



UGANDA
COMMUNICATIONS
COMMISSION

UCC STRATEGIC PLAN

FY 2025/26 – 2029/30

ConnectedUganda2030



UCC Strategic Plan



VISION

An inclusive digital economy



MISSION

To develop a robust communications sector that drives socio-economic Transformation.



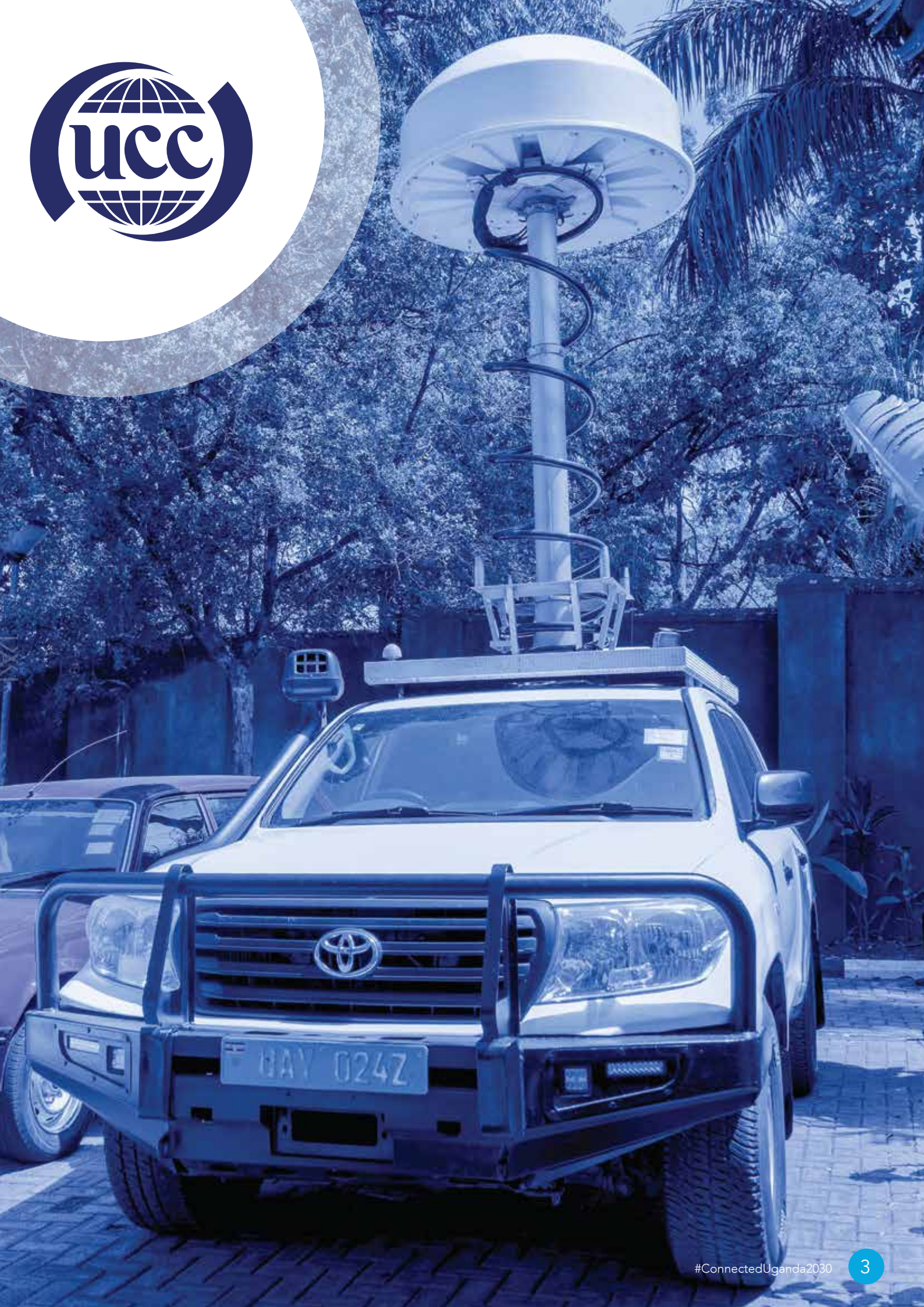
GOAL

Accessible, affordable and secure digital services by 2030



CORE VALUES

Excellence, Professionalism, Integrity & Collaboration



THE BOARD CHAIRPERSON'S FOREWORD

On behalf of the Board, Management and Staff, it gives me great pleasure, to present to you the Uganda Communications Commission Strategic Plan for the Period FY2025/26 – 2029/30.

UCC's strategy over the next five years, shall seek to accelerate the attainment of the aspirations of the fourth National Development Plan as well as other national and sector policies and strategies which aim to position ICTs as a key enabler for economic growth, industrialization, and service delivery.

Our vision is

“An Inclusive Digital Economy”

and Our mission is

“To Develop a Robust Communications Sector that Drives Socio-economic Transformation”.

Through this Plan, UCC shall seek to promote meaningful and broad-based participation of citizens in the digital economy, As such, our goal, over the next five years is to ensure “accessible, affordable and secure digital services by 2030”.

We recognize the need to harness opportunities in the ICT sector while taking cognizance of the emerging challenges presented by dynamism in the technology ecosystem. In this regard, UCC shall place emphasis on extensive use of ICTs across all sectors of the economy through; enhancing coverage and usage of communication services, increasing communications user safety & satisfaction, promoting competitiveness within the sector as well as enhancing regulatory services among others.

UCC shall further strive to build a high-performing, agile, and future-ready institution that delivers quality regulatory services through leveraging on technology, a highly skilled and adaptable workforce and transformed organizational culture. We shall rely on strong partnerships across government, industry, civil society, academia, and international bodies among others, as we implement this plan.

I am confident that through this plan, UCC shall significantly contribute towards enhancing productivity in key sectors of the economy, through leveraging on the transformative effect of digital technologies and establishing a better and more sustainable future for all.

For God and My Country


DR CHARITY BASAZA MULENGA
Board Chairperson



DR CHARITY BASAZA MULENGA
Board Chairperson

THE EXECUTIVE DIRECTOR'S ACKNOWLEDGEMENT

I am pleased to present to you, Uganda Communications Commission's Strategic Plan for the period 2025/26-2029/30. It details our collective promise towards attaining accessible, affordable and secure digital services for all Ugandans by 2030.

This plan has been developed through a collaborative and co-creative approach, and we appreciate the input provided by all stakeholders with a shared goal of advancing the development of a modern communications sector in Uganda.

Our Vision of an "Inclusive Digital Economy" is anchored on four pillars i.e. innovation, efficient processes, strategic partnerships and organizational agility. We have identified a set of nine (09) strategic objectives that translate the vision into actionable priorities. These objectives are designed to address both current sectoral challenges and emerging opportunities, ensuring that the Commission remains responsive, and effective in fulfilling its mandate.

Our Strategic Plan further aims to foster a sustainable digital society through relevant, timely and responsive regulation. We commit to continuous improvement as an Institution, whilst ensuring that the Commission operates efficiently, adapts to change, and delivers value to stakeholders through innovation, professionalism, and continuous improvement.

We recognize the need for stronger stakeholder collaboration towards achievement of shared goals. We shall thus seek to establish strategic partnerships to enable us deliver impactful results that transform the lives of citizens.

We express our gratitude to the Board, Management and Staff of Uganda Communications Commission, with the support of Imprint (U) Ltd, who have worked tirelessly to develop this Plan. We are also grateful to the National Planning Authority, who have guided this process and ensured that we remained aligned to the aspirations of the fourth National Development Plan.

This Plan has a detailed results framework, which specifies the expected results over the next five years. We look forward to collaboratively implementing the outlined strategies as we ensure that all Ugandans actively participate in the digital economy.



HON. NYOMBI THEMBO
Executive Director



HON. NYOMBI THEMBO

Executive Director



UCC BOARD OF DIRECTORS

Top left:

- Mr. Stephen Kabugu
- Eng. Geoffrey Agoi
- Hon. Sylvia Namabidde Ssinabulya
- Mr. Benard Katureebe

Lower left:

- Eng. Paul Odoi
- Dr. Charity Basaza Mulenga - Board Chairperson
- Hon. Nyombi Thembo - Executive Director
- Ms. Hawa Tuku



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List of Abbreviations

Abbreviation	Definition
AU	African Union
AV	Audio Visual
BoU	Bank of Uganda
BP	Business Processes
BSC	Balanced Scorecard
CDSP	Content Development Support Programme
CNDF	Comprehensive National Development Planning Framework
CS	Customer and Stakeholders
DAB	Digital Audio Broadcasting
DMA	Digital Market Act
DSA	Digital Services Act
DTP	Digital Transformation Programme
DTR	Digital Transformation Roadmap
EACO	East African Communications Organization
ERA	Electricity Regulatory Authority
ERDMS	Electronic Records and Document Management System
ERP	Enterprise Resource Planning
EU	European Union
E-Waste	Electronic Waste
FGD	Focus Group Discussion
FY	Financial Year
GDP	Gross Domestic Product
GKMA	Greater Kampala Metropolitan Area
GSMA	Global System for Mobile Communications Association
GoU	Government of Uganda
HSE	Health Safety and Environment
ICT	Information and Communication Technology
ISPs	Internet Service Providers
ITU	International Telecommunication Union
KII	Key Informant Interview
KPI	Key Performance Indicator

LG	Local Governments
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments, and Agencies
MoES	Ministry of Education and Sports
MoICT & NG	Ministry of ICT and National Guidance
MTR	Mid-Term Review
NAB	National Association of Broadcasters
NDP	National Development Plan
NITA-U	National Information Technology Authority Uganda
NMG	Nation Media Group
NRM	National Resistance Movement
NUDIPU	National Union of Disabled Persons of Uganda
PESTEL	Political Economic Social Technological and Environmental
PWDs	Persons With Disabilities
RS	Resource Stewardship
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprises
SMS	Short Messages Services
SO	Strategic Objective
STEI	Science, Technology, Engineering and Innovation
SWOT	Strengths Weakness Opportunities and Threats
TMT	Top Management Team
TV	Television
UBC	Uganda Broadcasting Corporation
UBOS	Uganda Bureau of Statistics
UCC	Uganda Communication Commission
UCUSAF	Uganda Communications Universal Service and Access Fund
UICT	Uganda Institute of Communications Technology
UN	United Nations
URA	Uganda Revenue Authority

Executive Summary

Uganda Communications Commission, UCC was established under the Uganda Communications Act (2013) to develop a modern communications sector, which includes telecommunications, broadcasting, radio communications, postal communications, data communication and infrastructure. UCC therefore plays a pivotal role in regulating, licensing, and overseeing the development of the communications sector in Uganda.

This strategic plan is built upon the national aspirations outlined in Vision 2040 and the Fourth National Development Plan (NDP), hence ensuring coherence with the overarching national economic and social transformation goals. Specifically, the Fourth National Development Plan (NDP) seeks to leverage on the transformative effect of digital technologies to enhance productivity in key sectors of the economy resulting in higher household incomes, employment and sustainable socio-economic transformation.

UCC has therefore aligned itself with the Digital Transformation Programme (DTP), which seeks to increase penetration and usage of ICT services for efficiency gains and job creation. In pursuing its regulatory role, UCC shall, over the next five years, strive to achieve enhanced coverage and usage of communication services, increased reach and inclusivity of communications services, increased communications user safety & satisfaction, a vibrant and competitive communications sector and a favourable regulatory environment that is progressive and predictable. These resonate with the focus areas of the DTP.

During the recently concluded strategic planning cycle, UCC made great strides towards its vision of an inclusive digital economy. Key achievements included;

- a Increase in Uganda's broadband coverage, which stood at **72.09%** 2024/25;
- b Increase in Telephone Subscribers from 25.5 million in 2019 to **43.2 million** by March 2025;
- c Increase in internet Subscribers from 15.16 million in 2019 to **22.3 million** by the March 2025;
- d Increase in internet Penetration from 38% in 2019 to **49%** by the end of March 2025 and
- e Reduction in Price of 1GB of data by 60% from UGX 10,000 in 2019 to **UGX 4,038** in March 2025.

Other key achievements included;

Stronger partnerships with various key stakeholders towards consumer empowerment, reaching over five million consumers annually on various communication related issues such as; rights and obligations, fraud detection, handling unsolicited messages, among others; In addition, targeted interventions have been implemented for specific segments of society such as women and the girl child, Persons with Disabilities, Youth and Students, Small and Medium Enterprises and Island communities among others. UCC further streamlined the licensing framework to facilitate fair competition, reduce barriers to entry into the sector, encourage innovation, and facilitate investment through creating various license categories. Initiatives such as infrastructure sharing and access have been encouraged to reduce operation and maintenance costs for the operators.

Whilst pursuing its technologically neutral licensing regime, UCC successfully conducted a pilot on the Digital Audio Broadcasting (DAB+). This was undertaken in partnership with the private sector and the academia, demonstrating commitment to facilitating adoption of emerging technologies and offering choice to consumers.

Despite these successes, progress towards achieving an inclusive digital economy has been affected by various constraints such as; rural-urban disparities in connectivity and coverage; low uptake of digital services arising from high cost of devices and services; low levels of digital literacy, limited relevant local content, high operational costs for the operators among others; The rapid pace of technological advancements has also blurred the lines between communication and non-digital sectors leading to changes in service delivery models and emerging anti-competitive practices. In addition, the sophisticated nature of digital fraud, cyberbullying, and online harassment creates an urgent need for capacity enhancement regarding inline safety and cybersecurity.

Our vision over the next five years is an Inclusive Digital Economy. This shall be anchored on four pillars namely; innovation, strategic partnerships, efficient processes, and organizational agility.

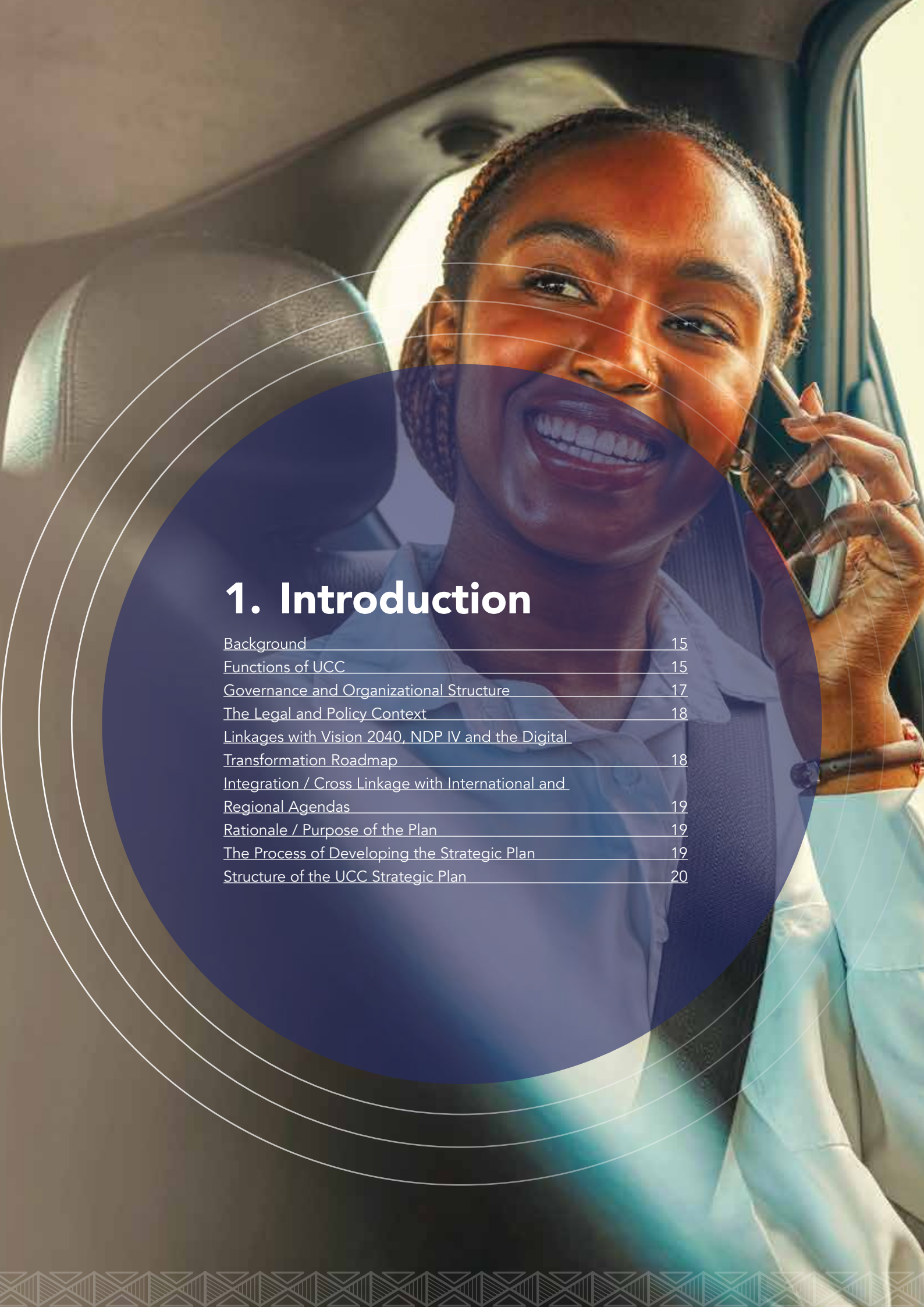
This shall be achieved through focusing on the following priorities/objectives i.e.

