



National Information Technology Authority

Annual Report

2011/12



4/10/2012

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FOREWORD BY HON.MINISTER

The Government of Uganda has identified information and communication technology (ICT) as core to its strategy for enhancing public service delivery, employment creation, and national growth. This is clearly enshrined in the 5-Year National Development Plan (NDP) and the national Resistance Movement (NRM) Party Manifesto. The overall vision is to transform the country into a knowledge-based economy where national development and good governance are sustainably enhanced and accelerated by timely and secure access to Information and efficient application of ICT. ICT must be integrated in the social and economic fabric of Uganda to facilitate faster socio-economic transformation.

NITA-U was established to monitor, coordinate and promote IT in the Country. For the two years of its operation up to June 12, NITA-U has been able to accomplish most of the organizational set up activities and deliver important initial phases of national IT infrastructure projects such as the National Backbone Infrastructure (NBI) and Electronic Government Infrastructure (EGI). Business Process Outsourcing (BPO) companies are also now hosted by NITA-U in order to create awareness about the business opportunities in the BPO sector, stimulate the sector, create employment for the youth, and generate revenues for the country.

A major challenge that the Ministry of I CT has started addressing through NITA-U is the rationalization of IT in government. This will eliminate the huge outlays that result from uncoordinated and largely territorial approaches to establishing IT services and systems. Government is committed to this initiative so that funds so saved can be invested in providing modern IT service within government and to the citizens. The development of a common information platform for government and its agencies will lead to consistent and correct data, better planning, better service delivery, and improved livelihoods.

We know that with good long term planning, ICT will be a key driving force to propel Uganda to a middle income or developed nation with the 30 year vision. It will rival sectors such as Oil and Gas through both sustainability and a greater potential for job creation and societal impact.

HON. RUHAKANA RUGUNDA

Minister of Information and Communications Technology



Chairman's Message

It is a pleasure to present to the government and people of Uganda as well as all our other stakeholders the Annual Report of the National Information Technology Authority Uganda (NITA-U) for the Financial Year (FY) 2011/12. The report highlights the major developments in the Information Technology (IT) subsector, key programmes and projects undertaken by NITA-U, as well as the priorities in the short to medium term.

NITA-U was established by the National Information Technology Authority Act 2009 and started operations in 2010. The first year of its operation was largely devoted to set up activities, with full operations commencing during FY 2011/12. The current Board was appointed during the first quarter of 2012, and has undertaken a series of performance improvement measures that include reporting compliance (as stipulated in the Act).

During FY 2011/12, the Authority recruited staff in key positions and also established the requisite internal management procedures and systems. NITA also delivered on a number of projects including: (i) establishment of the National Backbone Infrastructure (NBI), focusing on corrective work to address short-comings during the earlier implementation and extension; (ii) Establishment of the Business Process Outsourcing (BPO) Centre for sector simulation, job creation and skills transfer; (iii) Setting up of District Business Information Centers (DBICS); (iv) Establishment and testing of the unified messaging and collaboration services; (v) Production of framework for developing standards for IT infrastructure and services; and (vi) drafting of regulations for enforcing cyber laws.

Firm ground has therefore been prepared to enable the continuing roll out of infrastructure to support IT applications in different sectors; and to deliver e-government and e-governance services to improve government processes and facilitate improve service delivery to citizens. This will require proper Rationalization of IT initiatives and systems in government and broad-based participation by a cross section of stakeholders: Continuing rollout and exploitation of IT infrastructure; implementation of e-government and e-governance; and creating the necessary secure environment for all these will therefore be key areas of focus during 2012/13.

A lot still remains to be done to transform Uganda into a modern e-enabled economy, and NITA will seek the continuing support and partnership of both the public and private sectors to enable this.

Eng Dr F F Tusubira

Chairperson of the Board

Executive Directors Message



Section 36 of the NITA U Act, 2009 requires the NITA U to prepare and submit to the Minister within three months after the end of each financial year, an annual report on the activities and operations of the Authority for that financial year for eventual submission to Parliament (as provided for in section 37). It is against this background that this Annual Report has been prepared.

The report has been developed based on regular monitoring reports of the IT subsector by the regulator, assessment of NITA performance and analysis of stakeholder expectations and comments. A number of processes informed the reporting include ICT sector review, stakeholder consultations and engagements, and review of the ICT sector contribution to Government Performance Report.

We wish to applaud all stakeholders for the good will and supports extended to NITA-U during the period and pray that the sector will continue to grow and fully deliver to stakeholder's expectations.

JAMES SAAKA

Executive Director.

The Report in Brief

The Authority was created in 2009 by the National Information Technology Authority Uganda (NITA-U) ACT 2009 and operationalized in 2010 with the appointment of the Board, the appointment the interim Executive Director, and the other five Directors. The focus of the first year of operation (FY 2010/11) was largely on set up activities to ensure operationalization of the Authority. The FY 2011/12 therefore marked full operationalization of the Authority and the report of its performance constitutes the maiden Annual Report of NITA-U.

This Annual Report presents performance of NITA-U for the Financial Year 2011/12, which spans from 1st July 2011 to 30th June 2012. It is the Maiden Report for this new institution. Being the first report, it provides a background on formation and rationale of NITA-U, organization structure and the strategic direction. The report also presents an overview of trends in Information Technology and assesses the major developments in IT at regional and national landscape. Structurally, this Annual Report is split into two parts – part one contains the physical performance – that is, NITA-U s achievements against planned outputs, and part two contains the financial and budget performance.

In regard to the physical performance, the most notable achievements during the FY 2011/12 included but not limited to the following;

- i. **Establishment and installation of IT Infrastructure:** Phase I & II of the National Backbone Infrastructure (NBI) were completed and launched on 7th October 2011.

Figure 1

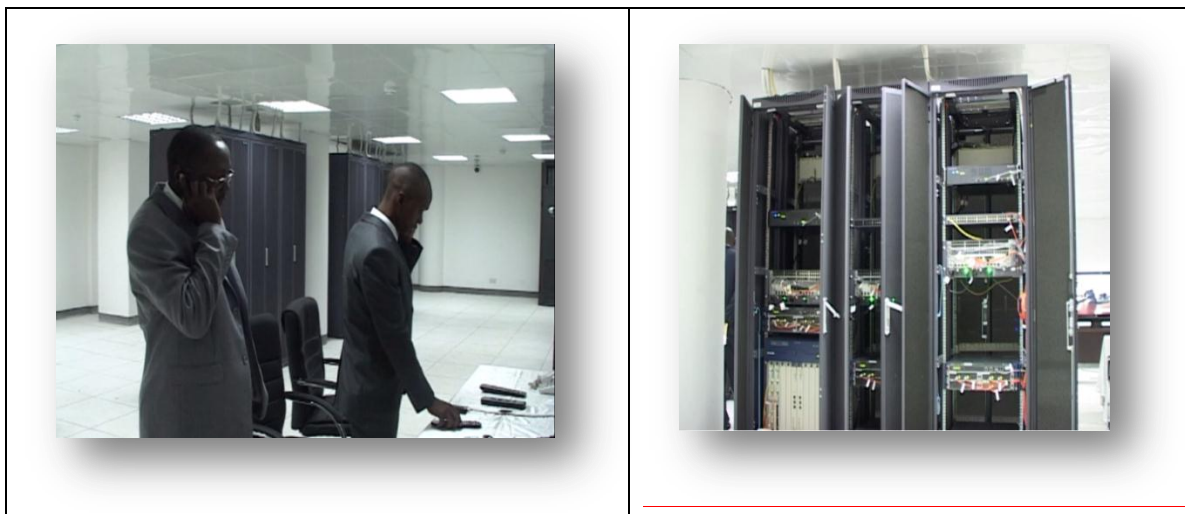


Figure 1 showing the current rollout of the NBI (**Phase I:** Kampala, Entebbe, Bombo, Mukono and Jinja. **Phase II:** Luwero, Nakasongola, Masindi, Gulu, Elegu, Lira, Soroti, Kumi, Mbale, Malaba, Tororo, Busia, Mbarara, Kasese, Fort Portal and Kyenjojo)



- ii. **Coordination and Harmonization of Information Technology (IT) Systems.** A strategy paper on rationalization of Information Technology (IT) initiatives and services in Government was developed and approved by Cabinet. The Strategy paper identifies key strategies to consolidate, harmonize and rationalize IT initiatives in order to minimize duplication and avoid wastage of public resources. It further provides uniform Guidelines and Standards for systematic acquisition, deployment, utilization and disposal of IT initiatives across government.

The National Data Centre where applications are centrally hosted



- iii. **Promotion of E-Government and IT Enabled Services (ITES).** Business Process Outsourcing (BPO) incubation Call Centre established as a strategy for promoting ITES and enhancing job creation among the youth. In addition, BPO incentives guidelines, BPO strategy and model were developed and/or reviewed.



NITA-U Board Members tour the BPO Call Centre at Statistics House

- iv. **Framework for Development of IT Standards, laws and regulations.** The framework for development, adoption and adaption of IT standards as well as their implementation and enforcement was developed in consultation with key stakeholders such as; Uganda National Bureau of Standards (UNBS). The priority Standards were identified and the roadmap for their development and enforced. In addition, draft regulations for operationalization of cyber laws and NITA U Act 2009 were developed through a consultative process.



Minister for ICT and Minister for Trade and Investment at the Cyber laws and NITA-U regulations Stakeholder consultative workshop

1. NITA MANDATE, GOVERNANCE & MANAGEMENT STRUCTURES

1.1 Background and Mandate of NITA

Background NITA-U was established as part of the Government policy to strengthen efficiency in the delivery of public services through the use of Information Technology. NITA-U was established against the observed slow progress in the IT sub-sector despite revolution in the ICT sector experienced since the 1990s.

The subsector had been characterized by; under-developed IT infrastructure, absence of a clear vision for development the IT sector , lack of clear strategy for the IT sector driving development of the country, lack of common standards & procedures, and absence of a policy for private-public engagement in the sector. Others included lack of specific champion for the IT subsector, and lack of separation of the policy, regulatory and implementation functions within the sector.



Mandate: The National Information Technology Authority Uganda (NITA-U) was established Act of Parliament (National Information Technology Authority, Uganda Act of 2009) and was charged with the overall mandate to coordinate, promote and monitor the development of Informational Technology (IT) in the context of social and economic development of Uganda.

Objectives: The main objects to which the Authority was created include but not limited to the following:

- i. Provide high quality Information Technology services to government
- ii. Promote standardization in the planning, acquisition, implementation, delivery, support and maintenance of information technology equipment and services to ensure uniformity in quality, adequacy and reliability of Information Technology usage throughout Uganda
- iii. Provide guidance and other assistance as may be required to other users and providers of Information Technology

- iv. Promote cooperation, coordination and rationalization among users and providers of Information Technology at national and local levels so as to avoid duplication of efforts and ensure optimal utilization of scarce resources
- v. Promote and be the focal point of cooperation for Information Technology users and provider at regional and international levels
- vi. To promote access to and utilization of Information Technology by the special interest groups

Functions and core business of NITA In carrying out the functions specified above, the Authority shall have the following powers:

- i. to carry our regular e-readiness surveys to ascertain the status of Information Technology in Uganda
- ii. to establish a repository of Information Technology standards and for the registration and classification of documentation related to locally developed and imported Information Technology solutions;
- iii. to establish a mechanism for collaboration and promotion of partnerships between various categories of players in the Information Technology sectors;
- iv. to regulate and certify Information Technology education in Uganda in consultation with the ministry responsible for education or its agencies
- v. to charge fees for services provided by the Authority

In a nutshell, NITA-U is expected to play the planning, advisory, coordination, promotion, implementation, monitoring & evaluation functions in the following areas/pillars; ICT Infrastructure; Standards, Legal & Regulatory; Strategy, Planning, Policy; e- Government; Information Security; IT Capacity and skills development; IT Project Management and Operationalization of NITA-U ACT.

1.2 NITA Governance and Management

The Act that established NITA U splits its operational structures into two namely; the Board and Secretariat.

