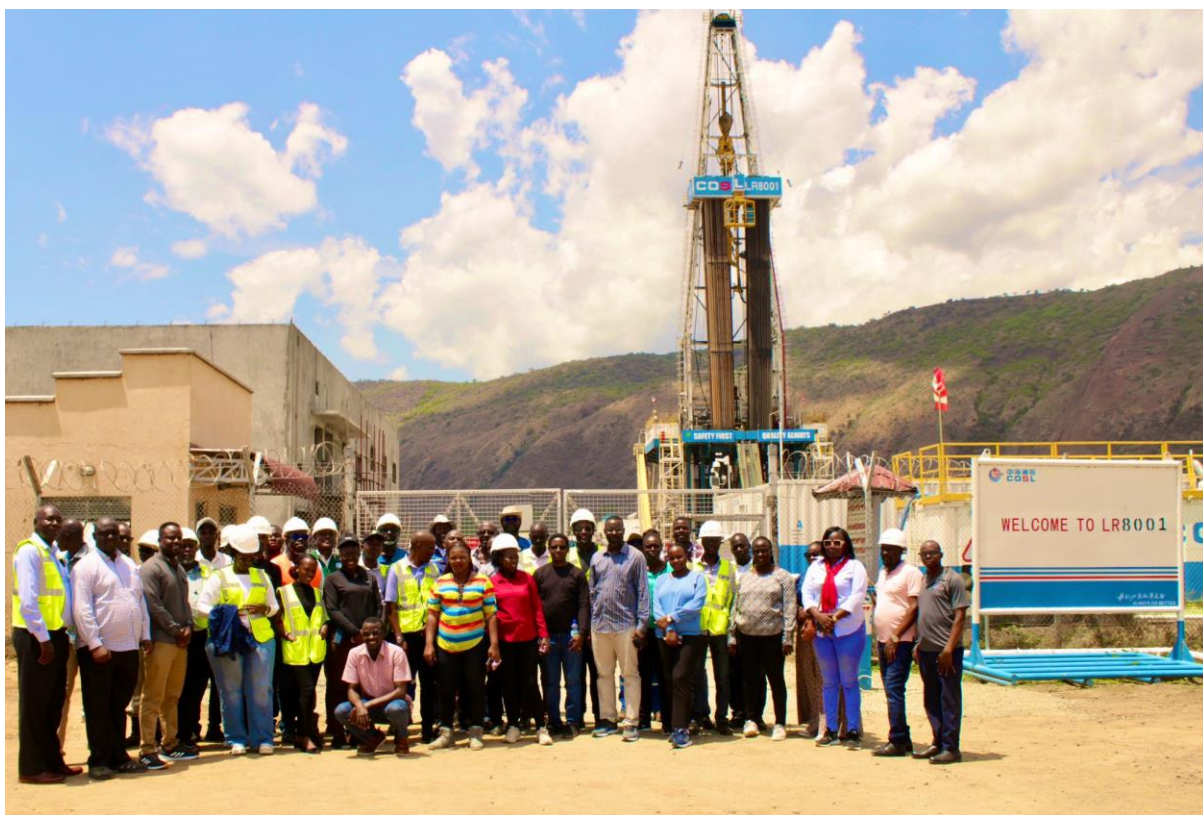


REPORT ON THE UGEITI MSG WORKSHOP AND FIELD VISIT TO THE OIL AND GAS OPERATIONAL AREA IN THE ALBERTINE REGION



Venue: Hoima Resort Hotel, Hoima

Dates: Monday, 7th – Friday, 11th April 2025

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LIST OF ABBREVIATIONS

AMV – Africa Mining Vision

BOU – Bank of Uganda

CNOOC – China National Offshore Oil Corporation

CSO – Civil Society Organization

EITI – Extractive Industries Transparency Initiative

FY – Financial Year

IFFs – Illicit Financial Flows

KCSON – Kasese Civil Society Network

M&E – Monitoring and Evaluation

MEMD – Ministry of Energy and Mineral Development

MoFPED – Ministry of Finance, Planning and Economic Development

MSG – Multi-Stakeholder Group

NDP IV – National Development Plan IV

NEMA – National Environment Management Authority

NPA – National Planning Authority

OAG – Office of the Auditor General

PAU – Petroleum Authority of Uganda

PESTEL – Political, Economic, Social, Technological, Environmental, and Legal analysis

