UCC
UGANDA
COMMUNICATIONS
COMMISSION

An Inclusive Digital Economy

UCC STRATEGIC PLAN FY 2020/21 - 2024/25

Our EP!C journey
to digital excellence
is built on the foundation
of our core values

⭐ EXCELLENCE

👤 PROFESSIONALISM

🤝 INTEGRITY

🤝 COMMITMENT

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ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution
ATU	African Telecommunications Union
BP	Business Processes
BSC	Balanced Scorecard Methodology
CISO	Chief Information Security Officers
CEO	Chief Executive Officer
CERT	Computer Emergency Response Team
CS	Consumer and Stakeholder
DTP	Digital Transformation Programme
EACO	East African Communications Organization
EEE	Electrical and Electronic Equipment
EoL	End of Life
FTA	Free to Air TV
FM	Frequency Modulation
FS	Financial Sustainability
GAR	Gross Annual Revenue
GDP	Gross Domestic Product
GoU	Government of Uganda
ICT	Information and Communications technology
ICT&R	ICT and Research
IP	Internet Protocol
ITSO	International Telecommunications Satellite Organization
ITU	International Telecommunications Union
MoICT&NG	Ministry of ICT and National Guidance
MTR	Mid Term Review
M&E	Monitoring and Evaluation
NDP III	Third National Development Plan.
NEMA	National Environmental Management Authority
OC	Organizational Capacity
PAPU	Pan African Postal Union
PESTLE	Political, Economic, Social, Technological Legal and Environmental
PWD	Persons with Disabilities
QoS	Quality of Service
RCDF	Rural Communications Development Fund
SIP	Sector Investment Plan
SPPM	Strategic Planning and Performance Management
SWOT	Strengths Weaknesses Opportunities and Threats
UCC	Uganda Communications Commission
UCUSAF	Uganda Communications Universal Service and Access Fund
UPU	Universal Postal Union

It gives me great pleasure, on behalf of the Commissioners, Management and Staff, to present to you the Uganda Communications Commission Strategic Plan for the period 2022/21 - 2024/25.

Our vision is
"An Inclusive Digital Economy"

our mission is
"To Develop a Robust Communications Sector that Drives Economic Growth"

UCC's strategy over the next five years shall focus on promoting utilization of communication services in Uganda through supporting achievement of the national and sector ICT priorities highlighted in the Third National Development Plan (NDP III)-Digital Transformation Program and the Digital Uganda Vision. Emphasis shall also be placed on enhancing the capacity of the organisation to successfully implement its mandate.

UCC's role in supporting the achievement of the national and sector ICT priorities shall entail among others promoting utilization of communication services by consumers; establishment of a vibrant and competitive communications sector; and increased stakeholder value from engagements with its stakeholders.

Relatedly, focus shall be placed on continuous enhancement of business processes, systems, and human capacity coupled with an improved work environment. **During this cycle, we seek to build a performance-oriented culture based on our refined core values of Excellence, Commitment, Integrity and Professionalism (EPIC).**

I am confident that through this plan, UCC shall make great strides towards attainment of its vision and further support the country in achieving its national development priorities.

For God and my Country

DR. DOROTHY OKELLO
Board Chairperson

We, as Uganda Communications Commission (UCC), have embarked on a new chapter of our development and service. **We are, thus, pleased to introduce you to UCC's 2020/21-2024/25 corporate strategic plan, that has been developed through a robust process supported by extensive research, environmental scans and vast engagements.**

OUR MISSION

UCC looks to an Inclusive Digital Economy in Uganda over the next 5 years. Towards this vision, the focus of UCC shall be to "develop a robust communications sector that drives economic growth".

Through this plan, UCC looks to an Inclusive Digital Economy in Uganda over the next 5 years. Towards this vision, the focus of UCC shall be to "develop a robust communications sector that drives economic growth". This mission does not only resonate with our mandate in respect of developing a modern communications sector in Uganda but with the national objectives as spelt out in Vision 2040, the third National Development Plan and the National Broadband Policy, among others.

Nine (09) objectives have been set to steer us in the successful implementation of this strategic plan. These are directed to our pursuit of four key goals in which we seek to realize a vibrant communications sector with increased uptake of services across all demographics; and service excellence driven by regulatory interventions that are responsive and deliver quality services at all times.

As an institution, we shall strive to achieve operational excellence through provision of relevant, value adding, timely and cost-efficient services; foster strong stakeholder relationships; and establish a conducive work environment for staff that provides a lasting experience driven by enthusiasm, teamwork, fairness, creativity & transformational leadership.

Our work, as UCC, takes place in a rapidly changing environment, and thus our strategic direction must allow room for change. With this in mind, the strategic plan was written with the intention to regularly review, measure successes and to account for emerging opportunities. A detailed results framework has, accordingly, been developed specifying our key result areas, outputs and outcomes under the various objectives.

The Management and staff of UCC commit to pursue this journey with perseverance, seeking to inspire a shared vision in the relentless search of a better future for all.

ENG. IRENE KAGGWA SEWANKAMBO
Ag. Executive Director

UCC BOARD MEMBERS

Back Row (L-R):
- Dr. Jimmy Pat Saamanya
- Eng. Paul Odoi
- Mr. Enock Barata
- Mr. Edson Ngirabakunzi
- Mr. Geoffrey Agoi

Front Row (L-R):
- Eng. Irene K Sewankambo (Ag. Executive Director)
- Dr. Dorothy Okello (Chairperson)
- Mrs. Susan Wegoye (Commission Secretary)

Introduction

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1.1. THE UGANDA COMMUNICATIONS COMMISSION.

The Uganda Communications Commission (UCC) was established by the Uganda Communications Act No 1 of 2013, which consolidated and harmonized the Uganda Communications Act of 1997 and the Electronic Media Act of 1996. **UCC is thus a converged regulator for the telecommunications, data communications, broadcasting, postal communications, radio communication and infrastructure.** It is also tasked with the responsibility of licensing operations of cinematograph theatres and video or film libraries in Uganda.

1.2. MANDATE AND FUNCTIONS OF THE UCC

As the regulator, UCC is mandated to develop a modern communication sector in Uganda. In implementing its mandate, UCC seeks to achieve the following:

Enhancing national coverage of communication services

Provision of modern and innovative communication services in Uganda

Competitively priced, quality services provided across the country

Safeguarding of critical assets, consumers and the public from the different forms of communications related harm

THE FUNCTIONS OF THE UCC ARE SPELT OUT UNDER SECTION 5, OF THE UGANDA COMMUNICATIONS ACT 2013 AS FOLLOWS:

a) To implement the objectives of the Act;

b) To monitor, inspect, license, supervise, control and regulate communications services;

c) To allocate, license, standardize and manage the use of the radio frequency spectrum resources in a manner that ensures widest variety of programming and optimal utilization of spectrum resources;

d) To process applications for the allocation of satellite orbital locations;

e) To regulate rates and charges for communications services with a view to protecting consumers from excessive tariffs and to prevent unfair competitive practices.

f) To establish, amend, administer and enforce a National Numbering Plan and electronic addresses plan; and assign numbers and electronic addresses;

g) To conduct, or authorize any person to conduct, technical evaluations relating to communications services;

h) To coordinate and collaborate with the relevant national and international organizations in matters relating to communications;

i) To set national standards and ensure

c) ompliance with national and international standards and obligations laid down by International Communication Agreements and treaties to which Uganda is a party;

j) To receive, investigate and arbitrate complaints relating to communications services, and take necessary action;

k) To promote and safeguard the interests of consumers and operators as regards the quality of communications services and equipment;

l) 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;

m) To improve communications services generally and to ensure equitable distribution of services throughout the country;

n) 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;

o) To regulate interconnection and access systems between operators and users of telecommunications services;

p) To advise the Government on communications policies and legislative measures in respect of providing and operating communications services;

q) 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;

r) To collaborate with educational institutions in order to promote specialized education in the field of communications;

s) To establish and administer a fund for the development of Rural Communications and Information and Communication Technology in the country;

t) To advise the Minister on the administration of this Act;

u) Establish an intelligent network monitoring system to monitor traffic, revenue and quality of service of operators;

v) To regulate value added services provided by communications operators;

w) To operate and manage the Uganda Institute of Information and Communications Technology;

x) To set standards, monitor and enforce compliance relating to content;

y) To encourage and promote infrastructure sharing amongst licensees and to provide regulatory guidelines

z) To carry out any other function that is related to thefunctions of the Commission.

1.3. UCC PRESENCE

The Commission's headquarters are located at **UCC House at Plot 42-44 Spring Road, Bugolobi in Kampala.** UCC also has presence at the Communications House in Kampala and **regional offices in Gulu for the Northern Region, Mbale for the Eastern Region, Mbarara covering the South and South-Western part of Uganda and Masindi for Mid-Western Uganda**. These offices were established to improve delivery of its services to the public.

1.4. UCC INSTITUTIONAL STRUCTURE

UCC is governed by a Board of eight (8) members including the Executive Director. The Board is supported by the management and operations team of staff distributed among nine (9) departments as shown in **Figure 1 below.**
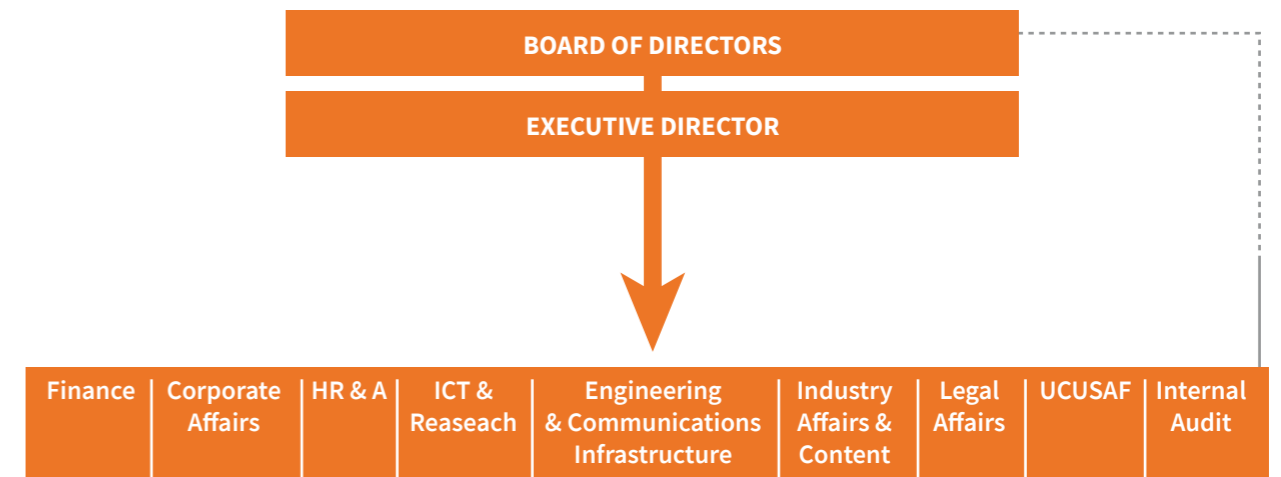

| BOARD OF DIRECTORS |
| EXECUTIVE DIRECTOR |

| Finance | Corporate Affairs | HR & A | ICT & Reaseach | Engineering & Communications Infrastructure | Industry Affairs & Content | Legal Affairs | UCUSAF | Internal Audit |

