Information and Communications Technology Sector

Semi-Annual Budget Monitoring Report

Financial Year 2018/19

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Ministry of Finance, Planning and Economic Development
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ABBREVIATIONS AND ACRONYMS

AIA	Appropriation in Aid
AIMS	Academic Information Management System
BFP	Budget Framework Paper
BPO	Business Process Outsourcing
CERT	Computer Emergency Response Team
DC	Data Centre
DNS	Domain Name Server
EOI	Expression of Interest
ERP	Enterprise Resource Planning
ESA	Enterprise Security Architecture
ETA	Electronic Transactions Act
E-GP	Electronic Government Procurement
FIA	Financial Intelligence Authority
GB	Giga Byte
GCIC	Government Citizens Interaction Centre
GoU	Government of Uganda
HMIS	Health Information Management System
IAC	Information Access Centre
ICT	Information, Communications Technology
ICTAU	Information Communications Technology Association of Uganda
IFMS	Integrated Financial Management System
ISO	International Standards Organisation
ITES	Information Technology Enabled Services
IPPS	Integrated Payroll and Pension System
JLOS	Justice, Law and Order Sector
LG	Local Government
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MBPS	Mega Byte Per Second
MBSA	Master Business Services Agreement
MDAs	Ministries, Departments and Agencies

MLHUD	Ministry of Lands, Housing and Urban Development
MoD	Ministry of Defence and Veterans Affairs
MoICT&NG	Ministry of Information, Communications Technology and National Guidance
MoU	Memorandum of Understanding
NBI	National Backbone Infrastructure
NEMA	National Environment Management Authority
NISF	National Information Security Framework
NITA-U	National Information and Technology Authority
NOC	Network Operating Centre
OFC	Optic Fiber Cable
PAD	Project Appraisal Document
RCIP	Regional Communication Infrastructure Programme
SLA	Service Level Agreement
UBC	Uganda Broadcasting Corporation
UCC	Uganda Communications Commission
UICT	Uganda Institute of Information Communication Technology
UMC	Uganda Media Centre
UMCS	Unified Messaging Collaboration System
UPL	Uganda Posts Limited
US$	United States Dollar
Wi-Fi	Wireless (Internet)

FOREWORD

Over the years, the Government has implemented a number of interventions that have led to substantial progress in economic growth and national development which is now projected at 6.3% this Financial Year 2018/19 up from 6.1% attained last Financial Year 2017/18. As Government continues to pursue strategies for sustained growth and development, we should step up efforts in monitoring government programs and projects, to ensure that they are implemented in time and cost and any obstacles identified and addressed.

This report from the Budget Monitoring and Accountability Unit points to fair performance among the sectors monitored. It shows that most sectors achieved between 60%-79% of their planned semi-annual output targets. The fair performance points to the need for proper planning and commencement of procurement processes in time. This has resulted in slow absorption of funds and ultimately inadequate service delivery.

The sectors now have a quarter of the financial year to make good the promises made in terms of output and outcome targets. This is to urge all sectors to review the report and take necessary corrective actions to ensure effectiveness by end of the financial year.

Patrick Ocailap

For Permanent Secretary/ Secretary to the Treasury

EXECUTIVE SUMMARY

This report reviews selected key Vote Functions and Programmes within the Informaiton, Communication and Technology (ICT) sector, based on approved plans and significance of budget allocations to the Votes. The programme/sub-programmes selected for monitoring were based on regional representation, level of capital investment, planned annual outputs, and value of releases by 31st December 2018.

The methodology adopted for monitoring included literature review of annual progress and performance reports; interviews with the respective responsible officers or representatives, and observations or physical verification of reported outputs. Physical performance was rated using weighted achievement of the set output targets by 31st December, 2018.

FINDINGS

The overall budget for the ICT sector comprising of Wage, Non-Wage Recurrent, Development, Gross Tax, and Appropriation in Aid (A.I.A) for FY 2018/19 is Ug shs 181.07 billion, of which Ug shs 41.796 billion was for Vote 020 (Ministry of ICT and National Guidance) and Ug shs139.274 billion for Vote 126 (National Information Technology Authority-Uganda (NITA-U).

The release and expenditure performance was good and poor (60% and 45%) respectively. Performance showed low absorption under both Votes with 50% (Ug shs 41.161 billion) absorption under NITA-U, and 30% (Ug shs 8 billion) absorption under the Ministry; despite having over 59% (Ug shs 82.769 billion) and 63% (Ug shs 26.372billion) of their budgets released.

Highlights of Sector Performance

The sector performance in terms of outputs by 31st December 2018 was fair (63%). Under **connectivity and internet bandwidth**, 65 new MDA sites were connected to the National Backbone Infrastructure (NBI) bringing the total number of connected sites to 397. Of these, 282 were receiving services including internet bandwidth, IFMS, leased lines, dark fibre and Data Centre by 31st December, 2018. However, the price of internet bandwidth was maintained at the same level as FY 2017/18 at US$ 70 Mbps per month. The coverage of MYUG Free Public WI-FI service was expanded to cover over 284 locations and 76,519 users had signed up for the service by December 2018. This has enabled the citizens to have free, fast and reliable internet connectivity.

E-Government services: Two (2) additional e-government services were added to the e-Citizens Portal (http://ecitizen.go.ug) in an effort to deliver electronic public services which improved citizen access to Government services. This brings the total number of e-government service on the e-Citizen portal to Eighty-One (81). Further, NITA-U rolled out U-mail (a Unified Messaging and Collaboration System) to six (6) piloting entities that leverages on traditional email and accessibility to collaborative applications to support and improve Government wide communication. U-mail shall increase Government efficiency through shared services.

Furthermore, NITA-U upgraded the National Data Centre and Disaster Recovery Site to Tier 3 classification. These facilities are currently providing services to 33 MDA/LGs and hosting 36 critical Government applications and systems. Government shall realize cost saving through centralized hosting and Disaster Recovery Services for Government Applications and Data at the National Data Centre. The Regional Communications Infrastructure Program (RCIP) project also registered increased budget absorption during Q2 due to increased implementation of a number of key activities namely; the Unified Messaging and Collaboration System (UMCS), the Cloud Solution, the e-Government Procurement (e-GP) and the Consultancy for Gap Analysis for legal and regulatory framework for the ICT Sector.

National ICT Initiatives Support Programme (NIISP): Under the Ministry**, t**hree ICT hubs were supported namely: Resilient African Network, Tech Buzz Hub and Hive Collab, 150 innovators were attached to innovation hubs for mentorship, and the activities of ICT innovators supported under the first call for Innovations in FY2017/18 under the NIISP were monitored. The second call for Innovators was also finalized, approved by the Selection Committee and published. The steel structure and roofing for the ICT Innovation /Incubation Center at Uganda Institute of Information and Communication Technology (UICT) Nakawa were also completed and final finishes including ceiling, electrical and plumbing works were ongoing. The estimated overall physical progress was 70% against a time progress of over 100%.

Bills, Policies and Guidelines: The Data Protection and Privacy Bill, 2015 was passed by Parliament and was awaiting assent by His Excellency the President of the Republic of Uganda**.** The first draft of the E-Commerce Strategy and the roadmap for institutionalization of ICT cadres in Government were developed. A paper for Information Technology Enabled Services (ITES)/Business Process Outsourcing (BPO) communication and sensitization strategy was prepared. Consultations on the regulatory impact assessment of the e-Government Interoperability Policy were undertaken. In addition, the Cyber Strategy was disseminated to over 20 MDAs at the Cyber Defence East Africa Workshop from 6th -7th September 2018 at UBOS Conference Hall, and the 2nd Draft Spectrum Management Policy was developed.

