



MINISTRY OF ICT AND  
NATIONAL GUIDANCE



MoICT&NG

# Catch Up

Quarterly Newsletter | Issue 002 | OCT - DEC | 2025

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# Welcome Note

It is my pleasure to welcome you to the second edition of the MoICT & NG Catch-Up e-newsletter and to extend my warmest Christmas greetings to you all. As the year 2025 draws to a close, this is an opportune moment to reflect on the progress made across the ICT sector and to appreciate the partnerships that continue to drive our national digital agenda.

In this issue, we highlight the Ministry's key achievements from October to December 2025, with a focus on advances in digital skilling, policy development, e governance, data governance, and National Guidance and Communication. These milestones reflect our continued commitment to building a digitally empowered nation in which every citizen can participate meaningfully in socio-economic transformation.

A central focus of this edition is Communication for Development, a field that is essential for effectively engaging citizens, fostering understanding, and enhancing public participation. In line with this, digital communication platforms across the country are steadily growing, including X Spaces and a vibrant podcast community, which have become powerful avenues for dialogue, civic awareness, and knowledge sharing. At the Ministry of ICT and National Guidance, The Ugandan Podcast and the ICTea Podcast contribute to this space by amplifying conversations on digital transformation, governance, and national development. I encourage you all to subscribe to these podcasts, listen to the discussions, engage with the content, and share widely.

As you read through this edition, I invite you to reflect on the strides made in strengthening our digital and communication ecosystem and to join us in shaping an inclusive, innovative, and citizen-centred ICT sector.

On behalf of the Ministry of ICT & National Guidance, I wish you a joyful Christmas and a prosperous New Year. May this festive season bring renewed energy and inspiration as we work together to advance Uganda's digital future.

*Aminah Zawedde*

**Dr. Aminah Zawedde**

Permanent Secretary, Ministry of ICT and National Guidance

# National

# Data Strategy

Laying the Foundations of a Data-Driven Digital Economy



In its drive towards a data-driven future, the Government of Uganda is developing a National Data Strategy to guide the country's approach to collecting, safeguarding, and utilising data to enhance governance, innovation, and economic growth. Spearheaded by the Ministry of ICT and National Guidance, in partnership with other Government ministries, departments, and agencies, as well as civil society and the private sector, the strategy aims to lay the groundwork for national digital transformation. Once finalised and approved,

it will provide a comprehensive framework for leveraging data responsibly to inform decision-making, create economic opportunities, and modernise public service delivery.

This effort comes at a time when data has emerged as one of the most valuable resources in the modern world. Global economies are increasingly shaped by digital systems, artificial intelligence, robotics, precision medicine, online financial services, and smart agriculture. In this rapidly evolving landscape, countries that collect, manage, and use data effectively gain a competitive edge in public service delivery, research, and business development. The draft strategy is designed to ensure that the country keeps pace with these changes by treating data as a national asset and a source of socio-economic opportunity.

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# *Communication* as a Catalyst for Uganda's National Development

The Government of Uganda has embraced effective communication not merely as a channel for announcements but as a vital catalyst for national development. Guided by the Ministry of ICT and National Guidance (MoICT&NG), the country has transformed its communication landscape from simple radio broadcasts and newspaper notices into a modern, integrated, and multi-channel communication ecosystem. Today, Uganda relies on a combination of traditional media, digital platforms, social media, podcasts, and structured citizen feedback systems to ensure communication is participatory, inclusive, and central to national progress.

A major milestone in strengthening this ecosystem is the government directive requiring all television and radio stations to allocate one hour of free daily airtime for government programs. Under the guidance of MoICT&NG, Ministries, Departments, and Agencies (MDAs) have effectively used this airtime to disseminate information on services, policies, and development interventions. This initiative promotes transparency, enables real-time public engagement, and provides an avenue for the government to collect feedback that strengthens planning and responsiveness.

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# Media Council

*of Uganda*

# Swears in New Members

The Ministry of ICT and National Guidance inaugurated a new Uganda Media Council, ushering in a renewed era of professionalism, integrity, and accountability within the country's media landscape. The ceremony, attended by senior government officials and media stakeholders, marked both a transition of leadership and a reaffirmation of the ministry's commitment to promoting a free yet responsible media.

Delivering his inaugural remarks, the new Chairperson of the Uganda Media Council, Paulo Ekochu, likened the occasion to "pouring very good old wine into a new bottle," symbolising continuity infused with fresh energy and ideas. He praised the outgoing council for laying a strong

foundation and called on the new members to carry the momentum forward with renewed determination.

"The theme of my address is simple: so little done, so much to do," he said. "This is not a lament, but a challenge to us all to build on what has been achieved and confront the unfinished business before us. We must strengthen our legal frameworks, secure adequate resources, and ensure that our artists, journalists, and creators are protected from exploitation and piracy."

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# Media Accreditation & Responsible Coverage of the 2026 General Elections



As Uganda approaches the 2026 General Elections, the Media Council calls upon all media practitioners and platforms to uphold the highest standards of professionalism, accuracy, and integrity. The media's role in shaping public discourse during this critical period is paramount to ensuring a credible, peaceful, and transparent electoral process.

Recent monitoring reports, reveal a deeply polarized information environment. Narratives around alleged abductions, state violence, electoral rigging, and institutional distrust are proliferating, particularly on digital platforms, often fueled by unverified claims, diaspora influencers, and coordinated disinformation campaigns.

These narratives risk eroding public trust, inciting violence, and undermining the legitimacy of our electoral institutions. In this volatile climate, responsible journalism is not merely an ethical obligation, it is a civic duty.

