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## **Executive Summary**

This Business Plan covering the medium term period July 2000 through to June 2002 is the first formal plan to be developed by Uganda Communications Commission (UCC) since the Commission was established in 1998.

The Business Plan seeks to operationalize the spirit and intentions of a similarly pioneering Strategic Plan. Both documents emerged out of a highly participatory process involving the management and the Commissioners. The Business Plan is, therefore, a dynamic document that enjoys the consensus and ownership of its principal proponents.

The Business Plan elaborates the key strategic objectives, the major activities to be undertaken by the various departments of the Commission and the verifiable performance indicators associated with each activity. The responsible officers for each activity are also identified and an estimation of the resources required to achieve the Plan objectives is provided in a cash flow projection for the eight quarters of the Plan period.

The development of the Business Plan was a participatory 'bottom-up' process involving all departments. A number of strategic planning retreats were held in the first instance by Management, and subsequently, with the very active participation of the Commissioners. A consultant was later contracted to restructure the draft Plan following which a joint retreat of Management and the Commission held February 9-10, 2001 at the Jinja Nile Resort endorsed the Plan document.

In establishing their corporate mission, vision and strategic priorities, UCC was informed by a keen awareness of the dynamic and increasingly sophisticated nature of the communications industry in Uganda and the rest of the world. During the Jinja retreat, Management and the Commissioners carried out a thorough analysis of UCC's strengths, weaknesses, opportunities and the threats. It was resolved that optimism, confidence, creativity and innovation would be the operant philosophy to guide and propel plan implementation.

The Business Plan commits UCC to respond proactively to the emerging opportunities for fostering an integrated, competitive, consumer-oriented communications industry in Uganda.

As a new, important player in a country with a short tradition of independent regulatory operations and a liberalized communications sector, UCC intends to move quickly to develop strategic linkages and partnerships with local, regional and international stakeholders in order to achieve its mission.

If the enthusiasm, professionalism and team work demonstrated by Management and the Commissioners during the planning process are sustained, there is no doubt that UCC will emerge as a significant and credible corporate citizen in Uganda and the wider region within the time horizon of this Business Plan.

## PART ONE: THE UCC CORPORATE BUSINESS PLAN

### 1.0 Background

Uganda Communications Commission (UCC) was established by the Government of Uganda in 1998 to implement the provisions of the Uganda Communications Act of 1997 whose principal goal is the development of a modern communications sector and infrastructure in Uganda. The objectives of the Act include, inter alia:

- enhancing national coverage of communications services and products, with emphasis on universal access, and
- introducing, encouraging and enabling competition in the sector through regulation and licensing competitive operators to achieve rapid network expansion, standardization as well as operation of competitively priced, quality services.

In fulfillment of its mandate, UCC has developed and endorsed a medium-term Strategic Plan and a Business Plan covering the period 2000/2002.

UCC is currently organized into seven major departments:

- i. The Office of the Executive Director
- ii. The Secretariat
- iii. Spectrum Management
- iv. Licensing & Standards
- v. Estates Management
- vi. Finance & Accounting
- vii. The Uganda Communications Institute (UCI).

The Commission has contracted a consultant to review the appropriateness of this structure and make recommendations for any improvement. The final recommendations for restructuring, if adopted by the Commission, may call for a review of some of aspects of this Business Plan.

## 2.0 Mission and Vision of UCC

### 2.1 Mission

The mission of Uganda Communications Commission is:

***To promote coordinated development and national penetration of communications services with emphasis on rural markets, and provision of competitive communications services that are universally accessible throughout Uganda.***

Underlying the realization of this mission is the effective and efficient management of the electromagnetic spectrum to ensure maximum public benefit and the protection of the country's strategic communications interests.

## 2.2 Vision

The vision of Uganda Communications Commission is:

***A Uganda in which sustainable national development is facilitated through broad availability and access to reliable, cost-effective and affordable communications services largely delivered through an enabled private sector.***

## 3.0 Situational Analysis

The Management of UCC reflected on the internal and external environments that will impact the effective implementation of the Business Plan and identified the following pertinent strengths, weaknesses, opportunities and threats (SWOT profile).

### 3.1 Strengths

The Commission intends to exploit the following elements of organizational strengths:

- A core of competent, highly motivated and hard working staff
- A strong, visionary and committed Commission
- A reasonably strong infrastructure of physical assets including buildings
- A relatively secure revenue base that enjoys legal backing
- An established Local Area Network
- An institution (UCI) that has potential to service the capacity building needs of the communications industry in Africa.

### 3.2 Weaknesses

The principal weaknesses that will need to be addressed are:

- Inadequate staff at both technical and administrative levels to cope with the challenges of meeting stakeholder expectations effectively and efficiently (this constraint was being addressed)
- An inadequate organizational structure (a consultancy review has been commissioned)
- Limited experience on the part of UCC staff in dealing with policy, regulatory and market facilitation issues in a very dynamic sector
- Finance and accounting operations are still manually handled (issue being addressed)
- Inadequate funding to support capital development
- UCC is yet to establish its Spectrum Management Stations.

### 3.3 The Opportunities

The Commission will exploit the following opportunities, among others:

- A broad mandate and autonomy as a national agency responsible for regulation, licensing and facilitating coordinated development of Uganda's communications sector
- The goodwill and support of the Government of Uganda.
- A conducive legal environment supported by legal reform

- Communications is a dynamic and rapidly growing industry providing exciting new technological developments
- The rapidly emerging sophistication of the Ugandan market arising out of the positive growth impact of a liberalized economy
- Positive trends towards regional cooperation and harmonization of communications.
- Goodwill of regional and international agencies interested in promoting best practices in communications sector development in Uganda.

### **3.4 The Threats**

UCC is cognizant of the potential problem areas that could adversely affect the Commission's ability to deliver as planned. Major potential threats include:

- The still uncertain eventual impact of globalization
- Absence of a Competition Law in Uganda to provide appropriate regulatory guidance
- Concerns with regard to the behavior of communications service providers and policy makers (issues of transparency, predictability and accountability) given Uganda's short tradition of independent regulatory operations and a liberalized communications sector
- The still limited national infrastructure for communications services in Uganda
- The emerging opportunities for qualified technical personnel in the communications sector may encourage high staff mobility
- Rapid technology change invariably carries with it the risks and costs of obsolescence
- Some macro-economic trends, such as currency fluctuations, pose budgetary management problems
- Instability in some neighboring countries may slow down the progress towards regional coordination in the development of the communications sector.

### **4. Key Assumptions**

The Business Plan is predicated upon the following important assumptions:

- Timely recruitment of the additional critical minimum number of staff needed to enhance the performance cost-effectiveness of each department
- Automation of UCC finance and accounting system is completed as scheduled
- UCC invests sufficient resources in staff development and broad based exposure to enable the Commission to 'be on top' of developments in the communications industry
- That Uganda continues to be an attractive market for investment in the communications sector
- A politically stable region
- Willingness to institutionalize a technology and market-responsive culture in UCC
- Timely enactment of an appropriate legal framework in Uganda
- Availability of funding to support the Business Plan activities.

## **5.0 Strategic Objectives and Corporate Strategies for Plan Period 2000/2002**

UCC identified eight priority Strategic Objectives (SOs) for the Strategic Plan and the Business Plan 2000/2002.