Technical guidance, monitoring and supervision: Technical support was provided in the implementation of the Academic Information Management System and the Netherlands Trust Fund (NTF4) IV project that promotes IT enabled services and BPO. The sector also participated in open source software workshop organized by the Uganda Open Source Software Association and software clinics organized by the Innovation Hubs. Further, the costed Implementation Action Plan for the Draft Media Local Content Policy was developed; and eighty-two (82) additional firms were certified bringing the total to two hundred thirty-nine (239). Postcodes for all Parishes were finalized and submitted to Ministry of Works and Transport for inclusion into the Building Control Regulations and special postcodes were developed for special interest areas (Parks, Government offices, tourist sites, monuments, land marks, historical sites) in all districts of Uganda. Further, thirty-one (31) sensitization activities on IT legislation were carried out to enhance awareness within Government, regulated entities and the public.

Challenges

The ICT sector performance is hampered by delays in initiation of procurements, low ICT technical capacity within MDAs to support the systems, lack of capacity (human resource, hardware and software) at MDAs to generate content for the different e-government services including websites, inadequate funding to finalize the revamping and clearing of arrears at Uganda Broadcasting Corporation (UBC), and delays in procurement approvals/securing no objection from the World Bank.

Recommendations

i) The MoICT&NG and NITA-U should develop a change management strategy to ensure that duplication is minimised on procurement and use of ICT installations.

ii) The NITA-U through the RCIP should prioritise provision of key hardware and software such as computers and structured cabling to agencies where the NBI was delivered but not in use in order to increase the uptake of e-enabled services.

iii) The outstanding arrears to URA, NSSF and staff gratuity under UBC should be prioritised and funded.

iv) The MoICT, NITA-U and Ministry of Public Service should review the staff ceiling for sector to increase on implementation efficiency by filling more technical positions.

v) The NITA-U should regularly engage the World Bank Task Team Leader to ensure that "no objections" are secured in time.

CHAPTER 1: BACKGROUND

1.1 Introduction

The mission of the Ministry of Finance, Planning and Economic Development (MFPED) is, "*To formulate sound economic policies, maximize revenue mobilization, ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development*". It is in this regard that the ministry gradually enhanced resource mobilization efforts and stepped up funds disbursement to Ministries, Departments, Agencies and Local Governments in the past years to improve service delivery.

Although some improvements have been registered in citizens' access to basic services, their quantity and quality remains unsatisfactory, particularly in the sectors of health, education, water and environment, agriculture and roads. The services being delivered are not commensurate to the resources that have been disbursed, signifying accountability and transparency problems in the user entities.

The Budget Monitoring and Accountability Unit (BMAU) was established in FY2008/09 in MFPED to provide comprehensive information for removing key implementation bottlenecks. The BMAU is charged with tracking implementation of selected government programmes or projects and observing how values of different financial and physical indicators change over time against stated goals and targets (how things are working). This is achieved through semi-annual and annual field monitoring exercises to verify receipt and application of funds by the user entities. Where applicable, beneficiaries are sampled to establish their level of satisfaction with the public service.

The BMAU prepares semi-annual and annual monitoring reports of selected government programmes and projects. The monitoring is confined to levels of inputs, outputs and outcomes in the following areas:

- Accountability
- Agriculture
- Infrastructure (Energy and Roads)
- Industrialization
- Information and Communication Technology
- Social services (Education, Health, and Water and Environment)
- Public Sector Management; and
- Science, Technology and Innovation

1.2 Sector Mandate

The mission of the Information, Communications Technology and National Guidance sector is to "promote the development of ICT infrastructure and services throughout the country". The

mandate of the sector is to provide strategic and technical leadership, overall coordination, support and advocacy on all matters of policy, laws, regulations and strategy for sustainable, effective and efficient development, as well as harnessing and utilization of ICT in all spheres of life to enable the country achieve its development goals.

The sector is composed of the Ministry of Information, Communications Technology and National Guidance (MoICT&NG), National Information Technology Authority (NITA-U), Uganda Communications Commission (UCC), Uganda Post Limited (UPL- operating as Posta Uganda), Uganda Media Centre, Uganda Broadcasting Corporation (UBC) and Uganda Institute of Information and Communications Technology (UICT).

1.3 Sector Objectives and Priorities

The overall sector objectives as outlined in the National Development Plan II are to:
- Increase access to ICT infrastructure to facilitate exploitation of the development priorities.
- Enhance the usage and application of ICT services in business and service delivery.
- Increase job creation through ICT research and development.
- Increase the stock of ICT skilled and industrial ready workforce.
- Improve the information security system to be secure, reliable, resilient, and capable of responding to cyber security threats.
- Improve the legal and regulatory frameworks to respond to the industry needs.
- Increase the stock and quality of strategic infrastructure to accelerate the country's competitiveness

CHAPTER 2: METHODOLOGY

2.1 Scope

This report is based on selected programmes/sub-programmes in the Information Communications Technology and National Guidance (ICT&NG). Selection of areas to monitor is based on a number of criteria:

- Significance of the budget allocations to the votes within the sector budgets, with focus being on large expenditure programmes. The programmes that had submitted Q2 progress reports for FY2018/19 were followed up for verification as they had specified output achievements.
- Multi-year programmes that were having major implementation issues were also visited.
- Potential of projects/programmes to contribute to sector and national priorities.
- For completed projects, monitoring focused on value for money, intermediate outcomes and beneficiary satisfaction.

This report reviews the half year performance of selected programmes, policies and projects implemented by the Ministry of ICT&NG and NITA-U for the first half of FY2018/19. Under NITA-U, all programmes and one development project namely; Regional Communication Infrastructure Programme (RCIP) were monitored. Under the MoICT & NG, two development project; Strengthening Ministry of ICT (0990) and Support to Information and National Guidance (1006) were tracked.

The programmes monitored were: Enabling environment for ICT Development and Regulation, Effective Communication and National Guidance, General Administration, Policy and Planning, Electronic Public Services Delivery (e-transformation), Shared IT infrastructure and Streamlined IT Governance and capacity development.

2.2 Methodology

Physical performance of projects and outputs was assessed through monitoring a range of indicators and linking the progress to reported expenditure. Across all the projects and programmes monitored, the key variables assessed included: performance objectives and targets; inputs and outputs, and intermediate outcomes.

2.2.1 Sampling

A combination of random and purposive sampling methods were used in selecting projects from the Ministerial Policy Statements and progress reports of the respective departments. Priority was given to monitoring outputs that were physically verifiable.

Outputs to be monitored are selected so that as much of Government of Uganda (GoU) development expenditure as possible is monitored during the field visits.

2.2.2 Data Collection

Data was collected from various sources through a combination of approaches:
- Review of secondary data sources including: Ministerial Policy Statements for FY2018/19; National and Sector Budget Framework Papers; Sector project documents and performance reports from the Programme Budgeting System (PBS), Sector Quarterly Progress Reports and work plans, Budget Speech, Public Investment Plans, Approved Estimates of Revenue and Expenditure, and data from the Budget portal.
- Review and analysis of data from the Integrated Financial Management System (IFMS); and Quarterly Performance Reports (Performance Form A and B) from some implementing agencies.
- Consultations and key informant interviews with project managers in implementing agencies both at the Central and Local Government level.
- Field visits to project areas for primary data collection, observation and photography.
- Call-backs in some cases to triangulate information.

2.2.3 Data Analysis

The data was analyzed using both qualitative and quantitative approaches. Comparative analysis was done using the relative importance of the outputs and the overall weighted scores.

Relative importance (weight) of an output monitored was based on the amount of budget attached to it; thus the higher the budget the higher the contribution of the output to the sector performance. This was derived from the approved annual budget of each output divided by total annual budget of all outputs of a particular programme/project. The weight of the output and percentage achievement for each output were multiplied to derive the weighted physical performance. The overall programme/project performance is a summation of all weighted scores for its outputs. On the other hand, the overall sector performance is an average of individual programme performances that make up the sector.

The performance was rated on the basis of the criterion in Table 2.1.