- (a) Increase Coverage of communication services
- (b) Enhance usage and safety of Communication services
- (c) Promote sector competitiveness
- (d) Optimize Communication Resources
- (e) Improve Regulatory Services
- (f) Enhance Organisational Efficiency with focus on Improving usage of tools & technology, transforming organizational culture and enhancing human capital productivity

Our goal for the 2025/26 -2029/30 cycle is to deliver Accessible, affordable and secure digital services by 2030. The anticipated results in-line with this goal include;

- i Increase 4G geographical coverage to **90%** in line with the National Broadband Policy.
- ii Increase in addressable smartphone penetration from 67% in 2023/24 to **86%**
- iii **5%** growth in locally developed solutions through UCC initiatives
- iv Improvement in the communications sector cyber security posture from 50.65% in FY2023/24 to **65%+**
- v Improvement in the Operator Compliance rate from 60% in 2023/24 to **80%**
- vi Increase in Communication user satisfaction from 72% in 2023/24 to **92%**
- vii Improvement in stakeholder satisfaction from 76% in 2023/24 to **95%**

The resource envelope required for successful implementation of the strategic plan has been estimated at Ugx 1,684.6 Bns. Various strategies shall be pursued to deliver the expected results. UCC is determined to implement this strategic plan successfully, through; emphasizing a service-oriented business model powered by technology. Risk and performance management shall be central to the operations of the institution, while relying on stakeholder input and good governance. UCC shall strive to ensure that the organization remains agile, and is well resourced with a knowledgeable and skilled workforce to enable implementation of identified strategies and initiatives.



1. Introduction

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1. Introduction

1.1. Background

The Uganda Communications Commission (UCC) plays a pivotal role in regulating, licensing, and overseeing the development of the communications sector in Uganda. The strategic plan is designed to set UCC's priorities for the period 2025/26 – 2029/30, ensuring that Information and Communications (ICT) policies and regulations support digital transformation, financial inclusion, and socio-economic transformation.

This plan is built upon the national aspirations outlined in Vision 2040 and the Fourth National Development Plan (NDP), ensuring coherence with Uganda's economic and social transformation goals. It also considers regional and global commitments, such as the African Union's (AU) Agenda 2063, the East African Community (EAC) Vision 2050, and the United Nations Sustainable Development Goals (SDGs), hence ensuring that Uganda's ICT sector remains competitive and aligned with international best practices.

The preparation of this plan is driven by the need to respond to emerging challenges and opportunities in the ICT sector, including increased demand for digital services, dynamism of the sector, mobile financial services expansion, cybersecurity concerns, and the demand for agile regulatory frameworks. The plan will guide UCC's efforts in creating an enabling digital ecosystem that fosters innovation, consumer protection, and sustainable ICT sector growth.

1.2. Functions of UCC

Uganda Communications Commission, UCC was established under the Uganda Communications Act (2013) to develop a modern communications sector, which includes telecommunications, broadcasting, radio communications, postal communications, data communication and infrastructure. UCC's functions in line with the aforementioned Act include;

- a. To monitor, inspect, licence, supervise, control and regulate communications services.
- b. To allocate, license, standardize and manage the use of the radio frequency spectrum resources in a manner that ensure widest variety of programming and optimal utilization of spectrum resources.
- c. To process applications for the allocation of satellite orbital locations.
- d. To regulate rates and charges for communications services with a view to protecting consumers from excessive tariffs and to prevent unfair competitive practices.



- e. To establish, amend, administer and enforce a national numbering plan and electronic addresses plan; and assign numbers and electronic addresses.
 - f. To conduct, or authorise any person to conduct, technical evaluations relating to communications services.
 - g. To coordinate and collaborate with the relevant national and international organisations in matters relating to communications.
 - h. To set national standards and ensure compliance with national and international standards and obligations laid down by international communication agreements and treaties to which Uganda is a party.
 - i. To receive, investigate and arbitrate complaints relating to communications services, and take necessary action.
 - j. To promote and safeguard the interests of consumers and operators as regards the quality of communications services and equipment.
 - k. To promote research into the development and use of new communications techniques and technologies, including those which promote accessibility of persons with disability and other members of society to communications services.
 - l. To improve communications services generally and to ensure equitable distribution of services throughout the country.
 - m. To promote competition, including the protection of operators from acts and practices of other operators that are damaging to competition, and to facilitate the entry into markets of new and modern systems and services.
 - n. To regulate interconnection and access systems between operators and users of telecommunications services.
 - o. To advise the Government on communications policies and legislative measures in respect of providing and operating communications services.
 - p. To represent Uganda's communications sector at national and international fora and organizations relating to its functions and to coordinate the participation of any interested groups.
 - q. To collaborate with educational institutions in order to promote specialised education in the field of communications.
 - r. To establish and administer a fund for the development of rural communications and information and communication technology in the country.
 - s. To advise the Minister on the administration of the Act.
 - t. Establish an intelligent network monitoring system to monitor traffic, revenue and quality of service of operators.
 - u. To regulate value added services provided by communications operators.
 - v. To operate and manage the Uganda Institute of Information and Communications Technology.
 - w. To set standards, monitor and enforce compliance relating to content; and
 - x. To encourage and promote infrastructure sharing amongst licensees and to provide regulatory guidelines
 - y. To carry out any other function that is related to the functions of the Commission.
- Other applicable laws that guide UCC's mandate are highlighted in Annex I.

1.3. Governance and Organizational Structure

UCC is governed by a Board of Directors, whose role is to provide policy guidance and strategic oversight. The Board further oversees the operations of the secretariat with focus on mission delivery and impact.

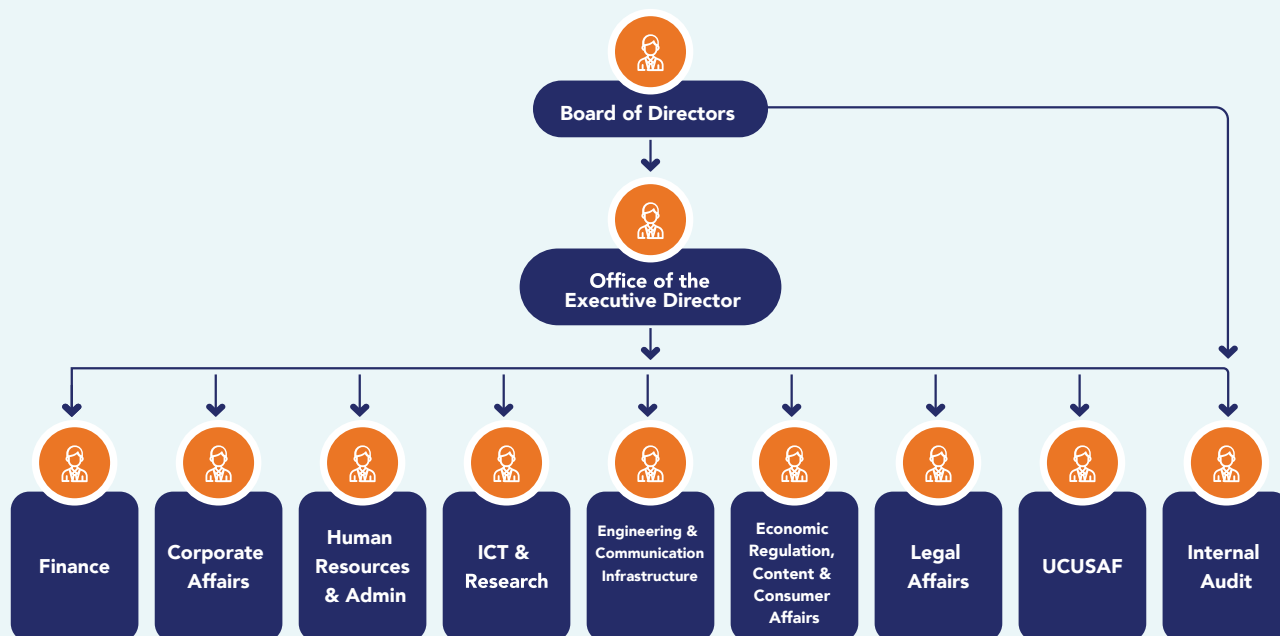


Figure 1: UCC Organogram.

To enhance service delivery, UCC further established Regional Offices to coordinate its operations beyond the Headquarters. These Offices are based in Gulu catering to the Northern Region, Mbale responsible for the Eastern region, Mbarara overseeing operations in the South-Western Region and Masindi covering the Mid-Western Region. Figure 2 below, illustrates the span of the Regional Offices.



Figure 2: Span of the UCC Regional Offices

1.4. The Legal and Policy Context

The strategic plan has been developed in line with Uganda Vision 2040 and the Fourth National Development Plan (NDP IV), which positions ICT as a key enabler of economic growth, industrialization, and service delivery.

1.4.1. Linkages With Vision 2040, NDP IV and the Digital Transformation Roadmap

The Vision 2040 is the nation's strategic framework for transforming the Ugandan society from a peasant to a modern and prosperous country within 30 years. Achieving this vision is hinged on strengthening the fundamentals of the economy to harness the abundant opportunities around the country. These fundamentals have been identified as infrastructure (energy, transport, water, oil and gas, and ICT); Science, Technology, Engineering and Innovation (STEI); land use management; urbanization; human resource; and peace, security and defense among others. Under this vision, Ugandans desire to have world class infrastructure and services, including modern technology to drive productivity and production.

Building on the success of the previous development plan, the Fourth National Development Plan (NDPIV) seeks to leverage on the transformative effect of digital technologies to enhance productivity in key sectors of the economy resulting in higher household incomes, employment and sustainable socio-economic transformation. The NDPIV is being implemented through eighteen programs including the Digital Transformation Programme (DTP), which seeks to achieve increased ICT penetration and usage of ICT services for efficiency gains and job creation. Digital technologies will be leveraged to optimize business processes in priority areas, leading to value addition. The ICT sector, under the stewardship of the Ministry of ICT and National Guidance (MOICT&NG) has further developed the Digital Transformation Roadmap (DTR) that is focusing on five thematic pillars over the period 2023/24- 2027/28 to fast track the digital transformation efforts of Uganda, enabling it to capitalize on digital technologies to enhance economic competitiveness, and improve the lives of our citizens. These pillars include;

- (a) Digital infrastructure and connectivity,
- (b) Digital services,
- (c) Cyber-security and data protection and privacy,
- (d) Digital skilling, and
- (e) Innovations and entrepreneurship

Table 1 Alignment of UCC Strategic Objectives to the Digital Transformation Road Map

NDPIV Digital Transformation Programme Objectives	Key Result Areas- Digital Transformation Roadmap	UCC Strategic Objectives	Outcome
Increase ICT Connectivity across the Country	Digital infrastructure and connectivity;	Enhance Coverage and Usage of Communication services	Increased reach and inclusivity of Communications services
Improve Efficiency in Business Processes and Public Service Delivery	Digital services;	Improve Regulatory Services	Customer and stakeholder satisfaction from relevant and timely services
Increase Uptake of Digital Products and Services	Innovation and entrepreneurship;	Increase Communications User Safety & Satisfaction	Increased utilization of communication services with emphasis on quality, affordability, relevance and safety
	Digital skills and literacy	- Enhance Coverage and Usage of Communication services - Increase Communications User Safety & Satisfaction	

¹The CNDF entails, three 10-year plans; six 5-year national development plans, Sector Investment Plans (SIPs); Local Government Development Plans (LGDPs), Annual work plans and annual budgets

Table 1 Alignment of UCC Strategic Objectives to the Digital Transformation Road Map

NDPIV Digital Transformation Programme Objectives	Key Result Areas- Digital Transformation Roadmap	UCC Strategic Objectives	Outcome
Increase Cybersecurity, Data Protection and Privacy	Cybersecurity, data protection and privacy	• Improve Regulatory Services • Increase Communications User Safety & Satisfaction • Promote Sector Competitiveness • Improve Use of Tools and Technology	Communications sector capacity to proactively monitor and address cyberthreats enhanced.
Strengthen Policy, Legal and Regulatory Frameworks and Institutional Coordination	Policy, Legal and Regulatory Environment	• Strengthen Stakeholder Management • Improve Regulatory Services	Our regulatory processes are responsive, predictable, researched and legally enforceable

1.4.2. Integration / Cross Linkage with International and Regional Agendas



Africa Agenda 2063

Agenda 2063² outlines Africa's blueprint for socio-economic transformation, with Aspiration 1 and Aspiration 2 playing crucial roles in advancing technology, communication, and ICT. Aspiration 1 specifically seeks a prosperous Africa based on Inclusive Growth and Sustainable Development, emphasizing economic growth driven by innovation, science, and technology. Aspiration 2, aims for an integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's renaissance with emphasis on connectivity and technological integration across the continent.

UCC's interventions will therefore progress the attainment of the Agenda 2063 goals, as highlighted in Table 2 below;

²<https://au.int/agenda2063/goals>

Table 2: UCC's commitment to Agenda 2063

AGENDA 2063			UCC Strategic Objectives	Outcome
Aspiration	Goal	Priority		
Aspiration 1: <i>A prosperous Africa based on inclusive growth and sustainable development</i>	Goal 2: Well-Educated Citizens and Skills Revolution	Promotes digital literacy, innovation, and ICT skills development to enhance employability and entrepreneurship	• Increase Communications User Safety & Satisfaction	Increased adoption of communication services and participation in the digital economy by citizens
	Goal 4: Transformed Economies	Encourages investment in ICT infrastructure to foster industrialization, trade, and technological advancement	• Enhance Coverage and Usage of Communication services • Promote Sector Competitiveness	A vibrant, competitive and robust communications sector
	Goal 5: Modern Agriculture for Increased Productivity and Production	Highlights the role of ICT in precision farming, data-driven agriculture, and improved market access for farmers	• Enhance Coverage and Usage of Communication services • Strengthen stakeholder management	Increased adoption of ICTs by other sectors
Aspiration 2: <i>An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance</i>	Goal 10: world-class infrastructure	ICT networks, broadband expansion, and digital connectivity to enhance communication, innovation, and access to information across Africa	• Enhance Coverage and Usage of Communication services • Promote Sector Competitiveness • Increase Communications User Safety & Satisfaction	Widespread coverage of communication services
	Goal 17: full gender equality in all spheres of life	Digital inclusion initiatives to bridge the gender gap in ICT access, education, and innovation	• Enhance Coverage and Usage of Communication services • Improve Regulatory Services	Reduced digital divide

United Nations Agenda 2030

The United Nations Sustainable Development Goals (SDGs) provide a universal framework to achieve a better and more sustainable future for all, emphasizing the role of technology and ICT in driving progress across various sectors. Specifically, several SDGs highlight the importance of Information and Communication Technology in achieving broader goals such as end poverty in all its forms everywhere (SDG1), quality education (SDG 4), gender equality (SDG 5), economic growth (SDG 8), innovation (SDG 9), ensure sustainable consumption and production patterns (SDG 12) and Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development (SDG 17). The integration of technology and ICT can help build inclusive, sustainable infrastructures and foster innovation that benefits all people, particularly in developing countries.³

³<https://repositorio.cepal.org/server/api/core/bitstreams/6321b2b2-71c3-4c88-b411-32dc215dac3b/content>

