



ENHANCED PUBLIC SECTOR EFFICIENCY FOR PRIVATE SECTOR COMPETITIVENESS

*A CASE OF MINISTRY OF INTERNAL AFFAIRS - NATIONAL
CITIZENSHIP AND IMMIGRATION CONTROL*

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OUTLINE

1. Introduction
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3. The problem statement; (Before, now and After)
4. Future Initiatives
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Introduction

The NCIC, is a department under the Ministry of Internal Affairs, mandated to facilitate legal
And orderly movement in Uganda

NCIC MANDATE

- To facilitate the legal and orderly movement of persons to and from Uganda.
- To verify and process Uganda citizenship.
- To regulate the issue of National Passports and other Travel Documents
- To facilitate and provide a conducive immigration environment for foreign investment in Uganda.
- To enforce National and Regional immigration laws for the development and security of Uganda



Public and Private sector; The close twins...

A partnership of making UG competitive has to have every hand on deck, juggling the bureaucratic mandates to work as one body ---the crux

- “A strong private sector starts with an effective public sector.”
- Govt delivers infrastructure platforms which are wheels for the private sector; from efficient policy decisions that support private sector to roads, hospitals, schools and other public goods
- Both sectors are complimentary
- Serve clients/customer; --the very reason of existence
- One affects the other adversely if incompetent
- Inefficiency is punished; collapse of business or loss of a job

Our role to NDP IV Goals



NDP IV Priority Area	NCIC Contribution
Industrialization and Private Sector Growth	Simplified work permit to attract skilled expatriates and investors i.e Class E for investors at USD 400, Class C2 for mining, Class G3 for expatriates with rare skills, Class B2 for investment in agriculture etc.
Digital Transformation	E-Immigration and e-Passports(Online application and Online payment); automated systems enhancing efficiency and improved turn around time.
Governance and Service Delivery	<ul style="list-style-type: none"> • Reduced corruption, improved transparency, and citizen trust. • Decentralization of NCIC services to regional offices
Regional Integration	OSBPs facilitating trade and cross-border business and reducing clearance time.
Security and Stability	Enhanced identity management and border surveillance.



The problem statement at MIA

- The perception of a career public servant; **laxity**
 - Failure to respond timely to client needs
 - Late or absent from duty station
 - Corruption/bribery
 - Lack of escalation process for complainants
 - A laissez affair/casual approach to duty...
- If all the above happened to a private sector entity, it will close
- When we came, people were worried of “militarizing” public service;
- The military and private sector have a common point; **Efficient or Out!**
- Our effort therefore, is to bring a private sector approach to Govt business



Before...

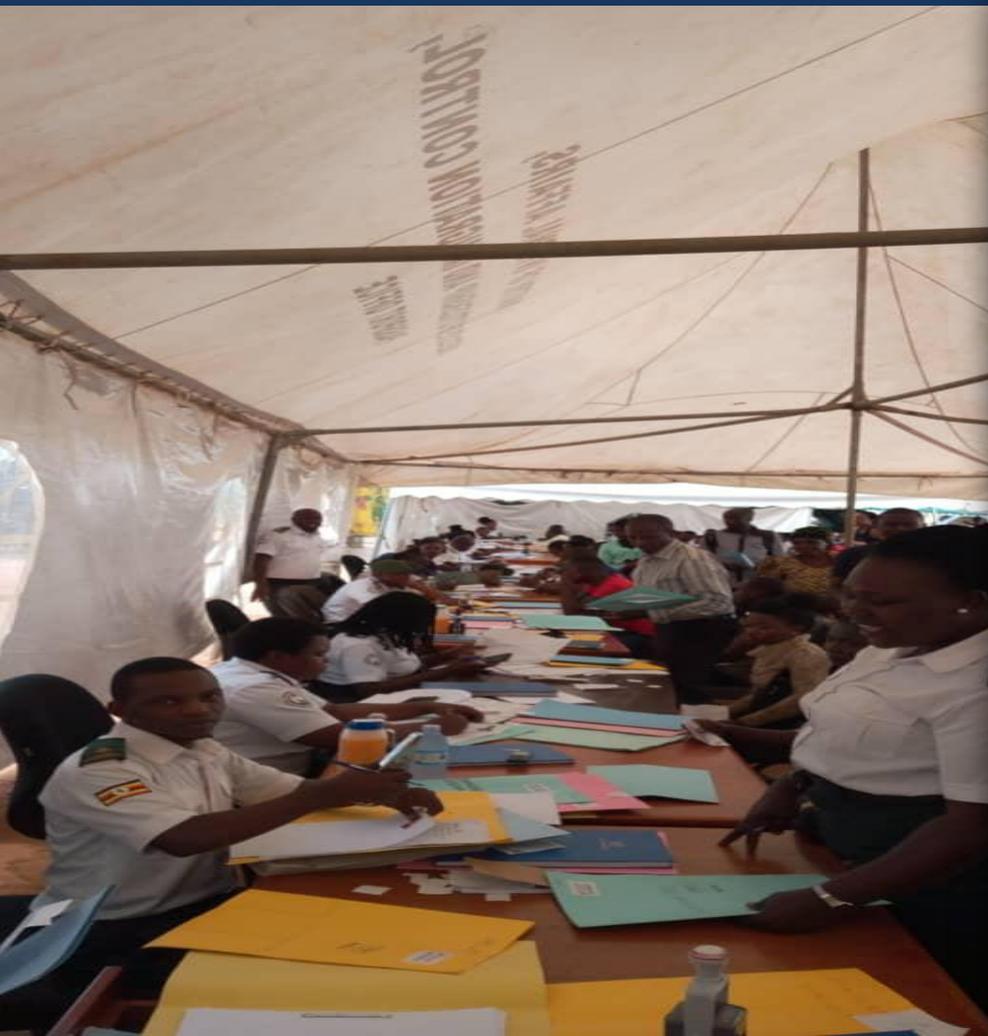
- Manual processes (passport applications, borders, the airport)
- Turn around time for passport processing was 02 weeks, 3 months, more ... or never.
- Loss of submitted applications, photos was normal
- There were leakages in Non tax revenue, corruption was at high levels
- Acquisition of services was a nightmare
- The procedures for any service was unclear there was need for change from the staff, the process and the entire management
- People resorted to **know-who** for services
- A situation of little or no hope....



