



UGEITI
COUNTRY
WORK
PLAN

2022/23



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Narrative

Introduction

The publication of a work plan is a key prerequisite for joining EITI. Uganda joined EITI in August 2020, having fulfilled this requirement as well as all the other criteria that are in place for a country to join EITI.

This Work Plan (WP) has been formulated by the Uganda Multi-Stakeholder Group (MSG) to guide its programmes and activities which are in line with the country's national priorities, and as guided by the requirements set out in the 2019 EITI Standard.

The UGEITI Work Plan 2022/2023 has been developed to consolidate the achievements of the previous UGEITI Work plan, 2020/2021 – 2021/2022, whose goal was ‘to improve the governance of extractive industries in Uganda for the benefit of present and future generations’. Its priorities were anchored in the Uganda National Oil and Gas Policy (2008) and the Domestic Revenue Mobilisation Strategy 2019/20 – 2023/24 (DRMS). Objective 6 of the Policy is to ensure collection of the right revenues and use them to create lasting value for the entire nation. One of the actions to operationalize this objective is to ‘participate in the processes of the Extractive Industries and Transparency Initiative (EITI)’. The Domestic Resource Mobilisation Strategy discusses the importance of developing a strong extractive industry taxation regime. One of its proposed interventions in this regard is ‘to fully implement the practices of EITI for enhanced transparency and scrutiny of the extractive sector’.

The 2nd work plan has maintained the goal of the first work plan, and has been further developed to deliver on Uganda's core priority objectives for extractive governance through alignment with the National Development Plan (NDP) III. It contains activities aimed at ensuring the country's readiness to undergo its first validation exercise scheduled to commence in April 2023, as well as other activities that will support progress towards the achievement of key EITI requirements like beneficial ownership disclosure, systematic disclosure and data mainstreaming, environmental and gender reporting as well as progress on the disclosure of contracts.

This work plan runs for one year in line with the Government of Uganda's fiscal year, from July 2022 to June 2023. It is reviewed annually, and may be adjusted as and when necessary – because it is a living document.

Core National Objectives under the National Development Plan III

The 2022/2023 Work plan is fully aligned with national objectives as detailed in Uganda's National Development Plan (NDP) III. The NDP III has five Strategic Objectives. These objectives aim to meet the purpose of accelerating economic growth, transforming the lives of citizens and strengthening the country's regional and international competitiveness.

The five objectives are to:

- (i) Enhance value addition in key growth opportunities;
- (ii) Strengthen the private sector capacity to drive growth and create jobs;
- (iii) Consolidate and increase the stock and quality of productive infrastructure;
- (iv) Enhance the productivity and social wellbeing of the population; and
- (v) Strengthen the role of the state in guiding and facilitating development.¹

Below these objectives, there are 21 development strategies that are designed to deliver on them. Of these 21, two are directly linked to the development of the extractive sector.

These are 1) To fast-track oil, gas and mineral-based industrialization, and 2) To increase local content participation.

Further to this, eighteen (18) programmes have been mapped out to implement the 21 strategies discussed above. Of these 18 programmes, MSG members identified seven (7) as being directly linked to the extractive sector, therefore providing the drawdown synergies between the UGEITI work plan and the National Development Plan.

The 7 programmes are:

- Mineral Development.
- Sustainable Development of Petroleum Resources.
- Natural Resources, Environment, Climate Change, Land and Water Management.
- Private Sector Development.
- Sustainable Energy Development.
- Community Mobilization and Mindset Change.
- Development Plan Implementation.

During the development of the 2nd workplan, MSG members undertook an exercise in which they linked the 3 work plan objectives that were identified to the relevant objectives under each of the 7 NDP programmes listed above. In this way, the MSG was able to confirm and explicitly align the Uganda National

¹ The 3rd National Development Plan (NDP III) 2020/1 – 2024/5; Page 35

EITI work plan with the NDP.