The strategic objectives were identified through participatory consultations undertaken between July 2000-February 2001 involving the Commissioners and the entire management.

The objectives provide the basis for the departmental sub objectives and strategies; the determination of the major activities, verifiable performance indicators, the resource estimates as well as the timelines outlined in the main body of the Business Plan.

The Corporate (overall) Strategic Objectives are as follows:

**SO 1: *To promote consumer awareness and protect the interests and rights of the consumer in the communications sector through an effective regulatory and licensing regime.***

Key Corporate Strategies:

- *Develop, implement, monitor and regularly evaluate a comprehensive public information and communications programme.*
- *Develop and enforce a customer-responsive regulatory and licensing regime.*
- *Develop and manage impartial and transparent mechanisms for promoting public involvement in communications policy formulation and regulation.*

**SO 2: *To plan and efficiently manage the electromagnetic spectrum to the maximum benefit of the public***

Key Corporate Strategies:

- *Take audit of the current frequency assignments and develop effective mechanisms for the determination of Frequency Allocations including formulation of a Uganda Table of Frequency Allocations (UTFA)*
- *Establish and manage Spectrum Management Stations and enforce Radio Equipment and Spectrum Technical Standards*
- *Develop and maintain active collaborative partnerships with key local, regional and international policy and regulatory institutions as well as other significant players in the global communications industry*
- *Strengthen SM departmental technical and management capacity*
- *Institute appropriate mechanisms to ensure public safety in the management of the electromagnetic spectrum.*

**SO 3: *To encourage and oversee healthy competition in the communications sector in order to promote rapid network expansion, standardization as well as provision of competitively priced quality services for the benefit of all stakeholders.***

Key Corporate Strategies:

- *Strengthen and promote communications policy measures designed to create and sustain a conducive environment for private sector investment in the communications industry in Uganda*
- *Develop, publicize and administer transparent Application Guidelines, Policies and Procedures Manuals to facilitate the operations of providers of communications services*
- *Develop UCC institutional capacity for marketing research, investigation and enforcement*
- *Develop UCC technical and managerial competences to ensure sector confidence in the Commission as a credible regulatory and facilitative agency.*
- *Establish a mechanism for regular review of tariff and fee structures in Uganda's communications sector*
- *Maintain pro-active professional relations with key players in Uganda's communications sector.*

**SO 4: To promote and ensure nationwide penetration and equitable distribution of communications services, with specific emphasis on universal access**

Key Corporate Strategies:

- *Provide effective policy advice to the Government of Uganda to promote national penetration and universal access to communications services throughout Uganda.*
- *Promote investment in Research & Development (R & D) designed to contribute to the development of a vibrant, nationwide and universally accessible communications sector*
- *Establish and operationalize the Rural Communications Development Scheme and Fund (RCDF)*
- *Undertake effective advocacy with relevant players in infrastructure development and maintenance to support integrated communications development in the country.*

**So 5: To develop and manage a training institute that meets the training needs of the communications sector.**

Key Corporate Strategies:

- *Upgrade the institutional profile of the Uganda Communications Institute (UCI) as an autonomous, self-sustaining subsidiary entity*
- *Develop the management and technical capacity of UCI to enable the institute to offer quality, competitive training, consultancy and applied research products to local and regional markets.*
- *Develop UCI institutional partnership network.*

**SO 6: To ensure cost-effective development and management of Commission assets having due regard to relevant environmental concerns**

Key Corporate Strategies:

- *Develop and implement a commercial, client-responsive Assets Management Policy for UCC*
- *Develop partnerships with relevant environmental management authorities including NEMA to promote and publicize UCC environmental protection policies.*

**SO 7: To develop and maintain UCC as a lean, highly motivated technology-conscious organization providing a conducive environment for professional and institutional growth and development**

Key Corporate Strategies:

- *Institutionalize a resource-efficiency sensitive culture in UCC.*
- *Ensure systematic staff development to enhance the technical and administrative competences and versatility of staff at all levels.*
- *Strengthen UCC information and other technology linkages and institutionalize a culture of UCC as a Learning Organization.*
- *Management of a competitive performance-based compensation policy.*
- *Implement a transparent, progressive but gender-sensitive staff employment policy.*

**SO 8: To ensure effective and timely monitoring and evaluation of the Strategic and Business Plans to support efficient decision making at Commission and Management levels**

Key Corporate Strategy:

- *Establish effective mechanisms for plan implementation coordination, monitoring and regular reporting.*

## **6.0 Corporate Business Plan July 2000-June 2002**

The consolidated business plan for Uganda Communications Commission for the period July 2000-June 2002 is given in the Log Frame below. Table I summarizes the principal strategic choices UCC will adopt to realize the priority corporate objectives, the main activities to be undertaken and associated performance indicators or deliverables that provide a measure of corporate productivity, the timeline, resource estimates and principal responsibility centers.

A consolidated activity/timeline schedule is also tabulated in the accompanying chart for easier reference.

**TABLE1: UCC CORPORATE PLAN 2000/02 LOG FRAME**

<b>Strategic Objective (SO)</b>	<b>Corporate Strategy</b>	<b>Main Activity</b>	<b>Performance Indicator</b>	<b>Timeline</b>	<b>Resource Estimate</b>	<b>Responsible Officer</b>
					<b>US\$</b>	
<b>Promote consumer awareness and protect the interest &amp; rights of consumers in the communications sector through an effective regulatory regime (SO 1)</b>	Develop, implement, monitor & regularly evaluate a comprehensive and public information & communications program	- Set up effective Information, Education and Communications (IEC) unit	A functional IEC unit	Jan 20001	\$27,027.00	ED/CS/PRO
		- Plan, implement and evaluate annual public information and advocacy program	-Information brochures -Media events, Seminars, regular reports	July 2000-June 2002 Monthly/Quarterly	\$27,027.00 See above	PRO, ED Ditto
	Develop and enforce a customer-responsive regulatory and licensing regime	Develop and enforce a Bill of consumer rights and obligations	Approved document on consumer rights and obligations  -Reports on compliance	Dec 2000	Regular L & S vote	TO/L & S + ED + Commission
	Develop & manage impartial, transparent mechanisms for promoting public involvement in comm. policy formulation	Prepare and implement annual schedule of Public Hearings at national, region/district level Develop and enforce	Number of hearings and reports of significant outcomes -Service Standards	July 2000-June 2002  Annual reviews	Regular L& S vote  Regular	TO/L& S + TO/SM + PRO+CS + Commission  TO/L & S+

