



**Ministry Of Information, Communications Technology and National
Guidance (ICT&NG)**

Media Local Content Policy for Uganda

April 4, 2018

FOREWORD

To be updated At the End!

DRAFT

EXECUTIVE SUMMARY

To be updated at the end!

DRAFT

ACRONYMS

AV	Audio Visual
UPDF	Uganda Peoples Defence Forces
UPF	Uganda Police Force
ISO	Internal Security Organisation
UCC	Uganda Communications Commission
UPRS	Uganda Performing Rights Society
FTA	Free-to- Air
ISP	Internet Service Providers
STB	Set top box
MoICT&NG	Ministry of Information, Communications Technology and National Guidance
MC	Media Council
CAGR	

TABLE OF CONTENT

FOREWORD	i
EXECUTIVE SUMMARY	ii
ACRONYMS	iii
TABLE OF CONTENT	iv
1 INTRODUCTION	1
1.1 Background	1
1.2 Policy Scope	3
1.3 Situational Analysis	3
1.3.1 The Media Content Industry in Uganda	3
1.3.1.1 Television Broadcasting Services	4
1.3.1.2 Radio Broadcasting Services	4
1.3.1.3 Film and Videos	5
1.3.1.4 Animations (Cartoons)	7
1.3.1.5 Music	7
1.3.1.6 Media Content in Government (Documentation and Digitization of Government Initiative, Cultural Heritages)	8
1.3.1.7 Print	9
1.3.2 Institutional, Legal and regulatory Framework	10
1.3.3 Human Resource and Skills Development	11
1.3.4 Marketing, Distribution and Intellectual Property	11
1.3.5 Infrastructure and Technological developments	12
1.4 Benefits of Developing Media Local Content	13
1.4.1 Enhancing media literacy	14
1.4.2 Promoting diversity and understanding	15
1.4.3 Job creation and skills development	15
1.4.4 Creativity and innovation	15
1.4.5 Providing a historical record	16
1.4.6 The 'green economy'	16
1.5 Policy Rationale/Justification	17

2	THE MEDIA LOCAL CONTENT POLICY FOR UGANDA	19
2.1	Vision	19
2.2	Mission.....	19
2.3	Goal	19
2.4	Purpose of this Policy.....	19
2.5	Policy Objectives and Strategies.....	20
2.5.1	Policy Objectives	20
2.5.2	Policy Strategies	20
3	IMPLEMENTATION FRAMEWORK.....	24
3.1	The Roles of Different Stakeholders.....	24
3.1.1	Parliament.....	25
3.1.2	Ministry of ICT&NG	25
3.1.3	Ministry of Finance.....	26
3.1.4	Ministry of education.....	26
3.1.4	Line Ministries and Local Governments	26
3.1.5	Government Agencies	27
3.1.5.1	UCC	27
3.1.5.2	NITA-U.....	27
3.1.5.3	Media Council	27
3.1.6	Private Sector & Civil Society Organization	28
3.1.7	Cultural Institutions	28
3.1.8	Media Practitioners	28
3.1.9	Community Based Organisation, Local and Opinion Leaders	29
3.1.10	The Academia	29
3.1.10	UN bilateral, multilateral development partners, International NGOs and Foreign Missions	29
3.2	Consensus Building, Consultations	30
3.3	Communication and Dissemination of the Policy.....	30
3.4	Monitoring and Evaluation.....	31
3.5	Legal and Regulatory Framework	31
3.6	Financing and Investments (of the Policy).....	32

Glossary/Definition of Terms.....	33
Policy Implementation Action Matrix (2019/20 – 2024/25)	34

DRAFT

1 INTRODUCTION

1.1 Background

World over, countries have increasingly adopted the notion of a 'knowledge economy' resulting from the decline in traditional manufacturing industries. A knowledge based economy is an economy in which the generation of wealth depends on the continuous application of knowledge, creativity and innovation. Knowledge economies are the new frontier. They will have a competitive advantage over others. And, this is particularly important in the context of globalization. The real information revolution lies in the growing day-by-day use of Internet enabled devices in all parts of our lives. It is this era of mass connectivity - delivering small, but incremental changes to the ways in which each individual does things - that promises to transform development and welfare. To date the consumption of media contents across the globe has also shown tremendous increase with significant jump from traditional delivery of Radio and Television media to high technological Internet and Over-the-Top (OTT) media in quest for information. The global OTT content market is estimated to be valued at US\$ 53.2Bn by the end of 2016 and is expected to register a Compound Annual Growth Rate (CAGR) of 14.5% during 2016-2026. The increase in the number of devices capable of supporting media content news (text), music (audio), and film (video) along with increasing Internet access speed, has provided consumers with an option to access the media content of their choice anytime, anywhere and anyhow. People can now download, remix and redistribute existing media content as well as create and share original content in real time. The new wave of content management is Content engagement through ChatBot which will be extremely conversational and personalized. Instead of going to a destination the content will be going to where the conversation is happening

like Messengers. This global trend has triggered the need for generation of quality content.

Prior to liberalization in the early 1990s, Uganda had one national broadcaster (both radio and TV services) with multiple news agencies. Liberalization ushered in private radio and TV stations, with currently 292 FM Radio stations and 42 TV stations available country wide.

Uganda media sector has evolved from the initial religious dominated colonial media, to state dominated media of the early independence days and now private sector dominated media of today, following the liberalization of the sector. As the sector continued growing, so is competition for the market space and the desire to capture wide audience. Whereas there has been an increase in investment in the sector mainly on establishment of Radio and Television broadcasting infrastructures, there has been less emphasis on digitization of local content and its dissemination/distribution amidst technological advances in media delivery platforms.

In this context, the Ministry in collaboration with media stakeholders has developed a 5 years media content policy that will guide media content creation, production, dissemination, archiving and attendant content capacity enhancement for key stakeholders in the electronic media industry with the view of addressing challenges, offer relevant support services to enhance the creativity, quantity, quality and competitiveness of the creative industry in general.

