
CIO-CXO

DIGITAL LEADERSHIP FORUM

Setting the Tone for Digital Leadership at the Top

CONCEPT PAPER

Version 3.1 — April 2026

Programme Access Model · Revenue Architecture · Governance · Public Sector Strategy

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Legal Name	CIO-CXO Leadership Forum Limited
Registration No.	80034509263798 — Uganda Registration Services Bureau
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Jurisdiction	Republic of Uganda
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Version History

Version	Date	Summary
1.0	March 2026	Initial concept paper — roundtable origins, Forum vision, basic structure
2.0	March 2026	Programme Access Model, 5-stream revenue, governance charter, public sector strategy
3.0	March 2026	Updated with founding contributor framework and partnership architecture
3.1	April 2026	CURRENT — Amalgamated version incorporating CEO's operational vision and programme architecture with institutional governance frameworks. Three-tier governance (Advisory Council → Governance Committee → Secretariat). Working Groups aligned to actual programme streams.

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1. BACKGROUND & ORIGINS

The CIO-CXO Digital Leadership Forum was born from a series of structured executive roundtables targeting Chief Information Officers, Chief Technology Officers, and senior IT heads across Uganda’s private and public sectors. These sessions — focused, curated, and deliberately small — were designed to address the most pressing digital transformation challenges facing organisations through peer dialogue rather than lecture.

Each roundtable was anchored by a themed discussion: Governance & Compliance, AI & Data Analytics, Talent Management, Cybersecurity, and more. Over time, a consistent pattern emerged: the right people were in the room, the conversations were substantive, and the demand for continuity was unmistakable.

Incorporated on 13th March 2026 under the Companies Act 2012, the Forum is now a formal legal institution — structured to sustain, professionalise, and scale what the roundtables began. It is not a conference series. It is not a traditional membership association. It is a curated professional community for Uganda’s senior digital leadership, designed with the institutional discipline that the community’s quality demands.

Why Not a Membership Association?

The Forum’s founding CEO led the ICT Association of Uganda (ICTAU) and observed firsthand the structural failure modes of traditional membership bodies: election politics, vocal minority capture, vendor infiltration, lowest-common-denominator programming, and the administrative burden of fee collection. The Forum is deliberately designed as the alternative — a curated programme model governed independently, not democratically. Participants commit through annual programme access contributions, not membership dues. Strategic direction is set by an independent Advisory Council, not by a voting membership.

2. VISION, MISSION & GUIDING PRINCIPLES

OUR VISION

To be East Africa’s most influential platform for senior digital and technology leaders — driving innovation, governance, and national digital transformation.

OUR MISSION

To convene, connect, and capacitate technology leaders through peer learning, structured dialogue, and actionable insights that advance digital leadership across sectors.

Guiding Principles

Principle	What It Means in Practice
Reciprocity	Every participant gives and receives value. The Forum is a professional exchange, not a favour economy.
Integrity	Commercial interests are declared, not concealed. No participant uses the Forum as a covert sales platform.

Inclusivity	Private sector, public sector, academia, and civil society are all structurally represented and protected.
Independence	No vendor, government agency, or commercial interest captures the Forum's governance or content.
Sustainability	Obligations are realistic and distributed. No individual carries a disproportionate burden.
Quality over scale	The Forum will always be smaller and more relevant than it is large and generic.

3. THE FORUM'S MANDATE

The Forum's mandate is built around six interconnected pillars:

- **Anchor Leadership** — CIOs at the decision-making centre
- **Translate Priorities** — Shared digital goals into action
- **Build Continuity** — Mentorship and succession pathways
- **Enable Dialogue** — Cross-sector collaboration between leaders
- **Guide Responsible Technology Adoption** — Ensuring ethical innovation
- **Support Development Platforms** — Shared digital platforms for value

Positioning: Independent and non-partisan; Practitioner-led and execution-focused; Complementary to regulators, associations, and corporate initiatives.