Table 2.1: Assessment guide to measure performance of projects monitored in FY2018/19

SCORE	COMMENT
90% and above	**Very Good** (Most of the set targets achieved and funds absorbed)
70%-89%	**Good** (Some core set targets achieved and funds absorbed to 70%-89%)
50%- 69%	**Fair** (Few targets achieved and funds absorption is 50%-69%)
Less than 50%	**Poor** (No targets achieved and or funds absorption is less than 50%)

2.3 Limitations of the report

The preparation of this report was constrained by a number of factors namely:

- Lack of detailed quarterly workplans and targets for some programmes/sub programmes/outputs.
- Lack of disaggregated financial information for some outputs which might have affected the overall weighted scores and performance.
- Inadequate sampling of beneficiaries due to limited field time, given the large number of programmes monitored.

CHAPTER 3: SECTOR PERFORMANCE

3.1 Overall Sector Performance

Overall financial performance
The overall budget for the ICT sector comprising of Wage, Non-Wage Recurrent, Development, Gross Tax, and Appropriation in Aid (A.I.A) for FY2018/19 is Ug shs 181.07 billion, out of which Ug shs 41.796 billion was for Vote 020 (Ministry of ICT&NG), and Ug shs139.274 billion was for Vote 126 (NITA-U).

The release and expenditure performance was good and poor respectively (60% and 45% respectively). Table 3.1 shows the semi-annual sector financial performance by vote.

Table 3.1: Sector budget allocation and outturn by 30th December2018 (Ug shs billion)

Vote	Budget	Release	Expenditure	% Release	% Spent
MoICT&NG	41.796	26.372	8.00	63	30
NITA-U	139.274	82.553	40.39	59.3	49.7
Total	**181.07**	**109.14**	**49.16**	**60**	**45**

Source: MoICT, NITA-U and IFMS, January 2019

At vote level, the absorption was higher under the NITA-U at 49.7% of the released funds, while only 30% of funds released under the MoICT&NG were utilised by 31st December 2018. At the MoICT&NG, all funds released under arrears to Uganda Broadcasting Corporation (Ug shs 11.2 billion) were not spent. Overall, absorption was below average. The low budget absorption is largely attributed to procurement delays at the MoICT&NG and failure to issue timely "no objection" from the World Bank on a number of procurements under the NITA-U, RCIP.

Overall performance
The overall sector performance was fair estimated at 63%. The recurrent sub-programmes performed better than the development sub-programmes as a number of the outputs under development were still at procurement stage by half year. Table 3.2 shows the summary performance by programmes across the sector.

Table 3.2: Physical Performance of the ICT Sector by 31st December, 2018

Programme	Score	Rating
Electronic Public Services Delivery (e-Transformation) Programme	57.37	Fair
Shared IT infrastructure Programme	51.6	Fair
Streamlined IT governance and capacity development Programme	95.8	Very Good
Enabling environment for ICT development and regulation Programme	76.6	Good

Effective Communication and National Guidance Programme	52.28	Fair
General Administration, Policy and Planning Programme	43.7	Poor
Overall Sector Performance	**63**	**Fair**

Source: Author's Compilation

Detailed programme performance

3.2 National Information Technology Authority (Vote 126)

The agency's mission is to "coordinate, promote and monitor the development of Information Technology (IT) in the context of social and economic development of Uganda". The vote has one development project namely; Regional Communication Infrastructure Programme (RCIP) which is co-funded by the World Bank and GoU.

The objectives of the agency are to:

- To provide high quality information technology services to Government;

- To 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;

- To provide guidance and other assistance as may be required to other users and providers of information technology;

- To promote cooperation, coordination and rationalization among users and providers of information technology at national and local level so as to avoid duplication of efforts and ensure optimal utilization of scarce resources;

- To promote and be the focal point of co-operation for information technology users and providers at regional and international levels; and

- To promote access to and utilization of information technology by the special interest groups

The agency is organized into six directorates namely: Technical Services, E-government Services, Information Security, Regulation and Legal Services, Planning Research and Development, Headquarters, and Finance and Administration. The directorates contribute to three programs namely: i) electronic public services delivery (e-transformation), ii) Shared IT infrastructure and iii) Streamlined IT governance and capacity development

Performance

Financial performance

The approved budget for NITA-U, FY 2018/19 is Ug shs 139.27 billion, of which Ug shs 82.55billion (59%) was released and 49% of released funds spent by 31st December 2018. Table 3.3 shows the approved budget, release and expenditure performance by category. Although 76% of the budgeted arrears was released, there was zero expenditure. Only 40% of

the releases under external financing were spent. This was partly due to ongoing procurement of service providers for the different RCIP projects.

Table 3.3: Financial Performance of NITA-U by 31st December 2018 (Ug shs)

Annual Budget (Ugshs billion)		Cumulative Releases (Ugshs)	Cumulative Expenditure (Ugshs)	% Release	% Spent
GoU	27.57	12.988	11.768	47.1	90.6
Donor/Ext. finance	94.448	58.627	23.248	62.1	39.7
NTR/AIA	16.271	10.182	5.372	62.6	52.8
Arrears	0.985	0.756	0	76.8	0.0
Total	**139.274**	**82.553**	**40.39**	**59.3**	**48.9**

Source: NITA-U & IFMS

3.2.1 Program 1: Electronic Public Services Delivery (e-Transformation)

The program covers three sub-programmes namely, the Regional Communication Infrastructure Programme (RCIP), Information Security and e-Government Services. The overall program performance for the first half of FY 2018/19 was fair, at 57%. Table 3.4 shows the program performance by sub-programmes.

3.2.2 Regional Communication Infrastructure Program (RCIP)-Project 1400

Introduction

The Regional Communications Infrastructure Programme (RCIP) is a World Bank funded initiative that became effective in May 2016. The five-year project aims to transform public service delivery using Information and Communications Technologies (ICT) to improve the lives of Ugandans. It will complement existing ICT initiatives in the country, including the National Backbone Transmission Infrastructure (NBI) and private sector investment by helping to bridge the financing and technical gaps. The RCIP intends to support the GoU in improving: (i) Coverage for IT infrastructure in the country; (ii) The delivery of public services by improving efficiency through government cloud infrastructure; (iii) Integration of Government IT systems; (iv) Building capacity in management of IT programs and projects; (v) Improve policy and regulatory environment for ICT in the country.

The objectives of the RCIP Uganda are to: (i) Lower prices for international capacity and extend the geographic reach of broadband networks (connectivity); and (ii) Improve the Government's efficiency and transparency through e-Government applications.

The US$85m project is financed by credit from the World Bank (US$ 75m) and GoU (US$10m counterpart funding).

During the FY 2018/19, NITA-U planned to undertake the following activities: Develop Enterprise Security Architecture (ESA), Framework contract for the NISF remediation in place (RCIP); National CERT Enhancement (RCIP Component 3.4); Framework Contracts in place

for ISO 27001 Certification and e-Payment Gateway Assurance; Key Agreements in the Project Appraisal Document (PAD) and financial agreements are met; Commence Implementation of Missing links; The National Backbone Infrastructure (NBI) extended to 200 new MDAs, LGs, Priority User and Special Interest Groups under the last mile; Unified Messaging and Collaboration System established in Eight (8) MDAs; Shared Public Service Delivery Platforms established: E-GP; Government Cloud implemented.

Performance

The approved budget for the RCIP Uganda for FY 2018/19 is Ug shs96.072 billion, of which Ug shs58.68 billion (61%) was released and Ug shs 23.24 billion (40%) spent by 31st December 2018. The release performance was very good, while expenditure was poor.

