh 1,000,406,941 spent on payment of domestic arrears under NITA-U

Outputs Performance								Remark
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
last-mile connectivity to key areas (districts, sub-counties, schools, hospitals, post offices, tourism sites, police, LGs etc.)								Outputs had just commenced
	Total	**190,334,495,802**					**47.17**	
Average Outputs Performance							**47.17**	
Outcomes Performance								
Outcome Indicator				**Annual Target**	**Achieved**		**Score (%)**	**Remark**
National broadband coverage with minimum speed of 8 Mbps, %				60	46		77	
Digital terrestrial TV signal coverage				80	80		100	
Internet penetration				70	34		49	
Population covered by broadband services (%)				90	78		87	
Radio signal coverage (%)				95	95		100	
Average Outcomes performance							82.4	
Overall Sub-Program Performance							**59.5**	***Overall performance of sub-programme***

Author's Compilation

Challenges

1. Inadequate budget to fully operationalise some ICT infrastructure, for example the Personal Data Protection Office.
2. Absence of developed Applications Programming Interfaces (APIs) for some of the MDAs, which affects systems to be integrated into the Integration and Data Sharing platform.

Conclusion

The performance of the sub-programme was rated fair, at 59.5%. The Data Centre and disaster recovery operations and the existing NBI were effectively monitored. However, the development of infrastructure and systems, including the NBI, Spatial Data Store, and rollout of the national post code,

showed poor performance. There was slow procurement under the GOVNET Projects to extend NBI infrastructure. The support to public and private institutions to review and re-engineer their processes was not undertaken, and the rollout of the National Data Centre services to six MDAs was yet to commence.

3.3. E-Services Sub-Programme

The sub-programme goal is enhanced usage of ICT in national development and service delivery. The performance of the sub-programme was fair, at 67.8%. The intervention of mainstreaming ICT in all sectors of the economy had fair performance, while that of strengthening cybersecurity in the country was poor. The performance was attributed to the slow rollout of the digital authentication and mobile ID solution and the poor usage of the Unified Messaging Collaboration System (UMCS), especially at Local Government (LG) level (Table 3.5).

Table 3.5: Performance of selected interventions under the E-Services Sub-Programme by 30th June 2025

Intervention	Colour code	Remark
Mainstream ICT in all sectors of the economy and digitise service delivery	68.8	Fair performance
Strengthen cybersecurity in the country	49.2	Poor performance

Source: Authors' Compilation

The detailed performance of the monitored intervention is presented hereafter.

3.3.1 Mainstream ICT in All Sectors of the Economy and Digitising Service Delivery

The intervention contributes to the programme's objective of enhanced usage of ICT in national development and service delivery. The intervention aims to promote interoperability, data sharing and integration of government systems; and rollout of e-services to citizens and government institutions.

The planned outputs for FY 2024/25 include: e-services rolled out; Parish Development Model (PDM) equipment procured; and PDM operations supported.

The plan under e-services was to roll out the E-Waste Management Policy; conduct performance audits to evaluate the efficiency of existing information sharing frameworks and systems; enhance cybersecurity of e-services systems and data communications infrastructure; and support the development and commercialisation of local ICT products, including those for women and PWDs.

Under the PDM equipment and operations, the plan is to develop and deploy the new Parish Development Model Management Information System (PDMIS) features, and support three PDMIS Service-Level Agreements (SLAs). For operations, the plan is to disseminate PDMIS user manuals and reference guides, train PDMIS users in cybersecurity, assess the PDMIS to improve efficiency and system-user experience, and update PDMIS data to ensure accuracy and completeness.

The performance of the intervention was fair, at 68.8%. The detailed performance of the planned outputs is presented hereunder

Rollout of e-services: By 30th June 2025, stakeholder engagements with NEMA, the Ministry of Water and Environment (MoWE), the Ministry of Local Government (MoLG), MoFPED, and UCC were carried out to review the Extended Producer Responsibility (EPR) regulations, re-draft articles and obligations for the e-waste policy, and share the proposed regulations for EPR focusing on e-waste. The URA was also engaged on the proposed EPR financing approach. The pilot e-waste collections project under UCC, covering Mukono and Kampala, was under development and a study on improvement of the operations and capacity of stakeholders and the e-waste main collection centre to store, repurpose, and recycle e-waste in Uganda was undertaken.

To enhance the cybersecurity of e-services systems and data communications infrastructure, desk research was undertaken on the three cyber laws, and gaps identified and documented. To support the development and commercialisation of local ICT products, landscape assessment was undertaken to identify the overview of the industry, including key players, market dynamics, production capacities, and value chains. The assessment highlighted growth opportunities and investment areas, but it also identified challenges such as skill gaps, infrastructure limitations, and regulatory hurdles.