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# Technology *Shaping* Uganda's OIL

Uganda's oil and gas sector is embracing cutting-edge technology, as demonstrated during the launch of the Kasuruban Contract Area 2D Seismic Survey, a major milestone for its exploration work programme. The launch coincided with a high-level visit by Ms Lucy Nakyobe, Head of Public Service and Secretary to Cabinet, alongside Dr. Aminah Zawedde, Permanent Secretary of the Ministry of ICT & National Guidance, Eng. Irene Batebe, Permanent Secretary of the Ministry of Energy and Mineral

Development, and Ms. Proscovia Nabbanja, Chief Executive Officer of the China National Oil Company (CNOOC) Uganda.

The survey, spanning 150 kilometres across Buliisa, Hoima, and Masindi districts, aims to enhance subsurface imaging and refine exploration targets, thereby advancing Uganda's oil and gas development agenda.

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# Uganda Draws *Inspiration* from Vietnam's Digitization Story

A Ugandan delegation from the Ministry of ICT and National Guidance (MoICT&NG) undertook a week-long benchmarking tour in Vietnam, expressing renewed optimism about the country's potential to accelerate digital transformation. The delegation, led by Under Secretary Sophia Nantongo, included senior officials from the Uganda Institute of Information and Communications Technology (UICT) and representatives from ICT companies, Data Care Uganda Limited and Landsat ICT Solutions Ltd.

The team visited a wide range of ICT institutions across Hanoi and Ho Chi Minh City, including major technology corporations such as FPT Software, Rikkei Soft, and Luvina Software; training and development centres like the Vietnam-Japan Institute for Human Resources Cooperation (VJCC); and industry associations such as VINASA, among others. These visits provided first-hand insight into the strategies that have made Vietnam one of Asia's most dynamic digital economies.



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# ICT 5-Year Strategic Plan and Service Delivery Standards Unveiled



The Ministry of ICT and National Guidance launched its Five-Year Strategic Plan (FY 2025/26–FY 2029/30) and Service Delivery Standards (FY 2025/26–FY 2029/30) at the National ICT Innovation Hub, Nakawa. The two documents mark a major step toward building a digital, efficient, and citizen-centred public service.

The Strategic Plan provides a clear roadmap for creating an enabling environment for ICT adoption and service delivery. It focuses on streamlining infrastructure planning and deployment, digitalizing government services, promoting local ICT solutions, strengthening institutional coordination and policy enforcement, and increasing public awareness of national development initiatives.

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## Advancing Uganda's

# Digital Transformation

## at MWC25 Kigali



Guided by the Digital Uganda Vision 2040 and supported by key initiatives like the Uganda Digital Acceleration Project (UDAP-GovNet), the government of Uganda is committed to advancing its digital agenda with a strong focus on expanding digital infrastructure and broadband connectivity.

This commitment was clearly demonstrated at the GSMA Mobile World Congress (MWC) Kigali 2025, where Uganda took an active role among over 3,400 attendees from more than 90 countries, including government officials, policymakers, network operators, and tech leaders. Discussions at the event focused on accelerating digital growth through improving handset affordability, creating

inclusive artificial intelligence (AI) language models, and boosting energy resilience. These priorities highlight the urgent need for policies and investments that break down barriers to digital access and ensure that technology delivers real benefits to citizens across Africa.

Speaking at the session on “Synergising Energy and Digital Infrastructure Investment, Hon. Godfrey Kabbyanga, the State Minister for National Guidance at the Ministry of ICT and National Guidance, Uganda, emphasized the government’s strategic focus on integrating global technology trends with Uganda’s development priorities....

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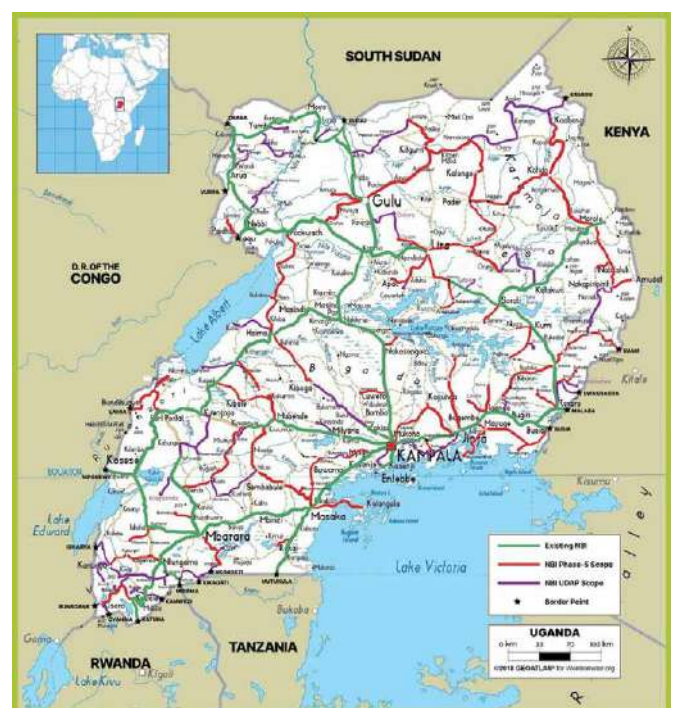


## NITA-U, Office of The President, Ministry of ICT and National Guidance Collaborate to Extend NBI Phase 5 to Kanungu District

High-speed National Backbone fibre reaches Kanungu district as Uganda's digital revolution goes nationwide.

The National Information Technology Authority - Uganda (NITA-U), in collaboration with the Office of the President and the Ministry of ICT & National Guidance, officially launched the extension of Phase 5 of the National Backbone Infrastructure (NBI) project in Kanungu District. The event was commissioned by the President of the Republic of Uganda, His Excellency, Gen. Yoweri Kaguta Museveni, together with the Honourable Minister of ICT and National Guidance, Hon. Dr. Chris Baryomunsi, and the Executive Director of NITA-U, Dr. Hatwib Mugasa.