Figure 1: UCC Organogram

1.5. RATIONALE FOR THE STRATEGIC PLAN

As the Communications sector evolves, different strategies are formulated to guide UCC as it implements its mandate. This Strategic Plan forms the blue print for the Commission over the next five years (2020/21 to 2024/25) as it progresses towards attainment of its Vision. The Strategic Plan shall play a central role in guiding the operations of the Commission, whilst building on the successes attained over the previous Plan period. Specifically, the Plan shall;

a) Provide a framework for positioning the organization to contribute to the realization of sector and national priorities, while focusing on its mandate.

b) Guide the organization as it implements its mandate by aligning all efforts and critical processes to the key results areas that have been identified.

c) Inform the Commission's performance management mechanism at both institution and staff level with focus on common goals and objectives

d) Enable staff to align their individual performance goals to the Corporate Results

1.6. METHODOLOGY USED IN THE DEVELOPMENT OF THE STRATEGIC PLAN

The Strategic Plan has been developed using a consultative and participatory approach. This Plan, just like the previous one, has been developed using the Balanced Scorecard Methodology (BSC), which is an integrated Strategic Planning and Performance Management system (SPPM). This approach enables the Commission to align the different aspects of the organization towards a common vision. Key aspects of the Plan preparatory process included the following;

a) Re-orientation of the Board, Management and staff on the principles of the Balanced Scorecard methodology

b) An assessment of the Strategic Environment within which the Commission operates. This involves scenario analysis of the external environment with focus on the Political, Economic, Social, Technological and Environmental dimensions. The Commission's capacities were further assessed using the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

c) Review of the Commission's performance over the previous Plan period drawing lessons from successes achieved and challenges experienced. The recommendations from the Mid Term Review (MTR) of the previous Plan have further informed this review, resulting in the identification of areas of focus for the new Plan period.

d) Development of the strategic elements of the Plan through participation of over 75% of staff. This exercise was spearheaded by the Top Management Team (TMT) with guidance from Vantage Strategy Associates, an associate of the Balanced Scorecard Institute. **The key strategic elements developed include; Mission, Vision, Core Values, strategic themes and theme results as well as Strategic Objectives.**

e) Identification of Performance Indicators and measures for each of the key result areas.

f) Development of the strategic initiatives, using the program-based approach. These key programs are expected to progress the Commission towards the attainment of its identified results and targets over the Plan period.

g) Development of a detailed Performance Management Framework that will provide information on progress being made in the attainment of the strategic targets. The framework identifies data sources, frequency of reporting as well as means of verification of progress

h) Alignment of the various department operational plans to the Corporate strategy

UCC Environment Assessment

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2.1. MACRO ENVIRONMENT (PESTLE)

2.1.1. Political

The Government of Uganda (GoU), through the Vision 2040 has identified ICTs as a key driver for the social economic transformation of the country. The ICT sector has further identified the business and growth opportunities presented by this recognition and the increased demand for ICTs in both government and private sector led services.

The Digital Transformation Programme (DTP) is one of the key programs enshrined in the National Development Plan (NDP III). The goal of the Programme is to increase ICT penetration and use of ICT services for social and economic development. The DTP aims to achieve several objectives including; **(a) Increase the national ICT infrastructure coverage; (b) Enhance usage of ICT in national development and service delivery (c) Increase the ICT human resource capital and (d) Strengthen the policy, legal and regulatory framework;** among others. These objectives will be achieved through the implementation of various initiatives by relevant stakeholders including the UCC.

UCC has received strong support from the Executive and Legislature as it implements its functions. This has been demonstrated through strategic guidance, development of regulations and various policy advisories provided to the organization, as they conduct their oversight role.

At national level, UCC has increasingly positioned itself as a leader in driving the adoption of ICTs by other sectors. This has supported efforts by the sectors to become more efficient in service delivery. UCC has built strong relations with various MDAs which has translatedin attainment of mutually beneficial call. UCC has also enjoyed support from the local political leadership, especially in the implementation of various initiatives targeting their communities.

During the next Plan cycle, UCC envisions continued political goodwill and support from the Executive, Legislature and Judiciary, MDAs other sector regulators as well as local governments, as the country increasingly relies on ICTs for social economic transformation. This is also expected to further present increased instances of co-regulation as more sectors seek to integrate ICTs in the delivery of their services

UGANDA'S POPULATION IS PROJECTED TO GROW AT 3% PER ANNUM

2.1.2. Economic

The communications sector comprises telecommunications, radio communications, data communications, postal and courier services as well as broadcasting. The sector has been one of the fastest growing sectors in Uganda over the last 5 years (2014/14-2018/19). The sector's growth rate has averaged 18.2% compared to the national average of 5.2%. The Communications sector is also one of the largest contributors to tax revenue, having contributed an average of 9.05% over the 5 year review period. Relatedly, the sector has further contributed approximately 9% of GDP over the same period, thus demonstrating the integral role played by Communication services in the social economic transformation of the country.

The telecom market value chain comprises **provision of infrastructure services, backhaul bandwidth provision through satellite and terrestrial fibre, cellular networks as well as passive infrastructure services within the upstream segment.** This is further supplemented by software and solutions, platforms for both Apps and content, signal distributors including aggregators among others within the down-stream segment. These services are provided by various locals and multnational players.

The broadcast industry on the other hand comprises signal distribution through satellite, cable, IP and terrestrial; content service provision including aggregators, content generators and publishers as well as content and signal distributors among others.

The industry is served by over 300 radio stations; over 40, locally owned Free to Air (FTA) TV stations and 7 Pay TV stations among others. The Industry is further recognizing and embracing the role of the digital landscape in transforming broadcasting services. The market is expected to evolve during the next five years resulting in the opening up of new frontiers, especially with the integration of ICTs in other service delivery sectors like finance, trade, health, transport and logistics among others. Online platforms will further play a significant role in the delivery of communication services.

2.1.3. Social

Uganda's population stood at 40.3 Million people in 2019 as reported by Uganda Bureau of Statistics. It was further reported that females comprise 51% and males 49% respectively. The youth comprise 23.2% of Uganda's population and it is estimated that 53.1% of the population is below 18 years. The youth as potential digital citizens appreciate technology and thus present an opportunity for increased adoption of ICTs. Uganda's population is projected to grow at 3% per annum.

Relatedly, Uganda has 8.3 Million households with 75% of them located in the rural areas. At household level, it is estimated that ownership of TVs and Radios stands at 65.3% and 21.8% respectively. Computer ownership stands at 5.9%. At individual level, radio ownership stood at 83.4% and phone ownership at 70.9%.

It is further reported in the Study on access and usage of ICTs by Persons With Disabilities (PWDs) (UCC, 2018) that 12.4% of Ugandans are living with some form of disability, with visual impairments being the most prevalent at 7.2% and audio impairments at 3.6% respectively. The levels of utilization of communication services among persons with some form of disability has been reported as very low.

With regard to service reach, Uganda boasts 96% FM radio coverage. Uganda also has near national mobile cellular service coverage with geographic signal penetration standing at 80% of the country. This translates into population coverage of 72% for basic voice services as of December 2019. Uganda has over 12,000 kilometers of fibre. This includes; functional backhaul fibre networks which cover all the major highways connecting the major towns, and metropolitan networks that exist in most commercial towns. The backhaul fibre network has enabled border to border connectivity with neighboring countries.

Service uptake has also increased overtime as illustrated by telephone subscriber numbers which have grown from 20.5 million in 2015 to 25.5 million in 2019 translating into a penetration of 60 phones per 100 inhabitants. Internet subscriptions have also grown from 6.18 million in 2015 to 15.16 million in 2019, translating to a penetration rate of 38%. These are largely driven by mobile telephony. Service delivery in the financial sector has been revolutionized by the integration of communication services with the emergence of mobile money services. Mobile money subscriptions stood at 25.9 million in 2019, up from 19.5 million recorded in 2015. The value of transactions stood at Ugx 66.9 trillion.

UGANDA BOASTS 96% FM RADIO COVERAGE

The digital divide in the country still exists despite the achievements made during the period 2014/15-2019/20. Over the next strategic plan period (2020/21-24/25), emphasis shall be placed in promoting increased usage of broadband services by marginalized communities including women, PWDs and refugees. Initiatives with various stakeholders shall be undertaken to promote access, and affordability of ICTs in Uganda.

2.1.4. Technological

The consumption for communications services continues to grow in Uganda, driven largely by changing socio-economic needs and preferences by consumers as well as increased awareness and digital literacy. Uganda's literacy rate stands at 73.5% and this has provided opportunity for developers to innovate and produce a diversity of relevate content, products and services. Uganda's technology neutral regulatory regime continues to further promote the deployment of communication services and development of innovative solutions, resulting in an increase in the uptake of communication services in Uganda. This uptake has largely been driven by the revolution of mobile telephony. As of December 2019, 3G and 4G geographical coverage stood at 74% and 41% respectively. The continued access to underlying technologies like mobile and the internet is revolutionizing the way in which communication services are being developed and consumed in Uganda. Relatedly, usage of communication services is being driven by the increase in user cases and speeds, coupled with awareness. The convergence of telecom and broadcast services in the delivery of content to consumers has blurred the differences in both markets in Uganda. Platform business models are emerging,

especially in sectors where business to business collaborations ensure delivery of value to consumers e.g. trade, finance, etc. Despite this progress, the adoption of e-commerce is still slow as indigenous businesses progress towards embracing digital models. It has further been recognized that there is immense opportunity for collaborative working especially in the education and health sectors, which remains untapped.