The Unified Messaging and Collaboration System (UMCS) structure review, performance enhancement and upgrade of the existing platform were completed, and change management was ongoing for both existing and new entities that were onboarded onto the UMCS platform. A total of three additional entities (Rukungiri Municipal Council, Uganda National Institute for Teacher Education, and Posta Uganda) were enrolled on to the UMCS, bringing the cumulative number to 150 with 163 domains over the years. The full-scale rollout of the additional 50,000 licenses and Zimbra 10.1 patch upgrade depended on the enhancement of the National Data Centre capabilities. The usage of the UMCS was still low, especially at the LG level.

The Business Process Outsourcing (BPO) centre in Namanve was not established during the financial year due to delays in obtaining the developer; however, the BPO website was redesigned and deployed (www.bpo.go.ug). The World Bank approved an upgrade of the interoperability framework and enterprise architecture to cater to emerging technologies and the needs of MDAs; however, no stakeholder workshops were conducted to operationalise the interoperability framework and enterprise architecture due to limited Government of Uganda (GoU) funds released.

Two private entities – Compulynx Ltd, and Armada CRB – were engaged to roll out the Whole-of-Government Integration and Data-Sharing platform to an additional 10 entities, and the rollout was in the testing phase. To roll out the digital authentication and mobile ID solution, four entities (2 public, 2 private) were engaged (ERB, Tucksee, I&M Bank, MoFA), and the entities approximated 100,000 users, which was the annual target. Two websites were revamped, that is, those of NITA-U and Uganda Printing and Publishing Corporation (UPPC), and existing ones were maintained. This enabled these entities to continue to provide up-to-date information, thus providing uninterrupted online services to the public.

Parish Development Model equipment: The ToR for the support and maintenance of PDMIS modules were finalised and continued contractual support for optimisation of the systems was undertaken. The requirements collection was also completed in partnership with the PDM Secretariat and the Office of the Prime Minister for the M&E feature of the PDMIS for collecting data from PDM monitoring *barazas*.

The SACCO Supervisory Board approval level in the loan application process on the PDMIS was developed and deployed. The Zabbix monitoring system to improve system health monitoring was upgraded. Automated daily backup reporting via email for improved data tracking was added to the system. The Financial Inclusion System (FIS) password was updated to ensure secure integration and data access. The requirements gathering for the parish-level M&E tool to support PDM monitoring was completed.

Parish Development Model operations: By 30th June 2025, a verification and commissioning exercise for the 24,220 tablets that were previously used for the National Census to facilitate the implementation of the PDMIS user manuals were delivered in a total of 70 districts. Content on cyber safe operations while using the PDMIS was developed, and 18,776 tickets from 10,594 parishes were raised, and 18,732 were resolved and closed. A comprehensive data clean-up was conducted to enhance accuracy and support effective fund disbursement under PDM.

Capacity building for PDMIS users was undertaken on password protection and confidentiality during the evaluation of PDMIS performance in Ntungamo District Local Government (DLG), Ntungamo

Municipal Council (MC), Mbarara City, and Mbarara District. Cybersecurity awareness trainings for PDMIS users were carried out through a blended approach that included an online training session, and was attended by over 900 Parish Chiefs.

The PDM implementation evaluation was conducted in the Bunyoro, Bugisu and Bukedi sub-regions. Site visits were carried out to assess the performance of the PDMIS in the districts of Jinja, Kamuli, Bugweri, Bugiri, Gomba, Mpigi, Masaka, Ntungamo, Kanungu, Kabale, and Kiruhura. Data clean-up for the duplicate NINs and phone numbers in the Financial Information System (FIS) was undertaken to eliminate the possibility of a beneficiary receiving funds more than once. In addition, data clean-up of enterprise groups that were earlier attached to the wrong administrative units was also carried out.

3.3.2 Strengthen Cybersecurity in the Country

The intervention aims at enhancing cybersecurity through the implementation of the National Information Security Framework (NISF), the provision of Computer Emergency Response Teams (CERTs) services, the utilisation of the national cyber threat intelligence platform, and training in cybercrime investigation and prosecution. The planned output for FY 2024/25 is cybersecurity strengthened.

The plan is to assess 20 MDAs against the National Information Security Framework, review and update the National Information Security Risk Register, promote cybersecurity in both public and private entities, and disseminate Computer Emergency Response Team advisory and alerting messages. Others are: acquire three cybersecurity monitoring tools; maintain five international cybersecurity collaborations; and provide information assurance to the sites receiving services over the NBI by responding to at least 85% requests received from MDAs.

