



THE REPUBLIC OF UGANDA

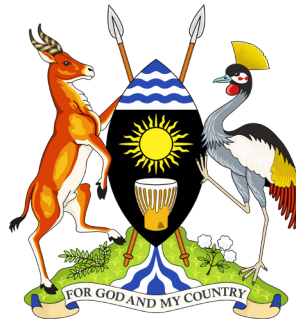
MINISTRY OF INFORMATION, COMMUNICATIONS TECHNOLOGY
& NATIONAL GUIDANCE

STRATEGIC PLAN

FINANCIAL YEAR

**2025/2026 -
2029/2030**

August 2025



THE REPUBLIC OF UGANDA

**MINISTRY OF INFORMATION, COMMUNICATIONS TECHNOLOGY
& NATIONAL GUIDANCE**

STRATEGIC PLAN

FY 2025/2026 – 2029/2030

August 2025

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Abbreviations and Acronyms

4IR	Fourth Industrial Revolution
ATIA	Access to Information Act
ATMS	Agro-Industrialization, Tourism Development, Mineral-based Industrial Development, including Oil and Gas, and Science, Technology and Innovation, including ICT
BPO	Business Process Outsourcing
BUBU	Buy Uganda Build Uganda
CCTLD	Country Code Top Level Domain
C&ID	Communication and Information Dissemination
CEO	Chief Executive Officer
CERT	Computer Emergency Response Team
CIPR	Communication, Information and Public Relations
CME	Community Mobilization & Empowerment
CTO	Commonwealth Telecommunications Organization
DNE	Data Networks Engineering
DTT	Digital Terrestrial Television
DTH	Direct-To-Home
EMF	Electromagnetic Field
EMU	Economic Monitoring Unit
F&A	Finance and Administration
FY	Financial Year
GCIC	Government Citizen interaction Centre
GCOF	Government Communication Officers’ Forum
GOU	Government of Uganda
HOD	Head of Department
ICA	Integrated and Comprehensive Approach
ICT	Information and Communications Technology
IID	ICT Infrastructure Development
IPU	International Postal Union
ITU	International Telecommunications Union
LGs	Local Governments
MOICT&NG	Ministry of Information, Communications Technology & National Guidance
MCU	Media Council Uganda
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation

MIU	Manifesto Implementation Unit
NBI	National Backbone Infrastructure
NDP	National Development Plan
NG	National Guidance
NIISP	National ICT Initiative Support Programme
NRM	National Resistance Movement
OTT	Over The Top
PKI	Public Key Infrastructure
PO	Post Office
PS	Permanent Secretary
PWDs	People with Disabilities
R&D	Research and Development
RCDF	Rural Communications Development Fund
RIA	Regulatory Impact Assessment
SME	Small and Medium Enterprises
SMM	Senior Management Meeting
SWOT	Strengths, Weaknesses, Opportunities, Threats
TOT	Training of Trainers
TMM	Top Management Meeting
TV	Television
UBC	Uganda Broadcasting Corporation
UICT	Uganda Institute of Communications Technology
UIXP	Uganda Internet Exchange Point
UMC	Uganda Media Council
UPU	Universal Postal Union
US	Under Secretary
UTCL	Uganda Telecommunications Corporation Limited
UTeL	Uganda Telecom Limited

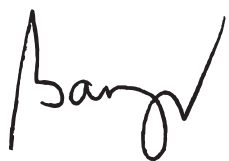
Foreword

This Strategic Plan sets out the strategic direction of the Ministry of ICT and National Guidance for the fiscal years 2025/26 – 2029/30. The plan aims to ensure that the Ministry remains steadfast in implementing the Digital Uganda Vision (DUV) and advancing progress in realizing the Fourth National Development Plan (NDPIV) goal.

This plan's goal for the next 5 years is to create an enabling environment for ICT adoption, usage, service delivery and national guidance. This is anchored on five (5) priority focus areas: Streamlining ICT Infrastructure planning and deployment, enhancing digitalization of Government services, increasing uptake of local ICT solutions, strengthening institutional coordination and enforcement of policies, laws & regulatory frameworks, and enhancing public awareness on national development initiatives, rights, duties and responsibilities of individuals, families, communities and citizens. The priority focus areas are fully aligned to the NDPIV objectives and interventions which aim at achieving higher household incomes, full monetization of the economy and employment for sustainable socio-economic transformation, under the theme of Sustainable industrialization for inclusive growth, employment, and wealth creation.

The plan sets out goals and strategic objectives that the Ministry will pursue to achieve clearly defined outcomes within set timeframes. A key ingredient for the success of this Strategic Plan is the effective implementation of the program-based approach to planning and budgeting that will harmonize interventions by all stakeholders of the Digital Transformation Programme to deliver transformative programmes jointly and efficiently.

I implore all Ministry staff, affiliated agencies, and stakeholders to support the implementation of this Strategic Plan. This way, we will be able to hasten the achievement of the programme goal of increasing ICT penetration and usage for efficiency gains and job creation, the goal of the fourth National Development Plan, and the Vision 2040 aspirations.



Dr. Chris Baryomunsi (MP)

MINISTER OF INFORMATION, COMMUNICATIONS TECHNOLOGY AND NATIONAL GUIDANCE

Acknowledgement

The Ministry of Information, Communications Technology and National Guidance would like to express its appreciation to all key stakeholders who supported the development of this Strategic Plan both technically and financially.

The development process was consultative, covering a wide range of stakeholders, and was facilitated by an internal task team. The consultations covered Government Ministries, Agencies and Departments, Development Partners, and Civil Society Organizations. Various stakeholders' views were critical in shaping this document's content and flow.

This Strategic Plan sets out the strategic direction of the Ministry of ICT and National Guidance for the fiscal years 2025/26 – 2029/30. The Ministry seeks to advance progress in realizing the goal of the Fourth National Development Plan (NDPIV).

Profound appreciation is extended to the National Planning Authority (NPA) for the technical assistance in shaping the Strategic Plan to align with Vision 2040 and the Fourth National Development Plan.

I am also grateful to the staff of the Ministry, and those of affiliated institutions, for dedicating time in the preparation of this Strategic Plan. The plan now sets a roadmap for shaping policy actions and interventions to ensure the Ministry delivers on its mandate more effectively and efficiently.

Special thanks go to the Senior Management and Top Management Team for the Strategic guidance offered during the process. Furthermore, thanks go to the Strategic Plan Preparation Task Team under the leadership of the Assistant Commissioner, Finance and Planning for the commitment shown during the process.

I hereby call upon all stakeholders, especially the Ministry of ICT and National Guidance Staff, to embrace the strategies and interventions proposed in the Plan to propel Sustainable National Development.



Dr. Aminah Zawedde

Permanent Secretary/Accounting Officer

Executive Summary

This is the strategic direction and roadmap that the Ministry of Information, Communications Technology, and National Guidance will follow in executing its mandate from 2025/26 to 2029/30.

The Vision of the Ministry is to have a knowledgeable and productive society driven by Information, Communication Technology and National Ideology. It aims to ensure that values of patriotism, innovativeness, teamwork, integrity, and professionalism are mainstreamed in the organization. In addition, the Ministry aims to ensure quality services that meet and exceed client/citizen expectations are provided.

During the implementation of the previous strategic plan (2020-2025), the Ministry achieved the following key milestones: finalized 3 policies and 1 Bill; broadband coverage increased to 85% in FY2022/23 from 74% in FY2017/18. The National Backbone Infrastructure (NBI) across the country increased to 4,387 km in FY2023/24 from 2,424km in FY2017/18, covering 57 districts out of the 135, connecting over 1,577 MDA and key service delivery sites. Internet penetration increased to 63.7% in FY2023/24 from 24.6% in FY2017/18, mainly due to increased private sector provision. The proportion of the population that was digitally skilled increased with over 1.5 million Ugandans receiving some form of digital training, marking a considerable increase in the country's ICT workforce. However, the Ministry faced several challenges that hindered the plan's implementation: inadequate funding, low literacy levels, and slow adaption and adoption of technologies, the cost of ICT equipment and services. The challenges and lessons learnt have informed the Strategic Plan 2025- 2030.

The Plan 2025 - 2030 has identified five key strategic / Result Areas (KRAs) for implementation over period i.e. Streamlining ICT Infrastructure planning and deployment, Enhancing digitalization of Government services, Increasing uptake of local ICT solutions, Strengthening institutional coordination and enforcement of policies, laws & regulatory frameworks, and Enhancing public awareness on national development initiatives, rights, duties and responsibilities of individuals, families, communities and citizens.

The identified KRAs and Strategies are in the context of the Fourth National Development Plan 2026- 2030. ICT and the Digital transformation have been identified as one of the ATMS key priority investment areas. It also incorporates the aspirations of Sustainable Development Goals and Africa's Agenda 2063, Digital Transformation Strategy for Africa (2020-2030), East African Community (EAC) Vision 2050 and other regional and international aspirations.

The Ministry recognizes that for successful implementation of this plan, there is a need for enhanced mobilization of resources, both financial and human capital. The Ministry will require Ugx 671.924 billion to implement this plan. The ministry has a projected allocation of Ugx 459.021 billion against a requirement of Ugx 671.924 billion, representing a resource gap of Ugx 212.903 billion. In addition, the Ministry has an approved staff establishment of 152 against the in-post

of 110 leading to a staffing gap of 42. Resource mobilization strategies will be implemented to bridge the human and financial resource gaps.

The Ministry has developed a Monitoring and Evaluation framework that will be used to track the progress of implementation of the Strategic Plan.

1. INTRODUCTION

This section provides an overview of the Ministry of ICT and National Guidance (MoICT&NG) Strategic Plan for the period FY 2025/26 – FY 2029/30, the period that coincides with the implementation of the Fourth National Development Plan (NDPIV). Particularly, the MoICT&NG Plan during this period aims to create an enabling environment for ICT adoption, usage, service delivery and national guidance.

This chapter presents the purpose of the Strategic Plan, its alignment to national and international frameworks, and how it will contribute to the achievement of Uganda's Vision 2040, ten-fold growth strategy, the East African Community Vision 2050, the Africa Agenda 2063 and the Global Development Agenda (Agenda 2030). The Strategic Planning process and the Structure of the Strategic Plan are also presented within this section.

1.1 Legal Framework of the MoICT and NG

1.1.1. Constitutional Mandate

The Ministry of ICT and National Guidance (MoICT&NG) derives its authority from the Constitution of Uganda, which provides the overarching framework for governance, public administration, and service delivery. Key constitutional provisions relevant to the Ministry include:

- i). **Article 29(1)(a):** Guarantees the right to freedom of speech and expression, including freedom of the press and access to information, which the Ministry oversees in relation to ICT and media regulation.
- ii). **Article 41:** Ensures the right to access information in the possession of the state, subject to national security and privacy considerations, directly impacting the Ministry's role in information dissemination and public communication.
- iii). **Article 79:** Empowers Parliament to make laws, under which various ICT-related legislation has been enacted to guide the Ministry's functions.
- iv). **Article 189 & Sixth Schedule:** Specifies functions and services for which the central government is responsible, including ICT infrastructure, cybersecurity, and national communications regulation.

1.1.2. Legislative Mandates

The Ministry of ICT&NG is directly responsible for implementing, managing, or overseeing the following laws:

a) **The Uganda Communications Act, 2013**

This Act establishes the Uganda Communications Commission (UCC) and mandates the Ministry to oversee the regulation of communication services, including telecommunications, broadcasting, postal services, and radio spectrum management.

b) The Data Protection and Privacy Act, 2019

This law provides for the protection of personal data, ensuring responsible handling, processing, and storage of data. The Ministry is tasked with promoting compliance and awareness of data protection standards across government and private sector entities.

c) The Electronic Transactions Act, 2011

This Act provides legal recognition for electronic communications, transactions, and signatures. The Ministry is responsible for implementing policies that facilitate e-commerce and secure digital transactions.

d) The Computer Misuse Act, 2011

This law addresses cybercrimes, including unauthorized access, fraud, and cyber harassment. The Ministry plays a role in guiding cybersecurity policies and ensuring legal compliance in the ICT sector.

e) The Access to Information Act, 2005

This Act operationalizes Article 41 of the Constitution by ensuring transparency in government operations. The Ministry ensures public access to information while balancing security and privacy considerations.

f) The National Information Technology Authority – Uganda (NITA-U) Act, 2009

This Act establishes NITA-U as the regulatory agency for IT services in government. The Ministry oversees NITA-U's work in promoting digital transformation, e-government services, and IT infrastructure development.

1.1.3. Functional Mandates

The Ministry's core functions as derived from its legislative and policy framework include:

- i). Policy Formulation and Oversight:** Developing national ICT and media policies, such as the National ICT Policy and the Digital Transformation Roadmap.
- ii). Regulatory Oversight:** Supervising ICT regulators, including UCC and NITA-U, to ensure compliance with national laws.
- iii). Cybersecurity Management:** Developing strategies to enhance national cybersecurity resilience, in collaboration with the National CERT (Computer Emergency Response Team).
- iv). E-Government Coordination:** Promoting digital public service delivery, including the development of the Government of Uganda's digital platforms.
- v). National Guidance and Public Communication:** Managing public information dissemination, promoting digital literacy, and fostering responsible media use.

1.1.4. Policy Mandates

Key policies guiding the Ministry's operations include:

- i). **The National ICT Policy, 2014:** Provides strategic direction for ICT development and integration in all sectors of the economy.
- ii). **The Digital Uganda Vision, 2020:** Outlines the government's digital transformation agenda, including broadband expansion and innovation promotion.
- iii). **The Open Data Policy, 2019:** Ensures public access to non-sensitive government data to enhance transparency and innovation.
- iv). **The National Cybersecurity Strategy, 2021:** Guides efforts to secure Uganda's cyberspace and critical digital infrastructure.
- v). **The E-Government Framework, 2018:** Promotes digital government services and interoperability among government systems.
- vi). **National Broadband Policy 2018.** Guides the provision of broadband among the key stakeholders in the ICT sector.
- vii). **National Postcode and Addressing System Policy, 2012.** Guiding the establishment of a quality Postcode and Addressing System an essential part of the socio-economic infrastructure
- viii). **Electronic Waste Management Policy, 2012.** Guides the electronic waste management and disposal to safeguard human life and the environment against the said hazards.
- ix). **National Business Process Outsourcing Policy, 2025.** Provides a roadmap for the growth and development of the BPO industry in the country, creating job opportunities and driving economic growth.

1.2 Governance and Organizational Structure

Cabinet meeting of 22nd February 2021; vide Minute No. 43 (CT 2021) took a decision to merge, mainstream, and transfer functions of Government Agencies, Commissions, Authorities, and Public Expenditure to facilitate efficient and effective service delivery. As such Cabinet approved the mainstreaming of the National Information Technology Authority Uganda (NITA-U) into the Ministry of Information, Communication Technology and National Guidance. Following the Rationalization of Agencies and Public Expenditure (RAPEX), the Ministry has been restructured to accommodate the mainstreaming of the National Information Technology Authority-Uganda (NITA-U) into the Ministry. The new approved structure is appended to this document as **Appendix 1**. This strategic Plan has been crafted taking into cognizance of the new approved structure of the Ministry. However, the mainstreaming of NITA-U will become effective on 23rd December 2027.

1.2.1 Top Leadership and Management Structure

The Ministry of ICT and National Guidance (MoICT&NG) is structured to ensure effective governance, policy formulation, and service delivery. It comprises the following key leadership and management components:

1.2.1.1 Political Leadership and Supervision

At the apex, the Ministry is led by the **Minister and Ministers of State**, responsible for political leadership, policy direction, and representation at the highest levels of government, including Parliament and Cabinet.

1.2.1.2 Chief Executive Office

The **Permanent Secretary (PS)** serves as the Chief Executive Officer and Accounting Officer, overseeing daily operations, policy implementation, and efficient utilization of public resources. This office is responsible for the day-to-day organization and operation of the Ministry; advising the Ministers on the policies and programs of the ministry, implementing government policies, and ensuring proper utilization of public resources in the Ministry.