UCC further acknowledges that technology is the springboard to delivery of quality services to the consumers. The advancement in technologies will continue to shape the nature, diversity and uptake of services in Uganda. As we move into the Fourth Industrial Revolution (4IR), the Government of Uganda is developing a national strategy to harness opportunities for adoption, collaboration and growth, presented by these emerging technologies. These technologies are expected to accelerate the development of identified priority sectors and Uganda's economic growth. The strategy shall enable the country establish the requisite infrastructure and various support mechanisms including skilling, to embrace the changes in service offerings, delivery mechanisms and collaborations/engagements.

The MOICT&NG, through the Digital Uganda Vision (DUV) is promoting the development of a digitally empowered society with more services delivered and accessed electronically resulting in improved service delivery, greater and inclusive citizen participation as well as improvement in the social-economic wellbeing of the public. UCC has thus stepped up its efforts at promoting the adoption of new technologies through partnerships with various local and international stakeholders in both the public and private sector. Several interventions being undertaken at the regulatory level, include; encouraging innovative mechanisms for utilizing scarce communication resources to deliver quality services to consumers; establishment of technology testbeds and laboratories in partnership with the academia and operators; review of the licensing frameworks to promote innovation in service delivery and collaborations with other sectors to develop relevant solutions.

2.1.5. Policy and Legal

The development of the ICT sector in Uganda is guided by the National ICT Policy (2014) which seeks to promote a knowledge society where ICT is central in all spheres of life. The Policy is hinged in the following specific objectives that include; expanding ICT infrastructure and its integration, improving utilization of ICT services, building a knowledge-based human capital, deepening the utilization of ICT services

by government, private sector, Non-Government Organizations and citizenry, promoting innovation in economic and social systems, enhancing research and innovation in ICT and improving ICT governance in Uganda. Overtime, various policies, laws, regulations, standards and guidelines have been developed to guide the transformation of the Communications sector. These include; National Broadcasting Policy (2008); Electronic Waste Management Policy (2012); Digital Migration Policy (2011) among others. The Communications sector is further guided by various laws including the Uganda Communications Act (2013); The Electronic Transactions Act 2011; The Stage Plays and Public Entertainment Act CAP 49, and the Computer Misuse Act 2011 among others. The communications sector has further developed a number of regulations to operationalize provisions of the various laws in place and further address emerging areas in the sector. Relatedly, various standards and guidelines have been developed to support the existence of a favorable investment climate in the Communications sector.

Over the medium term, focus shall be placed on ensuring that the policy and regulatory environment responds to developments in the communications sector. As we operationalize the 4IR strategy, emphasis shall be placed of developing the relevant policies, standards and guidelies to promote development on appropriate solutions. With the inceased use of social media for socio-economic purposes there shall be need to establish legislation to guide consumers and service providers. The DUV that seeks to transform Uganda into a digitally empowered and knowledge economy shall guide interventions by various sectors as they seek to integrate ICTs for service delivery. Similarly, other legal frameworks are expected to affect the communications sector in various ways. These include; the National Broadband Strategy (2018), The Data Protection and Privacy Act (2019), The NEMA Act (2019), the National Payments Act (2020) among others.

2.1.6. Environmental

ICTs have demonstrated their capacity to transform the way things are being done. As the demand and utilization of ICTs increases, there are concerns within society on the effect of increased ICT usage on the health and safety of users as well as the impact on the environment and climate arising from the increased deployment of ICT infrastructure. The increased use of ICTs could potentially offer solutions to monitoring and improving climate change adaptation/environmental management strategies particularly through the dissemination of information that leads to more responsible practices.

On the other hand, the increased usage of ICT equipment and devices, coupled with short lifespan of devices; high turnover in device ownership and increased proliferation of substandard devices could lead to increased e-waste generation. The Study on End-of-Life Management of Communication Equipment (2018) conducted by UCC revealed that import volumes of electrical and electronic equipment (EEE) grew at an average of 22% per annum over the last 8years. Most of the equipment imported had shorter replacement cycles, resulting in a higher rate of generation of e-waste. It further revealed that only 43% of operators were knowledgeable about End of Life (EoL) practices. The Policy, Legal and Regulatory frameworks to guide management of e-waste, are in place, though these could be reviewed to address emerging trends. The current lack of appropriate technology, and infrastructure to support environmentally sound management of e-waste recycling, coupled with limited awareness of the adverse consequences of inadequate e-waste management makes management of e-waste difficult. In addition, successful implementation has been hampered by the weak coordination mechanism among the various stakeholders responsible for implementation of national strategies to address e-waste and EoL. On the other hand, investments in ICT have largely adhered to the regulatory requirements put in place to protect the health and safety of communities living around these developments. Licensees are required to adhere to national standards put in place by the National Environmental Management Authority (NEMA), and UCC. Both Institutions also monitor compliance to these set standards. However, the increasing role of local leaders and civil society organizations needs to be recognized in further promoting compliance to the established legal and regulatory requirements.

Over the next five years (2020/21-2024/25), there is need to develop approaches that address the Circular economy as well as strengthen collaboration among national, regional and international partners to provide holistic interventions to address the challenge of E-waste. UCC shall strive to promote environmentally sustainable practices among its lincesees including the use of green energy.

2.2. MICRO ENVIRONMENT (SWOT)
An analysis of the operational environment of the Commission was undertaken to assess the Organization's enablers and challenges. This resulted in the identification of key elements of UCC's strategic Strengths, Weaknesses, Opportunities and Threats. The Opportunities and Threats identified were external to the organization. However, these can be leveraged on to enhance the performance of the Commission.

STRENGTHS
Skilled staff, Youthful staff, Conducive work environment, Regional presence, Brand strength, Regulatory instruments, Financial resources, Clear processes, Existence of work tools, Institutional respect

WEAKNESSES
Reactive interventions, Low levels of empowerment, Poor communication, Lack of internal coordination, Slow decision making, Ineffective internal processes

OPPORTUNITIES
Potential sources of revenue, Youthful population, Technology adoption in other sectors, Priority of Communication sector in NDP and Vision 2040, Sector growth, Enabling political environment, ICT led Innovation, Dynamic Tech driven sector, Enlightened population, Mergers and acquisitions, Relevant legal instruments

THREATS
Stakeholder Influence, Market exits, Vandalism of ICT infrastructure, Bad debtors, Negative public perception, Disruptive technologies, Uncompetitive practices, Counterfeit and E-waste

UCC's performance during the previous plan cycle was guided by the Strategic Plan in place. The Commission, implemented a scorecard system, which enabled it assess its progress towards its set targets. Various initiatives were undertaken at corporate and departmental level, resulting in the attainment of various achievements. The section below, provides highlights of the Commission's performance

PERFORMANCE HIGHLIGHTS

EASE OF DOING BUSINESS
Operator Satisfaction Score
↑ 73%

INCREASE COMPLIANCE
Sector Compliance Increased by
↑ 61%

IMPROVE TOOLS & TECHNOLOGY
Achieved Automation of Key/Identified Processes
95%

IMPROVE RESOURCE UTILIZATION
Sector Compliance Increased by
+ 38%

IMPROVE REGULATORY SERVICES
Service Quality Improved by
↑ 59%

STRATEGIC INITIATIVE IMPLEMENTATION
Achieved Implementation Rate
82%

IMPROVE STAKEHOLDER ENGAGEMENT
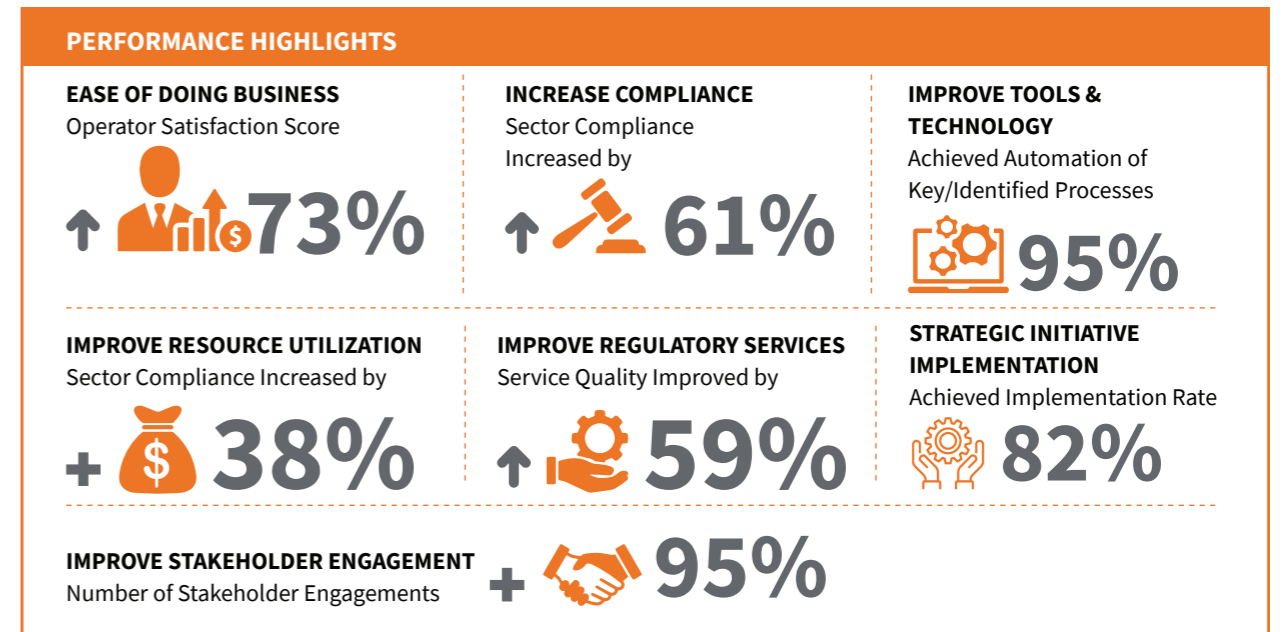Number of Stakeholder Engagements
+ 95%