The Board:

NITA governance is vested to a 7 person Board of Directors appointed by the Minister of Information Communication Technology (MoICT). The Board is responsible for providing policy oversight and guidance to the Secretariat. However, the Authority is under the overall political supervision of the Minister of Information and Communications Technology (ICT).

The Board facilitates, supervises and supports the NITA-U Executives in implementation of NITA-U mandate and strategies. Amongst others, the Board is specifically responsible for:

formulation policy guidelines, approval of budgets & action plans, monitoring implementation of plans & programmes, determining structure and establishing staffing levels and establishment of rules and procedures of the Authority. The Board members are appointed by the Minister of Information and Communications Technology and approved by the Parliament of Uganda.

The newly inaugurated NITA U board is chaired by Dr. Francis Fredrick Tusubira. The full NITA U Board as at 10th January, 2012 is as follows:

- Dr. Francis Fredrick Tusubira (Chairperson)
- Ms. Beatrice A. Lagada
- Mr. Kenneth Mugambe
- Dr. Turahi David
- Ms. Excellence Favor
- Prof. Patrick Mangeni
- Mr. James Saaka (Executive, Director NITA U, Secretary to the Board)

1.1.1.1. Board of Directors



Eng Dr F F Tusubira

Dr F F Tusubira worked for Makerere University from 1975 – 2007, with the key distinction of being the founding Director, Directorate for ICT Support, Makerere University (2001 – 2007). As Director DICTS, he spearheaded institutional ICT policy and master plan formulation, funding mobilisation, and implementation. Nationally, he is a member of the National Citizenship and Immigration Board, served two terms as a Commissioner (also a founding commissioner) of the Uganda Communications Commission (1998 – 2005), and one term as a founding member of the Uganda Electricity Regulatory Authority (2002 – 2005). At the continental level, he has been the first Director of the NetTel@Africa capacity building network (ICT policy and regulation), and is a member of the Research ICT Africa team. He was a Component Lead for the Capacity Building component of the DFID/Sida funded CATIA initiative.

He is currently a Member of the Board and CEO of [UbuntuNet Alliance](#) for Research and Education Networking in Africa; a member of the Board of [TENET](#), the research and education network of South Africa; a member of the Advisory Panel to the Research and

Education Networking Unit of the [Association of African Universities](#); a member of the Board of the [Internet Educational Equal Access Foundation](#); and a member of the Board of the [Global Development Learning Network](#). <http://www.fftusubira.com>



Ms Beatrice Amongi Lagada

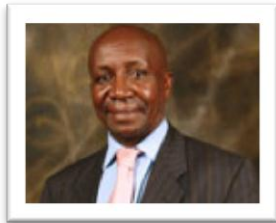
Ms. Beatrice Amongi Lagada started out as an education administrator working for 10 years as an inspector of schools before joining St. Katherine's School as headmistress. She has since served as a Resident District Commissioner for Mbarara, a National Resistance Council member and Constituency Assembly delegate for Apac District. She also served as the deputy director for gender at the NRM secretariat from 1997 to 2005. In 2006 she joined the 8th Parliament as women representative for Oyam District. She was Chairperson of the Parliamentary Committee on Gender Labour & Social Development. She is actively involved in fighting for women's rights and is currently leading a battle against female genital mutilation.



Mr Kenneth Mugambe

Mr. Kenneth Mugambe has 14 years working experience in planning, public expenditure management, public sector budgeting, macro-economic management and public administration. Mr. Mugambe has worked as Principal Economist responsible for the Budget Execution and Evaluation Section of the Budget Policy and Evaluation Department in the Ministry of Finance Planning and Economic Development. He went on to become an Assistant Commissioner in the Economic Development Policy and Research Department where he was a lead member of the team that formulated the Poverty Eradication Action Plan (PEAP) 2004. He was a member of a Task Force that developed the export competitiveness strategy for Uganda.

As the Commissioner of Budget Policy & Evaluation Department at Ministry of Finance Planning and Economic Development, he is at the forefront of drawing up the national medium term expenditure framework (MTEF) that is used as a tool to determine the national expenditure priorities as well as the rationalization of resource allocation both in the short and medium term.



Eng. David Turahi

Dr. Turahi is the Director Information Technology (IT) in the Ministry of Information and Communication Technology (MoICT). He has enormous experience in the ICT sector having served in the sector for over two decades. He has been involved in development several sector policies and strategies, and he was among the architects of the National Information Technology Authority Framework that formed the basis for the establishment of NITA Act. He has represented the country in a number of ICT planning fora.



Prof. Patrick Mangeni

Professor Patrick Mangeni is one of the longest serving members of the NITA Board having served on the pioneer board in 2009. He is an accomplished academia and reaserach. He holds a Phd in Functional Analysis at Oxford University. He has integrative skills in ICT systems design, research management and entrepreneurship with more than 30 years post-doctoral experience in teaching, research and IT consultancy work. Since returning to Uganda in 1983 he has, taught in the Mathematics Department at Makerere University, and at the Uganda Christian University (UCU), where he has been Dean of Science and Technology (2003-2006) and of Research and Postgraduate Studies (2006-present).

Professor Mangeni has been involved in the development of the Information and Communications Technology industry in Uganda mostly through a number of local and multi-national firms and built up considerable experience in IT training and systems domestication in the private and public sector in Uganda. His current research interests include fractals, image analysis and expert systems.

Recent Appointments include; Mar 2008 - present CEO RENU, Research Education Network of Uganda, 2006 - 2010 Research Professor and Dean Research and Postgraduate Studies, Uganda Christian University, and 2003 - 2006 Associate Professor and Dean of Science and Technology, Uganda Christian University. Others include 1992 - 1999 Head of Department of Mathematics, Makerere University, and Chairman Makerere University Senate Computer Management Committee - overseeing in the period 1993-1997 the planning and initial implementation of institution wide ICT network at Makerere University.



Ms Excellence Favor

Madam Excellence Favor is the Head of Section Telecommunications Engineering, at Kyambogo University. She is a PhD. Student (Telecommunications Engineering) University of Dar es Salam, MSc Telecom (by Thesis/Research), BEng Telecom Eng. (KyU) 1st Class Honours, Higher Dip Electrical (KyU) Credit, CCNA, Board Member NITA-Uganda, Member ATPS. She has more than 8 years' experience in Electrical and Electronics Engineering works, Information and Communication Technology (ICT) and Management, and Telecommunications works at various progressive academic levels, Engineering departments, firms, and Projects. Network planning, designing, installation and management. Structural cabling, procurement, assembling/installation of new equipment, ensuring the security of the systems hardware and software for various categories of Network architecture complexity, being flexible to any new computer programs and applications, IT support to users on the good use of equipment and proper care and advising on the type of equipment to be purchased for a particular office arrangement and location. Management of building construction works/sites.

Secretariat

The secretariat is constituted by management and staff. It is headed by the Executive Director who is assisted by six directors. The Executive Director and Other Directors constitute the second governance layer known as the Executive Committee (EXco). There are six directorates in total.

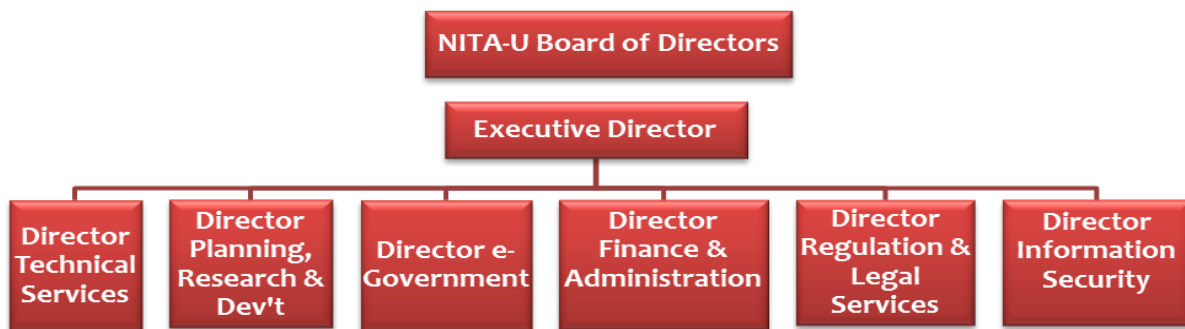
- Directorate of Planning, Research and Development,
- Directorate of Regulation and Legal Services

- Directorate of Technical Services,
- Directorate of Information Security
- Directorate of E-Government Services, and
- Directorate of Finance and Administration.

Below the directorate are the departments and units. NITA-U has recruited and filled the requisite positions. Currently, the staffing stands at 55 officers including – support staff. This is however, due to limited resource allocation the current falls short of the establishment/desired.

In order to create a functional based, effective, efficient and robust organization the NITA-U Secretariat is compartmentalized into six directorates each consisting of no less than two thematic divisions/departments

Figure: High-level NITA Governance and Management Structure.



1. Executive Directors Office



Mr. James Saaka is the Executive Director at NITA; he holds BSc & M Sc Computer Science from University of Vladimir Polytechnic Institute, (Soviet Union). He has over 15 years of experience in IT Governance, Information Security, Strategy and compliance. He worked as a systems analyst for Bank of Uganda and went on to work as IT Manager at shell Uganda between 1998-2003. From 2005-2008, he was information security manager for shell Operations in Africa and later went on to become the Business Services Manager for Strategy& Compliance for Shell Group at the Hague.

The Executive Director is the Accounting Officer of the Authority, and is responsible for:

- i) The management and operations of the Authority
- ii) The management of the funds, property and business of the Authority
- iii) The administration, organization and promotion of the work/mandate of the Authority;
- iv) The promotion, training and disciplining of the officers and staff of the Authority in accordance with their terms and conditions of appointment

Under the Executive Director's Office there are three departments namely; Internal Audit, Strategy & Performance Monitoring and Cooperate Communications.

2. Directorate Planning, Research and Development



Dr Fredrick Kitoogo, PhD & MSc in Computer Science and a Bachelor of Statistics, ITIL,OCP,CCNA,MCSE, is the current Director for Planning, Research and Development at NITA. Fredrick has over 20 years of experience in the field of Computer Science, specifically Research & Innovations, ICT Policy & Strategy Development; ICT Governance, Risk and Compliance; Software Engineering; Networking; Information Security; Business Continuity & Disaster Recovery; Business Intelligence & Data Warehousing; e-Government; Content Development; artificial intelligence and Natural Language Processing.

On top of conducting several consultancies, Fredrick has worked as a Senior Programmer/Systems Analyst at the Uganda Revenue Authority and an IT Manager of the Judiciary of Uganda. He has also published in several international Journals and presented at several international conferences in the area of ICT.

The specific functions of the Directorate include;

- i)** To provide leadership in planning, supervision, coordination of Directorate Activities
- ii)** To develop, coordinate, supervise and monitor the utilization of IT in the Public and Private Sectors;
- iii)** To undertake and commission research as may be necessary to promote the objects of NITA-U;
- iv)** To set, monitor, regulate and enforce standards for Information Technology Hardware & software planning, acquisition, implementation, delivery, support, organization, sustenance, disposal, risk management, data protection, security and contingency planning in all Government Ministries, departments and agencies;

- v) To set up and operationalize a Project Management Office (PMO) that will develop a framework, model and process to provide support for IT Project Management Services to government;
- vi) To regulate the Information Technology profession in Uganda in order to ensure its effective utilization, promotion and development as well as acting as an authentication centre for Information Technology training in Uganda in liaison with the relevant institutions.

The Directorate has five departments including the Director's Office, Planning, Research and Development, Research and Innovation, Architecture & Standards, Programme Management Office, and Capacity Building & Skills Development.

3. Directorate of Technical Services



Peter Kahiigi, CISSP, MCSE, MCDBA, MCSE, PRINCE2, is the Director for Technical Services at NITA-U. Previously, he served as Chief Information Officer at the National Social Security Fund and Head of Information Technology at the Ministry of Finance, Planning and Economic Development as a consultant for the World Bank. He has a wealth of experience in Information Security and delivering complex IT projects

Recognized by peers: In light of his achievements, Peter was recognized as the Top Chief Information Officer for Africa in the year 2008 at the prestigious African Achievers Awards.