<b>SO 1 cont.</b>		quality of service standards and regulations	in use -Regulations in force	May/June 2001	L&S vote Ditto	TO/SM Ditto
		Review and set competitive fees/rates	Updated fee structure	September 2001	\$15,000.00	L and S
		Participate in topical regional/international fora	Event reports and follow-up action	As and when appropriate	\$8,108.00	TO/L and S + TO/SM + ED
<b>Plan and efficiently manage the electromagnetic spectrum in accordance with national and international agreements (SO 2)</b>	Take audit of the current frequency assignments and develop effective mechanisms for determining frequency allocations including formulation of a Uganda Table of Frequency Allocations (UTFA)	-Establish and maintain a credible SM Database	Updated SM Database	June 2001	\$42,000.00	TO/SM
		-Establish and regularly review Uganda Spectrum Management Policies	Current, internationally harmonized Policies and Regulations in use	June 2001	Regular SM vote	Ditto
	Establish and manage Spectrum Management Stations and enforce Radio Equipment and spectrum Technical Standards	-Develop UCC infrastructure for effective SM	-SM Stations functional	September 2001	\$54,054.00	TO/SM+A/CT +EM
		-Procure equipment and tools	Essential equipment/tools in place	August 2001	\$900,000.00	TO/SM+CS+ A/CT
		-Develop, promote/ensure compliance with Standards	-Schedule of Radio Equipment Standards in force	September 2001	Regular SM vote	TO/SM

<b>SO 2 cont.</b>			-Updated Radio and Television Broadcasting Bands  -Regular reports on compliance	June 2002  Monthly	Ditto  Ditto	Ditto  Ditto
	Develop and maintain active collaboration with key local, regional and international policy & regulatory institutions	Participate in selected fora/events aimed at coordinating Spectrum Management	Reports and follow-up action	As and when appropriate	\$8,108.00	TO/SM, ED
	Strengthen SM dept's technical and management capacity	-Identify capacity gaps  -Train staff  -Recruit qualified additional staff	Needs Assessment Report  -Improved performance  -New staff in place, improved deptal performance	December 2000  January 2001 – June 2002  Ditto	Regular vote  \$106,100.00  \$45,000.00	TO/SM + CS  Ditto  Ditto
	Institute appropriate mechanisms to ensure public safety in management of electro magnetic spectrum	Establish safety standards and regulations	Enforcement reports	January 2001	Regular SM vote	TO/SM + CS
<b>Encourage and oversee competition in the communication</b>	Develop and promote communication policy measures designed to create and sustain a conducive environment	Plan and undertake results-oriented policy and advocacy meetings with Minister including	-Agreed mechanism for formal communication with Minister	As agreed	Regular ED vote	ED

<b>sector to provide rapid network expansion, standardization and provision of competitively priced quality services all (SO 3)</b>	for private sector investment in the communication industry.	making inputs into development of Competitions Law	-Regular reports -Proposals for Competition Law	Ditto September 2001	Ditto Ditto	Ditto Ditto
	Develop, publicize and administer Application Guidelines, Policies and Procedures Manuals	Prepare Manuals for Commission Approval -Publicize manuals	Approved Manuals Clients facilitated	February 2001 March 2001	Regular L & S/SM vote Ditto	TO/L & + TO/SM Ditto
Develop UCC institutional capacity for marketing research, investigation and enforcement	Set up effective investigative unit -Review the National Numbering Plan	Investigative/legal unit in place.	June 2001	\$45,000.00	CS, ED + Commission	
		-Number of cases processed -New Numbering Plan in force	-Ongoing basis September 2001	Regular vote \$10,000.00	Legal Officer TO/L & S	
Develop UCC technical and management competencies to ensure sector confidence in the Commission's regulatory competencies	Train and expose staff at all levels to industry best practices  Acquire modern equipment/tools	-Dynamic, knowledgeable staff -No.of innovative, market-interventions -Reliable equipment	Ditto Ditto August 2001	See staff development budgets Regular votes	CS Deptal heads	

					See equip votes	TO/SM
	Establish mechanism for regular review of tariff and fee structures	Set up Tariff Management Committee	Meetings as scheduled	December 2000-ongoing	Regular vote	CS, TO/L & S + TO/SM +A/CT
		Establish review schedule	Updated tariff and fee schedules	Biannual/Annual	Ditto	
	Maintain pro-active professional relations with key industry players	-Establish institutional linkages with service providers and other regulators	Memoranda of Understanding /Collaboration	Ongoing basis	Regular votes	Deptal heads
			-Number of consultative meetings held and outcomes	Ditto	Ditto	Ditto
<b>Promote/ensure nationwide penetration and equitable distribution of communications services with specific emphasis on universal access (S0 4)</b>	Provide effective policy advice to GOU to promote national penetration and universal access to communication services throughout Uganda.	Hold meetings with Minister	Reports of significant outcomes	As per agreed schedule	Regular vote	ED, Commission
<b>SO 4 cont.</b>	Promote investment in R & D to contribute to development of a vibrant, nationwide universally	Initiate incentive scheme to encourage R & D by service providers and staff	New product ideas	Ongoing basis	\$2,000.00	ED

	accessible communication sector.					
	Review National Communication Policy and Strategic Framework	Obtain Commission approval to revised Policy framework	Current Policy Framework	December 2000	Regular ED vote	CS, ED
	Operationalize Rural Communication Development Scheme/Fund	-Contract consultancy services  -Convene stakeholders meetings	Consultant` report  -Number of meetings and stakeholders input	December 2000  Jan/Feb 2001	\$100,000.00  \$1,500.00	ED + TO/L&S
	RCDF cont.	-Obtain communication approval to RCDS  -Identify and secure RCDF partners  -Carry our Pilot Run  -Follow-up on roll-out obligations of major licenses	Approved RCDS  -Number of subscribers and amounts -Report of Pilot results -Roll-out reports	April 2001  June 2001-June 2002  April 2001  Monthly	Core fund US\$1m  US\$5m  See above  Regular votes	ED  Ditto  Ditto  TO/L & S, TO/SM
<b>SO4 cont.</b>	Undertake effective Advocacy with relevant players in infra-structure development and maintenance to support integrated communication development in Uganda	-Hold meetings with stakeholders  -Carry out appropriate Communication sector research	Number of meetings and outcomes  Data-bank and new products	As per schedule  Quarterly	See vote for consultative meetings  Regular votes	CS, TOs, ED  TOs

		-Prepare proposal for a Postal Policy	-Draft Postal Policy proposal ready for Commission's consideration	November 2000	\$3,000.00	CS, ED
<b>Develop and manage a training institute that meets the training needs of the communications sector (SO5)</b>	Upgrade the institutional profile of UCI as an autonomous self-sustaining subsidiary entity	-Complete UCI incorporation formalities	Instruments of incorporation acquired	June 2000	Regular UCI vote	Principal, I/S + CS
		-Establish Academic Board	-Academic Board in place	December 2000	Regular vote	Ditto
		-Publicize UCI	A Publicity program and budget in place	October 2000 – June 2002	\$3,785.00	Principal, I/S
		Rehabilitate UCI infra-structure	Rehabilitate Plan and progress reports	December 2000 - December 2001	\$50,000.00	Ditto + EM
<b>SO 5 cont.</b>	Develop the management and technical capacity of UCI to offer quality, competitive products to local and regional markets	-Implement UPK Study	-Implementation progress Reports	December 2000 – June 2002	\$130,000.00	Principal, I/S
		-Develop management administration staff.	-Staff dev. plan on board	December 2000 – June 2001	See above	Ditto
		-Recruit additional staff	-Required staff establishment in place	December 2001	Ditto	Ditto
		-Develop technical staff	-Staff development plan -Competent	June 2001	Ditto	Ditto