Project implementation started in May 2016 and the following was accomplished. The implementation structures were established including a steering committee with representatives from sectors. Project staff were recruited. The half year period saw the signing of the SMS Gateway contract, the signing brings the total contractual commitments (excluding individual consultants) to approximately US$21.6 million. During FY2018/19, six (6) projects were under implementation namely: UMCS, Cloud Solution, e-GP, Gap Analysis of Policy & Legal Framework for ICT Sector, Installation of green energy in 25 sites (solar equipment) and SMS Gateway Project

The "No Objection" for Missing Links Project and the procurement had progressed to contract stage. The vendor was expected to sign the contract by January 2019.

The components of the Enterprise Security Architecture (ESA) were incorporated within the Government Enterprise Architecture Terms of Reference and submitted to WB for approval. The EOI stage was completed for the consultancy for the development of the Government Enterprise Architecture. The NITA-U was awaiting clearance from the World Bank (WB). Other activities pending WB approval include: the procurement of the consultancy firm for the NISF remediation, procurement of the CERT environment and digital forensics components, and the ISO/IEC 27001 Consultancy.

The procurement process for missing links bids was initiated and the World Bank gave "no objections" to the following procurement process: an independent supervisor, display of best evaluated bidder, preparation of final evaluation report, and roll out of UMCS solution in six pilot sites namely; Uganda Police Force (UPF), National Environement Management Authority (NEMA), NITA-U, MoICT & NG, Financial Intelligence Authority (FIA), and State House.

The business process and requirements document were approved; and rolled out the Electronic Government Procurement (e-GP) system to six MDAs namely:

  i.   Uganda Registration Services Bureau (URSB)
 ii.   National Identification and Registration Authority (NIRA)
iii.   National Social Security Fund (NSSF)
 iv.   Uganda Revenue Authority (URA)
  v.   Ministry of Finance, Planning and Economic Development (MFPED)
 vi.   National Information Technology Authority (NITA)
vii.   The concept note for change management strategy was submitted to the WB for approval.

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viii.   The National Data centre was hosting nine (9) additional applications by December 2018.

Implementation challenge

- Long delays in securing procurement approvals/no objection particularly from the World Bank affected absorption of funds.

Recommendation

- The NITA-U should regularly engage the World Bank Task Team Leader to ensure that "no objections" are secured in time.

3.2.3 Information Security sub-programme

Background

The Directorate of Information Security provides leadership, organizational structures and processes at the national level that safeguards information against accidental or unauthorized modification, destruction, or disclosure. It coordinates efforts to remediate security alerts and respond to information security related incidents and threats; Coordinate with other institutions including law enforcement to identify and plan for security in all aspects of data, application, hardware, telecommunication, and computer installation and to carry out information security assessment for other organisations.

In order to protect MDA resources and systems from potential cyber-attacks and associated risks such as cyber terrorism, the Government of Uganda has put in place structures and mechanisms to operationalize the National Information Security Framework (NISF).

Performance

National Information Security Framework (NISF) implementation in 12 MDAs: Fourteen (14) NISF Assessments were carried out in the Courts of Judicature, National Council of Sports, Uganda Law Reform Commission, Uganda Heart Institute, Naguru Hospital, Ministry of Science, Technology and Innovation, Uganda Wildlife Authority, Jinja Local Government, Uganda Coffee Development Authority, Masaka High Court, Mbarara High Court, Kabale High Court, Rukungiri Chief Magistrates Court and Bushenyi Chief Magistrates Court.

NISF Remediation carried out under RCIP for 5 MDAs: The activity was pending World Bank approval for the procurement of the consultancy firm for the NISF remediation.

National Information Risk Register maintained: The National Cyber Security Index which contributes to the National Risk Register was validated by NISAG.

National Cyber security Outlook: The activity was not initiated due to inadequate funding.

CERT Advisory and Alerting carried out: The agency provided support for incident handling and resolution for eight (8) MDAs on areas that include malware cleanup, network vulnerability management as well as spam handling.

Provided incident resolution for four VVIP online impersonation attacks. Developed and disseminated twenty three (23) cyber security advisories.

Accreditation Framework for Vulnerability Assessment &PT auditors and organisations developed: The activity was to be undertaken in Q3.

The National CERT Forensic and Environment enhanced: The activity pending World Bank approval for the procurement of the CERT environment and digital forensics components. Accreditation of CERT.UG was planned for Q4.

3.2.3.1. E-Government Services sub-programme

Background

Electronic government, also known as digital government, online government, or connected government is the comprehensive implementation of ICT in MDAs and Local Governments (LGs). The directorate's mission is "Integrating Uganda to provide quality services to citizens, and to improve the national competitiveness through administration innovation, and to reform unnecessary processes based on interconnected government and safe society".

Performance

The NITA-U provided free Wi-Fi internet services (MYUG) to citizens in Kampala from 6pm-6am during the week, and 3pm- 9am over the weekend. During the first two Quarters, three (3) additional sites were connected bringing the total number of the hotspots connected to MYUG to One Hundred and fifty four (154) since inception. Continuous monitoring is undertaken to ensure effectiveness, efficiency and sustainability of the MYUG free Wi-Fi while addressing any teething problems.

One (1) MDA enrolled for Microsoft Business Services Agreement (MBSA) i.e. UEGCL. The MoUs for two more were being finalized.

Seventeen (17) new websites were developed bringing the total number of websites in Government to two hundred ninety three (293).

A total of 280 MDA/LGs websites were maintained and supported. Twenty seven (27) LGs and entities received training and capacity building.

Technical support was provided to thirty six (36) new and ongoing projects in MDAs and LGs.

Two (2) additional e-government services were provided through a single point of contact (the e-Government Portal) bringing the total to Eighty One (81) e-Government services. The platform improved access to these services by the citizens. The new services that were added include; E-certification service by MAAIF and Anti-Corruption Online Tool by Office of the President.

A total of forty (40) N7 forms were processed by NITA-U. This includes review of terms of reference, MDA engagements, and analysis of technical requirements. This has minimized duplication of systems across government.

Table 3.4: Electronic Service Delivery Programme Overall Performance by 31ˢᵗ December, 2018

	Output/Sub-programmes	Annual Budget (Ugshs)	Cum. Receipt (Ugshs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Information Security	NISF Implementation initiated in 12 MDAs	424,644,000	204,882,125	42.00	22.50	0.27	14 assessments conducted.
	NISF Remediation carried out under RCIP for 5 MDAs	-	-	0.00	0.00	0.00	Pending WB approval.
	National Information Risk Register maintained	-	-	0.00	0.00	0.00	Register vaslidated by NISAG.
	National Cyber security Outlook	-	-	0.00	0.00	0.00	Not initiated.
	CERT Advisory and Alerting carried out	-	-	0.00	0.00	0.00	Support given to eight MDAs.
	Accreditation Framework for Vulnerability Assessment &PT auditors and organisations developed	-	-	0.00	0.00	0.00	
	National CERT Forensic and Environment enhanced	-	-	0.00	0.00	0.00	Pending World bank approval.
	CERT.UG Accredited by FIRST	-	-	0.00	0.00	0.00	Planned for Q4.
E-Government Services	Government cloud implemented (Host 20 e-government applications in the data centre/government cloud)	3,155,862,843	406,612,046	267.00	137.90	2.00	Facilities are currently providing services to 33 MDA/LGs and hosting 36 critical Government applications and systems.
	Interoperability Framework and Enterprise Architecture put in place	-	-	0.00	0.00	0.00	
	Whole-of-Government Integration and data sharing platform established	-	-	0.00	0.00	0.00	Activity ongoing.
	Deploy, and manage a Unified Messaging and Collaboration System (UMCS)	-	-	0.00	0.00	0.00	Activity ongoing.