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## NWSC wins Utilities and Government Services Digital Excellence Award

The National Water and Sewerage Corporation (NWSC) emerged winner of the Utilities and Government Services Digital Excellence Award at the 12th Digital Impact Awards Africa, held on November 14, 2025, at the Kampala Serena Hotel. The awards were part of the Digital and Financial Inclusion Summit, held under the theme “Maximising the Digital Dividend,” which brings together key players from government, industry, and the innovation ecosystem to advance digital and financial inclusion across Africa.

“I have consistently maintained my conviction that technology has the potential to revolutionize lives, both as an entrepreneur and a leader. We are currently at the forefront of a digital revolution that is reshaping how government services reach our people,” said Hon. Joyce Nabbosa Ssebugwawo,

Minister of State for ICT and National Guidance, who graced the event as the chief guest. She noted that Uganda’s progress in digital transformation and e-governance is guided by strong frameworks, including the Digital Uganda vision and the Digital Transformation Roadmap, which aim to deliver services that are more transparent, timely, and citizen-centered. The minister’s remarks highlighted the government’s commitment to leveraging digital tools to ensure that public services, like those provided by NWSC, are accessible, efficient, and responsive to citizens’ needs.

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The Parish Development Model (PDM) has demonstrated how digitization can enhance Government service delivery and improve decision-making. As part of Pillar 6 of PDM, the Ministry of ICT and National Guidance, under the National ICT Initiatives Support Program (NIISP), has developed, continues to update, and actively uses the Parish-Based Management Information System (PDMIS) to maintain household, community profiles and digitize all PD funds disbursements to the households. This system provides dashboards for quick access to information, ensuring transparency, efficiency, and accountability in PDM processes. It plays a key role in streamlining operations and providing real-time access at all levels.

For the first time in Uganda's history, a Government initiative has created a comprehensive digital database of beneficiaries. This system provides access to detailed information at the click of a button. PDMIS captures vital beneficiaries' data, including names, National Identification Numbers (NINs), telephone numbers, locations, business enterprises, business plans, borrowed amounts, repayments, savings, account details, enterprise group memberships, and Savings and Credit Cooperative Organization (SACCO) affiliations. This digital infrastructure significantly enhances transparency and accountability in the allocation and management of Government funds.

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## Digitization

# Driving Progress in Uganda's Parish Development Model

# Strengthening Uganda's *Cybersecurity* with Expert Training



As technology continues to reshape how people live and work around the world, Uganda is strategically positioning itself in the digital age. In this context, the Eastern Africa Standby Force (EASF), together with the Ministry of Defence and Veteran Affairs (MODVA), held an intensive, week-long training on cyber security and cyber terrorism from November 17th to 21st at Onomo Hotel in Kampala. The workshop underscored that cybersecurity is not a luxury, but a national priority, a core security concern, and a key pillar for economic growth. As Uganda advances its economic digitization, cyber threats are escalating, prompting the government to deploy robust initiatives guided by strategic partnerships and national security frameworks. Key attendees of this training

included the Uganda Police, Uganda Media Centre, Makerere University, Ministry of Defence and Veteran Affairs, and Ministry of ICT and National Guidance, among others

During the training, experts emphasized that national security is no longer confined to land, air, and sea. It now includes the invisible but highly vulnerable digital space. National security today means protecting citizens, critical infrastructure, political sovereignty, economic stability, and information systems from internal and external threats.

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## East African Community's

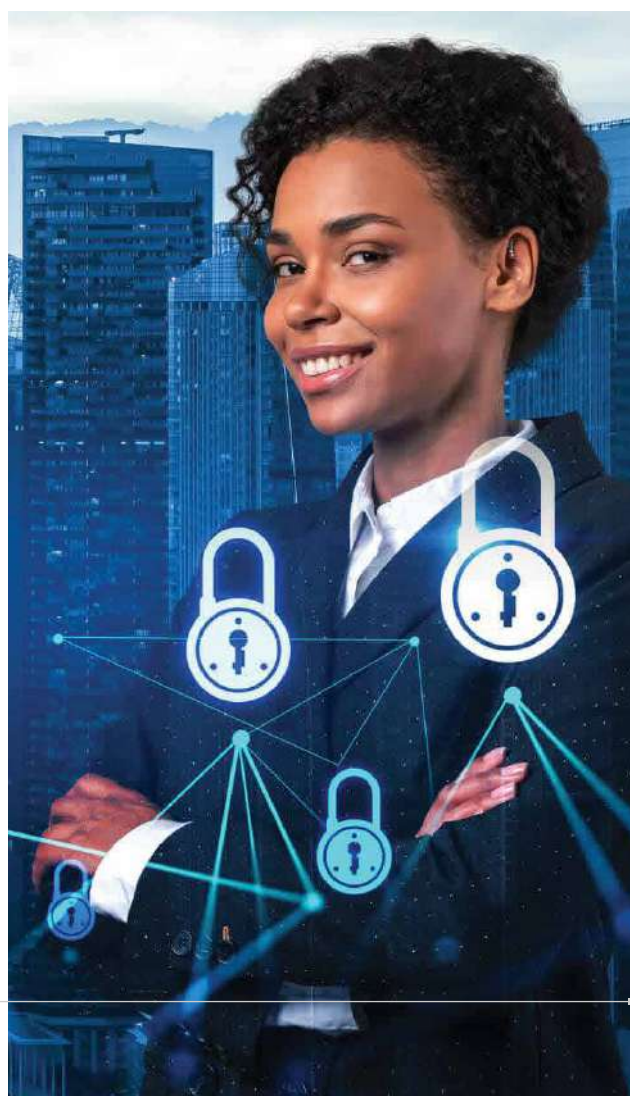
# Unified Cyber & Data Protection Agenda

East Africa is undergoing a profound digital transformation, reshaping government operations, business trade, and citizen services. Digitalization drives integration through payments, e-government, and smart cities, yet it amplifies risks like cyberattacks, breaches, and cross-border crime. EAC Partner States recognize that threats ignore borders, prompting collective action to build a secure, resilient digital region.