The Directorate of Technical Services (DTS) has the overall responsibility of providing first Level Technical support and Advice for critical Government Information Technology Systems including managing the utilization of the resources and infrastructure for centralized data centre facilities for large systems through the provision of specialized technical skills.

Other specific functions include:

- i) To provide specific IT services to government and other Agencies according to priorities identified within the various national development programmes;
- ii) Provide first level technical support and advise for critical government IT systems
- iii) Identify and advise government on all matters of IT development, utilisation, usability, accessibility and deployment
- iv) Provide guidance on the establishment of an infrastructure for information sharing by Government and related Stakeholders.

4. Directorate of E-Government Services



Mr Julius Torach, MSc Computer Science, PGDCS, Dip Law, BLIS (with Physics & Math) (Hons), MCSE, MCP + I, A+, CCNA, is the Director for e-Government Services at NITA. He has had formal training in several countries including Japan, Singapore, UK, Canada, South Africa, Brunei and Kenya. Some of his previous positions include; (Head IT), Ministry of Foreign Affairs, 2005 - 2010; Part-time Lecturer, Makerere University, 2002 – 2010 (and UMI, UICT), Project Manager/Board Secretary, Chain Linked Criminal Justice Project, 2000, Information Systems Manager, DANIDA Judiciary Project, 1999. He has also taken on key roles in implementation of e-government. He has been a member of the following teams; E-Government Strategy Task Force, 2004, EAC E-Government Interim Working Group (Arusha) 2005; National ICT/eGovernment Planning Team, 2005, E-Government Technical Working Group (PIRT) 2009-2011, ICT Coordinator CHOGM

The specific functions of e-Government Directorate are:

- i) To create and manage the national databank, its inputs and outputs;
- ii) To provide for information management services through acting as a records management facility and an information repository
- iii) To coordinate and promote the development of Business Process Outsourcing (BPO) and Information Technology Enabled Services (ITES) industry in Uganda.
- iv) To develop and maintain a seamless and comprehensive e-Government interface.
- v) To institutionalize the use of e-Government information and services through the adoption of appropriate organizational models.

5. Directorate of Finance & Administration



Mr Andrew Lajul Kilama is the Director for Finance and Administration at NITA. He holds Bachelor of Commerce (Accounting option), MBA from Oxford Brooks University, and Management Development Programme (MDP). His professional qualifications include; FCCA UK and CPAU UG.

He has 20 years of experience in Finance and accounting. Andrew worked as accountant at ICB and NSSF, as manager finance UEDCL, UMEME and NAADS and also as Director at ESKOM.

- To establish effective accounting systems, policies and procedures for optimal utilization and accountability of NITA-U resources;
- To support the development of an organisation responsive to Staff & its needs by establishing & maintaining comprehensive, transparent & equitable human resource management systems & structures to provide competent, motivated, well cultured & healthy NITA-U workforce.
- To ensure economy & value for money in procurement of services, supplies & works for delivery of NITA-U mandate, To provide effective & efficient administrative, logistics and facilities support services to NITA-U

6. Directorate of Regulation and Legal Services

The Directorate key functions are;

- To provide an enabling regulatory environment for the achievement of NITA- U mandate and the implementation of the cyber laws and other related laws
- To arbitrate Disputes between consumers and IT providers, Protect and promote the interests of consumers or users of Information Technology services or solutions,
- To provide Legal Services to NITA-U



Stella Alibateese is the Director, Regulation and Legal Services at the National Information Technology Authority. Ms Stella Alibateese holds a Master of Laws (LLM) University of London, a Post graduate Diploma in Project Planning and Management, Uganda Management Institute, Kampala, a Post Graduate Diploma in Legal Practice (Dip. LP) – LDC Kampala, a Bachelor of Laws (LLB) (Hons) Faculty of Law, MUK and various other short course certificates in various management disciplines.

She has 15 years' experience in the legal sector of which 10 years are in handling legal matters in the public sector at a senior level. She is a member of various professional bodies like Uganda Law Society, East African Law Society, and The Uganda Association of Women Lawyers.

7. Directorate of Information Security

This is a newly created directorate whose core function is development and delivery of a comprehensive National Information Security and privacy system in particular to ensure that information created, acquired or maintained is used in accordance with its intended purpose; to protect information and its infrastructure from external or internal threats; and to assure that statutory and regulatory requirements regarding information access, security and privacy are complied to. The process of formalization of the Directorate is on-going. Advertisement for recruitment of the director has already been placed in different newspapers and the director is expected before the end of the Second Quarter.

2. NITA STRATEGIC DIRECTION AND MEDIUM TERM PRIORITIES

2.1 Vision

The NITA-U strategic plan 2012-2017 spells its long term vision as **“A globally competitive Uganda enabled by Information Technology”**.

Underlying this vision is the desire to deploy Information Technologies (IT) to transform Uganda into a developed country that is competitive. We crave for an information society where there is diffusion of information and communications technologies (ICT) in all spheres of life. Further, we envision a knowledge-based economy in which a good proportion of its workforce is employed in the knowledge industry and/or producing high-technology goods and services.

2.2 Mission

In order to attain the above vision, our mission is **“to transform Uganda into a knowledge-based society by leveraging IT as a strategic resource to enhance government services, enrich businesses and empower citizens”**.

NITA-U strives to leverage on IT as a strategic resource for driving faster economic growth, social and economic transformation, as well as creation a more productive workforce. The priority strategic areas will include, promoting IT infrastructure development, planning for systematic, harmonized and coordinated IT deployment in national processes, strengthening IT human resources capacity, establishment of a solid legal and regulatory framework for electronic government, promotion of e-commerce and e-government services (including G2G, G2B and G4C) and enhancing IT security.

2.3 Values

Five core values have been identified and these will provide the basis of providing the NITA-U brand identify. The values espouse the attitudes, beliefs and behaviors that will be cognizant with the NITA-U identity. The five core values are;

- Integrity.

- Innovation.
- Teamwork.
- Customer centricity.
- Quality.

2.4 Strategic Goals

The following strategic goals will be pursued in order to deliver a number of priority programs and projects for the medium term. The objectives are framed in such a way that they provide a systematic roadmap towards obtaining interoperable IT infrastructure and integrated IT services and e-government applications. The goals are derived from the NITA-U Strategic plan and are informed by the e-Government Master plan

- i. A rationalized and integrated national Information Technology (IT) infrastructure
- ii. A coordinated & harmonized National IT Systems
- iii. A well regulated Information Technology (IT) environment in public and private sector
- iv. Strengthened capacity in MDAs (both institutional and human)
- v. IT research and innovations visibly supported and promoted
- vi. Information security championed and promoted in Uganda
- vii. Strengthened and aligned institutional capacity to deliver the strategic plan

3. NATIONAL INFORMATION TECHNOLOGY (IT) SUB-SECTOR PERFORMANCE

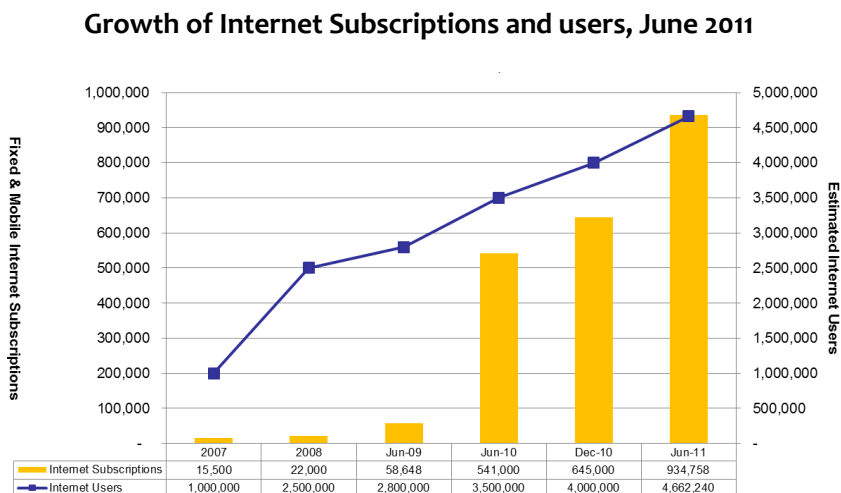
3.1 Growth in selected IT sector indicators

Over the past year, Uganda has registered spectacular growth in a number of IT indicators. This section reviews performance on selected indicators of access and usage of IT.

Internet Bandwidth Growth: Uganda’s total Internet bandwidth grew about 144% to 18,887mbps in December 2011 from 7,727mbps in December 2010. The growth in international bandwidth was attributed to increased capacity of the undersea cable systems at the East African coast engendered with joining of new players (TEAM and LIONS) and cloud services.

Internet Subscription: By June 2012, the number of internet subscription had reached slightly over a million subscribers from 850,000 in June 2011. The greatest growth was recorded among the fixed internet subscribers which grew 153% to 88,786 from 35,000. Mobile internet subscribers, also grew by 60% to 977,500 in December 2011 from 610,000 in December 2010.

Internet users: The number of internet users had reached 5million in June 2012 from June 3.5m in June 2010 i.e. 12 persons per 100 persons accessing internet

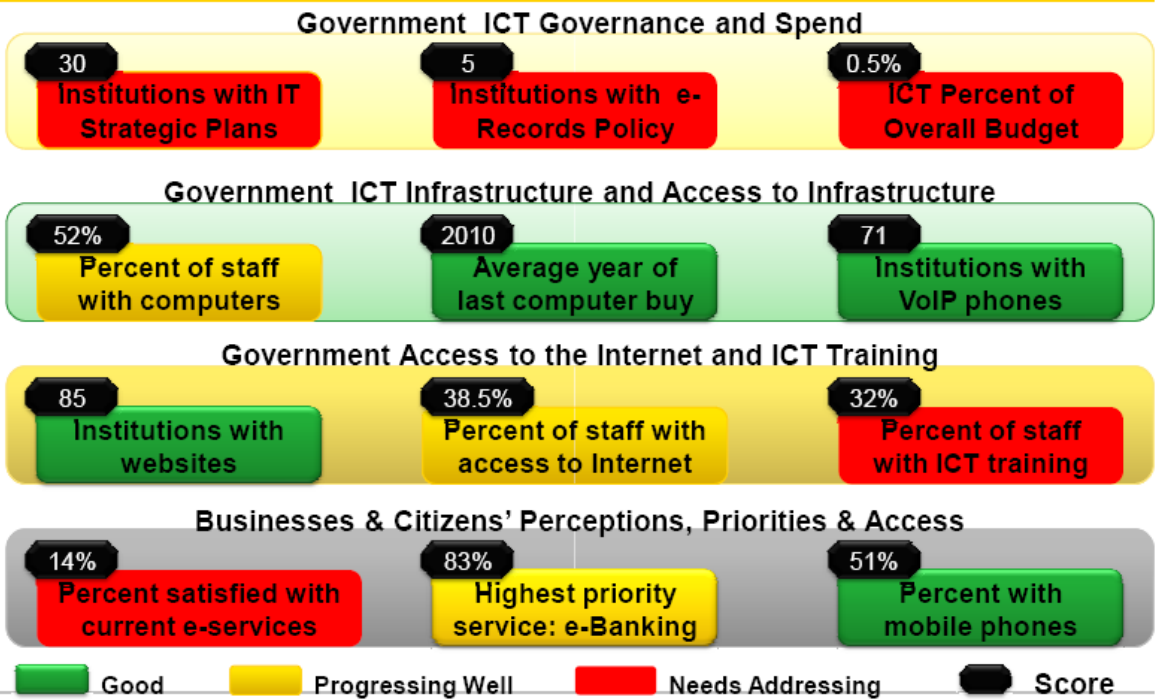


Source: E-government readiness Survey

The increase in number of people accessing and using Internet has largely been on account of increased **Internet Points of Presence and Cafes**. Through intervention by UCC’s RCDF, a number of Internet points of presence are erected in various parts of the country including especially remote areas that are considered commercially unviable to ISPs. By June 2011, Internet points of presence had reached 76 and there were over licensed internet cafes operating in towns and growth centers. In addition ICT laboratories have been established in over 700 schools and 80 out of 112 districts have web portals representing the coverage of 71%.