1.2.1.3 Administration and Support Services

The **Department of Finance and Administration**, led by the Under Secretary, provides strategic and routine support in policy implementation, human resource management, financial oversight, procurement, and monitoring and evaluation (M&E). The key administrative divisions include:

- a) Administration Division
- b) Policy and Planning Division
- c) Human Resource Management Division
- d) Procurement and Disposal Unit
- e) Finance and Accounts Unit
- f) Internal Audit Unit
- g) Communications and Public Relations Unit
- h) Monitoring and Evaluation Unit

1.2.2 Technical Services Structure

The Technical wing is organized into **six departments**, each with specific mandates and Divisions. These are as described below.

1.2.2.1 Department of ICT Network Management

Responsible for managing government ICT infrastructure and network operations. This Department has two Divisions, that is: ICT Networks Development and Support, Infrastructure Implementation.

1.2.2.2 Department of Data Centre Management

This Department oversees data storage, cloud infrastructure, and disaster recovery operations. The Department has two Divisions, that is: Incident Support and Hosting Support Provisions.

1.2.2.3 Department of ICT Infrastructural and Architectural Planning

This Department focuses on ICT infrastructure design, national ICT parks, and network planning. It comprises three Divisions, that is: ICT Parks Development, ICT Infrastructural and Architectural Planning.

1.2.2.4 Department of ICT Services

This Department provides IT support and advisory services to MDAs and Local Governments (LGs). The Divisions entailed in here include: MDA Support Services, Local Government Support Services and ICT Service Management and Business Relations.

1.2.2.5 Department of Digital Transformation and Research

This Department promotes and strengthens the existing frameworks, structures, and channels for the development and implementation of innovations and locally developed ICT solutions in Uganda. The Divisions comprised in this Department include: Business Transformation, Business Process Outsourcing, Product Development & Research, Applications Development, Information Security. The goal of the department is to establish an efficient ICT research, innovation, and digital products development ecosystem.

1.2.2.6 Department of Communication and National Guidance

This Department handles public communication, national ideology development, and civic awareness campaigns. The Divisions entailed here include: Information & Communications, National Guidance.

1.2.3 Agencies Under the Ministry

The Ministry supervises several statutory agencies that support its mandate. These are:

- i). Media Council of Uganda;
- ii). National Information Technology Authority-Uganda (NITA-U);
- iii). Uganda Broadcasting Corporation (UBC);
- iv). Uganda Communications Commission (UCC);
- v). Uganda Institute of Information and Communication Technology (UICT);
- vi). Uganda Media Centre (UMC);
- vii). Uganda Post Limited (UPL);
- viii). Vision Group (New Vision Printing and Publishing Corporation); and
- ix). Uganda Telecommunications Corporation Limited (UTCL).

1.3 The Legal, Policy and Planning Context

1.3.1 Linkage to Uganda Vision 2040

Uganda Vision 2040 envisions a *“Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years.”* The MoICT&NG plays a critical role in achieving this Vision by driving digital transformation, enhancing ICT infrastructure, and promoting innovation for socio-economic development. Key contributions include:

- i). Expanding national broadband infrastructure to increase digital access.
- ii). Promoting ICT-driven service delivery in education, health, agriculture, and governance.
- iii). Strengthening cybersecurity to support a knowledge-based economy.
- iv). Driving public sector digitization to improve efficiency and transparency.
- v). Supporting local ICT innovation and digital skilling for job creation.

1.3.2 Linkage to the Fourth National Development Plan (NDP IV) (2025/26 – 2029/30)

The Ministry’s Strategic Plan aligns with the NDPIV strategic articulation. The NDP IV aims towards achieving higher household income, full monetization of the economy and employment for sustainable socio-economic transformation. It is based on the theme of sustainable industrialization for inclusive growth, employment and wealth creation.

Particularly, the Ministry’s Strategic Plan aligns with the NDPIV Digital Transformation Programme Implementation Action Plan. The Programme mainly focuses on:

- i). Infrastructure Development:** Expanding the National Backbone Infrastructure (NBI) and last-mile connectivity.

- ii). Service Delivery Enhancement:** Strengthening digital government services and e-commerce platforms.
- iii). Human Capital Development:** Implementing digital skilling programs for youth, public servants, and vulnerable groups.
- iv). Cybersecurity & Data Protection:** Establishing a robust regulatory framework for data security and privacy.
- v). Innovation & Entrepreneurship:** Supporting ICT startups and business process outsourcing (BPO).

In addition to the Digital Transformation Programme, the Ministry majorly subscribes to four other programmes. These include: Regional Balanced Development; Public Sector Transformation; Tourism Development; and Human Capital Development Programme. The interventions under various programmes which the Ministry subscribes to are summarized in the table below.

Table 1: NDPIV Programme Interventions that the Ministry is aligned to.

S/No.	NDP IV Programme	Programme Implementation Interventions
1	Digital Transformation Programme	Extend broadband ICT infrastructure coverage countrywide
		Expand the Digital Terrestrial Television free to air Broadcasting network
		Modernize the public broadcaster infrastructure
		Establish and enhance national common core infrastructure including data centres, high-power computing centers, and specialized labs
		Digitalize government services
		Automate identified postal services
		Implement the national addressing system
		Implement the national addressing system
		Develop and integrate a comprehensive geospatial metadata catalogue in national spatial planning processes
		Implement and enforce the Data Protection and Privacy Act and its regulations
		Strengthen cyber security resilience across all sectors of the economy.
		Enforce compliance with ICT policies, laws, and regulations
		Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs
		Strengthen coordination, planning, and implementation
2	Regional Balanced Development	Increase uptake of ICT and Digital Entrepreneurship skills
3	Public Sector Transformation Programme	Enhance local economic development
		Enforce the adoption and implementation of e-government services
		Leverage existing POSTA infrastructure to develop a one-stop centre for government service delivery

S/No.	NDP IV Programme	Programme Implementation Interventions
4	Tourism Development Programme	Harness STI and ICT for Increased Tourism Productivity
5	Human Capital Development Programme	Promote community mobilization, sensitization and awareness creation for demand and uptake of development initiatives
		Build capacities and equip community institutions at central, local government and Non-State actors
		Develop and implement a national civic education and adult literacy programmes with emphasis on the roles and responsibilities of families, communities, and citizens

1.3.3 Linkage to Digital Uganda Vision 2040

The Digital Uganda Vision (DUV) 2040 provides an overarching guide on interventions for a digitally enabled society that is consistent with ‘a transformed Ugandan society from a peasant to a modern and prosperous country within 30 years.’ To gain operational traction, the Ministry of ICT and National Guidance formulated a road map. The Digital Transformation Roadmap presents a strategic framework to guide Uganda’s digital transformation journey. By prioritizing digital infrastructure, digital services, cyber security and privacy, innovation, skills, and governance, we aim to create a digitally inclusive and thriving society. This strategic plan is fully anchored on the DUV and national aspirations.

1.3.4 Linkage to Global and Regional Initiatives

The Ministry’s Strategic Plan is aligned with several international frameworks. These include:

- i). **United Nations Sustainable Development Goals (SDGs).** The Ministry will play an enabling role for all the 17 Sustainable Development Goals (SDGs). In particular, the Ministry will address the following goals:
 - **SDG 9 (Industry, Innovation & Infrastructure):** Expanding ICT access and digital inclusion. The Ministry will increase universal access to information and communications technology by expanding ICT infrastructure, broadband connectivity, and internet especially to the unserved and underserved areas.
 - **SDG 4 (Quality Education):** Promoting digital learning and e-learning platforms. The Ministry aims to improve access to quality education by enhancing quality training of mass media practitioners and on-job Journalists, promoting digital literacy and leveraging digital platforms and technologies, bridging the digital divide thus leaving no one behind.
 - **SDG 8 (Decent Work & Economic Growth):** Fostering ICT-led job creation through innovation hubs. The Ministry will actively contribute to job creation and economic development by fostering the development of a digital economy, nurturing innovation, supporting local ICT innovation, supporting digital startups, fostering entrepreneurship and digital skilling for job creation.

- ii). **The Digital Transformation Strategy for Africa (2020-2030):** The Digital Transformation Strategy for Africa is based on foundation pillars of Enabling Environment, Policy and Regulation, Digital Infrastructure, Digital Skills and Human Capacity, Digital Innovation and Entrepreneurship. This strategic plan fully aligns with all the foundation pillars of the Digital Transformation Strategy for Africa.
- iii). **East African Community (EAC) Vision 2050:** The East African Vision 2050 Statement for ICT is 'to build and sustain a people-centered, inclusive, and development-oriented information society within the EAC. The Vision 2050 is based on eight pillars. The Ministry will play a key role in the following pillars.
- **Pillar 1 -Infrastructure Development:** The Ministry will develop digital infrastructure, including broadband networks, digital hubs, research institutions, digital parks and data centers, which are continuously essential for digital connectivity and economic growth.
 - **Pillar 3 -Industrialization:** The Ministry will play a pivotal role in driving industrialization within the East African Community (EAC) region. It will enhance the competitiveness of Ugandan industries through digital transformation, e-government services, ICT infrastructure development, and support for startups and innovation. Additionally, investing in digital skills development, cross-border collaboration, trade facilitation, research and development, and cybersecurity measures will foster a conducive environment for industrial growth across the EAC
 - **Pillar 4 - Environmental Protection and Sustainable Development:** The Ministry will encourage the adoption of green technologies, digital solutions for environmental monitoring, and sustainable digital practices, aligning with the ongoing goal of environmental protection and sustainable development.

1.3.5 International Telecommunication Union (ITU) and Commonwealth ICT Initiatives

This strategic plan is fully aligned with the ITU strategic goals of Sustainable Digital Transformation and Universal Connectivity. The Ministry will strive to facilitate digital transformation to help build an inclusive society and economy for sustainable development. The Ministry will work towards closing the digital divide in the use of ICTs across all walks of people, including women and girls, youth, older persons, persons with disabilities and persons with specific needs.

To foster universal access, the Ministry will make efforts to achieve universally accessible, affordable, high-quality, interoperable, and secure information and communications technology (ICT) infrastructure, services and applications.

1.4 Purpose of the Plan

The Strategic Plan defines the direction which the Ministry of ICT and National Guidance (MoICT&NG) will take to achieve its objectives and goals in line with its Vision and Mission. The Plan takes into account the volatile, complex and ever-dynamic environment in which the Ministry operates. The Plan is aligned to the priorities of the NDP IV, Vision 2040, the Ten-fold Growth Strategy; and international development frameworks. The Plan provides a comprehensive roadmap for leveraging ICT to drive Uganda's socio-economic transformation through digital innovation, improved service delivery, and enhanced governance.

Specifically, the Strategic Plan aims to:

- a) Guide the Ministry in fulfilling its mandate of formulating, implementing, and monitoring ICT policies and programs that drive national development.
- b) Align MoICT&NG's interventions with national and global development priorities, including the NDP IV, EAC Vision 2050, and SDGs.
- c) Provide a reference framework for planning, budgeting, and performance evaluation of the Ministry's programs.
- d) Strengthen institutional capacity to support digital transformation across government institutions, the private sector, and communities.
- e) Enhance stakeholder engagement and partnerships, including collaboration with government MDAs, the private sector, academia, and development partners to scale up ICT adoption and innovation.
- f) Foster an enabling policy and regulatory environment that promotes ICT-led economic growth, cybersecurity resilience, and inclusive digital services.

This Strategic Plan serves as a blueprint for MoICT&NG's role in Uganda's digital transformation agenda, ensuring innovation, efficiency, and accessibility in ICT service delivery for national development.

1.5 The Strategic Plan Development Process

This Strategic plan was developed through a participatory, evidence-based and consultative process with all stakeholders. This process involved a quick evaluation of the performance against the previous Strategic Plan (2020-2025), a final evaluation of the Third National Development Plan (NDPIII), setting goals and objectives, and the identification of interventions for the new strategic plan; setting the annualized targets to achieve the desired outcomes; and financing.

The Ministry's Strategic Plan was also informed by Government's growth and development strategic direction like: the Uganda Vision 2040; the Fourth National Development Plan (NDPIV: FY 2025/26 – FY 2029/30), ten-fold growth Strategy and Digital Vision 2040, the NDPIV Planning Call Circular; and the Standard NPA Planning Guidelines, among others. This is in addition to other international development frameworks, as already alluded to, above.

1.6 The Structure of MoICT & NG Strategic Plan

The Strategic Plan is organized in nine Chapters. These are as explained below.

Chapter 1 presents the introduction to the Plan. Therein, the mandate, key functions and organizational structure of the Ministry are highlighted, giving details of its directorates, departments, statutory agencies as well as the specific roles of each. An organogram is provided for the reader to visually appreciate the set up and functionality of the Ministry at a glance. Besides its internal constituencies, the Ministry's external strategic development partners are identified and the consultative process through which the plan was developed is explained.

Chapter 2 articulates the Situation Analysis of MoICT&NG. It examines the Ministry's performance in implementing national ICT and National Guidance programmes under the third National Development Plan (NPD III), the current situation, and on that basis, the way forward for the period 2025/26 – 2029/30 under the Fourth National Development Plan (NDP IV).

Chapter 3 provides the Strategic Direction of the Plan. This stipulates the goal and strategic objectives that the Ministry will follow during the 2025/26 – 2029/30 journey. It sets out the Ministry's Vision, Mission, Core values, goals, strategic pillars / focus areas, strategic objectives and key strategic interventions to be undertaken.

Chapter 4 highlights the Implementation Strategy of the Plan, with costed annualized implementation plans with specific activities to be implemented, the specific responsibility centers, the attendant expenses and the timing across the 5-year period (2025/26 – 2029/30).

Chapter 5 provides the framework for Monitoring and Evaluating the implementation of the Strategic Plan. The framework provides for both internal and external M&E mechanisms, the methodologies to be applied, the various responsibility centers, plus the reporting and feedback processes. The framework further stipulates the follow up mechanisms that will be used to ensure that all the M&E findings and recommendations are effectively implemented.

Chapter 6 provides the Institutional Arrangements for implementing the Plan – the several stakeholders that are key to the Ministry of ICT and National Guidance in the delivery of its mandate.

Chapter 7 provides the Communication and feedback strategy – to establish a framework for continuous engagement through the improvement of internal, external and crisis communication during the implementation of the Plan.

Chapter 8 provides the Risk Management Plan – to establish a framework for continuous identification of potential risks and establish mechanisms to mitigate them during the implementation of the Plan.

Chapter 9 provides the project profiles for the projects the programme is scheduled to implement during the period of the Strategic Plan (2025/26 – 2029/30).

2. SITUATION ANALYSIS

2.1 Introduction

This chapter provides the situation analysis of the Plan. Particularly, the situational analysis focuses on the external environment, a summary of opportunities and threats, internal environment, a summary of strengths and weaknesses, analysis of past performance and lessons learned. The stakeholder analysis provides the expectations of the stakeholders and the Ministry. This analysis informed the identification of the ingredients that will either facilitate or impede the process of implementing this strategic plan.

2.2 Performance of the Previous Plan

2.2.1 Status of Uganda's ICT during NDP III

This section analyses the performance of the different tenets of the ICT Sector to Uganda's growth and development, during the NDP III period.

- i). Over the NDP III period, the ICT sector grew at an average growth rate of 10.7% and contributed 2.4% to Uganda's Gross Domestic Product (GDP). The growth results from a combination of policy decisions and investments that have led to infrastructure coverage, increased internet penetration, and rollout of e-services, among others. This demonstrates the potential for ICT to further catalyze social and economic growth of the country. According to the International Telecommunications Union (ITU), a 10% increase in broadband penetration yields 1.4% in GDP growth. Contribution from other activities such as computer programming, as well as the ICT trade and manufacturing industries, remains low.
- ii). Total telephone subscriptions increased from 22.4 million in 2016 to 34.3 million in 2023, resulting in a tele-density of 77 percent, and the number of devices accessing the telecom network in Uganda grew by 3% in 2023, reaching a total of 39.1 million. This translated into a growth of internet penetration from 25% in 2016 to 66.4% in 2023. However, broadband access in Uganda is still largely based on mobile broadband, with fixed-line broadband and fiber-optic connections also available in urban areas. Of the total number of users, only 75 active lines per 100 Ugandans were on fixed broadband.
- iii). To improve service delivery and increase uptake of e-services, government developed common core infrastructure such as the National Data Center, rolled out a series of horizontal shared services that cut across different public sector organizations and several electronic governments (e-Government) systems across various MDAs/LGs. However, there was still duplication of IT applications and services within government, and generally, Uganda continues to lag behind comparable countries in Africa in the global e-Participation Index that assesses citizens' use of the available online services and infrastructure at position

91 of 193 countries. Uganda is ranked 114th out of the 134 economies included in the Networked Readiness Index (NRI) in 2020 with its main strength relating to Governance. The greatest scope for improvement, meanwhile, concerns Impact. NRI measures the capacity of countries to use ICTs for increased competitiveness.