SDGs – Sustainable Development Goals

ToRs – Terms of Reference

UBOS – Uganda Bureau of Statistics

UCEM – Uganda Chamber of Energy and Mines

UGEITI – Uganda Extractive Industries Transparency Initiative

URA – Uganda Revenue Authority

WGI – Water Governance Institute

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1. OPENING REMARKS

The UGEITI Secretariat convened the Multi-Stakeholder Group (MSG) from Monday, 7th April to Friday, 11th April 2025 in Hoima District for a residential workshop aimed at reviewing key strategic documents and undertaking a field visit to critical sites in the Albertine region.

The formal opening of the workshop took place on Tuesday, 8th April 2025, and was presided over by the National Coordinator, Mr. Saul Ongaria. In his welcome remarks, Mr. Ongaria commended MSG members for their commitment and active participation, as evidenced by the strong turn up for the five-day engagement.

He emphasized the significance of the workshop in strengthening UGEITI's governance framework, particularly through the review and approval of the revised Strategic Plan and Terms of Reference (ToRs) for the MSG. He further highlighted that the workshop would end in a field visit to three key sites in Uganda's extractive infrastructure:

- a) Kingfisher Oil Development Project
- b) Kabaale International Airport
- c) Luwero Industries Limited – Hazardous Waste Management Facility

Mr. Ongaria concluded by encouraging open dialogue and collaboration throughout the workshop to ensure that outcomes reflect shared ownership and a commitment to transparency in Uganda's extractive sector.

2. REVIEW AND APPROVAL OF THE STRATEGIC PLAN (FY 2025/2026 – 2029/2030)

On Tuesday, 8th April 2025, the Multi-Stakeholder Group (MSG) convened to review and validate the UGEITI Strategic Plan for the period FY 2025/2026 – 2029/2030. The plan represented a five-year roadmap to strengthen transparency, accountability, and inclusive governance across Uganda's extractive industries.

The presentation was made by Mr. Clovice Irumba, a member of the Strategic Plan Committee appointed by the MSG in June 2024 to support the Consultant in the development of a 5-year strategic plan. He walked members through the plan's structure, development process, alignment with national development priorities, and key implementation strategies.

The Strategic Plan was designed to achieve four overarching objectives:

- a) Enhance data disclosure and transparency in the oil, gas, and mining sectors;
- b) Facilitate comprehensive information sharing across stakeholder constituencies;
- c) Improve extractive revenue governance frameworks to maximize benefit to Ugandan citizens;
- d) Build the operational and technical capacity of the MSG and Secretariat to meet EITI standards.

Following detailed discussions, the MSG adopted the Strategic Plan with amendments, based on consensus and feedback from all constituencies.

2.1 Key MSG Comments Integrated into the Final Strategic Plan

a) Opening Sections

- The *Foreword* was confirmed to be signed by the Minister of Finance, Planning and Economic Development, underscoring high-level government ownership.
- The *Acknowledgement* section was revised to be signed by the MSG Chairperson, reflecting the central role of the MSG in strategic direction and oversight.

b) Revised Executive Summary

- The Executive Summary was rewritten for clarity and cohesion to present the *vision, mission, strategic goals*, and cross-cutting themes such as gender, digitalization, and environmental sustainability.
- The revised version articulated the expected development outcomes from improved extractives governance, and emphasized alignment with the 2023 EITI Standard and Uganda's National Development Plan (NDP).

c) Strengthened Alignment with International Frameworks

New content was added to ensure the plan reflected Uganda's regional and global commitments, including:

- Agenda 2030 and the Sustainable Development Goals (SDGs)
- The Africa Mining Vision (AMV) and its shared values for responsible mineral development
- International industry best practices in open data, environmental sustainability, and local benefit sharing

- The EITI 2023 Standard, including beneficial ownership disclosure, contract transparency, and energy transition considerations

d) Policy and Legal Framework (Section 2.1)

- The section was reorganized into a summary table, cataloguing relevant laws and policies across oil, gas, and mining subsectors.

e) SWOT Analysis (Section 2.5.1)

- Reformatted using roman numerals for clarity and consistency throughout the document.
- Analysis was enhanced with stronger articulation of internal capacity issues and external opportunities, including Uganda's emerging energy infrastructure.