Recent meetings in Kigali and workshops held in Nairobi have advanced this agenda. Discussions in Kigali validated a Regional Computer Emergency Response

Team (CERT) roadmap, adopting a hybrid model that merges national structures with a central hub. This approach ensures flexibility, cost-effectiveness, legal compliance, coordination during incidents, data localization respect, resilience via distributed infrastructure, and scalable technical capabilities.

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# Empowering

## Government Communicators to Engage Citizens Better

District Communication Officers from across the country convened at the Imperial Royale Hotel for a pivotal capacity-building session organised by the Ministry of Local Government, in collaboration with the Ministry of ICT and National Guidance. The meeting focused on strengthening communication as a driver of Uganda’s socio-economic transformation.

The Permanent Secretary of the Ministry of ICT and National Guidance, Dr Aminah Zawedde, called on District Communication Officers to embrace digital platforms such as TikTok, WhatsApp, Instagram, X, and YouTube to better engage Uganda’s youthful, tech-savvy population. “Our communication must meet people

where they are online,” Dr Zawedde emphasised. “We must make government information engaging, factual, and relatable to the citizens we serve.”

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## MoICT&NG Builds

# *Staff Capacity* for Sector Excellence

A ten-member technical team from the Ministry of ICT and National Guidance (MoICT&NG) took part in an intensive Project Planning and Implementation course at the Eastern and Southern African Management Institute (ESAMI) in Arusha, Tanzania, from 10th to 21st November 2025. Nominated by Permanent Secretary Dr. Aminah Zawedde and sponsored by NITA-U under the Uganda Digital Acceleration Project (UDAP), the team gained critical skills to strengthen the performance of ICT sector projects and accelerate Uganda's digital transformation. The training forms part of the Ministry's ongoing human resource capacity-building programme aimed at enhancing the effective delivery of digital initiatives aligned with national development priorities such as Vision 2040, the National Development Plan, and the Digital Transformation Roadmap.

Over the course, participants were equipped with hands-on project management competencies covering the full project lifecycle from initiation and planning to execution, monitoring, and closure. They deepened their understanding of the ten core knowledge areas of project management: integration, scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholder management. These skills are vital for managing large-scale government and development partner-funded initiatives such as the US\$200 million World Bank-supported Uganda Digital Acceleration Project, which focuses on expanding high-speed internet, improving e-government services, and promoting inclusive digital transformation.

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## Elevating Uganda's

# *BPO Sector*

## with Global Insights

The global digital economy continues to accelerate, transforming how people work, earn, and engage in production. To understand emerging work dynamics and strengthen decent work in Uganda's Business Process Outsourcing (BPO) sector, officials from the Ministry of ICT and National Guidance joined a global delegation of 23 participants from 14 countries in a "Decent Work in the Platform Economy" training, held from 27th to 31st October 2025 at the International Labour Organization (ILO) International Training Centre in Turin, Italy. The training explored opportunities in digital work, regulatory challenges, and progressive global approaches for ensuring fair working conditions across digital platforms.

This programme was organised and hosted by the International Labour Organization (ILO), and it aimed at equipping policymakers and practitioners with skills to understand the emerging dynamics of the digital labour market and how governments can promote fair, inclusive, and sustainable working conditions for platform workers.

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# UICT *Graduates* 600 as Leaders Push for a Digitally Skilled Uganda

Uganda Institute of Information and Communications Technology (UICT) held its 18th Graduation Ceremony in Nakawa on 28th November 2025, awarding diplomas and certificates to more than 600 graduates.

The event, held under the theme “Empowering the Digital Generation: Building Adaptive ICT Talent for Uganda’s Future,” brought together top government officials, ICT regulators, educators, innovators, development partners, parents, and guardians.

The Minister of ICT and National Guidance, Dr. Chris Baryomusi, who served as Chief Guest, commended the graduates for their resilience and reaffirmed ICT as a “pillar of industrialization, job creation, and improved service delivery.” He highlighted government priorities, including support for local innovation, expansion of digital infrastructure, Business Process Outsourcing (BPO) job creation, and strengthening cybersecurity frameworks.

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## Government Pushes for Indigenous AI Solutions in Health at 2nd AI in Health Africa Conference

Hon. Dr. Monica Musenero, Minister of Science, Technology, and Innovation, challenged participants at the 2nd AI in Health Africa Conference (AIHAC) in Kampala to move beyond the passive use of technology and actively build a home-grown digital economy. “We can no longer be passive participants or remain in the shallow end of science; we must enter the ‘evil forest’ and develop our own digital economy,” she said.

The AIHAC 2025, held from 6th to 7th November 2025 in the Main Hall at Makerere University, was themed “Scaling AI for Sustainable and Inclusive Health Systems in Africa.” The conference convened policymakers, researchers, innovators, industry leaders, healthcare professionals, and development partners to explore how Artificial Intelligence (AI) can be harnessed to strengthen healthcare systems across the continent.

Building on the success of the inaugural event, this year’s conference emphasized South-to-South collaboration, knowledge exchange, and the localization of AI within African healthcare systems. Discussions focused on integrating AI with indigenous knowledge systems, addressing linguistic and cultural diversity, and ensuring that AI strengthens existing healthcare tools rather than creating isolated solutions. Participants also explored the role of Generative AI in healthcare innovation and the development of sustainable business models.

