# DIGITAL TRANSFORMATION PROGRAMME

## Semi-Annual Budget Monitoring Report

## Financial Year 2024/25

May 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 |
| ICTAU | Information Communications Technology Association of Uganda |
| 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 |
| MoU | Memorandum of Understanding |
| NBI | National Backbone Infrastructure |
| NDC | National Data Centre |
| NDPIII | 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 |
| SIGNET | Signal Network Limited |
| SLA | Service-Level Agreement |
| SMS | Short Messaging System |
| SOPs | Standard Operating Procedures |
| 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 |
| UPL | Uganda Posts Limited |

# FOREWORD

At the start of the Financial Year 2024/25, the Government of Uganda outlined strategies to restore the economy back to the medium-term growth path with the ultimate vision of a self-sustaining, integrated economy. The strategy 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.

Semi-Annual programme assessments were made, and it was established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. These monitoring findings form a very important building block upon which programmes can commence the reflective exercises.

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.

Ramathan Ggoobi
**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 31st December 2024.

**Overall Performance**

The approved budget for FY 2024/25 for the Digital Transformation programme was revised from USh 285.94 billion to USh 330.715 billion to cater for increased recurrent expenditure. A total of USh 187.12 billion (65.4% of the approved budget) was released and USh 104.16 billion (55.6% of the release) was spent by 31st December 2024. Poor absorption was observed under NITA-U, attributed to the slow pace of activities arising from the ongoing rationalisation process.

The overall performance of the DT Programme was fair at 61.1%. The Enabling Environment and Research, Innovation and ICT Skills Development sub-programmes demonstrated good performance, while the performance of ICT Infrastructure was poor due to delays in launching civil works under the Government Network (GOVNET) projects of the Uganda Digital Acceleration Project (UDAP) and the National Backbone Infrastructure (NBI)–Phase V.

**ICT Infrastructure Sub-programme**

This sub-programme under-performed with a 41.4% rating. The National Data Centre and disaster recovery operations remained fully functional, with 99.9% uptime for the NBI. Other key achievements included updating postcodes for education, health, finance, and MDAs in the Eastern and Northern regions. The Regulatory Impact Assessment (RIA) workshops on postal and courier services were conducted in collaboration with stakeholders. A consultant was also engaged to study interconnection and digitisation for People with Disabilities (PWDs). Minimal progress was made towards developing the ICT Infrastructure Spatial Data Store.

Funds meant for broadband extension and last-mile connectivity to districts, sub-counties, schools, and hospitals were partially diverted to settle domestic arrears. Under the GOVNET project, most procurement activities were behind schedule. The digital authentication platform reached 50% completion, with 10 new features developed and tested.

The Uganda Digital Acceleration Project (UDAP) recruited key staff, and initiated critical equipment procurements, but the project's delayed start – two years post-approval – continues to constrain progress due to a fixed closure timeline.

### E-Services Sub-programme

The performance of the sub-programme was fair, at 51.7%. To roll out the e-waste management policy, stakeholder engagements with NEMA to review the Extended Producer Responsibility (EPR) regulations in detail were undertaken. This 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 the new Parish Development Model Information System (PDMIS) features, the requirement collection was completed in partnership with the Parish Development Model (PDM) Secretariat and the Office of the Prime Minister (OPM) for the Monitoring and Evaluation (M&E) tool that would be used to collect data from PDM monitoring *barazas*. The PDMIS user manuals were also delivered in 70 districts and municipalities across the country.

The Unified Messaging and Collaboration System (UMCS) platform was also deployed to three additional entities within the first half of the financial year, bringing the cumulative total to 150. Nine BPO centres were supported by providing subsidised internet, technical support, training, and change management towards the adoption of e-services. There was still poor usage of Unified Messaging and Collaboration System (UMCS), especially at Local Government (LG) level. Awareness campaigns, advisories and alerts for cybersecurity were also conducted but performance was poor.

### Research, Innovation and ICT Skills Development Sub-programme

The overall performance of the sub-programme was good, at 75.4%. The intervention to develop ICT centres of excellence and vocational institutions posted very good performance, with more individuals trained in digital skills, while the intervention of promoting local manufacturing and assembly of ICT products registered poor performance, with systems developments and deployments ongoing.