The intervention performance was poor, at 49.2%. By the end of 30th June 2025, a total of 15 security awareness sessions were conducted with 910 participants from both the private and the public sectors. This was intended to close the information security knowledge gap as well as improve cyber hygiene. A total of 18 cyber threat advisories and alerts were disseminated during the financial year.

Three out of the five active collaborations from the previous periods were maintained, and 32 entities were provided with technical support on a range of areas, including incident management, network vulnerability assessment (networks and services), quality assurance and audits, security evaluations, and IT governance, among others.

The assessments of the National Information Security Framework (NISF) were not undertaken, the National Information Security Risk Register was not reviewed and updated, and the security monitoring tools were not acquired due to inadequate funds released for the output. Table 3.6 shows the performance of the sub-programme monitored outputs.

Table 3.6: Performance of the E-Services Sub-Programme by 30th June 2025

Outputs Performance								Remark
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget (USh)	% Of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Mainstream ICT in all sectors of the economy and digitise	E-services	3,266,451,402	100	98	56	18	31.3	Poor usage of the UMCS, especially at the LG level
	Parish Development Model Equipment	2,000,000,000	100	100	4	3	75	Good performance

service delivery	Parish Development Model Operations	481,358,000	100	100	5	5	100	PDMIS operations were supported
Strengthen cyber security in the country	Cybersecurity	291,650,000	100	100	61	30	49.2	National Information Security Risk Register was not reviewed and updated
	Total	**6,039,459,402**					**63.9**	
Average Output Performance							**63.9**	
Outcomes Performance								
Outcome Indicator				**Annual Target**	**Achieved**		**Score (%)**	**Remark**
Unit cost of 1 Mbps/month of internet				70	35		50	
Proportion of government services online				50	52		100	
Average Outcomes Performance							**75.0**	
Overall Sub-Programme Performance							**67.8**	***Fair performance***

Source: Author's Compilation

Conclusion

The performance of the sub-programme was fair, at 67.8%. The Extended Producer Responsibility (EPR) regulations were reviewed, and the rollout of e-waste management was underway. Desk research was undertaken on the three cyber laws, and the gaps were identified and documented. The Unified Messaging and Collaboration System (UMCS) structure to streamline communication across MDAs was reviewed, and performance enhancement and upgrade were undertaken. The ToR for the support and maintenance of PDMIS modules (M&E and CPIS) were finalised. The deferred enhancement of the National Data Centre capabilities delayed the full-scale rollout of the additional 50,000 licenses and Zimbra 10.1 patch upgrade.

3.4 Research, Innovation and ICT Skills Development Sub-Programme

The sub-programme aims to promote ICT research, innovation, and commercialisation of indigenous knowledge products and increase the ICT human resource capital. The overall performance of the sub-programme was fair, at 63.9%. The intervention of developing ICT centres of excellence and vocational institutions posted very good performance, while the intervention of promoting the local manufacture and assembly of ICT products registered poor performance (Table 3.7).

Table 3.7: Performance of interventions under the Research, Innovation and ICT Skills Development Sub-Programme by 30th June 2025

Intervention	Colour Code	Remark
Support local innovation and promote export of knowledge products	58.9	Fair performance
Promote local manufacturing and assembly of ICT products	80	Good performance
Develop ICT centres of excellence and vocational institutions	99	Very good performance

Source: Authors' Compilation

3.4.1 Support Local Innovation and Promoting Export of Knowledge Products

The intervention contributes to the programme's objective of promoting ICT research, innovation, and commercialisation of indigenous knowledge products. The planned outputs for FY 2024/25 are: E-services and Business Process Outsourcing (BPO) support services provided. The performance of the outputs under the intervention was rated fair, at 58.9%.

E-services: The plan was to develop digital service standards to increase transparency and accountability, to enhance user experience, and improve service performance. By 30th June 2025,

research, collation, and review of industry and international best practices were undertaken to inform the digital service standard principles. Subsequently, the principles of the digital service standards were developed based on the research.

Business Process Outsourcing (BPO) support services: The plan was to conduct BPO national awareness and hold an International BPO Conference in Uganda to showcase Uganda as a BPO destination; develop an ICT incentives framework for BPO companies; develop and publicise third-party services certification requirements; and conduct business acceleration and matchmaking for 20 BPO companies.

By 30th June 2025, an international BPO Conference in Uganda was held to showcase Uganda as a BPO destination, and Uganda took part in the GITEX Africa Expo, which happened in April 2025. Stakeholder engagements were conducted with Uganda Investment Authority, Uganda Free Zones and Export Promotions Authority (UFZEPA), and Yako ICT Hub to gather input on the ICT incentives framework for BPO companies.