The Policy will purposefully contribute to exploit Uganda resources while strategically positing the country in a growing globalized knowledge based economy. The policy will guide the production, distribution, exhibition and dissemination of media local content.

1.2 Policy Scope

The policy is designed to address important issues related to production, commercialization, education and skills development, legal and regulatory framework for the media local content in Uganda.

The policy will apply to all stakeholders involved in the media content creation, production, distribution and archiving.

1.3 Situational Analysis

This section highlights the status of the Media local Content services in Uganda (films, TVs, Radio, Animations, government programmes interventions/documentaries); institutional and regulatory Framework; Human resource and Skills development; Infrastructure and technological developments necessary for sustainable growth of the media local content industry in general.

1.3.1 The Media Content Industry in Uganda

The media local content industry continues to grow, which offers unprecedented opportunities for economic growth and development in Uganda. New technologies and considerable changes in social interactions have given rise to the production, storage and dissemination of different forms of media content that can be accessed on a range of electronic devices. The convergence of technology and the internet are key catalysts that have enhanced the distribution of media content as well as removed the traditional barriers of time and distance. Furthermore, this has provided an effective platform and new way for the creation as well as distribution of media local content in the areas of film, broadcasting, cinema, creative media, online publishing and distribution (text, video, audio formats).

1.3.1.1 Television Broadcasting Services

The television service sector in Uganda mainly comprises of Free to Air (FTA) Televisions and Pay TVs which include Satellite, Cable and terrestrial TV services. As of December 2017, , there were 42 TV channels out of which 34 are FTA TVs and the rest are Pay TV stations. The growth in the broadcasting services has been attributed to technological advancements notably the digital migration process. This technology advancement has the potential to reduce the cost of broadcasting infrastructure, enables broadcasters to reach larger audiences while creating job opportunities to the locals. However, the Tv services continue to face the following hindrances:

1. Tv services continue to be centralized mostly in urban areas;
2. The digital migration in the country is complete but still majority of the country have limited or no access to Tv channels. This is largely because of insufficient DTT coverage in the country and the high cost of accessing the TV services (Set-top-boxes, subscription fees, Electricity and satellite dishes);
3. Auditory impaired persons continue to have limited access to tv services.

There is, therefore, a need to capitalize on media local content and enforce local content quotas with emphasis on inclusive regional access to Tv services.

1.3.1.2 Radio Broadcasting Services

Radio broadcasting has been a primary medium for entertainment, information and education amongst the masses owing mainly to the affordability and terminal portability of radio receivers. Uganda boasts 292

radio stations whose growth has been made possible by liberalization of the broadcasting sector in early 1990s.

Uganda has achieved 100% radio coverage with 292 operational FM stations. As on 2016, every district in Uganda is served by at least 2 radio stations, broadcasting in local languages.

Increase in radio listenership has been the major growth driver, with consumers listening to radio through new mediums like mobile phones and live Internet streaming. The streaming of radio programmes on the Internet by both traditional radio broadcasters as well as Internet-only broadcasters is on the rise. By streaming their programmes online, station operators can widen their reach and increase their potential to sell to advertisers.

Radio stations have continued to avail the minimum mandatory weekly one hour for dissemination of government programmes but this has not been effectively utilized due to inappropriate reporting and coordination structures. These stations do not have appropriate structural linkages with public institutions to aid dissemination of ongoing government programmes both at national and community level. There is therefore need to *(1) encourage community radio stations to realize local aspirations and, (2) build capacity of presenters in most of these radio stations among others.* Furthermore, radio services are faced with challenge of evolution of new media as alternative access to radio contents.

1.3.1.3 Film and Videos

In this Policy, the Film encompasses entities involved in value adding activities (in the production, distribution, marketing and exhibition) with

regard to television series, feature films, documentaries, short films and animations.¹

Uganda has over 2000 independent media and film exhibitors and distributors, (Video Libraries, Cinemas, Video halls- Bibandas) with majority located in the major urban centres and a few dispersed outside urban centres.

Uganda is home to numerous film festivals, most notably the Uganda Film Festival (UFF), Amakula International Film Festival, Pearl International Film Festival, Gulu International Film Festival that attract submissions of a wide range of Film categories. For example the Uganda Film Festival collects 70 Feature Films, 20 documentaries, 5 Animations, 10 student films, 10 TV Drama Series and 10 short films annually. These festivals have played a cardinal role in the Film Sector value chain by offering a platform through which independent film makers, market and sell their productions to distributors, exhibitors and broadcasters countrywide, regionally and internationally. Further, international films that have been shot and co-produced in Uganda include Queen of Katwe, Mississippi Masala.

However, the development of local film industry has faced a number of obstacles and includes:

- (i) increased piracy in the film sector;
- (ii) Limited access to both the local and international markets;
- (iii) Poor production, distribution and exhibition infrastructure;
- (iv) Inadequate legal and regulatory framework for copyright and intellectual property rights.

¹ Few companies like Artfield, Proline Academy are involved in making Animations in Uganda.

- (v) Lack of effective protection of the intellectual property rights of the local artists.
- (vi) Lack of tax incentives and rebates for the film industry.
- (vii) Inadequate skilled labour due to limited training institutions.

1.3.1.4 Animations (Cartoons)

The production of animations currently in Uganda is still limited where currently most of the producers are students from Contemporary art institutions like Artfield, Proline Academy. Animation industry employs diverse skills and expertise, ranging from interpreters, engineers, artists, painters, mechanics, including voices imitators and presents an opportunity for job creation for majority of the Ugandan youth.

Ugandan is endowed with indigenous stories in addition to government initiatives that can be animated with interest to educate/inform the general populace at all levels. The sector is however faced with limited availability of professionals and related animation infrastructures.

1.3.1.5 Music

Local music has spontaneously grown both on the local and international market. The growth is evident in terms of emergence of recording labels, Music Venues and events throughout the country. This has provided an opportunity to promote local cultural products nationally and internationally, and create employment opportunities for the youth .