Two of the 23 requests received were processed and successfully onboarded. This increased the total number of innovators hosted at the National ICT Innovation Hub to 58. Five engineering project innovations were also pre-incubated and submitted to the accelerator programme. A total of five research works in ICT-related disciplines were published and one hackathon was organised. The standardised guidelines for converting curricula into Augmented and Virtual Reality (AVR) content were also developed.

A compendium of existing Business Process Outsourcing (BPO) company incentives in Uganda was developed and a situational analysis was conducted. The procurement of a consultant to draft the incentive framework was initiated and the draft certification requirements and training certification specifications for BPO companies in Uganda were developed.

The Uganda Institute of Information and Communications Technology (UICT) provided training on integration of ICT to a total of 996 education practitioners and 1,161 government officers from various sectors, including ICT, education, trade and industry, and Local Government, among others. The UICT also facilitated 1,275 Government-sponsored students while 783 private students were also admitted and trained.

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**

This sub-programme achieved a 76.1% performance rating. Both interventions under it performed well, driven by consistent funding and the recurring nature of key outputs.

NITA-U drafted a concept note and implementation plan to promote data protection compliance in Eastern and Western Uganda, where registration levels are relatively low. Seventeen sensitisation engagements were held targeting IT legislation and consumer protection.

Operational monitoring of the Namanve e-waste collection centre was conducted, and improvements were recommended. Three managerial staff completed online training in privacy and data protection. A draft Communication and Awareness Plan is underway, although specific awareness activities have not been executed. NITA-U conducted 219 audits, certified 87 IT service providers, and prepared a draft 2024 Statistical Abstract. The procurement of archival storage equipment was pending.

**Conclusion**

The Data Centre and disaster recovery operations as well as the National Backbone Infrastructure (NBI) were fully maintained. The rollout of the national postcode posted slow progress, with special postcodes for education, health, financial institutions, and MDAs updated in the Eastern and Northern regions. To support innovation, the National ICT Innovation Hub was hosting 58 innovators and these were at different stages of innovation.

Implementation under the Uganda Digital Acceleration Project progressed slowly, with the recruitment of key staff completed. The procurement for critical equipment had been initiated and was at varying levels of progress. The project started two years after the initial project start date.

Some of the new Parish Development Model Information System (PDMIS) features were developed and deployed and the PDMIS user manuals were also delivered in more than 70 districts and municipalities across the country. The Unified Messaging Collaboration System (UMCS) was rolled out to three additional entities, three websites were developed and six additional entities were integrated into the Whole of Government platform.

The inadequate infrastructure and staff to support specialised ICT training, especially at the UICT, and the understaffing at the NITA-U was affecting the delivery of the ICT services. The delayed implementation of the GOVNET project was slowing down the achievement of increasing internet connectivity within the country.

**Recommendations**

1. NITA-U should expedite procurement and meet external financing requirements to unlock funding for UDAP infrastructure projects.
2. MoICT&NG should assist NITA-U in acquiring more physical space for Data Centre storage infrastructure.
3. MoICT&NG and the Ministry of Public Service (MoPS) should support UICT in developing essential infrastructure and staffing for specialised ICT training.
4. MoICT&NG and NITA-U should ensure UMCS adoption across all government entities where it has been deployed.
5. The DT Programme Working Group should prioritise funding for storage infrastructure at the NITA-U Data Centre.

# CHAPTER 1: INTRODUCTION

## 1.1 Background

The mission of the Ministry of Finance, Planning and Economic Development (MFPED) is "*To formulate sound economic policies, maximize revenue mobilization, and ensure efficient allocation and accountability for public resources so as 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. The semi-annual and annual field monitoring of Government programmes and projects is undertaken to verify 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 31st December 2024.