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# Building Intellectual Property Capacity for Innovation at Muni University

The Ministry of ICT and National Guidance, in partnership with the Japan International Cooperation Agency, held an Intellectual Property (IP) Dissemination Workshop at Muni University under the UJ-Connect Project. The session aimed to raise awareness about the importance of intellectual property in transforming research and innovation into viable commercial products.

The workshop brought together representatives from URSB, JICA, and academia to discuss how universities can integrate IP education into their research processes and innovation ecosystems.

In his opening remarks, the Vice Chancellor of Muni University emphasized the importance of community engagement and inclusive growth through innovation. He noted that the university is making progress in strengthening its research and innovation capacity, citing the introduction of a Master’s program in Artificial Intelligence under the Faculty of Technical Science.

Ministry reached out, it came at the right time as we are receiving valuable technical expertise,” he said.

He also highlighted that without IP protection, the knowledge and innovations generated by researchers remain vulnerable. Through its Incubation Centre and Central Production User Facility, Muni University is working to ensure that research outputs evolve into market-ready products with strong IP potential, achieving a full value chain of innovation.

“We are finalizing our IP policy as a university. When the

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# Digitizing LC1 Letters for Improved Service Delivery

At the Global Digital Public Infrastructure (DPI) Summit 2025, held from 4th to 6th November 2025 at the Cape Town International Convention Centre, Uganda joined a global community of nations shaping the next generation of digital governance.

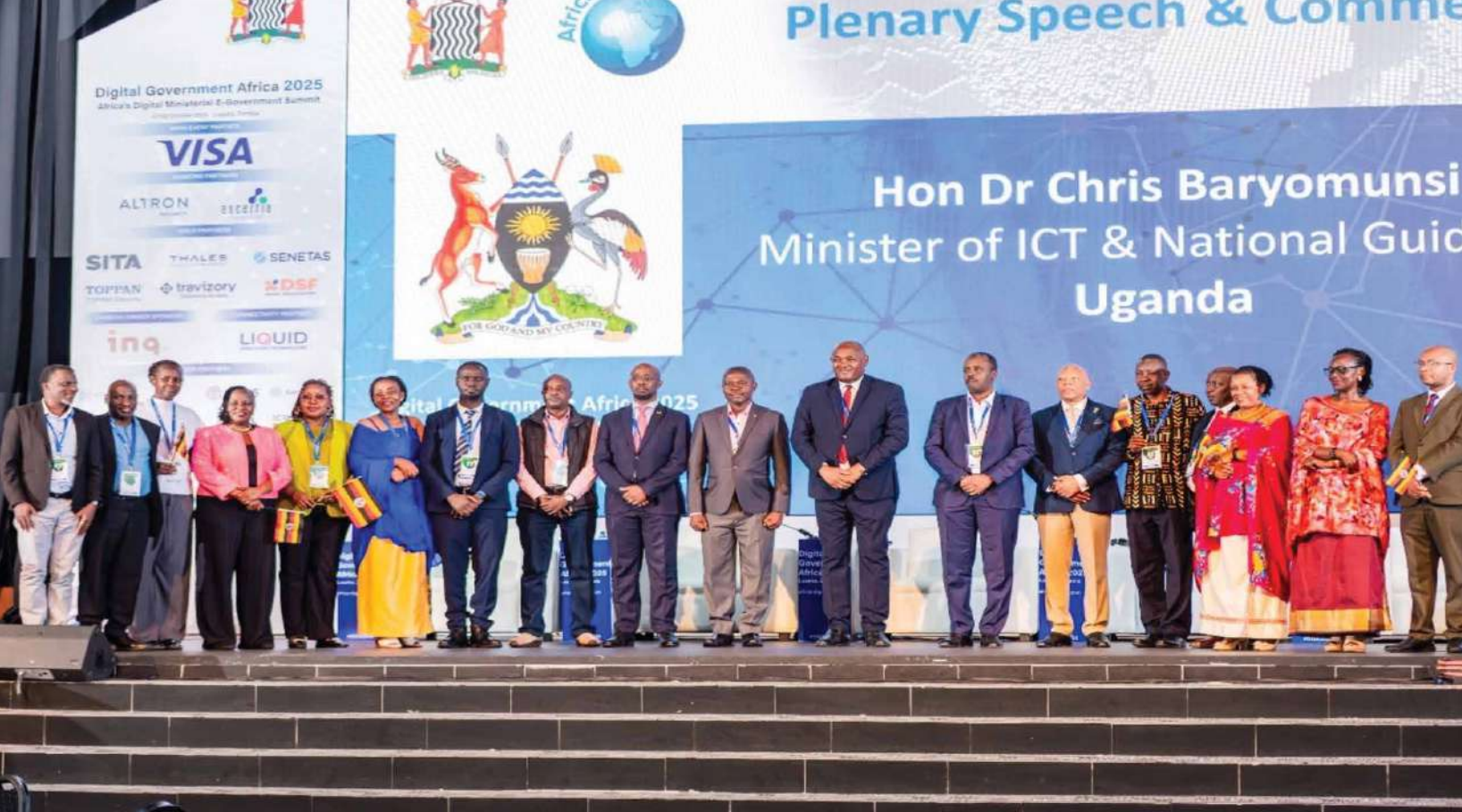
The summit, themed “DPI in Practice: Implementing Tomorrow’s Digital Society Today,” convened delegates from more than 100 countries, bringing together leaders, innovators, and policymakers to exchange insights and chart pathways for inclusive, people-centered digital transformation.

Eng. Doreen Gift Bujingo, Senior ICT Infrastructure Engineer at the Ministry of ICT and National Guidance, representing Uganda, together with Vimbai Tsododo from Zambia, collaboratively presented a pioneering project titled “Designing the LC1 Digital Certification System: Building Trust Infrastructure for Uganda.”

