



THE REPUBLIC UGANDA

MINISTRY OF ICT AND NATIONAL GUIDANCE

Terms of Reference

for the

**Provision of Consultancy Services as
Local ICT Hub for the National ICT
Initiatives Support Programme (NIISP)**

February, 2018

1.0 Introduction

The Government of Uganda has identified ICT as one of the key pillars to spur socio-economic transformation of the country to middle-income status by 2020. This stance is well articulated in the overarching macro-economic development agenda of the country, namely, in Vision 2040. It is also emphasized in the Second National Development Plan (NDP II), as well as in the ICT sector Strategy and Investment Plan (ICT-SIP) 2015/16 – 2019/20.

The mandate of the Ministry of Information, Communications Technology and National Guidance is to digitally empower Ugandan citizens through the extensive use of ICT to improve their living conditions.

To this end, the Ministry has allocated resources to Support ICT Innovators and Innovation Hubs under the National ICT Initiatives Support Program (NIISP) in the 2017/18 budget estimates.

2.0 Program Goals of the ICT Initiatives Support Programme

The overall goal of the NIISP is to provide an enabling environment for Uganda's ICT Innovators to be competitive in the Global Knowledge Economy.

The specific goals of NIISP are to:

- i. Promote innovation by providing Government data to ICT Innovators to create applications for Service Delivery;
- ii. Create highly skilled jobs and wealth for the small companies that develop applications using either Government data or other information in the emerging ecosystem;
- iii. Improve data collection by allowing data to flow into (and out of) Government from third parties; and
- iv. Promote transparency by using Application Programming Interfaces (APIs) to expand the number of people who have access to Government data.

3.0 Overall and specific Program objectives

The overall program objective is to spur innovation for purposes of creating employment and contributing to the reduction of net import of ICT Products and services into the country where competence exist.

The specific objectives for this programme are to:

1. Provide systematic and sustainable support to ICT innovators;
2. Promote ICT products, services and solutions for improved service delivery;
3. Establish and operationalize ICT innovation parks; and
4. Promote local electronics manufacturing and assembly.

4.0 Expected Outcomes

In terms of outcomes, this programme is expected to attract both foreign and local investment, generate tax revenues, improve the balance of payment position , and consequently contribute to overall GDP growth of the country in addition to boosting domestic innovation and manufacturing. In more specific terms, investment in this project envisages achieving four (4) outcomes in the medium term. These include:

- Increased employment opportunities, especially for the youth;
- Increased uptake of locally developed ICT products within the country and internationally;
- Increased local content development (locally developed ICT products and services); and
- Increased indigenous product development and support for Government applications

5.0 Local ICT Innovation Hubs

The MoICT & NG is looking for Local ICT Innovation Hubs to help select and guide the future developers of Uganda. These future developers are expected to harness the capacity of the Ugandan skills economy to further economic growth domestically, regionally and internationally.

The Hubs will work with the MoICT & NG in determining how to improve government service delivery through ICT innovation by equipping the innovators with the requisite technical and non-technical skills.

The Hubs shall facilitate the creation of a digital ecosystem and marketplace for development and promotion of innovative digital products. The Hubs will provide technical expertise in the management process through end-to-end support to the innovation ecosystem.

The Hubs will put in place a systems approach to innovation and incubation management which shall be adopted and followed. The Hubs will guide the Ministry in the process of scoping of innovation opportunities to attract ideas that will be transformed into innovations. An appropriate process model such as the Novice to Hero Innovation Management Process model shall be used.

Specifically the Hub shall ensure that the identified ICT Innovators receive the following:

- Innovative learning models that are designed to scale and sustain a culture of lifelong learning: The learning approach must shape technology leaders able to embrace changing technologies and frameworks even as the technology surface area gets broader as emerging technologies evolve at a faster pace than ever before.
- A culture of collaboration, mentorship and facilitating learning: To enhance Uganda's competitiveness the beneficiaries of the training must be empowered with tools to help others to learn. Thereby creating broader opportunities for youth to learn.
- Employment opportunities that foster career thinking rather than just jobs: In order for Uganda to realize the digital dividends of this program, skills empowered to leverage digital opportunities will be critical.
- Innovation through agile methodology practices and tools: This will ensure that development and improvement of government service delivery will be empowered by practices proven to be successful and have greater return on investment.
- Diverse open technology stacks which reduce reliance on proprietary licenses with an emphasis on stacks that can be supported domestically: This will ensure continuity and local ownership of knowledge and advancements in products that support efficiency in government service delivery.
- Innovative learning that is designed to scale and sustain a culture of change and learning: As citizens need change and with the constant evolution of the technology landscape, a culture of learning will be imperative for Ugandan developers. This need is integrated specifically to ensure that innovation in service delivery is not thwarted but instead accommodates change given citizen and government feedback.