As part of national awareness, MoICT&NG developed a campaign strategy to communicate to key audience segments, including investors, about the BPO industry to boost the Ugandan economy. Promotional activities for 10 companies were conducted in Japan (6 companies) and Dubai (4 companies). A compendium/list of existing BPO company incentives in Uganda was developed, and the procurement of a consultant to draft the incentive framework was ongoing.

The draft certification requirements and training certification specifications for BPO companies in Uganda were developed, and a campaign for creatives, including a Go-To Market (GTM) strategy, designs for cover banners and Google display banners, as well as collaterals (T-shirt, pull-up, teardrop, cap, flyer, backdrop banner) was developed.

3.4.2 Promote Local Manufacturing and Assembly of ICT Products

The intervention aims at promoting and supporting local ICT assembly and manufacturing through the promotion of ICT research, innovation, and commercialisation of indigenous knowledge products. The planned outputs for FY 2024/25 were an innovation fund managed and grants to ICT innovators provided.

The plan under the Innovation Fund management included conducting a comprehensive information security audit for four local systems; conducting quarterly monitoring and evaluation exercises for locally developed systems; and successfully managing five e-government systems acquired under the National ICT Innovation Strategic Programme (NIISP).

On the other hand, the plan for the provision of grants to ICT innovators included developing a Government Assets Management Information System (GAMIS) and a national BPO information system for the BPO industry; deploying the Electronic Document and Records Management System (EDRMS) in five MDAs; conducting capacity building on the usage of industry best practices; and upgrade of the Integrated Health Management Information System (iHMIS), the Online Business Registration System (OBRS), and the Education Management Information System (EMIS).

The overall performance of the intervention was good, at 80%, and the achievements by 30th June 2025 are highlighted below.

Innovation Fund management: The quality assurance exercise was undertaken on the Electronic Government Procurement (eGP) system and Online Business Registration System (OBRS), and the report was submitted and presented to the Project Steering Committee. The innovators were contacted and notified, and preparations were ongoing for the field monitoring activity. The contract management meetings for the OBRS, EDRMS, and EMIS were conducted during the period under review.

Grants to ICT innovators provided: The system integration was carried out with District Health Information Software 2 (DHIS2), the nurse's desk, patient monitoring under accidents and emergencies, anonymous patient identification, nutrition, maternity, admissions, and patient visit token generation and dashboard. The draft ToR for the BPO information system was developed in consultation with key BPO stakeholder associations, and the procurement process for a consultant was ongoing.

The MoICT&NG received the EDRMS source code and its updated documentation. Subsequently, the EDRMS was deployed and is in use at the Ministry of Justice and Constitutional Affairs (MoJCA). The EDRMS was deployed at MoFPED, the Office of the Directorate of Public Prosecution (ODPP), MoLG, the Ministry of Tourism, Wildlife and Antiquities (MoTWA), the Ministry of Energy and Mineral Development (MEMD), and the Ministry of Gender, Labour and Social Development (MoGLSD).

The draft Software Requirements Specifications (SRS) were under review and the SRS document for OBRS was developed. The requirements gathering for the EMIS was completed and analysis was ongoing. Requirements analysis for the Inspection and Registration modules under the EMIS was completed. A National BPO information system was developed for the BPO industry in Uganda and can be accessed at https://bizlink.ict.go.ug/.

3.4.3 Develop ICT Centres of Excellence and Vocational Institutions

The intervention contributes to the programme objective of increasing the ICT human resource capital. The planned output for FY 2024/25 is support to the Uganda Institute of Information and Communications Technology (UICT).

The plan for FY 2024/25 is to conduct capacity building on the usage of industry-best practices, conduct digital skilling and entrepreneurship training for innovators in private-owned hubs, and organise hackathons and base boot camps for innovators.

The intervention performance was very good, at 99%, and the detailed achievements by 30th June 2025 are discussed hereafter:

Capacity building on the usage of industry best practices: Five long courses and curricula for each programme were developed in alignment with industry standards and accredited by the National Council for Higher Education (NHCE). They included a Diploma in Software Engineering, a Diploma in Business Computing, a Diploma in Business and Financial Technology, a Diploma in Data Science, Management and Analytics, and a Diploma in e-Governance and Digital Transformation.

Four partnerships and collaborations were also operationalised to support academic research applied research, and innovation. These included the International Telecommunication Union (ITU), which supported the training of 1,050 participants; the African Advanced Level Telecommunications Institute, which supported the training of 843 participants; JICA, which supported the tracer study 2020 –2024 for UICT graduates and training for 58 ICT trainers; and Huawei, which supported the training of 440 participants.

The UICT facilitated a total of 1,275 (865 males and 410 females), out of the targeted 1,200 Government-sponsored students, of whom 353 were for the 2023–24 cohort, while 922 students were for the 2024–25 cohort. On the other hand, 783 (587 males and 196 females), out of the targeted 900 private students, were facilitated during the period under review, and these include 491 for the 2023/24 cohort and 292 for the 2024/25 cohort.