		-Recruit new staff	trainers/consultants on board -Required staff establishment in place	December 2001	Ditto	Ditto
	Market development	Identify/develop new markets/clients for UCI products	Marketing Plan and increased client intake	December 2000 – ongoing	\$9,000.00	Head/Marketing
	Product development	Develop new courses/develop consultancy	Market driven curriculum + well-subscribed courses	December 2000 - December 2001	\$8,100.00	Ditto, Principal
	Develop UCI institutional partnership network	Prepare and market proposals for institutional linkages	-MOUs in place -Exchange programs in force -Donor funding secured	December 2000 – June 2002	Regular vote	Principal, I/S
<b>Ensure cost effective development and management of communication assets having due regard to relevant environmental concerns (SO 6)</b>	Develop and implement a commercial , client-responsive UCC Assets Management Policy	`Commercialize` the estate management functions  -Review Assets Management Policy	Performance Contracts between EM and Secretariat	June 2001	\$2,700.00	EM, CS
			-Revised UCC Assets Policy in use	May 2001	See above	Ditto
			-Revenue streams from rental assets	December 2000 – ongoing	Establish cash flow	EM, A/CT
	Develop partnerships with	Develop UCC	UCC Environment	December 2000	\$5,4000	CS, ED

	relevant Environmental Management Authorities including NEMA to promote and publicize UCC environment sensitive policies.	environment management policy and obtain Commission's approval  -Hold consultations with NEMA and other stakeholders as appropriate	policy in force  -MOUs with NEMA/other stakeholders  -Regular status reports	January 2001  On-going basis	Regular vote  Ditto	Ditto  CS
<b>Develop and maintain UCC as a lean, highly motivated, technology-conscious organization providing a conducive environment for professional and institutional growth and development (SO 7)</b>	Institutionalize a resource-efficiency sensitive culture in UCC  -Ensure systematic staff development to enhance technical and administration competences and versatility of staff at all levels	Regularly review the cost behavior of departments and individuals as 'cost-centers'  -Prepare and implement a Needs-based Staff Dev. Program  -Rotate staff among different sections	-Reports on budgetary performance  -Adequate number of staff with requisite knowledge and skills for each department  -Staff with all-round technical and administration capabilities	Monthly  October 2000 – June 2002  March 2001 – June 2002	Regular vote  \$106,648.00  See above	A/CT, Deptal heads  CS, ED, Commission
	Strengthen UCC	Establish UCC	A well-stocked	December 2001	\$20,000.00	CS

	information and other technology linkages and institutionalize a culture of UCC as 'Learning Organization'	Information Resource Center -Conduct in-house information technology sharing meetings	IRC that is actively patronized by staff  -Intra-net and internet/website system in use  -Learning schedule in place  -Enlightened staff	June 2001  March 2001 – ongoing  Ditto	\$10,000.00  Regular vote  Ditto	CS  CS, ED  Ditto
	Management of a competitive, performance based compensation policy and scheme	Undertake a study to prepare a performance-based scheme plus revised staff appraisal system	-Consultant hired  -PABS report considered and approved by Commission  -PABS installed	May/June 2001  September 2001  December 2001	\$5,000.00  Regular vote  Ditto	CS, ED, Commission Ditto  CS
	Implement a transparent, progressive but gender-sensitive staff employment policy	Review Personnel Policies Manual to underscore UCC gender policy	Revise Personnel Policies and Procedures Manual	June 2001	Regular vote	CS
<b>Ensure effective and timely monitoring and evaluation of the Strategic and Business Plans to support efficient</b>	Establish effective mechanisms for plan implementation coordination and reporting	-Hold regular management meetings  -Hold regular meetings of Planning Committee	-Deptal performance reports  -Corporate performance reports to Commission	Monthly  Quarterly	Regular votes  Ditto	Deptal heads, ED  Chairperson/ Planning Ccommittee; Chairman Commission

<b>decision making at Management and Commission levels (SO 8)</b>		-Periodic updates for Minister	-As per agreed schedule	As agreed	Regular vote	ED, Commission
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**LEGEND:**

- ED – Executive Director
- CS – Commission Secretary
- TO/SM – Technical Officer Licensing and Standards
- TO/SM – Technical Officer, Spectrum Management
- EM – Estates Manager
- A/CT – Manager Finance and Accounting
- I/S – Institute Secretary

**FIGURE 1: Activity/Timeline GANNT Chart**

YEAR	2000						2001						2002											
Activity/ Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
Strengthen IEC Function																								
Establish																								





Postal Policy		3,000.00								
Fin/Acctg. System		30,000.00								
UCI Physical dev't		10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	
UCI Capacity dev't	16,250.00	16,250.00	16,250.00	16,250.00	16,250.00	16,250.00	16,250.00	16,250.00	16,250.00	
UCC physical Dev't	32,432.00		7,027.00		8,108.00		1,259,460.00			
Grand Total(out flow)	259,247	477,332.00	1,294,935	372,882.00	2,350,070.00	80,880.00	4,340,341.00	80,822.00	9,2	
Cash inflows	246,265	180,004.00	83,613.00	553,478.00	265,840.00*	265,840.00*	265,840.00*	265,840.00*	2,1	
Net Cash inflow	-12,982	-297,328.00	-1,211,322.00	225,596.00	-2,084,230.00	184,959.00	-4,074,501.00	184,958.00	-7,0	

Note: The Uganda Shilling is converted to US\$ at the rate of 1,850.00 per Dollar.

\*Cash Inflow averages for financial year 20001 -2002 based on projections for financial 2000/2001.

Please note that this is essentially an indicative projection. an indicative projection.

## 7.0 Budget Estimates (See projected cash flow)

The financial resources required to support the major strategic activities associated with the realization of the two-year Business Plan are estimated at about US\$9.2million. The estimates are over and above the regular departmental budgets for the period, details of which are available for financial year 2000/2001.

During the Plan period, UCC management expect to raise about US\$6million from local and international sources including bilateral and multilateral agencies to support the Rural Communications Development Fund and other projected institutional development. This effort will entail, inter alia, the preparation and successful marketing of attractive proposals to donor agencies, international communications institutions and financial intermediaries.

Table II shows the projected cash requirements by quarter.

UCC will further need to invest in its human resources in terms of additional core staff as well as technical skills development to ensure adequate capacity for cost-effective implementation of its mandate and planned activities.



**Table III: THE OFFICE OF THE EXECUTIVE DIRECTOR (OED)**

OED has overall responsibility for the day-to-day operations of the Commission undertaken by a management and support staff. The strategic responsibilities of the department include ensuring the effective implementation of the policies and programmes agreed upon by the Commission, prudent management of UCC funds and property and providing responsible leadership to all the staff of the Commission. The Executive Director provides the Minister responsible for Communications with policy advice and operates under the supervision of the Commissioners.