Work Plan Objectives	NDP III Programme Objectives
<p>Objective 1 Enhance transparency in the extractive sector.</p>	<p>*To promote private investment in oil and gas industry. *Increase investment in mining and value addition. *Promote local content in public programmes.</p>
<p>Objective 2 To strengthen revenue management and accountability.</p>	<p>*Increase exploration and quantification of priority minerals and geothermal resources across the country. *Strengthen the enabling environment and enforcement of standards</p>
<p>Objective 3 To build the operational and technical capacity of the MSG and Secretariat to ensure EITI is effectively implemented.</p>	<p>*Strengthen the legal and regulatory framework as well as the human and institutional capacity. *Strengthen institutional capacity of central and local government and non-state actors for effective mobilization of communities.</p>

2022/2023 UGEITI Work Plan Objectives

The three (3) objectives from the previous work plan were maintained following consultations that were conducted during the review of the 2020/2022 Annual Progress Report (APR). They are:

1. Enhance transparency in the extractive sector.
2. To strengthen revenue management and accountability.
3. To build the operational and technical capacity of the MSG and Secretariat to ensure EITI is effectively implemented.

Implementation Plan

In order to ensure the successful implementation of EITI, specific activities have been identified under each of the 3 objectives. These activities are outlined in detail below.

In line with Objective 1, the following key activities will be implemented:

- a) Develop a government plan for contract and license disclosure and publications, documenting government's policy on disclosing extractive industry contracts and licenses.**

In a world in which mandatory disclosure is gaining momentum, UGEITI is committed to this best practice for the benefit of all stakeholders. Contract disclosure will protect and improve the government's reputation in managing public resources as it builds trust through transparency. UGEITI will document its progress towards contract disclosure by carrying out the following activities:

- Conduct a study and propose a plan on contract disclosure.
- Organize a joint meeting for relevant Ministries, Departments and Agencies (MDAs) to appraise them on contract disclosure.
- Prepare an information paper for the Cabinet on contract disclosure.

b) Develop a Roadmap on Beneficial Ownership (BO) Disclosure.

To increase transparency in business transactions, Uganda through the legal reform of amending the Companies Act, has begun to require that companies submit their beneficial ownership information. The National Beneficial Ownership Committee (which is coordinated by UGEITI) was created to influence and monitor reform to fight corruption through the disclosure of beneficial owners of companies operating in Uganda. The objective is to reveal the identity of individuals who ultimately enjoy the benefits of property rights, even if they are not legal owners. This will reduce the vulnerability of public institutions, private sector and society at large to corruption.

The key activities for the implementation of this objective include:

- Sensitisation workshop for the National Beneficial Ownership Committee.
- Engaging with Uganda Registration Services Bureau and other relevant stakeholders to track progress and contribute to the reforms on Beneficial Ownership disclosure.
- Supporting the development of Beneficial Ownership regulations which will specify clear parameters for effective BO oversight that include the key forms of ownership and control, thresholds for reporting, types and scope of companies that are obliged to disclose beneficial owners, clarification of types of ownerships, politically exposed persons and categorization of entities by sectors and sizes.

c) Disseminate EITI report findings and sensitise key institutions on the EITI implementation process.

The dissemination is intended to ensure that the wider public, up to the communities where extractive activities are undertaken, becomes aware of what is in the report. Sensitisation of key institutions is intended to influence policy in the administration of the extractive industries and at increasing political support for EITI implementation in Uganda. It is also intended to deepen and broaden the stakeholder's base, advocacy, provision of information, education, and enlightenment to create awareness required by the public to use the report as a tool to demand good governance of the resources, and accountability of the extractive industry to Ugandans.

The following specific activities will be carried out:

- Engage with the Natural Resources Committee of Parliament.
- Organize a sensitization workshop for media personnel on EITI reporting.
- Undertake regional outreach engagements specifically on dissemination: Regional Engagements, Radio, TV and Newspapers.
- Publishing and Printing of copies of the UGEITI report, Monograph, Analysis and Presentation of the information in the report for use by different EITI stakeholder groups.
- Translation of the Monograph of the UGEITI report into two (2) languages.

d) Implement the Communication Strategy for EITI Awareness.