f) PESTEL Analysis and Emerging Issues

- These sections were reviewed and updated by a select sub-committee (comprising MSG members Mr. Isaac Ntujju, Dr. Henry Bazira, and Mr. Peter Rumanzi).
- The revisions integrated emerging themes such as:
 - Digital innovation in transparency platforms
 - Energy transition and renewable energy integration
 - Gender equity in sector participation and employment
 - Mitigation of illicit financial flows (IFFs)
 - Enhanced youth engagement and public awareness

g) Risk Assessment Integration

- The Assessment of Risks, previously in annexes, was relocated and embedded into the Monitoring & Evaluation (M&E) Framework for practical alignment.

This change enhanced the link between identified risks and the indicators, mitigation strategies, and evaluation methods laid out in the M&E section.

h) Five-Year Budget (Annex II)

This section was to be reviewed the following day on Wednesday, 9th April 2025 to include the projected 5-year workplan for the strategic plan.

With these improvements, the MSG acknowledged the Strategic Plan as a practical instrument to guide Uganda's EITI implementation through FY

2029/2030. Members commended the MSG Committee, the Secretariat and Consultant for their responsive engagement, and the participatory approach that ensured all constituencies were represented in shaping the plan.

The approved Strategic Plan would guide the design of annual work plans, outreach programs, funding strategies, and reporting frameworks, ensuring that Uganda continued to strengthen accountability and transparency in the extractive sector.

3. REVIEW AND APPROVAL OF THE MSG TERMS OF REFERENCE (TORS)

Later in the day, the Compliance Officer (UGEITI), Mr. Edwin Kanakulya Kavuma, presented the revised Terms of Reference (ToRs) for the Multi-Stakeholder Group (MSG). The presentation highlighted the critical role of the ToRs in providing a robust governance framework for the MSG's operations under the Uganda Extractive Industries Transparency Initiative (UGEITI).

The revised ToRs cover essential aspects of MSG functioning including:

- a) Governance structures and oversight responsibilities
- b) Constituency representation and member selection
- c) Decision-making procedures, quorum, and voting protocols
- d) Code of Conduct, including integrity and conflict of interest principles
- e) Provisions on the inclusion of observers, proxies, and committees

Following a comprehensive review and plenary discussion, the MSG unanimously adopted the updated ToRs, with the following key updates that were adopted and incorporated based on member comments included:

3.1 MSG Composition, Appointments and Reappointments

- a) Each constituency (Government, Private Sector, Civil Society) would independently select its representatives through a consultative and transparent process, with due consideration for gender parity and expertise.
- b) The Senior Official, as mentioned in the EITI Standard Requirement 1.1, is designated as a permanent member of the MSG.

- c) The provision on the tenure for an MSG member was refined to provide for three years and may be renewed where the nominating constituency may renominate the member.
- d) Provisions were included to allow for reappointment or rotation of an MSG member at the discretion of the constituency through nominating the member for reappointment by the appointing authority, to ensure sustainable and effective implementation of EITI.
- e) The status of proxies was clarified for example, inter alia all proxies must abide by the MSG Code of Conduct and cannot represent more than one member simultaneously.

3.2 Voting Procedures and Quorum Clarification

- a) The language on quorum and decision-making was revised for clarity. Quorum for decision-making required the presence of at least half of the total MSG members, with a minimum one-third representation from each constituency.
- b) A new provision was adopted stating that if quorum was not achieved in two successive sittings, the matter would be voted upon in the third sitting regardless of quorum, ensuring that critical decisions were not indefinitely delayed.
- c) It was maintained that each constituency carried one vote where a vote was required.

3.3 Strengthened Governance and Committee Operations

- a) The MSG reaffirmed the role of ad hoc and standing committees to support technical work and oversight responsibilities.
- b) A provision was added requiring that each committee must have a clear Terms of Reference (ToRs) approved by the MSG before commencing any assignment. This promoted accountability, transparency, and task clarity.
- c) Committee composition would, where possible, reflect the multi-stakeholder nature of the MSG, and could include both MSG and non-MSG members.

