

Uganda Mission Report

From the International Secretariat:

- Michael Uzoigwe, Country Manager
- Christopher Wilson, MEL Advisor

Dates: Monday, 27 June – Friday, 1 July 2022

1. Background

The objective of the mission was to provide implementation support to Uganda EITI particularly in work planning and APR development, pre-validation preparations, and in some thematic areas. After two years of implementation, Uganda published its first report in May 2022. The report provides contextual information and data on the management of both the oil and gas and mining sectors. Stakeholders and the general public in Uganda have a set of data on the extractive sector with which to engage debate and advocacy for improving governance of the sector. UGEITI therefore is at a stage in EITI implementation where they are expected to effectively internalize the cycle of regular and timely reporting, effective dissemination of the reports and stimulation of public debate, remediation of the findings and recommendations, and EITI Validation. Hence, the mission was critical and timely in understanding the context and challenges that the National Secretariat, MSG, and other stakeholders face, in order to provide advice on dealing with the challenges and to properly structure International Secretariat (IS) support going forward.

The mission used the opportunity of meetings held with key stakeholders (across all the constituencies) to acknowledge the milestone achieved with the publication of the first report, announce and highlight the significance of and need for early preparation for Validation, and to train the MSG on preparing work

plans and APRs. A two-day workshop on work planning and APRs engaged MSG members on the need to strengthen the national relevance and strategic orientation of EITI implementation.

2. Meetings with the UGEITI Secretariat and the MSG Chair

Attendance:

Gloria Mugambe – Head of UGEITI Secretariat

Saul Ongaria – UGEITI National Coordinator

Michael Uzoigwe – International Secretariat

Mr Kaggwa – MSG Chair

Mina Horace – EU Advisor to UGEITI

Other NS Staff

Meeting Summary

The Mission kicked off with a meeting with the Head of Secretariat and National Coordinator. Subsequently, another meeting was held with all staff of the NS and with the MSG chair. However, in the course of the Mission, a number of side discussions were also held key individuals particularly the Head of Secretariat, the National Coordinator, and the embedded EU Advisor to UGEITI. The points below reflect discussions held across these meetings.

On the Mission: The mission schedule was reviewed and a few changes were made. The NS confirmed their satisfaction with the proposed mission objectives and made no further amendments to it. Meetings and plans for the workshop schedule as part of the mission were confirmed.

On the UGEITI Secretariat Structure, challenges/concerns: Lack of funding was identified as a major challenge the NS. An initial two-year funding guarantee provided by the government through the Ministry of Finance expired in 2022. Subsequently, UGEITI Secretariat was integrated into the Tax Policy Department of the Ministry of Finance for the purpose of budget allocations. However, funding from this source only covers staff salaries and other recurrent expenditure. Hence, the NS has no guaranteed funding for projects, capacity building, outreach activities, etc. The NS reported that they lack staff in some critical areas of implementation such as communications, information technology, technical staff, and monitoring and evaluation. It was noted that the plan to have a residential workshop for the MSG members as part of the mission was cancelled in the last minute due to lack of funding, and this affected attendance at the workshop. The issue of funding was discussed with the MSG chair, but he highlighted that it would be difficult to push for increased government funding for EITI in the next couple of years due to the state of the Ugandan economy.

While recognising the constraints that lack of funding can place on implementation, the IS encouraged NS to continue to explore creative and innovative means of manoeuvring the challenge. For instance, in ensuring appropriate dissemination and public engagement of the first UGEITI Report, NS

was encouraged to explore collaborating with civil society partners with shared objectives who may have funding for such activities.

On Government Commitment: The NS asserted that government commitment has been sustained since Uganda signed up. The Ministry of Finance has been supportive particularly through the efforts of the MSG Chair, who is a director at the ministry. NS highlighted the need for the Ministry of Energy and Mines Development (MEMD) to improve on its engagement with the EITI process. Particularly, IS used the opportunity to emphasize that a demonstrable high level government commitment is critical to achieving the core objectives of EITI implementation. IS encouraged NS to ensure that high level government officials are able to frequently participate in and make public statements of support to EITI implementation.