For decades, the Local Council (LC1) letter in Uganda has been a critical verification document for citizens applying for bank accounts, schools, employment, and public services. However, the traditional handwritten process has often been slow, prone to forgery, and difficult for people in remote communities to access. The LC1 Digital Certification System aims to redefine this experience.

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# Uganda to Host *Digital Government* Africa Summit 2026

As Uganda celebrated its 63rd Independence Anniversary, the nation received a prestigious continental honour when it was officially announced as the next host of the Digital Government Africa Summit (DGA) 2026. The announcement was made in Lusaka during the closing ceremony of the Digital Government Africa Summit 2025, marking a proud moment for Uganda's digital leadership.

The declaration was made by Hon. Dr. Chris Baryomunsi, Minister of ICT and

National Guidance, who led Uganda's delegation to the Lusaka summit. It coincided with Ugandans celebrating Independence back home, blending national pride with continental recognition. As the Ugandan delegation, including Hon. Gen. David Muhoozi, Minister of State for Internal Affairs, took to the stage waving national flags, the hall erupted in applause, a symbolic celebration of patriotism and African unity.

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## dfcu Foundation, ICT Ministry Sign Strategic Partnership to Strengthen Digital Skilling and Innovation

The Ministry of ICT and National Guidance has entered into a new collaboration with the dfcu Foundation to expand digital skilling and strengthen innovation hubs across Uganda. The partnership is expected to improve access to digital tools and support entrepreneurs, learners, and youth as the country advances its digital transformation agenda.

During the signing, Permanent Secretary Dr. Aminah Zawedde said the Ministry will receive computers, training support, and resources that will enhance Innovation Hubs and help more Ugandans participate meaningfully in the digital economy. She noted that limited access to devices remains a major challenge, especially in communities and schools where a single

computer is shared among many learners.

Through this partnership, dfcu Foundation will provide laptops equipped with the SOMA e-learning platform to support digital and entrepreneurial skills training. Executive Director Mabel Ndawula affirmed the Foundation's commitment to helping Ugandans acquire practical skills to grow and sustain their businesses. She added that dfcu Bank will continue supporting enterprises through financial services that complement the digital skilling efforts.

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## Uganda and the U.S Explore New Opportunities in AI and Digital Innovation

The Ministry of ICT and National Guidance recently hosted a delegation from the United States Embassy for an in-depth discussion on advancing collaboration in AI, digital innovation, and cybersecurity. The meeting also focused on America's AI Exports Program, exploring opportunities for Uganda to adopt advanced U.S. AI technologies and pursue joint initiatives that can strengthen the country's digital ecosystem.

The Ministry team was led by Permanent Secretary, Dr Aminah Zawedde, with Assistant Commissioner Ambrose Ruyooka of the Department of Research and Development in attendance. Representing the U.S. Embassy were Jacob Surface, the Economic Unit Chief for Uganda, and Eli Roeschke. The engagement reflected a shared excitement about Uganda's digital

future and the expanding partnership between the two countries.

During the meeting, Dr Zawedde highlighted the core pillars of Uganda's Digital Transformation Roadmap, which include digital infrastructure, digital services, digital skilling, cybersecurity and data protection, and innovation and entrepreneurship. She explained that this collaboration aligns with national development priorities under NDP IV and Vision 2040 by creating avenues for technology transfer, capacity building and joint innovation in emerging technologies. She noted that strategic international partnerships are essential to advancing Uganda's digital transformation and ensuring that local innovations can reach their full potential.

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## Uganda Strengthens Public and Private Collaboration for BPO Growth

Uganda's Business Process Outsourcing (BPO) and Information Technology Enabled Services (ITES) sector is gaining new momentum as government and private sector leaders unite to shape the nation's digital future. The UK Trade Partnerships (UKTP) Uganda Tech Value Proposition Co-Creation Workshop served as a dynamic platform for dialogue, collaboration, and consensus-building around a shared vision for the country's BPO and ITES export growth.

Implemented by the International Trade Centre (ITC) and funded by the UK Government's Foreign, Commonwealth and Development Office (FCDO), the workshop fostered alignment among key players to advance Uganda's position as a regional hub for digital services. Major outcomes included a shared understanding of the "Tech Pearl" brand revival, renewed commitment to

policy alignment, skills development, and partnerships, as well as strengthened momentum toward Uganda's goal of creating 150,000 BPO jobs by 2030.

In her remarks, Permanent Secretary of the Ministry of ICT and National Guidance, Dr. Aminah Zawedde, emphasised the central role of the BPO sector in driving economic growth, youth employment, and digital transformation. She applauded the UKTP and ITC teams for convening stakeholders to build Uganda's global market readiness, noting that the Ministry maintains a BPO database with over 243 registered companies, including 50 active firms employing more than 10,000 people directly and an estimated 15,000 indirectly. These achievements reflect the goals of the National BPO Policy, launched in February 2025, which anchors Uganda's digital economy agenda.

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# Uganda Unveils *GSMA* Research Study at the Digital Africa Summit

The Digital Africa Summit, Uganda Edition, took place on November 3, 2025, at the Sheraton Kampala Hotel, bringing together policymakers, innovators, business leaders, visionary leaders, and changemakers to explore how digitalization is driving inclusion, entrepreneurship, and growth across Africa. The summit also featured the unveiling of the GSMA Research Study: “Unlocking the Social and Economic Impact of Technology in the Uganda Economy.”

including infrastructure investment, AI adoption, connectivity, and digital inclusion, showcasing how collaboration across sectors can translate strategy into measurable outcomes. Uganda’s progress is evident, with over 45.7 million mobile subscribers and 16.5 million internet users connecting daily for communication, e-commerce, and essential public services.