- iv). Efforts continue to be made to incubate the youth to develop local products that can be consumed locally and even exported regionally and internationally and a government-supported hub was constructed at UICT Nakawa. There are about twenty privately managed ICT hubs such as Hive, Innovation Village, and Outbox located in and around Kampala and other hubs are coming up in the other regions of the country. The ecosystem such as the information technology parks that would attract anchor companies to the country are in the process established and the interaction between the triple-helix (academia, government, and ICT industry) has remained relatively weak.
- v). The ICT revolution and generally the increasing uptake of digital communications channels had a considerable impact on the postal sector. The Postal subsector has gradually embraced the digital transformation and diversification of postal services. The postal division has innovated with the introduction of e-posta. This innovation led to the creation of digitized postal services which is a shift from the traditional post office boxes. This has offered limitless addresses beyond the current total of 86,000 boxes. This has led to an increment in issuing postal addresses by 35% annually. It remains very relevant in promoting e-commerce in cases where the physical delivery of items is required and in extending digital services to rural areas and bridging the digital divide through the transformation of all postal centers into e-service access centers.
- vi). The broadband access is a great enabler for sustainable development and the benefits can be effectively accrued if the three constraints; cost of access, penetration and reliability are properly managed. The total optical fibre network both Government and private owned spans around 12,000 km covering 49 percent of the districts and 24 percent of the sub counties with presence at all the border points. The NBI (over 4,387 km) network across the country connecting over 1,577 MDAs (e-government services), and 21 major private telecom and internet service providers are utilizing the NBI to deliver affordable services even to hard-to-reach areas. However, there is duplication of the fibre routes by both the public and private sector operators thus the effective national coverage is less than 5,000 km and the fibre network route is limited to the major urban centres, with most of rural area currently underserved. Uganda's broadband infrastructure also has a significant quality of service challenge.
- vii). The cost of internet access continues to progressively reduce from USD 70 to USD 35 per megabyte Per second (MBPS), with a projection of a further reduction to USD 20 per Mbps. The commercial ISPs have accordingly slashed their prices for 1 Mbps/month to an average of USD 85 in 2024. High price of data is one of the main reasons why many people

are not using the internet and associated services. It remains a major stumbling block to meaningful deployment of ICT in socio-economic development. Generally, the high cost of communication negatively affects the competitiveness of Uganda and is detrimental to the growth of the local ICT sector.

- viii). Uganda's ability to deliver public services digitally has improved during the period of review, helped by investments in shared IT facilities and service delivery platforms. Uganda ranked 137 out of 193 countries on the 2020 UN e-Government Development Index, 40 up from 156 five years ago. However, much remains to be done to introduce citizen centric e-services that are digital end-to-end and can be delivered in a cashless and remote manner without requiring face-to-face interactions. The country has made great progress in developing the legal and regulatory environment for digital transformation, developing e-services and cyber security. However, more work is required around integration e-services, expansion of ICT infrastructure, acceleration of digital skilling, reduction of the cost of internet, increased innovation and the application of emerging technologies. To date, 24 countries have been assessed using the IDES. The latest assessment rates Uganda at 33% under the skills domain, 77% under the policy and regulation domain, 42% under the innovation domain and 51% under the infrastructure domain.
- ix). As per the Global ICT Development Index, Uganda is below the general average of nationwide telephone penetration in Africa of 74.60 per 100 inhabitants. The improvement in the IDI index is attributed to the major infrastructural developments in mobile network coverage and optic fibre network however, the utilization of ICT in the country is still low and the benefits from ICT use have not been fully harnessed. While development in ICT infrastructure remains essential, the plan will focus on guiding the digital transformation efforts of Uganda, enabling it to capitalize on emerging technologies, enhance economic competitiveness, and improve the lives of our citizens.
- x). Broadband coverage has increased to 85% in FY2022/23 from 74% in FY2017/18. However, broadband access is largely based on mobile broadband, with fixed-line broadband and fiber-optic connections lagging especially in rural areas. The National Backbone Infrastructure (NBI) across the country has increased to 4,387 km in FY2023/24 from 2,424km in FY2017/18, covering 57 districts out of the 135, connecting 1,577 MDA e-government services, and 21 major private telecom and internet service providers. Internet penetration has increased to 63.7% in FY2023/24 from 24.6% in FY2017/18 mainly due to increased private sector provision.
- xi). The proportion of the population that was digitally skilled in 2021 was estimated at 20%. Digital skilling empowers individuals across various sectors, hence increasing their employability and supports entrepreneurship by leveraging online tools and platforms.
- xii). The media landscape in Uganda is yet another important factor to consider. The exponential growth of alternative and new media in the digital sphere is both a great advantage and

a threat to the economy and social fabric of the country. There are 218 licensed radio stations, 39 Television Stations, over 60 print publications and at least 60 online media organizations. Most of these are based in urban areas. Radio is a more popular medium than TV. According to the recent National Information Technology Survey, almost all males (90.5%) listen to radio, compared to females (68.7%). Of those living in urban areas, 80% listen to a radio compared to 76% in rural areas. In addition, there are 386 Government websites (83 for government agencies, 124 for district local governments, 102 for ministries and their respective e-services, 36 for municipalities, 37 for town councils, 1 secondary school – Bombo Army SS – and 3 others, totaling 386 government websites.)

2.2.2 Specific Performance of the Previous MoICT&NG's Strategic Plan

The Strategic Plan 2020/21-2024/25, under review focused on nine strategic core areas to guide the ministry in achieving its mandate. The specific notable performance is as articulated in table 2.

Table 2: Performance of the Previous MoICT&NG's Strategic Plan FY 2020/2021 – 2024/2025.

S/ No.	Ministry Objective during NDP III	Intervention	Expected output	Status Update	Challenges
1	Increase the national ICT infrastructure coverage	Extend Broadband ICT infrastructure coverage Countrywide in partnership with the private sector and implement last-mile connectivity	ICT Infrastructure guidelines and standards developed and rolled out	Draft Guidelines and Standards to guide infrastructure installations during public works (Roads, buildings etc.) have been developed. Stakeholders buy in is ongoing.	Implementation of the draft guidelines and Standards was delayed by RAPEX process as some of the key stakeholders like UNRA, Lands and Ministry of Energy were undertaking rationalization agenda of government.
2	Enhance usage of ICT in national development & Service delivery	Mainstream ICT in all sectors of the economy and digitize service delivery	Public services offered online	<p>Core E-Government Systems have been developed/procured and deployed. These include:</p> <ul style="list-style-type: none"> i). PDMIS (Parish Development Model Information System) ii). eProcurement Portal (eGP) iii). EMIS (Education Management Information System) iv). OBRS (URSB e-Services) v). IHMS (Integrated Hospital Management System) vi). e-Licensing Portal (UCC) vii). EDRMS – Electronic Documents and Records Management System viii). Ug-hub which integrates all MDA systems so as to enable seamlessly sharing of data across Government systems was developed. ix). Ug-Pass, a Digital Authentication and Electronic Signature Solution meant to enable Trust in the Digital services was developed. 	<ul style="list-style-type: none"> i). Limited coordination between MDAs and the Ministry of ICT during system development, leading to untracked or undocumented digital services. ii). Budget limitations for automation, regular monitoring, evaluation, and validation of service digitization status. iii). Some systems are developed but not fully deployed or operational, hence not yet recognized as online.
	Implement the national addressing system		National addressing and postcode policy developed	<ul style="list-style-type: none"> i). Digital addressing standards have been developed. ii). All Parishes and major service delivery sites have been assigned postcodes. iii). RIA for Postal and Courier services is being conducted and all addressing and Postcodes issues will be handled in the RIA 	<ul style="list-style-type: none"> i). Lack of funding to fully implement the national addressing system. ii). Multiple addressing systems by the private sector. iii). Rapidly changing administrative structures in Uganda requiring regular update of Postcodes.

S/ No.	Ministry Objective during NDP III	Intervention	Expected output	Status Update	Challenges
		Develop Innovation and incubation Centers	Regional ICT Hubs established	3 Regional ICT Innovation hubs established at Kabale, Muni and Soroti Universities.	
		Promote local manufacturing and assembly of ICT products	Local manufacturing and assembly policy developed	Landscape assessment survey for the Local Manufacturing and Regulatory Impact Analysis was conducted. A Strategy is to be developed as guided by the Assessment.	<p>i). Inadequate budget allocation or funding constraints for policy development and stakeholder consultations.</p> <p>ii). Slow inter-agency coordination between Ministry of ICT and other key stakeholders such as Ministry of Trade, Ministry of Finance, and Uganda Investment Authority.</p> <p>iii). Limited data on current local manufacturing capabilities, making it difficult to develop an evidence- based policy.</p>
			Partnerships with potential manufacturers of ICT devices established and promoted	<p>i). No formal partnerships have been established. However, Uganda Investment Authority (UIA) licensed and allocated land to three firms who are engaged in the manufacture and assembling of ICT devices:</p> <p>ii). SIMI Mobile (Engo Holdings), located in Namanve Industrial Park, manufactures and assembles mobile phones, laptops, chargers, USB cables, and earphones.</p> <p>iii). Mione is a mobile device manufacturer with an assembly plant in Mbale City, focusing on locally assembled smartphones.</p> <p>iv). U-Home Holdings:</p> <p>v). Pre-launches locally made phones and TVs with support from the Uganda Manufacturers Association (UMA)</p>	<p>i). Lack of a clear framework or roadmap for engaging and onboarding potential ICT manufacturing partners.</p> <p>ii). Weak coordination and communication between government agencies and potential investors or manufacturers.</p> <p>iii). Inadequate visibility and promotion of Uganda's ICT manufacturing potential to attract partnerships.</p>

S/ No.	Ministry Objective during NDP III	Intervention	Expected output	Status Update	Challenges
			E-waste management policy developed and implemented	E-waste guidelines developed; E-waste policy and strategy developed; Extended Producer Responsibility (EPR) framework being developed in collaboration with NEMA	<p>i). Delayed implementation of the E-waste policy and strategy due to limited operational funding</p> <p>ii). Fragmented coordination between key institutions (Ministry of ICT, NEMA, URA, and local governments) in enforcing E-waste regulations.</p> <p>iii). Lack of a fully established and resourced national collection, refurbishment, and disposal infrastructure. That is in place is more of a collection Centre.</p> <p>iv). Insufficient data on existing E-waste volumes and sources, which affects planning and investment in proper infrastructure.</p> <p>v). Limited incentives for the private sector to invest in E-waste recycling or management ventures.</p> <p>vi). Regulatory enforcement is still weak, with minimal penalties for non-compliance</p>
4	Increase the ICT and National Guidance human resource capital	Develop a well-grounded ICT and National Guidance professional workforce	Communication units across all MDAs and LGs established and equipped.	The Ministry has supported a number of MDAs and LGs to recruit communication officers in their units where they had staffing gaps. To date, 109/176 Districts, Cities and Municipalities have substantive Communication officers	Equipping of communication units not done due to lack of funding.
		Develop and operationalize a Scheme of service for ICT cadre	A Scheme of service for Information Technology cadre developed and operationalized	Scheme of service for IT cadre was developed and approved by the Ministry of Public Service and subsequently communicated in Circular Standing Instruction (CSI) No.2 of 2023.	
		Develop and operationalize a Scheme of service for communication cadre	A Scheme of service for communication cadre developed and operationalized	Scheme of service for Communication cadre was developed and approved by the Ministry of Public Service and subsequently communicated in Circular Standing Instruction (CSI) No.1 of 2023.	

S/ No.	Ministry Objective during NDP III	Intervention	Expected output	Status Update	Challenges
5	Strengthen the policy, legal and regulatory framework	Regulate, coordinate and harmonize ICT infrastructure planning, sharing and deployment within the public and private sector	Framework for a coordinated rollout of B/Band as a utility band as a utility established Government oversight framework for Internet Exchange Points (UIXP) established	The framework for a coordinated rollout of B/Band as a utility has been provided for in the draft information and communications Bill currently being finalized. Management model for Internet Exchange Points (UIXP) developed.	This process of establishing the framework was halted by attorney General pending completing of RAPEX process Slow implementation of additional Internet Exchange Points.
		Review and develop appropriate policies, strategies, standards and regulations to enhance usage of ICT in development	E-commerce policy to facilitate and regulate e-trade developed	Not In place Ministry of Trade has drafted an E-commerce strategy	i). Lack of updated baseline data on the current state of e-commerce activities in Uganda. ii). Fragmented regulatory environment with multiple stakeholders (e.g., Ministry of Trade, URA, UCC) not well coordinated. iii). Overlapping mandates and absence of a designated lead agency for driving e-commerce policy development.
			E-commerce strategy developed and implemented	E-commerce strategy has been drafted by Ministry of Trade.	i). Absence of a foundational e-commerce policy to inform the strategy's direction. ii). Limited funding for strategic planning, stakeholder engagement, and implementation activities. iii). Weak digital infrastructure in rural and underserved areas, which affects inclusivity in the strategy. iv). Low public awareness and digital literacy levels, which complicate strategic planning and realistic targeting. v). Inadequate collaboration with development partners and digital platforms to co-create actionable strategies.

S/ No.	Ministry Objective during NDP III	Intervention	Expected output	Status Update	Challenges
			Postal policy, standards and regulations reviewed Press and Journalist Act reviewed and amended. Access to Information Act reviewed and amended.	i). Postal Policy of 2012 reviewed. ii). Regulatory Impact Assessment (RIA) for Postal and Courier sector being implemented. This has not been done pending the approval of the National Communication Policy.	Lengthy consultations on the draft Communication policy
			Government Communication Strategy reviewed and amended.	The Ministry submitted to the ICT Parliamentary committee, the proposed amendments in conjunction with stakeholders from the civil society organizations, for further management and action. This process was halted awaiting the approval of the National Communication policy which is due for presentation to Cabinet.	Lengthy consultations on the draft Communication policy
		Popularize the national vision, interest and common good for the citizenry	A bill on National Objectives xxix (29) of the constitution on duties of a citizen developed	This was withdrawn from the legislative agenda on the advice of the First Parliamentary Counsel on account of existence of adequate legal and regulatory framework within which Objective 29 can be implemented.	

2.3 Institutional Capacity of the Ministry

The current institutional setup of the Ministry of ICT& National Guidance can be categorized into two broad levels:- Policy and Technical Management levels.

At the policy level, the Ministry has the offices of Minister and Ministers of State for ICT, and National Guidance that provide overall political and policy leadership and supervision in the provision of ICT and National Guidance services. This apex office also plays oversight roles and represents the interests of the Ministry at the highest political and policy levels in the country, i.e. Cabinet and Parliament.

At the technical level of the Ministry, there is the Chief Executive Officer / Permanent Secretary, who is the Ministry's Accounting Officer. This office is responsible for the day-to-day organization and operation of the Ministry; advising the Ministers on the policies and programs of the Ministry; implementing government policies and ensuring proper utilization of public resources in the Ministry. Under the Office of Permanent Secretary, there is the Department of Finance and Administration, headed by the Under Secretary. The department's main role is to provide both routine and strategic administrative support services that facilitate the day-to-day running of the Ministry, as well as supporting the implementation of the Ministry's development programs & projects.

The CEO/Accounting Officer is assisted by the Heads of Departments, Heads of affiliated agencies, and other technical officers. Overall, the Ministry is organized into seven departments as follows: Finance and Administration, Research and Development, Communication & Information Dissemination, ICT Infrastructure Development, Data Networks Engineering, Electronic Services, and National Guidance.

The Ministry leveraged the cooperation across departments, and affiliated agencies to implement the Strategic Plan 2020 – 2025. In addition, the Ministry also leveraged on national, regional and international cooperation and engagements to harness national, regional and global opportunities.

To implement this Strategic Plan effectively, the current legal, institutional and regulatory framework will be reviewed and aligned to the strategic policy focus.

