MINISTRY OF ICT & NATIONAL GUIDANCE

A Knowledge and Productive Society driven by ICT & National Ideology

Processes and Procedure Document

For

The National ICT Innovation Hub

Developed by

Centenary Technology Services

March 2023

Document Control

Security Categorization	Level 3 – Restricted Access
Document Author	Centenary Technology Services Limited
Document Sharing Mode	PDF
Version	1.0
Creation Date	1st March 2023
Developed By	Centenary Technology Services (Cente-Tech)

Table of Contents

1. Introduction

1.1. Document Purpose

The purpose of this document is to define the processes and procedures involved during an innovator journey through the National ICT Innovation Hub. It will be used by the Ministry of ICT and National Guidance (MOICT & NG) as a guiding tool for enrolment and management of innovators and related services at the Hub.

1.2. Background

Centenary Technology Services (Cente-Tech) signed a Memorandum of Understanding (MOU) with MTN Foundation and the Ministry of ICT and National Guidance (MOICT & NG) with the overall purpose of supporting the Government of Uganda in its 's socio-economic aspirations. The strategic aspirations of this partnership include encouraging innovation by providing opportunities to create applications to support service delivery; generating highly skilled jobs and wealth for individuals and companies that create applications for both government and the private sector; and improving the use of data as well as ICT infrastructure for ICT innovation and application development.

Within the working framework of the MOU, Cente-Tech is supporting the enhancement of the National ICT Innovation Hub located in Nakawa as the implementing partner to provide ICT advisory services. Among the deliverables under ICT advisory services include the development of the Hub processes and procedures relating to the innovation cycle specifically the innovator's journey through the Hub; and thus, the purpose of this document.

2. Objectives

The main objective of documenting the required processes is to ensure specific procedures and tasks involved during innovation are conducted consistently and efficiently at the National ICT Innovation Hub. Specifically, this will aim at:

i. Enabling the Hub to fulfil its objective of promoting innovation and provision of skills training through a structured manner.
ii. Ensuring smooth operations aimed at meeting the needs of the Innovators to increase chances of successful innovation projects and product development.

iii. Empowering the team at the Hub to understand the critical innovation processes and procedures.

iv. Improving business performance and operational agility by optimizing core innovation processes.

v. Providing a reference point for automation of processes relating to the Innovator journey and support at the Hub.

3. Scope

This process documentation only relates to the Innovator journey at the National ICT Innovation Hub i.e. from the point of entry into the Hub, the support services accessed by the innovators whilst at the Hub to the point of exiting the Hub.

An innovator at the National ICT Innovation Hub is classified as a Startup or a Tech SME (small and medium-sized enterprise). A start up is regarded as an innovator that aims at applying ideas in an intelligent way that solves business or societal problems or a newly established company that is focused on developing innovative products or services with a business model that is still being tested. The Tech SME at the Hub is regarded as an innovator who is already in the market focusing on developing and selling technology-based products or services and may have established business models and a solid customer base; but having operational challenges in terms of rent and access to basic services for their business to thrive.

4. Assumptions

To fast-track development and implementation of these processes, the following assumptions were made:

i. These processes are aligned to the internal innovation policies and procedures currently at the Hub. These include Hub's operational procedures, Hub Entry guidance, Code of Conduct.

ii. These processes are based on best practices for innovation and innovator journeys with benchmarks on the following standards:

    a. ISO 56002 (Innovation management — Innovation management system — Guidance): An innovation management system is a set of interrelated and interacting elements, aiming for the realization of value; by providing a

common framework to develop and deploy innovation capabilities, evaluate performance, and achieve intended outcomes. The ISO 56002 standard covers all aspects of innovation management, from how to generate those first sparks of an idea, right through to selling something new in the marketplace. It considers the context in which an organization works and spans all types of innovations, including products, services, processes, models, methods and related approaches.
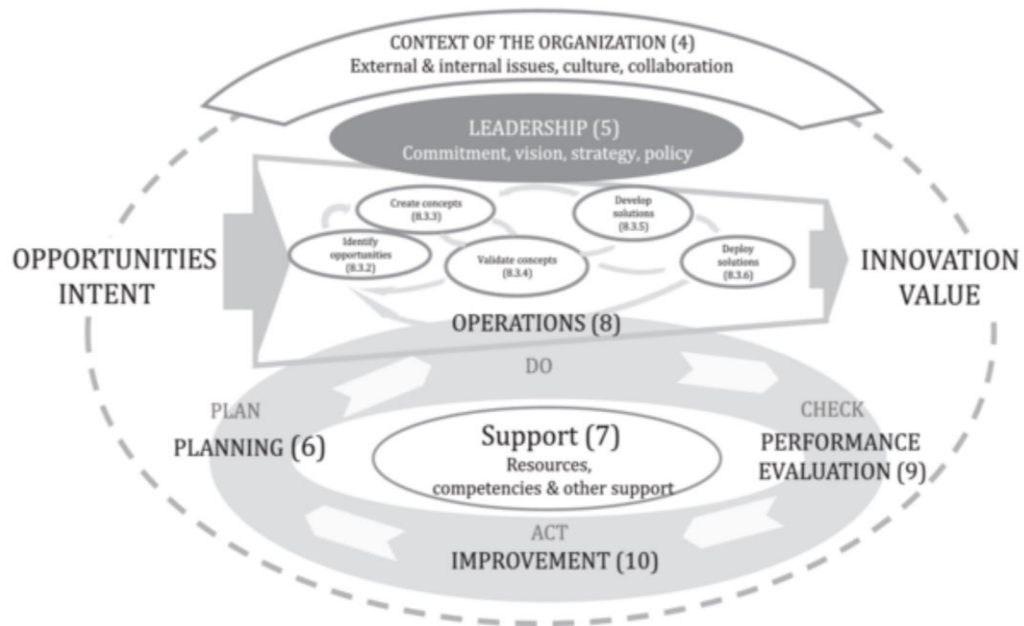