A number of internationally renowned musicians have also produced their music in Uganda.²

² French Montana (Karim Kharbouch), Wiz Kid (Ayodeji Ibrahim Balogun), Demarco (Collin Demar Edwards), Koshens (Garfield Spence)

This vibrant sector is largely composed of self-employed artist, entrepreneurs and small or micro-enterprise music companies with insufficient capitalization. Thus there is need to adopt new and innovative financing strategies that attract both private and public sector investments.

Digitization and globalization has also impacted this industry that has brought about chronic problem and a significant challenge, hence there is a need :

- to explore alternative and diversified revenue streams because of dropping sales of physical recordings;
- to access international markets to be sustainable;

1.3.1.6 Media Content in Government (Documentation and Digitization of Government Initiative, Cultural Heritages)

The Ministry of ICT&NG is mandated to ensure effective communication of government programs and enhance the use of ICT as an enabler for efficient and effective service delivery by both public and private sector. Under this mandate the Ministry of ICT&NG is responsible to provide leadership in management of media local content that can pave way for socio-economic development.

In this context the government through Ministry of ICT&NG has established Content Production and Management (CPMC) and Government Citizens Interaction Centres (GCIC). The major role of the Content Production and Management Centre is to provide high tech facility for production of media local content for consumption by media houses and for other platforms, in both the public and the private space.

The major role of the GCIC is to provide means for engaging with citizens and ensure delivery of feedback from government programs/project/initiatives in relation to citizens' inquiries. However both GCIC and CPMC are not fully exploited for the nations' growth.

Furthermore all radio and Televisions broadcasters operating in the country have availed the mandatory minimum weekly one hour of broadcast airtime to enable government disseminate information and popularize her programs and initiatives at national, district and community levels. However, this mandatory weekly one hours has not been effectively utilized due inappropriate coordination and implementation structures which has compromised the government effort on popularizing its programmes at grassroots.

1.3.1.7 Print

The global print industry is suffering from lower circulation. Print advertising and content has also been affected by unfavourable macroeconomic conditions such as rise in oil prices, rise in inflation, overall global economic slowdown etc. The print industry world-wide, is seeking digital revenue to sustain existing business. This is more prominent in countries with high broadband penetration, where readers have easy access to information on the Internet. Popular news websites are drawing traffic and boosting digital revenue. However, in countries like Uganda, where broadband penetration is low there is less competition from Internet, benefiting both circulation and print advertising.

With the passage of time the influence of digital news is likely to increase and a combination of print and digital will drive growth. With proliferation of smart-phones and tablets, the digital medium can impact the magazine market. Niche content in magazines and hyper-local news in English

newspapers are expected to be the focus of the existing players. Print is still expensive as a dissemination channels for dissemination of government programmes, and accessible in urban areas mostly; however, it is still the most reliable.

There are currently [....] print media houses with coverage in [..]towns reaching [..]% of the population.

1.3.2 Institutional, Legal and regulatory Framework

The media local content industry is co-regulated by three major agencies; namely, Uganda Registration Services Bureau (URSB) that regulates Intellectual Property and Copyrights, Media Council (MC) for Classification and censorship of media local content and Uganda Communications Commission (UCC) for licensing of broadcasters, exhibitors and distributors of media local content.

The existing enabling laws for media local content management includes the Anti-pornography Act, 2014; Uganda Communications Act, 2013; the Stage Plays and Public Entertainments Act, Cap. 49; The Computer Misuse Act, 2011; The Press and Journalism Act, Cap. 105; The Copyright and Neighbouring Rights Act, 2006, and the Penal Code Act, Cap. 120 in line with the Constitutional provisions. However, these legislations do not adequately address, among other issues, Intellectual property rights over the new media platforms as well as OTT and applications as means of content distribution in the digital content era. The press and journalist act do not provide a funding mechanism necessary for the media Council to fully carry out its assigned duties of Censoring films, video tapes and other related apparatuses for public consumption among others.

In respect to production of media content, different authorities in their respective domain continue to issue permits to content producers based on

individual requests. Some of the authorities include Uganda Wildlife Authority (UWA), Local Government Authorities, National Forestry Authority (NFA), Security Agencies (UPDF, UPF & Prisons), and Uganda National Roads Authority (UNRA) . This uncoordinated approach to issuance of production permits has led to fragmentation of the industry characterized with absence of accurate statistic/data for the media local content industry.

1.3.3 Human Resource and Skills Development

Uganda's media local content industry currently benefits from moderately developed training institutions with short-term skills programmes to post-graduate trainings offered by universities, vocational institutions and technical schools under the national education curriculum. However these training institutions are largely private owned and lack proper training infrastructure. Secondly, majority of these training institutions are located in and around Kampala, resulting into limited and unbalanced skills development in the country, widening the rural-urban divide. The sector therefore continues to lack specialized skills that are necessary for content creation and management.

1.3.4 Marketing, Distribution and Intellectual Property

The every growing market for media local content industry requires development of sustained dynamic strategies by stakeholders to ensure that content is profitable while ensuring a vibrant, sustainable sector that contributes to the economy. Majority of sector content continue to be consumed on traditional media channels like television, radios, exhibition and other distributor channels like Straight to DVD model of distribution, Digital Terrestrial Television (DTT) etc.

With ever-growing Internet, online piracy is on the rise. Internet and other advanced technologies and platforms such as OTT media have made it difficult for regulators to enforce copyright. Unauthorized copying is an increasing concern in Uganda and the internet era makes it hard to protect the media local content. This makes it difficult for content suppliers to retain control over unauthorized use of their work without compensation. The existing frameworks do not completely address issues related to Intellectual Property and copyrights; illegal marketing, distribution and exhibition platforms (piracy) etc that denies content producers return on their investment.