	Deploy and manage an e-GP system across government	-	-	0.00	0.00	0.00	Activity ongoing.
	Two (2) priority e-services implemented	-	-	0.00	0.00	0.00	
	e-Payment gateway piloted within 5 entities	-	-	0.00	0.00	0.00	Activity ongoing.
	Develop and maintain 35 MDA & LG websites	-	-	0.00	0.00	0.00	Seventeen (17) new websites were developed.
	Operationalize IT Service Desk	-	-	0.00	0.00	0.00	Service desk was operationalized.
	Provide regular technical support to MDAs and LGs as and when called upon	-	-	0.00	0.00	0.00	Support provided.
	Maintain GCIC	-	-	0.00	0.00	0.00	GCIC maintained.
Project: 1400 Regional Communication Infrastructure	Develop Enterprise Security Architecture under RCIP Component 3.1	154,389,400,167	24,591,338,167	255.00	22.90	55.10	Ongoing.
	Framework contract for the NISF remediation in place (RCIP)	-	-	0.00	0.00	0.00	Under procurement
	National CERT Enhancement (RCIP Component 3.4)	-	-	0.00	0.00	0.00	Under procurement
	Framework Contracts in place for ISO 27001 Certification and e-Payment Gateway Assurance	-	-	0.00	0.00	0.00	Ongoing
	Key Agreements in the PAD and financial agreements are met	-	-	0.00	0.00	0.00	Ongoing
	Commence Implementation of Missing links	-	-	0.00	0.00	0.00	WB provided no objection
	The National Backbone Infrastructure (NBI) extended to 200 new MDAs, LGs, Priority User and special	-	-	0.00	0.00	0.00	Sixty five (65) additional MDA sites were connected.

				0.00	0.00	0.00	
	interest Groups under the last mile						
	Unified Messaging and Collaboration System established in Eight (8) MDAs	-	-	0.00	0.00	0.00	Substantially Completed
	Shared Public Service Delivery Platforms established: E-GP	-	-	0.00	0.00	0.00	21.1% Completion
	Government Cloud implemented	-	-	0.00	0.00	0.00	90% progress
	Programme Performance (Outputs)					**57.37**	

Source: NITA-U and IFMS

3.2.4 Program 2: Shared IT infrastructure

The program is executed through the sub-programme of Technical Services. The overall programme performance for the first half of FY 2018/19 was fair, rated at 51.6%.

3.2.4.1 Technical Services

Background

The directorate's core roles are to provide first level technical support and advice for critical Government information technology systems including managing the utilization of resources and infrastructure for centralized data center facilities for large systems through the provision of specialized technical skills. In addition, it identifies and advises Government on all matters of information technology development, utilization, usability, accessibility and deployment including networking, systems development, information technology security, training and support; and provide guidance on the establishment of an infrastructure for information sharing by Government and related stakeholders.

Performance

Extension of the NBI and connectivity

Sixty five (65) additional MDA sites were connected as at 31st December 2018 bringing the total number to three hundred ninety seven (397) sites connected to the NBI. A total of two hundred eighty two (282) MDA sites were receiving services (Internet bandwidth, IFMS, Leased lines, Data center and Dark fibre) over the NBI by half year.

The procurement process for the missing links bids was initiated. The World Bank gave a "No objection".

The 25 transmission site designs for connecting solar systems and payment for inception report were completed. Shipment of goods was ongoing.

The supervision of the contractor to implement NBI infrastructure relocations, extensions, provision of internet services and required maintenance of the National Backbone Infrastructure was on going.

Bulk Internet was delivered to One hundred Ninety five (195) MDAs/LGs/Target User Groups.

Clearance of arrears for MDAs whose funds were consolidated and sites that are beyond the geographic reach of the NBI and are being served by other ISPs. Operation and Maintenance for bulk internet is done periodically.

Table 3.5 shows the programme performance by 31st December 2018.

Table 3.5: Programme Performance for Shared IT infrastructure by 31st December, 2018

	Output	Annual Budget (Ugshs)	Cum. Receipt (Ugshs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Technical Services	Extended the National Backbone Infrastructure (NBI) to 200 new MDAs, LGs, Priority User and special interest Groups	5,741,009,312	2,270,719,210	200.00	65.00	16.43	Extended backbone to 65 new sites.
	800km of fibre optic implemented to connect Nebbi, Pakwach, Arua, Koboko, Yumbe, Moyo, Adjumani, Katakwi, Moroto	5,741,009,312	2,270,719,210	800.00	0.00	0.00	Procurement ongoing.
	Implement Solar PV Project under RCIP at 25 transmission sites	5,741,009,312	2,270,719,210	25.00	0.00	0.00	Design completed.
	NBI commercialisation Contractor effectively supervised to generate the Projected Revenue	5,741,009,312	2,270,719,210	1.00	0.30	15.17	Contractor supervised.
	Transportation/Delivery of Internet Bandwidth to MDAs/LGs/Priority User Groups.	5,741,009,312	2,270,719,210	396.00	196.00	20.00	196 entities supplied with bandwidth.
	Programme Performance (Outputs)					**51.60**	**Fair performance**

Source: NITA-U, IFMS

3.2.5 Program 3: Streamlined IT governance and capacity development

The program is composed of four sub-programmes namely: Headquarters, Legal and regulatory services, Planning, Research and Innovations, and Finance and Administration.

Program performance

The approved budget for the programme during FY 2018/19 is Ug shs21.034 billion, of which Ug shs7.209 billion (34.2%) was released and Ug shs5.235 billion (73%) spent by 31st December 2018. The release performance was fair, while the expenditure performance was good.The overall physical performance was 95%.

3.2.5.1: Headquarters

The headquarters' program is headed by the Executive Director. It is responsible for the management and operations of the Authority; management of the funds, property and business of the Authority, and the promotion, training and disciplining of the staff of the Authority in accordance with their terms and conditions.

Performance

The agency was engaging with the World Bank to procure a firm to develop a communication and partnership strategy. The Terms of Reference were approved by the NITA-U Executive Committee.

Thirteen (13) engagements to promote NITA-U brand were conducted as follows;

A tour by the Parliament ICT Committee of the National Data Centre.

Tour of the delegation from the Korea International Cooperation Agency, to undertake a Knowledge Sharing Program to support the implementation of the Greater Kampala Economic Development strategy, through eGovernment.

- In conjunction with KCCA, launch of the first smart traffic lights.
- Launch of the "She Leads" programme.
- First annual symposium on Intellectual Property, Technology and Innovation.
- Launch of the NITA-U service desk.
- Smart Tourism Conference.
- Cyber Defence East Africa Conference.
- Project loon workshop.
- Intellectual Property in ICT.
- Work Ethics and Culture Day
- NITA-U participation in the MTN marathon
- Training workshop for people with disabilities
- The agency published ten (10) articles in print media.

3.2.5.2. Regulation and Legal Services

Background

The program is responsible for providing an enabling regulatory environment for the achievement of NITA's mandate and the implementation of the cyber laws and other related laws; Ensure the compliance and enforcement of the cyber laws, NITA Act, regulations and other related legislation; Arbitrate disputes between arising between suppliers of Information Technology solutions and consumers; Provide legal services to NITA-U; Provide corporate secretarial services to NITA-U; and ensure compliance with all laws, procedures and policies.

Performance

NITA-U Certification of Providers of IT Products and Services (Amendment) Regulations were developed and published in the Uganda Gazette on 23rd November 2018. The Data Protection and Privacy Bill was passed by Parliament on 6th December 2018.

A benchmarking study was conducted in three (3) countries, namely: Mauritius, Malaysia and Chile, for the gap analysis of the existing legal, policy and regulatory framework for the ICT sector to enable harmonisation of the legal and regulatory environment.

A stakeholder's workshop to validate the draft report of the findings of the Gap Analysis was held. The directorate provided support to the tabling of the draft principles and justification paper for the proposed ICT professionals bill before the MoICT&NG Commissioners' forum.

Thirty one (31) sensitization activities on IT legislation were carried out to enhance awareness within government, regulated entities and the public.

The agency conducted eleven (11) compliance assessments on structured cabling standards and acquisition of IT Hardware and Software Guidelines and Standards.