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The event highlighted the continent’s most pressing digital opportunities,



# Building an Informed *and* *Patriotic* Citizenry in Uganda

Uganda's development story is being written not only through infrastructure, innovation, and policy reforms, but also through a deeper, quieter transformation: the shaping of the national mindset and identity. In the past months, the Department of National Guidance has continued to advance this mission, steering programmes under the Public Information and Awareness Programme to build a more informed, patriotic, and ideologically grounded society.

At the heart of this work lies a simple but profound principle: a nation develops fastest when its citizens understand who they are, what they stand for, and where they are going. National identity, rooted in shared values, vision, and purpose, is the backbone of unity, service, and nation-building.

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# How **Digital Services** *are* *Transforming* Citizen's Lives

For decades, getting a public service in Uganda often meant hours of waiting, several trips to a government office, and endless paperwork. That picture is now changing. Today, a business owner in Mbarara can renew a trading license online, a student in Gulu can check examination results through a digital portal, and a citizen in Kampala can apply for a passport from their phone. The movement from queues to clicks is not just convenient; it is redefining how government and citizens interact. Uganda is steadily shifting from long queues and heavy paper files to a faster, more efficient digital way of accessing public services. Across ministries, departments, agencies, and private institutions, electronic services popularly known as e-services are transforming how Ugandans access essential public information, apply for permits, pay fees, and receive social services.

This shift is guided by the Government of Uganda's Digital Transformation Roadmap, led by the Ministry of ICT and National Guidance. The roadmap outlines clear priorities for building an integrated, secure, and citizen-focused digital ecosystem that enhances transparency, strengthens service delivery, and makes government services more accessible to all Ugandans, regardless of location or socioeconomic background.

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# Staff Spotlight



## Dr. Aminah Zawedde named among Africa's Top Women in Digital Transformation

In recognition of her exceptional contribution to Uganda's digital progress, CIO Africa Magazine has named Dr Aminah Zawedde, Permanent Secretary at the Ministry of ICT and National Guidance, among the Top 45 Most Influential Women in Digital Transformation in Africa for 2024-2025. The honour, featured in the November 2025 edition of CIO Africa Magazine, places Dr Zawedde among the continent's most accomplished technology leaders shaping policy, innovation and digital inclusion.

CIO Africa Magazine is widely regarded as a leading authority on technology leadership across the continent, profiling individuals shaping Africa's digital future. CIO Africa, one of the continent's most respected voices in technology leadership, described the honorees as women whose work is redefining Africa's technological direction across sectors such as artificial intelligence, digital health, fintech, e-commerce and cybersecurity. Dr Zawedde is the only Ugandan on the list, joining prominent figures such as Rwanda's Minister of ICT, Paula Ingabire, and South Africa's Naspers CEO, Phuthi Mahanyele-Dabengwa.

Her recognition comes at a defining moment for Uganda's ICT sector. Over the past three years, Dr Zawedde has played a central role in expanding the national ICT backbone, strengthening the Business Process Outsourcing (BPO) industry, promoting digital skilling, and driving innovation-friendly reforms. These efforts align with the Digital Transformation Roadmap launched in July 2024, which sets out a national plan to accelerate ICT adoption across government, business, and society.



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The

## Courage to Become:

My Master's Journey in a Digital Age

As we close the year, I find myself reflecting on a journey that stretched my abilities, reshaped my ambitions, and occasionally questioned whether coffee counts as a food group. On December 5, 2025, I graduated with my Master's in Digital Transformation Technology at Soongsil University in Seoul, a milestone that feels less like the end of a program and more like the beginning of a new mission for this Communications Officer at Uganda's Ministry of ICT & National Guidance.

My foundation began at Uganda Christian University's Faculty of Journalism, where I built skills in storytelling and public engagement. When I first joined the Ministry as a Communication Officer, I focused on messages, narratives, citizens, and clarity.

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Insights

## and Reflections from My ALU Public Sector Fellowship Experience

The African Leadership University (ALU) Public Sector Fellowship has been a defining chapter in my journey of servant leadership. Through eight months of immersive learning across Zambia, Nigeria, and Rwanda, I shifted from problem-solving in isolation to co-creating solutions with citizens, grounded in empathy, innovation, and purpose.