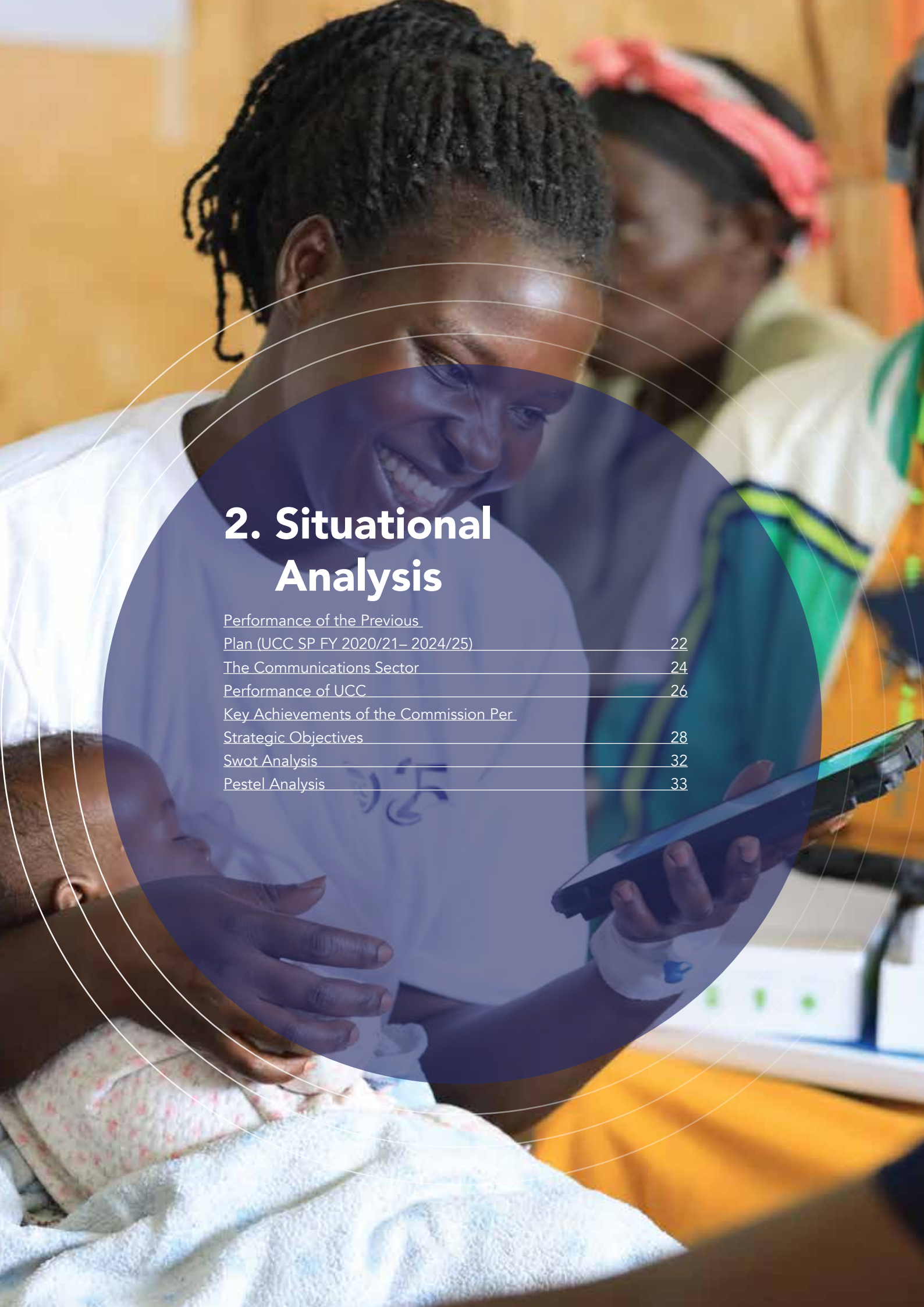
United Nations Agenda 2030

The United Nations Sustainable Development Goals (SDGs) provide a universal framework to achieve a better and more sustainable future for all, emphasizing the role of technology and ICT in driving progress across various sectors. Specifically, several SDGs highlight the importance of Information and Communication Technology in achieving broader goals such as end poverty in all its forms everywhere (SDG1), quality education (SDG 4), gender equality (SDG 5), economic growth (SDG 8), innovation (SDG 9), ensure sustainable consumption and production patterns (SDG 12) and Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development (SDG 17). The integration of technology and ICT can help build inclusive, sustainable infrastructures and foster innovation that benefits all people, particularly in developing countries.³



Relevant SDGs mapped to initiatives implemented by UCC

SDG	GOAL	Initiatives by UCC To date
SDG 1: No poverty 	a. Promote ICT entrepreneurship, b. Expand digital services including Digital financial services	- Youth and SMEs initiative, - E-Booster Initiative
SDG 2: Zero hunger 	a. Facilitate efficient agricultural practices through integration of b. ICTs to boost productivity	E-Agriculture Program
SDG 4: Quality education 	a. Facilitate the equipping of learners with digitally ready skills to b. facilitate job creation.	- School ICT Program, - ICT Teacher Retooling Program
SDG 5: Gender equality 	a. Narrow the digital gender divide	- Digital Literacy for Women and Girls program, - Girls in ICT Initiative
SDG 8: Decent work and economic 	a. Stimulate ICT-centric innovative entrepreneurship, b. Foster vibrant small and medium enterprises (SMEs)	- Youth and SMEs Digital Skilling - Content Service Development Program (CDSP) and Audio Visual (AV) skilling
SDG 9: Improved Infrastructure 	a. Improve the extent and quality of ICT infrastructure of radiocommunication and backbone networks b. Extend networks into underserved remote and rural areas	- Broadband Infrastructure Roll-out in partnership with the private sector - Broadband connectivity for Public Access Centres
SDG 10: Reduced inequalities 	a. Reduce inequality among, communities, and populations by extending access to ICTs and knowledge to disadvantaged segments of society	- ICT for PWDs, - Digital Literacy for rural communities,
SDG 12: Responsible consumption and production 	a. Strengthen collaboration to address the challenge of sustainable e-waste management. b. Develop comprehensive frameworks to promote sustainable management of e-waste	- E-waste pilot project in partnership with private sector, - Collaboration on disposal of e-waste with Luwero Industries, Compliance requirements,
SDG 13: Climate change action 	a. Facilitate cooperation on policies and standards to help reduce energy consumption for ICT products and services	Tripartite between UCC-ERA and Operators on clean energy
SDG 16: Peace, justice and strong institutions 	a. Support GoU's E-government initiative through facilitating citizen participation and b. Improving the efficiency of delivery of government services.	- Integration of e-services with other government agencies - Public Access Centres
SDG 17: The power of partnerships 	a. PPPs in the delivery of digital inclusion projects b. Collaborative regulation with other sector regulators c. Collaborations with other arms of government d. Collaborations with development partners, international agencies etc	- International partnerships and collaborations e.g. ITU, FIRST - Collaborations with civil society, consumer advocacy organizations

A smiling woman with dark braided hair is looking at a smartphone. In the foreground, a baby is wrapped in a white cloth. The background is slightly blurred, showing other people in a community setting.

2. Situational Analysis

<u>Performance of the Previous</u>	
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2. Situational Analysis

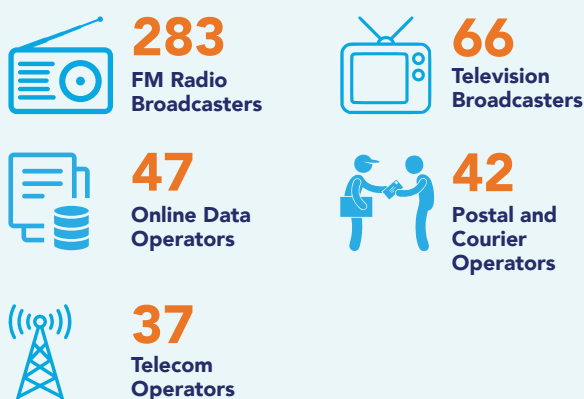
The communications sector is experiencing rapid and profound transformation, driven by technological innovation, evolving consumer behaviours, and shifting regulatory landscapes. As digitalization accelerates, trends such as the expansion of 5G and emerging developments in 6G, artificial intelligence, edge computing, and network virtualization are redefining how services are delivered and consumed. These changes are not only enhancing connectivity and operational efficiency but also opening new frontiers in smart technologies and data-driven services. Additionally, the sector is witnessing increased focus on cybersecurity, sustainability, infrastructure resilience and inclusivity. Understanding these trends is vital for regulatory bodies like UCC to adapt policy frameworks, foster innovation, and ensure equitable and secure access to communication services across all segments of society.

2.1. Performance of the Previous Plan (UCC SP FY 2020/21 – 2024/25)

The Uganda Communications Commission has been implementing its strategic plan for FY2020/21–2024/25, aimed at achieving the Commission’s vision of **“An inclusive digital economy.”** Throughout the implementation period, several interventions have been carried out to meet the plan’s specific objectives and targets, specified within the organization’s scorecard.

2.1.1. The Communications Sector

The Communications sector has remained vibrant and competitive over the last five years. The regulatory frameworks have been regularly reviewed to promote healthy competition and create opportunities for sustainable investment. During FY2024/25, UCC enhanced its licensing frameworks covering telecom, broadcasting and courier services. As of June 2024, UCC reported that the sector was served by the following number of operators;



The Digital Transformation Roadmap has emphasised the roll-out of broadband services countrywide to facilitate participation of citizens in the digital economy.

Figure 3 below, highlights Uganda’s broadband coverage, which stood at 72.09% 2024/25.



Figure 3: Broadband Coverage Map

Other performance highlights for the Communications sector, over the period 2020/21 to 2024/25 include;

1.

Increase in Telephone Subscribers from 25.5 million in 2019 to 43.2 million by March 2025.

UGX
43.2M

2.

Increase in internet Subscribers from 15.16 million in 2019 to 22.3 million by the March 2025.

UGX
22.2M

3.

Increase in internet Penetration from 38% in 2019 to 49% by the end of March 2025.

49.0%

4.

Increase in Mobile Money Subscribers from 25.9 million in 2019 to 33.7 million by March 2025.

UGX
33.7M

5.

64.3% of consumers were satisfied with the complaint handling process.

64.3%

6.

Expansion in fibre coverage from 19,709 km in 2019 to 47,771 km by March 2025.

47,771km

7.

Growth in communication sector Investment by an average of 2.1% during the strategic period.

2.1%

8.

Increase in tax revenue contribution from 4.8% in FY 2021/22 to 22.6% in FY 2023/24, surpassing the strategic plan target of 14%.

22.6%

9.

Average communication's sector contribution to GDP of 2.1% over the five years under review.

2.1%

10.

Reduction in the cost of communication services: i.e. Price of 1GB of data reduced by 60% from UGX 10,000 in 2019 to UGX 4,038 in March 2025, while the cost of fibre-to-home connection reduced by 56.5%, from UGX 276,000 in 2022 to UGX 120,000 in 2025.

Reduced Price of 1GB of Data to:

UGX
4,038

Reduced Price of Fibre-to-Home to:

UGX
120,000

2.1.2. Performance of UCC

UCC has been implementing its strategic plan through the Balanced Scorecard Framework. This approach enables the institution to assess its performance from both the financial and non-financial aspects. **Table 4** below summarizes the performance of the institution, detailing the achievement rate of each of the strategic objectives in line with the Corporate Scorecard.

Table 4: Summary of the UCC's performance for FY 2020/21 - 2024/25

Key

Color Code	Performance Rating
High	Above 80% Achievement of BSC Indicator Targets.
Moderate	50 – 79% Achievement of BSC Indicator Targets.
Below Average	Below 50% Achievement of BSC Indicator Targets.

OBJECTIVE	PERFORMANCE INDICATOR	PERFORMANCE MEASURE	PERFORMANCE MEASURE		
			SP Target	Performance	Achievement
CS.1: Increase Communications User Satisfaction	Utilization of Communication services (uptake)	Consumer utilization score	70%	71.50%	102.10%
	Communication Consumer satisfaction	Consumer satisfaction score	80%	72.00%	90.00%
	Coverage of Communication services (Population/Area)	Communication Coverage	70%	71.50%	102.10%
CS.2: Promote Sector Competitiveness	Contribution to GDP	Communication sector's contribution to GDP	5%	2.10%	42%
	Growth in investment	Percentage growth in investment	5%	2.10%	42%
	Communications Sector contribution to tax revenue	Communications Sector contribution to tax revenue	14%	22.60%	167.70%
CS.3: Maximize Stakeholder Value	Stakeholder satisfaction	Stakeholder satisfaction score	80%	73.90%	92.40%
FS.1: Optimize Resources	Resource Availability Score	Resource Availability Score	100%	99%	98.50%
	Financial Resource utilisation	Budget Absorption Rate	100%	79%	79.00%
	Revenue Growth	Percentage YoY increase in Revenue	5%	15%	300%
	Utilization of spectrum as assigned	Percentage of licensees utilising spectrum as assigned	95%	67%	70.50%
		% of assigned spectrum in use	90%	51%	56.70%

OBJECTIVE	PERFORMANCE INDICATOR	PERFORMANCE MEASURE	PERFORMANCE MEASURE		
			SP Target	Performance	Achievement
BP.1: Improve Regulatory Services	Compliance of operators to regulatory requirements	Operator Compliance Score	95%	78%	82.10%
	Comprehensiveness of regulatory tools	Regulatory coverage	95%	71%	74.70%
	Satisfaction of Licensees with UCC processes	Service Level Score	95%	75%	78.90%
	Regulatory Coverage	% of identified regulatory gaps with tools in place	95%	70%	74%
BP.2: Strengthen Stakeholder Collaboration	Stakeholder Project success	Stakeholder Project Success Score	90%	79.10%	88%
		Stakeholder Goal Attainment Score	95%	77%	81.10%
OC.1: Improve, Tools & Technology	Level of Automation of UCC processes	Automation score - % of identified process automated	90%	90%	100.00%
	Use of available technology by internal and external clients	Technology User satisfaction	85%	73%	85.30%
OC.2: Enhance Organizational Culture	Employee Engagement	Employee Engagement Score - Percentage of Staff participating in commission activities	75%	67%	89.70%
	Employee Satisfaction	Employee Satisfaction score	90%	69%	76.70%
OC.3: Improve Knowledge, Skills & Abilities	Employee Productivity	Employee productivity Score (% of staff scoring above 65% in the appraisal)	95%	64%	67.40%
	Career progression and professional development	Capacity Building Score (Training plan implementation rate)	75%	100%	133.30%

2.1.3. Key Achievements of the Commission Per Strategic Objectives

This section captures the selected achievements of the commission under the nine strategic objectives of the outgoing strategic plan. This assessment in table 5 below, demonstrates the contribution of the initiatives or projects towards attainment of the intended results or outcomes.

Table 5: Key achievements of the commission per strategic objective in the UCC SP FY 2020/21 - 2024/25

 CUSTOMERS AND STAKEHOLDERS (CS)	Achievement / progress to date
Strategic Objective CS1. Increase Communications User Satisfaction CS2. Maximize Stakeholder Value CS3. Promote Sector Competitiveness Intended Results 1. Increased utilization of communication services, with emphasis on the following, accessibility, Quality, affordability, safety and relevance 2. Services delivered by our stakeholders are improved because of adoption of technology. 3. The stakeholders have access to timely information. 4. We support stakeholders in implementing their initiatives. 5. Markets characterized with low entry barriers. 6. Increased investment in the sector New services being developed	• Over five million consumers on various communication related issues under the Consumer Empowerment Program. Areas covered included; rights and obligations of consumers, fraud detection, unsolicited messages, SIM card registration, etc. • Partnered with Consumer Advocacy Organisations and Civil Society to undertake targeted consumer outreaches for specific segments of society including women and the girl child, Persons with Disabilities, Youth and Students, Island communities among others • Joint consumer empowerment initiatives implemented with other sector regulators e.g. Bank of Uganda (BoU), The National Environment Management Authority (NEMA), the National Drug Authority(NDA) among others. • Licensing framework reviewed to facilitate fair competition, reduce barriers to entry into the sector through creating various license categories, encouraging infrastructure sharing and access. • Multisectoral initiatives towards development of new services (Digital Financial Services Lab established with ITU), strengthening of cybersecurity capacity in partnership with BoU • Effective consumer management framework implemented across the communications sector • Improved Quality of Communication Services.
 FINANCIAL STEWARDSHIP (FS)	Achievement / progress to date
Strategic Objective FS1. Optimize Resources Intended Results 1. We meet our obligations as and when they fall due 2. We are getting value for money from our purchases and expenditure. 3. Our budget information is available for decision making	• Alignment to global and regional frameworks on resource management leading to provision of reliable and innovative communication services • Continued innovation in the use of communication resources i.e. successful Digital Audio Broadcasting (DAB+) pilot in partnership with the private sector and the academia. • Continuously achieved unqualified Audit opinions from the Auditor General and other assurance providers.