<b>Deptal Sub Objective</b>	<b>Strategy</b>	<b>Main Activity</b>	<b>Verifiable Performance Indicator</b>	<b>Timeline</b>	<b>Resources (US\$)</b>	<b>Responsible Officer</b>
<b>Ensure effective implementation of the Communication Act regarding consumer education and protection (SO 1)</b>	Strengthen UCC Information, Education and Advocacy/Communication (IEA/C) capacity	-Establish IEA/C unit	-Functional IEC unit including Customer Complaints Desk	January 2001	\$16,216.00	ED + CS + PRO
		-Provide policy, technical and finance support to the unit	-Approved work plan and budget	Ditto	Regular vote	PRO + ED

		-Attend selected IEA/C activities	-Regular performance reports	Monthly	Ditto	PRO
			-Reports of significant outcomes	As per work plan	\$10,810.00	ED, PRO
<b>SO 1 cont.</b>	Provide policy, technical and material support to L &S department	-Review L&S work plan	-Approved L&S work plan	December 2000	Regular ED vote	ED+TO/L&S
		-Secure resources	-Needed resources available	As needed	Ditto	TO/L&S, A/CT
		-Review L&S performance	-Regular reports	Monthly	Ditto	TO/L&S
	Undertake strategic networking including policy-related meetings with Communicns. Minister	-Provide policy advice to Minister	Reports and outcomes	As per agreed Schedule	Ditto	ED, Commission
		-Participate in selected meetings on regulation and compliance	Ditto	As per work plan	See IEC vote above	ED, TO/L&S TO/SM
<b>Ensure effective and efficient management of Uganda's electromagnetic spectrum and protect national and public</b>	Provide effective policy, technical and material support to SM department	-Review SM work plan	Approved SM work plan	December 2000	Regular ED vote	ED + TO/SM
		-Secure resources	-Needed resources available	As needed	Ditto	TO/SM+A/CT
		-Review SM	-Regular reports	Monthly	Ditto	TO/SM

<b>interests (SO 2)</b>		performance				
	Promote Uganda's good international standing in spectrum management	-Provide policy advice to Minister  -Represent GOU in policy-level meetings	Reports and outcomes  Ditto	As per agreed schedule  As per work plan	Regular vote  See IEC vote	ED + TO/SM  ED + Deptal heads + Commission
<b>Ensure the emergence of a dynamic, competitive communications sector in Uganda and regionally (SO 3)</b>	-Develop and maintain mutually beneficial collaboration with communications service providers	Participate in policy and selected sector review meetings  Hold periodic public hearings on communication sector	Reports and outcomes  Ditto	As per schedule  At least twice/year	Regular vote  Ditto	ED + TO/SM  ED + Deptal heads + commission
	Promote Uganda's communication sector as attractive to local and foreign investors	Conduct promotional/ advocacy missions	Increased private sector involvement in Uganda communication sector	Ongoing basis	\$10,000.00	ED + Deptal heads + Commission
<b>Ensure rural access to affordable reliable communications</b>	Establish and operationalize the rural commission development	-Commission baseline study or rural markets  -Prepare	Consultancy report and recommendation  Approved	December 2000  January 2001	\$100,000.00  \$1m	ED  ED, Commission

<b>services including postal services (SO 4)</b>	scheme and fund	Strategy paper for Communication approval	RCDS/F			
		-Set up RCDF	Core funding in place	January 2001	See above	ED
		-Pilot run RCDF	-Results of Pilot	April 2001	Ditto	ED
<b>SO 4 cont.</b>		-Secure investment partners	Increased fund	June 2001 – June 2002	1-5m	ED, Commission
	Develop and promote incentive regime to support equitable dev. of Uganda's communications sector	Strengthen UCC market research and analysis capacity	Effective R&D function	April 2001	\$54,000.00	ED + Deptal heads
		-Consult clients for innovative ideas	Innovative incentive program in place	June 2001	Regular vote	Ditto
<b>Ensure availability of adequate and competent personnel to service Uganda's communications sector (SO 5)</b>	Support the institutional development of UCI	Finalize regularization of status of UCI	Instruments of corporate autonomy	October 2002	Regular vote	ED, CS, Principal, inst. secretary
		Assist with establishment of UCC Academic Board.	Academic Board in place -Minutes of meetings	December 2000		Ditto
		-Undertake	-Institutional	January 2001 -		ED, Principal

		strategic marketing and fundraising for UCI	development proposals -Donor funding, MOUs with partner institutions	December 2001		
<b>Ensure the sustainability of UCC as a going concern (SO 6 &amp; 7)</b>	-Ensure timely approval of Annual Budget	Review work plan of Finance and Accounts department	Approved work plan and budget cycle	December 2000	Regular vote	ED + A/CT
	-Promote resource efficiency corporate culture	-Monitor cost behaviour of all UCC departments	Reward and sanctions scheme in use	Monthly	Ditto	ED + Deptal heads
	Diversify UCC revenue base	Prepare and market funding proposals	Funding available to support necessary institutional development	March 2001 - ongoing	\$5m	ED
		-Enforce financial transparency and discipline	-Financial manuals in use	December 2000	Regular vote	ED, CS. A/CT
			-Finance Committee in place	Ditto	Ditto	Ditto
			-Timely Final Accounts to	As per schedule	Ditto	Ditto

			Commission and Auditor General			
	Ensure prudent management of UCC properties	Establish property mgt. policy & procedures	Assets Management Manuals in use	December 200	Regular vote	ED, EM
<b>Ensure effective and coordinated implementation of plans (SO 8)</b>	Maintain regular M&E of operations and submit regular reports to Commission	Facilitate workings of Planning Committee.	Number of meetings and performance reports	As per schedule	Regular vote	ED, CS Commission

**Table IV: THE SECRETARIAT**

The Secretariat, headed by the Commission Secretary, is responsible for the day-to-day operations of UCC administrative systems including the personnel function and the management information system. The commission Secretary is also responsible for the Commission’s legal affairs.

<b>Deptal Sub Objective</b>	<b>Strategy</b>	<b>Main Activity</b>	<b>Verifiable Performance Indicator</b>	<b>Timeline</b>	<b>Resource</b>	<b>Responsible Officer</b>
<b>Ensure effective implementation of UCC Mandate through appropriate and timely automation of operations (SO 7)</b>	Develop UCC as a technology-based organization	-Strengthen the MIS function	Required MIS staff hired	March 2001	\$27,027.00	CS, IT/L, ED
		-Develop an MIS policy and LAN	-MIS policy in place	May 2002	See above	CS, IT/L
		-Procure software and install corporate-wide LAN	Software acquired and LAN functional	November 2000	\$50,000.00	CS, IT/L
		-Train systems administrators and users	-Training curriculum available	November – December 2000	\$1,621.00	CS, IT/L
			-Number of staff trained	June 2001	\$11,351.00	CS, IT/L
	Technology-	Establish and	IRC in place	October 2001	\$5,729.00	CS, PRO

<b>SO 7 cont.</b>	base cont.	equipment UCC Information Resource Centre (IRC) -Publicize the IRC	-Publicity program and reports	July 2001	See above	CS, PRO
		-Set up UCC Website	-Functional website	October 2000	\$1,000.00	Ditto
		-Set up and equip UCC Registry	Registry in place	Ditto	Regular vote	Ditto
<b>Increase the awareness of consumers of communications services regarding their rights and obligations (SO1)</b>	Develop, implement monitor and evaluate an Information, Education & Advocacy/Communications program	-Assign responsibility for IEC function	-PRO in place -Consumer Complaint Desk in place	-December 2000 -Ditto	\$12,972.00 Regular IEC vote	CS, ED PRO
		-Produce appropriate information materials	-Brochures disseminated	Ongoing basis	Ditto	Ditto
		-Plan and implement UCC media program	-Approved publicity program -Number of media appearances	February 2001  Monthly/ Quarterly	\$27,027.00  See above	Ditto  Ditto
<b>Ensure effective implementation of L&amp;S policies (SO 1/3/4)</b>	Facilitate L&S operations	Engage a Law firm to prepare UCC Regulations	Draft UCC Regulations	October 2000	\$70,000.00	TO/L&S + CS