3.2 Status of use of ICT in Government (e-government)

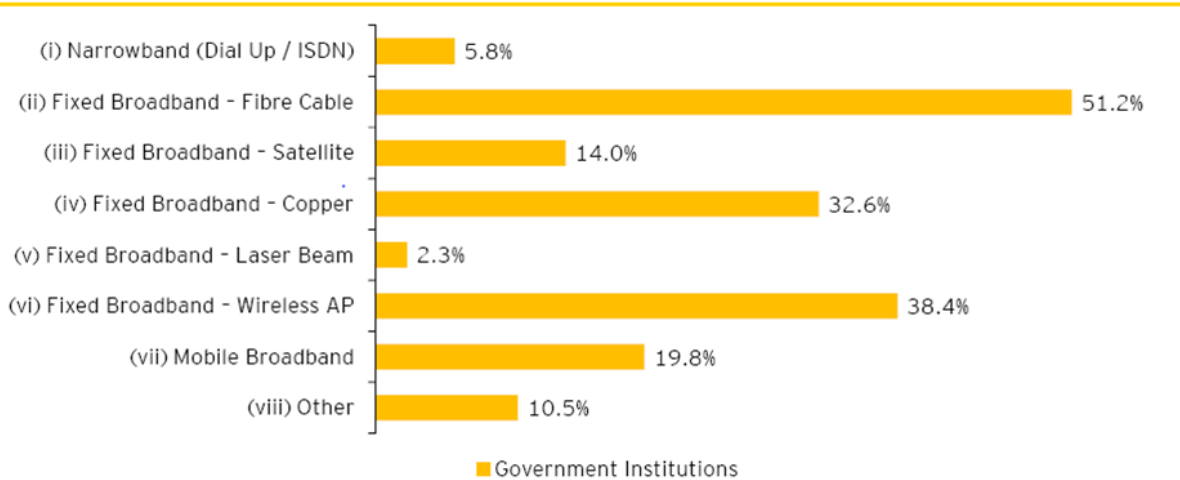
3.2.1 General Overview



Source: E-government readiness Survey

Internet Usage in Government: Several Government institutions have more than one way of connecting to the internet; however the majority of institutions; 51% are connected via Fiber Optic Cable. 38% of institutions are connected via wireless AP while 33% are connected via copper cable

Percentage of Government institutions with access to the internet by type of access



Source: E-government readiness survey

Government ICT Governance and expenditure

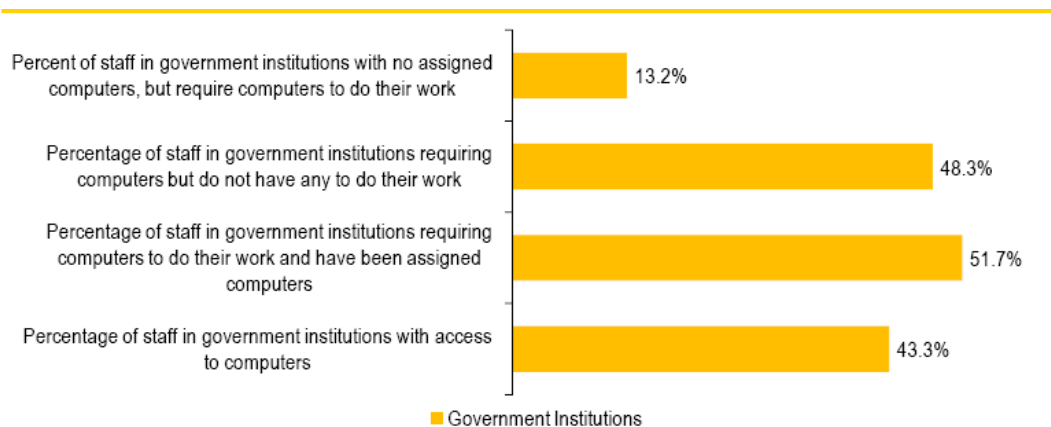
According to the e-government readiness survey, 54% of IT institutions have strategic plans. Only 31% of the institutions with strategic plans support their business objectives. This shows the need for an enterprise architecture blue print for government which will align IT with business goals and objectives of each institution.

ICT Expenditure in Government: The average percentage of ICT expenditure compared to total expenditure of government institutions is 0.5%. On average, 75% is spent on hardware and software procurement and maintenance. 9% and 5% is spent on ICT human resources and ICT capacity building respectively.

Government ICT infrastructure and access to Infrastructure

With the need to roll out e-government services to all MDAs, the computer is the first point of access to these services and is very critical for the delivery of services. It was found that 51% of staff in government has access to computers to do their work while 49% have no access to computers yet they require computers to do their work. To be able to meet the demands of e-government access will have to be increased to cover all government staff. MDAs will need to prioritize ICT in their operations and ensure that their staffs are well equipped with ICT equipment

Staff Access to Computers

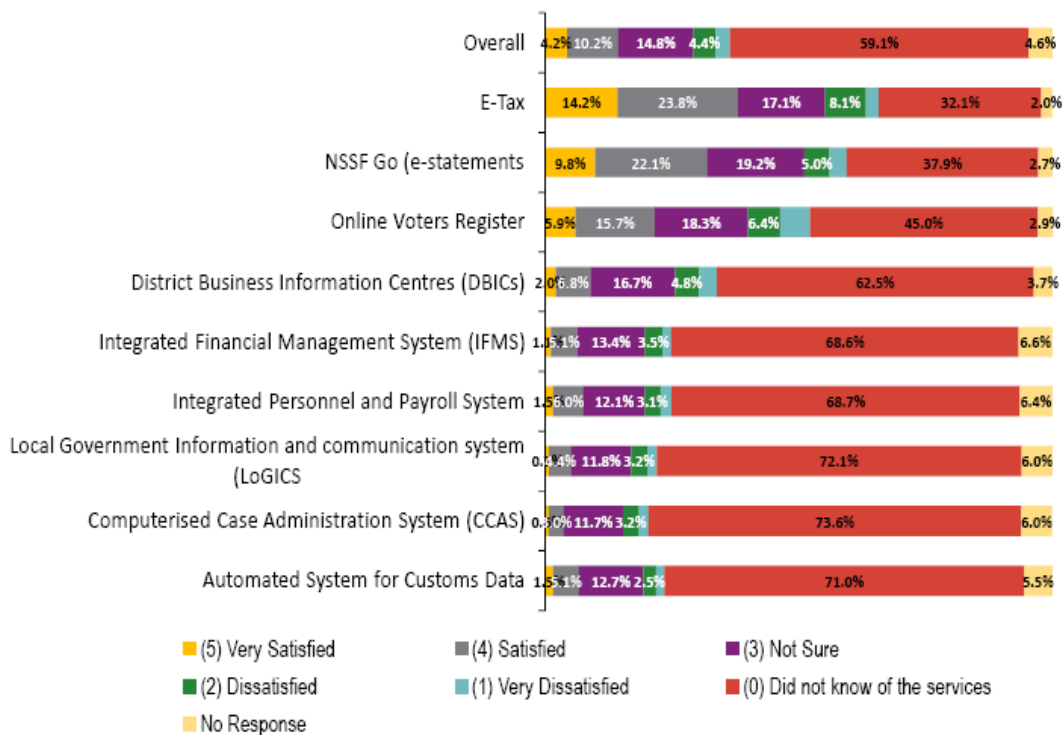


Source: E-government readiness survey

Business and Citizens perceptions, priorities and access

42% of business and citizens have a general understanding of e-government while the other 58% do not know of the services according to the e-government readiness survey. Massive awareness will have to be undertaken to ensure that Ugandans know about e-government services and how to use them. E-banking was recorded as the required priority e-service by most respondents.

Degree of satisfaction with e-government services



3.3 IT as an enabler to other Sectors

IT is used as an enabler in all aspects of organizational operations. The application of ICT includes e-administration for improving government processes, e-services for connecting individual citizens with government, usage in agriculture, education, health, water, environment, security, industrial processes, trade and commerce, financial management, procurement, building interactions with and within the private sector and civil society (e-society) The are several existing initiatives where IT has already enabled government processes and supported service delivery in sectors outside ICT namely; e-tax, e-justice, Integrated Financial Management System (IFMS), Land Information Analysis (LIS), Education Management Information System (EMIS), Health Information System (HIS).

eHealth: The Ministry of Health has experimented a number of e-health initiatives such as telemedicine and is currently in process of harmonizing and integrating all its ehealth initiatives with the formulation of the national e-health policy. eHealth policy will ensure consistency with the National IT/ICT and National e-government Policy framework.

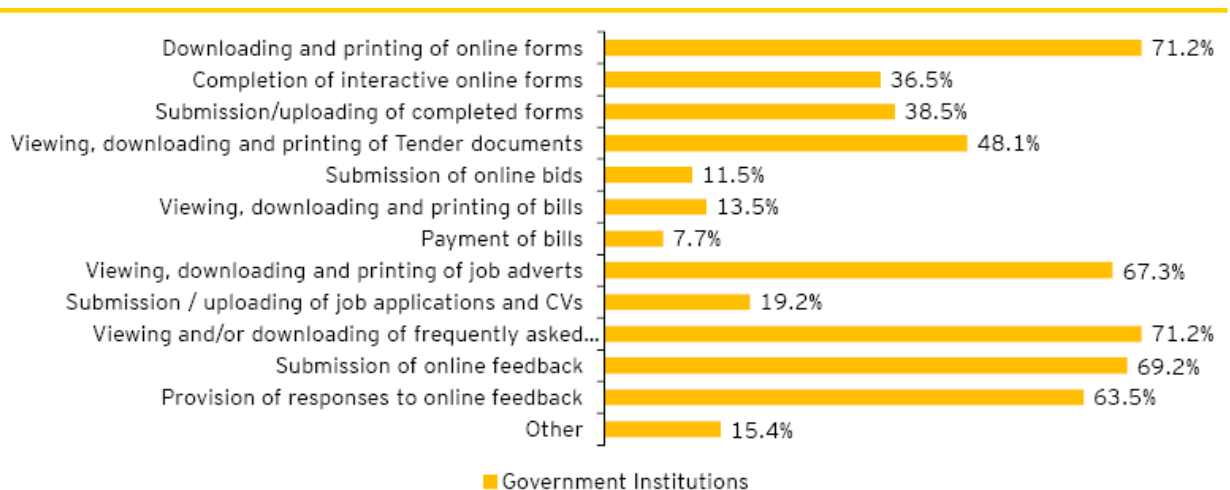
eAccountability: With the roll out the Integrated Financial Management System (IFMS) and the Integrated Personnel and Payroll System (IPPS) to more MDAs and local governments, payment system is becoming more unified and integrated across government. The IFMS is anticipated to improve accountability and transparency in use of government funds. In order to expedite the roll out IFMS and IPPS and ensure their efficient delivery, the ministry of ICT

through NITA will ensure that all IFMS/IPPS use the national backbone infrastructure as their primary vehicle/source for connectivity. 16 IFMS sites have so far been connected to the NBI.

eTax Uganda Revenue Authority's (URA) etax payment system is among the key ICT applications that are becoming the top notch. There have been reports attributing increased tax collection to e-tax payment eg (E-tax payments up URA collections, East Africa Business Week, Tuesday, 28 February 2012).

For example, new registrations made through the web portal increased from 2,440 in January 2011 to 5,125 in January 2012, which was a 110% and e-vehicle registration exercise was reported to have reached 10,000 vehicles by September 2012 just two months after its official launch.

Percentage of Government Institutions providing services online



Source: E-government readiness survey

3.4 IT as a Business ITES/BPO

The Government of Uganda has identified Information Technology Enabled Services–Business Process Outsourcing (ITES-BPO) as one of the key sectors to enhance economic growth and reduce youth unemployment in the country. It recognizes the fact that the growth of ITES-BPO sector has a multiplier effect on the economy of the country, leading to higher investments, increased job creation and improvement in quality of life. Subsequently, the BPO call centre has been established at Statistics House with Capacity to house 720 employees at ago.