3.4 Observer Participation

- a) The ToRs clarified between two categories of observers:
 - Permanent Observers: Nominated and approved by the MSG to participate regularly

- Standing Observers: Invited occasionally as needed for specific agenda items
- b) Observers did not have voting rights but could participate in discussions unless restricted due to the sensitivity of the agenda.
- c) Observers were bound by the same confidentiality and ethical standards applicable to MSG members, particularly when dealing with sensitive or pre-public information.

3.5 Enhanced Code of Conduct and Ethical Safeguards

To promote integrity and uphold the credibility of the MSG, the Code of Conduct was maintained and some of its provisions include:

- a) Disclosure of conflicts of interest was made mandatory for all MSG members, and those with conflicts must recuse themselves from related discussions and decisions.
- b) Members were prohibited from accepting gifts, inducements, or hospitality that could compromise their independence or objectivity in MSG processes.
- c) MSG members were required to act in the best interest of Uganda, upholding EITI values of transparency, accountability, and inclusiveness.

3.6 Member Facilitation and Resource Accountability

The MSG resolved that members should receive facilitation in line with national allowance guidelines, including:

- a) Sitting allowance for participation in meetings
- b) Transport refund in accordance with public sector rates
- c) Field/night allowances during field visits or out-of-station activities

3.7 Living Document and Future Amendments

The MSG agreed that the MSG ToRs is a living governance document, adaptable to future developments in the EITI Standard and Uganda's extractives governance landscape. In this regard, the clause on amendment of the ToRs was maintained.

4. OVERVIEW AND DISCUSSION ON THE 5-YEAR BUDGET FOR THE STRATEGIC PLAN

On Wednesday, 9th April 2025, the UGEITI Secretariat, led by the Finance Officer, Mr. Edgar Mutungi and the Research Officer, Mr. Abbey Gitta, presented the five-year implementation budget aligned to the Strategic Plan for FY 2025/2026 – 2029/2030. The projected budget, totalling approximately USD 11.31 million, provided a comprehensive financial framework to support the realization of the strategic objectives adopted by the MSG.

The presentation outlined the structure of the budget and the methodology used to develop activity-based estimates across key strategic pillars. It also included a funding outlook indicating anticipated contributions from government, development partners, and private sector stakeholders.

4.1 Core Budget Components

The MSG reviewed key cost categories aligned with the thematic focus areas of the Strategic Plan, namely:

- a) Data Disclosure and ICT Systems: Budget allocations covered the development and maintenance of open data platforms, electronic reporting systems, and digital infrastructure to enhance systematic disclosures.
- b) Awareness Campaigns and Media Engagement: Resources were allocated for public education, stakeholder consultations, outreach activities, and the production of simplified versions of EITI reports.
- c) Capacity Building Initiatives: Included technical training for MSG members, subnational actors, and local governments; induction sessions for new stakeholders; and peer learning exchanges with other EITI countries.
- d) Monitoring, Evaluation, and Learning (MEL): Funding was provided for performance reviews, results tracking, and preparation of progress reports aligned with the EITI Standard and national priorities.

4.2 MSG Comments and Recommendations

MSG members provided a constructive review of the budget and made key recommendations to enhance financial accountability and alignment with the plan's objectives. These included:

- a) Linking budget lines to strategic outputs:
Members emphasized the importance of drawing direct correlations between budget items and expected deliverables, to enable effective monitoring and justification of expenditures.
- b) Clarity on funding sources:
The budget was revised to disaggregate expected contributions from:
 - Government of Uganda
 - Development Partners
 - Private Sector and Co-funding Arrangements

This helped increase transparency on funding streams and highlighted gaps that require resource mobilization.

- c) Value-for-Money focus
Members requested further refinement of cost estimates to eliminate duplication, encourage cost-sharing, and promote efficient use of resources, particularly in high-expenditure areas like travel, communication, and consultancy.
- d) Mainstreaming cross-cutting issues:
the MSG stressed the inclusion of gender-responsive and youth-sensitive activities within all budget lines, especially in training, outreach, and community engagement initiatives.
- e) Quarterly financial reporting:
A recommendation was adopted to require the Secretariat to produce quarterly financial and activity implementation updates, to be shared with the MSG for review and oversight.