Figure 1: framework for Innovation management system [1]

b. ITIL Framework for IT service management. Specific categories and components in the framework [2]were integrated within the processes defined herein i.e

   i. Service Design: - considering how hub supports the start-up especially in acceleration phase; in view of the pre-requisites for business sustainability such as Human resources, business processes, market access that the Startup requires.

   ii. Service Transition: - this pertains building of the idea into a design, testing and moving it into production and how changes are managed.

---

[1] https://www.iso.org/obp/ui/#iso:std:iso:56002:ed-1:v1:en
[2] https://www.simplilearn.com/itil-key-concepts-and-summary-article#:~:text=ITIL%20Processes%20and%20Stages%3A%20Summary,functions%20as%20well%20as%20processses.

This is aligned with how Hub supports the innovators provides to the Startup especially during the incubation stage.

    iii.   Service Operation: - This relates to the additional supportive processes defined herein to support the innovator journey at the Hub i.e Requests Management and Complaints Management which are complemented by the request fulfilment and problem management processes under ITIL.

iii.   Upon completion of development, this process document shall be validated and approved by the Ministry of ICT & National Guidance.

iv.   The processes and procedures herein shall be adopted for implementation by the Ministry of ICT & National Guidance.

v.   The processes and procedures herein shall be periodically reviewed (annually) and updated based on arising needs/requirements from the Hub.

5. Roles

Below are the roles and functions of the key stakeholders involved in the processes documented herein.

No.	Stakeholder	Role	Impact on / Influence over the processes and Procedures defined herein (High, Medium, Low)	
			Impact	Influence
1.	Ministry of ICT & National Guidance	Oversight towards implementation of the processes and procedures	High	High
2.	National ICT Hub	Implementation of the processes and procedures	High	High
3.	Innovators	Adhering to the processes and procedures defined herein	High	Low
4.	Support Partners	Align to the defined processes respectively	Low	Low

6. Innovator Journey

6.1. High- level Process
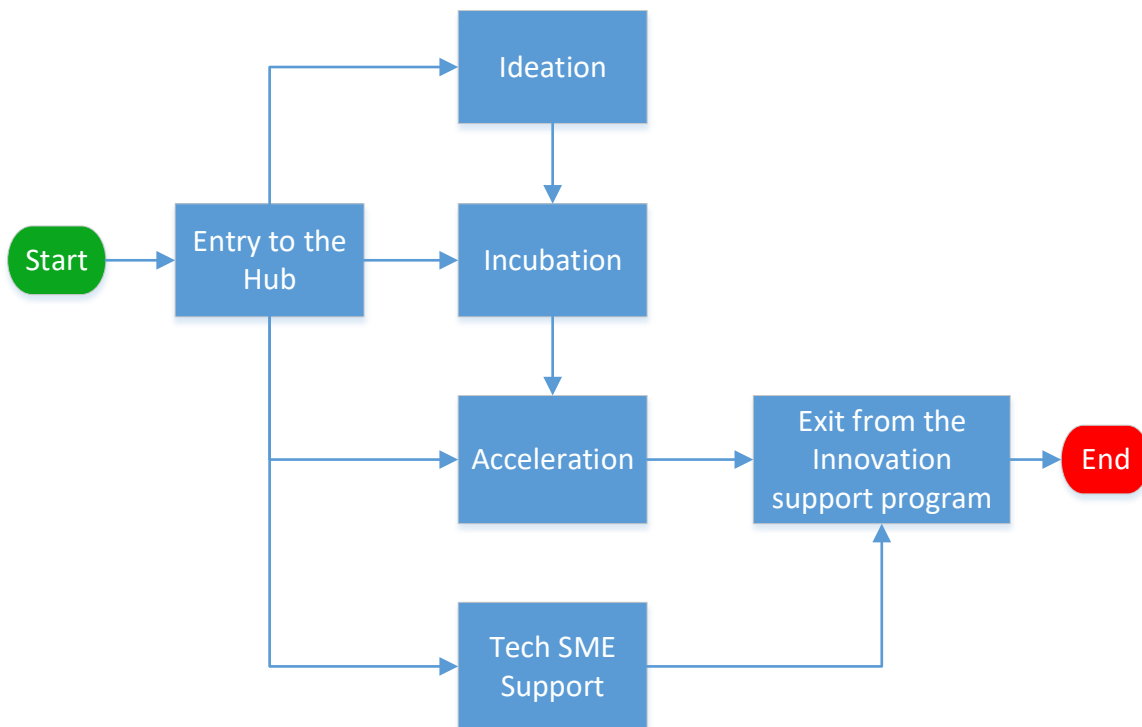
Key notes:

1. **Entry to the Hub** refers to the entry phase of the innovator to the Hub based on submission of formal application and induction upon acceptance by the Hub

2. **Ideation** involves use of innovator's skills to generate new ideas that solve a societal or business problem. At this phase, new ideas are generated, selected, and developed.