3.5 IT human resources

Government continues to promote capacity building and skills development in the ICT sector. This is through support to educational institutions both in public and private sector. In addition to ICT graduates being produced by Universities, Uganda Institute of Information

and Communications Technology has been producing 900 middle level ICT professionals annually for the last three years. In addition, a paper for institutionalization of IT in Government has been developed.

The political supervision of the Uganda Institute of Information and Communications Technology, a dedicated public institution to train ICT professionals continued to be under the Ministry of ICT having been transferred from Ministry of Education and Sports five years ago. The move aimed at enabling the institute to receive the much needed policy guidance from a specialized sector so as to ensure that the institute offers training programmes which are relevant to the ICT industry sector priorities.

3.6 Information Security

Information has emerged among the key critical issues of the ICT sector. Warrant of secure transactions enhances quick adoption and faster roll out of e-government applications. The major insecurity challenges encountered during the year included network hacking, money laundering, and rampant virus spread. Several initiatives have been put in place to minimize on the risk of insecurity of information. These include;

1. Approval of the National Information Security Strategy (NISS)
2. Consultations with regard to institutional framework in establishing the National Computer Emergency Response Team (CERT) have been carried out.
3. A core team comprising of UCC, NITA-U, UPF and MoICT to implement the establishment of the CERT offer by International Telecommunications Union (ITU) by July 2012
4. The Directorate of Information Security was approved and is being established within NITA.
5. Conceptualization exercise for the establishment of a public key infrastructure has completed. The feasibility study for the public key infrastructure is to be conducted in the following financial year.

However, the current legal framework has gaps which need to be addressed to create a holistic enabling legal environment for the ICT Sector.

- Data Protection Laws, IT specific Intellectual Property Rights (IPR) and Consumer Protection Laws need to be enacted.
- There is also need to harmonize the existing Laws with the Cyber Laws.
- The ministry of ICT will engage stakeholders to ensure that these gaps are being addressed

4. NITA PERFORMANCE FOR FY 2011/12

4.1 Introduction

This report presents physical performance of NITA during the FY 2011/12. It highlights the major achievement against planned outputs and targets. It also summarises the challenges met and proposed mitigation measures moving forward, as well as the priority outputs for FY 2012/13.

4.2 Planned Outputs and Targets

For the financial year 2011/12, the Authority had planned to execute the following programmes and projects; the national backbone infrastructure (NBI), District Business Information Centers (DBICS), operationalization of NITA and harmonized and coordinated ICT training. The specific outputs included the following:

- i. Finalization of the development of the institutional Strategic Plan
- ii. Further strengthening of the staffing capacity and staff development
- iii. Establishment of National IT Standards & Regulatory Framework and Systems
- iv. Establishment of a uniform and integrated framework and system for management of IT Programmes and Projects across Government.
- v. Impact assessment of Policy and Strategies and periodic reporting
- vi. Establishment of a harmonized framework for e-Government infrastructure and systems across Government
- vii. Effective management and operations of the Authority through establishing internal management and control procedures
- viii. Strengthening IT capacity and skills development across Government
- ix. Extending fibre and last mile solutions to critical sites that will drive accelerated value creation: District Head offices, Hospitals (District and Referral) Police (posts, prioritized stations and barracks)
- x. Development of local IT industry capacity to support strategies and implementations to lower cost of support while creating jobs
- xi. Enhance stakeholder engagement and public relations
- xii. Promoting an accelerated value creation program and usage of e-government services

- xiii. Establishment of Business Process Outsourcing (BPO) call centre and promotion of the BPO strategy
- xiv. Establishment of regulatory framework within which NITA-U to empower it to deliver its mandate.

4.3 Key Achievements for FY 2011/12

4.3.1 Operationalization of NITA.

Operational and management processes. During the year, NITA-U Governance and management structures were strengthened. In order to provide the requisite policy guidance to the Authority, vacant positions on the Board of Directors (Board) were filled. The new Board inaugurated and duly facilitated to conduct its Business. At management level, critical staff positions were also filled with right calibre of staff (resources with skills, competences and relevant experience in fields). In total 55 staff were recruited, of which 49 were deployed and only six (6) could not be immediately placed due to shortages in the wage bill.

Establishment of Internal management procedures and systems. A number of internal management procedures, process and systems were developed, adopted and implemented. These include the Human Resource Policies and Procedures Manual, the Financial Management Manual and the Procurement & Disposal Manual.

Office Automation and deployment of Unified Communication Systems. A Local Area Net (LAN) has been put in place which provides high speed internet connectivity to support an integrated Voice, Data and Video Communication systems. Services such as Voice over Internet Protocol (VoIP) and Unified Messaging Collaboration System (UMCS) have been piloted. These services have eased internal communication, reduced the cost of external communication with selected MDAs (with similar facilities), and reduced time wastage that would ideally arise from physical movements of staff.

Cooperate Image and Visibility. A number of activities to improve stakeholder awareness about NITA were undertaken. They included targeted stakeholder consultations and engagement, Institutional re-branding and public relations activities. The rebranding strategy was finalised and implemented. The new logos and brands were adopted and encrypted to a various NITA – U promotional activities. In addition, PR strategy for NITA-U activities was also developed and its implementation was commenced.

Assorted promotional material depicting the new faces of NITA



4.3.1 National Backbone Infrastructure/e-Government Infrastructure project

The Government of Uganda, through the National Information Technology Authority of Uganda (NITA-U) is implementing the National Data Transmission Backbone Infrastructure and e-Government Infrastructure Project (NBI/EGI) whose major aims are to connect all major towns within the country onto an Optical Fibre Cable based Network and to connect Ministries and Government Departments onto the e-Government Network.

The NBI/EGI is composed of two components, the National Data Transmission Infrastructure (NBI) and the e-Government Infrastructure (EGI). The NBI component is designed to connect all major towns onto the National Backbone through the laying of Optical Fibre cable. The specific achievement in relation to implementation of the NBI is as summarized below.



Establishment and installation of IT Infrastructure

Phase I & II of the National Backbone Infrastructure (NBI) were completed and launched on 7th October 2011. This entailed laying of 1536.39Kms of fibre optic cables, connecting 22 districts by fibre optic cable network, and setting up of one data centre and one metropolitan area network (MAN). The MAN has so far been extended into a Wide Area Network (WAN) covering about 22 districts. This will enhance access to high speed internet connectivity and promoting e-government services (online services) by target priority users such as schools, hospitals, and administrative headquarters. Contracting of the firm to undertake management of the NBI was undertaken and this is destined to increase the number of users to the NBI thereby promoting use e-government services in the country.

4.3.2 District Business Information Centres (DBICS)

In order to fight digital marginalization of the rural areas and an effort to bring the private sector further into the ICT domain across the country, the government is accessing internet points of presence, telecenters and District Business Information Centers throughout the country. These will assist to enhance production and productivity through provision of marketing information, weather forecasts and other crucial information to rural farmers.

During the year, NITA U installed 3 new DBICS in Amuru, Hoima and Rakai bringing the total to 9 (plus the 6 District Business Information Centers (DBICS) in Lira, Rukungiri, Kamwenge, Busia, Iganga and Mityana established by MoICT). The Board has approved Tororo and Kitgum as proposed sites for the next FY 2012/13



RAKAI DISTRICT BUSINESS INFORMATION CENTRE

- Information Sharing and Learning Opportunities.
- Internet cafes (Telecenters).
- Access to Government e-Services.
- Access ICT and Entrepreneur Skills for SMEs.
- ICT Services, Training and Support.
- Post Box Rentals.
- Expedited Mail Service (EMS Courier Services).
- International Financial Services (IFS).
- Postage Stamps & Philatelic Services.

4.3.3 E-Government Infrastructure and services

NITA-U has been championing the establishment of a national e-Government Infrastructure intended to connect all Ministries and some Government Departments into an e-Government Network to provide services such as videoconferencing, Data and Voice communication. The EGI consists of the following: Installation of the Primary Data Centre for the Government at Statistics House has been completed with messaging and collaboration software installed that will be piloted in State House, Ministry of ICT and NITA – U. Extension to other MDAs will follow the rollout of the pilot sites; Connection of 27 Ministries and some Departments through the laying of Optical Fibre Cable onto the e-Government Network; Deployment of services such as videoconferencing, Voice over Internet Protocol (VoIP), and Data exchange and internet access over the e-Government Infrastructure.

The major achievements registered during the financial year 2011/12 included:

- i. e- Government readiness survey was conducted. The survey will assist in establishing current status of availability, access and usability of ICTs for governance and service delivery.
- ii. Piloting of Unified Messaging Collaboration System (UM&CS) - for intra and inter-institution communication and data sharing has been completed in two MDAs - NITA and MOICT. Next in the pilot will be State House before UMCS is rolled out to other MDAs. The proposal for roll out already prepared.
- iii. Piloting of Voice over internet protocol (VoIP) has been finalised in NITA U, MoICT and Ministry of Internal Affairs and a roadmap for roll out has also been developed.

- UMSC and VOIP aim at improving efficiency in flow of information across government and cutting down on communication costs.
- iv. The plans are underway to establish a government portal (www.gov.ug) that will ensure that government information are uploaded and managed under a single resource/facility so as to improve security of information and improve its sharability.
 - v. NITA has developed a Concept Paper on operationalization of e-Cabinet solution and developed a Training Programme for imparting ICT skills to Cabinet.
 - vi. An e-government help desk is being set up at NITA U. The prototype of the help desk has been developed.



4.3.4 Regulation and Legal services

For the utilization of ICT in national development the IT sector needs to be well regulated and with the requisite laws, regulations, procedures, guidelines, etc. Towards achieving this, the Cyber Laws were passed by Parliament in September 2010, and were assented to by H.E the President in 2010 and 2011. The Ministry of ICT set up a multi-stakeholder team in March 2011 to oversee the implementation and Dissemination of the Cyber Laws. The progress registered so far include:

- i. The Team has to-date developed draft attendant regulations for the Electronic transactions Regulations, 2011 and electronic signatures Law
- ii. The final draft regulations for cyber laws were reviewed by Attorney General Chambers.

- iii. A stakeholder consultative workshop was organised to review the Draft regulations for cyber laws and NITA U Act. The Laws have been sent to Solicitor General for approval.

4.3.5 Business Process Outsourcing

Uganda recognizes the strength of ICT as a Business. NITA embarked on putting in place the prerequisites for its success. Towards this national strategy, NITA-U has through the MoICT spearheaded operationalization of Business Process Outsourcing (BPO) Strategy and Model. Business Process Outsourcing (BPO) can be defined as the strategic use of a third-party services provider to perform activities traditionally handled by internal staff and resources. This releases an organization to focus more on its core businesses. The progresses registered to date include.

NITA-U has set up a state of the art BPO incubation centre. Internet connectivity for the centre has been put in place and the centre handed over to the BPO operators i.e. Dhanush & Spanco. TechnoBrain and Dhanush started operations and have recruited 45 and 40 agents respectively.

BPO Incubation Centre



6. A Memorandum of Understanding developed with Government of the Arab Republic of Egypt for development of the BPO Curriculum

- **Creating a regulatory environment for the BPO industry:**
 - i. *The Uganda BPO Association (UBPOA) was re-structured and is now operating. All private BPO companies now register with UBPOA and UBPOA is the body that represents all BPO companies in Uganda. The Association was actively involved in the development of the BPO Strategy and Incentives guidelines*
 - ii. *The Uganda BPO Strategy Model has been reviewed and approved by the NITA-U Board.*
- **Developing an incentives scheme for the Uganda BPO Industry:**

Incentives Guidelines have been developed through a consultative process. The guidelines were subjected to wider stakeholder and adopted.

Research and Innovation Research is very vital in providing for proper policy formulation and subsequent implementation. In the past Uganda had not appropriately embraced research feeding into and guiding the ICT policy development and implementation process. In order to resolve the above challenge, the ICT sector through NITA-U is developing a National IT Research and Innovation System. The system has several ingredients aiming at delivery of a coherent and systematic research in ICT such as a Framework for the National IT Research and Innovation, the National IT Research Agenda, and guidelines for interfacing research and policy. A roadmap for the development of a National IT Research agenda has been developed. The research agenda will guide on - going research and give focus to priority areas for IT research in the country. Since a great deal of research takes place in the private sector, standards and regulations are being developed to promote private sector research agenda and ensure that it is integrated with relevant government processes.