BUSINESS PROCESSES (BP)

Strategic Objective

- BP1. Improve Regulatory Processes
BP2. Strengthen Stakeholder Collaboration

Intended Results

1. Our regulatory processes are responsive, predictable researched, accessible and legally enforceable
2. UCC complies with all its national and international obligations and meets them within the prescribed time set
3. We have timely dissemination of information to our stakeholders through the most suitable channels
4. We are accountable to our stakeholders and have shared responsibilities.
5. We have a coordinated approach across the organization in the engagement of stakeholders.

Achievement / progress to date

- Developed and implemented several regulatory guidelines, including:
 - Monitoring Framework for Mobile Network
 - Operator Service Coverage Obligation (Feb 2024)
 - Guidelines for Access and Use of the Lower 6GHz Band (April 2023)
 - Research Support and Collaboration Framework 2022-2025
 - Guidelines for Temporary Radio Frequency Spectrum Use (Aug 2023)
 - Guidelines on Logical Channel Numbers (LCN) in Uganda (Jan 2024)
 - FM Radio Station Operation Guidelines (Aug 2024)
- Completion of Business process re-engineering for licensing services
- Roll out of e-services including integration with critical government agencies such as URSB, URA, NIRA
- Strong accountability to stakeholders and oversight bodies like Parliament of Uganda on the functions of the regulator
- Strengthened partnerships with key stakeholders, including government Ministries, Departments and Agencies (e.g., MoICT&NG, URA, BoU) and industry players like broadcasters, telecoms, and multimedia providers.



ORGANIZATIONAL CAPACITY (OC)

Strategic Objective

- OC1 Improve Tools & Technology
OC2. Enhance Organizational Culture
OC3. Improve Staff Skills, Knowledge & Abilities

Intended Results

1. Increased use of tools to execute business processes with a focus on employees and internal business processes
2. Increase staff involvement in commission activities (participation)
3. UCC staff increasing feel valued
4. Improved utilization of communication channels
5. Highly competent workforce that is versatile and executes duties to expected standards
6. Increased Staff productivity

Achievement / progress to date

- Automated 90% of targeted processes, resulting in improved efficiency.
- Implemented key digital solutions for efficiency. These included;
 - E-services – streamlining licensing resulting in reduced turnaround time, and improved engagement with clients.
 - Electronic Records and Document Management System (ERDMS) and KOHA – Improved information access for internal and external stakeholders.
- Implemented targeted reskilling initiatives for staff to , to equip them with the requisite knowledge, skills and abilities to enable them ably serve UCC clients and stakeholders.
- Undertook a culture audit to identify interventions to promote a performance-driven culture within the organisation.

2.2. Cross Cutting Issues

2.2.1. Gender and Inclusivity

a. Women and Girl Child

The gender digital divide refers to the inequalities in access to, use of, and participation in the digital economy based on gender. Barriers that need to be addressed to close the gender digital divide include: access, affordability, societal norms, digital literacy, and online safety. UCC has undertaken various targeted demand driven interventions to enhance usage of communication services by women and the girl child. Strategic partnerships have been created with civil society and the private sector, to specifically drive the participation of the women and girl child in digital activities. Key activities include;

- Digital literacy training of over 50,000 women in the rural communities to create awareness about digital services available to them.
- Collaborations with the private sector, education institutions, civil society to provide accessible and inclusive digital skills for women to enable them to undertake economic activities. This has helped reduce the gender digital divide but has also enabled women and the girl child utilise ICTs for social economic purposes.

b. Persons with Disabilities (PWDs)

According to the Uganda Bureau of Statistics (UBOS), persons with disabilities (PWDs) constitute approximately 12.4% of Uganda's population - over 5.4 million people.⁴ Many PWDs face systemic challenges in accessing education, employment, and communication services. Limited access to assistive technologies, low levels of digital literacy, and infrastructure constraints continue to hinder their full participation in the digital economy.

To address these challenges, UCC, through the Uganda Communications Universal Service and Access Fund (UCUSAF), in partnership with the National Union of Disabled Persons of Uganda (NUDIPU), implemented a three-year national initiative aimed at promoting digital inclusion for persons with special needs. Among its key achievements, the project successfully profiled more than 40,000 persons with disabilities, creating a detailed evidence base to inform future programming and policy. Over 10,000 PWDs were trained in essential digital skills, such as basic computer use, internet access, and the application of assistive technologies thereby enhancing their ability to participate in the digital ecosystem.⁵



³ Uganda - Disability:IN

⁵ <https://www.ugstandard.com/ucc-initiative-signals-emerging-tech-market-focused-on-digital-inclusion-for-persons-with-disabilities/>

The initiative also supported the development of thirty five (35) district union websites to improve communication and accessibility for organisations supporting PWDs at the local level and facilitated the provision of assistive technologies to selected educational institutions, hence promoting inclusive learning environments. A tailored ICT Innovation and Access Strategy for PWDs was also developed to guide ongoing and future interventions in this thematic area.

These achievements demonstrate UCC's commitment to inclusive access and digital empowerment. Going forward, the Commission shall institutionalize these gains by mainstreaming disability inclusion across all regulatory and service delivery frameworks. This includes scaling up access to assistive technologies, expanding digital skills training, promoting inclusive content and infrastructure, and strengthening partnerships with organizations supporting digital inclusion for PWDs. Continued investment in data systems, such as the National Digital Observatory, will also be critical for monitoring progress and ensuring accountability in promoting equal access for all.

c. Youth

Uganda has one of the youngest populations in the world, with over 75% of its citizens under the age of 30. Despite this demographic advantage, participation of the youth in digital services remains low due to barriers such as high costs of devices and services, limited digital skills, and availability of reliable internet services.

To address these challenges, UCC, has implemented several targeted interventions over the past five years including digital skilling for over 1,000 youth, establishment of over forty five (45) ICT and multimedia clubs in secondary schools, and supporting youth-led innovation projects through regional competitive grant schemes. These efforts have opened new opportunities for young people to participate in the digital economy, particularly in areas such as multimedia production, innovation, and digital entrepreneurship.

In its new strategic plan, UCC will scale up digital skilling through partnerships, expand infrastructure and device access in underserved areas, and promote youth innovation through grants and incubation. A strong focus will be placed on inclusion especially youth ensuring they are meaningfully engaged in Uganda's digital economy.

2.2.2. E Waste Management

Uganda faces a growing challenge from electronic waste (e waste), fuelled by increasing turnover of communication devices and insufficient disposal infrastructure. A 2020 UCC Life Cycle Assessment (LCA) study estimated that Uganda generates an average of 4,500 tonnes of communications-related e waste per year (2018–2022).

Over the past five years, UCC has contributed to addressing Uganda's e-waste challenge through raising awareness, policy contributions, and infrastructure development. UCC supported the creation of the National E-Waste Management Framework, and provided technical input during the development of the regional strategy under East African Communications Organization (EACO). These efforts were complemented by the 2021 launch of Uganda's first National E-Waste Management Centre to support safe, sustainable e-waste handling.⁶

In this new strategic plan, UCC will focus on sustained stakeholder engagement to implement the National E-Waste Management Framework and scale infrastructure. Collaborating with government, private sector, civil society, and local authorities will promote coordinated action and accountability. UCC will also partner with research institutions to generate evidence, foster innovation, and drive development of localized, cost-effective solutions for sustainable e-waste management.

⁶ <https://uccinfo.blog.com/2020/10/15/uccs-message-on-international-e-waste-day-iewd-2020/>

2.3.3. Strategic Environmental Assessment

2.4. Swot Analysis

The Strengths Weaknesses Opportunities and Threats (SWOT) Analysis provides a structured assessment of UCC's internal and external environment as it prepares to implement its new strategic plan. By examining the Commission's internal strengths, and weaknesses, as well as the external opportunities, and threats, this analysis in table 6 below, highlights key areas where UCC can leverage its capabilities, address internal gaps, and strategically respond to shifts in the communications landscape. It serves as a foundational tool for aligning strategic priorities with the realities of the operational and regulatory context.

Table 6: SWOT Analysis of the commission.

S	W	O	T
Strengths	Weaknesses	Opportunities	Threats
1. Enabling Regulatory Framework 2. Alignment with National & International Goals 3. Strong support from the Executive 4. Brand visibility and Institutional respect 5. Clear Vision, Mission & Values 6. Strong Governance Structures 7. Visionary Leadership 8. Strong Collaboration with Stakeholders 9. Performance Management System (BSC) 10. Enabling Work Environment 11. Skilled & competent Staff	1. Weak visibility of program Interventions 2. Siloed Departmental Operations 3. Limited agility in adapting to new demands 4. Low Adoption Rate of Automated Processes 5. Understaffing 6. Weak knowledge management	1. Supportive Government Policies 2. Government Digitisation initiatives i.e. E-Governance initiatives. 3. Growing demand & usage of E-Services by the public 4. Private sector innovation 5. Growing Mobile & Internet Penetration 6. Emerging Technologies like AI, Blockchain, 5G. 7. Multi-sectoral collaborations 8. Regional & Global Collaborations (ITU, UPU, PAPU etc.) 9. Population demographics 10. Stable Political Environment	1. Low levels of Digital Literacy. 2. Cyber risks 3. Divergent Stakeholder Expectations 4. Low income levels 5. Lengthy turnaround time in development & review of government policies. 6. Fast-paced changes in business models. 7. Misinformation & disinformation 8. Blurry lines of regulation. 9. Sustainability of revenue 10. Geopolitics

2.5. Pestel Analysis

To ensure that this Strategic Plan is responsive, forward-looking, and grounded in the realities of Uganda's evolving communications landscape, a comprehensive Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) analysis was undertaken. This analytical framework enables UCC to systematically assess the external macro-environmental factors that influence the communications sector and the performance of the organisation. Understanding these dynamics is essential for identifying opportunities, mitigating risks, and aligning the Commission's priorities with national development agendas and global technological trends. Table 7 below, presents the key insights from the PESTEL analysis:

Table 7: PESTEL Analysis of the Commission

Factor	Issues	Action for UCC
Political		
Uganda Government's recognition of ICT and Digitalization as an enabler for economic growth through Vision 2040.	- Perception of digitization as a threat rather than an enabler - Weak inter-agency coordination that creates policy misalignment, delays and duplication	- Strategic leadership in critical multisectoral digital initiatives - Stakeholder awareness on the benefits of digitization - Strengthening intersectoral and inter-agency coordination frameworks
	Technical decisions often attract political interference	Technical decisions often attract political interference
Economical		
Affordability & Digital Inclusion Investment & Sector Growth.	- High cost of internet & devices limits accessibility - Low disposable income reduces demand for digital services - Urban-rural economic disparities widen the digital divide - Limited financing for local tech startups stifles innovation - Macro-economic factors such as inflation & forex exchange fluctuations which impact on investment - Low levels of competition in some markets within the communications sector. - High operational costs (energy, licensing fees)	- Undertake regulatory interventions to promote competition and reduce cost of services - Encourage collaboration between the academia, industry, private sector, government to enhance consumption of locally developed digital solutions - Support private sector innovation including pricing strategies - Strengthen tariff regulation - Strategic partnerships with development organizations for funding for digital inclusion initiatives - Support device financing initiatives - Enforce fair competition policies to strengthen investment in the sector - Support local ICT startups through funding & incubation - Advocate for favourable investment policies to support the communications sector. - Encourage value-added services (fintech, e-commerce)
Social		
Digital Literacy & Social Inclusion	- Low digital skills limit adoption of e-services - Digital Divide between rural and urban areas limits adoption of e-government services - High cost of assistive technologies for Persons with disabilities (PWDs)	- Undertake nationwide digital literacy programs in partnership with relevant public, private and civil society organisations - Undertake targeted awareness and skilling programs for special interest groups and unserved communities. - Promote innovation towards development of assistive technologies for PWDs

Factor	Issues	Action for UCC
Social		
Consumer Rights and Protection	- Sophisticated nature of digital fraud, cyberbullying, and online harassment - Increased vulnerabilities due to evolving access mechanisms and technological advancements	- Capacity building of operators to address cyber threats - Multi-sectoral collaborations towards consumer empowerment and cyber threat management - Enforce Quality of Service (QoS) standards - Continuous Consumer Empowerment initiatives
Population demographics	- Growing demand for digital services from the growing population, especially the youth who are tech savvy - Limited access to digital services by the elderly population	- Promote innovation and development of locally relevant solutions. - Promote digital skilling for targeted communities including the elderly.
Technological		
Emerging Technologies (5G, AI, IoT) & Regulatory Adaptation to Tech Innovation	- Spectrum allocation challenges for 5G - Lack of clear governance frameworks for emerging technology - Security vulnerabilities in emerging technologies like IoT, AI - Slow pace of regulatory reform vs technological advancements	- Industry intelligence mechanisms to identify risk/benefits from emerging technologies - Policy advisories to support development of futuristic regulatory frameworks - Enhanced global collaboration to leverage experiences and lessons learnt from other jurisdictions - Incentivise digital infrastructure deployment interventions - Incentivize Strategic partnerships with academia, to proactively develop frameworks to facilitate adoption of emerging technologies - Local ICT innovation through regulatory sandboxes and test beds
Data Privacy Risks	- Increasing cyber threats to critical digital infrastructure, data breach & privacy concerns - Compliance with Data Protection Act 2019 - Cross-border data flow management	- Enforce minimum cybersecurity guidelines for all operators - Enhance data localization guidelines - Enforce strong cybersecurity measures and data protection laws - Continuous monitoring of cyber threats
Environmental		
E-Waste Management	- The growing use of electronic devices increases e-waste - Lack of proper recycling facilities - Informal sector handles e-waste unsafely - Rapid obsolescence of tools, and technologies	- Mandate e-waste disposal policies for operators - Establish certified collection/recycling centers - Enhance public awareness on safe e-waste handling with local authorities, civil societies, faith based organisations.
Energy Consumption & Sustainability	- High diesel dependency for off-grid towers - Rising energy costs strain operator budgets - Increasing global push to adopt energy-efficient technology	- Incentivizing renewable energy adoption - Promote energy-efficient ICT technologies and green policies, aligning with global sustainability trends - Promote coordinated energy and communication infrastructure deployment

Factor	Issues	Action for UCC
Environmental		
Sustainable Infrastructure Development	Environment degradation of the ecosystem like - distraction of flora, forest, land deformation that causes soil erosion and deformation of water path	- Conduct studies and establish standards to enforce for every communication infrastructure deployment - Drive awareness and sensitization to the public on protection of communication infrastructure - Assess the environmental impact of ICT infrastructure - Integrate environmental sustainability within communication sector frameworks - Adopt progressive technologies like satellite, IOT, AI
Legal		
Responsive regulatory frameworks	- Slow adoption of ATU& EACO digital policies - Legal frameworks and policies that do not fully address the dynamism in the sector - Dependence on Foreign Cloud Infrastructure (like AWS, Azure, Google Cloud) which limits national sovereignty, undermines local privacy, security, and regulatory oversight - Intellectual Property (IP) & Content Regulation	- Harmonisation of ICT policies & strategies at regional and continental level. - Prioritize cross-cutting issues and policies that feed into national agenda like DFS, online safety - Fast track ratification of global ICT policies and treaties - Review and update existing IP laws to address the challenges of the digital age
Responsive regulatory frameworks	- Anti-competitive practices - Risks on consumer protection - Poor service delivery	- Enforcement on non-compliant operators & licenses - Incentivisation of compliant operators - Review license and compliance tools to address developments in the evolving sector





3. Strategic Direction

Strategic Pillars (Themes)	39
Strategic Goals	39
Strategic Objectives	40
Strategic Outcomes	42

3. Strategic Direction

The Commission's strategic direction is guided by its Vision, Mission and Core Values as articulated below.