RESTRICTED



Captured moments...







RESTRICTED
When it rains -video

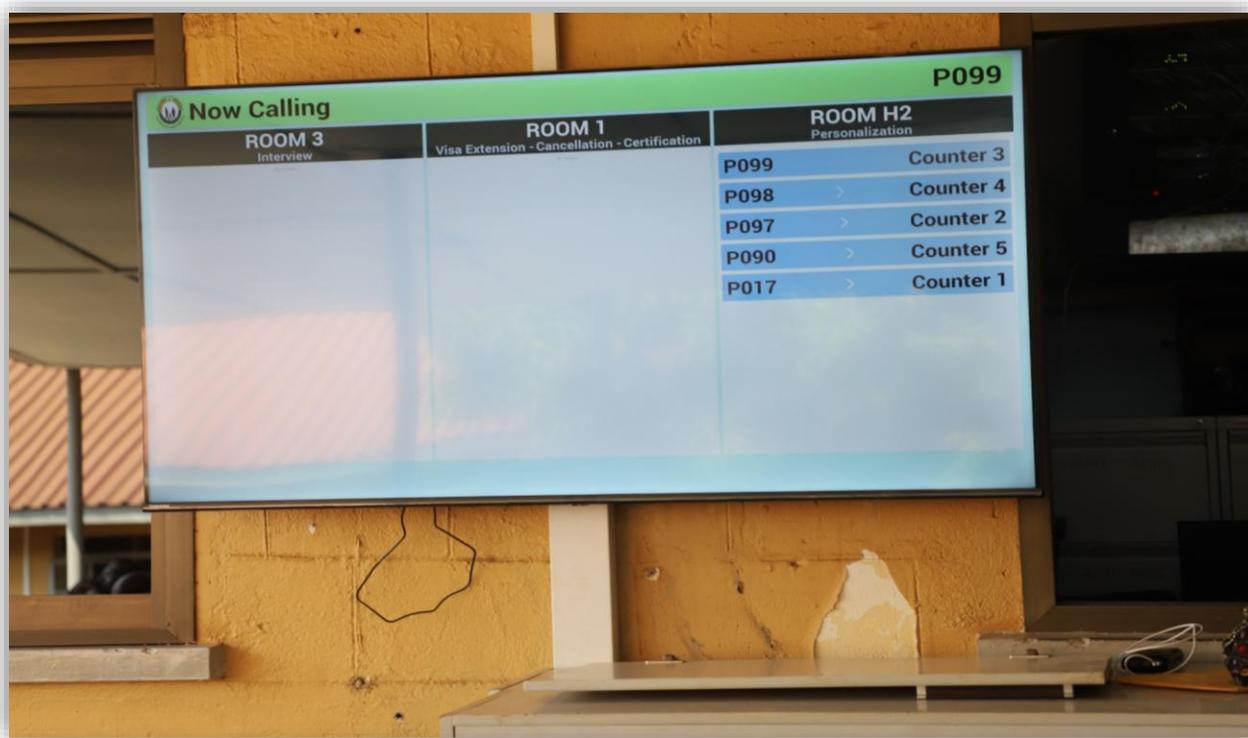


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Where we are now....