4. CORE FOCUS AREAS

Eight interconnected strategic priorities drive the Forum's programme:

Focus Area	Description	Target
Closing the Digital Adoption Gap	Driving productive digital utilisation	20–30% increase in active digital engagement
Digital Skills as Economic Infrastructure	Treating digital skills as productivity capital	25% increase in industry-aligned digital competencies
Platforms Over Apps for Scalable Growth	Prioritising interoperable digital infrastructure	40% of supported solutions designed to integrate informal enterprises
From Policy Strength to Execution Capability	Strengthening delivery capacity and regulatory coordination	30% improvement in execution efficiency
Digital Transformation as a Jobs Strategy	Operationalising digital transformation as employment strategy	15–20% income improvement among digitally integrated informal businesses
Sustainable Financing of the Digital Economy	Transitioning from short-term project funding to long-term asset financing	1:3 leverage in private capital relative to development funding
Technology Trends as Implementation Enablers	Deploying emerging technologies as practical enablers	30% of supported innovations addressing informal sector risk

CIO–CXO Leadership for Regional Competitiveness	Strengthening CIOs and CXOs as strategic actors	Structured regional dialogue platform established
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5. THE ROUNDTABLE FORMAT

The Forum’s flagship activity is the CIO Roundtable — an exclusive, invitation-based session held in Kampala, typically on a weekday morning from 7:30 AM to 9:00 AM. Sessions are deliberately intimate: 15 to 30 participants, a single expert resource person, and a facilitated peer dialogue under Chatham House Rule.

Time	What Happens
7:00 AM	Arrival and informal networking over breakfast
7:30 AM	Welcome and Chatham House Rule confirmed
7:35 AM	Resource person opens the theme — 10 to 15 minutes of structured context-setting
7:50 AM	Peer dialogue — open, facilitated discussion with questions, case sharing, and debate
8:40 AM	Key takeaways and commitments
8:55 AM	Close. Post-session brief delivered within 5 working days

6. STAKEHOLDER ECOSYSTEM & VALUE MAPPING

Stakeholder Group	Primary Motivation	Value the Forum Delivers
CIOs / CTOs / IT Heads (Private Sector)	Peer benchmarking, solutions to pain points, career development	Peer dialogue, post-session briefs, research library, mentorship network
IT Heads — Parastatals & Regulators	Best practices, alignment with private sector	Cross-sector peer access, Public Sector Chapter, benchmarking data
Civil Service IT Officers	Safe peer learning, recognition, exposure to digital trends	Chatham House protection, subsidised access, Public Sector Chapter
Consultants & MSP Experts	Market intelligence, proximity to decision-makers	Structured proximity, expert panel opportunities, Fellow designation
Academia	Research partnerships, real-world data, curriculum relevance	Access to practitioners, research publication platform
Institutional / Organisational Members	Brand visibility, talent engagement, market positioning	Co-branding rights, institutional seat on Working Groups, talent pipeline
Development Partners	Digital transformation outcomes, capacity building	Credible convening platform, research and evidence base

7. THE PROGRAMME ACCESS MODEL — NOT A MEMBERSHIP ASSOCIATION

The Forum does not operate as a traditional membership association. The Programme Access Model achieves everything a membership model achieves — community cohesion, commitment screening, revenue baseline, and enforceable standards — without the structural failure modes that afflict membership bodies.

MEMBERSHIP ASSOCIATION (Avoided)	PROGRAMME ACCESS MODEL (Adopted)
✗ Members vote on governance → election politics	✓ Independent Advisory Council governs → no factionalism
✗ Vocal minority shapes agenda → dilution	✓ Expert Working Groups shape programme → depth
✗ Broad, open entry → quality erosion	✓ Curated entry → quality protected by design
✗ Members feel entitled → enforcement difficult	✓ Access is earned annually → clear accountability
✗ Fee = membership right → political capital	✓ Fee = programme access → commitment signal only

8. PROGRAMME ARCHITECTURE

Programme Stream	Description
CIO Leadership Exchange	Closed, decision-level strategy forums for digital leaders. Structured problem-solving, national priority alignment, Annual Strategic Compact.
CxO Engagement Series	Cross-functional digital strategy alignment. CIO–CEO enterprise strategy dialogues, CIO–CFO sessions on digital value & ROI, governance briefings for Boards.
Women in Digital Leadership (CIO Women Circle)	Advancing women into CIO, CTIO, and board-level digital leadership. Executive readiness, inclusion metrics, structured mentorship pathways.
Digital Stewardship & Talent Labs	National Tech Skills Talent Program (2025–2035). IT Talent Registry, curriculum alignment, certification pathways, mentorship pipelines.
D4A Programme (Digital for Africa)	Leadership-driven regional digital integration. Cross-border interoperability, digital trade enablement, Smart Africa integration.
Digital Transformation & eGovernment Awards	Annual awards recognising measurable digital impact across financial services, public sector, infrastructure, and enterprise.