A total of 1,160 Government officers from various sectors, including ICT, Education, Trade and Industry, and Local Government, among others, were also trained in cyber and data privacy management with Artificial Intelligence (AI). Other training programmes were, among others: certified

fibre optic technician; spectrum monitoring and management; big data analytics; and introduction to microtechnology.

A total of 3,796 individuals from the formal and informal business community, including market vendors, students, teachers, and youth, were trained in digital literacy skills, covering the use of computers, mobile devices, data science, AI, networking and cybersecurity, and ethical hacking. This was against a target of 500. Additionally, 996 of the planned 300 teachers and education practitioners were trained in integrating ICT into education, focusing on areas such as Internet of Things (IoT) and emerging technologies, cybersecurity, digital skills, and general IT. The achievement beyond the target is attributed to the support received from the International Telecommunication Union (ITU).

Digital skilling and entrepreneurship training for innovators in private-owned hubs: A total of 1,268 users were trained and enrolled on the EON platform. Two innovators (Rapcio and Core Micro) were successfully onboarded out of the 23[3] requests processed. This brought the total number of innovators hosted at the National ICT Hub at Nakawa to 58 by the end of June 2025.

Through its partners and donors, the UICT trained and certified 119 persons in the following areas, with support from international certification bodies: a) Control Objectives for Information and Related Technologies (COBIT); b) TOGAF certification from the Open Group; c) Project Management – Professional (PMP) and PRINCE2 from the Project Management Institute (PMI)/AXELOS; and d) Information Technology Infrastructure Library (ITIL) from AXELOS.

Five ICT/engineering project innovations were pre-incubated and submitted to the accelerator programme. They include a gas leak detection system; an automatic alertness monitoring system/Doziness Smart Glasses; a smart attendance management system for Uganda Institute of Information and Communication Technology; a passenger monitoring system for public transport; and a smart automated poultry drinking system.

Base boot camps and hackathons for innovators: Four boot camps were organised, attracting 1,106 males and 616 female active participants. The boot camps included: a) a cybersecurity and digital marketing boot camp covering the basics and essential training in both cybersecurity and digital marketing for innovators; b) participation in the national agricultural show aimed at innovating pathways to farm business-led agro-industrialisation; c) a green growth boot camp aimed at cultivating transformative solutions to propel the agricultural industry towards a more sustainable, efficient, and resilient future; and d) a NASA Space Apps Challenge hackathon.

Progress of infrastructure development: The Virtual Reality and Augmented Reality (VR/AR) Project was at 70%, with civil works completed, power and LAN/network cabling done, furniture fully installed, and four Smart-Plus-One interactive display screens installed. In addition, 70% of the lab access control AR/VR Cluster Centre was completed, with a consultant procured to support content development. The standardised guidelines for converting curricula into AVR content were developed, and the development of content for five pilot subjects in ICT/Engineering/Management was ongoing to support teaching.

The UICT also completed 50% of the physical infrastructure enhancement and maintenance within the National ICT Innovation Hub. The works include: maintenance and repair of the plumbing system; repair of the hub roof; replacement of the carpet in the auditorium; installation of extra electrical power points in the auditorium; and maintenance and repair of parking, auditorium terrazzo, veranda, external

[3] Leja Leja, TATU Technologies Limited, Core Micro, Andabye, Nkifunye, Rapcio, GEMS Concepts Discover Uganda, Pasbanc, Impartial World, UCIS, Core Byte, Yuraec Ltd & Energy Consultant, Idea, Run Automations, Idea, Statesoft Intelligence Limited, Xcom directory, Adwrap, The UG Party, Swavelink/Startboom Digital Ltd, SWIFT PATH, Ticket Yo, and Happy Shilling.

painting, as well as general stone and concrete works. Other works include: installation of compartment trunking, wall plugs, and double data outlet sockets; supply, delivery, and installation of air conditioners and electrical consumables; partitioning and design of the hub cafeteria; generator servicing; and procurement of handheld microphones for the auditorium.

The planned upgrade of the physical infrastructure for the UICT was ongoing. This included the renovation of the boardroom and seminar room, as well as that of two student labs, which progressed to 25%. The procurement of a contractor for the construction of the incinerator, renovation of the dining halls, redesign of washrooms at reception and in the administration blocks, repair of walkways, installation of security lights, and water tanks was initiated. Table 3.8 shows the performance of the sub-programme monitored outputs.