<b>SO 1/3/4 cont.</b>		-Obtain Communication Approval of Regulations	Approved Regulations in force	November 2000	Regular vote	CS, ED, Commission
		-Obtain Minister's approval	Ditto	January 2001	Ditto	ED, CS
		-Publicize the Regulations	Dissemination reports	February 2001	\$5,000.00	TO/L&S, CS
<b>Ensure adequacy of organizational structure, roles, relationships and remuneration to sustain high productivity and morale (SO 7)</b>	Institutionalize a responsive democratic leadership and management style	Prepare TORs for organizational review exercise	Approved TORs	January 2001	\$10,000.00	CS, ED, Commission
		Invite tenders and hire OD consultant	Consultant report ready	January 2001	See above	Ditto
		Obtain commission approval to implement reforms	Approved new Organogram and Conditions of services	March 2001	\$3,783.00	CS
	Responsive, democratic leadership style	Carry out phased implementation of structural	Approved implantation plan being	June 2001 – June 2002	Regular vote	CS + Deptal heads

<b>SO 7 cont.</b>	cont.	reform Plan and implement a Needs-based Staff Development Program	followed Number of staff trained/recruited	January 2001 – June 2002	\$106,648.00	CS + Deptal heads
		Design and obtain Commission approval for performance- based staff appraisal scheme	PBSA and Incentive Schemes in place Improved staff morale and productivity	April 2001	\$5,000.00	PPRO, CS Commission
		Update Personnel Policies	Revised Manual in use	Ditto	Regular vote	PPRO, CS
				June 2001	Ditto	Ditto
<b>Facilitate policy environment for the development of competitive, commercially viable and affordable Postal Services in Uganda (SO 3 &amp; 4)</b>	Support ED's advocacy and strategic networking activities	Prepare draft proposal on Postal Services for management review	Draft proposal endorsed by management	February 2001	Regular vote	CS, TO/L&S
		Organize stakeholders consultative management	Number of management and stakeholders inputs	February – March 2001	\$10,810.00	Ditto

<b>SO 3 &amp; 4 cont.</b>		Finalize proposal for Commission approval	Commission approval obtained	March 2001	Regular vote	CS, ED, Commission
		Develop a proposal for building the infrastructure needed for the universal postal service	Consultant hire	June 2001	\$10,810	CS
		Participate with ED in policy level negotiations with GOU	Consultant's report ready	Ditto	See above	CS
			Approved postal services documents	October 2001	Regular vote	CS, ED
<b>Improve the capacity of UCC administrative system to support cost-effective operations (SO 7)</b>	Regular reviews of administrative systems, policies and procedures	Develop/revise relevant Personnel and Administration Manuals	Updated manuals in use	December 2000	Regular vote	CS, PPRO
		Availability of required working tools	Needed equipment and other tools available	January 2001	\$10,818.00	CS, Deptal heads
<b>Secure UCC Corporate interest (SO 6 +)</b>	Work closely with ED, Commission and Deptal heads to promote and	Monitor developments of strategic interest to UCC	M&E reports	Ongoing basis	Regular vote	CS, Deptal heads
		Facilitate regular	Number of	As scheduled	Ditto	CS, ED

<b>SO 6 cont.</b>	protect UCC and project a good corporate image	management of commission	management & timely reports			
		Monitor compliance with UCC Service Regulations	Timely staff performance appraisals	Ditto	Ditto	CS
		Insure all UCC Property	Insurance policies in place	January 2001	\$38,000.00	CS, EM, A/CT
		Arrange for staff medicare insurance	Ditto	January 2001	\$22,000.00	CS, A/CT

**TABLE V: SPECTRUM MANAGEMENT DEPARTMENT (SMD)**

The Department of Spectrum Management (SM) is responsible for the technical operations involving the effective planning and implementation of Spectrum Management policies, standards and regulations for the maximum national and public benefit.

<b>Deptal Sub Objective</b>	<b>Strategy</b>	<b>Main Activity</b>	<b>Verifiable Performance Indicator</b>	<b>Timeline</b>	<b>Resource (US\$)</b>	<b>Responsible Officer</b>
<b>Plan and efficiently manage the electromagnetic spectrum in accordance with national policy objectives and international agreements (SO 2)</b>	-Take audit of the current Frequency Allocations and develop effective mechanisms for Frequency Allocations including formulation of a Uganda Table of Allocations (UFTA)	-Establish Spectrum Management database	-Automated SM database in place and used	June 2001	\$42,000.00	TO/SM
		-Develop a Uganda Table of Frequency Allocations	UTFA available and used	May 2001 – June 2002	Regular budget	TO/SM
		-Establish Sub Band Allocations and Channeling plans	-Schedule of Sub Band Allocations and plans in place	June 2002	Regular vote	ATO/SM
		-Review radio frequency fee structure	-Update fee structure in force	December 2000	Regular vote	TO/SM
		-Re-plan the radio and television broadcasting bands	-Updated schedule of radio and television broadcasting bands in use	February 2001 – June 2002		TO/SM
<b>Planning Electro-magnetic</b>						

<b>spectrum cont.</b>						
	Establish and enforce radio equipment technical and spectrum management standards	-Acquire SM tools	-Automated spectrum management system (RMS) acquired, installed and in use	August 2000 - August 2001	\$900,000.00	TO/SM + EM
		-Develop SM service standards	-SM Service standards schedule available and in use	March 2001 - October 2001	Regular vote	TO/SM, ATO
		-Establish radio equipment technical standards and requirements	-Schedule of Radio equipment technical standards and type approval procedures in use	May 2001 – June 2002	Regular votes	TO/SM, ATO
<b>SO 2 Cont.</b>		Develop application forms and service	-Relevant forms and information leaflets in use	June 2001	Regular vote	TO/SM, ATO/SM

		requirements				
<b>Promote Uganda's good international relations in spectrum management and related matters (SO 2)</b>	Develop and maintain active collaboration with key local regional and international policy and regulatory institutions as well as other significant players in the global communications industry	-Establish bilateral frequency coordination areas and agreements	-Signed and certified copies of agreements available	September 2001- June 2002	\$5,000.00	ditto
		-Attend world radio communication conference	Report and significant outcomes	October 2000 – May2001 April 2001 - June 2002	\$11,260.00	TO/SM, ATO/SM
		-Participate in ITU-R study groups	-Report and significant out comes	October 2000 – June 2002	444,540.00	TO/SM, ATO/SM
		-Participate in regional/internet meetings	Schedule of meetings and reports	As and when appropriate	\$5,000.00	TO/SM, ATO/SM
		-Establish R&D policy and guidelines available for use	R&D policy and guidelines available for use	July 2001	Regular vote	ATO/SM, TO/SM
<b>Ensure transparency, fair play and equity in the management of</b>	Strengthen SM department's technical and management capacity	-Plan and implement systematic staff development program	-Number of staff trained and exposed to international events	December 2000 – June 2002	\$106,100.00	ATO/SM, other SM staff

<b>Radio Frequency Spectrum for national development (SO 3)</b>		-Recruit additional staff	-Four new staff on board	June 2001	Regular vote	TO/SM, CS + A/CT
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**TABLE VI: DEPARTMENT OF LICENSING AND STANDARDS (L & S)**

The Department of Licensing and Standards is responsible for the issuance of all communications services licenses and the effective enforcement of compliance by service providers.