9. PARTICIPANT CATEGORIES & RIGHTS

Category	Who Qualifies	Access Rights	Annual Contribution
Individual Executive Participant	CIOs, CTOs, IT Heads with direct strategic technology accountability	Full access to all sessions, briefs, research, and directory	USD 150 (≈ UGX 565,500)
Institutional Participant	Organisations formally enrolling senior executives	Executive participation in all programmes, organisational visibility, multiple nominations	USD 1,000 (≈ UGX 3,770,000)
Industry & Strategic Partner	Organisations seeking deeper alignment and leadership contribution	Support flagship programmes, Digital Stewardship Labs involvement, strategic partnership benefits	USD 3,000 (≈ UGX 11,310,000)

Programme access contributions support convening costs, stewardship programmes, and ecosystem-wide work while preserving the Forum’s independence. Internally, the Programme Access & Participation Framework provides granular participant categories, rights, obligations, and enforcement mechanisms beneath this public-facing structure.

10. PUBLIC SECTOR ENGAGEMENT STRATEGY

The Forum distinguishes between two public sector cohorts with different engagement needs:

PARASTATALS & STATUTORY BODIES	CIVIL SERVICE — MINISTRIES & DEPARTMENTS
<p><i>URA, NSSF, KCCA, FIA, BoU, UCC</i></p> <ul style="list-style-type: none"> Active, commercially sophisticated participants with real budgets Eligible for Working Group co-chairs Vendor-neutrality declaration required for procurement-adjacent sessions Priority candidates for Advisory Council seats 	<p><i>Ministry of ICT, Finance, Health, Education</i></p> <ul style="list-style-type: none"> Participate with caution — hierarchical constraints Strict Chatham House Rule always enforced Anonymity in published outputs on request Dedicated Public Sector Chapter (quarterly, exclusive) Formal MoUs with ministries and NITA-U Subsidised access

Institutional Continuity

Staff transfers and political transitions are managed through institutional participation agreements with the ministry or agency — not just the individual officer.

11. GOVERNANCE ARCHITECTURE

The Forum operates through a three-tier governance architecture designed for the Forum’s current stage. The architecture separates strategic guidance from fiduciary oversight and operational execution while remaining lean and execution-focused.

Tier	Body	Primary Role
1	Advisory Council	Strategic guidance, thought leadership, institutional credibility, and external convening. The Forum’s primary oversight and strategic direction body. 5–9 members including Chair, Vice Chair, Core Members, Ex-Officio (MOICT, NITA-U, STI), and Programme Co-Chairs.
2	Governance Committee	Fiduciary accountability under the Companies Act 2012. Financial oversight, dual signatories, audit, and legal compliance. Lean body of 3–5 people.
3	Secretariat	Operational management led by the Executive Secretary. Implements decisions, manages day-to-day operations, finances, communications, programmes, and community relations.

Key Checks & Balances

Safeguard	Mechanism
Independent Governance Committee membership	At least one member fully independent of the Forum’s community
Dual financial signatories	All significant transactions require two authorised signatories
Income diversification cap	No single income source may exceed 40% of total annual income
Vendor-neutrality policy	Partners may not influence session content, speakers, or conclusions
Charter amendment threshold	Two-thirds Advisory Council majority required
External audit	Independent auditor, rotated every 5 years
Conflict of interest register	Mandatory declarations and maintained register

Working Groups

Working Group	Programme Stream
CIO Leadership Exchange	CIO Leadership Exchange sessions
CxO Engagement	CxO Engagement Series
Women in Digital Leadership	CIO Women Circle
Digital Stewardship & Talent	Digital Stewardship & Talent Labs
Digital for Africa (D4A)	D4A Programme
Awards & Recognition	Digital Transformation & eGovernment Awards
Community & Participation	Membership, onboarding, retention, mentorship

12. REVENUE ARCHITECTURE & FINANCIAL SUSTAINABILITY

The Forum's long-term financial sustainability is built on five complementary revenue streams. No single stream dominates — the 40% income cap per source is embedded in the Governance Charter.