1.3.5 Infrastructure and Technological developments

The discussion on media industry would not be complete without considering the impact of technological developments, especially convergence on media local content. Advancements in devices, content and technologies have impacted the media sector – smart phones and tablets in the devices front; video on demand, 3D technologies and Digital Rights Management (DRM) in the content front and 3G / 4G and other access technologies in the access front. There has been a paradigm shift in the way content is prepared, carried and delivered.

Historically, telecommunications, information technology (IT) and broadcasting operated independently. The technologies, content/ information transmitted and networks deployed by them were distinct and separate. Television, radio, telephones and computers were used for specific purposes in different areas. However, technological advancements particularly related to IP technology and increased use of packet switched digital communications have made converged services possible. The telecom networks can provide

access to internet and broadcast content over the internet, in addition to telecommunication services, similarly with digitization, cable TV networks can also provide Internet access as well as telephone services. Market related convergence also occurs due to consumer expectation of one-stop service availability, innovative bundling of services and pricing.

The print media is rapidly embracing new technological innovations and progressively utilizing e-services by launching e-versions of their print newspapers, magazines and directories etc. These become easily accessible to subscribers on computers and other digital devices such as smart phones, Tablets, etc.

Another example of progressive convergence is that many telecom companies are offering interactive broadcast content services such as news & updates, astrology, contests & gaming, Video on Demand (VoD), Internet radio services etc .

Even in creation of content, a new wave of content management, through ChatBot, are fast developing, which stimulates conversational and personalized content generation.

Convergence of customer premises equipment, transmission and access media and service providers has increased the level of competition in the industry and distorted the market. The sector lacks standard infrastructure required for media local content industry coupled with inadequate quality and quantity of local media content.

1.4 Benefits of Developing Media Local Content

Development of new technologies is leading to emergence of information economy. Uganda recognizes the importance of both quality and quantity of

local content generated. Increasing local content for citizens will enable a range of potential interventions –from widening and deepening citizen engagement to creating new possibilities for co-creation of services thereby unlocking opportunities for participation and growth. It can boost the economy and help creation of jobs. Ugandan creativity will manifest itself into adding value for the local content and services that are identified at the global stage.

The main benefit of developing local contents will be creating more work for locals in all aspects of development- from production to marketing- new breed of producers, actors, all crew, non-film staff (like caterers) etc. Moreover, new stories will emerge, new Ugandan genres will emerge with new stories and, most importantly, new voices will be heard.

New business models for local content creation are emerging like low-cost production models for creating professional, profitable – content for online channels. The knowledge economy will produce and distribute creative products and services that not only have local impact, but also have a national and global reach . Government investments in local contents will help support positive impacts on GDP, increased tax revenues and increased job growth as highlighted below:

1.4.1 Enhancing media literacy

Recognizing the place, media and information literacy skills, worldwide, have become a vital tool for education, communication and entertainment sector. Use of such instances in education, for example, alongside traditional written word is catching pace. Many education systems are adapting curricula to include developing students’ audio-visual capabilities alongside their capabilities in written and spoken communication.

1.4.2 Promoting diversity and understanding

Film and television drama productions have become effective conduits for building understanding across and between communities. Cinema audiences are particularly open to diverse viewpoints and interested in seeing different cultures, stories and places on screen. Film festivals and on specialist television film channels, are playing a vital role in promoting diversity. Many public service broadcasters are broadcasting programmes specifically focused in this area.

An understanding of the stories of various elements within the national population can be a key outcome of such initiatives. . For example, within the Ugandan context, film and television – including drama and documentary – will be key in building a wider understanding of indigenous experience, which will have an impact on Ugandan mind set toward indigenous contents.

1.4.3 Job creation and skills development

Developing local content has the potential to create jobs and income generation opportunities for youth, who constitute a majority of the Ugandan population. But these jobs require certain skillsets. For example content production jobs require highly skilled personnel. This can create a mobile and flexible labour pool with skills and abilities that are transferable into a range of industries both locally and within the EAC region.

1.4.4 Creativity and innovation

The content production process necessitates devising and making screen content with a high degree of creativity. In addition there is a proliferation of opportunities for creativity and innovation in production and post-production. New emerging areas that are delivered by innovations include augmented and virtual reality, which have tremendous potential to impact in various sectors like medicine, training and education.

1.4.5 Providing a historical record

Archived media contents (film, video, cultural performance... etc) are critical assets for any culture. Through digital innovations, the archive sector is reinventing itself and gradually moving from a culture of preservation – often requiring restricting access – to one of increasing openness, and new forms of exploitation and exposure. Furthermore, the advent of user generated content and social media has brought opportunities for expression of individuals' creativity using various technologies and media, as the cost of filming devices, including mobile phones, has fallen. These opportunities need be exploited to digitize and store existing ancient records available with different government agencies and the private sector. According to the website of the National Archives of the UK government, it began to shift to digital over ten years ago, and now digitises around 8 million pages of archival material every year. It says that it delivers over 200 documents online for every one delivered in the reading rooms. On the other hand, the US National Archives and Records Administration has unveiled a strategic plan for 2014–2018 under which it plans to work to digitize selected records.

1.4.6 The 'green economy'

The film and video production is environmental friendly as the process leaves no residues that have negative industrial impacts, compared to other manufacturing and goods distribution industries.

1.5 Policy Rationale/Justification

Uganda Media Content Management Policy seeks to contribute to the attainment of socio economic development goals and promote the participation of communities in the overall national development efforts.

Globally, the United Nation Sustainable Development Goals (SDG), 2015-2030 recognized the potential role ICTs, play in bridging economic and social gaps, ending isolation, enhancing dialogue, linking people to markets, generating new livelihood opportunities, improving the use of natural resources and providing inclusive access to information and services that better everyone's lives.

The policy acts as a critical catalyst for rapid uptake of solutions needed to put the country on the SDG path and meet the set goals, especially through fulfillment of goal No. 9 - industry innovation and infrastructure; goal 12- responsive consumption and production; goal 8- decent work and economic growth.