Table 3.8: Performance of the Research, Innovation and ICT Skills Development Sub-Programme by 30th June 2025

Outputs Performance								**Remark**
Intervention	**Output**	**Financial Performance**			**Physical Performance**			
		Annual Budget (USh)	**% of Budget Received**	**% of Budget Spent**	**Annual Target**	**Cum. Achieved Quantity**	**Physical Performance Score (%)**	
Support local innovation and promote export of knowledge products	E-services	847,777,000	98.8	100	1.0	0.7	70.8	Good performance
	BPO Support Services	500,000,000	100	100	24	10	41.7	Poor performance
	Innovation Fund Management	481,357,893	100	100	14	9	64.3	The performance was fair as the developed systems were managed.
Promote local manufacturing and assembly of ICT products	Grants to ICT Innovators	599,595,554	100	98	5	4	80	The requirements gathering for EMIS was completed and analysis was ongoing.
Develop ICT centres of excellence and vocational institutions	Support to UICT	1,967,888,000	100	100	100	100	100	Good performance as all the funds were transferred to UICT.
	Total	**4,396,618,447**	**99.8**	**100**	**0**	**0**	**71.4**	
Average Outputs Performance							**71.4**	
Outcomes Performance								
Outcome Indicator				**Annual Target**	**Achieved**		**Score (%)**	**Remark**
ICT Development Index (IDI value)				3	0		0	
ICT directly created jobs ('000s)				30,000	41,000		100	
Average Outcomes Performance							50.0	
Overall Sub-Programme Performance							**63.9**	***Fair performance***

Source: Field Findings, PBS, and IFMS

Conclusion

The performance of the sub-programme was fair, at 63.9%. The principles of the digital service standards to promote research and innovation were developed. A compendium of existing BPO company incentives in Uganda was also developed, and promotional activities for some of the local

companies were undertaken. The EDRMS to track innovations was deployed and was in use at the Ministry of Justice and Constitutional Affairs (MoJCA). The Uganda Institute of Information and Communications Technology (UICT) exhibited good performance in capacity building and digital skilling of innovators.

3.5. Enabling Environment Sub-Programme

The sub-programme aims at strengthening the policy, legal, and regulatory framework of the Digital Transformation Programme and has two interventions that are implemented over the NDP III period. These are: i) Review and develop appropriate policies, strategies, standards, and regulations that respond to industry needs; and ii) Regulate, coordinate, and harmonise ICT infrastructure planning, sharing, and deployment within the public and the private sector.

Performance

The overall performance of the sub-programme was good, at 76.9%. Both interventions posted good performance. The good performance was attributed to the recurrent nature of the outputs and the availability of funds. The detailed performance of the monitored intervention and outputs is given in the ensuing sub-sections. Table 3.9 highlights the performance of the monitored intervention.

Table 3.9: Performance of monitored interventions under the Enabling Environment Sub-Programme by 30th June 2025

Interventions	Colour Code	Remark
Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs	82.2	Good performance
Develop an ICT professional's quality assurance framework	53.1	Fair performance

Source: Authors' Compilation

3.5.1 Review and Develop Appropriate Policies, Strategies, Standards and Regulations That Respond to Industry Needs

The intervention aimed at strengthening the ICT policy, legal, and regulatory framework. The planned output for FY 2024/25 was data protection and privacy policies, regulations, and standards strengthened.

The plan for FY 2024/25 involved strengthening the Personal Data Protection Office (PDPO) capacity through recruitment, training, and subscriptions of staff; enhancing compliance with the Personal Data Protection and Privacy Act through conducting mass compliance clinics; developing and implementing an awareness and communication strategy; producing and approving periodic PDPO performance reports; ensuring subscription to one international/or regional data protection and privacy forum; and enhancing awareness initiatives about the Private Data Protection Act and Regulations.

The performance of the intervention was good, at 82.2%. The achievements by 30th June 2025 were as follows:

Data protection and privacy: A draft concept note, including an implementation plan for enhancing compliance with the Personal Data Protection and Privacy Act, was developed. This was targeting areas in Eastern and Western Uganda that were identified as having moderate to low registration levels, as highlighted in the PDPO FY 2023/24 compliance report. Three staff members at managerial level were also enrolled in the online course, "Foundations of Privacy and Data Protection", that is offered by the International Association of Privacy Professionals (IAPP).

Subscription to the International Association of Privacy Professionals and the Network of African Data Protection Authorities was successfully renewed. On the other hand, the development of the

Communication and Awareness Plan was still ongoing, while the awareness initiatives about the Act and Regulations were not undertaken due to insufficient funds released for the activity.