<b>Deptal Sub</b>	<b>Strategy</b>	<b>Main Activity</b>	<b>Verifiable</b>	<b>Timeline</b>	<b>Resources (\$)</b>	<b>Responsible</b>
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<b>Objective</b>			<b>Performance Indicator</b>			<b>Officer</b>
<b>Promote consumer awareness and protect customers (SO 1)</b>	-Liaise with other UCC departments to develop and evaluate a comprehensive IEC program	-Develop proposal on consumer rights and obligations	-Draft Bill of Consumer Rights and Obligations	December 2000	\$2,702.00	TO/L&S, TO/SM
	-Ensure customer-responsive regulatory and licensing regime	-Review the Master Service Agreement of the National Operators	-Update agreements for endorsement and use	November 2000	Regular vote	TO/L&S
		-Collect information on Quality of Service	-Database in place	April 2001	\$5,000.00	Ditto
		-Develop proposal on quality of service	-Draft document for discussion and endorsement	April 2001	\$2,702.00	TO/L&S + TO/SM + CS
	<b>SO 1 cont.</b>	Customer-responsive regime cont.	-Develop proposal for standards (1 <sup>st</sup> phase)	-Draft document for discussion	May 2001	Regular vote
		-Establish working contacts with continental	MOUs signed, technical exchange	April 2001	Regular	TO/L&S

		representatives	programs ongoing			
<b>Promote competition among communication services providers (SO 3)</b>	-Liaise with other departments to promote policy measures to sustain private sector investment in communication sector  -Develop a responsive tariff system for the communication sector -Develop/ administer transparent application guidelines, policies and procedure for service providers	-Collect data on competitive situation	-Situational reports available	August 2001	Regular vote	TO/L&S
		-Prepare guidelines for competitions law	-Draft competition bill for debate	February 2001	Ditto	Ditto
		-Review policy guidelines for competitive orientation	-Customer-friendly policies and regulations in place	February 2001	Ditto	Ditto
		-Gather information, develop proposal for revised tariff structure	-Tariff document for commission approval	April 2001	\$15,000.00	Ditto
		-Obtain Commission and Minister's approval	-Approved tariff structure in force	September 2001	See above	Ditto
		-Collect comparative information and prepare relevant documents	Approved policies and procedure manuals	August 2001	Ditto	Ditto
<b>SO 3 cont.</b>						
	Manage harmonized	-Collect comparative	-Draft proposal for commission	April 2001	See related vote	TO/L&S

	standards for telecommunications equipment	information and prepare proposal	review			
		-Obtain Commission's approval	-Approved Standards in force	June 2001	Ditto	Ditto
		-Unload to UCC Website	-Access by users	June 2001	Regular vote	Ditto

#### **TABLE VII: ESTATES DEPARTMENT**

The Estates Department is responsible for the proper and profitable management of all UCC properties to support the efficient operations of the Commission and contribute to organizational sustainability.

<b>Deptal Sub objective</b>	<b>Strategy</b>	<b>Main Activity</b>	<b>Verifiable Performance Indicator</b>	<b>Timeline</b>	<b>Resources (\$)</b>	<b>Responsible officer</b>
<b>Ensure effective</b>	Effective	-Complete lease	-Responsible	March 2001	Established	EM, A/CT

<b>utilization of UCC properties/ Estate to promote institutional sustainability (all SOs)</b>	management of communications house and other properties	of UCC restaurant	tenant operating restaurant		income stream	
		-Complete installation of energy maters, lifts power stabilizers and second generator	-All outstanding utility works completed	January/ February 2001	\$113,513.00	Ditto
		-Repair Colville Road property	-Completed Works report	January/ February 2001	\$9,189.00	Ditto
		-Install Signage	-Signage in place	October 2000	\$8,108.00	Ditto
		-Develop Asset Management Manual	-Approved manual in use	December 2000	\$5,405.00	Ditto
<b>All SOs cont.</b>		-Review running costs of Communications House and determine need for rental adjustments	-Report on cost structure and recommended action	January 2001	Regular vote	EM, A/CT
		-Prepare Working Sketches for	-Architectural Drawing ready	December 200	\$32,432.00	EM, CS, ED

		Spring Road property				
		-Prepare tender documents	-Consultants report approved by Commission	-August 2001	\$8,108.00	Commission
		-Award tender	-Phase 1 construction starts	-October 2001	\$1.124m	EM, CS
<b>Strengthen UCC capacity for efficient management of electromagnetic spectrum (SO 2)</b>	Investment in UCC SM facilities	-Acquire suitable sites for SM Stations	-Tile Deeds for five (5) sites	September 2001	\$20,000.00	EM, CS, A/CT
			-Tender documents ready	September 2001	Regular vote	CS
			-Tender awarded	October 2001	Ditto	Ditto
<b>Service UCI physical dev. Requirements (SO 5)</b>  <b>SO 5 cont.</b>	Work closely with UCI management to plan and implement development works	-Develop Maintenance& Construction work plan -Construct perimeter wall	UCI Physical Development Plan in place	December 2000	\$1,621.00	Principal
			-Perimeter wall in place	September 2001	\$28,108.00	Ditto
		-Undertake rehabilitation work	-Works Completion reports	July-Dec 2001	\$48,108.00	Ditto
		-Rehabilitate UCI M & E services	Ditto	July 2001	\$21,621.00	Ditto

	-Collaborate with NEMA on environmental concerns	-Carry out EIA	-EIA report	March 2001	\$5,405.00	EM, CS
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### TABLE VIII: UGANDA COMMUNICATIONS INSTITUTE

The Uganda Communications Institute (UCI) is responsible for developing the human resources needed undertaking the technical and administrative functions of the Commission. UCI will function as an autonomous, self-sustaining subsidiary of UCC.