Another key area where NITA-U Act empowers the Authority is conducting of e-government surveys. In this regard, the national e-government readiness survey was conducted. In addition, four rapid surveys were conducted and had their reports produced

- A Mini-surveys on data connectivity and internet usage;
- Survey on IT Initiatives in MDAs,
- Online survey to establish the employment status of all BPO students who underwent the training,
- Online survey assessing the impact of lifting the ban on imported used computers.
- User satisfaction survey was conducted within NITA for the use of Unified Messaging and Collaboration System (UM&CS).

Standards and Certification One of NITA-U's key functions is to set, monitor, regulate and enforce standards for Information Technology Hardware & software planning, acquisition, implementation in Government Ministries, departments and agencies

A Memorandum of Understanding (MoU) with the Uganda National Bureau of Standards (being the national umbrella body for development of standards) was signed towards collaboration in the development of standards. To supplement the MoU, an inter-agency technical committee for development of IT standards constituted and facilitated to its work. Five (5) priority IT Standards have been acquired from International Organisation for Standardisation/International Electrotechnical Commission (ISO/IEC). Draft standards for acquisition of Computer hard and software in Government developed. Draft guidelines for valuation and writing off of aging Computers and peripherals developed

To facilitate the lifting of the ban on importation of used computers, draft minimum Standards for used computers have been developed and submitted to the Ministry of ICT and UNBS

Strategy and Planning NITA-U has the key role of planning and monitoring IT initiatives in the country. The systems in government are currently disparate and not interconnected. NITA has prioritized the rationalization and harmonization of IT initiatives in Government. Towards rationalization; a strategy, an Implementation plan and roadmap and a Cabinet Memorandum on Rationalization of IT initiatives and services developed and submitted to and approved by Cabinet

High-level consultations and presentations on rationalization of IT initiatives and services were conducted (All Permanent Secretaries, Top Management Team of the MFPED, and Parliamentary Sessional Committee on ICT etc.) and a Certificate for Financial Implications was obtained from Ministry of Finance.

Capacity Building One of NITA-U's key functions is to support MDAS in Capacity building. MoUs have been developed on collaboration and certifying training in BTVET institutions; minimum standards for courses in IT and Computing are being developed in collaboration with NCHE. Initial activities were executed in relation to the creation of a national IT Industry Association and national IT professions association.

One of NITA-U's key functions, is to support MDAS in Capacity building and the following activities have been participated in; Development of a document paper for the Institutionalization of ICT in MDAs, development of the Strategic plan for UICT and training of Ministry of ICT staff on the Unified Collaboration Messaging System

Technical Support and Advice to Other MDAs

NITA-U has also assisted a range of Government organizations in implementation of IT. The Authority has provided technical support and advisory services to other MDAs; e.g.

- Provided Project Management Support in the implementation of the re-designing of State House Website
- Provided Interim Project Manager for NSIS (National ID Project). Developed Roadmaps and Governance Structures to the setting up of the NSIS Project
- MoFPED (e.g. IFMS and the Other Systems ,CEMAS and the office of the Accountant General)

IT Program/Project Management Methodology: NITA-U adopted a project management framework/methodology to manage its operations. To actualize the framework/methodology, a detailed project management guide is also being developed and in its final stages. The Project methodology developed entails all the components that are needed in order to control projects such as; Project Approval Processes and procedures; cost and schedule management; reporting frameworks; governance structures (steering and project implementation teams); Benefits Management; Risk & Issue Management; Change Control and Stakeholder Management

Based on the above (13) internal, external and critical NITA-U operations have been projectized to the defined Programme Management methodology.

NITA promotion and awareness creation activities

The major event organized in 2011/2012 was the Launch of the NBI that took place on October 7th at Statistics house. The first and second phase of the NBI was officially opened by the vice President of Uganda, His excellence Edward Ssekandi.

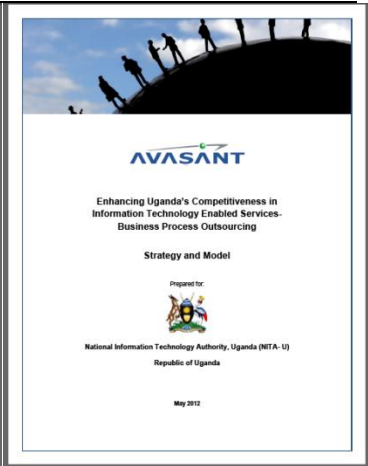
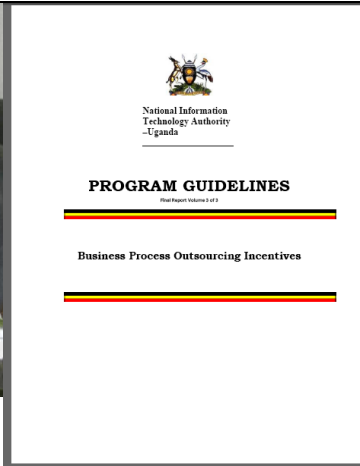
NITA-U organized stakeholder workshops and conferences with the aim to get input and buy-in from key stakeholders. These workshops targeted stakeholders usually an IT officer from government ministries, agencies and departments to give contributions/input to policies, plans and guidelines that NITA is developing. Some of the key stakeholder workshops organized by NITA-U were;

NITA-U also participated in several conferences and exhibitions to support and encourage different initiatives and to showcase their services to the public. Some of the key events participated in by NITA-U were; 7th Annual International Conference on Computing and ICT Research, Annual ICT Sector Review, IBM Dinner, National Council for Higher Education (NCHE) Exhibition, Exquisite Graduate Fair Exhibition

BPO stakeholder consultative workshops to review the BPO model and develop incentives guidelines



James Saaka with the Chairman of the Uganda BPO Association, Badru Ntege at the BPO



Tour of the NBI

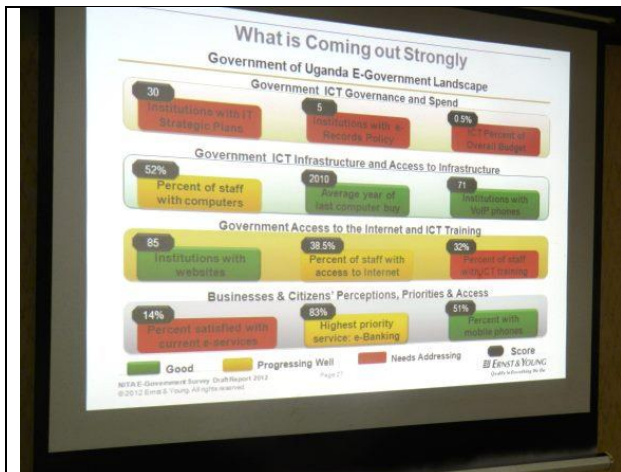


James Saaka and Chair Person ICT Parliamentary committee at one of the NBI transmission site



The ICT Committee of Parliament took a tour of the Nothern leg of the NBI

E-government readiness Workshop



Dashboard of finding highlights being presented at the workshop

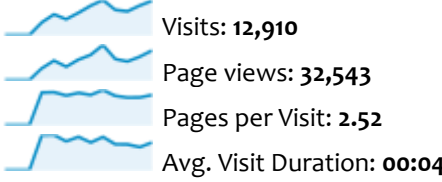





Attendees of the Workshop

Media and Social Networks Coverage of NITA-U

In regard to media coverage, there were over 100 stories in the print, online and broadcast media about NITA-U. More than 70% of the stories were positive. Some projects received more publicity and aroused greater public interest than others. For example; more than 50% of the stories were on the National Backbone Infrastructure, E-government and BPO.

Public interest in NITA-U website shot up immediately it was hosted in July 2011. Within the first month the number of visits had reached 500 and page views were about 1000. There after the number of visits averaged to about 1000 per month leading to cumulative number of visits to 12,910 by June 30th 2012. In addition, two social network pages for NITA were developed and routinely updated (Facebook and Twitter). Both pages remained vibrant throughout the year. Members of the facebook page rose from zero in July 2011 to 459 by June 30th 2012 while followers and tweets (for twitter) rose from zero to 162 and 202 respectively. Followers are growing steadily at 20% increment every month.

WEBSITE	FACEBOOK	TWITTER
<p>www.nita.go.ug</p>  <p>Visits: 12,910 Page views: 32,543 Pages per Visit: 2.52 Avg. Visit Duration: 00:04:05</p>  <p>39% returning visitor 61% new visitor</p>	<p></p> <p>459 members/likes</p> <ul style="list-style-type: none"> Total Likes 459 ↑ 3.18% Friends of Fans 179,358 ↑ 105.08% People Talking About This 46 ↑ 84% Weekly Total Reach 337 ↑ 37.24% <p>https://www.facebook.com/NITA.Uganda</p>	<p></p> <ul style="list-style-type: none"> 202 TWEETS 90 FOLLOWING 162 FOLLOWERS <p>https://twitter.com/#!/NITAUganda</p>

Forging collaborations and partnerships

Uganda recognizes the need of partnering with different countries/institutions to move forward ICT for global excellence, towards the need of sharing experiences, collaboration, benchmarking. The MoICT/NITA U has entered MoU with the following agencies to collaborate in ICT priority areas:

- Government of Republic of Rwanda

- The Arab Republic of Egypt
- Republic of Korea (South Korea)

The major areas of collaboration include but not limited to the following.

Institution/Agency	Areas of Collaboration	Remarks/status
Government of Republic of Rwanda	<ul style="list-style-type: none"> • ICT security • BPO/ITES • Best practices in IT regulatory issues 	<ul style="list-style-type: none"> • A meeting to kick-start operationalization of the MoU was held in Kampala. • Officials from Rwanda made the a study tour to Uganda
The Arab Republic of Egypt	<ul style="list-style-type: none"> • Communications technology infrastructure • Capacity building focusing on BPO training • Documentary of culture heritage and history • Cyber security • Establishment and management of technology parks 	<ul style="list-style-type: none"> • Ground breaking event has been undertaken. • Negotiations with College of Information and Computing - Makerere University Kampala are on-going for tripartite collaboration.
Republic of Korea (South Korea)	<ul style="list-style-type: none"> • ICT Policy development; • Infrastructure development; • Information Security; • Development of e-Government Applications and Services; • Strategy, Research and Innovation; • Development of Legal framework, Laws, Regulations and Standards for e-Government; • Capacity building (including process re-engineering and change management); • IT Enabled Services including Business Process Outsourcing (BPO/ITES). 	<ul style="list-style-type: none"> • The collaboration is already on-going. It pioneer activity has been development of the National E-Government Master Plan that is to be concluded next financial year – 2012/13.

5. AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR 2011/12

1. BACKGROUND

The National Information Technology Authority Uganda (NITA-U) was established by an Act of Parliament (National Information Technology Authority, Uganda Act of 2009). The statutory mandate of NITA-U is to coordinate, promote and monitor Information Technology (IT) developments in Uganda within the context of National Social and Economic Development.

Operationalization of the Authority

The operationalization of the Authority, amongst others, to become a self-accounting entity has been paramount. This followed the granting of a subvention status to the Authority under Vote 20: the Ministry of Information and Communication Technology with effect from FY 2011/2012. The Finance and Accounting function has played a leading role in establishing an interim Financial Management and Internal Control arrangements for the Authority. The drafting of the Financial Management Manual (FMM) was completed and currently before the Board for consideration. Final approval and implementation was, however, deferred pending completion of the revision of Public Finance and Accountability Act.

2. GOVERNANCE

2.1. Ministry of Information and Communication Technology (MoICT)

The MoICT is the line ministry responsible for Information and Communication Technology and have the overall national responsibility for the sector and supervision of all agencies under it including NITA-U. In particular, its main mandates include, amongst others, the responsibility for policy development, advocacy, strategic guidance and support of the Authority operations.

2.2. NITA-U Board of Directors

According to NITA, U Act- 2009, the Board of Directors is appointed by the Minister of Information and Communication Technology and constituted as the governing body of the Authority.