Policies, regulations, and standards: NITA-U developed an Awareness and Sensitisation Plan and subsequently carried out awareness exercises in three agencies, namely the Uganda Police Force (UPF), the National Building Review Board (NBRB), and Makerere University, Kampala (MUK). NITA-U also developed a plan for technical support for agencies to promote the uptake of standards. A desk review was undertaken for four policies and standards that were considered for review or adoption. A draft 2024 NITA-U Statistical Abstract was prepared in consultation with relevant stakeholders. The procurement of 10 mobile hand-push shelves and cabinets was not undertaken.

3.5.2 Develop an ICT Professional's Quality Assurance Framework

The intervention contributes to the NDP III objective of increasing the ICT human resource capital. The planned output for FY 2024/25 is legal and advisory services provided.

The intervention performance was fair, at 53.1%. By 30th June 2025, the concept note and ToR for the procurement of a consultant to undertake the Regulatory Impact Assessment (RIA) under the Uganda Digital Acceleration Project (UDAP) were approved by both the Technical Committee and World Bank. NITA-U also reviewed and provided comments on the UCC Spectrum Utilisation and Compliance Framework.

A total of 219 audits were conducted, while 87 IT service providers were certified in line with the IT regulations. In addition, 106 IT service providers were inspected and their certificates renewed, and 18 awareness and sensitisation engagements were conducted in line with the awareness plan for IT legislation by the end of December 2024. Table 3.10 shows the performance of the sub-programme monitored outputs.

Table 3.10: Performance of the Enabling Environment Sub-Programme by 30th June 2025

Outputs Performance								Remark
Intervention	Output	Financial Performance			Physical Performance			
		Annual Budget (USh)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)	
Review and develop appropriate policies, strategies, standards, and regulations that respond to industry needs	Administrative and Support Services (Including GOVNET)	36,634,552,417	100	98	100.0	95	95	Administrative support for the GOVNET Project was provided.
	Facilities and Equipment Management	573,605,812	100	99	3.0	2	66.7	Fair performance
	Data Protection and Privacy	78,000,000	100	94	100.0	100	100	Very good performance
	Policies, Regulations and Standards	88,000,000	100	100	7.0	4.7	67.1	Some policies were not completed

Develop an ICT professional's quality assurance framework	Legal and Advisory Services	83,539,000	100	100	228.0	121	53.1	Fair performance
	Total	**37,457,697,229**					**76.4**	
Average Output Performance							**76.4**	
Outcomes Performance								
Outcome Indicator			**Annual Target**	**Achieved**			**Score (%)**	**Remark**
No. of legal and regulatory frameworks in place			3	3			100	
ICT contribution to GDP			3.6	2			56	
Average Outcomes Performance							77.8	
Overall Sub-Programme Performance							**76.9**	***Good performance***

Source: Field Findings, PBS and IFMS

Conclusion

Performance of the Enabling Environment Sub-Programme was good, at 76.9%. All the outputs were on track albeit at varying levels. Four MoICT&NG staff members at managerial level were enrolled on to various courses in a bid to enhance capacity. Eighteen awareness and sensitisation engagements were conducted in line with the awareness plan for IT legislation, and the development of the Communication and Awareness Plan was still ongoing.

3.6 Performance of NDP III outcome indicators

Over the NDP III period, the programmes registered poor outcome indicator performance with only three of the fourteen NDP III outcome indicator achieved, namely: 1) Unit cost of 1Mbps/month of internet reduced from USD 237 to USD 35 in 2025; 2) ICT direct jobs created annually increased from 30,000 to 41,000; and 3) Legal and regulatory framework developed/ reviewed were three against a target of one. Seven outcome indicators were not achieved, while four were not reported on in the last two financial years of the NDP III as indicated in Table 3.11.

Table 3.11: NDP III (FY2020/21-2024/25) outcome indicator performance

Programme Outcomes	Indicators	Baseline FY 2017/18	2020/21	2024/25	Actual 2024/25
Increased ICT penetration	Internet penetration increased from 25% in FY 2017/18 to 50% in 2024/25	25	30	50	34
	Population covered by broadband services increased from 74% in FY 2017/18 to 90% in 2024/25	74	79	90	78
	Digital Terrestrial TV signal coverage increased from 56% in FY 2017/18 to 95% in 2024/25	56	79	95	80
	Radio signal coverage increased from 80% in FY 2017/18 to 98% in 2024/25	80	85	98	95
	Fixed Broadband connectivity increased from 8,868 in FY 2017/18 to 20,882 in 2024/25	8,868	11,144	20,882	

