

## Workshop of the Multi-Stakeholder Group on the Results of the Validation Assessment Report 2023 and Annual Progress Report for the Financial Year 2023/2024



Venue: Speke Resort Hotel – Munyonyo  
Dates: 5th - 7th June 2024

## **ABBREVIATIONS & ACRONYMS**

ACME	African Centre for Media Excellence
BO	Beneficial Ownership
CNOOC	China National Offshore Oil Corporation
CSO	Civil Society Organization
DGSM	Department of Geological Surveys and Mines
EACOP	East African Crude Oil Pipeline
EITI	Extractive Industries Transparency Initiative
FY	Financial Year
IA	Independent Administrator
ICGLR	International Conference on the Great Lakes Region
MEMD	Ministry of Energy and Minerals Development
MOFPED	Ministry of Finance, Planning and Economic Development
MWE	Ministry of Water and Environment
MSG	Multi-Stakeholder Group
NDP	National Development Plan
NEMA	National Environment Management Authority
NPA	National Planning Authority
OAG	Office of the Auditor General
SOE	State Owned Enterprises
UBOS	Uganda Bureau of Statistics
UGEITI	Uganda Extractive Industries Transparency Initiative
UNOC	Uganda National Oil Company
URSB	Uganda Registration Services Bureau

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## 1.0 EXECUTIVE SUMMARY

### 1.1 Overview:

The Uganda Extractives Industries Transparency Initiative (UGEITI) organized a 3-day workshop retreat for the Multi-stakeholder Group (MSG) to mainly review Uganda's final EITI validation assessment results (including a press conference to announce Uganda's validation assessment results). The other topics of discussion included the Annual Progress Report for the Financial Year 2023/2024 and the UGEITI Strategic Plan 2025-2029. The retreat took place from 5<sup>th</sup> to 7<sup>th</sup> June 2024 at the Speke Resort Hotel located in Munyonyo, Kampala District.

### 1.2 Objectives of the Retreat:

The objectives of the MSG Retreat included the following:

- a) Review the UGEITI Annual Progress Report June 2024:
  - Assess the progress made against the 2023/2024 work plan.
  - Identify achievements, challenges, and areas for improvement.
- b) Discuss the Findings of the EITI Validation Report:
  - Analyse the findings and recommendations of the EITI Validation Report.
  - Develop strategies to address identified gaps and improve compliance.
- c) Develop the UGEITI Work Plan for FY 2024/2025:
  - Outline key activities, timelines, and responsibilities.
  - Ensure alignment with the recommendations of the EITI Validation Report and stakeholders' input.
- d) Review the 5-year Strategic Plan 2024-2029:
  - Conduct a comprehensive review, and endorse the Strategic Plan, confirming that it aligns with the proposed vision, mission, and long-term goals of UGEITI.

### 1.3 Methodology:

The retreat employed a participatory approach, which included:

- a) **Workshop:** An interactive session designed to brainstorm on the Validation Report, actions for the Annual Progress Report 2023/2024, and the development of the structure for the UGEITI Strategic Plan 2025/2029.
- b) **Presentations:** Keynote presentations covered the EITI Validation Report findings, the UGEITI Annual Progress Report, and the 5-year Strategic Plan.
- c) **Interviews:** Conducted through a press conference focused on the second EITI report and the validation report.
- d) **Plenary Session:** Sessions were held to consolidate various ideas from the discussions and agree on action points for the way forward.

The workshop program/agenda is attached as *Annex1*.

### 1.4 Recommendations from the workshop retreat:

Below is a list of the primary recommendations that emerged from the workshop, focusing on strategic actions and priorities for the next financial year which included:

a) Uganda's Inaugural Validation Assessment Report

- i. Deploy a mechanism to resolve the corrective actions (14 points) and recommendations (11 points) in the validation report.
- ii. Appoint an MSG committee responsible for these resolutions.
- iii. Following a discussion on the results of Uganda's Validation assessment by the International Secretariat, the MSG resolved as follows:
  - Develop a mechanism to enhance CSO participation (including the list of CSOs in the extractives sector) or working in the extractive sector.
  - Promote the vision for the MSG to become a Think-Tank on the extractives sector.
  - Strengthen UGEITI Research unit on extractives.
  - Respond to the recommendations in the validation report.
  - Make a follow up on the discussions relating to Contract Disclosure signed from January 2021
  - Address the issue of UGEITI's jurisdiction on deficient minerals and illicit mineral trade;
  - Develop a mechanism for UGEITI to collaborate with International Conference on the Great Lakes Region (ICGLR)
  - Document MSG feedback on the final validation Report, etc.
  - Develop an EITI policy or law to domesticate EITI implementation in Uganda
  - UGEITI Secretariat to take the ownership of website by publishing all relevant data/information needed by EITI Standard/EITI International Secretariat

b) Press Conference

- i. Conduct periodic trainings for the media to familiarize them with Uganda's EITI process i.e. for continuous update
- ii. Select a team from the media to regularly report on Uganda's EITI process

c) Annual Progress Report

- i. Incorporate MSG comments and input into the draft APR
- ii. Use MSG inputs to the APR to improve the next work plan (2024-2025)
- iii. Circulate the draft APR and work plan to the MSG before their next meeting

d) Strategic Plan Financial Year 2025/2029

- i. The consultant to review the structure and the contents of the strategic plan
- ii. The Strategic Plan time frame be adjusted to FY 2025-2026 to 2029-2030 in alignment with NDP IV
- iii. MSG working group to draft content relating to the theory of change in the Strategic Plan
- iv. MSG to convene and review the draft strategic plan

1.5 **Outputs:**

The retreat was expected to yield the following outputs:

1. Comprehensive review retreat report: Providing a comprehensive analysis of the UGEITI Annual Progress Report FY 2023/2024, outlining achievements,

challenges, and lessons learned. It also identifies areas for improvement and provides action plans to address identified gaps from the analysis of the EITI Validation Report findings. The report also included stakeholder inputs and feedback, and outlines consensus on various issues and proposed solutions.

2. Actionable Recommendations: Specific recommendations for policy and operational changes to improve UGEITI implementation and governance in the extractive sector. Strategies for enhancing stakeholder collaboration and communication.
3. Recommendations for the UGEITI Work Plan for FY 2024/2025: a comprehensive review of the Annual Progress Report 2023/2024 enables the MSG identify key activities for the UGEITI Work Plan for FY 2024/2025. This is through the incorporation of feedback from stakeholders to ensure the plan is comprehensive and actionable.
4. Review the 5-year Strategic Plan 2024-2029: The MSG was expected to conduct a comprehensive review of the Strategic Plan, confirming that it is aligned with the proposed vision, mission, and long-term goals of UGEITI. This strengthens the MSG's confidence in the proposed strategies and initiatives to drive UGEITI forward over the next five years.

## 1.6 Expected Outcomes

The retreat aimed to achieve the following long-term outcomes:

1. A comprehensive review of the UGEITI Annual Progress Report.
2. An in-depth understanding of the EITI Validation Report findings and strategies for addressing recommendations.
3. A well-developed UGEITI Work Plan for FY 2024/2025 with clear activities, timelines, and responsibilities.
4. A well-developed Strategic Plan 2024-2029 (and implementation framework).

## 1.7 Participation

The retreat brought together over 70 participants including members of the MSG, representatives from the UGEITI Secretariat, key stakeholders from government agencies, civil society organisations, representatives from the extractive industries/companies, observers and members of the press or media houses.

The complete list of participants is appended as *Annex 2*.

# 2.0 INTRODUCTION

## 2.1 Background:

The Uganda Extractive Industries Transparency Initiative (UGEITI) Secretariat organised a 3-day retreat for the Multi-Stakeholder Group (MSG). The purpose of this retreat was to review the UGEITI Annual Progress Report for June 2024, discuss the findings of the EITI Validation Report, review the draft Strategic Plan 2024-2029, and commence the development of the UGEITI Work Plan for FY 2024/2025. The retreat was held at Speke Resort Hotel Munyonyo from June 5<sup>th</sup> - 7<sup>th</sup>, 2024.