2.4 Key achievements and challenges

During the implementation of the previous strategic plan (2020-2025), the Ministry achieved the following key milestones: finalized 3 policies and 1 Bill; broadband coverage increased to 85% in FY2022/23 from 74% in FY2017/18. The National Backbone Infrastructure (NBI) across the country increased to 4,387 km in FY2023/24 from 2,424km in FY2017/18, covering 57 districts out of the 135, connecting over 1,577 MDA e-government services, and 21 major private telecom and internet service providers. Internet penetration increased to 63.7% in FY2023/24 from 24.6% in FY2017/18, mainly due to increased private sector provision. The proportion of the population

that was digitally skilled increased with over 1.5 million Ugandans receiving some form of digital training, marking a considerable increase in the country's ICT workforce. However, the Ministry faced several challenges that hindered the plan's implementation: inadequate funding, low digital literacy levels, slow adaption and adoption of technologies, the cost of ICT equipment and services, and lack of comprehensive national geospatial metadata. The challenges and lessons learnt have informed the Strategic Plan 2025- 2030.

2.5 The SWOT Analysis

Further to the Ministry's previous and current status in terms of performance, the comprehensive situation analysis carried out indicates that the Ministry has sets of strengths, weaknesses, opportunities, and threats that will have varied bearing on its performance in implementing this strategic development plan. It is therefore imperative for the Ministry to:

- i). Fully and effectively harness and exercise its internal strengths.
- ii). Address and mitigate its internal weaknesses.
- iii). Tap and take advantage of the opportunities at its disposal, and
- iv). Hedge against the external threats that impinge on its performance

Table 3: SWOT Analysis

INTERNAL INFLUENCES	
STRENGTHS	WEAKNESSES
1. The Digital Uganda Vision (DUV) and the National Guidance policy	1. Low level of baseline data and information
2. The National Broadband policy, which guides rollout and management/regulation of ICT infrastructure	2. Insufficient data and information on established core infrastructure
3. Government-owned ICT infrastructure (Postal, Broadcasting, National Fibre Backbone, and Telecommunications- UTL)	3. Uncoordinated planning and rollout of ICT infrastructure
4. The ICT innovation fund	4. Gaps in the legal framework to secure the Network Infrastructure
5. The significant contribution of 4.8% by the ICT sector to the GDP	5. Limited/inadequate broadband coverage in the Country
6. The National ICT Innovation Hub at Nakawa and other Regional ICT Hubs	6. Inadequate staff training
	7. Inadequate office space and equipment
	8. Low levels of civic competence and awareness, negative mindset, and negative attitude among Ugandans
	9. Low perception and uptake of locally designed systems
	10. Uncoordinated planning and rollout of e-services

EXTERNAL INFLUENCES	
OPPORTUNITIES	THREATS
1. Overall political support of the ICT Sector as one of the 4 top priority sectors of Government	1. Limited access to and usage of ICT infrastructure services
2. Government's prioritization of support to ICT Research, innovation and development	2. Disparities of e-service systems across Government
3. A growing middle class as a potential market for ICT goods and services	3. Non-alignment of ICT education curricula and research agendas to industry/market needs
4. The increasing number of local and international private sector-led ICT Innovation Hubs	4. The growing incidence of cybercrime
5. General government interest in local ICT and National Guidance products – BUBU Policy	5. Inadequate funding
6. Growing numbers of ICT graduates from Universities and Tertiary institutions	6. Private Sector monopoly in the Telecom sub-sector
7. Increased interest in 4IR by Government, higher education institutions and the private sector	7. High cost of ICT services
8. The growing ICT SMEs / industry in Uganda	8. Dependence on international operators for undersea fibre cable and satellite
9. Uganda's potential as a Data transit hub in the region	9. Lack/Unreliable supply of electricity
10. Increased interest in 4IR by Government, higher education institutions and the private sector	10. Growing youths' unemployment and unregulated rural-urban migration
11. Cabinet decision to institutionalize the ICT and related cadres under the Ministry of ICT and National Guidance	11. Abuse and misuse of social media
12. Government support to local manufacturing of ICTs	12. Poor management of E-Waste and the related negative health and environmental effects

2.6 Stakeholder Analysis

In addition to its departments and agencies, the Ministry works closely with other key public institutions. A stakeholder analysis was conducted to determine the roles of stakeholders in implementing the Strategic Plan. Issues considered during analysis include, among others, their expectations as well as our expectations

The table below provides a brief analysis of the key stakeholders who will play a crucial role in fulfilling the Ministry's mandates.

Table 4: Stakeholder Analysis Matrix

S/no	Stakeholder	Role	Stakeholder expectation	Ministry Expectation
1	Parliament in particular Committee on Information, Communication Technology and National Guidance	Budget approval oversight and Legislation.	<ul style="list-style-type: none"> i). Response to parliamentary questions ii). Consultation on issues that require legislation and submission of draft bills. iii). Adherence to rules and regulations of the government iv). Development and tracking of policies v). Advisory/policy services on the economy 	<ul style="list-style-type: none"> i). Fast-tracking the enactment of laws ii). Goodwill and commitment
2	Digital Transformation Working Group	Set programme priorities, identify key policy issues and approve projects	Harmonize, programme objectives and goals, policy frameworks, and plans	Coordinate, monitor, evaluate, programme objectives and goals, policy frameworks, and plans
3	National Planning Authority	Coordinates national development planning and monitors the implementation of national and programme development plans	Comply with planning guidelines, regulations, strategies and plans	Support on formulation of programme development and or strategic plans
4	Ministries, Department and Agencies (MDAs)	Implementation of Government Priorities on Digital Transformation	Provision of Skills and expertise in the information and communications services.	<ul style="list-style-type: none"> i). Mainstream information and communications technology services in their operations. ii). Allocation of appropriate budgets for information and communication services. iii). Collaboration in formulation and implementation of Government policies
5	Academic Institutions	Provide expertise, professionalism, human capacity building	Involvement and consultations in research, regulations and curriculum development	<ul style="list-style-type: none"> i). Provision of expertise, professionalism, human capacity. ii). Provide and disseminate research findings.

S/no	Stakeholder	Role	Stakeholder expectation	Ministry Expectation
6	Development Partners	Financial and technical support	i). Accountability and transparency ii). Prompt reporting iii). Adherence to Guidelines	i). Timely disbursement of allocated resources ii). Technical assistance iii). Alignment to country's development priorities
7	Media	Provision of accurate news and information	Fair regulation practices	Accurate and responsible reporting
8	Regional and International Institutions/Bodies	Domestication and implementation of agreements, treaties, protocols and conventions	Ratification of regional agreements, treaties, protocols and conventions	Collaboration in domestication and implementation of agreements, treaties, protocols and conventions
9	Non-state actors (NGOs/CBOs/FBOs)	Support implementation and advocacy	Partnership and cooperation with government	Facilitate program implementation and community advocacy
10	Public and clients	Comply with laws and support the government	i). Effective and efficient service delivery. ii). Provide information on the services offered. iii). Active public engagement	i). Public ownership and protection of broadcasting and telecommunications infrastructure. ii). Compliance with laws and regulations iii). Public participation
11	MoFPED	i). Provide financial and economic guidance. ii). Provision of finances.	Comply with economic and financial policies, regulations, strategies and plans	i). Support on formulation of alternative funding proposals ii). Adequate funding of Programmes and formulation of financial and planning policies iii). Timely and full release of funds as planned
12	Private sector	i). Creating employment, ii). Spurring innovation	i). Effective and efficient service delivery. ii). Conducive environment	i). Creating employment, ii). Spurring innovation, iii). Supporting ICT initiatives

2.7. Summary of emerging issues and implications

The Ministry operates within a dynamic environment shaped by multiple external forces, institutional limitations, and evolving societal needs. To better understand these complexities, both a thematic and structured environmental analysis were undertaken to highlight emerging issues and their implications for the Ministry's strategic direction.

Several emerging issues continue to shape the Ministry's operational environment and policy direction. Key among them:

- i). Alignment with National Development Plans: The Ministry's organizational structure and mandate strongly support Uganda's digital transformation agenda under NDP IV, particularly in advancing the Digital Transformation Programme.
- ii). Integration and Coordination Challenges: Fragmented efforts across departments and agencies indicate a need for streamlined coordination to reduce duplication and improve efficiency.
- iii). Capacity Building Needs: Limited technical expertise within the Ministry constrains the development and implementation of complex ICT solutions, calling for renewed investment in skilling and staff development.
- iv). Infrastructure Expansion Gaps: Inadequate broadband connectivity and limited ICT hubs constrain innovation and access to digital public services, especially in underserved areas.
- v). Cybersecurity and Data Protection Risks: As digital uptake increases, so does the risk of cyber threats. Strengthening institutional frameworks for cybersecurity and data protection is now imperative.
- vi). Low Uptake of Government Digital Initiatives: Community awareness and mobilisation remain low, limiting participation in national development initiatives. A stronger focus on digital literacy and grassroots engagement is required.

3. Strategic Direction

Overview

This chapter highlights the strategic issues, Goals, and Key Result Areas (KRAs) to inform the policy directions in 2025/26 – 2029/30.

3.0 Vision

“A knowledgeable and productive society driven by Information, Communication Technology and National Ideology.”

3.1 Mission

“To increase access and usage of ICT Infrastructure and services throughout the country, ensure effective communication of government policies and programs and promotion of a national ideology for socio-economic transformation.”

3.2 Core Values

The Ministry is dedicated to the following principles and values to guide all its actions in its service delivery and development work:

(i) Client/citizen focus:

We put the interests of our citizens/clients as our first priority and strive to meet their needs and expectations. We shall attend to our clients’ issues, suggestions, requests, and criticisms promptly.

(ii) Creativity and Innovativeness:

We are devoted to coming up with new ideas for continuous improvement in our service delivery.

(iii) Teamwork

We espouse and promote the spirit of teamwork. We create an effective working relationship with team members by treating others fairly, maintaining an approachable atmosphere, sustaining open and honest two-way communication.

(iv) Transparency and accountability

We shall be as open as possible about all the decisions and actions taken. We shall hold office in public trust and shall be responsible for our actions or inactions.

(v) Professionalism and integrity

We shall adhere to the code of conduct and ethics, high degree of competence and best practices. We shall be honest and open in conducting public affairs.

3.3 Goal

“Create an enabling environment for ICT adoption, usage, service delivery and national guidance.”

3.4 Strategic Objectives and Key Strategic Interventions

Under the Fourth National Development Plan (NPD IV), the Ministry is enjoined to focus on five strategic objectives:

- i. Streamline ICT Infrastructure Planning and deployment
- ii. Enhance digitalization of government services
- iii. Increase uptake of local ICT solutions
- iv. Strengthen institutional coordination and enforcement of policies, laws and regulatory framework; and
- v. Enhance public awareness on national development initiatives, rights, duties and responsibilities of individuals, families, communities and citizens.

These are the basis upon which all strategic goals, strategic interventions and specific activities under this plan are derived.

To realize each objective, a set of interventions has been designed for implementation as elucidated in the table below. The ministry’s strategic objectives are aligned to NDPIV objectives.

Table 5: Strategic objectives

NDPIV Programme Objective	NDPIV Programme Intervention	Output in the PIAP file	Ministry Objective
Increase ICT connectivity across the country	Extend broadband ICT infrastructure coverage countrywide	Integrated NSDI Geospatial metadata catalog developed and updated	Streamline ICT Infrastructure planning and deployment
Improve efficiency in Business process and public service delivery	Digitalize government services	Government services automated, integrated and rolled out.	Enhance digitalization of government services
	Leverage the existing Government infrastructure to deliver public services	Postal centres refurbished and equipped to deliver Government services	
	Implement the national addressing system	Addressing and postcode database developed	
Increase the uptake of digital products and services	Support local innovation and commercialisation of homegrown products	ICT local products developed and commercialized	Increase the uptake of local ICT solutions
	Develop innovation and incubation Centers	ICT local products developed and commercialized	
	Develop innovation and incubation Centers	Innovation and incubation Centers developed	

NDPIV Programme Objective	NDPIV Programme Intervention	Output in the PIAP file	Ministry Objective
	Develop innovation and incubation Centers	BPO/ITES industry strengthened	
Strengthen institutional coordination and enforcement of polices, Laws and regulatory frameworks	Enforce compliance to ICT policies, laws and regulations	Entities compliant with ICT policy and legal framework	Strengthen institutional coordination and enforcement of polices, Laws and regulatory frameworks
	Strengthen participatory planning and implementation	Joint program initiatives implemented	
	Review, develop and implement appropriate policies, strategies, standards and regulations that respond to industry needs.	Policies, strategies, standards and regulations developed/ reviewed	
To mobilize communities for increased participation in national development.	Promote community mobilization, sensitization and awareness creation for demand and uptake of development initiatives	Awareness and capacity of community members to participate in and influence national development processes increased	Enhance public awareness on national development initiatives, rights, duties, and responsibilities of individuals, families, communities and citizens.
	Develop and implement a national civic education and adult literacy programmes with emphasis on roles and responsibilities of families, communities and citizens	A national civic education program aimed at improving the level of awareness of rights, duties and responsibilities of individuals, families, communities and citizens developed and implemented	

3.5 Interventions and Actions

Table 6: Strategic intervention and actions

Intervention	Actions
Develop an integrated National Spatial Data Infrastructure Geospatial metadata catalogue	i) Undertake comprehensive geospatial metadata development and standardization
Undertake business process re-engineering of key government services	i). Develop and roll out integrated enterprise e-government systems ii). Support automation of PDM pillars iii). Change management to increase adoption of e-services
Remodel and equip post offices to facilitate delivery of e-gov't services	i) Refurbish and equip post offices across the country
Develop a national addressing and postcode database	i). Develop a geo-referenced database for postcodes and addresses ii). Operationalise the National addressing system
Promote the adoption of local ICT solutions in the e-Gov't agenda	i) Create platforms showcasing local solutions
Establish additional innovation and incubation centres	i). Identify strategic locations and establish innovation and incubation centres ii). Partner with academia and private sector
Leverage the expertise in the areas of Call Centre, Back Office, Transcription, and Knowledge Process Management to attract outsourcing business	i). Promote Uganda as a BPO destination ii). Establish partnerships with global outsourcing firms
Undertake regular participatory monitoring and performance review of programme interventions	i). Undertake annual performance reviews ii). Undertake Midterm review of the strategic plan iii). Undertake End term evaluation of strategic plan iv). Develop Strategic Plan FY2030/31-FY2034/35
Develop, review and implement policies, laws, standards and regulatory frameworks	i). Conduct policy, standards, guidelines, laws and legal framework review consultations ii). Draft revised policy, standards, guidelines, laws and legal frameworks iii). Sensitize stakeholders on new policies, standards, guidelines, laws and legal frameworks iv). Enforce compliance to new policies, standards, guidelines, laws and legal frameworks
Undertake public awareness campaigns on key national development initiatives	i). Translate national development (such as PDM, Emyooga, Grow, UWEP, YLP, etc) content/messages into various indigenous languages. ii). Leverage the creative industry (musicians, artists, film) to create awareness and influence citizens on government initiatives

Intervention	Actions
Undertake public awareness campaigns on rights, duties and responsibilities of individuals, families, communities and citizens.	<ul style="list-style-type: none"> i). Develop and implement the civic education program ii). Train public officers on mindset change (All levels) iii). Develop and implement a set of National Values iv). Popularize the National Symbols v). Create awareness on the national objective xxix (29) of the Constitution on the duties and obligations, and its implementation vi). Popularize the National Vision, values, and Interests in different languages

4. Financing Framework and Strategy

The costed and annualized implementation plans below are an effective resource mobilization tool. They contain clear and adequate information on planned activities, strategic goals and expected outputs for every willing partner to identify specific areas where they may wish to provide support. The Ministry will, therefore, disseminate them to all partners in ICT and National Guidance Development for support. The plans will also guide the staff of the Ministry to develop annual work plans, procurement plans and budgets for GOU funding. Within the same framework, staff of the Ministry will develop Specialized Projects and Programs to elicit targeted support from Development Partners.

4.1 Financial Requirements

The Ministry will require a total of Ugx 671.924 billion to implement this plan. The detailed breakdown for the financial requirements is provided in the table below.