3. **Incubation:** This phase entails working on developing a business model and prototype (minimum viable product, or MVP). It involves the Founders of the Startup taking evolving from having an untested and unvalidated business plan to the stage where the Start-up has "opened for business" and has secured its first revenue with support from the Hub Mentors and Experts.

4. **Acceleration** refers to the transition from a Startup from "opening for business" to becoming a viable business capable of growth and reaching sustainability. At this phase, focus is on establishing business processes and raising necessary investment funding.

5. **Tech SME Support** refers to the procedure undertaken to support Tech SMEs at the Hub; at a subsidized cost.

6. **Exit from the Innovation support program:** This sees the Startup/Innovator leave the Hub a viable business.

The above steps are presented in detail in the subsequent sections.
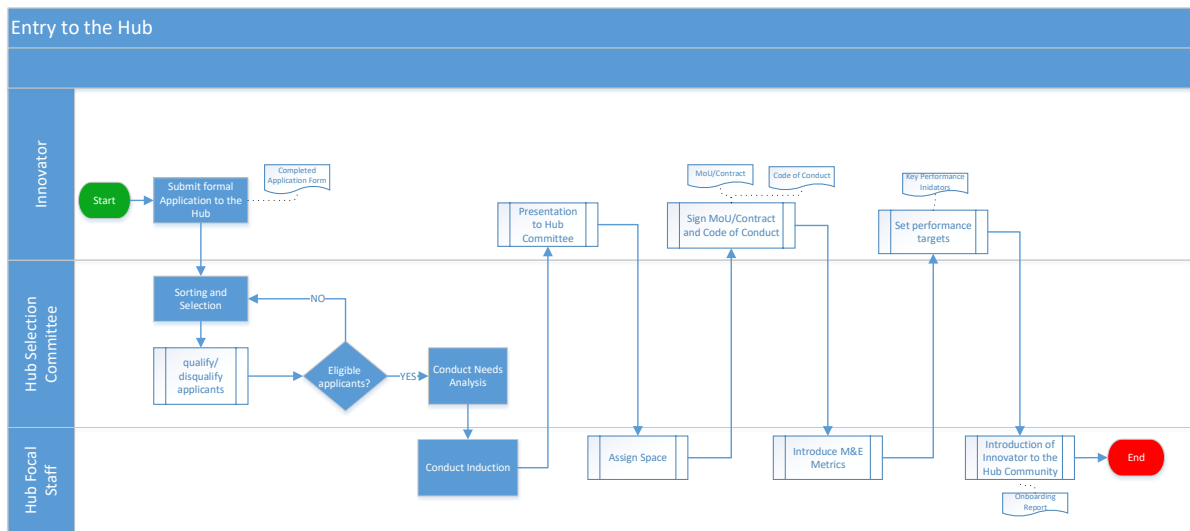
6.2. Entry

6.2.1. Description

Name of Process:	Entry to the Hub
Process Purpose:	Enables the National ICT Innovation Hub to enrol and induct eligible innovators for support.
Process Scope Process Scope and Duration:	This process covers the procedure to enroll Innovators (Startups and Tech SMEs) into the Hub and induct them to next phase i.e ideation, induction, acceleration or Tech SME Support; This process takes maximum one (1) month.
Process Input:	Expression of interest by Innovator
Process Flow:	1. **Application:** The innovator submits a formal application to the Hub; upon filling a specific form. Application may be based on different avenues such as Hackathons, Challenges, Open door, etc. 2. **Sorting and Selection:** at this stage, the Selection Committee at the hub eliminates applicants that do not meet a set of predefined criteria; prescribed in the Operational Manual. 3. **Needs analysis:** Upon selection of eligible applicants, the Selection Committee at the Hub conducts a needs analysis on the innovator to determine their support needs and the stage where they belong i.e ideation, incubation, or acceleration. 4. **Induction:** this stage involves: a. Conducting and induction meeting where each start-up team member must be present as a team to the Hub Committee