Contract Disclosure: UGEITI NS reported that some industry stakeholders (TotalEnergies) are keen to implement contract disclosure, but would not do so without government lead/approval. NS noted that the concern of many government officials is the assumption that contract disclosure could create ‘competitive disadvantage’ for the country, especially in negotiating new deals or contracts. IS encouraged NS staff to continue to make reference to the impact that contract disclosure can have in improving the investment climate, creating a level playing field for business, and empowering citizens. IS will continue to support NS with examples of best practice and advice on practical steps that could be taken in addressing the barriers to contract disclosure.

On Validation: IS announced the Validation start date of 1 April 2023, and emphasized the need for early preparation and sensitization of key stakeholders.

A presentation on the new EITI Validation model was made, and a number of concerns and areas of clarification were raised and addressed. NS and MSG recognised the need for increased efforts on public debate and documentation of evidence. In a consultation held later during the mission, CSOs demonstrated solid understanding of evidence-based implementation, including the need to broaden engagement with professional bodies, media and subnational players through the right channels.

On MSG Governance: MSG tenure expired after three years (2019 – 2022) and was renewed by a letter from the MSG chair and this does not follow the procedure stipulated in the MSG ToR. IS encouraged MSG to review/update its ToR, and endeavour to include considerations for gender representation. The NS suggested that there were low levels of engagement among MSG members, and that this might be attributable to lack of funding for MSG activities. The IS did not have an opportunity to meet with the majority of MSG members in order to validate this assessment. There was a low turnout of MSG members to the workshop organised for work planning and APR development as part of the mission but this could also be attributed to the fact that most of the MSG members received information on the detailed logistics arrangements for the workshop only two days ahead. It was noted that MSG membership is mostly viewed as a volunteering role. Therefore, it is not adequately prioritized by most members.

On the Energy Transition: It was noted that it would be necessary to encourage UGEITI to consider leading dialogue on the need to raise awareness on building (oil and gas) revenue resilience. This dialogue could also be undertaken alongside discussions about the opportunities (and risks) associated with a possible boom

in critical minerals. IS would explore the possibility of supporting UGEITI by conducting a study that articulates the energy transition opportunities and risks in Uganda.

Next steps

Action	Timeline	Status
IS to send Validation commencement letter to UGEITI champion – Honourable Minister for Finance	Q3	
IS to draft Validation Schedule and support UGEITI in completing and tracking Validation Progress Tracker	Q3	
UGEITI NS to complete and share Summary Data Template (SDT) for UGEITI first report	Immediate	
IS to review and provide feedback on SDT for UGEITI first report and	Q3	
UGEITI NS to provide support to MSG in completing the Validation templates. First draft to be shared with IS country team by Q4	Q3 – March 2023	
IS to explore possible support to UGEITI for a study on building revenue resilience (in the oil and gas sector) and critical minerals in Uganda in the light of the energy transition.	Q3-Q4	
UGEITI NS to commence the process of preparing the next EITI report	Q3-Q4	
NS to follow up with MSG chair on the possibility of securing/improving government/other sources of funding for UGEITI work plan activities	Immediate - continuous	

3. Meeting with Petroleum Authority of Uganda (PAU)

Attendance:

Andrew Ochan - Manager, Data Management

Denis Ariko, Manager, Subsurface

Manager, Technical Evaluation

Mr Felix Okot, Manager Operations and Surface Facilities

Meeting Summary

- UGEITI NS provided a brief background to the mission and highlighted the shared objective (with PAU) of improving the transparent management of oil and gas resources in Uganda.
- IS announced the mission and recognised PAU's critical role in providing data for the first UGEITI Report.
- The meeting was attended by heads of the various units of PAU that are directly involved in generating data in the oil and gas sector. Hence, systematic disclosure was extensively discussed, with PAU making commitment to improve its efforts at disclosing relevant data through its website and portals.
- As the promotion of local content was a subject of national dialogue during the time of the mission, IS commended PAU for providing data on the implementation of local content as provided by the relevant law, and

highlighted that the information provided does not include a benchmarking of the implementation against the provisions of the law. Such analysis would aid public understanding of and debate on the extent to which the law is adhered to in practice.