3.2.5.3. Planning, Research and Innovation

Background

The roles of the directorate are: To support the development, monitoring and evaluation of National IT Strategies, Plans, Policies, Programmes and Initiatives in line with the NITA-U mandate. To lead change and provide a comprehensive approach in the development and implementation of IT strategic research & innovation agenda for the public sector in line with the NITA-U mandate and communicating corporate messages from agenda setting through impact assessment.

To formulate, enforce and monitor the implementation of national architecture blueprints, standards, certification and provide guidance for quality IT services including risk management and contingency planning. To create, implement and maintain an IT capacity building, training and awareness framework, Policy and Strategy in line with the NITA-U mandate.

To build and maintain a framework, model and process to provide centralized and coordinated support to programme management of all IT Projects across the public sector in line with the NITA-U mandate.

Performance

Carry out two (2) awareness/training sessions on standards: The Directorate held one (1) awareness session with the National-E-waste Committee at MoICT&NG. Provided Information/awareness support on network standards to the Directorate of E-Government and Directorate of Technical Services staff. Provided information on NITA-U activities and standards developed at the Digitalization Conference held in Kampala. Conducted awareness engagement on standards at Posta Uganda and Mukono District LG.

Promote the certification process and ensure that at least 100 new IT service providers are certified: Eighty two (82) additional firms were certified bringing the total to Two hundred Thirty Nine (239) IT firms certified. Awareness activities were not undertaken due to the delay in having the regulations Gazzeted.

Certification of NITA-U ISO 20000 undertaken: The ToRs for the ISO 20000 consultant were drafted and reviewed. The ISO training was still on hold by half year.

Two (2) NITA-U user demand driven surveys conducted: The directorate of planning and research finalised the survey design for the services provided by NITA-U, and drafted the questionnaire for the customer satisfaction survey, however the survey was put on hold. They engaged the stakeholders involved in the baseline study for system integration, drafted the study design for the baseline study for the integration of IT systems in government and drafted the questionnaire for the citizen's part of the baseline study for the integration of IT systems in government.

NITA-U Statistical Abstract for 2018 developed and disseminated: The directorate collected data from key agencies involved in the production of IT Statistics (URA, UBOS, UCC and UIA), analyzed, collected, and drafted the NITA-U statistical abstract. The document was completed and posted on the NITA-U website.

Monitoring and inspection of two (2) NITA-U projects/initiatives conducted and status reports produced: Inspection of the National Operations Centre (NOC) and two transmission sites (Entebbe and Mukono) were conducted with the UCC team. The agency participated in the Local Government Budget consultative workshops and prepared an issue paper for consolidation in the Budget paper. The M&E framework was incorporated into the NITA-U Strategic plan.

Conducted ICT training of civil servants and participated in capacity building events organized by different stakeholders: The directorate participated in training on E-government and security for newly recruited civil servants in the Ministry of Defense and Veterans Affairs, coordinated the training of women entrepreneurs in IT and business marketing.

A strategy for Institutionalization of the ICT Function in government developed: The directorate of planning and research finalized the technical and financial bid evaluation and negotiated with the best evaluated bidder during the period under review.

3.2.5.3. Finance and administration

Background

The directorate is responsible for providing administrative and technical support to the Authority to optimally plan, generate, manage, deploy and account for all financial and other resources in the delivery of its mandate.

Performance

Preparatory activities of the Namanve ICT Hub (land acquisition, surveys and architectural design) completed: The procurements for fencing the land at Namanve, and roofing of the storage container were concluded. The agency engaged Uganda Investment Authority (the land lord) regarding fulfilment of the contractual obligations and engaged the Ministry of Works and Transport on development of ToRs for architectural designs for the NITA-U Centre of Excellence.

Ensure retention of skilled, healthy and productive workforce: All staff employment contracts, salaries, gratuity, funeral services, medical insurance, group personal accident insurance, canteen services, telephone credit (airtime services)were managed. Three staff were recruited under the mainstream NITA-U, one staff was recruited under the RCIP, and five staff contracts were renewed.

Facilities and Administrative Support Services provided for NITA-U operations: The new electricity prepaid meter was installed for Palm Courts, and the account was maintained up to date. Phones were loaded with airtime, security for office facilities at Palm Courts and staff properties was maintained. The directorate carried out general servicing of all fire equipment in preparation for the fire drill; serviced the access control system, generator, air conditioning systems, BPO centres, and IAC offices. They engaged different stakeholders for improvement in service delivery of their contracts these include; cleaning services, security, tenancy and drinking water. Table 3.6 shows the overall performance of the programme.

Table 3.6: Performance of Streamlined IT Governance and Capacity Development by 31st December 2018

Output	Annual Budget (Ugshs)	Cum. Receipt (Ugshs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
A Communications and Partnership Strategy to Support the creation of Awareness for ICT Sector Laws and Policies and increase adoption of Various Information Technology Initiatives in the Sector developed.	546,425,306	33,886,349	200.00	53.00	2.60	Strategy drafted.

Output	Annual Budget (Ugshs)	Cum. Receipt (Ugshs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Undertake Corporate Communication strategies and activities	546,425,306	33,886,349	15.00	13.00	2.60	Participated in several events.
Undertake to publish NITA-U infrastructure programmes and initiatives in the Newspaper for wide distribution	546,425,306	33,886,349	5.00	10.00	2.60	Articles published in newspapers.
Carry out (15) sensitization and awareness about cyber laws	167,599,701	15,042,063	36.00	31.00	0.80	31 sensitisation engagements conducted.
Twenty (20) Compliance assessments carried out on MDAs and other regulated entities to check compliance with IT laws and Standards.	167,599,701	15,042,063	20.00	11.00	0.80	11 compliance assessments carried out.
Legal support provided in the development of one (1) priority IT legislation	167,599,701	15,042,063	1.00	1.00	0.80	Support provided.
Five (5) new IT standards developed and forwarded for gazetting to facilitate systematic delivery of priority IT infrastructure and services	83,063,360	8,956,683	5.00	3.00	0.39	
Carry out two (2) awareness /Training sessions on standards	83,063,360	8,956,683	2.00	3.00	0.39	Sessions conducted.
Certification process effectively promoted, supervised and audited to ensure that at least 100 new IT service providers are certified	83,063,360	8,956,683	100.00	82.00	0.39	82 companies certified.
Certification of NITA-U ISO 20000 undertaken	83,063,360	8,956,683	1.00	1.00	0.39	In progress.
Two (2) NITA-U user demand driven surveys conducted	83,063,360	8,956,683	2.00	0.00	0.00	Surveys conducted.

Output	Annual Budget (Ugshs)	Cum. Receipt (Ugshs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
NITA-U Statistical Abstract for 2018 developed and disseminated	83,063,360	8,956,683	1.00	1.00	0.39	Completed.
Timely submission of the NITA-U BFP and MPS FY 2019/20	83,063,360	8,956,683	2.00	1.00	0.39	BFP submitted.
Monitoring and inspection of two (2) NITA-U projects/initiatives conducted and status reports produced	83,063,360	8,956,683	2.00	2.00	0.39	Reports produced
Conduct ICT Training of Civil servants and participate in Capacity building events organized by different stakeholders	83,063,360	8,956,683	4.00	1.00	0.39	Trained and developed materials for Civil Service College.
A strategy for Institutionalization of the ICT function in government developed.	83,063,360	8,956,683	1.00	0.00	0.00	
Preparatory activities of the Namanve ICT Hub (land acquisition , surveys and architectural design) completed	1,416,459,718	,650,041,811	2.00	60.00	50.93	Engaged the land lord.
Salaries, wages and support services provided for NITA-U operations	6,645,000,000	3,323,000,000	1.00	0.50	31.59	Contract staff salaries paid.
Programme Performance (Outputs)					**95.86**	

Source: NITA-U & IFMS

Challenges

- Staffing at NITA-U is at 50% of the approved structure.
- Delays in receipt of "no objection" from the World Bank on a number of RCIP project components.
- Some of the Government sites connected to the National Backbone Infrastructure were not using the service due to lack of structured cabling, terminal equipment, and computers.
- Low absorption of funds due to delays in procurement.