The development of this policy was further guided by the objective of the Uganda Vision 2040 to create: "A transformed Ugandan Society from a peasant to a modern and prosperous country within 30 years". The NDPII is aimed to achieve the Uganda Vision 2040. The NDP aims at strengthening Uganda's competitiveness create sustainable wealth, knowledge, jobs and increase productivity and efficiency of the country.

To date, the increase in internet penetration in Uganda coupled with a young population, provides the right factors for the country to participate in the knowledge economy as both creators and consumers of media content by leveraging our heritage and generating local content. However, today a large percentage of media content in Uganda is foreign- with TV (FTA) at 26%; Radio at 10%; film industry at over 90% foreign; while animation stands at....

. This is majorly attributed to lack of cross cutting and harmonized policy to address the challenges of capacity, funding, infrastructure, mindset change and enabling regulation that are required to create a conducive environment to realize an increase in media local content consumption.

DRAFT

2 THE MEDIA LOCAL CONTENT POLICY FOR UGANDA

Stakeholders were consulted and consensus was reached on the following aspirations for the Uganda's future in the local content policy.

2.1 Vision

A Vibrant local content industry that contributes to socio-economic transformation

2.2 Mission

Spur creativity, innovation and Knowledge in media local content industry

2.3 Goal

Promote media local content industry that enriches Ugandan lives regionally and globally.

2.4 Purpose of this Policy

The purpose of this policy is to provide a framework that will ensure availability and accessibility of diverse media local content that delivers cultural, educational, social and democratic values at affordable rate; while upholding sustained growth and operation of the sector.

2.5 Policy Objectives and Strategies

2.5.1 Policy Objectives

The following are the objectives of this policy:

1. Promote development and harmonization of institutional and regulatory framework that ensures effective collaboration amongst all entities involved in the media local content industry;
2. Develop a common dynamic platform in terms of tools and equipment for all services, to encourage local content;
3. Create skilled and certified labor force, specific to the requirements and support continuous professional development for the local content industry;
4. Streamline the marketing, promotion and distribution structures for media content; and
5. Stimulate research and development to support creativity and innovation in the local content industry.

2.5.2 Policy Strategies

The following are the strategies to realize each of the Policy objectives:

Objective 1:

Promote development and harmonization of institutional and regulatory framework that ensures effective collaboration amongst all entities involved in the media local content industry

Strategies

- 1. Develop, Review laws, regulations and standards to enhance collaboration of both public and private actors in the media content industry;*
- 2. Establish a framework for establishing a one-stop center for all agencies in media content industry; and*
- 3. Develop guidelines for self-regulation of the media content industry.*

Objective 2:

Develop a common dynamic platform in terms of tools and equipment for all services to encourage local content

Strategies

- 1. Promote growth of local Content Delivery Platforms;*
- 2. Create a common platform for storage and archiving of local contents;*
- 3. Digitize contents of existing Regional/local manual archives;*
- 4. Support digitization of cultural products and experiences to promote tourism; and*
- 5. Support development of hubs and co-working spaces to encourage innovation, knowledge sharing, networking and creativity.*

Objective 3:

Create skilled and certified labor force and support continuous professional development for local content industry

Strategies

- 1. Establish collaboration with training institutions to upgrade staff skills and knowledge to improve content management services;*
- 2. Develop a model curriculum for enabling local content in all educational institutes;*
- 3. Create local content development centers;*
- 4. Develop and implement capacity development plans for sub-sector groups.*

Objective 4:

Streamline the marketing, promotion and distribution structures for media content

Strategies

- 1. Enhance and strengthen private sector capacity to participate in media local content creation, storage and dissemination;*
- 2. Promote international demand for Ugandan media local content;*
- 3. Support programs and activities that recognize and boosts traditional and contemporary indigenous arts and culture;*
- 4. Commercialize local content and adopt relevant modern technologies;*
- 5. Establish a fund to support the growth of media local content Industry;*
- 6. Establish appropriate and stable remuneration / royalty structures for media content stakeholders; and*
- 7. Develop suitable policy for subsidies, financial incentives and preferential market access.*

Objective 5:

Stimulate research and development to support creativity and innovation in the local content industry

Strategies

- 1. Support baseline and periodic studies in the local content industry;*
- 2. Support Intellectual Property Rights (IPR) protection for the media content industry;*
- 3. Enable classification of media content; and*
- 4. Establish a framework for collaboration between the policy makers, practitioners and the academia.*

3 IMPLEMENTATION FRAMEWORK

3.1 The Roles of Different Stakeholders

The implementation of the Media Content Policy will take a multi-sectoral approach with contribution from all stakeholders. Ministry of Information Communication Technology and National Guidance (MoICT & NG) shall lead the implementation of the policy in partnership with various entities listed below in accordance with their mandates. The specification of roles will ensure full accountability and minimize overlap and duplication of functions. Subsequently, Government shall develop a five year strategic plan with a view of guiding and coordinating the efforts of all stakeholders in the implementation of the policy in line with Performance Based Budgeting System adopted by government. The plan will set priorities, focus the efforts of all stakeholders, identify and cost the necessary resources which will ensure that all stakeholders are working toward achievement of the set policy objectives, strategies and the attendant goals. The plan will detail the prerequisite resources necessary for attainment of each of the agreed strategic policy areas.