<b>Deptal Sub Objective</b>	<b>Strategy</b>	<b>Main Activity</b>	<b>Verifiable Performance Indicator</b>	<b>Timeline</b>	<b>Resource (\$)</b>	<b>Responsible Officer</b>
<b>Develop and manage a training institute that</b>	-Develop the institutional profile of UCI as an autonomous	-Publicize UCI as a 'new' serious provider of best practice	-A UCI publicity program and budget	October 2001 – July 2002	\$7,567.00	Principal plus Institute Secretary

<b>meets the training needs of the communication sector (SO 5)</b>	self-sustaining entity of UCC	training in the communication sector in Africa.	-Academic Board in place	November 2000	Establish vote	Commission
	-Develop institutional partnership network	-Develop institutional linkages with donor agencies and other training institutions	-MOUs plus funding	Ongoing basis	\$2,702.00 for missions	Principal
	-Develop management and technical capacity to offer quality competitive products	-Implement UPK report	-Implementation reports	October 2000 – June 2002	\$7,567.00	Ditto
		-Engage required staff	-Required staff establishment in place	January 2001	\$136,130.00	Inst. Sec., Head/Trng
		-Develop staff	-Competent staff on board	-Ditto	\$8,432.00	Principal, Inst. Sec.
<b>SO 5 cont.</b>	Competitive Products cont.	Review existing courses and adapt/develop new courses for identified market	-Prospectus of courses on offer	October 2000/ October 2001	\$8,432.00	Head/Trng
		-Develop curriculum and training materials	-Approved curriculum	December 2000	Regular vote	Ditto
			-Library of quality training materials	Ongoing basis	\$5,000.00	Institute Secretary

		-Market/promote courses	-Successful well subscribed courses	March 2001	\$5,000.00 for promotion	Head/Trng
		-Identify and procure training equipment	-Needed equipment in place and used	June 2001	\$168,700	Institute Secretary
		Set up LAN MIS	LAN in plan	March2001	Regular vote	Inst. Sec., A/CT
		-Identify opportunities for consultancy services	-Consultancy services work plan in place	June 2001	Ditto	Principal, Inst. Sec. plus Head Consulty
		-Build consultancy capacity	-Trained consultants	June 2001	\$5,945.00	Ditto
<b>Upgrade UCI facilities to support institute's efficient operations (SO 5)</b>	Refurbish/maintain infrastructure	Prepare rehabilitation and maintenance plan and obtain commission approval	Approved plan	June 2001	\$38,918.00	Inst, Sec. EM
			Contractor appointed	June 2000	See above	
	Outsource support services	Invite and process tenders	Contractors appointed	June 2000	\$66,486.00	Inst., Sec., Principal
		Monitor and evaluate contractors' performance	Regular reports	Monthly	Regular vote	Ditto

**TABLE IX: FINANCE AND ACCOUNTING DEPARTMENT**

The Finance and Accounting Department (FAD) is responsible for the proper management of the Commission's finances and for timely preparation of final accounts.

<b>Deptal Sub Objective</b>	<b>Strategy</b>	<b>Main Activity</b>	<b>Verifiable Performance Indicator</b>	<b>Timeline</b>	<b>Resources (\$)</b>	<b>Responsible Officer</b>
<b>Establish an effective and efficient financial and accounting system to support UCC</b>	Automation of UCC accounting operations	Determine accounting systems needs and suitable software packages	Report on computerization of accounting system	November 2000	\$30,000.00	A/CT, IT/L

<b>operations (all SOs)</b>		Liaise with IT/L for LAN connectivity	Ditto	November 2000	See above	Ditto
		Acquire, install, test software packages	Software in use	January 2001	Ditto	Ditto
		Train users	Trained staff in place	January 2001	Ditto	Ditto
<b>Avail timely financial mgt. Information to Management Commission (all SOs )  All SOs cont.</b>	Institutionalize participatory Budgetary Management approach	Communicate budgetary guidelines to all deptal heads	Budget Memo	January 2001	\$1,783.00	A/CT
		Coordinate and consolidate UCC Annual Budget	Deptal and UCC budgets ready for Commission	February 2001	\$1,081.00	Deptal heads, A/CT
		Submit draft budget to Finance Committee and Commission	Approved budgets	April 2001	Regular vote	A/CT, ED
		Obtain Minister's approval of budget	Approved final budget	June 2001	Regular vote	ED
		Review Half- Year	Consolidate supplementary	August each year	Ditto	A/CT

		supplementary budget	budget estimate ready for commission review			
		Prepare finance and accounting records	Current financial records	Monthly	Ditto	Ditto
		Prepare accounting manual	Manual in use	January 2001	\$9,729.00	Ditto
<b>Ensure that operators comply with Regulatory Accounting Requirements (SO 1)</b>	Work closely with L& S and SM departments to ensure effective compliance	-Communicate accounting requirements to operators.	Circulars disseminated	January 2001	Regular vote	Ditto
		-Prepare monthly reports	Reports to management	February 2001	Ditto	Ditto
		Recruit Accounts Assistants	Aas in place	February 2001	\$13,820.00	Ditto
<b>Ensure proper stores management for cost effective operations (SO 6)</b>	Apply best practices in stores management	Develop and obtain approval for UCC Stores Manuals	Approved manuals in use	February 2001	Regular vote	A/CT
		Implement and monitor system	Regular reports	Monthly	Ditto	Ditto

<b>Ensure fair costing and pricing of communications services (SO 1 &amp; 4)</b>	Adopt a market responsive tariff management policy	Establish costing methods used by operators	Databank in place	March 2001	Regular vote	A/CT
		Determine appropriate pricing ranges	Ditto	March 2001	Ditto	Ditto
		Liaise with L& S to establish tariff regime and pricing formula	Current Tariff Structure in force	March 2001	Ditto	A/CT + TO/L&S
<b>Ensure effective treasury mgt. to promote UCC sustainability (SO 7)</b>	Diversify UCC funding sources and institutionalize a cost conscious culture in the organization	Prepare cash flow projections	Regularly updated cash flow statements for management	Quarterly	Regular vote	A/CT
		Evaluate UCC investment portfolios	Market responsive financial portfolios	Ditto	Ditto	Ditto
		-Prepare funding proposals with budgets	Donor funding secured	At least twice a year	See mission vote	Ditto + ED
<b>Ensure proper management and reporting of all Project</b>	Maintain transparent relations with funding partners	Agree with partners on operational and reporting	Signed MOUs	Prior to implementation	Regular vote	A/CT, CS

<b>funds (SO 7)</b>		modalities				
		Open separate bank accounts for each project fund	Banking arrangements agreed with partners	Ditto	Ditto	Ditto
<b>Ensure timely submission of Final Accounts to the Auditor General as per requirements of the Act(SO 7,8)</b>  <b>SO 7 &amp; 8 cont.</b>	Establish Audit management schedule	Submit draft Annual Accounts to management	Draft Accounts endorsed by management	August each year	Regular vote	Ditto
		-Submit draft Annual Accounts to Finance Committee and full Commission	Draft Accounts endorsed by FC and approved by Commission	Ditto	Ditto	A/CT + ED
		Submit approved Accounts to Auditor General	Forwarding letter to Auditor General	End of September	Ditto	ED, Chairman Commission

## 9. Concluding Remarks

The participatory approach adopted by Uganda Communications Commission in developing its medium term Strategic and Business Plans provides a strong basis for the realization of the identified objectives. UCC, being a new regulatory agency in a dynamic high technology field, clearly faces enormous challenges, not least ensuring sustainable ability to provide enlightened leadership in the development of Uganda's communications sector.

The Commission must exploit the tremendous opportunities normally associated with the 'arrival of a new born'. The local and international environment still augurs well for any UCC initiatives aimed at positioning the Commission as a key player in Uganda's and the region's communications industry. Timing is of the essence if adequate resources are to be raised to support the Commission's capital and institutional development program.

More immediate attention must be given to the recruitment of the minimum core of technical staff needed by each department following the rationalization of the organizational structure.

This is a Business Plan developed and owned by all the departments as well as the Commissioners, thus, the shared vision should propel all parties to implement it successfully.