## 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 NDPIII are 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 is based on a number of criteria:

- Outputs were planned for and undergoing 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 is 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 (9) of the funded interventions *(Annex 1)* were monitored during the first half of the FY. This represents 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 the means that are indicated below:

i) Literature review: MPS FY 2024/25; National and Programme Budget Framework Papers; PIAPs; the Third National Development Plan (NDPIII); 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), Program 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. Relative importance (weight) of an output monitored was based on the amount of budget attached to it; thus, the higher the budget, the higher the contribution of the output to the 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 semi-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 criterion 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 Limitation

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

**Financial Performance**

The FY 2024/25 approved budget for the Digital Transformation programme was USh 285.94 billion but was revised upwards to USh 330.715 billion to cater for wage and non-wage recurrent expenditure for both the Ministry of ICT and National Guidance (MoICT&NG) and National Information Technology Authority - Uganda (NITA-U). A total of USh 187.12 billion (65.4% of the approved budget) was released and USh 104.16 billion (55.6% of the release) spent by 31st December 2024. The overall release and expenditure were fair.

MoICT&NG exhibited good release and absorption, while NITA-U, with the biggest share of the programme budget (66.5%), had fair release (53%) and poor expenditure (27.9%). The poor absorption under NITA-U was due to the delayed finalisation of procurements for civil work under the Government Networks (GOVNET) projects. Table 3.1 shows the overall programme financial performance.

**Table 3.1: Financial performance of the Digital Transformation Programme as at 31st December 2024**

| Vote | Approved Budget | Releases | Expenditure | % Budget Release | % Release Spent |
|---|---|---|---|---|---|
| Ministry of ICT and National Guidance | 95.72 | 86.13 | 75.93 | 90.00 | 88.20 |
| National Information Technology Authority - Uganda | 190.22 | 100.99 | 28.22 | 53.10 | 27.90 |
| **Programme Total** | **285.94** | **187.12** | **104.16** | **65.44** | **55.66** |

***Source: Quarter Two PBS Report FY 2024/25***

**Physical Performance**

The overall performance was fair, at 61.1%. The sub-programmes of Enabling Environment, and Research Innovation and ICT Skills Development posted good performance. On the other hand, the ICT Infrastructure sub-programme had poor performance on account of the delayed commencement of civil works under the GOVNET projects at the NITA-U, which negatively impacted the programme performance (Table 3.2).

**Table 3.2: Digital Transformation Programme performance as at 31st December 2024**

| Sub-programme | % Output Performance | Remark |
|---|---|---|
| ICT Infrastructure | 41.1 | Poor performance |
| E-Services | 51.7 | Fair performance |
| Research Innovation and ICT Skills Development | 75.4 | Good performance |
| Enabling Environment | 76.1 | Good performance |
| **Average** | **61.1** | Fair performance |

***Source: Authors' Compilation***

## 3.2 ICT Infrastructure Sub-programme

The sub-programme goal is to increase national ICT infrastructure coverage and has three interventions to be implemented over the NDPIII period. The monitoring focused on two interventions, namely: implement the national addressing system, and extend broadband ICT infrastructure coverage countrywide in partnership with the private sector.

**Performance**

The performance of the sub-programme was poor, at 41.1% (Table 3.2). The poor performance was because works under the intervention of extending broadband ICT infrastructure coverage countrywide in partnership with the private sector and implementation of last-mile connectivity to key areas (districts, sub-counties, schools, hospitals) were not undertaken as funds were spent on the payment of domestic arrears. Table 3.3 highlights the performance of the monitored interventions by 31st December 2024.

**Table 3.3: Performance of monitored interventions under the ICT Infrastructure Sub-programme by 31st December 2024**

| Intervention | Colour code | Remark |
|---|---|---|
| Implement the national addressing system | 30.7 | Poor performance |
| Mainstream ICT in all sectors of the economy and digitise service delivery | 35.6 | Poor 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***

The detailed performance of the two monitored interventions is given hereafter:

### 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 is 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 poor, at 30.7%. By 31st December 2024, 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 identification of the main issues and establishment of the intended outcomes. Some MDAs lacked Application Programming Interfaces (APIs), which was hampering the progress of system integration.

Other stakeholder consultations were undertaken with the technical team responsible for developing the regional communication satellite but a road map was yet to be approved. 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 digitise service delivery

The intervention contributes to the objective of enhancing usage of ICT in national development and service delivery. The planned output under the intervention is 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 poor, at 35.6%. The poor performance was attributed to 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 31st December 2024, the set requirements for the spatial data store were documented and terms of reference (TOR)for the baseline study were prepared. The evaluation for expression of interest for 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 onboarded to undertake feasibility studies for interconnection and digitisation programme for PWDs.