Effective dissemination of the UGEITI report 2019/2020 to stakeholders will be carried out using the Communication Strategy. Its aim is to:

- (i) Foster public understanding of the contribution of the extractive industries to Uganda's economic transformation.
- (ii) Raise the profile of EITI among stakeholders, communities, and citizens and increase awareness of its benefits.
- (iii) Motivate active popular participation in the EITI implementation process and build confidence in its outcomes.

The following specific activities will be carried out:

- Prepare two facts sheets on Contract and license allocations, including explanations on commonly used technical terms, and 'procedures and practices' in contract and license allocations for petroleum and mining.
- Engage research institutions to raise awareness of the EITI process and encourage usage of the EITI data.
- Maintain and update the UGEITI website
- Sensitize communities on Govt and Industry expenditures of the EITI report in their areas.
- Hold national dialogue on improving extractives governance.
- Strategic engagement with top management of relevant MDAs, Ministry of Finance, Planning and Economic Development (MoFPED) and Ministry of Energy and Mineral Development (MEMD) for high level buy-in and commitment.
- Engage with the Inter-Agency Forum (IAF) against Corruption to discuss the management of corruption risks within the extractive sector.

e) Undertake studies and develop strategies to inform the EITI implementation process.

In exploring innovative approaches to the implementation of the EITI in Uganda, the MSG will strive to conduct research and empirical studies aimed at improving the management of petroleum and mineral resources in line with evolving global trends in extractive industry.

To influence the policy space, reports and papers from these findings will be published by UGEITI, and will be followed by sustainable advocacy and media engagement to achieve the desired impact.

The study findings are aimed at providing empirical policy direction on the extractives and other related issues that will spur national and international debate, and influence actions within and outside the government.

The following specific activities will be carried out:

- Set-up a database to serve as an open platform that will centralise all EITI data.
- Conduct a study on the gender impacts of the extractive sector and disseminate the findings.
- Conduct a study to track implementation of the National Content policy and disseminate the findings.
- Develop a strategy and plan for the promotion and sustenance of transparency in the extractive sector and disseminate the findings.
- Conduct a study on Artisanal and Small-Scale Mining (ASM) activities to inform EITI reporting and disseminate the findings.
- Conduct a study to track Local Government (LG) royalty payments to the district and sub-county level and report on their receipts and expenditure.
- Develop a Monitoring and Evaluation (M&E) strategy for the Secretariat that the MSG will use to track EITI implementation.
- Undertake a feasibility study to inform the engagements by relevant government and industry stakeholders to mainstream the implementation of EITI data towards an open data policy.

f) Monitor and track progress on recommendations of the previous UGEITI report.

During the 2022/2023 financial year, UGEITI will initiate actions aimed at enforcement of recommendations from the first UGEITI report. These will include:

- Organise a workshop for relevant institutions to follow up on the report recommendations.
- Organize follow-up meetings with the relevant institutions.
- Engage with the Directorate of Geological Survey and Mines, Ministry of Trade and Uganda Revenue Authority to improve the accuracy of mineral export data.
- Support the development of a system that ensures coordination and streamlining of mineral trade.

In line with Objective 2, the following key activities will be implemented:

a) Prepare and publish the UGEITI Report FY 2020/2021.

This is in line with the EITI Standard requirements that promote the open and accountable management of oil, gas and mineral resources through the regular publication of EITI reports. Preparation and publication of Uganda's second report will be achieved through the following activities:

- Development and approval of Terms of Reference (ToR) for the Independent Administrator (IA).
- Engagement of the IA to conduct a scoping study, prepare an inception report, collect data, undertake analysis and reconciliation.
- A training workshop for reporting companies and government agencies that will issue the reporting templates for collecting payment and receipt data for 2020/21.
- Conduct 4 MSG workshops with the following objectives:
 - (i) Presentation and review of draft inception report.
 - (ii) Approval of the inception report.
 - (iii) Presentation of draft final report to stakeholders.
 - (iv) MSG validation and approval of the final report.

In line with Objective 3, the following key activities will be implemented:

a) MSG engagements to support EITI implementation.