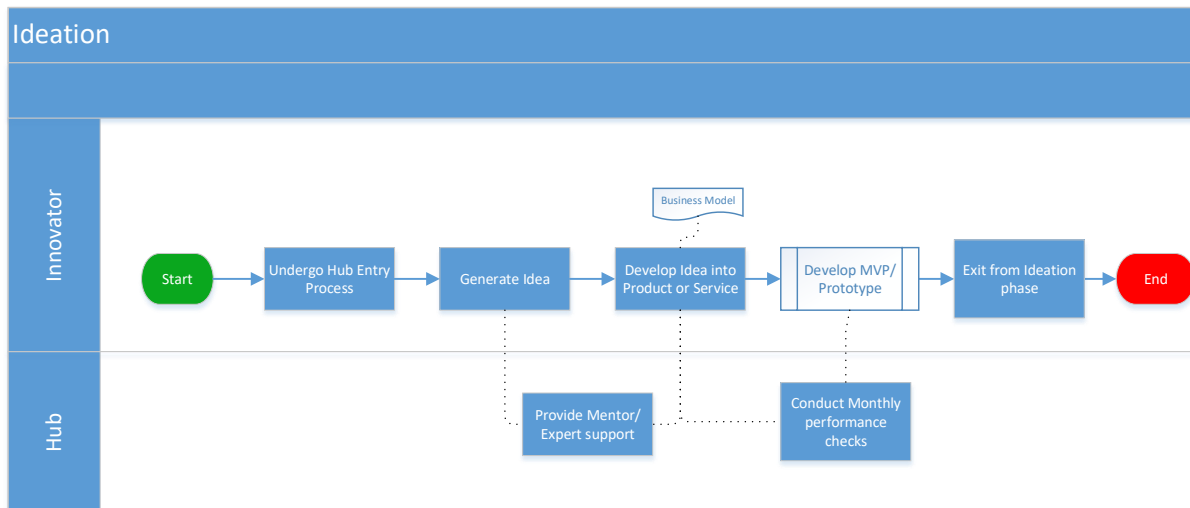|	
	b. The Hub assigning the innovator space to set up
	c. Signing of a Memorandum of Understanding (MoU)/Contract and code of conduct between the Hub and Innovator.
	d. Introduction of the Monitoring and Evaluation (M&E) metrics to the Innovator to set targets and track their performance, and
	e. Introduction of startup to members of the Incubator Community (for incubation innovators)
Process Output:	❖ Completed Application Forms ❖ Signed MoU/Contract ❖ Signed Code of Conduct ❖ Innovators Business Plan ❖ M&E Metrics and Targets ❖ Innovators Onboarding Report ❖ Number of enrolled innovators for each stage i.e ideation, incubation, acceleration.

Exceptions to Normal Process Flow:	❖ For entry procedure relating to Incubation, the assessment is conducted by the Selection committee on:
	    a. possibility of: (i) developing a fully functional digital solution, (ii) thorough testing of the business model within 12 months, and (iii) earning revenue within the same 12-month period.
	    b. Applicant's compatibility with the existing membership and resident community of the Incubator and The Hub
	❖ Based on the assessment by the Selection Committee, the Applicant's membership at the Hub is either terminated or confirmed. The process proceeds accordingly only if the Applicant is confirmed.
	❖ M&E metrics and targets are not applicable to Tech SMEs.

6.2.2. Process flow Diagram

6.3. Ideation

6.3.1. Description

Name of Process:	Ideation
Process Purpose:	Generation of Innovation ideas that solve a societal or business problem.
Process Scope and Duration:	Process involves generation and development of ideas. Process takes maximum 6 months.
Process Input:	❖ Needs analysis from the induction phase; as this is the stage at which the Hub analyses the needs of the Innovator to identify which phase meets the innovator needs i.e ideation, incubation or acceleration and accordingly assigns the innovator ❖ For ideation, the innovator must have an idea but still has to develop a business model and a prototype, M&E metrics and set targets for the Innovator
Process Flow:	1. **Generation of innovative ideas** by the Innovator. 2. **Mentor/Expert Support**: The Hub provides support towards mentorship and Expert guidance to the Innovators as per the needs analysis 3. **Development of the idea** into a product or service. 4. **Monthly checks on Innovator performance** to identify gaps and support needs.

Process Output:	❖ Working Minimum Viable Product (MVP) or prototype ❖ Developed business model
Exceptions to Normal Process Flow:	None