## 2.2 Context:

The Extractive Industries Transparency Initiative (EITI) is a global standard that promotes the accountable and transparent management of extractive industries



through adherence to the EITI Standard, a set of criteria that defines international best practices in the management of extractives along the entire extractive value chain, from exploration to production and exportation, revenue collection and allocation, social and economic spending, and the wider benefits of the extractive resources to the economy, including employment and local content.

### 2.3 Previous Achievements:

The EITI Secretariat successfully produced and disseminated the second EITI Report, providing comprehensive details on mineral deposits, exploitation, and revenue data, thereby fulfilling its mandate to enhance extractive industries governance. Despite budget constraints, awareness efforts were enhanced through the distribution of a Monograph summarising key findings and the UGEITI website. An addendum to the second Uganda EITI report was also published in response to the gaps identified in the report by the International EITI Secretariat. The addendum incorporated feedback from the MSG and incorporated the technical guidance of the Independent Administrator. Additionally, the MSG provided input on Uganda's strategic objectives for the oil and gas sector, as documented in the draft National Oil and Gas Policy, demonstrating proactive engagement in shaping sectoral governance.

## 3.0 OVERVIEW OF EITI IMPLEMENTATION IN UGANDA

### 3.1 Opening Remarks

- a) The opening remarks were provided by the EITI National Coordinator, Mr. Saul Ongaria. He welcomed everyone to the workshop retreat and asked participants to introduce themselves. He informed members that the retreat would be very interactive and participatory, with open discussions and deliberations on the various items on the agenda.
- b) Uganda had undergone a rigorous validation process, which it had successfully completed. The MSG was expected to review the results at this workshop, as well as review the Annual Progress Report (APR) 2023/2024 and the strategic plan 2024/2029. These documents were expected to inform UGEITI's work plans and implementation program. The MSG was also expected to hold a press conference to engage effectively with the media regarding the second EITI report and the validation results.

### 3.2 EITI Implementation in Uganda

- a) He stated that Government first heard of EITI in 2006 following the discovery of commercially viable oil deposits in the Albertine Graben. The discovery of oil brought a lot of delight and expectation, so in 2008, the country embarked on putting in place the legal, policy and institutional framework that would facilitate good governance of the petroleum sector. The National Oil and Gas Policy was followed by the Oil and Gas Revenue Management Policy in 2012. The sixth objective of the National Oil and Gas Policy was to “ensure collection of the right revenues and use them to create lasting value for the entire



nation”. The policy, therefore, committed, among other things, to participate in the process of EITI. Armed with the policy commitment both local and international entities started to advocate Uganda’s joining EITI. This included Norway.

- b) Norway reached out to Uganda to form a partnership and develop its oil resources responsibly. Norway, renowned for its abundant oil and natural resources, set a global benchmark for transparency and good governance. The country's vast oil reserves fuelled its economy, making it one of the world's leading oil exporters. Mr. Ongaria stated that what truly distinguished Norway was its exemplary management of these resources. The government had prudently invested its oil revenues for future generations. Norway's commitment to transparency was evident through its adherence to EITI, ensuring financial flows from its natural resources that were openly disclosed and responsibly managed. Norway also serves as the headquarters of the EITI International Secretariat. While many countries have oil, it had often become a resource curse, as seen in Venezuela, Angola, Nigeria, Kuwait, etc.
- c) Cabinet resolved to join EITI on 29<sup>th</sup> January 2019 and on 12<sup>th</sup> August 2020, the EITI international secretariat admitted Uganda as the 54<sup>th</sup> member country of the EITI. This meant that the country was committing to regulate its oil, gas and mining sectors in a manner that is compliant with the EITI standard. This also meant the publication of EITI reports annually and regular disclosure of developments in the extractives sector.
- d) To date, Uganda had published two EITI reports (in 2022 and 2023) and was in the process of producing its third EITI report by September 2024. Uganda had also completed its first validation assessment with a moderate score of 78.5%.
- e) He stated that UGEITI would continue to engage with all stakeholders to enhance transparency and accountability. The workshop had been organised to engage with all the participants to review Uganda’s performance and identify focus areas to shape the implementation process to serve the interests of the Government, its citizens and the companies. These areas include (but not limited to); fair laws, policies, taxation, good environment for companies’ interests, environmental sustainability etc.