Figure 2: Comparative Performance Highlights- FY 2019/20 against FY 2014/15

2.3.1. Performance by Scorecard FY2014/15 - 2019/20
The key performance highlights of UCC between the two periods i.e 2014/15-and 2019/20 is highlighted in figure 2 above. UCC's performance, in line with the corporate Scorecard is summarized in **figure 3 below.**
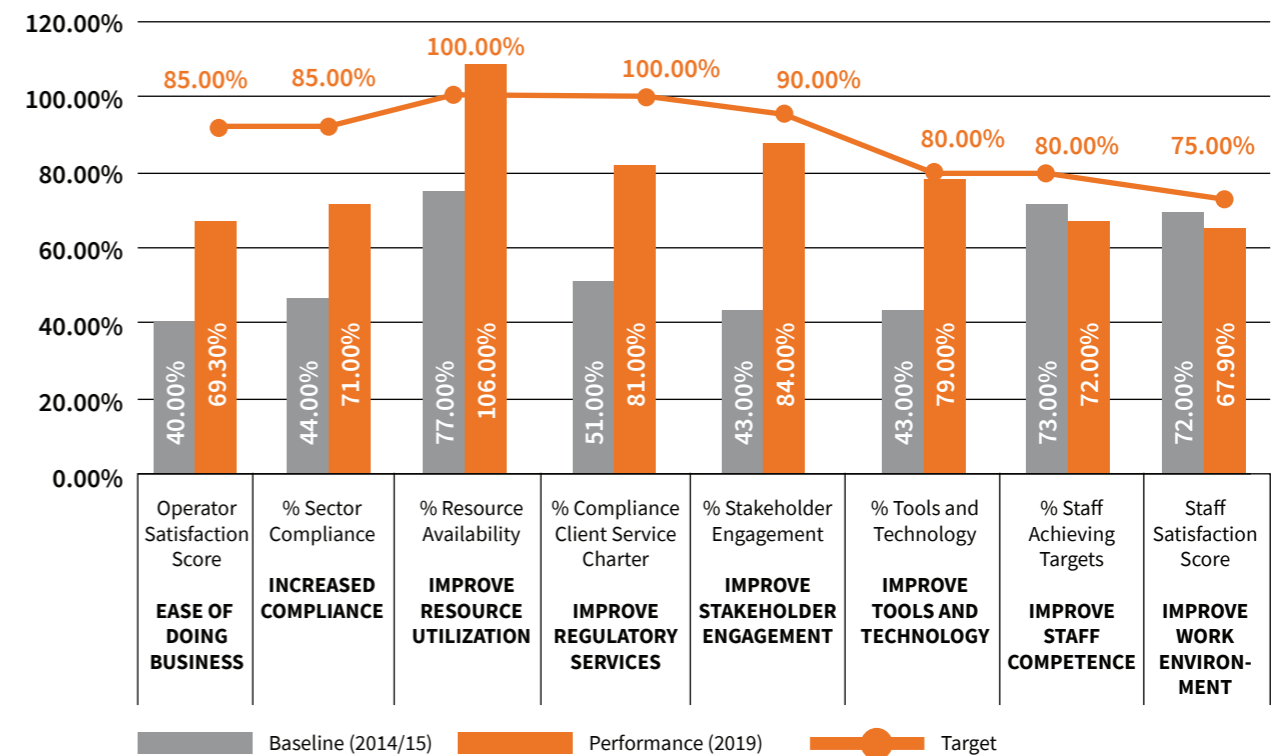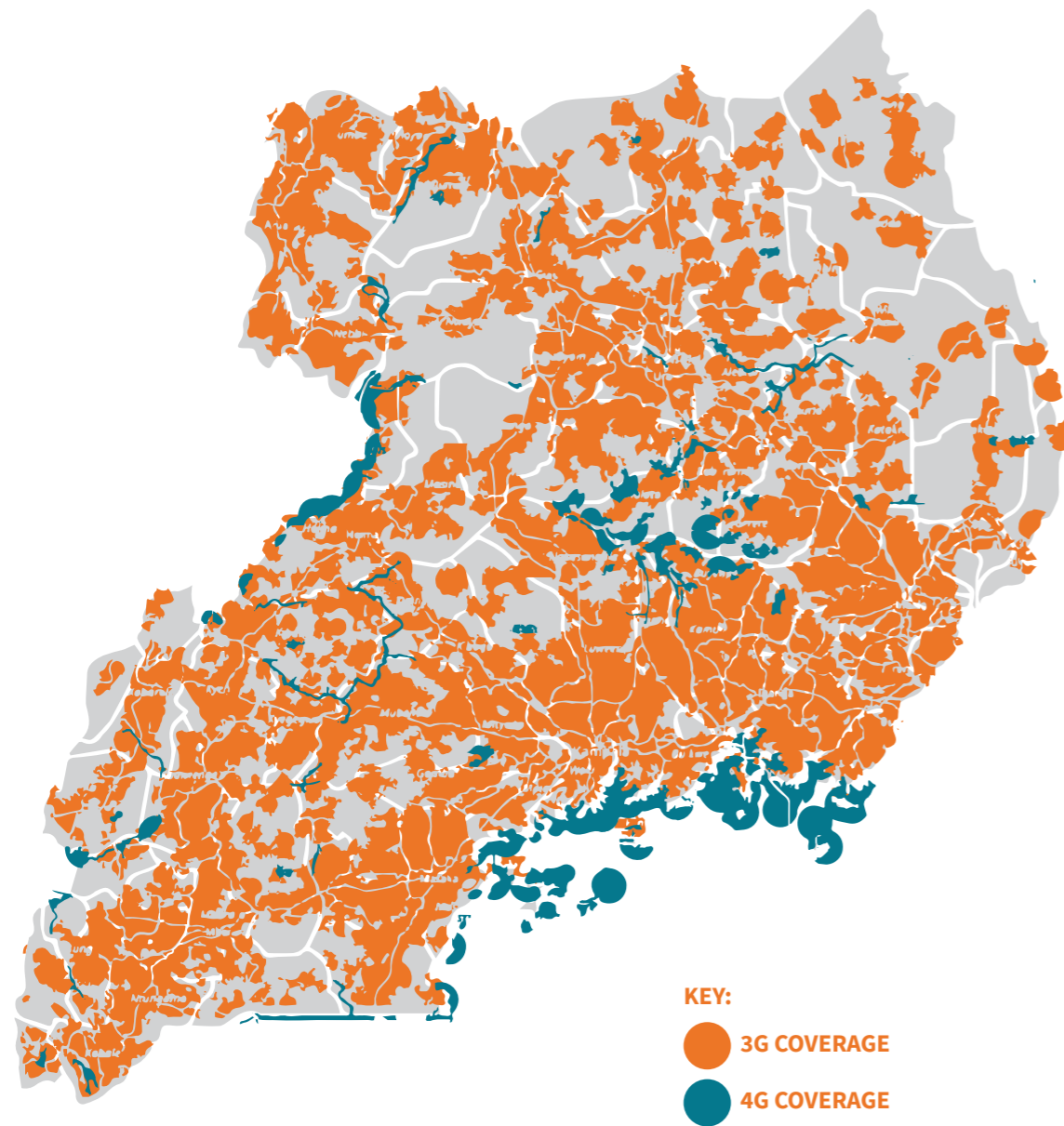

Figure 3: UCC performance Summary by Corporate Scorecard

3G AND 4G COVERAGE MAP

KEY:
- 3G COVERAGE
- 4G COVERAGE

2.3.2. Implementation of Strategic Initiatives

The Commission identified key strategic initiatives to progress it towards attainment of the Plan results. These initiatives were aligned to the Key Result Areas identified in the Plan. Implementation was undertaken alongside the Commission's functional activities and key projects. At the end of the Plan period, the overall initiative implementation rate was 82%. This covered both the schedule and scope of the projects in place. **Table 2 provides highlights of the implementation rate of the key initiatives.**

OBJECTIVE	INITIATIVE	TARGET	ACHIEVEMENT	STATUS
Ease of doing Business	Implement a system to manage relationships with operators	100%	69.3%	Under Implementation
	Develop practice of regulatory impact analysis and post implementation analysis	100%	60%	Under Implementation
Increase compliance	Automate Report/data submission – Interface UCC with Operator systems for real-time reporting	100%	100%	Completed
	Review penalties and fines in the regulations	100%	100%	Completed
	Review organization structure to enhance the compliance and enforcement processes	100%	100%	Completed
	Review the regulation to effectively manage market concentration and abuse of dominance	100%	100%	Completed
Improve Resource Utilization	Align budgeting to operational and strategic plans	100%	100%	Completed
	Recover and reassign un-utilized spectrum	100%	75%	Under Implementation
Improve Regulatory Services	Process mapping and bottleneck analysis	100%	100%	Completed
Improve Stakeholder Engagement	Develop a stakeholder engagement and communications Plan.	100%	100%	Completed
	Develop a stakeholder engagement map and matrix.	100%	100%	Completed
Improve Tools & Technology	Acquire and implement a new ERP (an integrated management information system)	100%	60%	Under Implementation
Improve Staff Competence	Design and implement a robust competence assessment System	100%	70%	Under Implementation
	Develop and implement a staff engagement program	100%	60%	Under Implementation
Improve Work Environment	Develop a talent management and retention programme	100%	50%	Under Implementation

Key — Completed — Under Implementation

Table 2: UCC Strategic Initiative Implementation Status

2.3.3.   Key Achievements by Strategic objectives.

The Commission registered significant successes over the 5-year strategic Plan period. **Table 3 below provides details of the significant achievements.**

STRATEGIC OBJECTIVE	STRATEGIC RESULT	ACHIEVEMENT/PROGRESS TO DATE
Ease Of Doing Business	Customers say that we are proactive, responsive and dependable regulator	**UCC has streamlined the process of engagement with its licensees. key achievements include;** a) Development and implementation of Procedural guidelines for Radio interference handling b) Development and implementation of the Revised methodology and measurement parameters for assessing compliance to Local Content Quotas in the Broadcasting Industry c) Development and implementation of the Underground Communication Infrastructure Information Exchange Platform d) Establishment of an automated regulatory data submission and reporting portal for licensees. e) Nationwide capacity building of operators with regard to compliance to regulatory requirements f) Capacity building of Chief Information Security Officers of operators on cybersecurity management g) Establishment of the CEO Cybersecurity Forum and UCC-Telecom Industry forum
Increase Compliance	Total compliance in the communications sector.	**Major improvement in level of compliance in the Communications sector from 55% in 2015/16 to 71% in 2018/19.** **The increase in compliance has been driven by the following;** a) Nationwide monitoring and enforcement of compliance requirements on operators by UCC b) Capacity building of operators with regard to implementation of regulatory requirements by UCC c) Enhancement of UCC's monitoring capacity to enable timely interventions d) Strong stakeholder relations with relevant stakeholders including sector regulators; law enforcement, etc.
Improve Resource Utilization	Sufficient resources to support implementation of Commission activities as Planned	a) UCC has been able to meet its budgetary requirements hence ensuring implementation of its increasing number of planned activities. Relatedly, UCC has met its statutory requirements regarding remittances to the consolidated fund.
Improve Regulatory Services	We are delivering effective and responsive services in a timely manner	a) UCC has developed a responsive regulatory framework that has promoted sustainable investment in the sector and enhanced consumer protection. Key regulatory instruments developed include; • 18 regulations to operationalize the Uganda Communications Act 2013 • Licensing frameworks for Telecommunications as well as Broadcasting (FM, Pay TV) • Various standards including; QoS for Postal and Courier Services; standards for consumer devices for Digital Terrestrial Television, Standards for TV Whitespace access and use in Uganda; and various broadcasting content Standards • Various guidelines on principles, practice and procedures developed in various areas including; guidelines on operation of FM stations, revised application guidelines for telecom operations, among others.