- Regular MSG workshops/meetings to review progress, including two regular MSG workshops to review MSG Terms of Reference and membership.

- Regional engagement meetings i.e., Peer-to-Peer support.
- Benchmarking Regional engagements for the EITI Champions i.e., the State Ministers in the Ministry of Energy and Mineral Development and the Ministry of Finance, Planning and Economic Development.
- Participation in International EITI related conferences.
- Completion of validation templates in preparation of the upcoming 2023 validation assessment.
- International Secretariat engagements with the MSG to conduct validation.
- Sourcing for potential sources of funding, and organizing follow-up meetings to explore support.

b) Field visits to the extractive regions.

- Visit to one oil and gas region.
- Visit to one mining region.

c) Capacity development of MSG and other stakeholders

In 2022/2023, implementation of the UGEITI mandate will require financial, operational, administrative and logistic support from all stakeholders. The work plan is deliberately designed to develop the human capacity within the organisation and key stakeholders to enhance understanding of the EITI process in Uganda. This will be achieved through the following key training activities:

- Appraising MSG members on emerging issues in the extractive industry.
- Reconciliation of data for the extractive companies operating in Uganda.
- EITI Validation, including conducting a pre-Validation exercise.
- Report preparation for the Office of the Auditor General and EITI Secretariat.
- Work Plan development and Annual Progress Report review.
- Data main streaming techniques for MDA IT officers.
- EITI reporting and implementation for the media and CSOs.

d) UGEITI Secretariat Operations

These are operational and administrative activities to support the efficient and effective implementation of EITI in Uganda.

They are financed by the Government of Uganda. Additional financing is expected from international Development Partners. These activities include logistical support for routine office maintenance; including utilities, stationery and office space.

e) Procurement of two vehicles to support the MSG and Secretariat logistics.

UGEITI is looking to purchase a van and double cabin vehicle to facilitate regional engagements with stakeholders in extractive areas across the country.

Methodology and Funding

Through a Multi-stakeholder Group consultative process, the Uganda EITI 2022/2023 priorities have been developed in line with Uganda's national priority objectives and the 2019 EITI Standard. The implementation of the plan will be monitored and evaluated after the development of an M&E framework under Objective 1(e). The attached financial work plan template provides details of key indicator targets, costs, outputs, and timelines.

2022/2023 Work plan costing Summary

Core Priority	Total	GOU	Development Partner	Gap
Develop a government plan for contract and license disclosure and publications, documenting government's policy on disclosing extractive industry contracts and licenses.	35,500			100%
Develop a Roadmap on Beneficial Ownership Disclosure.	28,000		20,000	28.6%
Disseminate EITI report findings and sensitise key institutions on the EITI implementation process.	186,500		15,000	91.9%
Implement the Communication Strategy.	126,500	5,000	5,000	92%
Undertake studies and develop strategies to inform the EITI implementation process.	166,500		60,000	64%
Monitor and track progress on recommendations of the previous UGEITI report.	32,000		10,000	68.7%
Prepare and publish the UGEITI report FY 2020/2021.	150,000			100%
Capacity development of MSG and other stakeholders.	240,000			100%
UGEITI Secretariat Operations	335,000	335,000		0%
Grand Total	1,300,000	340,000	110,000	65.4%

2022/2023 Work Plan

GOAL: To improve the governance of extractive industries in Uganda for the benefit of present and future generations						
No.	Activities	Outputs	Resp. party	Timeline	Cost (USD)	Funding Source
1.0	OBJECTIVE 1: ENHANCE TRANSPARENCY IN THE EXTRACTIVE SECTOR				575,000	
1.1	Develop a government plan for contract and license disclosure and publications, documenting government's policy on disclosing extractive industry contracts and licenses	Published plan for disclosing contracts and licenses	MSG		35,500	
a	Conduct a study and propose a plan on contract disclosure.			Q2	25,500	
b	Engage Cabinet with a strategy for contract disclosure			Q2	5,000	
c	Organize a joint meeting for relevant MDAs to appraise them on contract disclosure.			Q2	5,000	
1.2	Develop a Roadmap on Beneficial Ownership Disclosure	Roadmap on Beneficial Ownership Disclosure developed	MSG		28,000	
a	Sensitization workshop for the National Beneficial Ownership Committee.			Q1	10,000	EU/JAR (Complete)
b	Undertake a study on Beneficial Ownership Disclosure.			Q2	10,000	EU/JAR (Complete)