## **4.0 UGANDA’S EITI VALIDATION ASSESSMENT REPORT**

### **4.1 Overview**

The Validation report presented the findings of the International Secretariat’s Validation of Uganda which commenced on 1<sup>st</sup> October 2023. The draft report was finalised for review by the Multi-Stakeholder Group (MSG) on 27<sup>th</sup> February 2024. Following comments from the MSG on 27<sup>th</sup> March 2024, the Validation report was finalised for consideration by the EITI Board. In May

2024, the EITI Board reported that Uganda had achieved a moderate overall score of 78.5 points in its EITI implementation. The overall score reflected an average of the three component scores on stakeholder engagement (82.5 points), transparency (67.5 points), and outcomes and impact (85 points).

The report stated that Uganda had made significant progress in improving transparency and accountability in its oil and mining sectors by establishing a robust multi-stakeholder platform and implementing reforms to its Mining and Minerals Act 2022. However, further efforts were needed to disclose contracts and beneficial owners, as well as to ensure that civil society could freely participate in the EITI process. The key areas for development included:

- a) UGEITI and the Government needed to ensure open discussions on oil and mining issues and allow civil society to monitor without fear.
- b) The Government should publish oil and gas contracts, Beneficial Ownership information, and audited financial data to improve transparency in mining
- c) The Government needs to maintain transparency practices with strong information systems and ensure resources for UGEITI's continued support.
- d) UGEITI should provide data on environmental regulation performance to improve public oversight, especially in areas affected by oil pipelines.

## 4.2 A presentation on the Corrective Actions and Recommendations

The presentation on the validation results was delivered by the Head of Secretariat, Mrs. Gloria Mugambe. She shared and read out the letter from the EITI Board Chairperson, Ms. Hellen Clark regarding Uganda's performance and the key areas for improvement to enhance EITI implementation in the country. She outlined the 14 corrective actions and 18 strategic recommendations to be undertaken. Progress in addressing these areas would be assessed in the next Validation exercise commencing on 1<sup>st</sup> July 2026:

### 4.2.1 Corrective Actions

- 1. Make EITI Report data available in open format to facilitate accessibility and use (Requirement 7.2).
- 2. Ensure that civil society organizations operate freely and participate in the EITI process without fear of reprisals, with the MSG monitoring their engagement and addressing any issues (Requirement 1.3).
- 3. All oil, gas, and mining contracts should be publicly available, and future EITI reports should overview available contracts, ensuring transparency in the mining sector (Requirement 2.4).
- 4. Disclose the beneficial owners of all entities holding oil, gas, or mining licenses and assess the materiality and reliability of this data (Requirement 2.5).

5. EITI reports should include financial details of SOEs' activities, ensuring transparency in fund transfers, earnings, and loans (Requirement 2.6).
6. Disclose information on transactions related to SOEs, including payments, transfers, and government financial relationships (Requirement 4.5).
7. Report SOEs' quasi-fiscal expenditures transparently, covering all material expenditures like social services and subsidies outside the national budget (Requirement 6.2).
8. Disclose estimates of informal sector production volumes and values, disaggregated by region, company, and project (Requirement 3.2).
9. Publish estimates of informal mineral export volumes and values, harmonizing export data and improving oversight (Requirement 3.3).
10. Comprehensively disclose company payments and government revenues from oil, gas, and mining, strengthening systematic disclosures (Requirement 4.1).
11. Publish disaggregated financial data on company payments and government revenues, mapping project-based revenues in the extractive sector (Requirement 4.7).
12. Uganda should improve its methodology for disclosing subnational direct payments, identifying relevant local and central government units (Requirement 4.6).
13. Use the EITI platform to enhance local stakeholders' understanding of mineral-royalty transfer mechanisms and improve transparency (Requirement 5.2).
14. Document whether extractive companies make mandatory social and environmental expenditures, consulting stakeholders to understand the impact (Requirement 6.1).