Table 3: Key Achievements by Strategic Objectives FY2014/15-2019/20

STRATEGIC OBJECTIVE	STRATEGIC RESULT	ACHIEVEMENT/PROGRESS TO DATE
Improve Regulatory Services	We are delivering effective and responsive services in a timely manner	b) UCC has further enhanced its service delivery mechanisms to ensure easy access and timely service delivery. Key interventions include; • Review of its Client Service Charter and business processes. • Capacity building of Regional Offices to provide timely response to operator and consumer concerns • Enhanced capacity of Consumer Contact Centre to enable easy access to consumer related concerns • Enhanced capacity building of consumers through various consumer engagement forums countrywide
Improve Stakeholder Engagement	We have shared positions with our stakeholders to support UCC initiatives	a) UCC has developed its stakeholder engagement framework that has guided the management of its relations with its key stakeholders b) UCC has supported the development of key national policies and policies through provision of technical policy advisories. These include; National Broadband Policy; The National E-waste Policy; The Draft National Addressing and Post Code Policy; ICT Policy for Persons with Disabilities (PWDs); The National Environment Management Authority Act, 2019; The Data Protection and Privacy Act 2019; The National Payment Services Bill 2018 among others c) UCC has further provided technical input and support to the development of key national strategies, Plans and programs. These include; The ICT Sector SIP, The National Development Plans (II and III); National ICT Incubation Support Program; National Strategy for Financial Sector Deepening and the National ICT Incubation Support Program among others d) At international level, UCC has provided technical input to guide the development of policies and standards supporting the delivery of communication services. UCC is thus serving at the decision-making level of various international agencies including, ITU, UPU, ITSO, EACO, ATU, PAPU, etc. e) UCC, through its RCDF program has been implementing interventions to bridge the ICT connectivity and usage gap in the underserved and underserved areas, with emphasis on the following areas i.e. broadband connectivity, enhanced usage of ICTs, Research and advocacy among others. This has supported integration of ICTs in Education, Agriculture, Health, Governance, small scale manufacturing and trade.
Improve Tools & Technology	Fully automated business processes using integrated, secure and reliable systems	a) UCC has enhanced its monitoring capacity and this has enabled timely access to information on the operations of licensees in the sector. It has further enhanced the capacity of the Commission to respond to communication service related issues. Key technical equipment acquired includes; i. Broadcast Content Monitoring systems deployed in various locations enabling countrywide monitoring of Broadcast content ii. QoS Monitoring equipment for voice and data services iii. Spectrum monitoring equipment (2 mobile and fixed at the Remote Monitoring sites countrywide) iv. Cyber security and Digital forensics equipment for CERT v. Online Digital Content Monitoring system b) UCC has also automated its processes through implementation of Phase I of the ERP that covers support processes in HR and Finance among others.

Table 3: Key Achievements by Strategic Objectives FY2014/15-2019/20 (Cont.)

2.4. STRATEGIC POSITIONING

Implementation of the Commission's mandate over the next five years will be defined by the need to ensure the achievement of the National and sector priorities as well as achieve progress in the growth of the Institution. As such, emphasis shall be made to ensure alignment to the respective national and sectoral priorities, as documented in the various national and sector plans that include;

(a) increasing the national ICT infrastructure coverage; b) enhanced usage of ICT in national development and service delivery; c) promoting ICT research, innovation and commercialization of indigenous knowledge products; d) increasing the ICT human resource capital; and e) strengthening the policy, legal and regulatory framework.

Relatedly, as the Commission strives to position itself to deliver on its mandate, emphasis shall be placed on building its internal capacity through focusing on the following key aspects; i.e. promoting efficiency in the delivery of services to its clients and stakeholders; institutional development and achieving financial stability.

Specifically, it is envisaged that efficiency in delivery of services shall be achieved through leveraging on technology, process efficiency and compliance management. Relatedly, Institutional development shall be driven by Research and Innovation, development of human capital and strengthening stakeholder management. In order to promote the financial stability of the Commission, emphasis shall be placed on exploring additional sources of revenue to support the implementation of planned activities; management of costs and promoting budget excellence.

UCC Strategic Direction

3.1. VISION
An Inclusive Digital Economy

In achieving our vision of "An inclusive Digital Economy", UCC's over aching goal is "Communications Services for All by 2030". This shall entail the following attributes;

a) **Widespread use of ICTs across all sectors of the economy and society as a whole;**
b) **A resilient ICT sector that provides responsive, secure and reliable services;**
c) **Increased networking among people, businesses, devices, data, and processes;**
d) **Reduced digital divide which manifests in various forms i.e. rural-urban, gender, age, special needs, literacy; socio economic status, among others.**

3.2. MISSION
To Develop a Robust Communications Sector that Drives Economic Growth

UCC shall spearhead the development of a robust communications sector in Uganda. **This Mission is in line with its Mandate that seeks to develop a modern communications sector in Uganda.** A robust communications sector shall entail a well-regulated sector that is innovative, resilient and consumer centric.

3.3. CORE VALUES
Our core values are as follows;

EXCELLENCE; We strive to deliver services that consistently exceed our clients and stakeholder's expectations. We are determined to serve our clients and stakeholders through innovation and continuous improvement with an intense focus and dedication to meet their needs with a sense of urgency.

PROFESSIONALISM; Our services shall be delivered in a reliable and consistent, manner by a competent team that executes its work in line with set professional standards. We commit to treat our clients and stakeholders courteously and provide effective and appropriate communication at all times.

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

COMMITMENT; We commit to real change, to be the best we can be and continuously strive for success. We commit to be customer centric and strive to address the needs of our clients

3.4. STRATEGIC DIMENSIONS
The Strategic dimensions under which the Plan has been developed include perspectives and themes. These dimensions will guide the alignment of the Commission's functions and activities to the corporate strategy.

Strategic Perspectives
The Strategic Perspectives define UCC's approach to implementation of its strategy. These perspectives relate to both the financial and non-financial components of the Commission. They include;

a) **Customer and Stakeholder:** This perspective relates to the value derived by UCC's customers and stakeholders
b) **Financial stewardship:** This perspective looks at how UCC optimizes its resources and derives value for money from its expenditures.

c) **Business Processes:** This perspective focuses on the various processes and functions in place to drive the delivery of services to the Commission's clients.

d) **Organizational Capacity:** focus is placed on what capacities the UCC must have to enable it successfully implement its processes and satisfactorily meet the needs of its customers and stakeholders.

3.5. STRATEGIC THEMES AND RESULTS

UCC has identified the following themes or key areas of focus, where the organization must excel in order to achieve its vision. **Table 4** below provides details of the themes and expected results while **figure 4** illustrates the role played by the strategic themes as pillars of success in the journey to achieving the UCC Vision.

| STRATEGIC THEME	STRATEGIC THEME RESULTS
Strategic Partnerships	Supportive stakeholders, value adding partnerships, and a vibrant communications sector
Service Excellence	Regulatory interventions are timely, responsive to consumers, quality services all the time
Operational Excellence	Our operations are relevant, value adding, timely and cost efficient
Great Place to Work	Our workplace provides a lasting experience driven by enthusiasm, teamwork, fairness, creativity & transformational leadership

Table 4: Strategic Themes and Theme Results
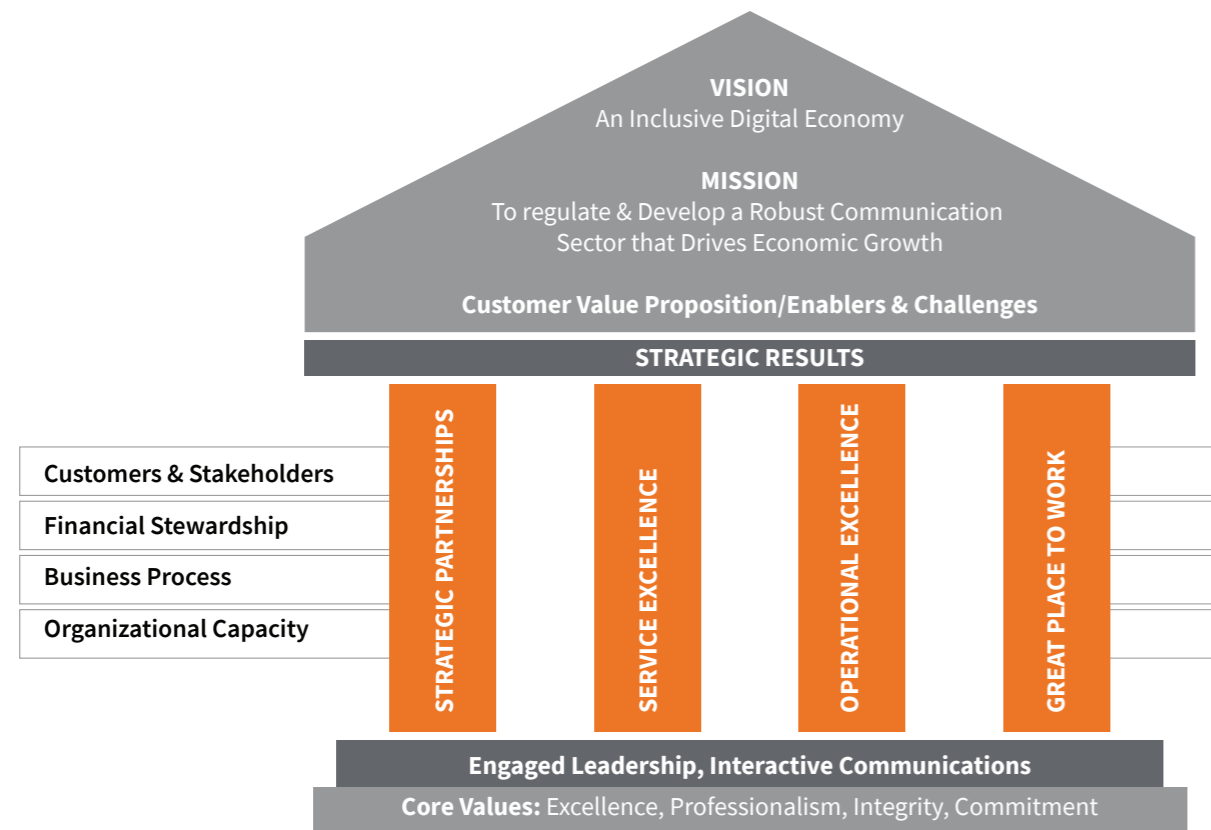
Figure 4:UCC Strategy House

3.6. STRATEGIC OBJECTIVES

The Commission has identified Nine (09) Strategic objectives to that will guide the operationalization of the Strategic Plan. These objectives include;

- Increase Communications User Satisfaction
- Maximize Stakeholder Value
- Promote Sector Competitiveness
- Optimize Resources
- Improve Regulatory resources
- Strengthen Stakeholder Collaboration
- Improve tools and Technology
- Enhance Organizational Culture
- Improve Knowledge Skills and Abilities

The Strategic Objectives have been segmented into two categories. i.e.