- Automation of all our processes passports on www.passports.go.ug other services on www.visas.immigration.go.ug
- Clients can schedule appointments and track applications on set application portals
- Turn around time has reduced to 7days for passport applications and 4days for visa processing
- More than doubled revenue collections
- Improved service delivery





BORDER MANAGEMENT



Integrated Border Management (IBM): Collaboration among agencies and One-Stop Border Posts (OSBPs).

Leveraging Technology: E-Visa system, biometric identification, eGates and data integration.



Facilitation Schemes: Visa waivers, East African Tourist Visa, priority lanes, and public-private partnerships.



FUTURE INITIATIVES



Expand Digital systems

Implement biometric systems at major entry points to enhance security and streamline processing with advanced facial and fingerprint recognition.



Strengthen Partnerships

Enhance collaboration with neighboring countries to share best practices, data, and resources for effective border management.



Increase Awareness

Launch campaigns to inform travelers about new technologies and schemes, improving compliance and satisfaction.

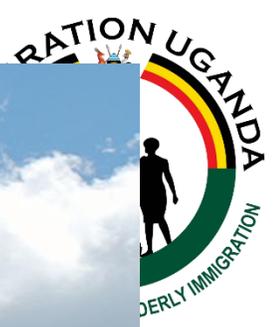


Continuous Improvement

Establish a framework for regular assessment of practices and experiences to adapt to changes and ensure effectiveness.



The Future: New passport centre/MIA HQRS





Digital whole of Nation Approach...



Use Cases Adoption Strategy – The Whole Of Nation Approach

BY STAKEHOLDER ROLES

- > Document Issuers
- > Relying Parties/Service Providers
- > Citizens/People
- > Businesses
- > Legal Systems/Professionals



BY CUSTOMER SEGMENTS

- > Identify and evaluate key segments
- > Implement high impact use case for Marquee customer
- > Identify and prioritize use cases for the segment.
- > Replicate the success of each use case for all customers

BY IMPACT USE CASES WITH CASCADING EFFECT

Issuance of credentials/documents (mostly government), thereby create demand from businesses & people, in turn creating demand for consumption (relying parties)

BY USE CASE PRIORITISATION

- > Complexity of implementation
- > Risk Level : readiness of stakeholders
- > % of population coverage
- > Population Category Covered (citizens, residents, etc.)
- > Socio-economic impact
- > Fraud elimination in transactions and misuse of documents shared
- > Visibility (Brand)



S2 Financial Sector Use Cases

THE SOLUTIONS FORUM:
DIGITAL IDENTITY IN USE (PART 1)

PS3

MODERATOR



A. B. HUSSEIN
Managing Director
Somali Payment Switch



Somalia

VISA



O. McSHANE
Vice President
Government
Relations
facetec



R. REDDY
Founding
Digital





Future is here...



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IDENTITY AT SCALE:
USE, ACCELERATING IMPACT

Unlocking travel and tourism in Africa



Balancing **protection** and national prosperity



Secure, safe and easy travel



Africa's **advantage** in digital transformation



Digital **credentials** for travel and beyond

SITA



S2

Travel Use Cases



D. KONATÉ
Executive Secretary
CNFCI



Côte d'Ivoire

MODERATOR



SITA

PS4 THE SOLUTIONS FORUM:
DIGITAL IDENTITY IN USE (PART II)



CHALLENGES

- Navigating inter/intra-MDA mandates/bureaucracy
- Limited resources hinder the ability to upgrade technology
- Infrastructure gaps at remote borders.
- Managing irregular migration flows; trafficking in persons, human/substance smuggling, etc
- Manpower gaps; staff/population ratio is **1:64,000**



Conclusion

“Efficient public institutions are the backbone of a competitive private sector and the engine of sustainable national development...a whole of Govt approach”

- All remain work in progress; *Gakyaali mabaga*
- “As NCIC we aim to be a model of excellence in provision of immigration services to Uganda and Migrants.
- We Thank all stakeholders for the journey so far; Head Service, PS/ST, PS Public Service, PS MIA, and all others we work with. God bless you all



Thank you