Overall, stakeholders are expected to:

- a) Mainstream Media Content production in their Policies, Plans and Budgets;
- b) Participate in the review, monitoring and implementation of this policy and regularly prepare and share periodic plans and reports thereto;
- c) Strengthen partnerships, coordination and monitoring for effective media content management;
- d) Mobilize and ensure availability of funds to implement and achieve the aspirations of this policy;

- e) Designate an officer responsible for media content management to support the implementation of Uganda Media Content Management Policy

3.1.1 Parliament

- a) Advocate on media content management issues in parliament and constituents;
- b) Allocate resources (financial and otherwise) to implement Media Content Management Policy and Action Plan;
- c) Monitor the progress of implementation of the Uganda Media Content Management Policy and its action Plan;

3.1.2 Ministry of ICT&NG

Pursuant to the above, the specific roles of the Ministry will include:

- a) Coordinate and provide overall guidance in implementation of the Policy;
- b) Undertake activities to disseminate and popularize the policy;
- c) Develop monitoring indicators for the implementation of the policy;
- d) Prepare implementation status reports and submit to relevant organs and institutions;
- e) Facilitate the documentation of Ministries annual achievements;
- f) Advocate and lobby for inclusion of and appropriate planning and budgeting of media content management interventions in sector plans and budgets at all levels; and
- g) Provide overall Media Content Management technical guidance and oversee the implementation of the policy from national to local government, advocate.

- h) Coordinate set up one stop center for all agencies;
- i) Coordinate the establishment of hubs;
- j) Coordinate the establishment and operationalization of local content development centers.

3.1.3 Ministry of Finance

- a) Allocate financial resources for the implementation of this Policy through the national budget;
- b) Coordinate support initiatives from donors and development partners in the area of local content development for media industry

3.1.4 Ministry of education

- a) Develop and enforce a model curriculum for educational institutes for purpose of accelerating appropriate human resource development and influencing behavioral change; and
- b) Develop programmes to enhance Staff skills and knowledge.

3.1.4 Line Ministries and Local Governments

The policy recognizes the role Ministries and Departments play in popularizing government programs at national and local government levels. Line ministries and local government will:

1. Mainstream content development and dissemination programmes in their annual plans. Ministries will be required to avail documentary evidence of their achievement bi-annually to the Ministry of ICT for airing in media houses (Radio/TV and social media);

2. Participate in implementation, monitoring and evaluation of local content programs in their jurisdiction;

3.1.5 Government Agencies

3.1.5.1 UCC

- a) Review and issues content guidelines and codes;
- b) Identify and spear head research on topical issues related content development and management;
- c) Facilitate the establishment of content funds;
- d) Facilitate the establishment of National media content management center/Secretariat/body/committee;
 - a. National Media Content Management Centre/ Secretariat shall be charged with the day to day functions of coordination, management, administration and reporting of activities intended to ensure smooth implementation of the Uganda media content management Policy: **Self-regulation in production as guided by standards set by UCC/media council.**

3.1.5.2 NITA-U

- a) Establish a common platform for storage and archiving
- b) Develop the Local content delivery platforms

3.1.5.3 Media Council

- a) Censure contents in line with developed media local content guidelines and codes; and

- b) Initiate new media content management programmes and interventions, in collaborations with relevant stakeholders; preside over launches and dissemination of media content research studies.
- c) Develop guidelines for Self-regulation of the industry.

3.1.6 Private Sector & Civil Society Organization

- a) Enhance Public Private Partnership for media local content creation, preservation, storage and marketing, dissemination;
- b) Provide funding for media local content creation, preservation, storage and dissemination; and
- c) Develop and implement corporate social responsibility plans that integrate media local content creation, preservation, marketing, storage and dissemination. Including archiving of historical records.

3.1.7 Cultural Institutions

- a) Revive and conduct mass sensitization of positive traditional cultural values and practices that promote media local content creation, preservation dissemination and storage.
- b) Educate masses on social norms and transmission of culture and moral oriented media local content.

3.1.8 Media Practitioners

- a) Raise awareness and educate communities on media local content laws, regulation and standards; and
- b) Learn, share knowledge and experiences of media local content preservation, marketing and storage with others.

3.1.9 Community Based Organisation, Local and Opinion Leaders

- a) Support and augment government efforts in media local content creation, dissemination, and storage.
- b) Mobilize local resources to enhance media local content creation, storage and dissemination.
- c) Initiate and manage community based media local content creation and dissemination programmes.

3.1.10 The Academia

- c) Promote and undertake research in media local content management to facilitate evidenced based programming;
- d) Offer higher education training in media local content management, regulation and standards including personnel in public sector; and

3.1.10 UN bilateral, multilateral development partners, International NGOs and Foreign Missions

- a) Provide funding for media local content management at national, district and community levels;
- b) Build and strengthen linkages and collaboration and partnerships at international, regional levels, provide technical support and build capacities of all stakeholders to implement media local content policy and the attendant action plans.

3.2 Consensus Building, Consultations

This policy was developed through a consultative process. The Ministry of Information, Communications Technology and National guidance, constituted a core stakeholder working team with membership drawn from content regulators, Government Ministries and Agencies, Consumer Representatives, and Broadcasters.

The Ministry mandated the group to come up with a policy recommendations to guide creation, production and dissemination of electronic media local content in the country.

..... successive stakeholders' consultative workshops were held in the Months of February, March.....2018 that culminated into a public dialogue on The public dialogue was attended by Broadcasters, Content providers, Consumer Organizations, Telecom Operators; Equipment vendors and other entities with an interest in local content management in general. All issues raised discussed and agreed upon were incorporated into this final document ready for consideration by Cabinet.

3.3 Communication and Dissemination of the Policy

This policy was developed through a participatory process. It is important that different stakeholders (public and private) are aware of the policy and their role in the implementation process. In order to ensure that this policy is widely known, accepted and adhered to by all stakeholders, government shall use the print and electronic media and other means to disseminate the policy at all levels. The ministry will hold outreach dialogue meetings with MDAs, Local Governments, Private Sector Organizations, CSOs, Academia among others. The Ministry and other key stakeholders at all levels shall engage in communicating and disseminating the policy to the general public. The Policy

will also be uploaded on the Ministry's website to ensure accessibility and wider outreach.