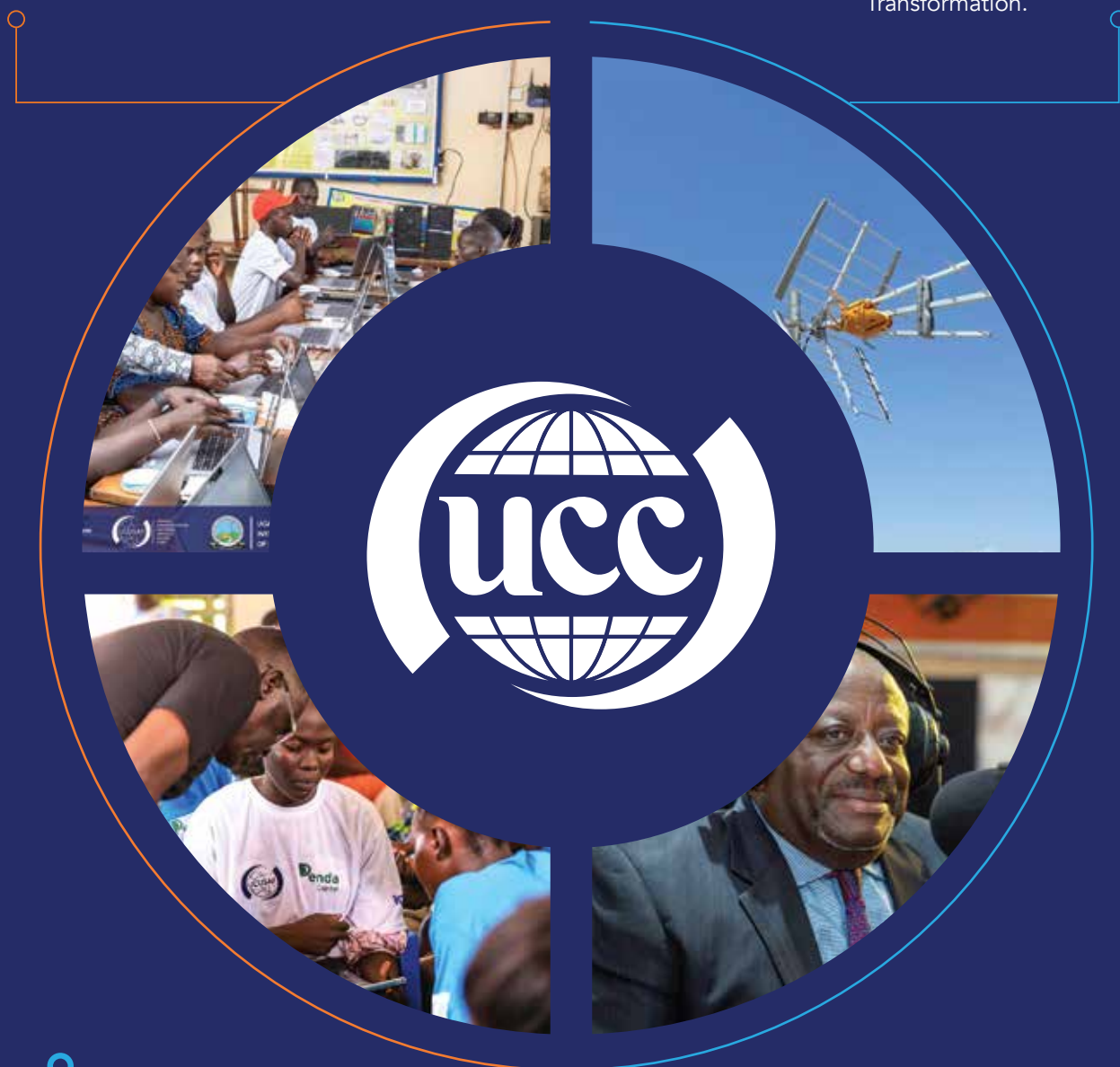
VISION

An inclusive digital economy



MISSION

To develop a robust communications sector that drives socio-economic Transformation.



GOAL

Accessible, affordable and secure digital services by 2030

CORE VALUES

Excellence

We strive to maintain exceptional performance and provide top-quality services. We continuously seek to enhance our work, embrace innovation, and surpass the expectations of our clients and stakeholders.

Professionalism

We endeavor to deliver on our mandate with competence, diligence, and respect for all. We uphold ethical standards, demonstrate reliability, and treat our clients and stakeholders courteously.

Integrity

We resolve to always do the right thing for the Commission, our colleagues and our customers always. We are honest, transparent, and accountable in the execution of our work and adhere to set moral and ethical principles.

Collaboration

We believe that effective collaboration is essential to achieving our mission. We foster a culture of teamwork, mutual respect, and shared purpose, both within the Commission and with our stakeholders.



Figure 4: UCC Core Values



3.1. Strategic Pillars (Themes)

To achieve its long-term vision and mission, UCC has established a set of strategic pillars that serve as foundational priorities guiding the Commission's focus throughout the strategic cycle. These pillars serve as thematic areas aimed at addressing both sectoral and emerging issues, ensuring the Commission remains responsive to technological advancements, stakeholder expectations, and evolving business models. These pillars are explained in figure 5 below:

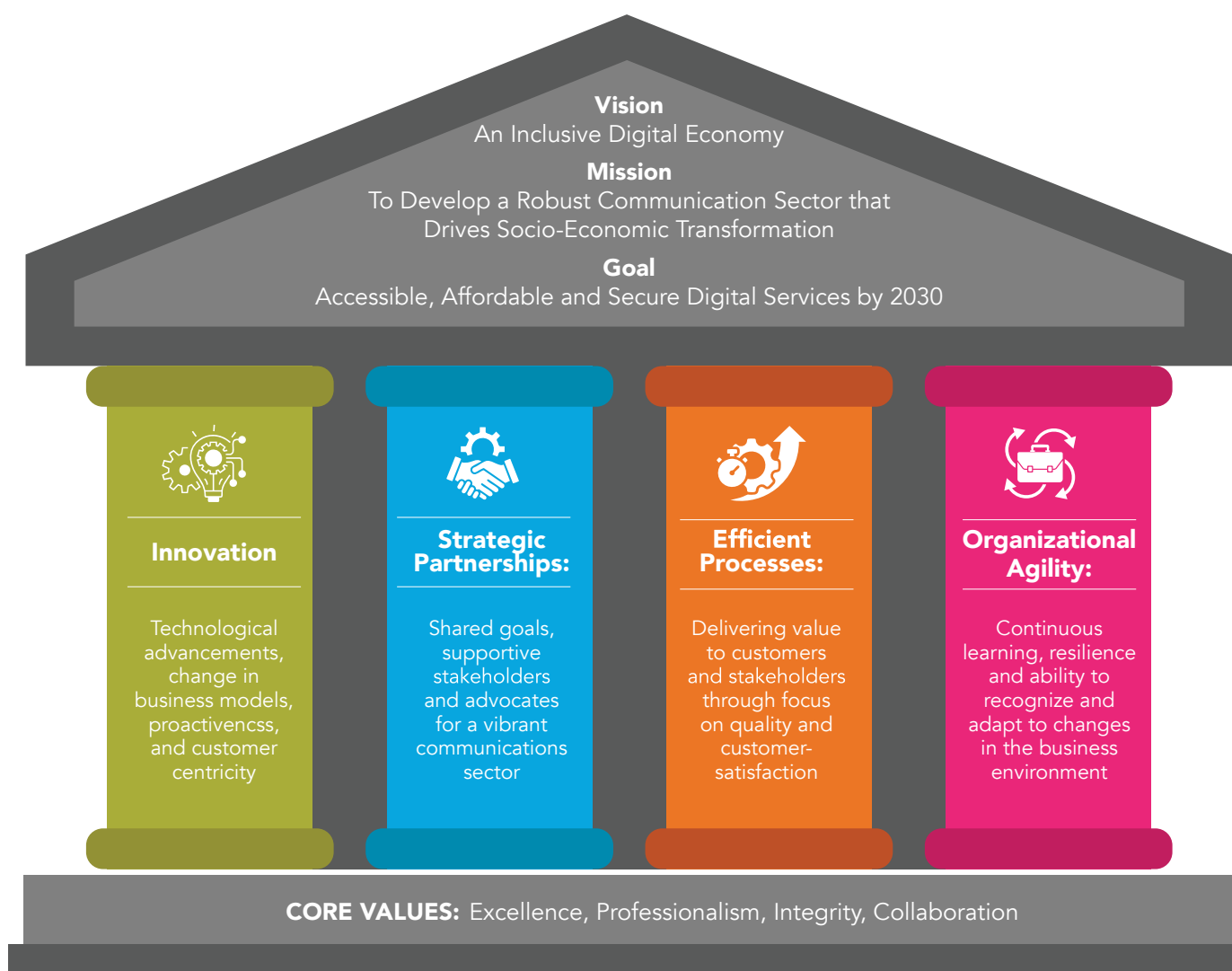


Figure 5: Strategic Pillars

3.3. Strategic Objectives

To achieve the overarching goal and sub-goals set above, UCC has identified a set of strategic objectives that translate its vision into actionable priorities. These objectives are designed to address both current sectoral challenges and emerging opportunities, ensuring that the Commission remains responsive, innovative, and effective in fulfilling its mandate. Each objective aligns with one or more strategic pillars and contributes directly to the realization of UCC's long-term vision of an inclusive digital economy. The objectives are explained in detail below:

1. Increase Communications User Safety & Satisfaction:

This objective builds on UCC's foundational role in ensuring quality communications services while addressing the growing need of digital safety. As Uganda's digital landscape evolves with new technologies and platforms, the Commission recognizes the need to enhance quality and reliability of communication services, strengthen consumer protection to safeguard users against emerging threats like cybercrime, data breaches, and online fraud..

2. Enhance Coverage and Usage of Communication services:

Building on Uganda's digital transformation agenda, this objective addresses the dual challenge of expanding physical network infrastructure while promoting meaningful adoption across all areas and demographics. It reflects UCC's commitment to bridging the digital divide by ensuring equitable access to communication technologies as essential enablers of socio-economic transformation.

3. Promote Sector Competitiveness:

A competitive communications sector is essential for driving innovation, economic growth, and digital inclusion. As technology rapidly evolves and user demands shift, new opportunities emerge for investment, entrepreneurship, and enhanced service delivery. This strategic objective aims to address these challenges by fostering a sustainable, secure, progressive and innovation-led communications ecosystem that attracts investment, supports inclusive participation, and contributes to both national priorities and global digital economy goals.

4. Optimize Communication Resources:

The need to optimize communications resources (Spectrum and numbering resources) stems from growing technological and service demands amidst scarcity, and evolving regulatory responsibilities within Uganda's communications sector.. Optimal utilisation of this scarce resource would result in quality, reliable, affordable and secure communication services.

5. Improve Regulatory Services:

As technological advancements outpace traditional regulatory approaches, this objective commits UCC to modernizing its frameworks and processes. It emphasizes the need for agile, innovative, evidence-based regulation that keeps pace with digital transformation while maintaining sector stability and consumer trust.

6. Strengthen Stakeholder Management:

Recognising the significant contribution of stakeholders to UCC's success, this objective reflects the Commission's commitment to collaborative regulation, recognizing that effective oversight requires partnerships across government, industry, civil society, academia, and international bodies among others.

7. Improve Usage of Tools & Technology:

To remain agile, secure, and responsive in a rapidly evolving digital landscape, UCC must leverage modern tools and technologies that enhance operational efficiency, decision-making, and cyber resilience. This objective is rooted in the need to modernize the Commission's operations by shifting from fragmented, manual processes to secure, interoperable, and intelligent digital systems.

8. Transform Organizational Culture:

As UCC evolves to meet the demands of a dynamic communications sector, the transformation of its organizational culture has become a strategic necessity. The current pace of change, both internally and externally, requires a value-driven, collaborative, and adaptable workforce capable of responding to new challenges with agility and innovation. This objective emerges from the realization that successful implementation of the strategy is deeply tied to the prevailing norms, behaviours, and shared values within the organization.

9. Enhance Human Capital and Performance:

This objective recognizes that UCC's greatest asset is its workforce. It commits to developing the specialized skills and leadership capabilities needed to address emerging technologies and regulatory challenges, ensuring the Commission remains fit for purpose in Uganda's digital future.

Table 8: Summary of Strategic Elements

VISION	AN INCLUSIVE DIGITAL ECONOMY			
GOAL	Accessible, affordable and secure digital services by 2030.			
MISSION	"To develop a robust communications sector that drives socio-economic transformation."			
STRATEGIC PILLARS	Innovation	Strategic Partnerships	Efficient Processes	Organisational Agility
STRATEGIC OBJECTIVES	Increase Communications User Safety & Satisfaction	Enhance Coverage and Usage of Communication services	Improve Regulatory Services	Transform Organizational Culture
	Promote Sector Competitiveness	Optimize Communication Resources	Improve Usage of Tools & Technology	Enhance Human Capital and Performance
	Strengthen Stakeholder Management			
CORE VALUES	Excellence	Professionalism	Integrity	Collaboration

3.4. Strategic Outcomes

To track progress and assess the impact of each strategic objective, UCC has defined a set of measurable outcomes. Outcomes represent changes that an institution expects to achieve through its strategies and programs. These occur between the completion of outputs and the achievement of goals **Table 9** below outlines these outcomes and their alignment with the strategic objectives and intended results.

Table 9: Measurable outcomes by objectives

STRATEGIC OBJECTIVE	INTENDED RESULT	MEASURABLE OUTCOMES BY 2029/30
Increase Communications User Safety & Satisfaction	1. Improved consumer protection across communication services. 2. Empowered and engaged consumers of communication services 3. Enhanced data privacy and cybersecurity to protect consumer information and build trust 4. Improved quality of service and user experience.	a. Increase in Communication user satisfaction from 72% in 2023/24 to 92% b. Reduction in Tier 1 Quality of Service (QoS) complaints from 31% in 2024 to 5% c. Improve average broadband throughput to; – 50Mbps within Kampala and other regional cities, – 25Mbps within the Greater Kampala Metropolitan Area (GKMA) and – 15Mbps within a radius of 8Km from other district headquarters
Enhance Coverage and Usage of Communication Services	1. Widespread coverage of communication services 2. Increase adoption of communication services by other sectors 3. Reduced digital divide resulting from collaborative interventions with UCC	a. Increase in 5G coverage from 1.2% in 2024/25 to 40% b. Increase 4G geographical coverage from 58.3% in 2024/25 to 90% c. Increase in 3G geographical coverage from 72% in 2024/25 to 90% in 2028/29 d. Increase in 2G geographical coverage from 75.8% in 2024/25 to 90% in 2027/28 e. Increase in addressable smartphone penetration from 67% in 2023/24 to 86% f. 5% growth in locally developed solutions through UCC initiatives
Promote Sector Competitiveness	1. Sustainability of the Communications sector 2. Secure communications Infrastructure, platforms and services 3. Vibrant and competitive communications sector 4. Environmental sustainability	a. Increase in ICT sector GDP Growth rate from 12.7% in 2023/24 to 15% b. Improvement in the communications sector cyber security posture from 50.65% in FY2023/24 to 65%+ c. Increase in the percentage of operators submitting Health Safety and Environment (HSE) reports from 40% in 2024/25 to 75%
Optimize Communication Resources	1. Optimal utilization of communication resources 2. Enhanced value from regulatory interventions. 3. Increased national coverage and access to communication services - Technological and service innovation	a. Improvement in the average Numbering resource utilization rate (Telecom) from 45% in 2023/24 to 57% b. Improvement in the percentage of operators using radio spectrum as assigned from 67% in 2023/24 to 86% c. A minimum annual increase in revenue of 5%

STRATEGIC OBJECTIVE	INTENDED RESULT	MEASURABLE OUTCOMES BY 2029/30
Improve Regulatory Services	- Enhanced regulatory compliance across the sector - Relevant and futuristic regulatory frameworks - Relevant, timely and efficient regulatory services - Client satisfaction with UCC systems and interfaces	- Improvement in the Operator Compliance rate from 60% in 2023/24 to 80% - Improved turnaround time for critical regulatory services - Increase in the number of targeted services adhering to global standards from 0% to 50% - Increase in the number of regulatory frameworks cumulatively reviewed from 5 to 25 by 2029/30
Strengthen Stakeholder Management	- Improved visibility and reputation of UCC as an effective regulator. - Improved and coordinated intervention with other stakeholders.	- Increase in the number of signed MoUs with strategic partners from 4 in 2024/25 to 20 - Improvement in stakeholder satisfaction from 76% in 2023/24 to 95%
Improve Usage of Tools and Technology	- A secure, smart and digitally empowered UCC - Modern (latest functionality), reliable and efficient tools available for staff - Enhanced Cyber threat management capacity - Increased usage and satisfaction	- Improvement in technology usage score from 73% in 2023/24 to 95% - A 99% system uptime consistently achieved over the 5 years
Transform Organizational Culture	- Increased appreciation of the organizational norms and values - Increased staff engagement and consultation - Improved work environment	- Improvement in staff Satisfaction score from 69% to 90% - Improvement in the staff engagement score from 67% in to 85%
Optimize Communication Resources	- Optimal utilization of communication resources - Enhanced value from regulatory interventions. - Increased national coverage and access to communication services - Technological and service innovation	- Improvement in the average Numbering resource utilization rate (Telecom) from 45% in 2023/24 to 57% - Improvement in the percentage of operators using radio spectrum as assigned from 67% in 2023/24 to 86% - A minimum annual increase in revenue of 5%
Enhance Human Capital and Performance	- Improved staff skills - High Staff Retention - Improved staff productivity and performance (innovation and adaptability) - Strengthened succession plan and leadership readiness	Improvement in the staff productivity score from 64% in to 82%

The detailed Corporate scorecard, with annualised targets is presented in Annex II.