6.3.2. Process flow Diagram

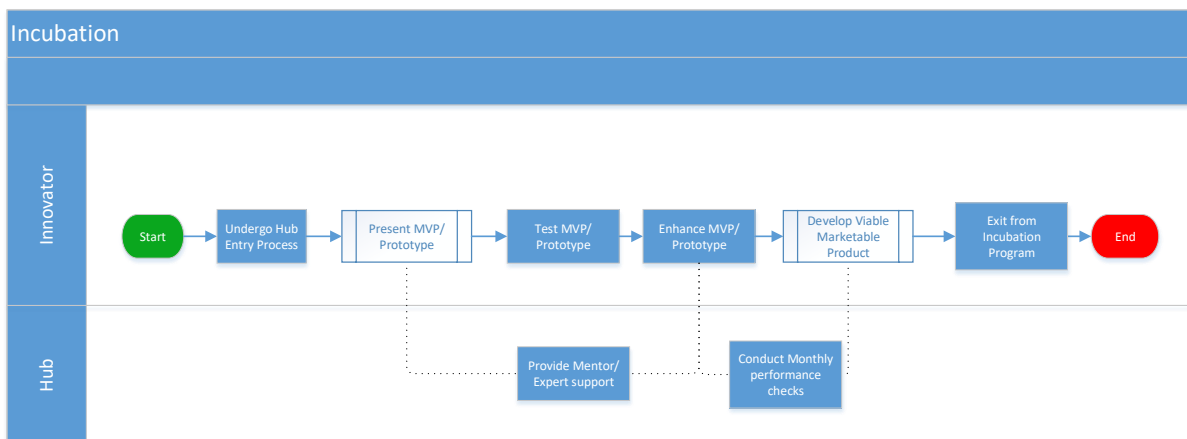## 6.4. Incubation

6.4.1. Description

Name of Process:	Incubation
Process Purpose:	Aimed at enabling the applicant to be ready with an 'innovative technology' in the form of marketable product that can primarily drive the market, and which is easy to pitch before an investor in future.
Process Scope and Duration:	Process takes the Startup from having an untested and unvalidated business plan to the stage where the Start-up has "opened for business" and has secured its first revenue. Process takes maximum 12 months
Process Input:	❖ The Applicant must have implemented a technically sound "proof of concept" or "minimal viable product" (MVP) of their proposed solution and a viable business model documented. ❖ M&E metrics and set targets for the Innovator
Process Flow:	2. **Test the MVP or prototype** by the Innovator.

	3. **Mentor/Expert Support**: The Hub provides support towards mentorship and Expert guidance to the Innovators as per the needs analysis 4. **Innovator enhances MVP/Prototype** to a marketable product based on the test results and mentor guidance. 5. **Hub conducts Monthly checks on Innovator performance** to identify gaps and support needs. 6. **Exit from Incubation Program:** As soon as the Startup begins operating as a viable business, its needs change.
Process Output:	❖ Viable Marketable Product
Exceptions to Normal Process Flow:	

6.4.2. Process flow Diagram

6.5. Acceleration

6.5.1. Description

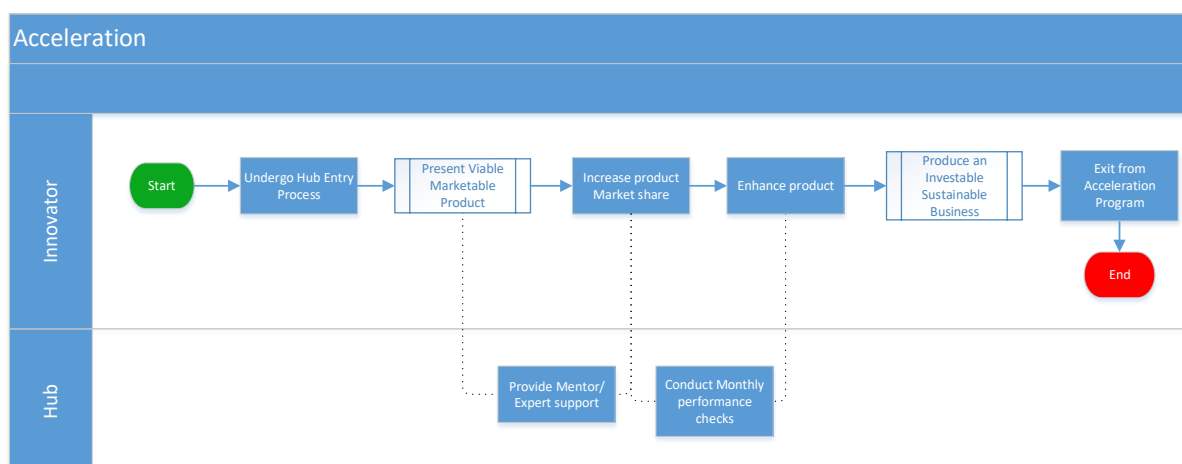| **Name of Process:**	Acceleration
Process Purpose:	Aimed at transitioning the Startup from "opening for business" to becoming a viable business capable of growth and reaching sustainability by focusing on rapid growth and sorting out all organizational, operational, financial and strategic difficulties that may be facing the Startup

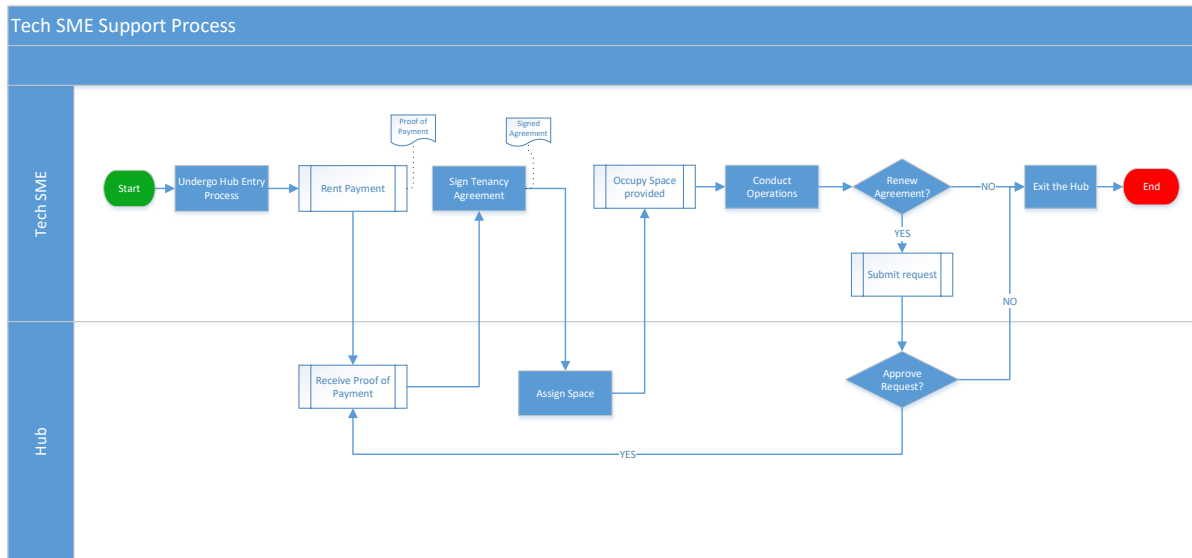|	
Process Scope and Duration:	The Startup is expanding the business through staff onboarding, installation of business tools and processes, raising sufficient capital, market access, etc. Process takes approximately 12 months but can be modified to meet specific needs.
Process Input:	Viable Marketable Product M&E metrics and set targets for the Innovator
Process Flow:	1. **Increase market share**: Start up focuses on increasing its sales. 2. **Mentor/Expert Support**: The Hub provides support towards mentorship and Expert guidance to the Innovators as per the needs analysis 3. **Innovator enhances product** based on customer feedback and mentor guidance. 4. **Hub conducts Monthly checks on Startup performance** to identify gaps and support needs. 5. **Exit from Acceleration Program:** The Startup will exit the hub as a successful business.
Process Output:	An investable sustainable business moving into own premises.
Exceptions to Normal Process Flow:	None