(a) The Sustainability Strategy:- which seeks to support the achievement of the National and sector ICT priorities, as documented in the Third National Development Plan (NDP III)-Digital Transformation Program (DTP) and the Digital Uganda Vision (DUV) with focus on promoting the utilization of communication services in Uganda. These strategies shall seek to address the needs of the various players in the communications ecosystem i.e. consumers, operators, government and other stakeholders. UCC shall, over the next five years seek to implement a three-pronged approach resulting in the following; i.e. **(i) increased utilization of communication services by consumers; (ii) a vibrant and competitive communications sector for current licensees and future entrants in the Communications sector; and (iii) increased adoption of ICTs resulting from UCC's interventions. This shall be achieved through the objectives illustrated in table 5 below;**

PERSPECTIVE	STRATEGIC OBJECTIVES	INTENDED RESULT
Customers and Stakeholders (Cs)	**CS1.** Increase Communications User Satisfaction	1. Increased utilization of communications services, due to improvements in accessibility, Quality, affordability, Safety, and relevance
	CS2. Maximize Stakeholder Value	1. Stakeholders are adopting technology as a result of UCC's interventions. 2. Increase in communication sectors contribution to GDP. 3. We are compliant to statutory requirements and agreements. 4. We are honoring and delivering on our commitments, obligations and responsibilities 5. We support stakeholders in implementing their initiatives.
	CS3. Promote Sector Competitiveness	1. Equitable regulatory treatment of licensees 2. Markets characterized with low entry barriers 3. Market concentration 4. Increased investment in the sector 5. New services being developed

Table 5:Sustainability Strategic Objectives and Intended Results

(b) **Institutional Development Strategy:** -that emphasises continuous enhancement of the internal capacity of the Commission to enable it implement its mandate successfully. It places focus on processes, systems, tools/capability, human resource capacity and the work environment. **Therefore, over the next five years, UCC's journey to a reliable and dependable institution shall be guided by the implementation of the objectives highlighted in Table 6 below;**

PERSPECTIVE	STRATEGIC OBJECTIVES	INTENDED RESULT
Financial Stewardship (FS)	**FS1.** Optimize Resources	1. We meet our obligations as and when they fall due 2. We are getting value for money on our purchases and expenditures 3. Our budget information is available for decision making
Business Processes (BP)	**BP1.** Improve Regulatory Processes	1. Our regulatory processes are responsive, predictable, researched, transparent and legally enforceable 2. UCC complies with all its national and international obligations and meets them within the prescribed timelines
	BP2. Strengthen Stakeholder Collaboration	1. We provide quality information to our stakeholders through the most suitable channels 2. We are accountable to our stakeholders and have clarity of responsibilities. 3. We have a coordinated and consistent approach across the organization in the engagement of stakeholders. 4. We are able to monitor and track engagement processes with our stakeholders.
Organisational Capacity (OC)	**OC1.** Improve Tools & Technology	1. Increased use of technology to execute business processes with focus on employees and internal business processes 2. Our clients access the developed electronic tools to deliver regulatory services
	OC2. Enhance Organizational Culture	1. Increased staff involvement and participation in commission activities 2. UCC staff increasingly feel valued 3. Improved utilization of organizational communication and engagement channels
	OC3. Professional and Talent Development, Mentorship and Growth of Staff	1. Highly competent workforce that is versatile and executes duties to expected standards 2. Increased Staff productivity 3. Skills alignment (Staff skills match Commission needs) 4. Career progression and professional development

Table 6: Institutional Development Strategic Objectives and Intended Results

UCC Strategy Map

The strategy map in **Figure 5 below** shows the linkage between the strategic objectives and their contribution to the attainment of the Commission's Vision. The cause-effect relationship between the various objectives results in the value delivered to UCC's clients and stakeholders.
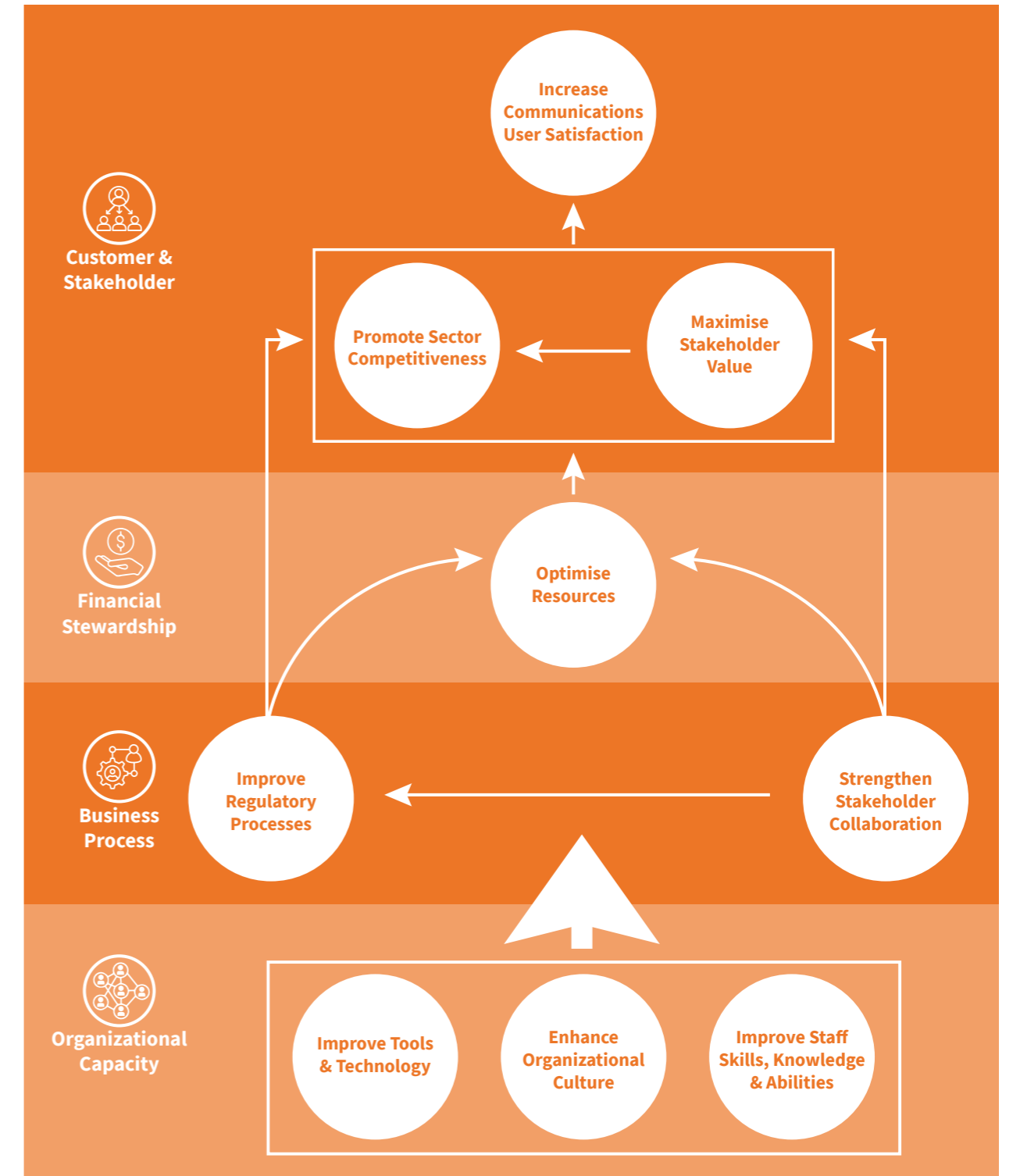

Figure 5: UCC Strategy Map

Implementation of the Plan

4.1. OVERSIGHT AND IMPLEMENTATION OF THE PLAN

Implementation of the Strategic Plan shall be led by Management, under the guidance and oversight of the UCC Board. Management shall periodically appraise the Board on progress being made in the implementation of the Strategic Initiatives and attainment of Strategic Results. **The Board shall support Management through provision of policy guidance, strategic oversight and ensuring the requisite resources are in place to implement the Plan.**

Management shall ensure proper planning, scheduling and resource utilization to support the successful implementation of the strategic programs. The annual budget, procurement plan and Departmental plans shall be aligned to the Corporate strategy. Management shall also regularly appraise the Board on the risk mitigation measures being implemented to address the identified strategic risks. The commission's culture shall be defined by the core values in place. Staff shall ensure timely implementation of the strategic initiatives as well as attainment of the identified results.