The background of the page is a collage of three images. The top image shows a group of people in a meeting, with a woman pointing at a whiteboard. The bottom-left image shows a telecommunications truck with a large antenna on its back, parked on a road. The bottom-right image shows a server room with several racks of equipment.

4. Strategy Implementation

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4. Strategy Implementation

4.1. A Balanced Scorecard Approach

UCC shall continue to use the Balanced Scorecard approach to implementing its strategic plan. This approach provides a holistic view of the organization by ensuring that both the resource and non- resource components of the organization are prioritized.

4.2. Strategy Map

A strategy map is a visualisation of the interlinkages between the commission's strategic objectives connect across defined perspectives; It highlights the cause-and-effect relationships (casual relationships) between strategic objectives, illustrating the contribution of the various objectives towards achievement of the desired state.

Strategic Pillars: Innovation, Strategic Partnerships, Efficient Processes, Organizational Agility



Figure 6: UCC Strategy Map

4.3. Key Strategies and Strategic Actions

To operationalize this strategic plan, the Commission is committed to undertaking a set of informed strategies that will drive progress toward the predefined intended results. These strategies are organized around the strategic objectives; however, it is important to acknowledge that no single strategy operates in isolation. Recognizing the interdependence of actions, outputs and outcomes, the Commission applies a causal relationship approach, where one strategy may directly or indirectly contribute to multiple intended results across various objectives. These operational strategies are highlighted in **Table 10** below:

Table 10: Proposed strategies to be implemented.

PERSPECTIVE	INTENDED RESULTS	STRATEGIES
Increase Communications User Safety & Satisfaction	1. Improved consumer protection across communication services. 2. Empowered and engaged consumers of communication services 3. Enhanced data privacy and cybersecurity to protect consumer information and build trust 4. Improved quality of service and user experience.	a. Coordinated consumer redress and incident handling approaches across all sectors and platforms. b. Increase consultation with consumers, other sector regulators, consumer advocacy organizations and civil society on communication services and data protection. c. Operationalise Child Online Protection (COP) Initiative.
Enhance Coverage and Usage of Communication Services	1. Widespread coverage of communication services. 2. Increase adoption of communication services by other sectors. 3. Reduced digital divide resulting from collaborative interventions with UCC.	a. Encourage innovative broadband rollout initiatives to unserved and underserved areas. b. Undertake targeted interventions to promote broadband usage among underserved and unserved communities specifically for PWDs, Women, Youth, SMEs. c. Leverage on multisector and multistakeholder initiatives with the private sector, technical communities, researchers, and civil society, in development of locally relevant digital solutions. d. Enhance enforcement of coverage obligations.
Promote Sector Competitiveness	1. Sustainability of the Communications sector 2. Secure communications Infrastructure, platforms and services. 3. Vibrant and competitive communications sector. 4. Environmental sustainability.	a. Adopt a multistakeholder approach towards promoting investment in the ICT sector. b. Enhance multisector coordination and collaboration to address cyberthreats and vandalism/Misuse of communication infrastructure. c. Promote the digital creatives industry and local audience building initiatives. d. Promote innovation programmes and local digital enterprises. e. Strengthen investigation support capabilities to match the sophistication in cyberthreats. f. Promote Health Safety and Environment (HSE) sector compliance disclosures in annual license reporting . g. Enhance E-Commerce, digitization and customer experience in the posts and courier industry. h. Encourage resource efficiency and environmentally sustainable practices among communication sector operators.
Optimize Communication Resources	1. Optimal utilization of communication resources. 2. Enhanced value from regulatory interventions. 3. Increased national coverage and access to communication services. 4. Technological and service innovation.	a. Adopt a flexible licensing and resource planning regime. b. Undertake industry engagements on utilisation of spectrum and numbering resources. c. Harmonize number life cycle management with relevant sectors. d. Promote the adoption of DAB+ in Uganda e. Enhance enforcement of communication resources assignment obligations. f. Develop and adopt value for money approaches. g. Promote usage of spectrum efficient technologies.

PERSPECTIVE	INTENDED RESULTS	STRATEGIES
OC1: Enhance Operational Efficiency through people culture and technology optimisation	- Enhanced regulatory compliance across the sector. - Relevant and futuristic regulatory frameworks. - Relevant, timely and efficient regulatory services. - Client satisfaction with UCC systems and interfaces.	- Enhance collaboration mechanisms with sector specific regulators and industry associations to promote compliance. - Increase awareness of regulatory frameworks and obligations of operators - Undertake Regulatory research towards addressing regulatory gaps. - Review of UCC business model in view of the regulator of the future. - Undertake standardization and certification of UCC processes and services in line with global standards and best practice. - Establish a Communications sector Regulatory sandbox - Enhance integration with other Government e-service portals
Strengthen Stakeholder Management	- Improved visibility and reputation of UCC as an effective regulator. - Improved and coordinated intervention with other stakeholders.	- Promote strategic alliances and partnerships with other sectors and partners including development partners, civil society, etc - Strengthening Collaborations with Local Governments (LGs), MDAs and other stakeholders. - Undertake capacity building and provide technical advisories to the Executive and Legislature on regulatory matters. - Enhance communication on the impact of regulatory interventions. - Enhance partnership, collaboration, and participation in regional and international ICT forums.
Improve Usage of Tools and Technology	- A secure, smart and digitally empowered UCC - Modern (latest functionality), reliable and efficient tools available for staff - Enhanced Cyber threat management capacity - Increased usage and satisfaction	- Adopt business/functional oriented digitization strategies. - Promote integration of digitized internal systems, information portals and processes. - Modernise enterprise architecture and governance of tools and technologies. - Enhance staff knowledge on Business Intelligence and Data Driven decision Making. - Enhance Resource utilisation and QoS monitoring capacity.
Transform Organizational Culture	- Increased appreciation of the organizational norms and values - Increased staff engagement and consultation - Improved work environment	- Promote and nurture EPIC Culture. - Enhance teamwork and collaboration across departments. - Enhance staff communication and engagement mechanisms across all levels. - Ensure consistent application of institutional policies, standards, and ethical guidelines. - Review internal policies related to work environment and culture.
Enhance Human Capital and Performance	- Improved staff skills - High Staff Retention - Improved staff productivity and performance (innovation and adaptability) - Strengthened succession plan and leadership readiness	- Continuously enhance regulatory expertise to integrate new technologies, competencies and skills. - Emphasize continuous professional development for staff within the Commission. - Emphasise staff retention and build a strong leadership pipeline to meet future challenges. - Review staff compensation and benefits to make them competitive. - Create a Conducive and fit for purpose work environment. - Enhance the performance management, reward and recognition system to achieve alignment between staff and corporate performance.

4.4. Strategic Initiatives

UCC shall seek to achieve its vision through, translating the strategic vision into tangible results, and achieving sustainable success. The strategic initiatives have been drawn from the proposed strategies and seek to translate the strategy into actionable programs. **Table 11** illustrates the proposed initiatives, highlighting the impact on the strategic objectives.

Table 11: Strategic Initiatives towards implementation of the Strategic Plan

S/N	INITIATIVE	CS1	CS2	CS3	FS1	BP1	BP2	OC1	OC2	OC3
1	Operationalise Child Online Protection (COP) Initiative		✓	✓	✓	✓	✓	✓	✓	✓
2	Digital Inclusion Program (Broadband (Rollout and access), digital Literacy, targeted interventions-SMEs, PWDs, Youth & Women, Solutions development (E-agric, E-Educ, etc)	✓	✓	✓	✓	✓	✓			
3	Digitization, E-Commerce, and customer experience enhancement in the Posts and Courier Industry	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Innovation and Digital Creatives Development	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Develop and operationalise a framework for industry reporting on Health Safety and Environment (HSE) requirements	✓	✓	✓	✓	✓	✓			
6	Harmonize number life cycle management with relevant sectors	✓	✓	✓	✓	✓	✓			
7	Regulatory Research Initiative (Regulatory sandboxing, Industry/academia collaboration)	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	Review of UCC business model in view of the regulator of the future	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	Standardization and certification of UCC processes and services	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	Digitization Program (Business Intelligence, Integrated sectoral Data ecosystem, E-services Integration)	✓	✓	✓	✓	✓	✓			
11	Stakeholder Management program (Service standards enhancement, corporate communication, brand alignment, international representation)	✓	✓	✓	✓	✓	✓			
10	Digitization Program (Business Intelligence, Integrated sectoral Data ecosystem, E-services Integration)	✓	✓	✓	✓	✓	✓			
11	Stakeholder Management program (Service standards enhancement, corporate communication, brand alignment, international representation)	✓	✓	✓	✓	✓	✓			
12	UCC Culture Transformation Program	✓		✓	✓	✓	✓	✓	✓	✓
13	Construction and operationalisation of the Accredited Communications Equipment Testing Laboratory (ACETEL).	✓	✓	✓	✓	✓	✓	✓	✓	✓

S/N	INITIATIVE	CS1	CS2	CS3	FS1	BP1	BP2	OC1	OC2	OC3
14	UCC Staff capacity building and continuous professional development programme	✓	✓	✓	✓	✓	✓	✓	✓	✓
15	Development of a performance management, reward and recognition system	✓	✓	✓	✓	✓	✓	✓	✓	✓
16	Staff Retention, Talent Management and Succession Planning Programme	✓	✓	✓	✓	✓	✓	✓	✓	✓

KEY:

CS1. Increase Communications User Safety & Satisfaction, **CS2.** Enhance Coverage and Usage of Communication Services, **CS3.** Promote Sector Competitiveness, **FS1.** Optimize Communication Resources, **BP1.** Improve Regulatory Services, **BP2.** Strengthen Stakeholder Management, **OC1** Improve Usage of Tools and Technology, **OC2.** Transform Organizational Culture, **OC3.** Enhance Human Capital and Performance.



Flagship Project – Accredited Communications Equipment Testing Laboratory (ACETEL)

The Uganda Communications Commission (UCC) is undertaking the development of an Accredited Communications Equipment Testing Laboratory (ACETEL). The ACETEL is a specialized facility where tests shall be conducted to ensure that electronic equipment, devices and systems used for communication services meet specific regulatory and safety standards. This facility shall boost the credibility of the Communications sector by providing independent and reliable test results that are recognized both domestically and internationally. This is designed to enhance UCC's capacity to effectively regulate and facilitate the advancement of Uganda's communications sector. It is anticipated that the establishment of the laboratory shall coincide with the plan implementation period.



4.5. Institutional Sustainability Arrangements

The institutional sustainability arrangements aim at strengthening UCC's capacity to strengthen its operations, adapt to evolving conditions, and remain effective over time. These arrangements specified below will support the attainment of the strategic results and enhance institutional performance throughout the implementation period and beyond.



(a) Strengthening Governance:

The Commission will strengthen governance by enhancing mechanisms to support effective oversight and decision-making. This will include enhancing the capacity and involvement of the Institution's leadership in monitoring strategic priorities, emphasising risk management, strategic evidence based decision-making and fostering public confidence.



(b) Coordination and implementation:

The strategic Plan shall be operationalised within the institutional frameworks. This shall be done to ensure operational plans, budgets, workplans and results are aligned to the priorities set out in the strategy. It shall also facilitate oversight of the plan implementation and promote collective responsibility towards its attainment.

Table 12: Roles and Responsibilities of Key stakeholders

RESPONSIBILITY CENTRE	KEY ROLES AND RESPONSIBILITIES
Board of Directors	- Review and adopt the Strategic Plan - Provide oversight and guidance to Management during implementation of the Strategic Plan
Executive Director	- Coordinate the development and implementation of the strategic plan - Provide regular updates on the implementation of the plan to the board - Appraise external stakeholders on the implementation of the plan - Spearhead the communication of the plan to relevant stakeholders - Ensure the plan is adequately resourced and all enablers for successful implementation are in place
Top Management Team	- Coordinate the implementation efforts by departments including strategic and operational risks, - Evaluate the milestones achieved and provide comprehensive reports to the Board. - Review and approve the strategic initiatives and annual workplans - Spearhead the establishment of a performance oriented organisational culture
Senior Management Team	- Develop tactical and operational proposals for implementation of the plan - Cascade and coordinate the attainment of department and unit scorecard targets - Provide functional level reporting for effective performance management - Spearhead effective project management - Ensure adherence to internal policies, standards and frameworks for effective implementation of the plan
Line Supervisors and project Managers	- Develop projects to progress UCC towards attainment of anticipated outcomes - Provide project and functional level reports for effective performance management - coordinate implementation of projects within established schedule, cost and scope - Ensure processes and services adhere to the service standards - Manage operational level risk to ensure attainment of anticipated results.
All staff	Implementation of the plan



(c) Performance Management:

UCC shall strive to implement a results-driven performance management framework based on the Balanced Scorecard while ensuring that it motivates employees and drives organizational success.



(d) Service oriented approach:

UCC shall continue to re-engineer its business processes to foster service excellence. The re-engineered processes shall portray best practice, promote internal coordination and ensure services are client centric and reflect the established global standards.



(e) Digital Transformation:

UCC shall seek to improve its business model by being more agile. This shall be achieved through digitalisation to enable it adapt to the changing operational environment, improve existing processes, operations, and workflows and create new value. This digital transformation journey shall involve process automation, leveraging new technologies, data analytics and innovation to achieve service excellence.



(f) Information and Knowledge Management:

Implementation of the strategic plan shall leverage on a robust information and knowledge management framework. UCC shall strive to promote knowledge creation, sharing, and application, enabling the organization to better understand its current state, potential, and future possibilities. This is expected to facilitate organisational resilience and leading to impactful results.



(g) Staff Establishment:

UCC shall ensure an appropriate organizational structure is maintained to support the successful implementation of the Plan. Regular reviews of the staff structure shall be conducted during the implementation period and the necessary adjustments made.

The background image shows three small green seedlings with two leaves each, growing out of stacks of gold coins. The coins are stacked on a dark, rich brown soil. A large, semi-transparent blue circle is centered over the image, containing the title and table of contents. The overall theme is financial growth and investment.

5. Financing the Strategy

Financing Framework

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Resource Mobilization Strategy

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5. Financing the Strategy

UCC shall endeavour to avail the required resources to support the implementation of the strategic plan. This chapter details the financing requirements for the strategic plan, including highlighting the funding gap.

5.1. Estimated Budget

The financial requirements for the implementation of the Strategic Plan have been estimated at Ugx, 1,684.6 Billion. This is expected to fund recurrent and development aspects of the Plan, leading to achievement of the expected targets. Table 13 below, provides the specifics.

Table 13: Estimated Strategic Plan Budget (Ugx Bns)

FINANCIAL YEAR	2025/26	2026/27	2027/28	2028/29	2029/30
Non-Tax Revenue	302.77	330.77	346.71	363.43	380.96
	0.00	0.00	0.00	0.00	0.00
Wage	54.87	57.62	60.50	63.52	66.70
Non-Wage	70.21	68.78	72.22	75.83	79.62
UCC Capital costs	23.99	65.19	63.67	66.85	70.19
UCUSAF Subsidies	80.09	127.81	142.56	148.46	154.61
Remittance to the Consolidated fund	60.56	70.60	74.13	77.84	81.73
Remittance to MOICT	8.45	0.00	0.00	0.00	0.00
Remittance to UICT	4.60	4.68	4.91	5.16	5.41
	302.77	330.77	346.71	363.43	380.96

The major cost drivers are expected to be;

- Enhancing regulatory capacity with emphasis on ensuring compliance to regulatory requirements with emphasis on monitoring radio spectrum utilisation, enforcing quality of service and content regulation
- Bridging the digital divide, emphasising interventions to promote usage of communications services
- Consumer empowerment and protection, in light of the emerging online safety issues.