6.5.2. Process flow Diagram

6.6. Tech SME Support

6.6.1. Description

| Name of Process:	Tech SME Support process
Process Purpose:	Aimed at streamlining the process of providing support to Tech SMEs i.e shared office space at a subsidized cost
Process Scope and Duration:	Space and Support is provided as per the tenancy agreement and code of conduct signed between the Hub and the SME upon entry to the Hub. Duration of support is defined in the tenancy agreement; renewable upon review.
Process Input:	Acceptance as per entry phase
Process Flow:	1. **Rent Payment** by the SME; as per the Hub's rate card, and submission of proof of payment to the Hub. 2. **Signing of the tenancy agreement** between the Hub and SME 3. **Tech SME occupies space** at the Hub 4. **Exit or renewal of tenancy agreement** by the Hub upon request by the Tech SME and approval from the Hub.
Process Output:	❖ Signed Tenancy Agreement ❖ Signed Code of Conduct
Exceptions to Normal Process Flow:	

6.6.2. Process flow Diagram

6.7. Exit phase

6.7.1. Description

Name of Process:	Exit phase
Process Purpose:	Provides a systematic exit procedure of the Innovator/Startup from the Hub
Process Scope:	Relates to the exit procedure of the innovator / Startup from the Hub
Process Input:	Completion or Termination of Support Program.
Process Flow:	1. Innovator fills an exit form 2. Innovator clears with the Hub as per the set clearance criteria set in the operational manual 3. Exit Approval by the Hub 4. Innovator exits the Hub
Process Output:	❖ Approved Exit Form ❖ Return of Access ID to the Hub by the Innovator/Tech SME
Exceptions to Normal Process Flow:	None