	Unit cost of 1Mbps/month of internet reduced from USD 237 in FY 2017/18 to USD 70 in 2024/25	237	200	70	35
Increased ICT usage	Proportion of government services online increased from 20% in FY 2017/18 to 80% in 2024/25	20	25	80	52
	ICT contribution to GDP increased from 2% in FY 2017/18 to 3.69% in 2024/25	2	2.67	3.69	2
	National broadband coverage with minimum speed of 8 Mbps increased from 31% in FY 2017/18 to 90% in 2024/25	31	14	90	45
Reduced costs of ICT services	Unit cost of low entry smart phones (UGX) reduced from 100,000 in FY 2017/18 to 60,000 in 2024/25	100,000	95,000	60,000	0
	Cost of a computer (UGX) reduced from 1,600,000 in FY 2017/18 to 800,000 in 2024/25	1,600,000	1,550,000	800,000	0
Enhanced efficiency and productivity in service delivery	ICT Development Index (IDI value) increased from 2.19 in FY 2017/18 to 3.9 in 2024/25	2.19	2.5	3.9	0
	30,000 ICT direct jobs created annually	0	30,000	30,000	41,000
Effective legal and regulatory framework	Legal and regulatory framework developed/ reviewed	1	1	1	3

Source: Digital Transformation Programme (PBS) reports and DT programme PIAP

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

The overall performance of the Digital Transformation (DT) Programme was rated fair, at 67%. The sub-programmes of Enabling Environment and Research Innovation and ICT Skills Development registered good performance, while the ICT Infrastructure Sub-Programme had fair performance.

The Digital Transformation (DT) Programme made commendable progress across its four sub-programmes during FY2024/25, despite several delays, particularly those linked to procurement bottlenecks and financing approvals. The programme demonstrated tangible impact in expanding digital infrastructure, improving ICT skills, fostering innovation, and increasing e-services adoption.

The ICT Infrastructure Sub-Programme ensured high network uptime and expanded data hosting capabilities, although key outputs like last-mile connectivity and fibre expansion faced delays due to external dependencies. The E-Services Sub-Programme significantly enhanced digital literacy, innovation support, and cybersecurity, leading to an increase in the uptake of government digital platforms. The Research, Innovation, and ICT Skills Development Sub-Programme supported BPO development, certified over 2,000 individuals in ICT-related areas, and nurtured several promising innovations, boosting Uganda's digital entrepreneurship ecosystem. Under the Enabling Environment Sub-Programme, regulatory frameworks were strengthened, regional compliance efforts expanded, and new infrastructure for broadcasting and e-waste management was either delivered or evaluated.

Overall, while certain structural (delayed procurements and issuance of no objections from the World Bank) and financial challenges persist, the DT Programme continues to play a critical role in steering Uganda towards an inclusive, innovative, and digitally empowered society. However, the programme continued to have budget outputs misaligned to programme implementation action plan outputs. There was also limited information sharing, especially on performance by the UCC.

The performance of the Digital Transformation Programme under NDP III fell significantly short of its intended outcomes, with only 3 out of 14 outcome indicators achieved by FY2024/25. While notable progress was made in reducing internet costs, increasing ICT-related employment, and exceeding the target for legal and regulatory reforms, the majority of indicators such as ICT penetration, broadband coverage, and digital infrastructure access either underperformed or went unreported. This indicates systemic challenges in implementation, monitoring, and reporting, and underscores the need for strengthened oversight, enhanced resource allocation, and more effective execution strategies to ensure future ICT goals are met.

4.2 Recommendations

1. NITA-U, the MoICT&NG, and MoFPED should fast-track the implementation of the UDAP and NBI Phase V Projects, especially the decision to transfer management of the infrastructure to UTeL, which is constraining investment decisions by the World Bank.
2. The MoICT&NG, NITA-U, and the Ministry of Public Service should ensure that the UMCS is used in institutions where it was rolled out, rather than using personal and private emails for government business.
3. The MoICT&NG should support the UICT in establishing the required infrastructure, such as investment in modern ICT labs, recruiting skilled trainers, and expanding partnerships to enhance specialised ICT education and skills development.

4. The DT Programme Working Group should increase adoption of ICT platforms and innovations, promote user awareness, improve system usability, and support start-ups with funding and mentorship to drive platform usage and innovation commercialisation.

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Annex 1: List of interventions sampled for monitoring in FY 2024/25

Sub-Programme	Intervention
ICT Infrastructure	Implement the national addressing system
	Mainstream ICT in all sectors of the economy and digitise service delivery
	Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last-mile connectivity to key areas (districts, sub-counties, schools, hospitals, post offices, tourism sites, police, LGs etc.)
E-services	Mainstream ICT in all sectors of the economy and digitise service delivery
	Strengthen cybersecurity in the country
Research, Innovation and ICT Skills Development	Support local innovation and promote export of knowledge products
	Promote local manufacturing and assembly of ICT products
	Develop ICT centres of excellence and vocational institutions
Enabling Environment	Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs
	Develop an ICT professional's quality assurance framework

Source: Author's Compilation

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