c	Engage with Uganda Registration Services Bureau and other relevant stakeholders to track progress and contribute to the reforms on beneficial ownership disclosure.			Q2	8,000	
1.3	Disseminate EITI report findings and sensitise key institutions on the EITI implementation process	EITI Report disseminated	MSG	Q2 - Q4	186,500	
a	Mapping of stakeholders. (In-house).			Q1	-	
b	Engage with the Natural Resources Committee of Parliament.			Continuous	5,000	CSCO
c	Organize a sensitization workshop for media personnel on EITI reporting. (50 pax)			Q1	10,000	EU/JAR (Complete)
d	Undertake regional outreach engagements specifically on dissemination: Regional Engagements, Radio, TV and Newspapers. [3-day workshops in 4 regions at \$ 25,000 by MSG dissemination working group] (USD 60 per Pax for Each Workshop)			Q2 - Q4	100,000	
e	Publishing and Printing of copies of the UGEITI report, Monograph, Analysis and Presentation of the information in the report for use by different EITI stakeholder groups.			Q2 - Q3	70,000	
f	Translation of EITI Monograph into two (2) languages.			Q2	1,500	

1.4	Implement the Communications Strategy for EITI awareness	Reports on communication activities	MSG	July 22 - June 23	126,500	
a	Prepare two facts sheets on Contract and license allocations, including explanations on commonly used technical terms, and 'procedures and practices' in contract and license allocations for petroleum and mining.			Q2	5,000	EU/JAR
b	Engage research institutions to raise awareness of the EITI process and encourage usage of the EITI data. (1/2-day Workshop)			Q3	5,000	
c	Maintain and update the UGEITI website (Reviewing content every six months)			Continuous	5,000	GOU
d	Sensitize communities on Govt and Industry expenditures of the EITI report in their areas.			Q4	30,000	
e	Hold national dialogue on improving extractives governance.			Q3	50,000	
f	Strategic meetings for MSG members to improve coordination and flow of information.			Q3)	30,000	
g	Strategic engagements with key institutions of Government for high level buy-in and commitment.			Q2	1,000	
h	Engage with the Anti-Corruption Agency to discuss the management of corruption risks in the extractive sector.			Q3	500	

1.5	Undertake studies and develop strategies to inform the EITI implementation process	Scoping Studies to inform implementation and EITI Report	MSG		166,500	
a	Set-up a database for oil, gas and mining sectors to mainstream the implementation of EITI data towards an open data policy.			Continuous	11,500	
b	A study on the gender impacts of the extractives sector and disseminate the findings.			Q1	26,500	
c	Document status of implementation of National Content policy and disseminate the findings.			Q3	21,500	
d	Study on ASM activities to inform EITI reporting and disseminate the findings.			Q3	30,000	Planet Gold Program
e	Study to develop a strategy and plan for the promotion and sustenance of transparency in the extractive sector and disseminate the findings.			Q2	30,000	Planet Gold Program
f	Study to track LG royalty payments to the district and sub-county level and report on their receipts and expenditure.			Q2	23,500	
g	Develop a Monitoring and Evaluation (M&E) strategy for the Secretariat to implement and for the MSG to use in tracking implementation. Disseminate the findings			Q3	23,500	