- IS also encouraged PAU to continue to use the platform of the EITI to reach out to the public with information on the management of the oil and gas sector, and to also include the dissemination of the UGEITI report in its outreach and community engagement activities.
- PAU expressed interest in implementing contract transparency but would require further guidance and support towards obtaining government sign off and in the actual disclosures.

Next steps

Action	Timeline	Status
NS to work with PAU towards addressing gaps and recommendations from the first UGEITI report	Q3-Q4	
NS to follow up with PAU on disclosure of the active PSAs	Q3-Q4	
NS to follow up with PAU on leveraging their (PAU's) platform for dissemination of the UGEITI Report	Continuous	

4. Meeting with Directorate for Geological Survey and Mines

Attendance:

- David Ssebagal – Senior Inspectorate of Mines
- John Kennedy Okwelling – Senior Mining Engineer

Meeting Summary

- UGEITI NS provided a brief background to the mission and highlighted the shared objective (with PAU) of improving the transparent management of mining and minerals in Uganda.
- IS announced the mission and recognised DGSM’s critical role in providing data for the first UGEITI Report.
- DGSM acknowledged the opportunity that EITI implementation provides for improving the management of the mining sector but lamented the delay in Presidential assent to the Mining and Minerals Bill noting that it has stalled reforms planned for the sector through the provisions of made in the bill.
- On the discrepancies in gold production and export data reported by DGSM and Ugandan Revenue Authority (URA) through the UGEITI first report, DGSM acknowledged the need to improve coordination and data sharing across the relevant agencies. However, they particularly noted that the lack of recognition of the role of and involvement of the Ministry of Trade and Investment in the EITI reporting process might have been responsible for the discrepancies in the report. They highlighted that the Ministry of Trade and Investment (MTI) are responsible for licensing gold refineries and monitoring their operations. Hence, while the refineries are obliged to

provide data to the MTI and the URA, DGSM has no control over data generated by the refineries. IS encouraged the NS to collaborate with all the relevant agencies to ensure that a framework is put in place to improve coordination and data sharing among the agencies.

- On contract transparency, DGSM confirmed that there was only one active Mineral Development Agreement that was active in the year covered by the first UGEITI report, and none has been entered into beyond the period. DGSM committed to disclose the MDA and subsequent ones but would require guidance from UGEITI NS on the appropriate format of disclosure.
- DGSM also expressed interest in using its community engagement platforms to support EITI outreach and dissemination activities. However, they highlighted that recent security challenges they face in some of the mining communities have forced them to limit community engagement activities. For instance, In March 2022, five of the staff of the Ministry of Mines and Energy (including a staff of DGSM) were killed while on official duty in Karamoja Mines.
- On beneficial ownership transparency, DGSM expressed interest in using its mandate to request BO information as part of new license and license renewal applications. They requested guidance and support on the appropriate template to be used for this purpose. IS will provide this support through the NS immediately.
- DGSM confirmed public access to the online cadastre and that basic information about licenses can be viewed. They also committed to improve

their systematic disclosure of relevant sector data but highlighted capacity and systems challenges they may face in the process.

- In regard to sub-national transfers, DGSM noted a significant loophole in the transfer of mining royalties to local governments, as prescribed by law and according to a specific formula. These payments are executed by the Central Bank of Uganda (CBU), but are not appropriately referenced, and do not appear on local government budgets. As a result, this represents a lacuna of transparency and accountability and a significant corruption risk. This risk is accentuated by the fact that local governments sometimes claim that this money is not received. Hence, while the UGEITI report contains data on all the transfers made to local governments in the period covered by the report, there are still challenges with the monitoring and traceability of the funds. DGSM agreed to coordinate with CBU to explore opportunities for clearer referencing and reporting of the transfers, particularly as information on these transfers would likely be of great interests to local communities and civil society stakeholders.