Table 7: Summary of Strategic Plan Budget

CLASSIFICATION	2025/26	2026/27	2027/28	2028/29	2029/30
WAGE	13.13	13.78	14.47	15.20	15.96
Non-Wage Recurrent	58.52	71.62	76.45	98.55	135.45
Total Recurrent	71.65	85.40	90.92	113.75	151.41
Total Development	0.57	52.408	52.478	52.478	0.86
Total Budget	72.22	137.808	143.398	166.228	152.27

4.2 MTEF Projections and Implications for SP Financing

The ministry under the Medium-Term Expenditure Framework (MTEF) projections for 2025/26 – FY 2029/30 has been allotted Ugx 459.02 billion as indicated in the Table below.

Table 8: MTEF Projections for FY2025/26 – FY 2029/30

Budget Item	2025/26	2026/27	2027/28	2028/29	2029/30
Wage	13.13	13.78	14.47	15.20	15.96
Non-Wage	52.238	61.121	70.282	84.197	115.093
Development	0.57	0.66	0.73	0.73	0.86
Total	65.938	75.561	85.482	100.127	131.913

The ministry has a projected allocation of Ugx 449.021 billion against a requirement of Ugx 671.924 billion, representing a resource gap of Ugx 212.903 billion, as indicated in the Table below.

Table 9: Funding Gaps

CLASSIFICATION	2025/26	2026/27	2027/28	2028/29	2029/30
Wage Gap	-	-	-	-	-
Non-Wage Recurrent Gap	6.282	10.499	6.168	14.353	20.357
Total Recurrent Gap	6.282	10.499	6.168	14.353	20.357
Total Development Gap	-	51.748	51.748	51.748	-
Total Funding Gap	6.282	62.247	57.916	66.101	20.357

Table 10: Strategic Plan Budget by Source of Funding 2025/26 – 2029/30

CLASSIFICATION	2025/26		2026/27		2027/28		2028/29		2029/30		TOTAL
FUNDING SOURCE	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	
Wage	13.13		13.78		14.47		15.20		15.96		72.54
Non-wage recurrent	58.52		71.62		76.45		98.55		135.45		440.27
Total recurrent	71.65		85.40		90.92		113.75		151.41		513.13
Development	0.57		52.408		52.478		52.478		0.86		158.794
Total Budget	72.22		86.06	71.748	91.65	51.748	114.48	51.748	152.27		671.924
%ge of Source	100		62.40	37.60	63.90	36.10	68.90	31.10	100		

4.3 Resource mobilization strategy.

To implement the Plan, the financial resources amounting to Ugx 671.924 billion will be required. The resources will be mobilized from the following sources: The National Treasury, generation of Appropriation in Aid (AIA), Development Partners, and Public-Private Partnerships (PPPs). Additionally, the Ministry will ensure prudent management of available resources. The Ministry will develop Specialized Projects and Programs to elicit targeted support from Development Partners.

4.4 Costed Annual Implementation Plan

Table 11: Costed Annual Implementation Plan

Objectives	Strategic Intervention	Outputs	Actions	Projected Resource Requirements (Ugx. Bn)					
				Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	TOTAL
Increase ICT connectivity across the country	Implement last-mile connectivity	National Backbone infrastructure extended	Extend last-mile connection off the NBI (UDAP)	146.53	185.40	260.75	343.29	440.77	1,376.74
		Government service delivery units connected to the Broadband infrastructure	Implement last-mile connectivity with alternative technologies to sites including strategic tourism sites, AFCON-facilities, hotspots in the GKMA etc. Connect major service delivery units to the NBI		14.24	29.44	36.49	47.13	127.30
Improve efficiency in Business processes and public service delivery	Undertake business process re-engineering of key government services	Government service delivery units connected to the Broadband infrastructure	Support the automation of PDM pillars	2.48	2.48	2.48	2.48	2.48	12.40
			Develop and roll out integrated enterprise e-government systems	12.93	13.06	13.32	13.60	13.93	66.84
			Change management to increase adoption of e-services	0.80	1.01	1.42	1.87	2.41	7.51
	Remodel and equip post offices to facilitate delivery of e-gov't services	Post offices refurbished and equipped	Refurbish and equip post offices across the country	0.80	0.80	0.80	0.80	0.80	4.00
		Addressing and postcode database developed	Develop a geo-referenced database for postcodes and addresses	0.39	0.39	0.39	0.39	0.39	1.95
		Integrated NSDI Geospatial metadata catalog developed and updated	Operationalize the National addressing system	0.10	0.10	0.10	0.10	0.10	0.50
	Develop an integrated National Spatial Data Infrastructure Geospatial metadata catalogue		Undertake comprehensive geospatial metadata development and standardization	1.00	1.00	1.00	1.00	1.00	5.00
			Establish and operationalize the national ICT infrastructure spatial datastore	0.43	0.43	0.43	0.43	0.43	2.15

Objectives	Strategic Intervention	Outputs	Actions	Projected Resource Requirements (Ugx. Bn)						TOTAL
				Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		
Increase the uptake of digital products and services	Promote the adoption of local ICT solutions in the e-Gov't agenda	ICT local products developed and commercialised	Support development and marketing of homegrown innovations	1.52	1.92	2.70	3.56	4.57	14.27	
	Establish additional innovation and incubation centres	Innovation and incubation Centers developed	Operationalize all innovation and incubation centres across the country	1.97	1.97	1.97	1.97	1.97	9.85	
	Leverage the expertise in the areas of Call Centre, Back Office, Transcription, and Knowledge Process Management to attract outsourcing business	BPO/ITES industry strengthened	Brand and market Uganda as a preferred BPO destination	0.10	0.10	0.10	0.10	0.10	0.50	
			Strengthen domestic and regional outsourcing function of the BPO	0.45	0.57	0.80	1.05	1.35	4.22	
Strengthen institutional coordination and enforcement of policies, laws and regulatory frameworks	Strengthen participatory planning and implementation	Joint program initiatives implemented	Conduct quarterly monitoring and performance review of affiliated agencies	0.20	0.20	0.20	0.20	0.20	1.00	
			Conduct quarterly monitoring and performance review of programme interventions	0.25	0.25	0.25	0.25	0.25	1.25	
	Review and implement the Postal and courier service policy	Policies, strategies, standards and regulations developed/reviewed	Finalize the review of the Postal and Courier service policy	0.10	0.10	0.10	0.10	0.10	0.50	
			Create stakeholder awareness on the revised Postal and Courier service policy	0.10	0.10	0.10	0.10	0.10	0.50	
Develop and implement National Communication Policy			Finalize the review of the National Communication Policy	0.10	0.10	0.10	0.10	0.10	0.50	
			Create stakeholder awareness on the National Communication Policy	0.10	0.10	0.10	0.10	0.10	0.50	

Objectives	Strategic Intervention	Outputs	Actions	Projected Resource Requirements (Ugx. Bn)						TOTAL
				Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		
To mobilize communities for increased participation in national development.	Develop and implement National ICT Policy		Finalize the review of the National ICT Policy	0.10	0.10	0.10	0.10	0.10	0.50	
			Create stakeholder awareness on the National ICT Policy	0.10	0.10	0.10	0.10	0.10	0.50	
			Finalize the Artificial Intelligence Framework	0.10	0.10	0.10	0.10	0.10	0.50	
			Create awareness on the Artificial Intelligence Framework	0.10	0.10	0.10	0.10	0.10	0.50	
			Finalize the ICT and National Guidance Service Delivery Standards	0.10	0.10	0.10	0.10	0.10	0.50	
	Develop and implement the client service charter		Create awareness on the ICT and National Guidance Service Delivery Standards	0.10	0.10	0.10	0.10	0.10	0.50	
			Finalize the Ministry of ICT and National Guidance client service charter	0.10	0.10	0.10	0.10	0.10	0.50	
			Create awareness on the Ministry of ICT and National Guidance client service charter	0.10	0.10	0.10	0.10	0.10	0.50	
		Increased awareness and capacity of community members enhanced		Translate national development (such as PDM, Emyooga, Grow, UWEF, YLP, etc) content/messages into various indigenous languages.	1.00	1.00	1.00	1.00	1.00	5.00
				Leverage the creative industry (musicians, artists, film) to create awareness and influence citizens on government initiatives	0.65	0.65	0.65	0.65	0.65	3.25
	Undertake public awareness campaigns on rights, duties and responsibilities of individuals, families, communities and citizens.	Mindset change training mainstreamed in public service	Train public officers on mindset change (All levels)	0.50	0.50	0.50	0.50	0.50	0.50	
			Develop and implement a set of National Values	0.25	0.25	0.25	0.25	0.25	1.25	

Objectives	Strategic Intervention	Outputs	Actions	Projected Resource Requirements (Ugx. Bn)						TOTAL
				Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		
			Develop and implement the civic education program	0.20	0.20	0.20	0.20	0.20	0.20	0.20
			Popularize the National Symbols	0.25	0.25	0.25	0.25	0.25	0.25	1.25
			Create awareness on the national objective xxix (29) of the Constitution on the duties and obligations and its implementation	0.35	0.35	0.35	0.35	0.35	0.35	1.75
			Popularize the National Vision, values and Interests in different languages	0.27	0.27	0.27	0.27	0.27	0.27	1.35

4.3 Sources of funding

Implementation of activities set out in this plan will be financed from the following main sources:

- i. Government of Uganda Budget outlays, both project and recurrent
- ii. Non-Tax Revenue (NTR) / Appropriation in Aid (AIA),
- iii. Support from Development Partners, both local and international
- iv. Public-Private Partnerships (PPPs)

5. Institutional Arrangements for Implementing the Plan

5.1 Institutional Sustainability Arrangements

Leadership is essential to transition the ministry to sustainability. The Permanent Secretary as the head of the ministry, will provide overall leadership on the implementation of the strategic plan whereas the Under Secretary, will spearhead its execution. The departments and units shall develop annual plans aligned with this plan. Furthermore, the plan shall be used for target-setting by individual officers and their supervisors.

This plan will be followed by annual work plans where the specific annual outputs and agreed on actions to implement will be detailed. The work plans will be monitored quarterly. The following actions will be undertaken to enhance sustainability:

- i. A task force to track the implementation of the strategic plan for the realization of the strategic goal will be created. The task force will work with the various departments in the Ministry
- ii. The Department of Planning will be strengthened to improve strategic plan coordination and provide support to registries, departments and units in undertaking the Strategic Plan activities.
- iii. The Ministry policies and procedures will be undertaken in consideration of the objectives of the Strategic Plan specifically on how to ensure its implementation. The Ministry will seek to reduce any identified institutional barriers to make it easier for sustainability efforts to happen.

5.2 Financial Sustainability Arrangements

The Ministry will institute measures for financing the gap and ensure sustainable financing as follows:

- i. Ensure timely reporting and participation in the budgeting processes.
- ii. Review and update of the partnership frameworks.
- iii. Constant engagement with Parliament, the Ministry of Finance, Planning and Economic Development, Development Partners, and other stakeholders.
- iv. Write bankable projects that can attract funding for the development.

5.3 Partnerships and Collaborations

The Strategic Plan calls for strengthening coordination with other sector agencies such as the National Information Technology Authority- Uganda; Uganda Communications Commission; Uganda Telecommunication Company Limited; and Uganda Broadcasting Corporation as they are key in the delivery of the strategic plan. Collaborations with other institutions will be achieved by strengthening efficiency in activities and reporting.

5.4 Human Resource Management

In implementing the Strategic Plan, the ministry will endeavor to have the staffing gaps addressed, the staff trained to acquire the relevant skills and competencies, and the lines of responsibility, authority and accountability aligned appropriately. In addition, adequate and appropriate tools will be provided for effective service delivery. The ministry will aim to develop and invest in her most valuable asset: The staff through:

- Recruiting, developing, and motivating them;
- Creating a safe environment for them;
- Setting clear expectations on how their jobs fit into the Strategic Plan;
- Continuously evaluating and improving business processes and operational efficiencies; and
- Fostering an institution of open and direct communication among others.

5.5 Staff Establishment Analysis

The Ministry has an approved staff establishment of 152 workers. The in-post comprises 110 staff, thus leading to a variance of 42 as summarized in Table 8 below. The table provides a broader analysis of staff establishment for the Ministry of Information, Communications Technology and National Guidance.

Table 12: Staff Establishment Analysis.

Title	Salary Scale	Number of Approved Positions	Number of filled Positions
Accountant	U4 U	2	1
Accounts Assistant	U7 U	2	1
Askari	U8 L	2	1
Assistant Commissioner (e-services)	U1E	1	1
Assistant Commissioner Data Networks Engineering	U1E	2	1
Assistant Commissioner Human Resources	UIE	1	1
Assistant Commissioner IMS	U1E	2	1
Assistant Commissioner Information	U1E	2	1
Assistant Records Officer	U5 L	1	1
Assistant Secretary	U4 L	1	1
Asst. Commissioner Policy and Planning	U1 E U	1	1
Asst. Commissioner ICT Infrastructure Development	U1 E	2	1
Asst. Commissioner, National Guidance	U1E	1	1
Commissioner (e-Services)	U1SE	1	0
Commissioner (ICT Research and Development)	U1SE	1	0
Commissioner, Data Networks Engineering	U1SE	1	1
Commissioner ICT Infrastructure Development	U1 SE	1	1
Commissioner Information	U1SE	1	1
Commissioner National Guidance	U1SE	1	1

Title	Salary Scale	Number of Approved Positions	Number of filled Positions
Communications Officer	U4	6	5
Data Networks Engineer	U4	4	2
Driver	U8 U	3	3
Driver	U8	10	7
Economist	U4	1	1
Human Resource Officer	U4U	1	1
ICT Infrastructure Engineer	U4	4	2
ICT Officer	U4	8	6
Information Officer	U4	1	1
Internal Auditor	U4 U	1	1
Office Attendant	U8	15	14
Office Typist	U8	1	1
Permanent Secretary	U1 SE	1	1
Personal Secretary	U4	5	5
Pool Stenographer	U6U	1	1
Principal Accountant	U3	1	1
Principal Assistant Secretary	U2 L	1	1
Principal Communication Officer	U2	2	1
Principal Data Networks Engineer	U2	2	1
Principal Economist	U2U	1	1
Principal Human Resource Officer	U2 L	1	1
Principal ICT Infrastructure Engineer (Cables)	U2	2	0
Principal ICT Infrastructure Engineer (Radios)	U2	2	0
Principal ICT Officer (ICT Research)	U2	2	1
Principal Inform. Technology Officer	U2 SC	2	0
Principal National Guidance Officer (Community Development)	U2	2	0
Principal National Guidance Officer (National Objectives)	U2	1	0
Principal National Guidance Officer (Programmes)	U2	1	0
Principal Policy Analyst	U2 L	1	1
Principal Proc. Officer	U2 L	1	1
Procurement Officer	U4 U	1	1
Receptionist	HRC-9	2	2
Records Assistant	U7 U	1	1
Senior Accountant	U3 U	1	1
Senior Assistant Secretary	U3 LOWER	4	3
Senior Communication Officer	U3 LOWER	4	3
Senior Data Networks Engineer	U3	2	1
Senior Economist	U3 U	1	0
Senior Human Resource Officer	U3 LOWER	1	1
Senior ICT Infrastructure Engineer	U3	4	2
Senior ICT Officer	U3	3	2
Senior ICT Officer (ICT Research)	U3	2	2
Senior Information Officer	U3	4	3

Title	Salary Scale	Number of Approved Positions	Number of filled Positions
Senior Internal Auditor	U3 LOWER	1	1
Senior National Guidance Officer	U3	3	2
Senior Personal Secretary	U3 LOWER	1	1
Senior Policy Analyst	U3 LOWER	1	1
Stenographer Secretary	U5 L	5	5
Under Secretary	U1 SE	1	1
Totals		152	110

6. Communication and Feedback Strategy

Communicating the strategic plan is critical in gaining stakeholder engagement. The objective of the communication and dissemination strategy is to establish a framework for continuous engagement through the improvement of internal, external and crisis communication. The ministry will improve transparency and strengthen the trust of the stakeholders while executing the plan. The communication and engagement approach shall reflect the core values of the ministry.

The objectives of this communication and stakeholder engagement strategy are to:

- a) Strengthen stakeholder trust in the ministry of ICT&NG;
- b) Achieve full transparency in the ministry operations; and
- c) Improve the quality of public engagement and enhance the reputation of the ministry.

Communication will be aimed at raising awareness, deepening understanding and helping stakeholders internalize the strategic plan.