### 3.2.3 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)

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 the FY 2024/25 are: ICT infrastructure planning and ICT infrastructure deployment.

The plan under ICT Infrastructure planning involved the rollout of the National Data Centre services to six (6) MDAs to host their applications; facilitating Data Centre 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 MDAs/LGs and Target User Groups (TUGs) 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, the plan under the ICT Infrastructure deployment are: 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 are: adding seven (7) new features on the digital authentication platform; migrating services from the existing system to point to the established Public Key Infrastructure (PKI); developing four (4) 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 with the data protection and privacy Act and regulations; acquiring Personal Data Protection

[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

Office (PDPO) premises; and enhancing a national Computer Emergency Response Team (CERT) forensics lab.

The performance of the intervention was poor, at 49%, due to slow progress on the GOVNET project under NITA-U. The detailed performance per output as at 31st December 2024 is presented 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%. One application for the community service Management Information System (MIS) under the Ministry of Internal Affairs (MoIA) was hosted against an annual target of three applications. The preparation of the procurement documents for the tool kits like 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 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 financial evaluation stage. The last-mile connectivity study was being implemented with a planned completion date of 12th January 2025. 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 ensure that the priority institutions in key sectors are enabled to reach ISO 27001 Information Security Management System (ISMS) controls or similar certifications, the request for proposals was shared with bidders and technical evaluation was ongoing.

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, build 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 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.

**Table 3.4: Performance of the ICT Infrastructure Sub-programme by 31st December 2024**

| Outputs Performance | | | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|
| Intervention | Output | Financial Performance | | | Physical Performance | | | |
| | | Annual Budget (USh bn) | % of Budget Received | % of Budget Spent | Annual Target | Cum. Achieved Quantity | Physical Performance Score (%) | |
| Implement the national addressing system | Infrastructure development and management | 0.788 | 65.1 | 52 | 100 | 20 | 30.71 | Special postal codes were updated. However, institutions were not supported to re-engineer their processes to provide services online. |
| Mainstream ICT in all sectors of the economy and digitise service delivery | ICT infrastructure planning | 0.633 | 61 | 56 | 69 | 15 | 35.61 | Much of the funds spent on inland travel. |
| Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and all Government entities and implement last-mile connectivity to key areas | ICT infrastructure planning | 7.389 | 98.9 | 94 | 100 | 60 | 60.68 | Funds were spent on ICT services and arrears. |
| | ICT infrastructure deployment | 163.525 | 53.7 | 12 | 100 | 20 | 37.24 | Most of the outputs under the GOVNET project were under procurement. |
| Total | | 172.335 | 55.7 | 19 | | | | |
| **Average Outputs Performance** | | | | | | | **41.1** | ***Poor performance*** |

***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 poor, at 41.1%. 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 51.7%. 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 highlights performance of the monitored interventions.

**Table 3.5: Performance of selected interventions under the E-Services Sub-programme by 31st December 2024**

| Intervention | Colour code | Remark |
|---|---|---|
| Mainstream ICT in all sectors of the economy and digitise service delivery | 55.7 | Fair performance |
| Strengthen cybersecurity in the country | 40 | 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 digitise 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 the 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 development and commercialisation of local ICT products, including those for women and PWDs.

Under the Parish Development Model (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 55.7%, with the output of PDM equipment posting the least performance (24.8%) because the PDM M&E tool to collect data was not finalised.

**Rollout of e-services:** By 31st December 2024, stakeholder engagements with NEMA, the Ministry of Water and Environment (MoWE), the Ministry of Local Government (MoLG), MoFPED, NEMA and UCC were carried out to review the Extended Producer Responsibility (EPR) regulations, re-draft articles and obligations for the e-waste policy, and to share the proposed regulations for EPR focusing on e-waste. 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 licences 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.

**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 Monitoring and Evaluation (M&E) feature of the PDMIS for collecting data from PDM monitoring *barazas*.