5.2. MTEF Projections and Implication For Strategic Plan Financing

Section 67 of the Uganda Communications Act 2013 specifies the sources of funds of the Commission to include;

- Money appropriated by Parliament for the purposes of the Commission
- License fees and money paid to the Commission for services rendered
- Money collected from the levy on the gross annual revenue of operators charged in accordance with Section 68
- Revenue collected from licenses in respect of incoming international telecommunications traffic
- Money borrowed by the Commission
- Loans, grants, gifts or donations from the Government and other sources made with the approval of the Minister, the Minister responsible for Finance and Parliament.

UCC intends to leverage on the revenue sources provided under section 57 to finance the budget. The Medium Term Expenditure Framework highlighted in table 14 below, illustrates a funding requirement of Ugx,1,417.8 Billion.

Table 14: Medium Term Expenditure Framework (Ugx Bns)

FINANCIAL YEAR	DETAILS	25/26	26/27	27/28	28/29	29/30
REVENUE	Non-Tax Revenue	262.73	268.00	281.40	295.47	310.25
EXPENDITURE						
Recurrent Expenditure	Wage	54.87	56.54	59.37	62.34	65.46
	Non-Wage	70.21	62.53	65.66	68.94	72.39
Development Expenditure	UCC Capital costs	23.99	35.19	36.95	38.80	40.74
	UCUSAF Subsidies	40.04	38.46	40.38	42.40	44.52
TRANSFERS/ REMITTANCES	Consolidated fund	60.56	61.95	65.05	68.30	71.72
	MOICT	8.45	8.65	9.08	9.54	10.01
	UICT	4.60	4.68	4.91	5.16	5.41
TOTAL		262.73	268.00	281.40	295.47	310.25

5.3. Funding Gap & Resource Mobilization Strategy

The successful implementation of the strategic plan requires a long term financial sustainability strategy to bridge the funding shortfall of Ugx.266.74 Bn., highlighted in table 15 below.

Table 15 Strategic Plan Funding Gap.

CLASSIFICATION	2025/26	2026/27	2027/28	2028/29	2029/30
Wage Gap		1.07	1.13	1.18	1.24
Non-Wage Recurrent Gap	2.50	6.25	6.56	6.89	7.24
Total Recurrent Gap	3.00	7.32	7.69	8.07	8.48
Total Development Gap	45.98	55.45	57.62	59.88	62.24
Total Funding Gap	51.48	62.77	65.31	67.95	70.71

UCC anticipates that the funding gap shall be bridged through implementing a robust resource mobilization strategy, within the confines of the sources. Key components include;

- Securing legislative support towards utilization of the 1% Gross Annual Levy
- Exploring co-funding and joint implementation of strategic initiatives with strategic partners including MDAs
- Exploring technical assistance from development partners to defray initiative specific expenses
- Diversification of revenue, through grants





6. Risk Management

6. Risk Management

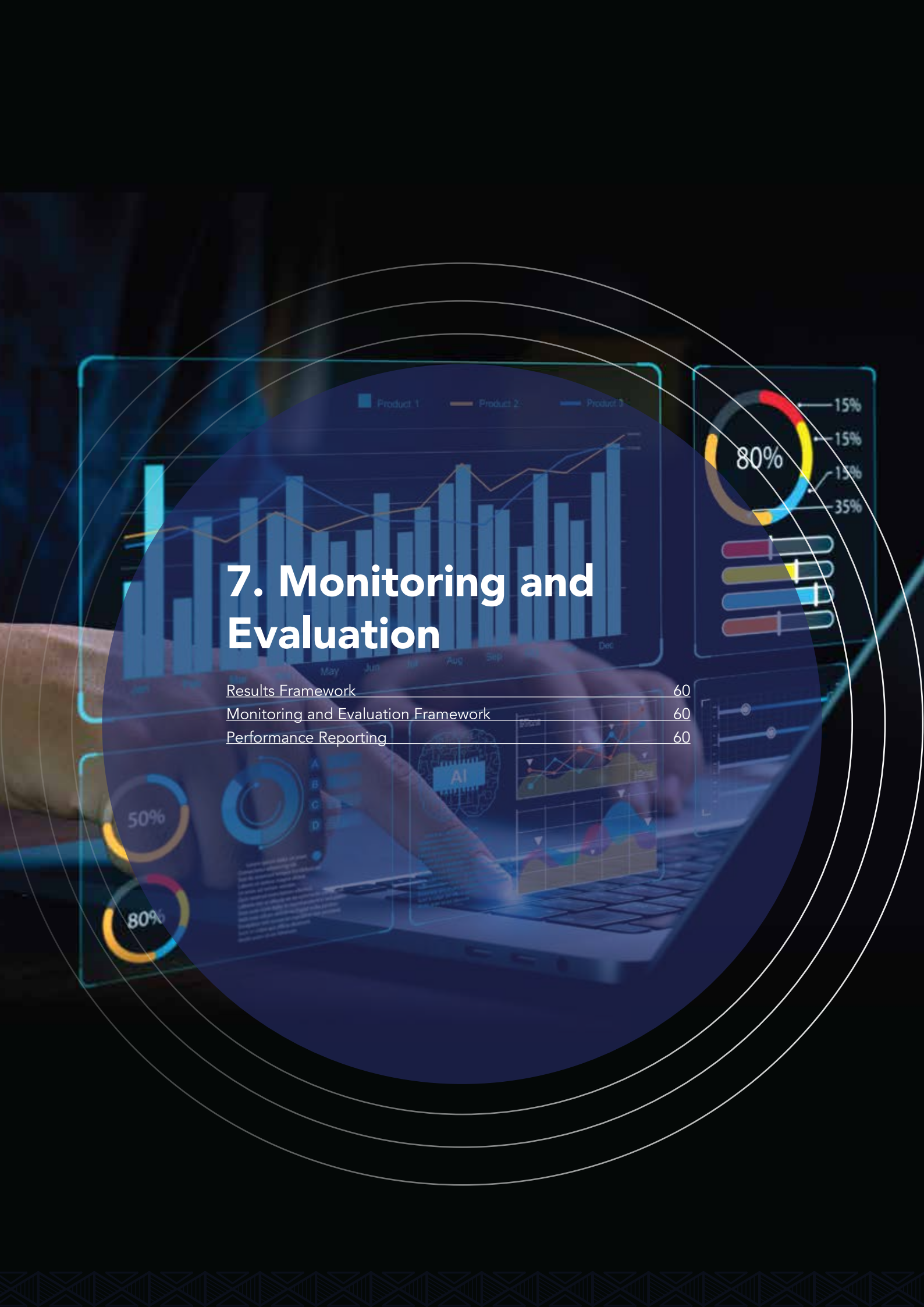
Strategic risk management is the process of identifying, assessing, and mitigating risks that directly threaten an organization's ability to achieve its long-term business objectives and overall strategy. The strategic risks highlighted in Table 16 below, are assessed in the context of specific strategic objectives, enabling the Commission anticipate and respond to potential threats that may impact on the strategic results. The proposed risk mitigation efforts highlighted in Annex III are geared at fostering resilience and driving UCC towards its strategic results.

Table 16: Summary of Strategic Risks

STRATEGIC OBJECTIVE	DESIRED STRATEGIC RESULT	STRATEGIC RISK	LEVEL OF RISK	MITIGATION MEASURES
1. Increase Communications User Safety & Satisfaction	Widespread coverage and use of communication services	1. Inadequate coverage limiting usage and quality of communication services, leading to user dissatisfaction	High	a. Strengthen monitoring of consumer experience, quality and provider's coverage obligations
				b. Enhance enforcement of coverage obligations and standards
				c. Enhance broadband roll-out through subsidized interventions
	Improved consumer protection across communication services	2. Increase in cyberthreats/ fraud and violation of data privacy undermining consumer confidence in digital services	High	a. Enhance collaborative sector wide consumer awareness campaigns
				b. Periodic cyber security reports
				c. Develop and implement cybersecurity resilience and preparedness protocols
	Empowered and engaged consumers of communication services	3. Uninformed consumers leading to their exploitation	High	a. Implement periodic consumer knowledge gap assessments
				b. Scale-up consumer education and awareness campaigns
2. Enhance coverage and usage of communication services	Reduced digital divide resulting from collaborative interventions with UCC	4. Low digital literacy hindering digital inclusivity	High	a. Digital literacy interventions for the unserved and underserved communities
	Increase adoption of communication services by other sectors	5. Slow pace of digital transformation in other sectors resulting into failure to achieve an inclusive digital economy	Medium	a. Develop a programme for multisector awareness of the digital transformation agenda
				b. Implement a programme focused on supporting digital innovation efforts of other sectors

STRATEGIC OBJECTIVE	DESIRED STRATEGIC RESULT	STRATEGIC RISK	LEVEL OF RISK	MITIGATION MEASURES
3. Promote Sector Competitiveness	Vibrant and competitive communications sector	Dominant players resulting into market concentration, reduced innovation and entry barriers into the sector	High	a. Conduct regular Market Definition/ Market Power Assessments and Costing studies b. Develop a programme for promotion of ICT innovations and local content
	Sustainability of the Communications sector	6. Inadequate coordination of ICT/E- waste management leading to environmental degradation	High	a. Develop and implement a nation-wide awareness programme on responsible disposal of ICT/e- waste b. Develop obligations for e-waste collection and recycling for licensed operators
		7. Limited information on communications sector investment opportunities limiting visibility of the sector's growth potential	Medium	a. Establish a centralised source of information on communications sector growth potential
4. Optimize Communication Resources	Optimal utilisation of communication resources	8. Inadequate planning of communication resources leading to sub-optimal utilization	Medium	a. Enhance resource assignment frameworks to optimize utilization b. Strengthen enforcement mechanism to minimise hoarding and underutilisation of assigned resources
5. Improve Regulatory Services	Relevant and futuristic regulatory frameworks	9. A fast-changing ICT sector with emerging technologies and services that are outside the ambit of the existing regulatory scope	High	a. Develop a programme for implementation of regulatory sandboxes to accommodate emerging communication services b. Develop a programme for implementation of regular Regulatory Impact Assessments (RIA)
	Enhanced regulatory compliance across the sector	10. Low levels of compliance with license obligations limiting quality of services	High	a. Develop comprehensive mechanisms with sister regulators to promote co-regulation and enforcement of compliance





7. Monitoring and Evaluation

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7. Monitoring and Evaluation

7.1. Results Framework

The strategic results framework illustrates the relationship between the strategic elements and the intended results over the next 5 years. It provides the foundation for a results-based management approach through shifting focus from activities to measurable results. The detailed results framework has been provided in Annex II

7.1.1. Monitoring and Evaluation Framework

The Monitoring and Evaluation Framework has been developed to guide UCC in systematically assessing the progress and outcomes of the various strategies being implemented, with the goal of ensuring that adequate and reliable data is available when required. A results-based approach shall be implemented, with focus on outcomes and outputs. This shall foster better accountability and enhanced communication and engagement on UCC's performance. The framework shall encompass; Key Performance Indicators, Data sources, Means of verification, and frequency of data collection among others. The M&E framework is expected to provide feedback to facilitate continuous assessment of goals, anticipated results, strategies, objectives and planned activities.

Monitoring of the Plan shall be done periodically to ensure that the relevant stakeholders are regularly appraised on the progress being made. Quarterly reviews shall be undertaken to assess progress relating to the implementation of activities. Semi-annual and

annual reviews shall be undertaken in line with the Corporate and departmental scorecards, highlighting any challenges, risks and lessons learned. The annual appraisals shall further provide recommendations towards appropriate interventions and managing identified risks.

A mid-term review shall be conducted in the third year of the strategic cycle (FY2027/28) to assess progress, identify challenges and inform strategy adjustment. Emphasis shall be placed on outcomes, identifying areas of greatest need and priority, and reprioritization of resources for maximum impact.

The end term evaluations shall assess the extent to which the strategic plan targets have been achieved, its impact and lessons learned. This evaluation shall be conducted based on the OECD/DAC criteria and other applicable standards and guidelines with emphasis on relevance, coherence, effectiveness, efficiency, impact and sustainability.

7.1.2. Performance Reporting

Performance reporting is important for communicating progress, identifying areas for improvement, and engagement of stakeholders. UCC's corporate performance reporting frameworks shall be enhanced to link financial and non-financial performance aspects to inform decision making.

Formal quarterly and annual reports will be produced, detailing achievement of strategic results and objectives.

Progress on implementation of key initiatives shall be provided during the course of implementation with recommendations for more impactful results. These reports shall be informed by the Corporate and Department Scorecards in place, program and project reports as well as functional reporting among others. UCC shall further endeavour to demonstrate the alignment and relationship between organizational level results and the strategic sector, national and international targets.





8. Communication Strategy

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8. Communication Strategy

Communication of the strategic plan is vital to achieve ownership and stakeholder buy in. UCC shall develop a communication strategy targeting both internal and external stakeholders. The communication strategy shall create awareness of the strategic plan internally at all levels. The Communication strategy shall guide the dissemination of information to relevant audiences in a structured manner, hence ensuring alignment and engagement. The Communication strategy shall identify key stakeholders, crafting clear and relevant messages, select appropriate communication channels, and monitor progress. The strategy shall be hinged on the

Communication of the strategic plan is vital to achieve ownership and stakeholder buy in. UCC shall develop a communication strategy targeting both internal and external stakeholders. The communication strategy shall create awareness of the strategic plan internally at all levels. The Communication strategy shall guide the dissemination of information to relevant audiences in a structured manner, hence ensuring alignment and engagement. The Communication strategy shall identify key stakeholders, crafting clear and relevant messages, select appropriate communication channels, and monitor progress. The strategy shall be hinged on the

8.1. Dissemination Methods

To ensure increased awareness, buy in and ownership, the commission's plan will be widely but appropriately disseminated to all the relevant stakeholders at any time. Dissemination will be achieved through the following channels and initiatives:



Digital Platforms

- Uploading the strategic plan on the Commission's official website for public access.
- Sharing key messages, infographics, and video highlights of the strategy through the Commission's social media platforms (Twitter/X, LinkedIn, Facebook, etc.).
- Distributing e-bulletins or newsletters to internal and external stakeholders summarizing key elements of the plan.



Onsite Visual Communication

- Displaying the Commission's strategic elements on noticeboards, digital screens, and office signage across all Commission offices and service points.
- Installing branded wall art or murals in high-traffic areas within the Commission to reinforce strategic themes visually.



Branded Materials

- Printing and branding various Commission properties highlighting various elements of the strategic plan.
- Producing pocket-sized brochures and infographics that summarize the strategic priorities for easy reference by staff and partners.



Internal Communication

- Holding internal sensitization sessions, town hall meetings, and departmental dialogues to explain the strategy, discuss its implications, and gather feedback from staff.
- Using internal mailing lists and collaboration platforms (e.g., intranet, MS Teams, WhatsApp groups) to share regular updates and success stories aligned to the strategic plan.



Stakeholder Engagement

- Organizing targeted orientation sessions for key partners, regulators, government agencies, civil society, and the media to foster alignment and collaboration.
- Hosting launch events or press briefings to officially unveil the strategy and its key pillars to the public.



Engagement Channels

- Actively articulating the Commission's strategic direction during meetings, staff briefings, town halls, public engagements, stakeholder forums, and workshops.
- Integrating the strategic themes into speeches, presentations, and talking points for all senior leadership and staff when representing the Commission.



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8.2. Strategy Communication Matrix

The communication matrix in table 17 below provides a structured approach to stakeholder engagement by mapping out who needs to be communicated with, what key messages should be delivered, how and when communication will occur, and who is responsible for leading these efforts. It also includes mechanisms for measuring the effectiveness of communication to ensure continuous improvement.