Next Steps

Action	Timeline	Status
NS to follow up with DGSM (and other relevant agencies) on establishing a framework for coordination around reporting of production and export data)	Q3-Q4	
IS to support UGEITI and DGSM to develop a template to facilitate collection of BO data from new license/renewal applications.	Immediate	
UGEITI to follow up with DGSM on the disclosure of one active MDA and new ones	Immediate	
NS to follow up with DGSM on possible collaboration around dissemination of UGEITI report in mining communities/areas (where it is considered safe to carry out such activities)	Q3-Q4	
IS/NS to support DGSM in identifying and addressing barriers to systematic disclosure	Q3 – Q4	
UGEITI and DGSM to collaborate with CBU to appropriately reference sub-national transfers (mining royalties) paid to local government in order to improve traceability and monitoring of the use the funds	Q3-Q4	

5. Meeting with Donors and Development Partners (DPs)

Attendance:

- Embassy of the Kingdom of Belgium – Koen Van Acoleyen, Deputy Head of Mission, Head of Development Cooperation
- African Development Bank – Peter Engbo Rasmussen, Principal Country Economist
- GIZ - Henry Mukasa, Advisor, Natural Resource Governance Support to the International Conference on the Great Lakes Region (ICGLR)
- USAID/ Strengthening Systems and Public Accountability Activity (SSPAA) – Robert Lugolobi Luminsa, Anti-Corruption and Accountability Expert
- NS Staff

Meeting summary

The meeting provided opportunity for IS to brief the development partners on the objectives of the mission, highlight key priority areas for UGEITI, and seek to understand areas of common interest and possible collaboration. The DPs in attendance also used the opportunity to share their views on EITI implementation and the overall political economy context of Uganda.

Embassy of the Kingdom of Belgium noted that the Government of Belgium participates in the EITI as a supporting country and contributes to the World Bank Extractive Global Programmatic Support (EGPS) Multi-Donor Trust Fund (MDTF). As such the Embassy has limited opportunity to provide bilateral

support to UGEITI. The shared information on the ENABEL programme which invests more in the areas of youth employment and the green economy. The Embassy also highlighted concerns about shrinking civic space in Uganda, challenges faced by local communities and the activities of the NGO Bureau and how they affect the operations of CSOs. The Embassy also sought to understand the extent to which the EITI covers/impacts regional and cross border issues, IS responded by highlighting that countries in the region are encouraged and supported to keep improving their reporting of extractives sector activities in accordance with the EITI Standard, and that peer exchange programmes are also facilitated amongst stakeholders in the region which provide opportunities for exchange of ideas and discussions on common challenges that they face and how to address them. **However, there is need to highlight this suggestion on increased regional involvement of the EITI for further discussion by the IS.**

African Development Bank (AfDB) confirmed that there is no funding provision to support EITI implementation in Uganda within the Bank's current country programme. However, the Bank used the opportunity to suggest some areas that could be covered by the UGEITI report in future productions such as including data on reserve levels, the potential and actual mining of iron and steel and the multiplier effect that it could have on the Ugandan economy. The Bank noted that the EITI's emphasis on contract disclosure is a welcome development because 'the contracts would be leaked anyway'.

GIZ shared information on their programme that provides natural resource governance support to the International Conference on the Great Lakes Region (ICGR). They noted that EITI does not resonate strongly in the region with only 4

countries implementing the initiative. GIZ highlighted the need for greater involvement of EITI in the region citing ongoing work traceability of minerals/commodities as an area where the EITI might have a role to play. They expressed willingness to collaborate with UGEITI in the mineral digitization and traceability project and the formalization of Artisanal and Small-Scale Miners (ASM). They also expressed interest in supporting the implementation of the work plan and NS was urged to follow up with GIZ on this.