**Parish Development Model operations:** By 31st December 2024, a verification and commissioning exercise of 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 12,123 tickets from 10,594 parishes were raised and 5,099 were closed and resolved.

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 cleanup 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 cleanup of enterprise groups which 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 the 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 40%. By the end of December 2024, 15 security awareness sessions were conducted with 910 participants from both the private and the public sector. 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 first half of the FY.

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 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 31st December 2024**

| Outputs Performance | | | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|
| Intervention | Output | Financial Performance | | | Physical Performance | | | |
| | | Annual Budget (USh bn) | % of Budget Received | % of Budget Spent | Annual Target | Cum. Achieved Quantity | Physical Performance Score (%) | |
| Mainstream ICT in all sectors of the economy and digitise service delivery | E-services | 3.266 | 86.8 | 93 | 100 | 40 | 46.1 | Poor performance under the rollout of e-waste management system and cyber awareness and digital authentication and mobile ID solution. |
| | Parish Development Model equipment | 2.000 | 40.2 | 100 | 100 | 10 | 24.8 | Poor performance. No equipment were procured. |
| | Parish Development Model operations | 0.481 | 15.6 | 97 | 100 | 15 | 96.1 | Very good performance. PDM implementation evaluations were |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | conducted and data cleanup undertaken. |
| Strengthen cyber security in the country | Cyber security | 0.292 | 100 | 97 | 100 | 40 | 40 | Poor performance. The assessments of the National Information Security Framework were not undertaken, the national information security risk register was not reviewed and updated. |
| | Total | 6.039 | 66.4 | 95 | | | | |
| **Average Outputs Performance** | | | | | | | **51.7** | ***Fair performance*** |

***Source: Author's Compilation***

**Conclusion**

The performance of the sub-programme was fair, at 51.7%. The Extended Producer Responsibility (EPR) regulations were reviewed and the rollout of e-waste management was under way. 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 undertaken. The terms of reference 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 licences 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 good, at 75.4%. 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 31st December 2024**

| Intervention | Colour Code | Remark |
|---|---|---|
| Support local innovation and promote export of knowledge products | 77.1 | Good performance |
| Promote local manufacturing and assembly of ICT products | 47.6 | Poor performance |
| Develop ICT centres of excellence and vocational institutions | 98 | Very good performance |

***Source: Authors' Compilation***

### 3.4.1 Support local innovation and promote 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 the FY 2024/25 are: E-services and Business Process Outsourcing (BPO) support services provided. The performance of the outputs under the intervention was good, at 77.1%.

**E-services:** The plan was to develop digital service standards to increase transparency and accountability to enhance user experience and improve service performance. By 31st December 2024, 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 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 31st December 2024, 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 strategy, designs for cover banners and Google display banners, as well as collaterals (T-shirt, pull-up, teardrop, cap, flyer, backdrop banner) were 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 the FY 2024/25 are innovation fund managed and grants to ICT innovators provided.

The plan under Innovative Fund management include 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 includes 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 poor, at 47.6%, and the achievements by 31st December 2024 are highlighted below.

**Innovation fund management:** The quality assurance exercise was undertaken on the Electronic Government Procurement (eGP) system 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 Online Business Registration System (OBRS), Electronic Document and Records Management System (EDRMS) and Education Management Information System (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 were developed in consultation with key BPO stakeholder associations, and the procurement process for a consultant was ongoing.

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 deployment of the EDRMS was ongoing at MOFPED, the Office of the Directorate of Public Prosecution (ODPP), MoLG, and the Ministry of Tourism, Wildlife and Antiquities (MoTWA).

The draft Software Requirements Specifications (SRS) were under review and the SRS document for OBRS was developed. The requirements gathering for EMIS was completed and analysis was ongoing.

### 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 98%, and the detailed achievements by 31st December 2024 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 Diploma in Software Engineering, Diploma in Business Computing, Diploma in Business and Financial Technology, Diploma in Data Science, Management and Analytics, and Diploma in e-Governance and Digital Transformation.

Four partnerships and collaborations were also operationalised to support academic, 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 58 ICT trainers; and Huawei, which supported the training of 440 participants.

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 microware technology.