Table 17: Strategy Communication Matrix

Stakeholder	Objective of Communication	Key Message	Channel	Frequency	Lead	Measurement
Board of Directors	Secure strategic oversight and governance support	The strategic plan provides a roadmap aligned with the Commission's regulatory mandate and national development goals	Board meetings, briefs, technical papers	Quarterly or as needed	Executive Director	Approval and alignment of strategic priorities; feedback provided
UCC Staff	Promote ownership, alignment, buy-in and active participation	Appreciation and understanding of the strategic plan. The role of the staff in implementing the plan and upholding the organisation's values	Town halls, intranet, strategy booklets, workshops	Bi-monthly updates; quarterly town halls	TMT and SMT	Staff feedback surveys, participation in engagements, increased internal alignment
Telecommunication Operators	Foster compliance, collaboration, and sector alignment	The role of the operators in delivering on the outcomes of the strategic plan, especially those aligned to the sector and national priorities.	Industry consultative forums, circulars, email, website	Semi-annually	ED, TMT	Operator compliance, adherence to strategic reforms, operator input/engagement
Consumers	Raise awareness and build trust	The Commission is working to protect your rights, improve access, quality, and affordability	Social media, radio/ TV spots, community outreach, flyers	Continuous (Monthly) targeted campaigns	ED, DERCCA, DCA	Consumer feedback, awareness survey results
Development Partners	Attract support, alignment, and investment	The plan supports inclusive digital transformation, good governance, and sustainable development	Donor briefings, newsletters, bi-lateral meetings	Annually	Board, ED, TMT	Level of donor engagement, funding or technical support secured
Sister Regulators	Foster co-regulation and harmonization	Our strategy pro-motes regulatory coherence, shared learning, and joint actions in ICT policy and practice	Joint working groups, peer ex-changes, regional forums	Bi-annual	ED, DCA, TMT	MoUs signed, joint initiatives undertaken
MDAs	Align efforts for shared policy outcomes	The plan contributes to national priorities, service delivery, and digital transformation	Ministerial briefs, inter-agency committees, policy roundtables	Quarterly	Board, ED, DCA	Alignment reflected in policy actions, inclusion in national planning documents
Academia & Research Institutions	Encourage research, innovation, and policy input	The Commission invites collaboration on evidence-based policy and innovation eco-system development	Public lectures, calls for re-search proposals, academic forums	Annually or per academic calendar	ED, TMT, DICT&R	Research partner-ships formed, papers citing strategy, collaborative out-puts



Annex I: Applicable Laws and Regulations

CATEGORY	DESCRIPTION
LAWS	1. The Constitution of the Republic of Uganda 2. Uganda Communications Act CAP 103 3. Stay Plays & Public Entertainment Act CAP 152 4. National Information Technology Authority of Uganda Act CAP 200 5. Press & Journalist Act CAP 100 6. Computer Misuse Act CAP 96 7. Electronic Transactions Act CAP 99 8. Electronic Signature Act CAP 98. 9. Data protection and Privacy Act CAP 97. 10. National Payment Systems Act CAP 55 11. Regulation of Interception of Communications Act CAP 101 12. Uganda Broadcasting Corporation Act CAP 102 13. Public Finance Management Act CAP 171 14. Public Procurement and Disposal of Public Assets Act cap 205 15. Employment Act 16. Registration of Persons Act CAP 332 17. UICT statutory Instrument 79 of 2005
REGULATIONS	a. (Content) Regulations 2019 S.I No 91 of 2019 b. (Fees and Fines) Regulation S.I No 94 of 2019 c. (Computer Emergency Response Team) Regulations S.I No 81 of 2019 d. (Universal Service) Regulations S.I No 85 of 2019 e. (Text and Multimedia Messaging) S.I No 83 of 2019 f. (Emergency Response) Regulations S.I No 84 of 2019 g. (Quality of Service) Regulations S.I No 92 of 2019 h. (Competition) Regulations S.I No 93 of 2019 i. (Interconnection and Access) S.I No 88 of 2019 j. (Equipment Type Approval) S.I. No 78 of 2019 k. (Universal Service and Access Fund) Regulations S.I. No 86 of 2019. l. The Stage Play and Public Entertainment Rules SI No.81 of 2019 m. (Consumer Protection) Regulations S.I No 87 of 2019 n. (Centralised Equipment Identification Register) Regulations, SI. 90 of 2019 o. (Film Documentaries and Commercial Still Photography) Regulations S.I No 79 of 2019 p. (Licensing) Regulations S.I No 95 of 2019 q. (Pricing and Accounting) Regulations S.I No 89 of 2019 r. (Intelligent Network Monitoring System) Regulations S.I No 82 of 2019



Annex II: UCC TIER 1 SCORECARD FY 2024/25 -29/30

STRATEGIC OBJECTIVE	KEY RESULTS	INDICATOR	FREQUENCY	Baseline	FY	TARGET				
						Yr 1	Yr 2	Yr3	Yr4	Yr5
Increase Communications User Safety & Satisfaction	Improved consumer satisfaction across communication services.	Communications User Satisfaction	Bi annual	72%	23/24	76%	79%	83%	88%	92%
	Improved quality of service and user experience.	Targeted throughput speeds - 50Mbps within Kampala and other regional cities, - 25Mbps within the GKMA and - 15Mbps within a radius of 8Km from other district headquarters	Semi-annual	38%	2024	43%	45%	47%	50%	52%
Enhance Coverage and Usage of Communication Services	Widespread coverage of communication services	4G Geographical Coverage	Semi-annual	58%	24/25	70%	75%	80%	85%	90%
		3G Geographical Coverage	Semi-annual	72.09%	24/25	75%	80%	85%	90%	
	Increase adoption of communication services by other sectors	Smart phone penetration (addressable population)	Quarterly	43.8%	24/25	50%	53%	55%	57%	60%
	Reduced digital divide resulting from collaborative interventions with UCC	Growth in locally developed solutions through UCC initiatives	Annual	3%	24/25	5%	5%	5%	5%	5%
Promote Sector Competitiveness	Sustainability of the Communications sector	Growth in level of Investment	Annual	1.90%	24/25	1.9%	2.2%	2.1%	2.2%	2.3%
	Vibrant and competitive communications sector	ICT sector Growth Rate	Annual	12.70%	22/24	14%	15%	17%	19%	20%
	Growth in consumption of local AV content	Local Audio Visual Content Quotas	Annual	60%	24/25	65%	70%	75%	80%	85%
	Secure communications infrastructure, platforms and services	Communications sector cyber security posture	Annual	50.56%	24/25	53%	56%	59%	61%	65%
Optimize Communication Resources	Enhanced value from regulatory interventions.	Annual growth in Revenue	Annual	15%	24/25	5%	5%	5%	5%	5%
	Optimal utilization of communication resources	% of numbering resources in use	Annual	45%	24/25	47%	50%	52%	52%	57%
	Increased national coverage and access to communication services	% of Radio spectrum resources utilised as assigned	Semi- Annual	67%	24/25	70%	74%	78%	81%	86%
	Technological and service innovation	Percentage of licensees utilizing spectrum as assigned	Semi- Annual	51%	24/25	61%	64%	67%	71%	74%

STRATEGIC OBJECTIVE	KEY RESULTS	INDICATOR	FREQUENCY	Baseline	FY	TARGET				
						Yr 1	Yr 2	Yr3	Yr4	Yr5
Improve Regulatory Services	Enhanced regulatory compliance across the sector	Operator Compliance score	Annual	60%	24/25	65%	68%	72%	75%	79%
	Sustainability	% of licensed operators submitting HSE reporting	Annual	60%	24/25	65%	70%	75%	80%	
	Relevant and futuristic regulatory frameworks	No of identified regulatory frameworks reviewed	Annual	7	24/25	10	15	20	25	30
	Relevant, timely and efficient regulatory services	Service level adherence score=% of services adhering to service standards (Service charter)	Semi-annual	40%	24/25	45%	50%	55%	60%	65%
	Client satisfaction with UCC systems and interfaces	Average Certification score= % of planned services achieving ISO certification	Semi-annual	50%	24/25	55%	60%	65%	70%	75%
		Percentage of planned process improvements implemented	Semi-annual	65%	24/25	70%	75%	80%	85%	90%
Strengthen Stakeholder Management	Improved and coordinated intervention with other stakeholders.	Percentage of planned MoUs signed with stakeholders	Annual	4	24/25	9	14	19	24	29
		Stakeholder satisfaction score	Annual	78%	24/25	80%	83%	86%	90%	94%
Improve Usage of Tools & Technology	Increased usage and satisfaction	System uptime (Average uptime of all regulatory systems)	Quarterly	99%	24/25	99%	99%	99%	99%	99%
	A secure, smart and digitally empowered UCC	Technology Usage score	Semi-Annual	73%	24/25	75%	80%	85%	90%	95%
Transform Organizational Culture	Increased staff engagement and consultation	Staff satisfaction score	Annual	69%	24/25	72%	76%	80%	84%	88%
		Staff satisfaction score	Annual	67%	24/25	70%	74%	78%	81%	86%
Enhance Human Capital and Performance	Improved staff productivity and performance (innovation and adaptability)	Staff Productivity score	Semi-annual	64%	24/25	67%	71%	74%	78%	82%
		Staff Re-skilling rate	Semi-annual	8.4%	24/25	13%	18%	23%	28%	33%
	High Staff Retention	Staff attrition rate	Annual	7%	24/25	3%	3%	3%	3%	3%



Annex III: UCC'S TOP 20 RISKS AND MITIGATION MEASURES, FOR THE PERIOD 2025/26-2029/30

RISK CATEGORY	RISK FACTOR	RISK DESCRIPTION	RISK LEVEL	MITIGATION MEASURE
Regulatory	Inadequate infrastructure investment into the sector	Inadequate coverage limiting usage and quality of communication services, leading to user dissatisfaction	High	a) Strengthen monitoring of consumer experience, and service quality.
				b) Enhance enforcement of coverage obligations and standards
				c) Enhance broadband infrastructure roll-out through targeted interventions
Regulatory	Cybersecurity threats	Increase in cyberthreats fraud, child online exposure and violation of data privacy undermining consumer safety and confidence in digital services	High	a) Enhance collaborative sector wide consumer awareness campaigns
				b) Develop a programme for child online awareness and protection
				c) Develop and implement an industry cybersecurity capacity building programme.
				d) Periodically develop and discuss periodic cyber security reports
				e) Implement awareness programmes on data privacy and personal safety
				f) Develop and implement cybersecurity resilience and preparedness protocols
Regulatory	Inadequate consumer awareness and digital literacy	Inadequate consumer awareness and digital literacy leading to consumer exploitation and reduced confidence in communications services.	High	a) Implement periodic consumer knowledge gap assessments
				b) Scale-up consumer education and awareness campaigns including through partnerships and collaborations
Regulatory	Limited investment in digital literacy programs	Low digital literacy hindering digital inclusivity	High	a) Enhance digital literacy interventions for the unserved and underserved communities
				b) Enhance engagement and partnerships with sectors and entities that drive adoption of digital services
				c) Enhance advocacy with policy leaders to increase awareness
Regulatory	Slow pace of digital transformation	Slow pace of digital transformation across public and private sectors, undermining the development of an inclusive, resilient and competitive digital economy.	Medium	a) Develop a programme for multisector awareness of the digital transformation agenda
				b) Implement a programme focused on supporting digital innovation efforts.
Regulatory	Vandalism of communication infrastructure	Vandalism of communications infrastructure leading to increased cost and disruption of communication services.	High	a) Create a collaborative forum in partnership with key stakeholders aimed at improving the security of communications infrastructure as critical installation
				b) Enhance public awareness on protection of communication infrastructure
Regulatory	Market concentration due to dominant players	Dominant players resulting into market concentration, reduced innovation and entry barriers into the sector	Medium	a) Conduct regular Market Definition/ Market Power Assessments and Costing studies
				b) Enhanced industry engagements to address anticompetition practices
Regulatory	Inadequate ICT/EWaste Management coordination	Inadequate coordination of ICT/E- waste management leading to environmental degradation	Medium	a) Develop and implement a nation-wide awareness programme on responsible disposal of ICT/e- waste
				b) Support and participate in multi- agency coordination mechanisms for ICT e-waste management.
				c) Establish regulatory obligations for licensed operators to support ICT e-waste management.

RISK CATEGORY	RISK FACTOR	RISK DESCRIPTION	RISK LEVEL	MITIGATION MEASURE
Regulatory	Limited Information on Sector Investment Opportunities	Limited information on communications sector investment opportunities limiting visibility of the sector's growth potential	Medium	a) Establish a centralised source of information on communications sector growth potential"
				b) Establish partnerships with private sector, development partners, and other MDAs to promote investment in the communications sector
Regulatory	Uncoordinated utility infrastructure planning	Uncoordinated utility infrastructure planning limiting communications coverage and causing high investment costs	High	a) Develop a multi-sectoral stakeholder engagement programme focusing on improved planning and deployment of utility and communication infrastructure
				b) Strengthen the monitoring and enforcement of communications infrastructure sharing frameworks to mitigate duplication, lower deployment costs, and expand network coverage
Regulatory	Inadequate Planning of Communication Resources	Inadequate planning of communication resources leading to sub-optimal utilization	Medium	a) Strengthen enforcement mechanism to promote optimal utilisation of assigned resources
				b) Enhance communication resource management frameworks to optimize utilization
Reputation	Regulatory interventions failing to deliver expected outcomes	Regulatory interventions failing to deliver the intended outcomes and stakeholder value, leading to reduced confidence in the regulator.	Medium	a) Strengthen the M&E for critical Commission programmes and interventions
				b) Undertake Regulatory Impact Assessments (RIA)
Regulatory	Emerging technologies outside regulatory scope	A fast-changing ICT sector with emerging technologies and services that are outside the ambit of the existing regulatory scope	Medium	a) Develop regulatory sandboxes to foster innovation and guide frameworks for emerging communication services.
				b) Periodically review regulatory instruments to ensure timely alignment with emerging technologies and service models.
				c) Strengthen partnerships with the academia for regulatory research
Regulatory	Low compliance with License Obligations	Low levels of compliance with license obligations limiting quality of services	High	a) Develop complementary mechanisms with sister regulators to promote co-regulation and enforcement of compliance
Operational	Legacy processes hence Customer Dissatisfaction with UCC services	Legacy processes leading to customer dissatisfaction with the Commission services (Legacy and inefficient processes and systems result in delayed service delivery, inconsistent client experience, and customer dissatisfaction with UCC services.)	Medium	a) Scale up business process engineering and standardisation- to enable effective service delivery
				b) Regular tracking of compliance of regulatory processes within the Commission Client Service Charter.
				c) Streamline contingency and business continuity planning for critical processes/functions of the Commission.
				d) Develop a programme focussed on improving customers online interface with regulatory services
Governance	Out-dated strategic partnership frameworks/MOUs	Out-dated strategic partnership frameworks limiting impactful collaboration	Medium	a) Enhance stakeholder and partnership management with critical stakeholders/sectors
Operational	Misaligned and fragmented technology acquisition	Misaligned and fragmented technology acquisition resulting into failure to deliver tangible value and efficiency	Medium	a) Assess existing digital systems to identify redundancies and integration opportunities
				b) Acquire scalable technology solutions
				c) Enhance internal capacity on development and integration of systems

RISK CATEGORY	RISK FACTOR	RISK DESCRIPTION	RISK LEVEL	MITIGATION MEASURE
Operational	Limited utilisation of acquired tools and technologies	Inadequate user knowledge and adoption of new digital tools limiting operational efficiency, service delivery and realization of technology investments.	Medium	a) Develop performance metrics on usage and adoption of digital tools
				b) Enhance capacity and knowledge for both internal and external users, to drive usage and adoption
Reputational	Undesired or Undocumented Organizational Culture	Undesired/undocumented culture leading to disjointed transformation efforts	Medium	a) Promote and nurture EPIC Culture.
				b) Enhance staff communication and engagement mechanisms across all levels.
				c) Create a Conducive and fit for purpose work environment.
Operational	Misaligned Staff Development and Competencies	A misalignment of staff development programmes and requisite competencies leading to performance gaps.	Medium	a) Continuously enhance regulatory expertise and professional development for staff within the Commission.
				b) Emphasise staff retention and build a strong leadership pipeline to meet future challenges.



UCC TOP MANAGEMENT TEAM



HON. NYOMBI THEMBO
EXECUTIVE DIRECTOR



SUSAN WEGOYE
COMMISSION SECRETARY/DIRECTOR
LEGAL AFFAIRS



FRED OTUNNU
DIRECTOR CORPORATE AFFAIRS



HARUNA MUSINGUZI
DIRECTOR FINANCE



JULIANNE R. MWEHEIRE
DIRECTOR ECONOMIC REGULATION,
CONTENT & CONSUMER AFFAIRS



JAMES BERONDA
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ENG. ALFRED JOSEPH BOGERE
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