6.7.2. Process flow Diagram
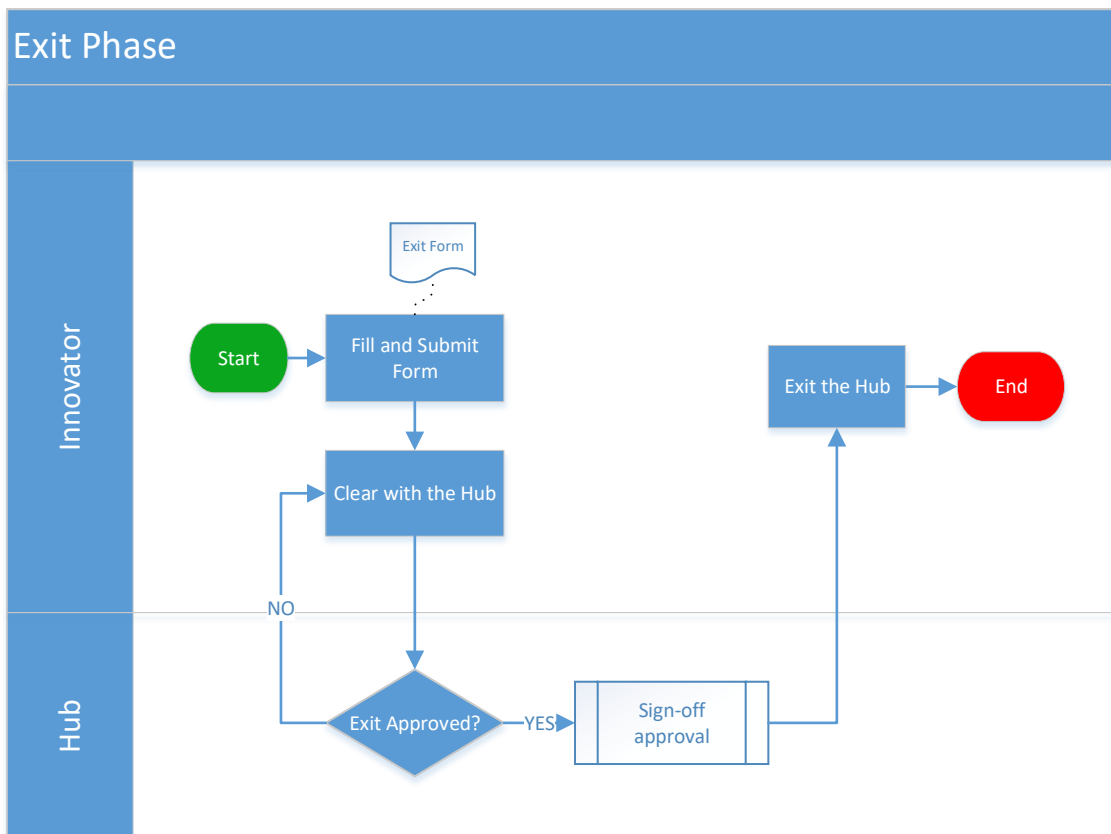
7. Supportive Processes

The following processes are defined to support the innovator journey at the Hub.

i. Requests Management: - To enable access to the various services at the Hub.

ii. Complaints Management: - To provide a systematic approach to complaints resolutions at the Hub.

These are elaborated in the sections below.

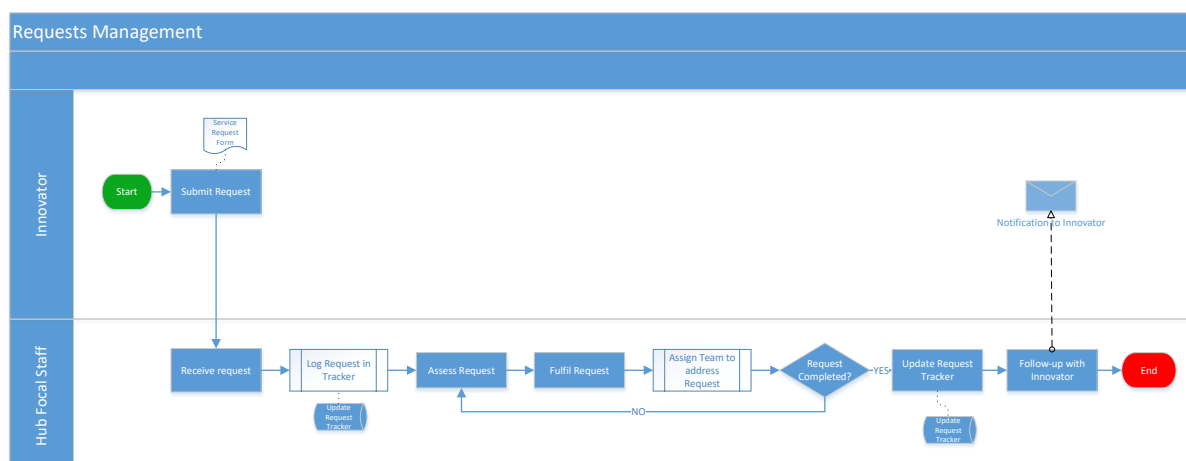### 7.1. Requests Management

7.1.1. Description

Name of Process:	Request Management
Process Purpose:	Enable access to services provided to the Hub Tenants specifically the Innovators need support, information, or some kind of action in the day-to-day operations of the Hub.
Process Scope and Duration:	This process covers requests for and access to services provided to the Hub tenants. The services include: People related services (such as mentorship), financial services, hygiene services, technical services,

	space management services, business services, training/skilling services, and incubator center services
Process Input:	Submission of service request by the Startup to the Hub focal staff through email, phone call, WhatsApp, walk-in or by filling in a form.
Process Flow:	1. **Receive Request:** Receipt of service request by the Hub focal staff. 2. Request logged in the Request Tracker by the Hub focal staff. 3. **Assessment of request**: The Hub committee manages and assesses the requests and determines how to address it. 4. **Request fulfilment**: The team responsible for addressing the request is assigned, and the service request is fulfilled. 5. **Completion**: When the request has been successfully fulfilled, the service request ticket is closed and resolved, and request tracker is accordingly updated 6. **Follow up:** It is beneficial to reach out to the Innovator/Startup that submitted the request to ensure that it was fulfilled satisfactorily. Collecting this feedback is useful both for double-checking that the request was fulfilled, and for assessing user satisfaction with the service request management process with in the hub. This shall be done by the Hub Focal Staff.
Process Output:	❖ Updated Request tracker
Exceptions to Normal Process Flow:	A request may or may not be accepted based on the assessment of the request.