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 from 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 end of December 2024.

Through its partners and donors, UICT trained and certified 119 persons in the following areas: 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, with support from international certifications bodies.

Five ICT/engineering project innovations were pre-incubated and submitted to the accelerator programme. They include: Gas Leak Detection System; Automatic Alertness Monitoring System/ Doziness Smart Glasses; Smart Attendance Management System for Uganda Institute of Information and Communication Technology; Passenger Monitoring System for Public Transport; and 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 Augmented and Virtual Reality (AVR) content were developed and the development of content for five pilot subjects in ICT/Engineering/Management was ongoing to support teaching.

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 painting, 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, 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 UICT was ongoing. This included the renovation of the board room 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,

[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, Run Automations, Statesoft Intelligence Limited, Xcom directory, Adwrap, The UG Party, Swavelink/Startboom Digital Ltd, SWIFT PATH, Ticket Yo, and Happy Shilling

redesign of washrooms at reception and 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 31st December 2024**

| Outputs Performance | | | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|
| Intervention | Output | Financial Performance | | | Physical Performance | | | |
| | | Annual Budget (USh bn) | % 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 | 0.538 | 50 | 98 | 100 | 40 | 80 | The principles of the digital service standard were developed. |
| | BPO support services | 0.500 | 48.9 | 64 | 100 | 34.8 | 71.2 | The draft certification requirements and training certification specifications for BPO companies in Uganda were developed. |
| | Innovation fund management | 0.481 | 50 | 71 | 100 | 40 | 80 | Quality assurance exercise was undertaken on eGP. |
| Promote local manufacturing and assembly of ICT products | Grants to ICT innovators | 0.600 | 50 | 44 | 100 | 23.8 | 47.6 | The draft Software Requirements Specifications (SRS) were under review and the draft Terms of Reference (ToR) for the BPO information system were developed. |
| Develop ICT centres of excellence and vocational institutions | Support to UICT | 1.968 | 50 | 78 | 100 | 49 | 98.04 | The UICT was supported to deliver its mandate. |
| | Total | 4.087 | 49.9 | 73 | | | | |
| **Average Outputs Performance** | | | | | | | **75.37** | ***Good performance*** |

***Source: Field Findings, PBS and IFMS***

**Conclusion**

The performance of the sub-programme was good, at 75.4%. 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 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. The progress on the Virtual Reality and Augmented Reality (VR/AR) project was also at 70% and UICT completed 50% of the physical infrastructure enhancement and maintenance within the national ICT innovation hub, which was hosting 58 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 NDPIII 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 76.1%. Both interventions posted good performance. The good performance was attributed to the recurrent nature of the outputs and 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 31st December 2024**

| Interventions | Colour Code | Remark |
|---|---|---|
| Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs | 76.9 | Good performance |
| Develop an ICT professional's quality assurance framework | 73.1 | Good performance |

***Source: Authors' Compilation***

### 3.5.1 Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs

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

The plan for FY 2024/25 involves strengthening the Personal Data Protection Office (PDPO) capacity through recruitment, training, and subscriptions of staff; enhance 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 76.9%. The achievements by 31st December 2024 were as follows:

**Data protection and privacy:** The draft concept note on enhancing compliance with the Personal Data Protection and Privacy Act with an implementation plan 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 manager level were also enrolled on 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 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. 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 NDPIII objective of increasing the ICT human resource capital. The planned output for the FY 2024/25 is legal and advisory services provided.

The intervention performance was good, at 73.1%. By 31st December 2024, a 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 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 within the first half of the FY, 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 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 31st December 2024**

| Outputs Performance | | | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|
| Intervention | Output | Financial Performance | | | Physical Performance | | | |
| | | Annual Budget (USh bn) | % of Budget Received | % of Budget Spent | Annual Target | Cum. Achieved Quantity | Physical performance Score (%) | |
| Review and develop appropriate policies, strategies, standards and | Administrative and support services | 35.651 | 58.6 | 85 | 100 | 50 | 85.3 | Good performance |
| | Facilities and equipment management | 0.574 | 50 | 26 | 100 | 30 | 60 | Facilities and equipment were maintained. |