4.3 Finalisation of the 5-Year Budget

Following the deliberations, the Secretariat committed to incorporating all MSG recommendations into the final version of the budget. These updates included:

- a) Activity-Based Costing (ABC):
Each budget line should correspond to a specific activity under the Strategic Plan with indicative unit costs and totals across five years.
- b) Improved Presentation:
 - Numbering of budget headings was capped at level iii to improve readability.

- Headings and subheadings were realigned to reflect logical budget categories and subprograms.

The Secretariat was tasked with finalizing the budget with the MSG recommendations and attaching it as Annex II to the Strategic Plan, for formal circulation and reference.

5. FIELD VISIT SUMMARY

As part of its strategic learning and oversight mandate, the Multi-Stakeholder Group (MSG) conducted a field visit on Thursday, 10th April 2025, to key extractives-related infrastructure in the Albertine Graben. The objective was to enhance MSG members' practical understanding of extractive sector operations and to assess alignment with EITI principles, particularly in areas of environmental management, local content, infrastructure readiness, and public accountability.

The field visits were organized by the UGEITI Secretariat in collaboration with relevant agencies (Petroleum Authority of Uganda) and project operators (Luwero BHP Limited and CNOOC Uganda Limited), and included the following strategic sites:

5.1 Luwero Industries Limited – Hazardous Waste Management Facility

This facility is a treatment and disposal of hazardous waste from the upstream petroleum operations of the Kingfisher oil development Project operated by CNOOC.

Observations and Discussions:

- The MSG were taken through the processes of waste reception, classification, and segregation operations under the facility's integrated waste management system.
- Participants were informed that the site played a critical role in handling industrial waste generated during oil exploration and development, with implications for environmental and public health compliance.
- Facility operators briefed the MSG on waste transportation protocols, hazardous material storage, and regulatory requirements under the National Environment Management Authority (NEMA).

Key Insights:

- The MSG were re-assured of the enhanced regulatory oversight by NEMA on the facility, specifically on hazardous waste tracking to ensure traceability and safe disposal.
- The facility ensures the integration of environmental safeguards incorporating waste management standards.
- UGEITI would explore more opportunities to disclose environmental data, such as data on hazardous waste management.

5.2 Kingfisher Oil Development Project – Operated by CNOOC

The MSG toured the Central Processing Facility (CPF) construction site and other logistical installations of Kingfisher Oil Development Project operated by CNOOC. Officials from CNOOC Uganda provided information on the oil drilling process, general project progress and environmental compliance.

Other issues discussed included occupational health and safety protocols.

MSG Reflections:

- A CSO member encouraged stronger collaboration around public reporting on community development agreements, resettlement action plans, and environmental monitoring data.
- A member from the Government Constituency reaffirmed the value of field-level oversight in validating disclosures and as well as enhancing MSG oversight.

5.3 Kabaale International Airport – Oil Infrastructure Support Hub

This airport located in Hoima District though not yet commissioned would serve as a logistics hub for oil and gas operations, including cargo transport, personnel movement, and support for the East African Crude Oil Pipeline (EACOP) project.

Site Activities and Discussions:

- The MSG inspected the ongoing works at the airport which included mostly the runway construction.
- Project operators briefed the MSG on progress, timelines, and expected operational readiness by mid-2026.

5.4 Overall reflections and strategic takeaways

The field visit enabled the MSG to:

- Bridge the gap between policy and practice by witnessing first-hand how transparency and accountability principles apply in operational settings.
- Reaffirm the importance of multi-stakeholder monitoring in enhancing environmental governance, social responsibility, and infrastructure development in the extractives sector.
- Gather insights that would inform future UGEITI outreach, reporting, and stakeholder engagement efforts, particularly in subnational regions affected by extractive activities.

The MSG resolved to continue conducting annual field visits to enhance their contextual understanding and reinforce EITI's commitment to participatory, evidence-informed governance in Uganda's natural resource management.