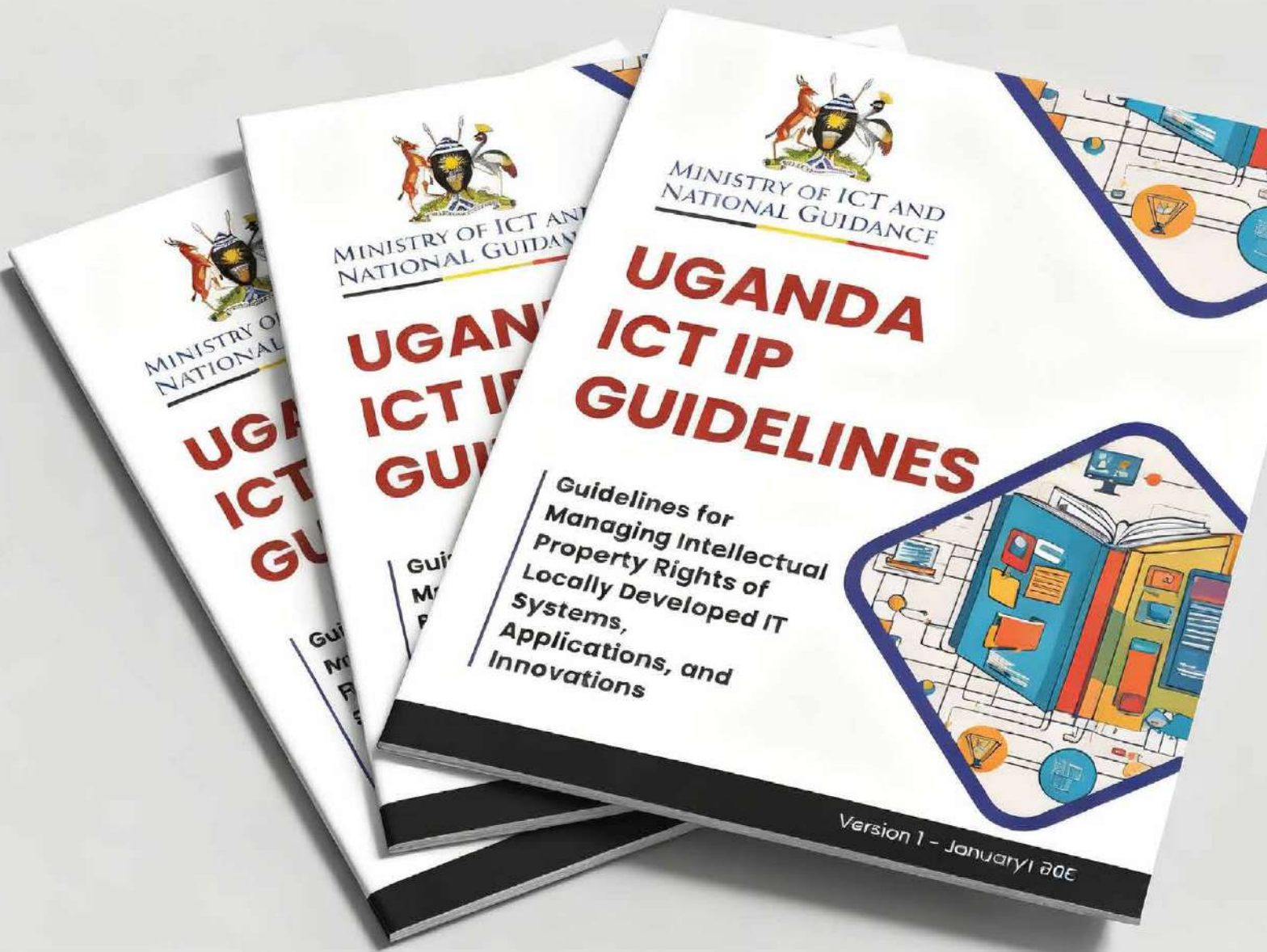
The fellowship brought together 35 fellows from 12 African countries, including Uganda, Rwanda, Kenya, Tanzania, South Africa, Nigeria, Zambia, and Togo. Our diversity and shared passion for ethical and effective governance created a dynamic environment of collaboration and reflection.

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**KNOW?**



# Intellectual Property

## *Essentials*

Intellectual property (IP) protects creative efforts like literary works, inventions, trademarks, and designs through legal and ethical rights. These laws incentivize innovation by creating financial rewards while safeguarding moral rights of creators—and even extend to their estates if they're deceased or incapacitated, allowing legal administrators to act in beneficiaries' best interests.

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*Pictorial*  
**Pictorial**





Mr. Ambrose Ruyooka, Assistant Commissioner, IT and Head of the Research and Development Department, represented the Ministry of ICT and National Guidance during the Tunaweza Foundation Graduation Ceremony and the International Day for Persons with Disabilities commemoration. The event celebrated the graduation of over 49 students with disabilities.

Tunaweza Foundation is a leading inclusive institution empowering persons with disabilities through digital skills training to actively engage in Uganda's technology landscape.



In early December 2025, Officials from the Ministry of ICT & National Guidance and NITA-U held a strategic meeting with a delegation from Brains Global to ramp up preparations for the Digital Government Africa Summit 2026 that will be hosted in Uganda, Africa's leading platform for advancing digital governance and public-sector digital transformation.



Certificate awarding ceremony marking the conclusion of the three-day Data Governance Capacity Building Workshop, held from November 19 to 21, 2025. This joint initiative by the Ministry of ICT and National Guidance, the African Union Commission, and CIPESA focused on foundational digital infrastructure, trustworthy data systems, and data value creation.



Gloria Katuuku, Director of Research, Planning and Development at NITA-U, gives remarks during the UGPASS Technical Workshop, which focused on integrating UGPASS to enhance secure, efficient, and trusted access to e-Government services. UGPASS provides one trusted way to authenticate, sign, seal, and verify digital transactions using digital wallets, verifiable credentials, a trust registry, and an auditable evidence store.



Hon. Godfrey Baluku Kabbyanga, Minister of State for National Guidance at the Ministry of ICT and National Guidance, delivering Uganda's national policy statement at the World Telecommunication Development Conference (WTDC-25) in Baku, Azerbaijan, on 18 November 2025. He highlighted Uganda's progress in digital inclusion, 4G expansion, and e-services, while calling for stronger global partnerships in emerging technologies and ICT skills development.



Flavia Opio, Team Lead Innovations at the National ICT Innovation Hub participating in a panel discussion on the Pearl of Africa Business Forum & Expo 2025, Thailand Chapter



The Training of Trainers for the Workverse VR Project, supported by the International Labour Organization through the PROSPECTS programme, in partnership with International Training Centre of ILO and Uganda Institute of Information Communications Technology.



Abel Tumwebaze, Office Attendant, MoICT&NG, completed a Bachelor of Information Technology from Victoria University, Uganda.



Ninsiima Emmanuel, Senior Information Technology Officer, MoICT&NG, completed a Master of Science in Information Systems at the Kobe Institute of Computing (KIC), Japan.

The Team

# The Team



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and a happy new year.



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