Amongst others, the Board is specifically responsible for: formulation of policy guidelines, approval of budgets & action plans, monitoring implementation of plans & programs, determining structure and establishing staffing levels and establishment of rules and procedures of the Authority.

2.3. NITA-U board members:

- | | |
|--------------------------------|--------------------------------------|
| 1. Eng Dr F F Tusubira | Board Chairman. |
| 2. Mr. James Saaka | Board Secretary/ Executive Director. |
| 3. Ms. Excellence Favor | Board Member. |
| 4. Hon. Beatrice Amongi Lagada | Board Member. |
| 5. Prof. Patrick Mangeni | Board Member. |
| 6. Dr. David Turahi | Board Member. |
| 7. Mr. Kenneth Mugambe | Board Member. |

2.4. NITA U Secretariat's Key management personnel;

The NITA-U Secretariat forms the organization's executive arm and is headed by the Executive Director supported by a team of Directors heading various Directorates:

- | | |
|----------------------------|--|
| 1. Mr. Andrew Lajul Kilama | -Director Finance & Administration. |
| 2. Dr. Fredrick Kitoogo | -Director Planning Research & Development. |
| 3. Mr. Peter Kahiigi | -Director Technical Services. |
| 4. Ms. Stella Alibateese | -Director of Regulations and Legal Services. |
| 5. Mr. Julius Torach | -Director E-government Services |

2.5. NITA U Bankers;

NITA-U operates one account with bank of Uganda.

2.6. NITA U Auditors;

Auditor General's Office is responsible for auditing the accounts of the Authority in accordance with the relevant laws of Uganda.

2.7. STATEMENT OF DIRECTORS RESPONSIBILITIES

The Companies Act requires the directors to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit and loss. It also requires the directors to ensure that the company keeps proper accounting records that disclose, with reasonable accuracy, the financial position of the company. The directors are also responsible for safeguarding the assets of the company.

The directors accept the responsibility for the preparation of the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable estimates, in conformity with International Financial Reporting Standards and the requirements of the Companies Act, the Finance and Accountability Act and the NITA-U Act.

The Directors are of the opinion that the financial statements give a true and fair view of the state of financial affairs of the Authority and her surplus and deficit in accordance with applicable standards. The Directors further accepts responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, including designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement.

The Directors confirm that nothing has come to their attention to indicate that the Authority will not remain a going concern for at least twelve months from the date of this statement.

Board Secretary

Board Chairman

2.8. STATEMENT OF RESPONSIBILITIES OF THE ACCOUNTING OFFICER

The financial statements set out on pages 5 to 16 have been prepared in accordance with the provisions of the Public Finance and Accountability Act, 2003 [the Act] and the modified accrual basis of accounting, they comply with the generally accepted accounting practice for the public sector.

In accordance with the provisions of Section 8 of the Public Finance and Accountability Act, 2003, [the Act], I am responsible for the control and personally accountable to Parliament for the regularity and propriety of the expenditure of money applied by an expenditure vote, or any provision funded wholly through the Consolidated Fund, and for all resources received, held or disposed of.

Accordingly, I am pleased to submit the required financial statements in compliance with the Act. I have provided, and will continue to provide all the information and explanations as maybe required in connection with these financial statements.

To the best of my knowledge and belief, these financial statements agree with the books of account, which have been properly kept.

I accept responsibility for the integrity of these financial statements, the financial information they contain and their compliance with the Public Finance and Accountability Act, 2003.

.....

James Saaka

Executive Director/ Accounting Officer

3. STATEMENT OF FINANCIAL POSITION

FY 2011/2012

	NOTES	UG. SHS
ASSETS		
Non-current assets		
Property and equipment	5	186,901,319,365
Current assets:		
Receivables	6	402,055,380
Inventory	7	163,200,799
Cash and cash equivalents	8	4,118,976,752
Total Current Assets		4,684,232,931
TOTAL ASSETS		191,585,552,296
CAPITAL EMPLOYED		
Deferred Grant	9	187,094,520,164
Surplus	10	1,776,804,979
		188,871,325,143
CURRENT LIABILITIES		
Accounts Payables	11	2,714,227,153
TOTAL CAPITAL AND LIABILITIES		191,585,552,296

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James Saaka

Executive Director

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Andrew Kilama Lajul

Director Finance & administration

4. STATEMENT OF COMPREHENSIVE INCOME

		FY 2011/2012
	NOTES	UG. SHS
REVENUES		
Grants - (related to revenue)	2	15,547,264,419
Other revenues	3	764,447,968
Deferred income	5	21,129,804,921
TOTAL REVENUE		37,441,517,308
EXPENSES		
Administration expenses	4	14,534,907,408
Depreciation charge	5	21,129,804,921
TOTAL EXPENSES		35,664,712,329
SURPLUS		1,776,804,979

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James Saaka
Executive Director.

.....
Andrew Kilama Lajul
Director Finance & administration

5. STATEMENT OF CASHFLOWS

	NOTES	2011/2012 UG. SHS
Cash generated from operating activities		
Surplus for the period	10	1,776,804,979
Adjustments for:-		
Depreciation/ Amortization	5	21,129,804,921
Operating profit before working capital changes		22,906,609,900
Receivables	6	(402,055,380)
Inventories	7	(163,200,799)
Trade and other payables	11	2,714,227,153
Cash from /(used) in operations		2,148,970,974
Net cash from operating activities		25,055,580,874
Cash flows from investing activities		
Purchase of property and equipment	5	(208,031,124,286)
Net cash used in investing activities		(208,031,124,286)
Cash flows from financing activities		
Capital Grant	9	187,094,520,164
Net cash (used in) /generated from financing activities		187,094,520,164
Cash and cash equivalents at beginning of the year		-
Net increase in cash and cash equivalents	8	4,118,976,752
Cash and cash equivalents at end of the year		4,118,976,752

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James Saaka

Executive Director.

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Andrew Kilama Lajul

Director Finance & administration

6. STATEMENT OF CHANGES IN EQUITY

	Contributed Capital UGShs	Revaluation Reserve UGShs	Translation Reserve UGShs	Accumulated Surplus UGShs	Total net Assets/Equity UGShs
Balance as at 30th June 2011	-	-	-	-	-
Net surplus for the period				1,776,804,979	1,776,804,979
Balance as at 30th June 2012	-	-	-	<u>1,776,804,979</u>	<u>1,776,804,979</u>

.....

James Saaka

Executive Director.

.....

Andrew Kilama Lajul

Director Finance & administration

7. NOTES TO THE FINANCIAL STATEMENTS

Note 1 Accounting Policies;

Basis of Accounting

The Authority maintains and reports her financial data using the Generally Accepted Accounting Principles (GAAP) Basis. The Generally Accepted Accounting Principles (GAAP) the Authority follows requires that its financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and in compliance with the NITA-U, Act 2009 and the Public Finance and Accountability Act 2003.

In order to comply with GAAP, it is expected that management would exercise judgment in the process of applying accounting policies. The following concepts have, therefore, been adopted in the preparation of the Authority's Statement of Accounts:

Note 1.2 Accruals concept

The Accruals concept requires recording of expenditure and revenue when they become due (i.e. in many cases before the associated cash flows take place), before the recording of assets and liabilities, and therefore is involved with making provisions, the depreciation of assets with finite lives and the production of balance sheets. In addition, accrual accounting entails recording non-cash transactions such as depreciation, provisions, and bad debts, etc. non-cash transactions have a monetary value and contribute to the Authority's financial Position.

Note 1.3 Generally Accepted Accounting Principles Basis of Accounting (GAAP)

Under GAAP principle financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and in compliance with the NITA-U, Act 2009.

In order to comply with GAAP, the following concepts have been incorporated in our financial reports:

Note 1.4 Matching Concept

This is based on the assumption that period costs are expensed as incurred and matched against related revenue in the appropriate period.

Note 1.5 Recognition Concepts

This is based on the assumption that revenue is recognized when the earnings process is virtually complete and an arm's length exchange transaction has occurred.

Note 1.6 Historical Cost Concepts

This is based on the assumption that GAAP normally requires assets and liabilities to be accounted for and reported on the basis of acquisition price. The Authority records transactions following this historical concept unless modified to accommodate revaluation

of certain assets in accordance with the requirements of a specific IFRS/IAS as the case may be.

Note 1.7 Going Concern Concepts

This is based on the assumption that the Authority will continue in operation for the foreseeable future.

Note 1.8 Materiality Concepts

This is based on the assumption that an item is material if its inclusion or omission would influence or change the judgment of a reasonable person in his/her review of financial statements.

Note 1.9 Revenue Recognition

All the Authority's received revenues were either paid directly into the Authority's bank accounts or to our cash office.

These include:

Government Grants (GoU), Grants, donations and other revenue from sale of tender documents.

Under Government Grants (GoU), NITA-U is funded by the GOU as a subvention under vote 020 - Ministry of Information and Communication Technology (MOICT).

Otherwise all the other revenues were promptly collected and fully accounted for in the appropriate accounting records and monthly reconciliations were carried out to ensure that the total of all receipt entries in the relevant cashbook equals the amount actually brought to account under the relevant revenue item for the same period.

During the financial year, no debts became overdue for more than 30 days to warrant debt recovery procedures.

Note 1.10 Grants;

Revenue grants and grants related to acquisition of Property Plant & Equipment were treated in accordance with International Accounting Standard (IAS) 20 (Accounting for government grants). IAS 20 permits the following two methods of presentation:

- i. Present the grant as deferred income which is recognized as income on a Systematic and rational basis over the useful life of the asset; or
- ii. Deducting the grant in arriving at the carrying value of the asset, in which Case the grant is recognized in the statement of comprehensive income over the life of the asset by way of a reduced depreciation charge.

The first option (grant as deferred income) has been adopted and a deferred grant was created as per the provisions of IAS 20 which requires that grants related to assets be presented in the financial statements by setting up the grant as deferred income.

Note 1.11 Properties, Plant, and Equipment

IAS 16 prescribes the accounting treatment for property, plant, and equipment which includes the recognition of assets, the determination of their carrying amounts, and the depreciation charges. NITA-U depreciates her Non-current Assets using the “straight line” method.

The expected useful life of each category of asset is:

- i. Acquisition of buildings – purchase or construction: 40 years
- ii. Building improvements: 20 years
- iii. Land improvements: 20 years
- iv. Autos, vans and passenger vehicles: 4years
- v. Computer software, hardware and related accessories: 3. 1/3 years
- vi. All furnishings and equipment not specifically defined in other classifications: 8 years.
- vii. NBI/ EGI infrastructure: 10 years.

Note 1.12 Transaction currencies

Financial statements are presented in Uganda Shillings (UShs). Transactions denominated in foreign currency are converted into Uganda Shillings at the exchange rate ruling at the date of the transaction. At year end the exchange rates used was 1 USD = Ushs.2, 600. This is in accordance with IAS 21.

Note 1.13 Capital fund

A capital fund is maintained equal to the written-down value of non-current assets and depreciation is charged to this fund.Net revenue balances at the end of the year is posted to the General Capital fund account.

Note 1.14 Comparatives

Being NITA-U’s first year of operation, no comparatives have been included in our financial statements for the Current financial year.