6.1 Internal Communication

Internal communication which is an integral part of the Ministry activities, will ensure the transfer and exchange of internal information via various information channels. All communication activities ought to be planned, monitored and evaluated against the achievement of the internal communication objective. Internal communication is carried out by all the Ministry staff. To achieve optimum results, timely and complete delivery of information, all internal communication channels are to be used, i.e. verbal, print and electronic as the case may be. The ministry will harness the elements of the strategy adoption curve to develop communication messages and cascade the plan to all the ministry staff.

6.2 External Communication

External communication is between the Ministry, its partner agencies, and other MDAs as well as the public via different communication and information channels. Through external communication, the Ministry shall seek to actively promote improved knowledge and understanding of its activities and performance of the strategic plan. Information in relation to the performance of the plan shall be easily accessible, timely and accurate and to that end, all available communication and information channels are to be used.

6.3 Crisis Communication

A crisis is a specific, unexpected, and unusual event requiring prompt response despite creating a high level of uncertainty and threat. A crisis or incident is possible at any moment and can seriously jeopardize the reputation and operations of any entity. Crisis situations may diminish trust and create suspicion. The most common indicators of sources of crises are disorganization,

inefficiency, passivity, lacking clear objectives, and lack of transparency and objectivity. To avoid communication crises, a planned approach is required. The basic principles of crisis communication include:

- a) Recognition that the crisis cannot be hidden;
- b) Initiating activities to address the crisis before it becomes known to the public;
- c) Not treating the media as enemies
- d) Not using a language, the public does not understand;
- e) Not issuing inaccurate, contradictory, confusing or incomplete information.
- f) Being sure about what needs to be communicated to the public, prior to making
- g) any public statements;
- h) Assessing the public attitude towards the event and adjusting the statement accordingly;
and

After the crisis has ended, an analysis of efficiency and the crisis communication plan is to be conducted.

7. Monitoring and Evaluation (M&E) Framework

7.1 Introduction

The Monitoring and Evaluation (M&E) Framework forms a critical pillar of the Ministry of ICT and National Guidance (MoICT&NG) Strategic Plan, providing a systematic approach to tracking progress, measuring performance, and evaluating the effectiveness of programs and interventions across the sector. This chapter presents the framework that will guide how MoICT&NG assesses its strategic priorities, outputs, and impact in alignment with the National Development Plan IV.

The M&E framework defines the indicators, tools, methods, and reporting mechanisms that will be used to ensure accountability, transparency, and data-driven decision-making. It also lays out the institutional arrangements and responsibilities for performance tracking, ensuring that all departments and stakeholders contribute to a shared results-based management culture. Emphasis is placed on continuous learning and adaptation, so that emerging trends, challenges, and opportunities are effectively incorporated into implementation processes.

Furthermore, the framework provides a foundation for evidence-based planning, enabling MoICT&NG to not only demonstrate the value and impact of its strategic actions but also to optimize resource allocation and improve service delivery. This chapter, therefore, serves as both a blueprint and operational guide for how progress will be monitored, evaluated, reported, and used to inform strategic adjustments throughout the implementation period.

7.2 Monitoring and Evaluation Processes

The Monitoring and Evaluation (M&E) processes for the MoICT&NG Strategic Plan are structured to provide continuous oversight, timely performance assessment, and evidence-based decision-making throughout the implementation period. These processes ensure that the ministry remains on course towards achieving its strategic objectives and priorities.

MoICT&NG will adopt a three-tier M&E process, comprising:

- a) Annual Performance Reviews
- b) Mid-Term Review
- c) End-of-Term Evaluation

These core processes will provide a structured mechanism to measure implementation progress, identify emerging challenges, and propose corrective measures for improved delivery. The findings from each phase of review will directly inform policy refinements, resource allocation, and strategic adjustments.

7.2.1 Annual Performance Review

The MoICT&NG Strategic Plan is designed with annualized targets, outputs, and key performance indicators (KPIs) that align with broader national goals. The Annual Performance Review will be conducted every year to assess progress against these predefined milestones and deliverables. It will focus on:

- i. Evaluating departmental performance against annual work plans.
- ii. Identifying bottlenecks or delays in implementation.
- iii. Highlighting areas of excellence and good practice for scale-up.
- iv. Producing an evidence-based Annual Sector Performance Report (ASPR) for the Ministry.

The Annual Performance Report preparation process will be participatory, involving all key directorates, departments, and affiliated agencies, and will serve as a vital accountability tool to the public and stakeholders. The insights from the APR will also feed into national reporting frameworks (Digital Transformation PIAP) managed by the National Planning Authority (NPA).

7.2.2 Mid-Term Review (MTR)

The Mid-Term Review (MTR) will be undertaken halfway (second semester of FY 2026/27) through the implementation of the Strategic Plan to assess progress towards achieving the planned outcomes and outputs. This review will follow the guidelines of the Comprehensive National Development Planning Framework (CNDPF) and the Planning Call Circular, which were issued by the National Planning Authority, and will serve to:

- i. Assess overall performance against strategic goals and key results.
- ii. Detect variances between planned and actual achievements.
- iii. Examine institutional efficiency, policy coherence, and resource use.
- iv. Recommend mid-course corrections and re-prioritization, where necessary.
- v. Consolidate lessons learned from the initial implementation phase.

The MTR will also help determine whether the Ministry's interventions are adequately contributing to the Digital Transformation Programme, enhancement of e-government services, information access, and national guidance, and whether strategies need to be recalibrated for the remaining implementation period.

7.2.3 End Term Evaluation

The End Term Evaluation will be carried out at the conclusion of the strategic plan cycle. It will offer a comprehensive assessment of the extent to which MoICT&NG has achieved its strategic objectives, sectoral outcomes, and impact targets. Specifically, the ETE will:

- i. Measure outcome-level and impact-level results against the strategic plan indicators.
- ii. Assess the relevance, effectiveness, efficiency, sustainability, and impact of MoICT&NG

interventions.

- iii. Identify what worked, what didn't work, and why, based on data and stakeholder feedback.
- iv. Document best practices, innovations, and challenges encountered.
- v. Provide actionable recommendations to inform the design of the next strategic planning cycle.

Furthermore, the M&E processes will be supported by well-defined data collection tools, performance tracking systems, and sector-specific monitoring indicators, all of which will be anchored in a results framework (Appendix 2)

The findings of this comprehensive assessment will be the basis upon which the necessary corrective interventions will be undertaken. It is a continuous process of keeping the Ministry on the right track.

7.3 Monitoring and Evaluation Methodologies

No single M&E method or approach will be applied exclusively. The "Integrated and Comprehensive Approach" (ICA) will be used to ensure that every aspect of the Strategic Development Plan and its implementation are carefully and critically examined to address all possible gaps and lapses. The M&E Strategy, therefore will be "Goal Centred", "Process Centred", and "Output – Outcome Centred". (i.e. Purpose Process and Impact Monitoring and Evaluation).

In order for the findings of the M&E process to be empirical and objective, a combination of robust and reliable information gathering instruments will be utilized. These include but are not limited to:

- i. Reviewing activity reports and other records (literature review).
- ii. Directly inspecting and observing ongoing activities.
- iii. Conducting interviews with and administering questionnaires to targeted beneficiaries, and implementers.
- iv. Engaging experts to undertake M&E studies and report back/advise.
- v. Interacting with relevant stakeholders through various fora, e.g.: – Citizens Juries, Focus Group Discussions, Barazas, Community/Town Hall Meetings, Workshops, Seminars and Conferences

The main M&E yardstick in all these will be the Strategic Development Plan itself. The adequacy and appropriateness of every activity will be assessed basing on what is ideally required and or expected in the Plan.

7.4 Monitoring and Evaluation Responsibility Centres

The implementation of this Strategic Plan will be done at all levels of the Ministry and its outputs will form part of the Ministry's quarterly and annual Plans and performance reports. Every implementing unit will ensure that their respective annual work plans are prepared within the framework of the Plan. The annual plans will be cascaded to all Departments, Units and individual levels. The Departmental and individual targets will be proposed, discussed and submitted to relevant divisions or sections in approved prescribed formats. Management will ensure that all policies, programs, rules and regulations are prepared and reviewed based on the Plan.

The overall responsibility of monitoring and evaluating the implementation of the Strategic Plan will be vested in the ambits of the Accounting Officer. However, Monitoring and Evaluation of this Strategic Plan is the functional role of the Department of Statistics and Monitoring and Evaluation. The department will plan and implement quarterly, semi-annual, annual and special/surprise/impromptu M&E programs, and produce reports with recommendations for management consideration and action. At the department level, every Commissioner or head of department or unit will be responsible for coordinating periodic reviews. A detailed M&E framework is attached as Appendix 2.

Each Department will conduct programme input and output analysis. They will also conduct some basic evaluations, which will include an assessment of quality achieved, cost analyses, and assessment of implementation. Monitoring, which is the first part of the process, will be based on the following guidelines:

- i) All Departments will monitor activities under their responsibilities based on the observations of progress in their levels of jurisdiction. Commissioners will be in charge of monitoring processes falling under their responsibility. This will include accounting for inputs, activities and outputs. The focus must be on the objectives planned for implementation in the strategic plan.
- ii) Each Department will monitor the outputs obtained by their departments and generate the latest data on progress from within itself. This data will be transmitted to the Departments. Likewise, Departments/Divisions will monitor outputs realized by the units/sections under them to generate outcomes as indicated in this Strategic Plan.
- iii) It will be the ultimate responsibility of the Heads of Department to monitor the overall results of the Ministry in the implementation of this Strategic Plan. This will be done by tracking outcome indicators based on the achievements of the Departments.

a) Political Monitoring

The Ministers may undertake monitoring activities to assess progress in implementation of the Strategic Plan and provide political direction accordingly. In so doing, the Ministers will be accompanied and technically supported by the relevant technical staff of the Ministry.

7.5 Monitoring and Evaluation: Feedback and Action

An effective and efficient progress reporting will be a critical component for successful implementation of the strategic plan. The first and main output of every M&E activity will be a structured report covering mainly but not limited to;

- a) The specific component(s) of the Strategic Plan assessed (Scope)
- b) Objectives of the assessment
- c) Methodology
- d) Key findings
- e) Recommendations for improvement

i. Reporting

The Monitoring and Evaluation reports will be used to initiate actions to demonstrate the effectiveness of the Ministry in the implementation of the strategic plan. The reporting system will require that each implementing unit monitors its activities as contained in its annual work plan and budget and prepare periodic performance reports. This will in turn lead to a critical assessment of ministerial objectives in regularly- scheduled top technical, senior management meetings and extended top management meetings. The Ministry will use prescribed templates for quarterly and annual reporting.

The following templates will be used for reporting on the progress of implementation. however, the MoICT&NG will work closely with the National Planning Authority (NPA) to harmonize reporting templates and timelines for consistency and comparability.

Quarterly Progress Reporting Template

Expected Output	Output Indicator	Annual Target (A)	Quarterly for the year			Cumulative to Date			Re- marks	Correc- tive Inter- vention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Annual Progress Reporting Template

Expected Output	Output Indicator	Annual Target (A)	Achievement for year..			Cumulative to Date			Re- marks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Evaluation Reporting Template

Objective (Result Area)	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Re- marks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		

ii. Consideration of Reports and Action

The reports will be internally processed through the following steps: -

- f) Presentation to and consideration by Senior Management Committee (SMC)
- g) Presentation to and consideration by Top Management Committee (TMC)
- h) Communication of, and action on TMCs decisions by the Permanent Secretary/Accounting Officer (PS/AO)

iii. Feedback

The findings of M&E reports as adopted by TMC under (7.5 ii) above plus the decisions and actions made thereof will be formally communicated to all the concerned responsibility centres for information, record and appropriate action. The documentation and sharing of best practices will be premised on various success stories and lessons learnt on implementation actions initiated by the Government and various actors.

iv. Follow up of implementation of Monitoring and Evaluation decisions

The decisions taken by TMC as in 7.5(ii) above and communicated by PS/AO in 7.5 (iii) above must be implemented in a timely manner. That is very important to correct all possible errors, fill all possible gaps and keep the strategic plan on the right course.

The Department of F&A will, therefore, follow up with all the relevant responsibility centres to monitor and report on progress made in implementing previous M&E decisions/directives. The department will also receive, analyze, summarize, consolidate and forward reports to management on a timely basis as per specific deadlines.

The Ministry will align the Performance Contract to the annual Work Plan. Performance targets set will be monitored quarterly and reports submitted to the Head of Public Service for evaluation and appraisal.

8. Risk Management

Risk refers to anything that may constrain the achievement of objectives. It is important to identify potential risks and establish mechanisms to mitigate them. During the development of this strategic plan, certain assumptions have been made. In addition, due to the dynamic operational environment, events that were not identified might turn out to influence the realisation of the plan's objectives. This plan has a matrix that identifies potential risks and proposes mitigation measures. The ministry will periodically evaluate how these risks manifest during the implementation period. It will then provide oversight and advise towards managing the organisation's strategic risks while management and coordinate the implementation of mitigation measures at operational level and regularly appraise the stakeholders on progress made and impact.

8.1 Risk Management Plan

The strategic plan has identified several uncertain events or conditions that may affect its implementation and proposes a risk mitigation plan to eliminate or minimise their impact. The ministry will embed in its strategic intent the identified risks and opportunities and shall continuously evaluate how these risks manifest and develop the institutional capacity to ensure opportunities are taken and risks mitigated. The ministry identified the risks and the proposed possible mitigation measures as shown in table 13 below;

Table 13: Risk Management Framework

#	Risks	Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measures(s)
1	Technology risk: Rapid technology changes and the inability to tap into the emerging technologies' potential.	H	H	H	<ul style="list-style-type: none"> Keep tabs on the technology evolution, Invest in ICT infrastructure, Continuous training.
2	Cybersecurity Risks: Cyberattacks, data breaches, malware, and phishing	H	H	H	<ul style="list-style-type: none"> Implement robust cybersecurity measures, including firewalls, intrusion detection systems, and encryption. Conduct regular security audits and vulnerability assessments

#	Risks	Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measures(s)
3	Data Privacy Risks: data loss, integrity, privacy	M	H	H	<ul style="list-style-type: none"> • Compliance with data protection regulations and review data governance policies, laws, regulations. • Encrypting sensitive data and restrict access to authorized personnel. • Regularly audit data access and usage.
4	Poor organisation culture: Inability of staff to embrace change and harness the ministry's digital transformation initiatives.	M	H	H	<ul style="list-style-type: none"> • Mindset change • Continuous training, • Effective communication, and • Provision of the necessary tools.
5	Infrastructure Risks: hardware failures or outages, software Vulnerabilities, vandalism	M	M	M	<ul style="list-style-type: none"> • Implement redundant systems and backup solutions to ensure high availability. • Conduct routine maintenance and upgrade critical infrastructure components. • Develop a comprehensive business continuity and disaster recovery plan. • Securitization of ICT infrastructure
6	Vendor and Supply Chain Risks: Dependency on Vendors, Supply Chain attacks	M	M	M	<ul style="list-style-type: none"> • Assess and vet vendors for security and reliability. • Include security requirements in vendor contracts. • Regularly review and audit vendor security practices • Compliance to green procurement procedures
7	Human Resource Risks: Skills shortages, employee turnover, or inadequate training	M	M	M	<ul style="list-style-type: none"> • Invest in ongoing training and skill development. • Cross-train staff to reduce dependencies on specific individuals.

#	Risks	Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measures(s)
8	Financial: Inadequate Financial Allocation, Budgetary cuts, and delays in release of funds	H	H	H	<ul style="list-style-type: none"> Engage MoFPED for appropriate budget allocations Engage Development Partners Enhancement of AIA generation Prudent management of resources
9	Legal: Litigation	M	M	M	<ul style="list-style-type: none"> Adhere to the rule of law and procedures Use of Alternative Dispute Resolutions
10	Environmental: Disposal of obsolete equipment and materials	M	M	M	<ul style="list-style-type: none"> Prompt disposal of obsolete equipment Digitize and dispose documentation materials E-Waste management

KEY: L-Low M-Medium H-High

9. Project Profiles

This chapter highlights the project the Ministry will implement during this period of the strategic plan.