| Outputs Performance | | | | | | | | Remarks |
|---|---|---|---|---|---|---|---|---|
| Intervention | Output | Financial Performance | | | Physical Performance | | | |
| | | Annual Budget (USh bn) | % of Budget Received | % of Budget Spent | Annual Target | Cum. Achieved Quantity | Physical performance Score (%) | |
| regulations that respond to industry needs | Data protection and privacy | 0.078 | 46.8 | 15 | 100 | 45 | 96.16 | Three staff members at manager level were enrolled on the online course. |
| | Policies, regulations and standards | 0.088 | 75.6 | 53 | 100 | 50 | 66.17 | Desk review was undertaken for four policies and standards. |
| Develop an ICT professional's quality assurance framework | Legal and advisory services | 0.084 | 79.4 | 27 | 100 | 58 | 73.09 | Good performance. audits were conducted and IT service providers were certified. |
| Total | | 36.474 | 58.5 | 84 | | | | |
| **Average Outputs Performance** | | | | | | | **76.14** | ***Good performance*** |

***Source: Field Findings, PBS and IFMS***

## Conclusion

Performance of the Enabling Environment sub-programme was good, at 76.1%. All the outputs were on track albeit at varying levels. Four MoICT&NG staff members at manager 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. The development of the Communication and Awareness Plan was still ongoing, while the awareness initiatives about the laws and regulations were not undertaken.

# CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

## 4.1 Conclusion

The overall performance of the Digital Transformation (DT) Programme was fair, at 61.1%. The sub-programmes of Enabling Environment and Research Innovation and ICT Skills Development registered good performance, while the ICT Infrastructure Sub-programme had poor performance.

The development of ICT infrastructure registered poor progress. The National Backbone Infrastructure (NBI) was fully maintained with an uptime of 99.9%. However, the laying of the additional 500 km of NBI had not commenced due to diversion of funds to cater for arrears. Other infrastructure developments such as the tool kits to support and manage the NBI network, spatial data store and digitisation of PWD learning centres were still in the early stages of procurement despite the availability of funds. The rollout of the National Data Centre services to six MDAs was also not undertaken.

To promote usage of the established ICT infrastructure and mainstream ICT in all sectors of the economy and digitise service delivery, the Extended Producer Responsibility (EPR) regulations were reviewed to draft and re-draft articles and obligations for the policy. Attempts were made to onboard new entities onto the UMCS platform. However, limited usage of the UMCS was noted, especially in hospitals and Local Governments. The Parish Development Model operations were also supported through updating and developing of features for the new Parish Development Model Management Information System (PDMIS) to ensure accuracy and completeness and dissemination of PDMIS user manuals.

The awareness sessions were conducted and cyber threat adversaries were issued to stakeholders in a bid to strengthen e-services cyber security. However, the assessments of the National Information Security Framework were not undertaken, the national information security risk register was not reviewed and updated, and the security monitoring tools were not acquired. This leaves a gap for cyber-attack.

To support research, innovation and ICT skills development, more stakeholders from both the public and the private sector were trained and the innovators hosted at the National ICT Innovation Hub increased. The principles of the digital service standards and a compendium of existing BPO company incentives in Uganda were also developed but the upgrade of the OBRS was in the early stages. The status of ICT infrastructure sharing in view of the National Broadband Policy and the existing regulatory infrastructure sharing deployment and sharing guidelines were also reviewed.

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. Given the good achievements in ICT research, innovation and enabling environment, therefore, there is need to fast-track ICT infrastructure development to increase internet connectivity, for example while promoting usage across the various sectors within the country.

## 4.2 Recommendations

1. NITA-U should fast-track the procurement of the required service providers and expedite the fulfilment of the requirements for external financing to facilitate the release of funds to support infrastructure development under the UDAP project.
2. MoICT&NG should support NITA-U to acquire more physical space for storage infrastructure at the data centre.
3. MoICT&NG should support UICT to establish the required infrastructure such as lecture rooms, equipment and staff to facilitate specialised ICT training.
4. MoICT&NG and NITA-U should ensure that the UMCS is used in institutions where it was rolled out.

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## Annex 1: List of interventions sampled for monitoring in the 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 cyber security 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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