USAID-SSPAA shared information on their support to national anti-corruption institutions noting that the extractives sector is top on the agenda of the programme. They provide support through technical support, data collection, analysis and reporting. They shared an instance of ongoing support to the Office of Auditor General (OAG) to review current costs reported by oil companies which would be claimed in the future. The programme also supports advocacy initiatives and they identified possible opportunities in supporting CSOs to engage the findings and disclosures from the EITI report, creating public awareness of EITI implementation and how the public can access and use EITI data, especially in the Albertine region where the programme has its geographical focus. The programme expressed interest in supporting anti-corruption institutions to engage/investigate the use of subnational transfers (mining royalties) made to local governments using data from UGEITI first report. NS was urged to carry on further discussions with USAID-SSPAA on the identified possible areas of collaboration.

Overall, the meeting helped to highlight the need for UGEITI to strengthen development partners' engagement in EITI implementation as creative means of addressing some of the funding challenges that they have.

Next steps

Action	Timeline	Status
UGEITI NS to follow up with USAID/SSPAA (dissemination of UGEITI Report and advocacy on subnational transfers using data from UGEITI Report)	Immediate	
NS to follow up with GIZ (on possible collaboration on formalization of ASM/ study on ASM and other activities in the work plan)	Immediate	
NS to share draft 2022 workplan with development partners (DPs) for inputs and potential support	Q3	

6. Meeting with TotalEnergies (Industry Representative on the MSG)

Meeting Summary

- IS discussed the objectives of the mission and acknowledged the role that TotalEnergies plays in supporting the EITI and in actively participating in the local implementation in Uganda.
- TotalEnergies reiterated the company's commitment and willingness to implement full disclosure of data related to and arising from its operations in

Uganda's oil and gas sector. He also noted a shared interest to continue to use the EITI platform to pursue the company's commitment to transparency and best practices.

- TotalEnergies shared the current status of the three projects that the company is involved in, including EACOP project and noted that they were progressing well and acknowledged the role that EITI reporting can play in addressing public concerns about the projects.
- IS encouraged the company to use its community engagement programmes and activities to advance dissemination of EITI reports and outreach going forward. UGEITI NS and MSG can follow up on this commitment e.g. identify opportunities and seek collaboration with the company.
- TotalEnergies expressed concerns about the low level of organisation within the mining sector noting that that could be a major challenge in organising overall industry participation in the EITI process.
- IS highlighted the need for a framework for broader industry participation in EITI implementation and provided made suggestions on how the challenges could be addressed including identifying and working through key players in the mining sector.

Next steps

Action	Timeline	Status
IS and NS to follow up conversation on mobilising/galvanising industry engagement with TotalEnergies (Linda/GM) – especially coordinating increased participation of mining companies	Q3-Q4	
NS to follow up with TotalEnergies on their commitment to lead discussions at the highest level on enabling and implementing contract disclosures in Uganda.	Immediate	

7. Meeting with Uganda National Beneficial Ownership Committee

- Attendance:
 - Uganda Registration Service Bureau (URSB)
 - Uganda Revenue Authority (URA)
 - Ministry of Justice
 - Central Bank of Uganda (CBU)
 - Financial Intelligence Unit (FIU)

Meeting Summary

- There is opportunity to support UGEITI in strengthening the legal basis for BO. MSG was able to utilize opportunity that existed during the review of the Mining law to include BO legislation. Another opportunity exists for MSG to influence BO definition in the ongoing amendment of Uganda companies law.

- The national BO Committee includes the relevant government agencies for BO reform and implementation but would require technical and capacity support to pick up momentum.
- The BO Committee does not include MSG members but is expected to liaise with the MSG via the NS, who convenes and coordinates the Committee.
- During the meeting it was highlighted that DGSM expressed willingness to explore collecting BO data from new applications and renewals going forward and that IS would provide support to DGSM on this through the NS.
- It was noted that the GoU is keen on improving its rating by the Financial Action Task Force (FATF) and relevant agencies have been charged to work assiduously towards achieving this goal. Committee members believe that this development would increase government's commitment to BO reporting as it is one of the areas where Uganda is required to demonstrate progress under the implementation of Anti-Money Laundering and Combating of Financing of Terrorism (AML/CFT) by the FATF.
- Committee members were invited to intend the upcoming peer learning event held by the Opening Extractives programme for east African countries.