During the plan period FY 2025/26 – 2029/30, the programme intends to implement the following key projects;

A. Ongoing Projects

Table 14: Ongoing Projects

PROJECT NAME: Retooling of the Ministry of ICT & National Guidance						
PROJECT SUMMARY						
Project Title		Retooling of the Ministry of ICT & National Guidance				
NDPIV Programme		Digital Transformation Programme				
Implementing Agency		Ministry of ICT &National Guidance				
NDP PIP Code						
Project Status (stage of preparation/ financing)		On going				
MFPED PIP Code		1890				
Location		Kampala				
Estimated Project Cost		Ugx 98.6 bn				
Duration/Life span (Financial Years)		Start Date: 7/1/2021		End Date: 6/30/2030		
Project Financier		GoU				
Officer Responsible (Title)		Permanent Secretary				
PROJECT INTRODUCTION						
Project Brief		The project focuses on institutional development for the Ministry of ICT and National Guidance (MoICT&NG), directly aligning with several key national and programme strategic priorities. The goal of the project is to equip the Ministry with the requisite equipment to facilitate delivery of its mandate				
Project Interventions		The project interventions include: - Preparation of the Asset Management Strategy and Plan; Preparation of procurement plans; Procurement of the planned machinery and equipment; Update of the Ministry Asset Register				
Project Coverage in terms of Parishes		HQ				
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Output 1: ICT equipment procured	114	30	30	29	29	29
Output 2: Furniture and fittings procured	89	12	12	12	12	14
Output 3: Light transport equipment procured	0	4				
Output 4: Electrical machinery procured	1	1				
Total	204					

PROJECT NAME: National ICT Initiatives Support Programme (NIISP)
PROJECT SUMMARY

Project Title	National ICT Initiatives Support Programme (NIISP)
NDPIV Programme	Digital Transformation Programme
Implementing Agency	Ministry of ICT & National Guidance
NDP PIP Code	
Project Status (stage of preparation/financing)	On going
MFPEP PIP Code	1890
Location	Kampala
Estimated Project Cost	Ugx 156.0 bn
Duration/Life span (Financial Years)	Start Date: 7/1/2021 End Date: 6/30/2030
Project Financier	GoU
Officer Responsible (Title)	Permanent Secretary

PROJECT INTRODUCTION

Project Brief	The NIISP aims to take advantage of the existing innovation support structure and to streamline the government's intervention by providing support to operationalize the entire ICT innovation ecosystem. The overall goal of this project is to create a systematic and sustainable enabling environment for nurturing, promoting and uptake of locally developed ICT innovation for socio-economic development.
Project Interventions	The project interventions include: - Operationalization of Regional ICT innovation Hubs; Support for ICT research and innovations; Promoting use of ICT products, services and solutions; Promotion of Local Electronics Manufacturing and Assembly.
Project Coverage in terms of Parishes	HQ

PROJECTED DISBURSEMENTS (UGX BILLION)

	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Output 1: Regional ICT innovation Hubs operationalised	100	10	10	9	9	9
Output 2: ICT research and innovations supported	89	10	10	10	10	14
Output 3: Local ICT products, services and solutions promoted	0	6	5	5	5	5
Output 4: Local Electronics Manufacturing and Assembly promoted	1	1	2	2	2	2
Total	190	47	27	26	26	30

PROJECT NAME: Uganda Digital Acceleration Project – Government Network (UDAP – GovNet)
PROJECT SUMMARY

Project Title	Uganda Digital Acceleration Project – Government Network (UDAP – GovNet)
NDPIV Programme	Digital Transformation Programme
Implementing Agency	NITA U
NDP PIP Code	
Project Status (stage of preparation/ financing)	On going
MFPEP PIP Code	1615
Location	Country Wide
Estimated Project Cost	USD200 million (Ugx750.00 bn)
Duration/Life span (Financial Years)	Start Date: 27/5/2023 End Date: 6/30/2025
Project Financier	IDA
Officer Responsible (Title)	Executive Director

PROJECT INTRODUCTION

Project Brief	The major objectives of UDAP – GovNet are to: (i) Expand access to high-speed internet in selected areas, (ii) Improve the efficiency of digital service delivery in selected public sectors, and (iii) Strengthen the digital inclusion of selected host and refugee communities.
Project Interventions	The project interventions cover three major components, namely: (i) Expanding digital connectivity in selected areas, (ii) Enabling digital transformation of the Government (iii) Promoting digital inclusion of host and refugee communities.
Project Coverage in terms of Parishes	Country wide

PROJECTED DISBURSEMENTS (UGX BILLION)

	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Output 1: Expanding Digital Connectivity in Selected Areas	323.36					
Output 2: Enabling Digital Transformation of the Government	188.0					
Output 3: Promoting Digital Inclusion of Host Communities and Refugees	214.32					
Output 4: Project Management	26.32					
Total	752.00					

B. Pipeline Projects/ Ideas

Table 15: Pipeline Projects/Ideas

Project Name: Increasing Uptake of E-Government Services						
PROJECT SUMMARY						
Project Title		Increasing Uptake of E-Government Services				
NDPIV Programme		Digital Transformation programme				
Implementing Agency		Ministry of ICT and National Guidance				
NDP PIP Code						
Project Status		Project idea				
Location		Country wide				
Estimated Project Cost		Ugx 760 bn				
Project Duration/Life span (Financial Years)		Start Date: July 1, 2025 End Date: June 30, 2029				
Project Financier		Yet to be identified				
Officer Responsible (Title)		Undersecretary/Finance and Administration				
PROJECT INTRODUCTION						
Project Brief		To increase access to digital services, technologies, and skills by Government, businesses, and individuals in Uganda. The project is fundamental to support the Government's efforts to digital transformation. In the short term, it will be an accelerator, amplifier, and augments of change. It has a huge potential to improve national productivity by making Government and business enterprises more efficient, effective and globally competitive. It is therefore a crucial driver of social and economic development. In the longer term, it will guide interventions for a digitally enabled society that is consistent with 'a transformed Ugandan society from a peasant to a modern and prosperous country within 30 years.				
Project Outputs		Digital infrastructure and connectivity developed Digital services established Cyber security, data protection and privacy services delivered Digital skills and literacy provided Innovations and Entrepreneurship promoted				
Project Coverage in terms of Parishes		The project is expected to benefit the entire population of Uganda, estimated at over 47,000,000 individuals.				
PROJECTED ESTIMATED COST (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total		200	190	190	190	180

PROJECT NAME: Broadband Over Powerline for last mile Internet connectivity
PROJECT SUMMARY

Project Title	Broadband Over Powerline for last mile Internet connectivity
NDPIV Programme	Digital Transformation
Implementing Agency	Ministry of ICT and National Guidance
NDP PIP Code	
Project Status (stage of preparation/financing)	Concept
MFPEP PIP Code	00007-020-05
Location	All regions of Uganda
Estimated Project Cost	186.2 Billion UGX
Duration/Life span (Financial Years)	Start Date: End Date:
Project Financier	GOU
Officer Responsible (Title)	Permanent Secretary

PROJECT INTRODUCTION

Project Brief	The project goal is to provide last mile broadband Internet through existing power lines to 42% of the population of Uganda. The last mile section is the most expensive part of an ICT network. Having a cheap last mile solution makes rollout of infrastructure easier and cost of services to end user cheaper. Last mile connections through Broadband Power Lines to every home, takes the ICT transformation to every family (urban or rural). Although electricity has not yet reached every home in Uganda it still has penetrated communities more than optical fiber cable. Every town and district in Uganda has access to electricity and with many more power dams coming on board, it is safe to say the electricity distribution will get better. We propose to use BPL to provide cheap last mile connectivity which will in turn also increase utilization of Government optical fiber laid under the NBI/EGI project.
Project Interventions	The project aims to leverage existing electricity infrastructure to provide broadband Internet to citizens. Use of this infrastructure will reduce the cost of last mile connectivity which will in turn reduce the cost of fixed broadband Internet to citizens.
Project Coverage in terms of Parishes	All Parishes which are covered by the electricity grid.

PROJECTED DISBURSEMENTS (UGX BILLION)

	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Output 1: All areas in Uganda with electricity access (42%) but no fixed broadband Internet connectivity documented.		0.93	0.28	-	-	-
Output 2: Connectivity from broadband Internet points of presence to electricity distribution stations established.		10	45	20	20	20
Output 3: Last mile Internet connectivity all houses connected to the electricity grid in Uganda provided (42 percent of the population).	-	25	15	15	15	-
Total		35.93	60.28	35	35	20

PROJECT NAME: National Postcode and Addressing System

PROJECT SUMMARY

Project Title	National Postcode and Addressing System
NDPIV Programme	Digital Transformation
Implementing Agency	Ministry of ICT and National Guidance
NDP PIP Code	
Project Status (stage of preparation/financing)	Concept
MFPEP PIP Code	00006-020-05
Location	Whole country
Estimated Project Cost	47.6 Billion
Duration/Life span (Financial Years)	Start Date: End Date:
Project Financier	GOU
Officer Responsible (Title)	Permanent Secretary

PROJECT INTRODUCTION

Project Brief	The project goal is to develop and adopt a GIS supported National Postcode and Addressing system for Uganda that clearly identifies any location in Uganda in a Village, Parish, Sub-county, County, District and Region to improve on service delivery in the country.
Project Interventions	This project ultimately aims at creation of a robust Geographic Information System (GIS). A GIS stores diverse data that can be used to analyse and manage geographic information and then present this information on maps. GIS combines data on land use, population, property and so on to form an integrated model that aids in decision making and can be adapted to other data models.
Project Coverage in terms of Parishes	All Parishes in Uganda.

PROJECTED DISBURSEMENTS (UGX BILLION)

	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Output 1: 2 million physical addresses in urban areas captured into a spatial database.		3.183	11.3	3.2	0.4	-
Output 2: 6 million physical locations in Uganda assigned an address.		1.2	11	5	2.1	1.5
Output 3: All the 8 million household addresses in Uganda linked to National Identification Information database.		0.7	0.1	0.8	0.5	0.14
Output 4: Framework developed for update of the developed addressing database.		0.92	0.97	1.3	1.9	1.43
Total		6.003	23.37	10.3	4.9	3.07

References

- 1) The Constitution of the Republic of Uganda, 1995
- 2) The Third National Development Plan (NDP III)
- 3) The Fourth National Development Plan (NDP IV)
- 4) National Budget Framework Paper, FY 2024/25, Ministry of Finance, Planning and Economic Development, June 2023
- 5) The Uganda Vision 2040
- 6) The Ministry of Information and Communications Technology & National Guidance, Ministerial Policy Statement, 2022/23 – 2023/24
- 7) The Digital Uganda Vision
- 8) The Digital Transformation Roadmap
- 9) Effective Strategic Planning; Lefkowitz, Dare “Lefty”, Management Quarterly, Volume 42, No 1, Spring 2001

APPENDICES

Appendix 1: Mandate, Strategic Objectives and Functions of the Ministry

Mandate

The Ministry of ICT and National Guidance is mandated “to provide strategic leadership and supervision in ICT and National Guidance for sustainable development”.

Strategic Objectives

The Ministry’s Strategic Objectives are;

- i. Increasing the national ICT infrastructure;
- ii. Enhancing usage of ICT in national development and service delivery;
- iii. Promoting ICT research, innovation and commercialization of Indigenous knowledge products;
- iv. Increasing the ICT human resource capital;
- v. Strengthen the policy, legal and regulatory framework
- vi. Ensure effective communication and national guidance

Functions

The Ministry’s broad functions include the following:

- i. Providing an enabling ICT legal and regulatory environment.
- ii. Providing secure ICT Access and Usage for all.
- iii. Harnessing employment and growth opportunities through ICT.
- iv. Providing a framework for increased citizen participation in government programs.

Structure of the Ministry

To discharge its mandate and perform its functions effectively, the Ministry is organized and structured as follows: Top Leadership and Management Structure

i) Political leadership and supervision

At the top of its echelon, the Ministry has the offices of Minister and Minister of State that provide overall political and policy leadership and supervision in the provision of ICT and National Guidance services. This apex office also plays oversight roles and represents the interests of the Ministry at the highest political and policy levels in the country, i.e. Cabinet and Parliament.

ii) Chief Executive Office

Below the Minister's Office, there is the CEO / Permanent Secretary who is also the Ministry's Accounting officer. This office is responsible for the day-to-day; organization and operation of the ministry; advising the Ministers on the policies and programs of the ministry; implementing government policies and ensuring proper utilization of public resources in the ministry.

iii) Administration and Support Services

Under the Office of Permanent Secretary, there is the Department of Finance and Administration headed by the Under Secretary. The department's main role is to provide both routine and strategic administrative support services that facilitate the day to day running of the Ministry, as well as supporting implementation of the Ministry's development programs & projects. The broad scope of the department's work, therefore, is; policy formulation and implementation; strategic and annual development planning; management of human, financial, physical and information resources; and monitoring & evaluation (M&E). To effectively discharge this mandate, the department is comprised of the following key administrative support service divisions and units:

- a) Administration Division
- b) Policy and Planning Division
- c) Human Resource Management Division
- d) Procurement and Disposal Unit
- e) Finance and Accounts Unit
- f) Policy Unit Internal Audit Unit

Specifically, the department performs the following main functions:

- Policy Analysis and Planning;
- Budgeting and Financial Management;
- Internal Controls, Reporting and Accountability;
- Monitoring and Evaluation;
- Human Resource Management;
- Procurement and Logistics Management;
- Assets Management;
- Utilities Management;
- Occupational Health, Safety and Security;
- Management of Meetings and Events
- Administrative Support to Ministers;
- Managing Public Relations and promoting the Ministry's Image
- Project Coordination; and
- Records Management.

Below the Permanent Secretary, there will be also three units to support the operations of the accounting officer namely;

- i. Monitoring and Evaluation Unit
- ii. Internal Audit Unit
- iii. Communications and Public Relations Unit

Technical Services Structure

The technical wing of the Ministry is organized into 6 departments as follows:

i) Department of ICT Network Management with the following divisions;

- a) Division of ICT Networks Development and Support
- b) Division of Infrastructure Implementation

The overall function of the department is ***“to manage access to data and resources, and make them available to users and systems”.***

- i. To provide operational support towards the supervision and implementation of IT Infrastructure projects;
- ii. To manage and maintain the entire GOU infrastructure networks;
- iii. To carry out performance monitoring through the Network Operating Centre (NOC);
- iv. To monitor and record monthly load values at key installations and project future power demand;
- v. To advice on system upgrades, authorize and supervise additions and decommissioning of installations to the existing installations;
- vi. To carry out installations, preventive maintenance and documentation of all network nodes and locations;
- vii. To develop tools, applications and scripts to increase the effectiveness of the provisioning of services.

ii) Department of Data Centre Management, with the following divisions;

- a) Division of Incident Support
- b) Division of Hosting Support Provisions

The main role of the Department is ***“to centralize the government’s storage, processing and dissemination of shared IT operations, data and applications”.***

- i. To provide effective data Centre services to all MDA/LG applications hosted in the Data Center;

- ii. To supervise and support the design and construction of Data Centre and Disaster Recovery Site Infrastructure;
- iii. To supervise the deployment of Government Services and Applications onto the Government wide Cloud Infrastructure;
- iv. To manage Data Centre operations to ensure that the Data Centre facilities are always operational;
- v. To provide IT operational support Services to the MDA/LGs;
- vi. To promote automation and adaptation of all cloud services and applications;
- vii. To develop tools & techniques to ensure secure cloud infrastructure.

iii) Department of ICT Infrastructural and Architectural Planning, with the following divisions;

- a) Division of ICT Parks Development
- b) Division of ICT Infrastructural and Architectural Planning

The overall function of the department is to ***“design efficient network infrastructure that satisfies the short and long-term requirements of the country”***.

Specific functions of the Department are;

- i. To develop and maintain the country’s IT infrastructure blue print for both Government and Private sector to avoid duplications;
- ii. To develop and maintain a future proof core network design to guarantee deliverables that meet both MDA/LGs and private sector requirements;
- iii. To manage the demand and capacity for all network and bandwidth requirements by government MDA/LGs and private sector players;
- iv. To develop architectural blue prints for test beds for the country’s future technologies;
- v. To develop and maintain a future proof core network design to guarantee deliverables that meet both MDA/LGs and private sector requirements.

iv) DEPARTMENT OF ICT SERVICES, with the following divisions;

- a) Division of MDA Support Services
- b) Division of Local Government support services
- c) Division of ICT service Management and Business Relations

The overall function of the department is to ***“provide the required IT support for MDAs and LGs to achieve excellence in service delivery through the use of ICT”***.