Revenue Stream	% Share	Year 1 (UGX)	Year 2 (UGX)	Year 3 (UGX)
Corporate Programme Partnerships	40–50%	24,000,000	60,000,000	100,000,000
Training & Leadership Development	25–35%	—	30,000,000	60,000,000
Research & Intelligence Products	15–20%	—	12,000,000	24,000,000
Programme Access Contributions	10–15%	18,000,000	28,000,000	40,000,000
Annual Flagship Summit	Suppl.	—	15,000,000	25,000,000
TOTAL	100%	42,000,000	145,000,000	249,000,000

13. THREE-YEAR FINANCIAL PROJECTION

Line	Year 1 (UGX)	Year 2 (UGX)	Year 3 (UGX)
Total Income	42,000,000	145,000,000	249,000,000
Total Costs	38,000,000	110,000,000	190,000,000
Operating Surplus	4,000,000	35,000,000	59,000,000
Founder Loan Repayments	4,000,000	20,000,000	30,000,000
Net Surplus After Founder Loans	0	15,000,000	29,000,000

14. FOUNDING CONTRIBUTOR FRAMEWORK

The Forum is a company limited by guarantee. No founder holds equity. All financial recoupment by founding contributors occurs through legitimate mechanisms — employment contracts, consulting agreements, documented loan repayments, and IP licensing arrangements.

Contributor	Role	Recoupment Mechanism
Founding CEO / Executive Secretary	Brand, community, programmes, institutional relationships, operational leadership	Employment contract; deferred salary as Founder Loan; IP licensing; pre-incorporation expense reimbursement
Founding Advisor / Strategic Architect	Governance architecture, revenue model, membership framework, partnership strategy	Consulting agreement; Founding Advisor designation (irrevocable); Advisory Council eligibility; Founder Loan for deferred fees

The Payment Waterfall

- 1st: Statutory obligations
- 2nd: Active employment contracts
- 3rd: Active consulting agreements
- 4th: Founder Loan repayments
- 5th: Operating reserves
- 6th: Discretionary expenditure

15. 2026 OPERATIONAL ROADMAP

Quarter	Priority	Key Actions
Q1 2026	Foundation & Formalisation	Constitute Advisory Council. Execute Founders' Agreement and Consulting Agreements. Establish Governance Committee. Open Forum bank account with dual signatories. Formally adopt Governance Charter and Programme Access Framework.
Q1–Q2 2026	Community & Partnerships	Launch participant registration under Programme Access Model. Identify and onboard first 3 corporate programme partners. Execute first 2026 roundtable sessions. Formalise MoUs with NITA-U and 2–3 ministry IT departments.
Q2 2026	Programme Depth	Establish all Working Groups and appoint Chairs. Launch Public Sector Chapter. Complete 2026 programme calendar. Publish Forum's first research brief.
Q3 2026	Revenue Development	Design first Training programme (CIO Leadership Masterclass). Approach development organisations for research partnership. Launch formal partnership prospectus. Begin planning 2027 Annual Flagship Summit.
Q4 2026	Review & Renewal	Annual Forum Health Review. Annual Community Assembly. Set 2027 programme calendar. Issue 2027 access contribution renewals.

16. PARTNERSHIP & DEVELOPMENT PARTNER FRAMEWORK

Corporate Partnership Tiers

Tier	Annual Fee (UGX)	Key Benefits
Tier 1 — Premier Partner	15,000,000	1 partner only (exclusive). All-programme visibility, 2 reserved seats, 1 dedicated session, naming rights to one thematic pillar, Annual Report profile.
Tier 2 — Principal Partner	8,000,000	Up to 3 partners. Pillar association, 1 reserved seat per pillar, 1 speaking opportunity, Annual Report listing.
Tier 3 — Associate Partner	4,000,000	Up to 6 partners. Website listing, 1 observer seat, Annual Report listing.

Target Development Partners

EU (USD 50K–300K), World Bank/IFC (USD 30K–150K), GIZ (USD 50K–200K/yr), JICA (USD 40K–150K), USAID (USD 50K–500K), ITU (USD 20K–80K), AfDB (USD 100K–500K).

17. CONTACT & NEXT STEPS

The Forum is now a functioning, incorporated institution. The following priority actions apply immediately:

- 1 Constitute the Advisory Council and Governance Committee
- 2 Execute the Founders' Agreement and all Consulting Agreements
- 3 Open the Forum's bank account with dual signatories
- 4 Launch participant registration under the Programme Access Model
- 5 Approach the first 3 corporate programme partners
- 6 Request introductory meetings with EU, GIZ, and USAID
- 7 Formalise MoUs with NITA-U and at least two ministry IT departments

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