4.2. STRATEGIC INITIATIVES

A program based approach has been identified to guide the implementation of the Strategic Plan. UCC has identified nine (09) broad programs that will progress the organization towards the attainment of the targets identified in the Strategic Plan. **These programs, documented in Table 7 below, have been identified, taking into consideration, the envisaged impact on the various strategic results that the Commission seeks to attain over the next five years.**

STRATEGIC INITIATIVE	STRATEGIC OBJECTIVE IMPACTED									STRATEGIC OBJECTIVES
	CS1	CS2	CS3	FS1	BP1	BP2	OC1	OC2	OC3	
Communications Services User Enhancement Program										**CS1:** Increase Communications User Satisfaction
Industry Competitiveness Enhancement Program										**CS2:** Maximize Stakeholder Value
Stakeholder Engagement and Relationship Development Program										**CS3:** Promote Sector Competitiveness
UCC Investment & Resource Management Program										**FS1:** Optimize Resources
Regulatory Service Enhancement Program										**BP2:** Improve Regulatory Services
Regulatory Impact Assessment Program										**BP2:** Strengthen Stakeholder Collaboration
UCC Digital technology and Capabilities Enhancement Program										**OC1:** Improve tools and Technology
Organizational Culture Transformation Program										**OC2:** Enhance Organizational Culture
Human Capital Development Program										**OC3:** Improve Knowledge Skills and Abilities

Table 7: Strategic Initiative- Objective Matrix

IMPLEMENTATION OF THE STRATEGIC PLAN IS ESTIMATED TO COST UGX.990.3 BN OVER THE NEXT FIVE YEARS.

The programs shall comprise various projects that will be implemented over the Plan period. The Top Management Team (TMT) shall be responsible for the successful implementation of the identified strategic initiatives. An implementation schedule shall be developed and components of the various programs incorporated into the Commission's annual operational plans. Management shall further periodically review the progress towards attainment of the strategic results drawn from the initiatives being implemented. Emphasis shall be placed on schedule, scope and cost of the Initiatives, with the view of addressing any challenges that may arise.

4.3.   RESOURCING OF THE PLAN
Implementation of the Strategic Plan is estimated to cost UGX.990.3 Bn over the next Five years. The expenditure shall be annualized under the Commission's respective annual budgets. Emphasis shall be made on ensuring that the annualized budget is aligned to the Strategy. Components of the Strategic Programs being implemented in the respective years shall be considered under the Strategic Expenditure of the Commission.

The Strategic Plan shall be financed from revenue raised from various sources highlighted in Section 67 of the Act. These include; (a) money appropriated by Parliament for the purposes of the Commission, (b) License fees and money paid to the Commission for services rendered, (c) money collected from the levy on the Gross Annual Revenue of operators charged in accordance with section 68 of the Act, (d) money borrowed by the Commission and (e) loans, grants, gifts or donations and other sources made with the approval of the minister responsible for finance and Parliament. The Commission shall develop and implement a resourcing strategy including exploring additional sources of revenue to support the implementation of its planned activities.

UCC further recognizes the important role played by the human resources in the implementation of its mandate. Resources shall be prioritized for staff capacity building to ensure that the staff are equipped with the right skills, knowledge and abilities to effectively undertake their tasks in response to the dynamic operational environment.

4.4.   RISK MANAGEMENT
The Commission has identified key risks that may impede the successful attainment of the strategic results. Relatedly, risk mitigation measures have been identified that shall be implemented during the Plan cycle. The Board shall provide oversite and advise towords managing the organisation's strategic risks while management shall coordinate the implemention of mitigation measures at operational level and regularly appraise the Board on progress made and impact. **Table 8 highlights the key strategic risks identified, while Annex IV provides the detailed risk matrix.**

STRATEGIC OBJECTIVE	STRATEGIC RESULT	STRATEGIC RISK	RISK LEVEL	MITIGATION MEASURE
Increase Communications User Satisfaction	Increased utilization of communications service	High cost of communication services and devices due to taxation	High	Continuous engagement with Government on reduction of taxes on communication services/devices
		Limited confidence in the use of ICTs due to fraud	High	Engagement of public and consumer advocacy organistion's on online safety and protection
				Capacity building of critical information infrastructure providers in vulnerability assessment, fraud detection and cyber security
		Lack of harmonized government and sectoral policies	Medium	Develop an inter-agency/stakeholder/operator consultation framework,
		High cost of infrastructure deployment and maintenance	High	Spearhead Industry engagements with Agencies providing complementary services e.g. power, roads, etc.
Maximize stakeholder value	Services delivered by our stakeholders are improved as a result of adoption of technology requirements	Divergence between stakeholder demands/expectations and UCC's abilities	Medium	Develop and implement a comprehensive stakeholder management framework
		First pace of technology advancements	Medium	Spearhead engagements with government, academia industry, innovators and UICT on adoption of new technologies
	We support stakeholders in implementing their initiatives.	Limited capacity of stakeholders to meet their obligations	Medium	Conduct periodic reviews of UCC Stakeholder engagements

Table 8: Summary of Strategic Risks and Mitigation Measures

(Continued) Table 8 highlights the key strategic risks identified, while Annex IV provides the detailed risk matrix.

STRATEGIC OBJECTIVE	STRATEGIC RESULT	STRATEGIC RISK	RISK LEVEL	MITIGATION MEASURE
Promote Sector Competitiveness	Predictability of regulatory environment	Exogenous barriers to entry e.g access to funding, global trends and industry developement	High	Spearhead reviews of business models with the industry to support investment in the sector
				Undertake industry engagements with key stakeholders at policy and regulatory level
	Increased Investment in the Communications Sector	Limited diversity of communication products and services	Medium	Establish a regulatory framework that promotes research and development of innovative communication services
				Strengthen Regulator-industry-academia collaborative partnerships
		Poor resourcing and operation of government owned entities	High	Strengthen industry - government engagements on funding of government owned entities

(Continued) Table 8: Summary of Strategic Risks and Mitigation Measures

4.5. KEY SUCCESS FACTORS

The successful implementation of the Strategic Plan shall be hinged on key success factors. These include;

a) Engaged leadership to provide the strategic guidance and linkage to operations
b) Stakeholder collaboration to support the implementation of mutually beneficial initiatives
c) Committed staff
d) Change management and effective communication for buy-in during the implementation of the Plan.

Performance Management

The Strategic Plan has been developed to guide the entire organization towards the Commission's Vision. Performance management is critical in ensuring that progress is made towards attainment of the set strategic targets. The sections below provide highlights of the performance management framework to be developed

5.1.   RESULTS FRAMEWORK

UCC, in the pursuit of its Vision, has identified strategic results that are expected to be realized over the Plan period. These have been summarized in table 9 below. The detailed corporate scorecard, highlighted in Annex V has been developed that comprises intended results, performance indicators and targets.

STRATEGIC FOCUS	OBJECTIVE	KEY RESULT (S)	PERFORMANCE MEASURE	TARGET FY24/25
Contribution to attainment of ICT National Priorities	Increase Communications User Satisfaction	Consumer utilization score	Internet penetration (Individual)	70%
		Coverage of communication services	Broadband coverage (Area)	70%
	Promote Sector Competitiveness	Contribution to tax revenue	Communication's sector tax revenue as a percentage of total tax revenue	13.5%
		Contribution to GDP	Communication sector's	20%
		Market concentration	Herfindahl-Hirschman Index (HHI)	1620
		Growth in Investment	Year on Year increase in Investment	5%
	Maximize Stakeholder Value	Communications adoption score	Net growth in target population's use of ICTs as a result of UCASF interventions	30%
Institutional Capacity Development	Improve Regulatory resources	Operator Compliance Score	Percentage of licensees complying with regulatory standards	95%
	Strengthen Stakeholder Collaboration	Stakeholder Goal attainment score	Percentage of agreed goals attained	90%
	Improve tools and Technology	Automation usage score	Percentage of identified processes automated	90%
	Improve Knowledge Skills and Abilities	Employee Productivity score	Percentage of staff attaining set targets	95%
	Enhance Organizational Culture	Employee Engagement	Percentage of staff participating in Commission activities	75%

Table 9: Strategic Objectives, Key Results, Measures and Targets

A detailed Performance Data definition table shall be developed to guide the process of obtaining data for the various performance indicators that have been defined. Relatedly, departmental scorecards shall be developed for the operational units responsible for the implementation of the strategic initiatives. The Departmental Scorecards shall provide alignment between the strategic and operational aspects of the strategy implementation.

5.2. MONITORING & EVALUATION FRAMEWORK

Monitoring and Evaluation is important for the successful implementation of the Strategic Plan. This will ensure visibility of the progress being made in the attainment of the Plan targets. It will also support informed decision making by all stakeholders in the course of implementation of the Plan. Monitoring of the Plan shall include; results attained, outputs delivered, outcomes and impact of the identified interventions and progress in implementation of strategic initiatives among others.

Monitoring of the Plan shall be done periodically. This shall include, quarterly, annual. Mid-term and end of term reviews. Quarterly reviews shall be conducted to assess progress being made in line with the implementation of planned initiatives. Annual reviews shall be held to assess attainment of annual targets set out in the Corporate Scorecard and highlight any challenges being experienced or emerging developments that may affect the attainment of the Plan targets. The Mid-term review shall be conducted to assess outcomes of planned interventions and risk mitigation measures among others on attainment of the vision. **The Final Review of the Plan shall be conducted at the end of the Plan period, with focus on impact, the extent to which the set targets have been achieved and lessons learnt during the course of implementation of the Plan. The Final review shall also inform the development of the next Strategic Plan beyond 2025**

5.3. PERFORMANCE REPORTING

The performance management framework shall inform the various performance reports developed during the course of implementation of the Plan. These reports shall also highlight the various achievements attained and challenges experienced.

The strategic performance reports shall further highlight the contribution of the Commission towards attainment of sectoral and national targets highlighted in the various frameworks in place. The respective reports shall inform decision making at the various levels i.e. policy, strategic, operational and individual.