Note 2.	SOURCES OF REVENUES	
	Government Grants (GoU)	13,309,764,419
	Other Grants	2,237,500,000
		15,547,264,419

Note 3.	OTHER REVENUES	
	Donations from private persons	742,887,968
	Tender fees	21,560,000
		764,447,968

Note 4.	Administration expenses	
	Staff Salaries	5,888,516,394
	Allowances	137,978,690
	Medical Expenses	28,034,500
	Advertisement & Publicity	117,450,833
	Workshops & Seminars	191,048,954
	Staff Training & Development	52,353,344
	News Papers & Periodicals	11,220,425
	Computer Supplies and IT services	56,314,241
	Stationary & Printing	64,174,148
	Small Office Equipment	9,516,062
	Telecommunication	125,604,586
	Information & Communication Technology	104,576,332
	Security Guards	66,562,500
	Electricity	76,620,463
	General Supply of Goods & Services	4,530,948,365
	Consultancy Services	2,398,273,302
	Travel Inland	159,960,402
	Travel Abroad	181,954,711
	Fuel , Lubricant & Oil	58,655,970
	Maintenance MV	33,453,381
	Maintenance. Property, Plant & Equipment	205,664,965
	Maintenance Other	36,024,840
		14,534,907,408

5a. PROPERTY, PLANT & EQUIPMENT

	Motor Cycles	Motor Vehicles	Machinery & Equipment	Computers	Furniture, Fix & Fittings	NBI/EGI Phase 1	NBI/EGI Phase 2	Total
	25%	25%	12.5%	33.33%	12.5%	10%	10%	
Cost / Valuation	UG. SHS	UG. SHS	UG. SHS	UG. SHS	UG. SHS	UG. SHS	UG. SHS	UG. SHS
At 1st Jul 2011		-	-	-	-	-	-	-
Additions (Paid from Grant Incomes)		163,608,723	-	-	260,472,870		-	424,081,593
Additions	2,000,000	64,000,000	3,640,000	1,188,868,061	331,417,741	37,679,721,645	168,337,395,246	207,607,042,693
Disposal	-	-	-	-	-	-	-	-
At 30th June 2012	2,000,000	227,608,723	3,640,000	188,868,061	591,890,611	37,679,721,645	168,337,395,246	208,031,124,286
Depreciation as at 1st Jul 2011								
Disposal								
Charge for the year	500,000	56,902,181	455,000	396,249,725	73,986,326	3,767,972,164	16,833,739,525	21,129,804,921
At 30th June 2012	500,000	56,902,181	455,000	396,249,725	73,986,326	3,767,972,164	16,833,739,525	21,129,804,921
Net Book Value at 30th June 2012	1,500,000	170,706,542	3,185,000	792,618,336	517,904,285	33,911,749,480	151,503,655,721	186,901,319,365

5 (b) NBI/EGI Infrastructure;

The NBI/EGI Infrastructure is composed of the Phases 1 &2;

Phase 1 was completed and handed over to the Ministry of Information and Communication Technology (MoICT) during the FY 2009/10 while Phase 2 project is still work in progress at an estimated completion level of 95%.

For accounting purposes, NBI/EGI Infrastructure has been included in our financial statements at the following cost which is in line with IAS 16;

	Cost in Us \$ as per BOQ	Percentage completion	Exchange rate	Amount in UG SHS
Phase 1	25,139,658	100%	1873.52	47,099,652,056
Phase 2	70,475,921.94	95%	2,514.295	168,337,395,246
Total				215,437,047,302

Carrying amount for NBI Phase 1

Due to the fact that NBI/EGI phase one was handed over on 30th November 2009 (FY 2009/2010), it is prudent that we take into consideration the depreciation/ amortization value for the past periods to the beginning of FY 2011/12.

Given our 10% straight line depreciation, at the beginning of the financial year 2011/12 the NBI phase 1 carrying amount was reduced by 2 years depreciation and thus the carrying amount of UG SHS; 37,679,721,644.80 (Shs.47,099,652,056 X 8/10) as reflected in our Financial Statements.

		FY 2011/2012
Note. 6	RECEIVABLES	UG. SHS
	Accounts receivable	30,000,000.
	Stolen Cash booked to the Accounting Officer	12,300,000
	Prepayments	359,755,380
	TOTAL RECEIVABLES	402,055,380

Note. 7	INVENTORY	
IAS 2 has been adopted in our inventory treatment in the financial accounts. NITA-U's inventory is comprised of stock of materials remaining un-used at end of the year		
	Inventory assets	163,200,799

Note. 8	CASH AND CASH EQUIVALENTS	
	Bank balance - Bank of Uganda	4,117,365,009
	Cash	0
	Petty cash balance	1,611,743
		4,118,976,752

Note. 9	DEFERRED GRANT	
	Deferred Grant As at 1st July	0
	Additions	208,224,325,085
	Amortization for the year	(21,129,804,921)
	As at 30 June 2012	187,094,520,164

Note. 10	RETAINED EARNINGS	
	Surplus for the period	1,776,804,979

Note. 11	PAYABLES	
	Accounts payable	2,317,620,422
	Gratuity payable	396,606,731
		2,714,227,153

12. DISCLOSURES

12.1 When NITA U was granted a subvention status under Vote 20 at the beginning of FY 2011/2012, it inherited a number of project Assets including 3 Motor vehicles valued at Shs; 64,000,000 and 2 Motor cycles worth 2,000,000. These assets are included in the financial statements based on management valuation as they await valuation by the Government Valuer.

12.2 Also Included in the Financial Statements is Shs 12,300,000 Accounts receivable. The money and the Safe were stolen from our offices on the night of 20th. July 2011. The stolen money has

been written against the Accounting Officer and forms part of the Accounts receivable (**Notes 6**) till when it will be written off in accordance with the Public Finance and Accountability Act 2003.

END

6. LOOKING FORWARD

6.1 Key success factors

The key success factors for enhancing speedy and sustainable transformation through ICT shall include but not limited to the following:

- Adequate funding of the ICT sector to ensure systematic implementation of the national e-government master plan and other initiatives.
- General sensitisation and awareness creation to demystify ICTs.
- Mindset change to enable systematic transition from manual to electronic processes.
- Warrant for security of electronic transactions.
- Rationalisation and integration of ICT initiatives to eliminate duplication.
- Roll out standard and uniform project management guidelines for proper and sustainable management of IT projects
- Deliberate and coordinated human resource development and capacity building

6.2 Priorities for the Next Financial Year (FY 2012/13)

Building on the above achievements the priorities for the next financial year will include:

Programme/Project	Planned Output/Targets	Milestones/Major Activities
National Transmission Backbone Infrastructure (NBI)	<ul style="list-style-type: none"> • Commercialization Completed 	<ul style="list-style-type: none"> • Phase I Issues rectified and a verification report signed
		<ul style="list-style-type: none"> • Approved guiding principles for using the NBI
		<ul style="list-style-type: none"> • Pricing Model for NBI Services developed and approved

	<ul style="list-style-type: none"> Implementation of Phase III 	<ul style="list-style-type: none"> Loan Agreement for Phase III signed PIP for Phase III approved Contract for Supervision Approved Pre-shipment Report Produced
	<ul style="list-style-type: none"> Last mile connectivity to priority user groups 	<ul style="list-style-type: none"> Conduct feasibility Study on Last mile solution
District Business Information Centers (DBICs)	<ul style="list-style-type: none"> Establishing two new DBICS 	<ul style="list-style-type: none"> Tororo DBIC Setup Kitgum DBIC Setup
	<ul style="list-style-type: none"> Monitoring existing DBICS 	<ul style="list-style-type: none">
Business Process Outsourcing (BPO)	<ul style="list-style-type: none"> Operationalization of BPO strategy and incentives schemes 	<ul style="list-style-type: none"> Approved Cabinet Memos on: <ul style="list-style-type: none"> ✓ Strategy Model ✓ BPO Incentives Guidelines. ✓ BPO Standards
	<ul style="list-style-type: none"> Overseeing management of BPO call centre 	<ul style="list-style-type: none"> BPO centre uptime based on agreed SLA. Ensure 180 continuously employed at the BPO centre
	<ul style="list-style-type: none"> BPO Training 	<ul style="list-style-type: none"> 100 youth trained in BPO
Implementation of e-government services	<ul style="list-style-type: none"> E-government Master plan 	<ul style="list-style-type: none"> Finalization of the e-Government Master plan
	<ul style="list-style-type: none"> Operationalization of the e-Government Roadmap 	<ul style="list-style-type: none"> Roll out UMCS and VOIP to at least 10 MDAs <ul style="list-style-type: none"> Implementation and government web portal Operationalize EGI equipment Operationalize IT service desk for MDAs e-government capacity Building programme Develop e-government interoperability framework
	<ul style="list-style-type: none"> Development and promotion of ITES and Innovation Centers across the country – IT Parks and Cyber City. 	<ul style="list-style-type: none"> Approved concept paper on IT Parks for the Board
Harmonized IT Planning	<ul style="list-style-type: none"> Implement Rationalization of IT 	<ul style="list-style-type: none"> Implement key strategies of rationalization of IT systems

Systems		
Standards and Regulations	<ul style="list-style-type: none"> Development and enforcement of IT Standards 	<ul style="list-style-type: none"> IT Standards roadmap in place Priority MDA and National Standards developed, approved and adopted Certification and accreditation framework developed
	<ul style="list-style-type: none"> Enforcing of Regulations on Cyber laws and NITA U act 	<ul style="list-style-type: none"> Enactment and implementation of the regulations for cyber laws Stakeholder sensitization
Operationalization of NITA	<ul style="list-style-type: none"> NITA-U Strategic Plan in place 	<ul style="list-style-type: none"> Complete development of the Strategic plan and align all NITA Activities to the Strategic Plan
	<ul style="list-style-type: none"> Staff capacity building & skills development 	<ul style="list-style-type: none"> Staff training
	<ul style="list-style-type: none"> Operationalizing internal management systems 	<ul style="list-style-type: none"> Implement Finance & Accounting, Human Resources and Procurement Manuals

6.3 Medium to Long term Plans

Basing on and analysis of the previous performance, situation analysis, changing environment and emerging trends, the medium term to long term priorities for NITA have been identified to include the following:

Priority Areas	Medium Term Goals	Strategic Interventions
IT Infrastructure	A rationalized and integrated national IT infrastructure	<ol style="list-style-type: none"> To extend the IT infrastructure coverage in the country to cover at least 80% of MDA and Target User Groups Enhance availability of internet availability in the country by securing at least two alternative routes to the Submarine cables To improve resilience and attain at least 99.9% service availability of the NBI. To increase efficiency of information resource management and improve capacity to response to system errors and security threats.
E-government	Achieving transaction level e-	<ol style="list-style-type: none"> To facilitate delivery of Interoperable e-

	government services for at least 50% of MDA IT systems	<p>Government applications and services</p> <ol style="list-style-type: none"> To implement strategies for improving information sharing across government Promote delivery of integrated e-Government applications To develop and implement e-government law and regulations Build national capacity for utilization and uptake e-Government services To develop support services for e-Government
Standards & Regulation	Regulated IT environment in public and private sector	<ol style="list-style-type: none"> To develop and enforce IT standards To draft, enact and enforce priority laws and regulations for IT sector To develop and implement an accreditation and certification system for IT professionals, IT training, products and services To streamline IT governance in Government Facilitate establishment of the national IT professionals and IT industry bodies
Capacity Building	Strengthened capacity and awareness creation about IT in Uganda (both institutional and human)	<ol style="list-style-type: none"> Develop comprehensive IT human resource skills development Strategy and programme To ensure alignment of IT competencies and professions in MDAs To develop structure and system for IT retooling/ equipping of government To promote mass awareness about IT its role in development and social economic transformation
Research and Innovation	IT research and innovations systems developed	<ol style="list-style-type: none"> Develop and implement the national IT research master plan Develop National IT data collection and dissemination guidelines To put in place a tool that will be used to collect, store, analyze and disseminate IT information
Information Security	To implement the National Information Security Strategy (NISS)	<ol style="list-style-type: none"> Put in place a NIS advisory group To implement the Public Key Infrastructure (PKI) To establish the government Computer Incident Response Teams (CIRT)

		4. To ensure harmonization of IT security initiatives within the EA region and internationally.
Business Process Outsourcing/ IT Enabled Services (BPO/ITES)	To develop and promote Business Process Outsourcing (BPO) /Information Technology Enabled Services (ITES) industry	1. Establish ICT parks
		2. Establish partnerships with the private sector to enable the sustainability of the industry
		3. Develop and implement the BPO marketing strategy
		4. Train youth in BPO skills
NITA-U Capacity Strengthened	Strengthen and align institutional capacity	1. To build and equip a NITA-U headquarter
		2. To ensure mobilization of adequate resources to deliver NITA-U projects
		3. To develop and Implement the NITA-U communication plan
		4. To develop and implement internal management procedures and processes
		5. To develop and market NITA-U products and services