7.1.2. Process Flow Diagram
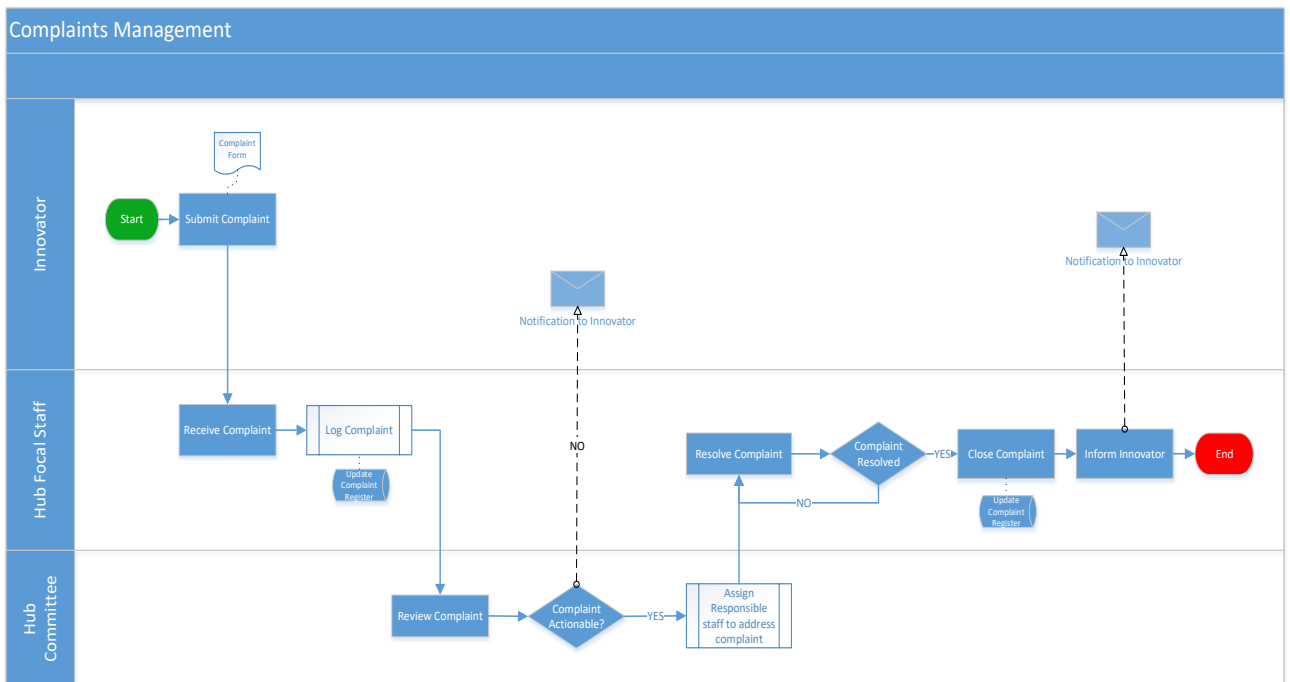

7.2. Complaints Management

7.2.1. Description

Name of Process:	Complaint Management
Process Purpose:	Management of complaints from Innovators / Startups at the Hub
Process Scope and Duration:	Process focuses on Receiving and handling of complaints from Innovators / Startups. Process should approximately take 7 working days.
Process Input:	Submission of complaint from Innovator
Process Flow:	1. **Receive complaint:** Compliant is received through the focal person or any administrator at the Hub via email, phone call, Whatsapp, walk-in or by filling in a form. 7. **Log complaint:** Complaint logged in the Complaint Register by the Hub focal staff. The Hub will ensure all information relating to the complaint is appropriately recorded and stored in the Complaints Register. 2. **Review complaint**: The Hub Committee assesses the eligibility of the complaint in terms of: severity, complexity, operational implications, impact on startup and the Hub, and the need and possibility for immediate action. If actionable, the Committee determines the action needed and assigns responsible team to handle.

	3. **Complaint resolution:** The Assigned team addresses the complaint per the determined action.
	
	4. **Complaint closure and filing:** Once solved, the complainant is informed of the action taken and the outcome. The Hub focal person will update the Complaints Register.
	
	5. **Periodic reviews of the Complaints Register** to:
	
	    a. Identify the number and nature of complaints,
	
	    b. The outcomes of complaints and any remedies provided, and actions taken,
	
	    c. Satisfaction of complainants with the process, and
	
	    d. Any recurring issues. The reviews could be quarterly or monthly or on a need basis.

Process Output:	❖ Complaint Resolution Status ❖ Complaints Register updated
Exceptions to Normal Process Flow:	Complaint may or may not be accepted based on the outcomes of the review process.

7.2.2. Process Flow Diagram

8. Referenced Documents

The following Hub documents were referenced during the documentation of the above processes.

     i.   Hub Code of Conduct

    ii.   Hub Operational Manual

   iii.   Hub entry Guidance

   iv.   Application Forms for Ideation, Incubation, Accelerator, and Tech SME support

9. Appendices

9.1. Existing Documents (Referenced)

9.1.1. Hub Code of Conduct

The NiiH Code of
Conduct.docx

9.1.2. Hub Operational Manual

Critical Processes
and Opertional Proce

9.1.3. Hub Entry Guidance

Hub Entry
Guidance.docx

9.1.4. Application Forms

NIIH Entry Form_
Accelerator Stage.do

NIIH Entry
From_Incubator Stag

NIIH Entry
Form_Ideation Stage

NIIH Entry Form_ICT
SME.docx

9.2. Customized Forms /templates for adoption

9.2.1. Service Request Form

Service Request
Form.docx

9.2.2. Service Request Tracker

Service Request
Tracker.docx

9.2.3. Complaint Form

Complaint
Form.docx

9.2.4. Complaints Register

Complaint
Register.docx

9.2.5. Exit Form

Exit Form.docx

//END//