#### 4.2.2 Recommendations to strengthen EITI implementation

##### a) Outcomes and Impact.

1. Clearly identify funding sources, link EITI objectives to national priorities, and mainstream EITI in government and company systems in future work plans (Requirement 1.5).
2. Explore alternatives for timely data dissemination, such as publications and updates on the EITI national website (Requirement 7.1).
3. Ensure a systematic follow-up on recommendations from EITI reporting and Validation to maintain public accountability (Requirement 7.3).
4. Promptly review the outcomes and impact of EITI implementation, utilizing established monitoring and evaluation mechanisms for timely accountability (Requirement 7.4).

##### b) Stakeholder Engagement

5. The Government was urged to ensure long-term funding for UGEITI, sustaining the National Secretariat and its resources (Requirement 1.1).
6. All relevant actors in the mining sector, including those in the gold value chain, should be fully and actively engaged in the EITI process (Requirement 1.2).

7. Strive for gender parity in the MSG's membership (Requirement 1.4.a.ii).
- c) Transparency
8. Uganda was encouraged to regularly update the overview of extractive industries on Governmental websites and improve accessibility to mining sector information (Requirement 3.1).
9. Provide updated and sound estimates of the informal sector's economic impact, including artisanal and small-scale mining, and disclose investment and employment data in the extractive sector (Requirement 6.3).
10. Publish detailed information on the licensing mechanisms and engage stakeholders to assess regulatory needs and disclose commentary on licensing efficiency (Requirement 2.2).
11. Ensure the Mining Cadastre Map includes information about all licenses and publish the history of mining rights transfers and withdrawals (Requirement 2.3).
12. Use the EITI process to strengthen systematic disclosures of information on company payments and government revenues (Requirement 4.1).
13. Uganda should monitor the EACOP project and develop a process to report revenue from the pipeline once operational (Requirement 4.4).
14. Uganda is encouraged to consider innovative approaches to EITI reporting to improve the timeliness of disclosures (Requirement 4.8).
15. Uganda could use annual EITI reporting to disclose detailed assessments of audit practices and consider alternatives to conventional reconciliation for reliable disclosures (Requirement 4.9).
16. Uganda should explain which payments are collected by the National Environmental Management Authority and ensure transparency for future off-budget revenues (Requirement 5.1).
17. Uganda is encouraged to use EITI disclosures to provide information for public understanding and debate on revenue sustainability and resource dependence, including budget cycle assumptions and future fiscal revenues (Requirement 5.3).
18. Uganda should include information on actual environmental practices and ensure the availability of environmental impact assessments and licenses for public scrutiny (Requirement 6.4).

### 4.3 Stakeholder Feedback

#### a) The Multi-Stakeholder Group

The MSG had several points of agreement and areas of contention towards the validation results. However, they agreed that achieving a mark of 78.5% in Uganda's inaugural validation assessment was commendable. Some of the issues raised included:

## 1. CSO rating of 65%

The MSG expressed dissatisfaction with the CSO rating of 60% under stakeholder engagement. They stated that the rating did not accurately represent the EITI CSO stakeholders. The assessment with results for Government (90%), Industry (90%), and CSO (60%) scores conveyed a misleading message on stakeholder engagements with the CSO constituency. The CSO Constituency indicated the score reflected negatively on Uganda's civic space and the entire Government in general.

Additionally, that CSOs comprised of different organisations with various interests on the East African Crude Oil Pipeline (EACOP) project; with some supporting it and others opposing it. Therefore, the evaluation of CSO's participation solely based on their involvement in the EACOP saga was considered risky. CSOs were diverse in nature, and not all members were engaged in the extractive sector. While freedom of expression was a fundamental human right, it was crucial to consult CSOs specifically involved in the extractives sector on issues related to projects like EACOP. Additionally, supplementary information could be provided to the CSO statement on civic space - regarding CSOs arrested during the EACOP saga to clarify whether they were directly involved in the extractive sector.

A representative from the Government Constituency added that every government had the sovereign right to make laws that protect its sovereignty. He stated that, notwithstanding this, the CSO constituency was very active in Uganda and had the freedom to enhance EITI implementation across the country without any hinderance from Government. It was very important to distinguish between what EITI stood for and the broader framework of CSO activism.

The MSG agreed to develop a list of CSOs in the extractive sector to ensure comprehensive coverage of all stakeholders.