Next steps

Action	Timeline	Status
IS to review draft MSG BO definition and provide advice for consideration in the ongoing review of the Companies Act	Immediate	
IS/NS to provide capacity building on BOT for members of the Committee	Q3-Q4	
NS to work with PAU and DGSM to obtain comprehensive list of all companies in the extractives sector and make request for BO information	Immediate	

8. CSO Catch up

- Attendance: Please see attendance list

CSO catch up was held as part of a constituency consultation for work planning and APR development.

Meeting Summary

- CSOs reviewed and assessed the first two years of EITI implementation, and identified multiple strengths, weaknesses, opportunities, and threats. Participants also used this reflection to identify a number of recommendations and priorities for work planning. These outputs were shared with the participants in the MSG workshop and used to ground discussions.

- CSOs highlighted that there is ample opportunity for participation in extractives sector reform advocacy. However, CSOs noted that though campaigning and advocacy activities related to the extractives sector have traditionally faced challenges of intimidation and interference, this had not been the case in regard to EITI activities. Participants suggested that this might be due to the coincidence of EITI implementation with the COVID-19 pandemic, which significantly limited activities that might have been interfered with.
- CSO representatives also confirmed adequate consultation of civil society in the implementation of EITI. Instances were shared of CSOs involvement in the extractives governance processes such as participation in the review of the Mining Bill which is awaiting presidential assent, and the review of the UGEITI Report. However, the CSO representatives acknowledged that there are challenges within civic space in Uganda. The effect of government's suspension of the Democratic Governance Facility (DGF)¹ which was a major source of funding for CSOs activities, was highlighted. In addition, there were instances of alleged government intimidation of CSOs engaged in extractives sector related advocacy such as the arrest and detention of staff of African Institute for Energy Governance (AFIEGO), and alleged instances of harassment and intimidation in relation to local stakeholder meetings and events. The NGO Act of 2016 which mandates the NGO Bureau to register CSOs was also mentioned, though the general opinion was that it has no

¹ DGF is a multi-donor facility established by eight development partners in agreement with the Government of Uganda for the purpose of harmonizing development partners support to selected institutions and CSOs to contribute to the promotion of democracy and good governance. The fund was established in 2011. The President of Uganda ordered its suspension in January 2021 claiming that the funds were being used to subvert the government under the guise of improving governance.

significant impact on civic space as CSOs have found means of operating despite the provisions of the law. CSOs hold periodic dialogues with government ministries and departments and carry out regular public engagements.

- CSOs also confirmed that they are able to air their views and raise issues freely during MSG meetings.
- CSOs highlighted the shared challenges they face in advancing EITI implementation to include lack of funding, low capacity, and lack of internal coordination. The CSOs representatives particularly highlighted how influence from external CSOs or actors sometimes creates division and conflict within the local civic space, and the imperative for national CSOs to disassociate themselves with such actors in order to avoid negative consequences of that advocacy. They noted that most of the agitations against EACOP, for instance, are externally influenced and supported.
- IS highlighted the need for MSG to properly review and address the concerns raised about constrained civic space. CSO representatives on the MSG agreed to take up the responsibility of ensuring that the challenges within civic space in Uganda is discussed at the next meeting of the MSG. A memo that articulates the challenges within civic space would be drafted and presented as an agenda item during the next MSG meeting.

Next steps

Action	Timeline	Status
IS and NS to follow up with CSOs reps (Siraj @ Oxfam) on drafting a memo on civic space for MSG discussion.	Immediate	
Int Sec to continually monitor CSO engagement		

9. MSG Workshop (on APR and Work Planning)

Attendance List

MSG Members:

- MR. OBAD NOAH (Oranto Petroleum Limited)
- MR. DAVID SEBAGALA (Ministry of Energy and Mineral Development)
- DR. TOM BURINGURIZA (Armour Energy Limited)
- MR. JONAN KANDWANAHU (National Planning Authority)
- MS. WINFRED NGABIIRWE (CSCO)
- MR. MAGARA SIRAGI LUYIMA (CSCO)