5.1 Tasks for the Innovation Hub

The major activity of the Hub is to guide the programme in the identification and selection of competent ICT Innovators and take them through the five stages of:

1. Identification of opportunities,
2. Idealisation,
3. Innovation acceleration ,
4. Business incubation and
5. Learning & enterprise support

5.2 Scope of work

The Hub will be required to perform the following tasks:-

Capacity Building: Support the Ministry in capacity building:

1. Identify and establish partnerships with various innovation ecosystem players and possible funding options e.g. grants, equipment, etc.
2. Assessment of innovators competences to implement ideas and development of training programs for them at the different levels.
3. Training of innovators including linking the innovators with relevant researchers / research groups to enable them access high quality scientific knowledge to implement the innovations.
4. Mentoring the innovators and exposing them to experienced entrepreneurs, innovators and business leaders.
Put in place a framework for knowledge transfer and sustainability.

Intellectual Property Rights (IPR): Support IPR development including:

1. Provide technical support to innovators to process the intellectual property rights for their products.
2. Provide legal guidance and support to the ICT Innovators and firms to attain proper IPR

6 Key Deliverables

The key deliverables of the consultancy will include the following:

1. Inception Report
2. Program Implementation Plan inclusive of KPIs;
3. Regular progress reports in tandem with the agreed programme implementation plan.

4. Project Completion Report including number of innovators trained at various levels of the innovation process, number of products and services produced, number of innovators linked up with researchers and consumers of the innovations (goods and services) etc.

7.0 Qualifications Skills and Competencies

A. Qualifications of Key staff members

Key competencies, Technical Background and Experience required:

a) Team Leader:

- Master's Degree in ICT related field
- 10 Years' experience in ICT Innovation development
- Demonstrable professional qualification in Innovation Management
- Track record of working on developing innovative solutions/ partnerships initiatives.
- Strong leadership skills; capacity to prioritize and manage diverse range of partners, projects and activities
- Experience working with diverse set of partners to create problem specifications, systems requirements and then implement software and technology solutions.
- Demonstrated research, planning, communication and writing skills
- Demonstrated ability to work with people of various professional, academic and cultural backgrounds

b) ICT Specialist:

- Master's Degree in ICT related field
- 10 Years' experience in ICT Innovation development
- Demonstrable professional qualification in Innovation Management

B. Skills /competencies

- a) undertaking the assignment and timely delivery of the expected outputs;
- b) Have a long-term view, beyond an initial rapid training curriculum. The program must focus on transforming the ICT innovators into entrepreneurs and business

- owners or employment in high value roles such as team technical leads, product managers and solution architects;
- c) Have capacity to develop skills for specialized services such as DevOps, Data Engineering and Cyber Security and others that might emerge in the course of execution of the programme; and
 - d) Ability to mobilize and apply necessary psychological and social resources for the successful implementation of the programme.

C. Experience

- i. The Hub must have experience in the ICT Innovation lifecycle – idea concept development, idealization, innovation acceleration, business incubation, marketing and business/enterprise development in addition to Project Planning and Management, and has worked extensively at an international level.
- ii. Specifically the Hub should have experience in:
 - a) Designing and implementing programs for identifying and developing ICT innovators from inception of the idea all the way to commercialization.
 - b) Mentoring and training innovators in both technical and soft skills required for commercialization including training in developing leadership, entrepreneurship, communication, management and team-building skills.
 - c) Connecting ICT education with employment and amplifying learning processes by supporting practical application of skills and creating employment opportunities;
 - d) Connecting the ICT Innovators with global companies and ensuring that world-class experiences inform the local innovation ecosystem in Uganda; and
 - e) Creating a blended innovation environment that allows for access to learning opportunities that are widely distributed and accessible;
- iii. Have a minimum of 3 years' experience in ICT Innovation industry
- iv. Be financially sound and Tax Compliant,

7.0 Responsibilities and Accountability

The ICT Innovation Hub shall be responsible for:

- a) Undertaking the assignment and timely delivery of the expected outputs;
- b) Having a long-term view, beyond an initial rapid training curriculum. The program must focus on transforming the ICT innovators into entrepreneurs and business owners or employment in high value roles such as team technical leads, product managers and solution architects; and
- c) Developing skills for ICT specialized services.

8.0 Responsibilities of MoICT&NG

The MOICT&NG shall be responsible for;

- a. Provide the necessary resources for the implementation of the Program; and
- b. Liaise with other government Ministries and Agencies to collect and avail the requisite input data for the use of the application developer and the Hub.

9.0 Key Project Deliverables and Timelines

The project is expected to follow the schedule below:

	Deliverable	Timeline
1	Inception report including the scope check, methodology, and timelines for the assignments	1 Months
2	A detailed Programme Proposal	2 Months
3	Development of criteria to be used by the innovators/ developers during the innovation process	3 Months
4	Training and Mentoring	4 Months

10. Total Estimated duration: 12 Months

11.0 Monitoring and Reporting

The Hub will work under the general supervision of the Permanent Secretary and will be required to provide progress reports as will be requested for by the Permanent Secretary.