Recommendations

- The Ministry of Public Service and NITA-U should review the staff ceiling for NITA-U to increase on implementation efficiency by filling more technical positions.

- The NITA-U should regularly engage with the World Bank to ensure that "no objections" are secured in time. The World Bank should be implored to have a country based Task Team Leader (TTL) to speed up the process.

- The NITA-U should urgently execute the change management strategy through engaging the bidding community (services providers) to create awareness of e-GP project prior to commencement.

- The NITA-U should expeditiously implement the IT Shared Platform Project (GovNet) project which will provide an end-to-end solution towards connectivity of all Government sites to increase usage.

3.3 Ministry of ICT and National Guidance (Vote 020)

3.3.1 Background

The Ministry of ICT was created in 2006 to provide strategic and technical leadership and coordination in all matters of ICT. The mandate of the ICT Ministry is ''to provide strategic and technical leadership, overall coordination, support and advocacy on all matters of policy, laws, regulations, and strategy for the sector for sustainable, effective and efficient development, harnessing and utilization of ICT in all spheres of life to enable the country achieve its development goals''[1]. The information and national guidance component was transferred to the Ministry of ICT in 2016 to form the Ministry of Information, Communications Technology and National Guidance (MoICT&NG).

The mission is "to promote development and effective utilization of ICTs such that quantifiable impact is achieved throughout the country". The MoICT&NG has four vote functions namely;

a) Information technology and information management services which is charged with developing enabling policies, laws and regulations as well as promoting, guiding and providing technical support, supervision, monitoring and evaluation to the development and use of IT;

b) Communications and broadcasting infrastructure which is charged with developing enabling polices, laws, regulations as well as quality assurance in infrastructure development for broadcasting and communications service delivery;

c) Policy, planning and support services which is responsible for ensuring that the sector complies with policy development guidelines and financial management standards in accordance with the Public Finance and Management legislations.

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[1]MoICT 2016

d) Information and national guidance.

The Ministry's key outcomes are:

- ✓ Responsive ICT legal and regulatory environment
- ✓ Increased employment and growth opportunities
- ✓ Shared national vision, national interest, national values and common good
- ✓ Secure ICT access and Usage

Delivery of the outcomes is through three programs namely: Enabling environment for ICT development and regulation; Effective communication and national guidance and general administration, policy and planning. The semi-annual monitoring FY 2018/19 focused on the development components of the MoICT & NG.

Financial performance

The approved annual budget for the Ministry of ICT and National Guidance for FY 2018/19 is Ug shs 41.796 billion, of which Ug shs 26.372 billion was released and Ug shs 8.0 billion spent by 31st December 2018 as follows; Wage (Ug shs. 2.968 billion); Non-Wage Recurrent (Ug shs. 2.997 billion); GoU Development (Ug shs. 8.166billion) and AIA (Ug shs. 1.041billion).

The release performance was very good, while absorption was poor (30%). An additional Ug shs 11.2 billion was released under arrears (owing to refund from cancelled sale of UBC land) but not spent. The poor expenditure performance was mainly due to low absorption of the development budget owing to delayed finalization of procurement processes.

Physical performance

3.3.2 Enabling environment for ICT development and regulation programme

The program is composed of four sub-programmes namely; Information Technology, Information Management Services, Broadcasting Infrastructure, and Posts and Telecommunications.

The approved budget for the programme is Ug shs2.37 billion, of which Ug shs1.16 billion (49%) was released and Ug shs0.97 billion (83%) spent by 31st December 2018. The overall programme performance was 76%. Table 3.7 shows the overall financial and physical performance of the programme by output.

Technical support was provided to implementation of the Academic Information Management System; including support to the Netherlands Trust Fund (NTF4) IV project that promotes IT enabled services and Business Process Outsourcing. The first draft of the E-Commerce Strategy was developed and awaits wider stakeholder consultations. A roadmap for institutionalization of ICT cadres in Government was developed. A paper for Information Technology Enabled Services (ITES)/Business Process Outsourcing (BPO) Communication and Sensitization Strategy was prepared.

Consultations on the Regulatory Impact Assessment of the e-Government interoperability policy undertaken. The directorate participated in Open Source Software workshops organized by the Uganda Open Source Software Association and software clinics organized by the Innovation Hubs.

The implementation action plan for the Draft Media Local Content Policy was developed and the baseline study on development of ICT infrastructure blue print carried out in Western and Northern regions.

Special Postcodes were developed for special interest areas (Parks, Government offices, tourist sites, monuments, land marks, historical sites) in all dstricts of Uganda. The Postal sector was monitored in Eastern and Northern Uganda to determine readiness of Postal and supporting infrastructure for the new Postcode and Addressing System.

3.7: Overall Performance of the Enabling Environment for ICT Development and Regulation Programme by 31st December, 2018

Output Performance	Output	Annual Budget (Ugshs)	Cum. Receipt (Ugshs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Information Technology	Enabling Policies, Laws and Regulations developed	1,030,000,000	680,000,000	43.00	20.80	34.30	E-Commerce strategy drafted.
	E-government services provided	120,000,000	50,000,000	40.00	11.00	3.60	Services provided.
	BPO industry promoted	20,000,000	10,000,000	100.00	30.00	0.55	BPO paper prepared awaiting consultations.
	Hardware and software development industry promoted	20,000,000	10,000,000	100.00	40.00	0.73	Industry promoted.
	Human Resource Base for IT developed	30,000,000	10,000,000	100.00	20.00	0.82	Capacity developed.
Information Management Services		370,000,000	280,000,000	10.00	4.20	9.33	
Broadcasting Infrastructure	Sub-sector monitored and promoted	140,000,000	70,000,000	2.00	1.00	6.36	Monitoring undertaken.
	Logistical Support to ICT infrastructure	60,000,000	30,000,000	6.00	2.50	2.27	Support provided for ICT infrastructure.
Posts and Telecommunications	Monitor Postal sector	410,000,000	100,000,000	11.00	3.00	18.64	Postal sector monitored.

	Programme Performance (Outputs)				76.60	

Source: MoICT&NG

Under the National ICT Initiatives Support Programme (NIISP); three ICT hubs were supported namely: Resilient African Network, Tech Buzz Hub and Hive Collab. 150 innovators were attached to innovation hubs for mentorship. Activities of ICT innovators identified in FY 2017/18 were supported and the NIISP was monitored. The second call for innovators was finalized and approved by the Selection Committee and published in mass media.

3.3.3 Effective Communication and National Guidance Programme

The objective of the programme is to ensure effective communication and national guidance in order to increase citizen's participation in national programmes. The programme consists of four sub-programmes namely: National Guidance, Information, Uganda Media Centre and Support to Information and National Guidance. The overall programme performance was 52%. Table 3.8 shows the performance of the programme.

The approved budget for the programme for FY 2018/19 is Ug shs3.83 billion, of which Ug shs2.07 billion (53%) was released and Ug shs1.17 billion (56%) of released funds spent.

Under this programme, the MoICT & NG held engagement meeting with the media personnel in the Elgon region on the need to emphasize objective and balanced reporting in both the print and electronic media for emergency response in Elgon prone areas. Over 115 queries from the citizens were processed during the period, of which 29 were concluded and 86 were escalated to relevant MDAs.

The ministry provided a channel for feedback and suggestions from citizens and conducted civic education workshops for appointed and elected leaders in promoting good governance in a multiparty system in various districts.

The Uganda Media Centre coordinated 92 media coverage (press conference, press briefs) including provision of online coverage for 15 press briefings.

The Department of National Guidance conducted consultations on the draft "National Guidance Policy.