3.4 Monitoring and Evaluation

The Government together with other relevant stakeholders will carry out monitoring and evaluation at different levels. A monitoring and evaluation plan shall be developed to monitor attainment of the agreed policy objectives. The Plan will outline the milestones, activities and key performance indicators for each of the policy objectives with a view of evaluating the performance, and identifying any other factors, which contribute to attainment of the policy objectives. The regulatory Agencies shall monitor and evaluate the extent to which the authorized persons/entities comply with Content requirements set out in the law and other guiding documents. The responsible entities shall hence produce Quarterly reports on the respective aspects of achieving the objectives of this Policy. The policy shall be reviewed every three (3) years to take into account rapid changes in digital technologies. Annual surveys shall be carried out to gather sectoral statistics with a view to establishing whether implementation of the policy is making a positive impact in the economy as a whole.

3.5 Legal and Regulatory Framework

The implementation of this policy will be guided by Uganda Communications Act, 2013, the Stage Plays and Public Entertainments Act, Cap. 49, The Computer Misuse Act, 2011, The Press and Journalism Act, Cap. 105, The Copyright and Neighbouring Rights Act, 2006; the Penal Code Act, Cap. 120; and Anti-Ponography Act, 2014. However, these legislations do not adequately address, among other issues, Intellectual property rights over the

new media platforms as well as OTT and applications as means of content distribution in digital content era.

3.6 Financing and Investments (of the Policy)

The activities undertaken by the various stakeholders in relation to identified policy objectives will be financed differently by each stakeholder as shall be detailed in the strategic plan. Funds from differing sources will be expected to finance the policy; from Government, Donors, Private and Sector. Ministry of ICT and National Guidance will engage in advocacy to mobilize additional resources from Development Partners and Private Sector Players in line with Resource Mobilization Strategy, while ensuring effective utilization of the mobilized resources towards implementation of the policy.

3.6.1 Local content development fund

The policy further recommends the establishment of a local content development funds for the media industry. The funds will be used primarily to enhance domestic production capacity for indigenous contents; addressing gap in infrastructure platforms, skills in media and information literacy, research & development among others.

(How will the fund be created and managed??)

Glossary/Definition of Terms

Media Local Content	
Interactive media	Digital content or environments that provide users with a rich interactive experience designed to entertain, educate and/or inform. The sector range from software developers, to digital marketing agencies, to video game developers and interactive transmedia.
Heritage	Refers to tangible or intangible resources that an individual, organization, community or government determines to have value, as an inheritance from the past and a legacy for current and future generations. Identifying, safeguarding and conserving heritage resources is a shared responsibility and thus all of us need to participate in keeping our local heritage alive as an integral part of the community infrastructure and quality of life. It is important we safeguard and preserve what is perceived as important to honour, remember, and keep intact as a touchstone with the past from Impending loss, damage, destruction, or the slow, steady, quiet disappearance of that which once was common but is now rare, irreplaceable, and on the verge of extinction (Archaeological or historical sites, buildings of architectural merit, landmarks, landscapes, or collections at museum and libraries etc.)
Visual Arts and Fine craft	Comprised of the sale, marketing and distribution of visual art and fine crafts by mostly, artists and artisans. These works include but are not limited to paintings, sculpture, pottery, multi-media, photography, fibre arts and drawings;
The Arts	Genres and arts practice in writing, dance, theatre, music, visual and media arts

Policy Implementation Action Matrix (2019/20 – 2024/25)

Pillar 1: Harmonized Institutional and Regulatory Frameworks

Objective 1: Promote development and harmonization of institutional and regulatory framework that ensures effective collaboration amongst all entities involved in the media local content industry					
	Strategy	Action/Intervention	Budget(Shs)	Responsibility	
				Lead Entity	Other Partners
1	Develop, Review laws, regulations and standards to enhance collaboration of both public and private actors in the media content industry;	Review and harmonize the Press, Journalist act with Uganda Communications Act and Copyright and Neighboring Acts.			
		Incorporate media local management issues into the draft Local Content Bill 2017			
		Develop Regulation and Guidelines for publishers/Media owners/Practitioners			
2	Establish a framework for a one-stop center for all agencies in media content industry	Establish a client service center for all government agencies involved in media content regulation.			
3	Develop a self-regulating mechanism for the media content industry	Develop a framework for self-regulation for different media content categories			
		Popularize and disseminate laws and legal frameworks that promote media local content industry			
4	Strengthen capacity for local content creation, dissemination and archiving in MDAs & LGs	Develop Capacity of focal point ministry and other relevant authorities to guide timely planning, tracking and documentation of media			

	local content			
	Train government local content focal officers at national and district levels in media content industry			
	Support the collection compilation, production and dissemination of local content in government programs			
	Establish and operationalize government structures for local content industry			
	Provide technical and financial support to stakeholders to convene local content dialogue meetings			
	Develop score cards to monitor and inform local content development in government programs at community level			
	Develop local content industry Information, Education and Communications Materials (IECs)			
	Register intellectual propriety of local content			
	Encourage Licensed media houses to promote local content			
	Establish and operationalize a fund to support human resource development for media local content			

Pillar 2: Media local Content Infrastructure

Objective 2: Develop a common dynamic platform in terms of tools and equipment for all services to encourage local content					
	Strategy	Action/Intervention	Budget	Responsibility	
				Lead Entity	Other Partners
1	Promoting the growth of the local Content Delivery Platforms	Build 4 Cinema and Theater facilities in North, East, West and Central			
		Build a Post production facility			
2	Create a common platform for storage and archiving of local contents	Build a storage and archiving center			
		Integrate the storage and archiving center with the national data center			
3	Digitize contents in existing Regional/local archives	Digitize existing media content at UBC and any other 2 institutions			
		Document government programmes/initiatives periodically			
5	Support the digitization of cultural products and experiences to promote tourism	Build a multimedia animation facility			
6	Support the development of hubs and co-working spaces to encourage innovation, knowledge sharing, networking and creativity	Build and equip a national media content hub			
7	Increase understanding of local	Conduct community dialogues to increase awareness of local content industry as a source			

	content industry in Uganda	of job creation and wealth creation			
		Develop bankable projects that attract donor funding and private sector investment in local content industry			