Specific functions of the Department are;

- i. Providing technical support supervision and advice for critical Government information technology systems in all MDAs and LGs;
- ii. Identifying and advising Government on all matters of information technology development, utilization, usability, accessibility and deployment;
- iii. Promoting awareness and developing capacity of institutions for e-government applicants and services;
- iv. Developing and reviewing policies, standards, and guidelines on management of IT supplies and advising Government institutions accordingly;
- v. Developing and promoting collaboration mechanisms with key stakeholders to influence the uptake of e-government services;
- vi. Liaising with the private sector, development partners, academia, and other external stakeholders affected by or who affect the ICT sector;
- vii. Promoting the uptake of ICT infrastructure and services by the private sector and general population; and
- viii. Promoting the use of e-services by women, youth, persons with disabilities, refugees, and other special interest groups.

v) Department of Digital Transformation and Research, with the following Divisions;

- a) Division of Business Transformation,
- b) Division of Business Process Outsourcing,
- c) Division of Product Development and Research,
- d) Division of Applications Development, and
- e) Division of Information Security.

The department's overall function is to ***“Strengthen the existing frameworks, structures, and channels for the development and implementation of innovations and locally developed ICT solutions in Uganda”.***

Specific functions of the Department are;

- i. Carrying out business process development to support the development of interoperable, scalable e-services for MDA/LGs;
- ii. Developing and Implementing delivery channels for e-government and e-commerce;
- iii. Promoting the uptake and use of e-government services and monitoring e-service performance across Government;
- iv. Develop a database of available talents, (skills and knowledge) and identifying organisations

or potential employers that are outsourcing for specific skills that Uganda can offer;

- v. Developing and maintaining relationships with International partners and investors for purposes of promoting BPO and monitoring the performance of BPO services;
- vi. Planning, developing and evaluating appropriate training courses and training materials in liaison with training institutions to meet identified BPO needs;
- vii. Conducting adequate research and assessing the viability of new ICT products developed in the country;
- viii. Coordinating software development under the National ICT Initiatives, Support Program (NIISP)
- ix. Carrying out market analysis to understand ICT trends and developing relevant innovations; and
- x. Equipping ICT Parks with high-end technologies and facilities to support innovation and research in ICT.

vi) Department of Communication and National Guidance, with the following Divisions;

- a) Division of information and communications, and
- b) Division of National Guidance.

The department's overall function is to ***“establish and maintain a framework for an effective and efficient communication and marketing strategy; citizen mobilization, advocacy and guidance framework for all government programmes and meet the information needs of Ugandans within the country and in the diaspora”.***

Specific functions of the Department are;

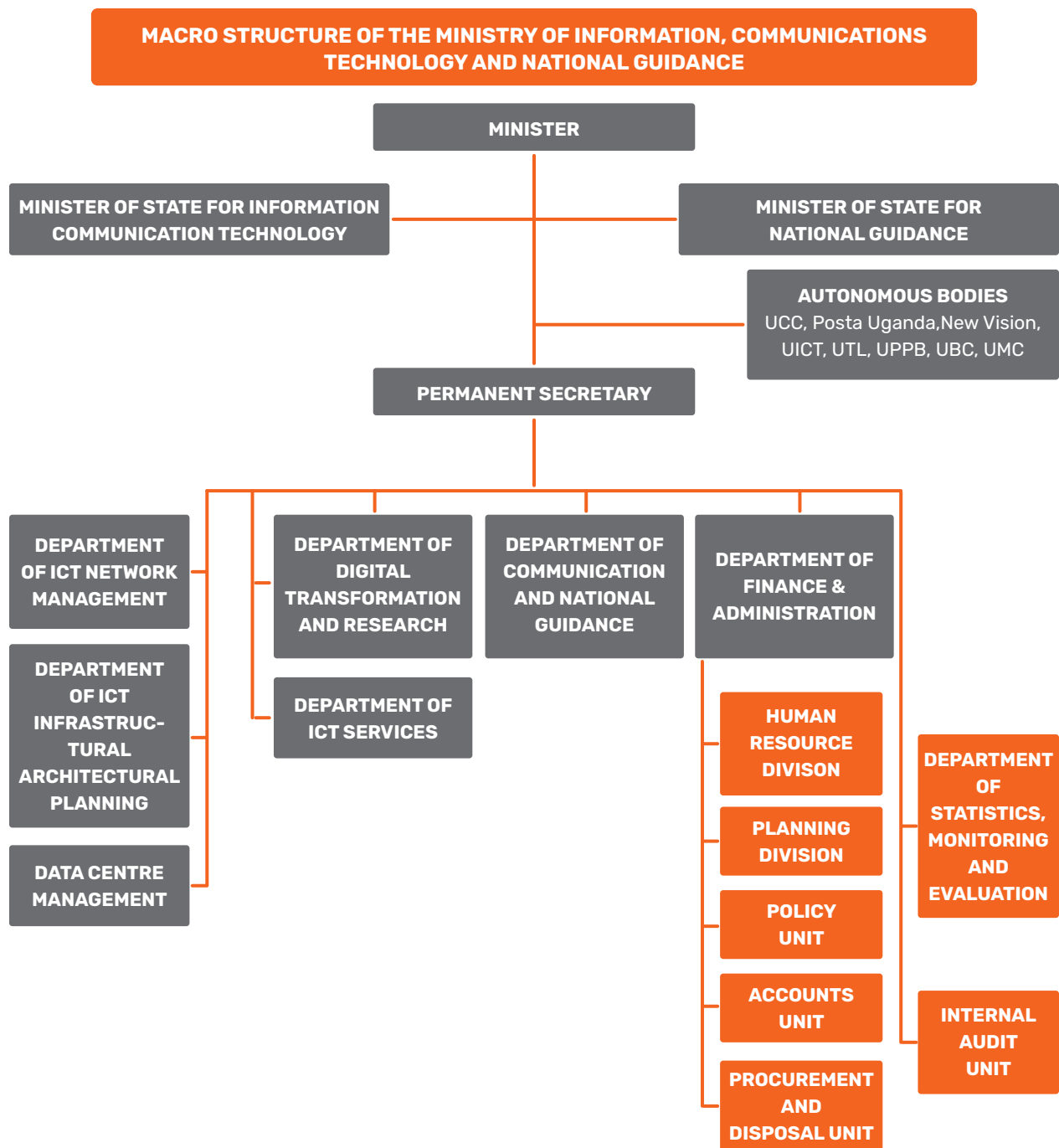
- i. Developing and reviewing policies, standards, and guidelines for effective communication and information dissemination by MDAs and LGs;
- ii. Developing, reviewing, and disseminating strategies to build a national ideology and mindset for social-economic transformation;
- iii. Developing strategies and programmes for establishing and maintaining a national value system based on defined national core values;
- iv. Promoting civic awareness and participation in national development for socio-economic transformation;
- v. Propagating the national interest, common good, national identity and national vision;
- vi. Spearheading and promoting the use of information technology in the dissemination of Government programmes and achievements;
- vii. Developing and disseminating strategies for the delivery of consistent, adequate, and effective communication through diverse languages, channels and formats;

- viii. Building and maintaining collaboration mechanisms with relevant stakeholders; and
- ix. Providing technical support and guidance to Ministries, Departments and Local Governments on communication management.

Agencies of the Ministry

The Ministry also supervises and coordinates the following statutory agencies:

- a) The Media Council of Uganda
- b) National Information Technology Authority-Uganda (NITA-U)
- c) The Uganda Broadcasting Corporation (UBC)
- d) Uganda Communication Commission (UCC)
- e) Uganda Institute of Information and Communication Technology (UICT)
- f) Uganda Media Centre (UMC)
- g) Uganda Post Limited (UPL)
- h) The New Vision Printing and Publishing Corporation/Vision Group, and
- i) Uganda Telecommunications Corporation Limited (UTCL)



Appendix 2: Monitoring and Evaluation Results Framework

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Dept
Programme: Digital Transformation									
Programme Goal: Increased ICT penetration and usage of ICT services for efficiency gains and job creation									
Ministry Goal: Create an enabling environment for ICT adoption, usage, service delivery and national guidance Percentage of MDAs and LGs using e-services	Average turnaround time for Government e-services (transfer of land ownership)	10	9	8	7	6	5	MoHLUD, KCCA	E-services
	10.74	15	20	25	40	45	Administrative data	E-services	
Programme Objective 1: Increase ICT connectivity across the country									
Ministry Objective 1: Streamline ICT Infrastructure planning and deployment									
Outcome 1.1: Increased coverage and access to ICTs	Broadband coverage by population (%)	71	73	75	77	80	85	Administrative data	ICT Infrastructure
Intervention 1.1.1: Develop an integrated National Spatial Data Infrastructure Geospatial metadata catalogue									
Output 1.1.1.1: Integrated NSDI Geospatial metadata catalog developed and updated	Completion of the national ICT Infrastructure datastore		20	40	60	80	100	Administrative Data	ICT Infrastructure
	Percentage of MDAs with standardised Spatial Data (%)		10	25	40	65	100	Administrative Data	ICT Infrastructure
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dept
	Undertake comprehensive geospatial metadata development and standardization		1.0	1.0	1.0	1.0	1.0		
Programme Objective 2: Improve efficiency in Business processes and public service delivery									
Ministry Objective 2: Enhance digitalization of government services									
Outcome 1.1: Improved efficiency in delivery of government services. Average turnaround time for Government services (transfer of land ownership)	Percentage of the population satisfied with e-government services	22.2		30		35			
	10	9	8	7	6	5	MoHLUD, KCCA	E-services	
Intervention 1.1.1: Undertake business process re-engineering of key government services									
Output 1.1.1.1: Government services automated, integrated and rolled out	Number of government services automated and rolled out	34	44	54	64	74	84	Administrative data	E-services
Actions									
Develop and roll out integrated enterprise e-government systems			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		
			12.93	13.06	13.32	13.60	13.93		
Support automation of PDM pillars									
			2.48	2.48	2.48	2.48	2.48		

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Dep't
Change management to increase adoption of e-services			0.80	1.01	1.42	1.87	2.41		
Intervention 1.1.2: Remodel and equip post offices to facilitate delivery of e-gov't services									
Output 1.1.2.1: Post offices refurbished and equipped to deliver e-government services	Proportion of identified e-government services provided via post offices	0	20	40	60	80	100	survey	Data Networks Engineering
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Refurbish and equip post offices across the country			0.80	0.80	0.80	0.80	0.80		
Intervention 1.1.3: Develop a national addressing and postcode database									
Output 1.1.3.1: Addressing and postcode database developed	Percentage of Geocoded national addressing and postcode system completed	10	20	40	60	80	100		Data Networks Engineering
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Develop a geo-referenced database for post-codes and addresses			0.39	0.39	0.39	0.39	0.39		
Operationalise the National addressing system			0.10	0.10	0.10	0.10	0.10		
Programme Objective 3: Increase uptake of digital products and services									
Ministry Objective 3: Increase uptake of local ICT solutions									
Outcome 1.1: Increased adoption of local ICT products	Percentage of local products commercialized	23	28	33	38	42	45	Administrative Data	Research & Development
Intervention 1.1.1: Promote the adoption of local ICT solutions in the e-Gov't agenda									
Output: Increased utilization of local innovations	Percentage of local innovations adopted	23	28	33	38	42	45	Administrative Data	Research & Development
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Create platforms showcasing local solutions			1.52	1.92	2.70	3.56	4.57		
Intervention 1.1.2: Establish additional innovation and incubation centres									
Output: New centres operationalized	Number of operational innovation and incubation centers	15	15	16	17	18	19	Administrative data	Research & Development
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Identify strategic locations and establish innovation and incubation centres			1.90	1.90	1.90	1.90	1.90		Research & Development
Partner with academia and private sector			0.07	0.07	0.07	0.07	0.07		Research & Development
Intervention 1.1.3: Leverage expertise in Call Centre, Back Office, Transcription, and Knowledge Process Management to attract outsourcing business									
Output: Increased BPO job creation	Number of BPO/ITES companies supported to create jobs	10	15	20	25	30	35	Administrative data	Research & Development
Number of people employed by BPO/ITES companies	10,205	16,813	23,421	30,029	36,637	43,245	Administrative data	Research & Development	

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Dep't
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Promote Uganda as a BPO destination			0.40	0.51	0.71	0.94	1.20		
Establish partnerships with global outsourcing firms			0.15	0.16	0.19	0.22	0.25		
Programme Objective 4 : Strengthen institutional coordination and enforcement of policies, laws and regulatory frameworks									
Ministry Objective 5: Strengthen institutional coordination and enforcement of policies, laws and regulatory frameworks									
Outcome 1: Coordinated planning and implementation of the Digital Transformation Programme	Proportion of the Programme implementation (%)	23	15	30	45	60	70	CoC	Finance & Administration
Intervention: Undertake regular participatory monitoring and performance review of programme interventions									
Output: Programme performance reports produced	Number of programme performance reports	2	2	2	2	2	2	Administrative data	Finance & Administration
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Undertake annual performance reviews			0.10	0.10	0.10	0.10	0.10		
Output: Strategic Plan MTR review undertaken	MTR review report produced				Yes				
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Undertake the Midterm review of the strategic plan					0.200				
Output: Strategic Plan end term review undertaken	Strategic Plan end term review produced						Yes	Administrative data	Finance & Administration
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Undertake the End term evaluation							0.20		
Output: Strategic Plan developed	Strategic Plan approved						Yes		
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Develop the Strategic Plan FY2030/31-FY2034/35							0.10		
Intervention: Develop, review and implement policies, laws, standards and regulatory frameworks									
Output: Policies, laws, standards and regulatory frameworks developed/reviewed and implemented	Number of Policies, laws, standards and regulatory frameworks developed/reviewed and implemented	2	2	2	2	2	2	Administrative data	Finance & Administration
Action			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dep't
Conduct policy, standards, guidelines, laws and legal framework review consultations			0.27	0.27	0.27	0.27	0.27		
Draft revised policy, standards, guidelines, laws and legal frameworks			0.40	0.40	0.40	0.40	0.40		
Sensitize stakeholders on new policies, standards, guidelines, laws and legal frameworks			0.27	0.27	0.27	0.27	0.27		

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Dept
Enforce compliance to new policies, standards, guidelines, laws and legal frameworks			0.27	0.27	0.27	0.27	0.27		
Ministry Objective 5: To mobilize communities for increased participation in national development.									
Outcome: Increased participation of the population in development initiatives Proportion of household participating in saving schemes	Percentage of households actively involved in national development initiatives and decision-making processes	20	25	30	35	38	40	UBOS surveys	Information
	20	25	30	35	38	40	UBOS surveys	Information	
Intervention: Undertake public awareness campaigns on key national development initiatives									
Output: Coverage of media houses on community awareness engagements on national initiatives enhanced Number of NDP IV programmes content translated in various indigenous languages	Number of media programs broadcast on national development initiatives.	10	13	15	18	20	22	Administrative data	Information
	27	57	57	57	57	57	Administrative data	Information	
Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dept
Translate national development (such as PDM, Emyooga, Grow, UWEP, YLP, etc) content/messages into various indigenous languages.			1.00	1.00	1.00	1.00	1.00		
Leverage the creative industry (musicians, artists, film) to create awareness and influence citizens on government initiatives			0.65	0.65	0.65	0.65	0.65		
Intervention: Undertake public awareness campaigns on rights, duties and responsibilities of individuals, families, communities and citizens.									
Output: A national civic education program aimed at improving the level of awareness of rights, duties and responsibilities of individuals, families, communities and citizens developed and implemented	Number of people participating in the civic education program	1,396	2,000	2,000	2,000	2,000	2,000	Administrative data	National Guidance
Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30		Responsible Dept
Develop and implement the civic education program			0.20	0.20	0.20	0.20	0.20		
Train public officers on mindset change (All levels)			0.50	0.50	0.50	0.50	0.50		
Developed and implement a set of National Values			0.25	0.25	0.25	0.25	0.25		
Popularize the National Symbols			0.25	0.25	0.25	0.25	0.25		
Create awareness on the national objective xxix (29) of the Constitution on the duties and obligations and its implementation			0.35	0.35	0.35	0.35	0.35		
Popularize the National Vision, values and Interests in different languages			0.27	0.27	0.27	0.27	0.27		
Undertake media awareness campaigns on Government programmes			0.25	0.29	0.37	0.4	0.5		