1.6	Monitor and track the progress on recommendations of the previous UGEITI report. Presenting the Recommendations to stakeholders for implementation	Draft a report on status	MSG		32,000	
a	Organise a Workshop for relevant institutions to handle recommendations.			Q1	5,000	
b	Organize follow-up meetings with the relevant institutions.			Continuous	2,000	
c	Engage with DGSM, Ministry of Trade and URA to reconcile figures on mineral exports.			Q2	15,000	
d	Support the development of a system that ensures coordination and streamlining of mineral trade.			Q2	10,000	NRGI
e	Desk study to review and establish the legal basis for the Multi-Stakeholder Group. (in-house)			Q4		
2.0	OBJECTIVE 2: STRENGTHEN REVENUE MANAGEMENT AND ACCOUNTABILITY				150,000	
2.1	Prepare and publish the UGEITI report FY 2020/2021.	UGEITI report FY 2020/2021 published	MSG	Q2 – Q4	150,000	
a	Development and approval of ToR for Independent Administrator (IA).			Q1	(In-house)	
b	Engage the IA to conduct a scoping study, prepare inception report, collect data, undertake analysis and reconciliation.			Q2	120,000	

c	Organise workshop for Training for reporting companies and government agencies and issuing of reporting templates for collecting payment and receipt data for 2020/21. (1-day event)			Q2	10,000	
d	Organise MSG workshop for Presentation and Review of Draft Inception Report submitted to MSG. (1-day event)			Q2	5,000	
e	Organise MSG workshop to approve the Inception Report. (1-day event)			Q2	5,000	
f	Organise MSG workshop for Presentation of Draft final report to stakeholders. (1-day event)			Q2	5,000	
g	Organise MSG workshop for MSG validation and approval of the Final report. (1-day event)			Q4	5,000	
3.0	OBJECTIVE 3: TO BUILD THE OPERATIONAL AND TECHNICAL CAPACITY OF MSG AND SECRETARIAT TO ENSURE THAT EITI IS EFFECTIVELY IMPLEMENTED				940,000	
3.1	MSG engagements to support EITI implementation.	At least six meetings	Secretariat	Q1 – Q4	135,000	
a	Organise regular MSG workshops/meetings to review progress.			Continuous	21,000	
b	Workshop to review MSG Terms of Reference and membership.			Q4	7,000	
c	MSG Validation training			Q3	7,000	
d	Annual Subscription to the EITI.			Q1	10,000	GOU

e	Regional engagement meetings i.e. Experiential Learning including benchmarking & regional engagements for the MSG and EITI Champions.			Continuous	40,000	
f	Participate in International EITI related conferences.			Continuous	45,000	
g	Prepare and publish the Annual Progress Report FY 2022/2023. (In-house)			Q4		
h	Organise meetings to follow-up on potential funding sources.			Q2	5,000	
3.2	Field visits to the extractive regions (3-day visits)	Two field visits conducted	MSG		80,000	
a	Visit to one oil and gas region.			Q2	40,000	
b	Visit to one mining region.			Q3	40,000	
3.3	Capacity development of MSG and other stakeholders	At least six (6) trainings	MSG	Q1 – Q4	240,000	
a	Training on reconciliation of data in the extractives industries for the mining companies & CSOs, MSG and DGSM operating in Uganda. (3-day event)			Q2	50,000	
b	MSG training on EITI Validation and conduct a pre-Validation exercise. (3-day event)			Q3	50,000	
c	Training to the Office of the Auditor General and Secretariat on report preparation. (3-day event)			Q3	40,000	
d	Training to appraise MSG members on emerging issues in the extractive industry. (3-day event)			Q3	50,000	

e	MSG Annual Retreat to develop a Work Plan of the next reporting period and review the progress of EITI implementation. (3-day event)			Q4	50,000	
3.40	UGEITI Secretariat Operations	Running Secretariat and MSG	Secretariat	Q1 – Q4	335,000	GOU
a	<ul style="list-style-type: none"> - Operational expenses. - Salaries. - Sitting Allowances. - Office Stationery. - Equipment i.e., Computers, Printers. - Fuel and Transportation Costs. - Internet fees. - Zoom and other software tools. - Funding for specific research studies. 					
3.50	Procurement of two vehicles to support the MSG and Secretariat logistics	Two vehicles procured	MSG	Q1 – Q4	150,000	GOU
a	<ul style="list-style-type: none"> Procurement of two (2) vehicles. - Mini-Van - Double-cabin Pickup 				150,000	
TOTAL (USD)					1,665,000	