Pillar 3: Human Resource Skills and Development

Objective 3: Create skilled and certified labor force specific to the requirements and support continuous professional development for local content industry;					
	Strategy	Action/Intervention	Budget	Responsibility	
				Lead Entity	Other Partners
1	Establish collaboration with training institutions to upgrade staff Skills and knowledge to improve content management services	Develop and sign MoUs with local and international training Institutions			
		Develop content training modules to upgrade staff skills			
2	Develop a model curriculum for enabling local content	Work with Ministry of Education (to develop the model curriculum			
3	Create Local content development center	Sign collaborative agreements and MoUs with media content development partners both national and international			
		Collaborate with other international agencies to support content development center			
4	Develop and implement capacity development plans for relevant sub-sector groups	Develop capacity development plans for 7 media content-players (Producers, Publishers, Distributors, Tv/Radio Presenters, Journalist, Artists, Exhibitors)			

	Develop capacity enhancement plan for 16 media content sectors (Agriculture, Animal Industry and Fisheries; Education and Sports; Energy and Mineral Development; tourism Trade and Industry; Finance; Health; ICT; JLOS; Lands housing and Urban Development; Legislature; Public Administration; Public Sector Management; Defense and Security; Social development; and Water and Environment; and Works and Transport)			
	Implement 23 Capacity development plans (7 media content players and 23 media content Sectors)			
	Put in place an institutional mechanism for capacity building of government and its agencies including assessment and evolution of suitable training packages/modules for capacity building to enhance capacity for local content development- Need to rethink about this Action- Needs refinement!			
	Identify and build capacity of cultural institutions and religious leaders to spearhead community level processes of local content for promoting creation, dissemination and archiving			
	Design and implement interventions that promote local content creation, dissemination and archiving at community level			
	Support and operationalize various coordination structures for local content at all level			
	Build Capacity of coordination structures in local content creation, dissemination and archiving			
	Organize sharing foras among institutions to share notable good practices on how to creation, dissemination and archive local content			

Pillar 4: Commercialization of media local content

Objective 4: Streamline the marketing, promotion and distribution structures for media content;					
	Strategy	Action/Intervention	Budget	Responsibility	
				Lead Entity	Other Partners
1	Enhance and strengthen private sector capacity to participate in media local content creation, storage and dissemination	Conduct annual market oriented training workshops for commercialization of local content			
		Develop and implement a national Calendar that encompasses all awards and festivals (journalist, music, film, dance, animation, drama, documentary etc)			
		Establish guidelines for supporting media local content actors to participate in local and international activities			
		Develop and implement a national calendar that encompasses all awards for media local content players (
		Conduct roadshows, conferences, exhibitions and festivals to build Uganda brand both locally and internationally			
		Develop and implement a strategy that stimulate script writers, song writers, and other local content.....			
		Establish funding guidelines for supporting media local content actors to participate in local and international activities			
		Pursue key media content development projects through public private partnerships or donor funding			
2	Promote international demand for Ugandan media local content	Select and promote at least 10 media local content products through different platforms regionally and internationally			
		Identify Select a regional and international broadcaster dedicated to the promotion of media			

		local content- Need to coin the right wording			
		Advertise and showcase selected Ugandan media local content products on international media platforms			
		Support co-production of local content with international expertise			
3	Support programs and activities that recognize and boosts traditional and contemporary Indigenous arts and culture	Identify locally developed content in the field of art and culture and link to government strategic areas			
		Establish a framework for information dissemination of Uganda indigenous arts and culture			
4	Commercializing local content and adopting relevant modern technologies	identify and promote local content films that are reliable and meet international standards			
		Identify and adopt modern technologies standards in commercializing local content			
		Monetize content through webcasting after entering into agreements with private partners			
		Setup up an on-line consumer web portal for media local contents			
		Create a uniform pay-per-view internet model website to monetize the content			
		Establish framework to encourage local hosting of media content			
5	Establish a fund to support the growth of media local content Industry	Establish framework for creation of local media fund.			
		Establish a media local content fund and Support for easy access to venture/seed capital/funds (grants,			

		loans etc)			
		Identify partners for funding			
		Provide technical and financial support to stakeholders to create, disseminate and archive local media content			
6	Establish appropriate and stable remuneration and royalty structures to media content stakeholders	Develop a framework to streamline the remuneration and royalty in the local media content industry			
7	Policy development for subsidies, financial incentives and preferential market	develop a framework to stimulate the local content media industry through offer of subsidies, fiscal incentives and provide preferential markets			

Pillar 5: Research and Development

Objective 5: Stimulate research, knowledge management and development to support creativity and innovation in the local content industry and its impact on socio economic development;					
	Strategy	Action/Intervention	Budget	Responsibility	
				Lead Entity	Other Partners
1	Support baseline and periodic studies in local content industry	Carry out a study to establish all the relevant content players in Uganda			
		Develop statistical Matrix for measuring the goals and to create appropriate data sources			
		Provide annual reports on the status of media content in Uganda			
		Develop local content responsive M&E frameworks and tools for national local content industry			
		Develop and disseminate appropriate community based and driven M&E tools to track, document and			

		report on local content in government programs.			
		Develop Research Agenda to identify and document best practices in local content industry			
2	Support Intellectual Property Rights (IPR) protection for the media content industry	Carry out sensitization Quarterly workshops and seminars for media local content players to register their IPR			
		Establish a customer services desk that also handles IPR related cases			
		Facilitate IPR registration and Coordination			
3	Support classification of media content	Carry out sensitization, Quarterly workshops and seminars for media local content players to register their classification			
		Establish a customer services desk that also handles classification related cases			
		Facilitate Classification registration and Coordination including exposing the staff to various content management practices in other countries and their legislative frameworks			
4	Establish a framework for collaboration between the policy makers, practitioners and the academia	Establish different working groups covering the various categories of media local content			
		Carry out annual conferences for presenting research findings, identifying areas for further research and Publishing annual Journals			