3.8: Performance of the Effective Communication and National Guidance Programme by 31st December, 2018

Sub-program	Output	Annual Budget (Ugshs)	Cum. Receipt (Ugshs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Information	Dissemination of public information	540,000,000	190,000,000	100.00	10.00	4.74	Information disseminated.

National Guidance	National Guidance	690,000,000	170,000,000	100.00	10.00	8.64	Draft NG policy initiated.
Uganda Media Center	Media and communication support provided	410,000,000	210,000,000	100.00	50.00	12.35	Press briefings conducted.
	Transfers to other Government Units	700,000,000	350,000,000	520.00	350.00	21.60	Contract staff salaries and wages and media centre activities conducted.
Support to Information and National Guidance Project	Purchase of motor vehicle and other transport equipment	480,000,000	480,000,000	2.00	0.00	0.00	Procurement pending.
	Purchase of office and ICT equipment including software	100,000,000	100,000,000	100.00	0.00	0.00	Procurement pending.
	Purchase of office and residential and office furniture	320,000,000	320,000,000	100.00	50.00	4.94	Assorted furniture procured.
	Programme Performance (Outputs)					**52.28**	**Fair performance**

Source: MoICT

3.3.4 General Administration, Policy and Planning Programme

The overall objective of the programme is to provide policy guidance, strategic direction and to generate sector statistics to inform planning and policy review.

The approved budget for FY 2018/19 is Ug shs24.4 billion, of which Ug shs 11.9 billion (49%) was released and Ug shs 5.86 billion (49%) spent. The overall programme performance was 43.7%. An additional Ug shs 11.2 billion was released as part of the arrears for refund related to UBC land in Bugolobi. Table 3.9 shows the performance of the programme.

Table 3.9: General Administration, Policy and Planning Programme Performance by 31st December, 2018

	Output	Annual Budget (Ugshs)	Cum. Receipt (Ugshs)	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)	Remark
Headquarters (Finance and Administration)	Policy, consultation, planning and monitoring services	270,000,000	140,000,000	100.00	50.00	0.77	Social media and e-commerce policies drafted.
	Ministry Support Services (Finance and Administration)	3,020,000,000	1,580,000,000	100.00	50.00	8.58	Rent paid.
	Ministerial and Top Management Services	230,000,000	110,000,000	100.00	50.00	0.68	Top management meetings were held.
	Procurement and Disposal Services	90,000,000	40,000,000	100.00	40.00	0.24	PDU services managed.
	Financial Management Services	270,000,000	140,000,000	13.00	5.00	0.60	Services provided.
	ICT Initiatives Support	5,050,000,000	1,950,000,000	100.00	2.00	0.78	ICT hubs supported.
	Human Resource Management Services	4,880,000,000	1,950,000,000	100.00	30.00	8.39	Staff salaries, and welfare managed.
	Records Management Services	30,000,000	2,530,000,000	100.00	40.00	0.05	Records managed.
	Innovators and Innovation Hubs	2,750,000,000	1,380,000,000	105.00	74.30	8.17	Applications received awaiting review and award.
Project: 0990 Strengthening Ministry of ICT	Government Buildings and Administrative Infrastructure	5,200,000,000	3,210,000,000	100.00	70.00	15.45	Construction estimated at 70% at Nakawa ICT hub.
	Purchase of Motor Vehicles and Other Transport Equipment	550,000,000	240,000,000	3.00	0.00	0.00	Under procurement.

				100.00	0.00	0.00	Activity at procurement stage.
	Purchase of Office and ICT Equipment, including Software	110,000,000	110,000,000	100.00	0.00	0.00	Activity at procurement stage.
	Arrears (Refund related to UBC land)	11,200,000,000	11,200,000,000	100.00	0.00	0.00	Funds received but not paid.
	Programme Performance (Outputs)					**43.72**	**Poor performance**

Source: IFMS &MoICT

The departments prepared and submitted the Budget Framework Paper for the vote to the MFPED, and prepared relevant financial accounts reports and submitted to relevant authorities. Three project proposals were prepared and submitted to the Development Committee at MFPED for consideration.

Apart from acquisition of assorted furniture, procurement of vehicles, office and ICT equipment was still ongoing.

Under the line item for government buildings and administrative infrastructure, the Construction of the National ICT Innovators Hub at Uganda Institute of Communications Technology (UICT) in Nakawa which was awarded to the Uganda Peoples Defence Forces (UPDF) Engineering Brigade progressed as follows:

By February 2019, the estimated overall physical progress was70% against a time progress of 100%. The main block was roofed and final finishes were ongoing including ceiling installation, internal shutters, and electrical works. Some of the external works such as levelling and planting of grass on embankments had been completed. Pending works include installation of doors and windows, installation of electrical devices, laying of ICT Local Area Network and installation of devices, painting and paving the parking area.

The project, was seven months behind schedule. This status was due to increased scope of earth works, variation in designs, challenges in clearance of imported steel materials, and delays in clearance of certificates leading to low absorption of funds.

Challenges

- Poor planning leading to delays in procuring service providers.
- Low absorption of funds.

Recommendation

The MoICT&NG should initiate procurements in time to avoid implementation delays.

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

The overall ICT sector performance in terms of outputs was fair (63%). Although the release of funds to the sector was good (60% of annual), expenditure performance by half year was poor (45% of released funds). There was low absorption under both Votes (NITA-U at 50% and MoICT&NG at 30%). The programme for streamlined IT Governance and Capacity Development under NITA-U performed better than other programmes (95.8%), whereas the program for General Administration, Policy and Planning under MoICT&NG posted poor performance (43.7%). The poor performance was due to delays in initiation of procurements.

In terms of physical progress, 65 new MDA sites were connected to the National Backbone Infrastructure (NBI) bringing the total number of connected sites to 397. Of these, 282 were receiving services including internet bandwidth, IFMS, leased lines, dark fibre and Data Centre. However, the price of Internet bandwidth was maintained at the same level as FY 2017/18 at US$ 70 Mbps per month. The coverage of MYUG Free Public WI-FI service was expanded to cover over 284 locations. Two (2) additional e-government services were added to the e-Citizens Portal (http://ecitizen.go.ug) in an effort to deliver electronic public services which improved citizen access to Government services.

The Data Protection and Privacy Bill, 2015 was passed by Parliament and was awaiting assent by H.E The President of the Republic of Uganda**.** The first draft of the E-Commerce strategy and the roadmap for institutionalization of ICT cadres in Government were also developed. Sensitization activities on IT legislation were carried out to enhance awareness within Government, regulated entities and the public.

The RCIP project registered increased budget absorption by Q2 due to increased implementation of a number of key activities namely; the Unified Messaging and Collaboration System (UMCS), the Cloud Solution, the e-Government Procurement (e-GP) and the Consultancy for Gap Analysis for legal and regulatory framework for the ICT sector.

Performance was hampered by delays in initiation of procurements, poor absorption of funds, low ICT technical capacity within MDAs (human resource, hardware and software) to support the systems, under staffing at the MoICT and NITA-U to attend to all requests from MDAs and stakeholders, low staffing levels in technical departments, resistance to integration of ICT systems leading to duplication, inadequate budget to finalize the revamping and clearing of arrears at UBC, and delays in procurement approvals/securing no objection from the World Bank.

4.2 Recommendations

i) The NITA-U through the RCIP should prioritise provision of key hardware and software such as computers and structured cabling to agencies where the NBI was delivered, but not in use in order to increase the uptake of e-enabled services.

ii) The NITA-U should regularly engage the World Bank Task Team Leader to ensure that securing "no objections" is done in time.

iii) The MoICT&NG, NITA-U and MoPS should review the staff ceiling for the sector to increase on implementation efficiency by filling more technical positions.

iv) The MoICT&NG and NITA-U should develop a change management strategy to ensure that duplication is minimised on procurement and use of ICT installations.

v) The outstanding arrears to URA, NSSF and staff gratuity under UBC should be prioritised and funded.

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