Annexes

OBJECTIVE	MEASURE	BASELINE (2014/15)	TARGET	PERFORMANCE DEC_2019	ACHIEVEMENT RATE (PERFORMANCE Vs TARGET)
Ease Of Doing Business	Operator satisfaction score	40%	85.0%	69.3%	82%
Increase Compliance	% Sector Compliance	44.00%	85.00%	71.0%	84%
Improve Resource Utilization	% Resource Availability	77.0%	100.0%	106.00%	106%
Improve Regulatory Services	%Compliance to Client service Charter	51.0%	100.0%	81.00%	81%
Improve Stakeholder Engagement	% stakeholder Engagement	43.00%	90.00%	84.0%	93%
Improve Tools & Technology	% tools and Technology	43.0%	80.0%	79.00%	99%
Improve Staff Competence	% staff achieving targets	73.00%	80.00%	72.00%	90%
Improve Work Environment	Staff Satisfaction Score	72.0%	75.0%	67.9%	91%

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Annex II: UCC STRATEGIC OBJECTIVES-RESULTS MATRIX

STRATEGY	PERSPECTIVE	STRATEGIC OBJECTIVES	INTENDED RESULT
Sustainability	Customers and Stakeholders (CS)	CS1. Increase Communications User Satisfaction	1. Increased utilization of communications services, with emphasis on the following; accessibility, Quality, affordability, Safety, and relevance
		CS2. Maximize Stakeholder Value	1. Services delivered by our stakeholders are improved as a result of adoption of technology. 2. The stakeholders have access to timely information. 3. We are compliant to statutory requirements. 4. We support stakeholders in implementing their initiatives.
		CS3. Promote Sector Competitiveness	1. Equal regulatory treatment of licensees and other stakeholders 2. Markets characterized with low entry barriers. 3. Low market concentration 4. Increased investment in the sector 5. Penetration of services 6. New services being developed
Institutional Development	Financial Stewardship (FS)	FS1. Optimize Resources	1. We meet our obligations as and when they fall due 2. We are getting value for money on our purchases and expenditures 3. Our budget information is available for decision making 4. We have increased revenue
	Business Processes (BP)	BP1. Improve Regulatory Processes	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
		BP2. Strengthen Stakeholder Collaboration	1. We have timely dissemination of information to our stakeholders through the most suitable channels 2. We are accountable to our stakeholders and have shared responsibilities. 3. We have a coordinated approach across the organization in the engagement of stakeholders. 4. We are able to monitor and track engagement processes with our stakeholders.
	Organizational Capacity (OC)	Improve Tools & Technology	1. Increased use of tools to execute business processes with focus on employees and internal business processes 2. Our stakeholders access the developed tools to deliver regulatory services 3. Improved delivery of our services
		OC2. Enhance Organizational Culture	1. Increased staff involvement in commission activities (participation) 2. UCC staff increasing feel valued 3. Improved utilization of communication channels
		OC3. Improve Staff Skills, Knowledge & Abilities	1. Highly competent workforce that is versatile and executes duties to expected standards 2. Increased Staff productivity 3. Skills alignment (Staff skills match Commission needs) 4. Career progression and professional development

ANNEX III: STRATEGIC RISKS BY STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVE	STRATEGIC RESULT	STRATEGIC RISK	RISK LEVEL	MITIGATION MEASURE
Increase Communications User Satisfaction	Increased utilization of communications service services	Low levels of adoption of communication services due to high cost of devices and Services	Medium	Continuous engagement with Government on reduction of taxes on communication services/devices
		Lack of harmonized government and sectoral policies	High	Develop an inter-agency/stakeholder/ operator consultation framework,
		High cost of infrastructure deployment and maintenance	Medium	Spearhead Industry engagements with Agencies providing complementary services e.g. power, roads, etc.
Maximize stakeholder value	Services delivered by our stakeholders are improved as a result of adoption of technology. requirements.	Changing and varying stakeholder needs	High	Develop and implement a comprehensive stakeholder management framework
	We support stakeholders in implementing their initiatives.	Limited capacity of stakeholders to meet their obligations	High	Conduct periodic reviews of UCC Stakeholder engagements
Promote Sector Competitiveness	Equal regulatory treatment of licensees and other stakeholders	Uncompetitive practices by operators leading to entry barriers and low investment in the sector	Medium	Enhance Enforcement capacity of the Commission Undertake industry engagements with key stakeholders at policy and regulatory level
	Increased Investment in the Communications Sector	Limited diversity of communication products and services	Medium	Establish a regulatory framework that promotes research and development of innovative communication services Strengthen Regulator-industry-academia collaborative partnerships

STRATEGIC OBJECTIVE	STRATEGIC RESULT	STRATEGIC RISK	RISK LEVEL	MITIGATION MEASURE
Optimize Resources	We have increased revenue	Changes in policy government affecting ability to manage sources of revenue	High	Develop a framework for engagement with various stakeholders
		Limited capacity of licensees to meet their financial obligations due to changes in the economy	High	Seek alternative funding mechanisms for Commission activities. (partnerships, collaborations, grants, borrowing) Spearhead engagements between government (MoICT and MoFPED) and UCC towards financing of government owned entities
Improve Regulatory Processes	Our regulatory processes are responsive, predictable, researched accessible (and legally enforceable)	Existence of regulatory gaps as a result of dynamic sector	Medium	Undertake periodic assessments on the impact of regulations/ regulator actions
		Mandate overlaps with other sector regulators	Medium	Development of MoUs with other sector regulators on regulatory oversight concerning overlapping areas
Strengthen Stakeholder Collaboration	We are accountable to our stakeholders and have shared responsibilities.	Changing and varying stakeholder needs	Medium	Undertake a comprehensive Stakeholder needs analysis
		Low level of commitment from some stakeholders	Medium	Periodic review of UCC stakeholder engagements and capacities
Improve Tools & Technology (resources)	Our stakeholders' access regulatory services through developed tools	Slow pace of automation	Medium	Business process review and re-engineering Implementation of enhanced business continuity mechanisms
	Increased use of tools to execute business processes	Cybersecurity threats External attacks (hacking, malware etc.)	High	Enhanced cybersecurity capacity Capacity building on online safety
	Improved delivery of our services	High cost of tools and technology	High	Promote system interoperability internal and external Harness local software and application development
		Limited reliability of technical equipment service maintenance	Medium	Enhanced monitoring of service level agreements Implimentation of performance guarantees for suppliers of critical equipment

STRATEGIC OBJECTIVE	STRATEGIC RESULT	STRATEGIC RISK	RISK LEVEL	MITIGATION MEASURE
Enhance Organizational Culture	Increased staff involvement in Commission activities	Reputation Risk arising from lack of integrity	High	Develop mechanisms to drive a coherent culture
		Low levels of teamwork and engagement	Medium	Undertake a comprehensive change management program with focus on new core values.
Improve Staff Skills, Knowledge & Abilities	Increased Staff productivity	Loss of highly skilled human resource (technical and institutional memory) leaving a skills gap.	Medium	Review and operationalize the Talent Management and Succession Planning frameworks in the HR Policy
		Limited ability of staff skills to address industry changes	Medium	Develop and implement a human capacity development program
		Limited flexibility of staff to adapt to changes in the organisation and work methods	Medium	Develop and implement change management and staff re-orientation program
		Work life balance	Medium	Work-life balance (self-care plans for employees to be reviewed periodically

STRATEGIC OBJECTIVES	STRATEGIC PERFORMANCE MEASURES	TARGET				
	Performance Measures	Financial Year				
		FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Perspective: Customer & Stakeholder						
Increase Communications User Satisfaction	• Consumer utilization score [1]	50%	55%	60%	65%	70%
	• Consumer satisfaction score	60%	65%	70%	75%	80%
	• Communication Coverage [2]	40%	45%	55%	65%	70%
Promote Sector Competitiveness	• Operator satisfaction score	70%	75%	80%	85%	90%
	• Percentage growth in investment	5%	5%	5%	5%	5%
	• Market concentration ratio-HHI	3954	3164	2531	2025	1620
	• Communications Sector contribution to tax revenue	10%	11%	11.5%	12.6%	13.5%
	• Communications sector contribution to GDP	16%	17%	18%	19%	20%
Maximize Stakeholder Value	• Stakeholder satisfaction score	60%	65%	70%	75%	80%
	• Communications adoption score [3]	10%	15%	20%	25%	30%
Perspective: Financial Stewardship						
Optimize Resources	• Resource Availability Score	100%	100%	100%	100%	100%
	• Percentage of licensees utilizing spectrum as assigned	83%	85%	87%	90%	95%
Perspective: Business Process						
Improve Regulatory Processes	• Operator compliance score (% of licensees complying with regulatory requirements)	75%	80%	85%	90%	95%
	• Regulatory coverage (% of identified regulatory gaps with tools in place)	75%	80%	85%	90%	95%
	• Service Level Score (Compliance to the charter	83%	85%	88%	90%	95%
Strengthen Stakeholder Collaboration	• Stakeholder relationship management SLA score	80%	85%	90%	85%	90%
	• Stakeholder Goal attainment Score (Percentage of shared goals attained)	80%	85%	90%	95%	100%
	• Project success score (%age of shared goals attained)	80%	85%	90%	93%	95%

STRATEGIC OBJECTIVES	STRATEGIC PERFORMANCE MEASURES	TARGET				
	Performance Measures	Financial Year				
		FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Perspective: People Tools & Technology						
Improve Knowledge, Skills & Abilities	• Employee productivity Score - (Percentage of Staff achieving performance targets)	80%	84%	88%	90%	95%
	• Capacity Building Score (Percentage of staff skills gaps addressed	55%	60%	65%	70%	75%
Improve, Tools & Technology	• Automation usage score (% use of automated business processes)	75%	78%	80%	82%	85%
	• Technology User (internal and external) satisfaction	85%	85%	85%	85%	85%
Enhance Organizational Culture	• Employee Engagement Score	40%	45%	55%	65%	75%
	• Staff Participation Score (Number of staff participating in Commission activities)					
	• Employee Satisfaction score	70%	75%	80%	85%	90%

[1] Internet Penetration
[2] proportion of population/area covered-**3G Strong**
[3] Net Growth in ICT use as a result of UCUSAF Interventions

UCC TOP MANAGEMENT TEAM

Eng. Irene Kaggwa Sewankambo
Ag. Executive Director

Joyce Kasirye
Director Human Resource & Admin

Alice Nyangoma
Director Internal Audit

Fred Otunnu
Director Corporate Affairs

Suzan Wegoye
Director Legal Affairs

Christine Mugimba
Director Research and ICT

Nyombi Thembo
Director UCUSAF

Haruna Musinguzi
Director Finance

HEAD OFFICE:
UCC House, Plot 42-44 Spring Road, Bugolobi,
P.O. Box 7376 Kampala, Uganda,
Tel: +256-41-4339-000, +256-31-2339-000,
Email: ucc@ucc.co.ug,
Toll Free Line: 0800 222777

CONSUMER AFFAIRS HELP DESK:
3rd Floor, Communications House,
Plot 1 Colville Street, Kampala

REGIONAL OFFICES:
Eastern: Plot 39/41 Republic Street, Mbale
Western: Plot 7 Galt Road, Mbarara
Northern: Plot 31 Main Street Andrea Olal Road, Gulu
North Western: Plot 8 Ntuha Road, Masindi