Proxies of MSG members and additional representatives:

- MS. Linda XXXX (TotalEnergies)
- (Uganda Revenue Authority)

- (Bank of Uganda)
- MR. OKWELLING JOHN KENNEDY (Ministry of Energy and Mineral Development)

Images



Development of a work plan and finalization of the annual progress review were a primary motivation for the IS mission and the NS stressed the importance of an event in order to catalyse MSG ownership, engagement, and capacity in regard to the work planning process. MSG ownership was seen as a particularly important challenge, as the NS experiences a tendency among MSG members to expect that work planning will be conducted, monitored, and executed solely by the NS. The NS also noted weak capacities in regard to stakeholder consultations, which was confirmed in the civil society consultation held the day before.

A two-day MSG workshop was planned to pursue the following objectives:

- Sensitize MSG members to the rationale and process of a virtuous annual cycle for work planning and progress review
- Contextualize work planning to the Ugandan reporting and disclosure schedule
- Build capacity for work planning in line with IS guidance on Req 1.5

- Assist the MSG in defining national priorities, work plan objectives, and priority activities.

Execution of the planned workshop was hampered by limited attendance. Due to miscommunications and unexpected events, planned workshop funding was not available. MSG members were only informed of the workshop 2 days beforehand and members did not receive free accommodation at the venue (60-90 minutes travel from Kampala). As a result, MSG members were required to commute to the venue two days in a row, resulting in limited and inconsistent attendance. The workshop started 2-3 hours late each day to accommodate late arrivals, and peak attendance was for the last hours of each day, including 8 MSG members on day one and 10 MSG members on day two (including proxy members). The MSG chair did not attend, despite commitment to do so. The MSG has 25 members. This challenge was particularly noteworthy since a key NS objective was to instil a sense of MSG ownership in the work plan.

Summary:

- Given limitations of time and participation, the workshop format and objectives were adapted to produce recommendations from participants to the full MSG on work plan design, anticipating actual work planning to take place in an MSG meeting with full attendance. The workshop successfully produced recommendations for national priorities and work plan objectives.
- Workshop sessions on national priorities were composed of conceptual guidance from the IS, coupled with hands-on engagement with Uganda's national development plan (NDP3). Exercises were conducted to identify

and prioritize relevant programmes under the NDP3 and relevant objectives under each of these. These prioritized national priorities were then compared with the outputs of stakeholders consultations and a review of implementation gaps, to support a conversation about appropriate work plan objectives. Guidance was provided on how work plan activities could be agreed and prioritized in order to align and contribute to these objectives.

- Capacity development was addressed through sessions on using the work plan matrix template, and practicing the allocation of required activity details, such as funding source and responsible party. Participants were encouraged to act as ambassadors and mentors to the MSG members not present, in order to help them efficiently engage in the work planning process moving ahead.

Presentations and discussions on stakeholder consultation helped MSG members to identify weak spots in consultations to date, and emphasized the logic, rationale, and required nature of meaningful stakeholder consultations to date. and additional stakeholders in each constituency that should be consulted. At the end of this session, however, several participants still maintained that there were no stakeholders beyond the MSG that needed to be consulted. A stakeholder mapping exercise adapted from the Indonesian work planning process (See Guidance Note on Work Plans) helped participants to identify numerous such stakeholders in each constituency, and fostered an engaged debate on the role and significance of several key stakeholders that had previously not been incorporated into planning or consultation.

MSG ownership of the work plan and work planning process remain real challenges, and there is a consistent inclination to allocate related work to the NS. Funding remains a significant challenge for effective work planning and should likely be planned for. Limited funds may result in a quite limited work plan. Ongoing support and encouragement from the IS will likely be required for meaningful completion of the work plan. The IS concluded the mission with recommendations to the NS on next steps to efficiently translate outcomes from the workshop into a work plan with MSG ownership.

Next steps

Action	Timeline	Status
IS to stand by for additional support with the work planning and APR process, on request.	Immediate	