Annexes

List of Participants

1. Mr. Clovice Bright Irumba – Petroleum Authority of Uganda
2. Mr. Anthony Okello– Ministry of Finance, Planning and Economic Development
3. Mr. Peter Rumanzi – Bank of Uganda
4. Mr. Jimmy Apaa Okello – Bank of Uganda
5. Ms. Gillian Mercy Lawino – Ministry of Finance, Planning and Economic Development
6. Mr. Magara Siragi – Oxfam International
7. Mr. Obad Noah – Oranto Petroleum Limited
8. Mr. Sam Mucunguzi – Civil Society Coalition on Oil and Gas
9. Eng. Olaro Oscar – National Planning Authority
10. Ms. Joanita Nassiwa – Uganda Bureau of Statistics
11. Mr. Isaac Ntujju – National Environment Management Authority
12. Ms. Jane Rose Atwongyeire – National Environment Management Authority
13. Mr. Sam Okia –
14. Mr. Winston Mugumya – Ministry of Energy and Mineral Development
15. Ms. Christine Nabisaawa – Ministry of Justice & Constitutional Affairs
16. Dr. Bazira Henry Mugisha – Water Governance Institute
17. Mr. Lawrence Muwonge – Uganda Revenue Authority
18. Mr. Herbert Ndikumwami –
19. Ms. Emily Kisaakye Luyiga – Office of the Auditor General
20. Ms. Babirye Magdalene – Office of the Auditor General
21. Ms. Justine Nakintu – [UGEITI Consultant]
22. Mr. Kenneth Asiimwe – Uganda Association of Artisanal and Small-scale Miners
23. Ms. Winfred Ngabiirwe – Global Rights Alert
24. Mr. John Odyek – New Vision Printing and Publishing Company Ltd
25. Mr. Emmanuel Kibirige – Uganda Association of Artisanal and Small-scale Miners
26. Mr. Birungi Abdul –
27. Mr. Bukya John Bosco Atwooki – Uganda Association of Artisanal and Small-scale Miners
28. Mr. Gard Benda – World Voices Uganda
29. Mr. Kasigwa Calvin Jim - Office of the Auditor General
30. Mr. Bamulimbya Erasmus Bbala – Petroleum Authority of Uganda
31. Mr. Jonathan Kyeyune – Uganda Chamber of Mines and Petroleum
32. Mr. Paul Mulindwa – Kasese Civil Society Network
33. Mr. Wegulo Karim – Office of the Auditor General
34. Mr. Saul Ongaria – Uganda Extractive Industries Transparency Initiative
35. Mrs. Gloria Mugambe - Uganda Extractive Industries Transparency Initiative
36. Mr. Francis Okello – Uganda Extractive Industries Transparency Initiative
37. Mr. Ariho Ignatius – Uganda Extractive Industries Transparency Initiative

38. Mr. Kanakulya Edwin Kavuma – Uganda Extractive Industries Transparency Initiative
39. Ms. Nakimwero Gloria – Uganda Extractive Industries Transparency Initiative
40. Ms. Linda Stacy Nalumu – Uganda Extractive Industries Transparency Initiative
41. Mr. Bwoye Perez Ham – Uganda Extractive Industries Transparency Initiative
42. Ms. Victoria Akakikunda Aine – Uganda Extractive Industries Transparency Initiative
43. Ms. Acom Angela Susan – Uganda Extractive Industries Transparency Initiative
44. Mr. Gordon Muhereza – Uganda Extractive Industries Transparency Initiative
45. Ms. Anyait Stellah – Uganda Extractive Industries Transparency Initiative
46. Ms. Gertrude Angom – Uganda Extractive Industries Transparency Initiative
47. Mr. Naluswa Ibrahim Kasango – Uganda Extractive Industries Transparency Initiative
48. Mr. Mukasa John Bosco – Uganda Extractive Industries Transparency Initiative
49. Mr. Kamwe Edison – Uganda Extractive Industries Transparency Initiative
50. Mr. Okepa Reagan – Uganda Extractive Industries Transparency Initiative
51. Mr. Mutungi Edgar – Uganda Extractive Industries Transparency Initiative
52. Mr. Gitta Abbey – Uganda Extractive Industries Transparency Initiative
53. Mr. Anapa Paul – Uganda Extractive Industries Transparency Initiative
54. Mr. Agaba Dan Dennis – Uganda Extractive Industries Transparency Initiative
55. Mr Stephen Etyang – Uganda Extractive Industries Transparency Initiative.

Annexes II

Photo Gallery



Group photo at Hoima Resort Hotel





The aerial view of Kingfisher operations



Participants at Kabaale International Airport



Participants at the Kingfisher oil ridge operated by CNOOC



Participants during one of the sessions



Participants touring the Luwero Waste Processing Plant



Official from PAU gives a brief to participants prior to the field visit