## 2. Conflict Minerals and Illicit Mineral Trade

The Multi-Stakeholder Group (MSG) inquired whether addressing the issue of conflict minerals and illicit mineral trade fell within its remit. In response, Mr. Malik Ntale, a Government representative from DGSM, explained that the EITI was one of the tools utilized by the International Conference on the Great Lakes Region (ICGLR). The ICGLR employs various tools and mechanisms to promote peace, security, stability, and development in the Great Lakes Region of Africa.

Mr. Ntale further stated that, through the collaborative efforts of the ICGLR, the DGSM had established a unit called the National Chain of Custody. This unit would be responsible for providing production figures on conflict

minerals. He mentioned that the term "deficit minerals" was now being used to refer to these minerals.

3. A representative from the industry constituency inquired whether the International Secretariat could provide guidance notes for all the corrective actions and recommendations shared in the final validation report.
4. A member of the CSO Constituency raised concerns about UGEITI's involvement in the revision and development of the EITI Standard, emphasizing the need for Uganda's contribution in shaping the Standard to benefit the local context. This was a strategic push to tailor EITI guidelines to better fit the African context, where the governance challenges and developmental priorities often differ from those in other regions.

In respect to CSO funding, the member stated that the withdrawal of Development Finance Institutions (DFIs) from Uganda had a profound effect on CSOs dependent on their funding. This happened after Government publicly claimed that the facility was financing subversive activities within the country. These institutions often provided critical financial support and technical expertise to CSOs engaged in governance and transparency initiatives. With DFI's ceasing operations in Uganda, CSOs faced immediate challenges in sustaining their activities aimed at promoting transparency and accountability. This reduction in funding not only limited the scope of ongoing projects but also undermined the capacity of CSOs to effectively advocate for better practices in the country.

5. The MSG acknowledged the necessity of enhancing the relevance of EITI in Uganda by focusing on two key areas. Firstly, there was a need to strengthen the research department, ensuring it can provide in-depth analysis and insights into the extractive sector. This enhancement would enable more informed decision-making and policy development, aligning with EITI's objectives of transparency and accountability.

Secondly, the MSG needed to bolster its capacity to function as a think tank for the government and other entities involved in the extractive sector. By developing its capacity, the MSG could offer expert guidance, strategic recommendations, and serve as a valuable resource for stakeholders seeking to navigate and improve the sector. This dual approach of reinforcing research capabilities and think tank functions was pivotal for making EITI more impactful and relevant in Uganda's extractive industry landscape.

6. There was a recognized need to tailor or domesticate the EITI process to fit the specific context of Uganda more effectively. One approach to achieve this was by developing a dedicated EITI law or policy. By establishing a legal or policy framework, the EITI principles and standards could be formally integrated into Uganda's regulatory and governance structures, ensuring more consistent and robust implementation.

Creating an EITI law or policy would provide a clear mandate for transparency and accountability in the extractive sector, aligning national regulations with international best practices. It would also facilitate better coordination among stakeholders, enhance compliance, and ensure that the benefits of Uganda's natural resources are maximized for the development and well-being of its citizens. This domestication of the EITI process was essential for its long-term sustainability and effectiveness in promoting good governance in Uganda's extractive industries.

7. A member from the Government constituency questioned the balance of the validation exercise, stating that it may have lacked inclusivity or diverse perspectives necessary for a comprehensive assessment. He challenged the validity of the validation process itself, stating that it may have been more of an academic exercise rather than a robust evaluation consistent with the concept of validation or its intended purpose.

He also emphasized the importance of clearly defining the CSOs needed to be involved in the validation process, particularly those directly engaged in the extractive sector. This reflected a desire for greater specificity and relevance in stakeholder engagement, ensuring that CSOs with pertinent expertise and direct involvement in extractive industry issues were appropriately represented and contribute meaningfully to the validation exercise. By addressing these concerns, stakeholders could enhance the credibility and effectiveness of validation processes, ultimately strengthening transparency, accountability, and governance within the extractive industries sector.

b) The International Secretariat on the Validation Assessment

A presentation was made by Mr. Edwin Warden from the EITI International Secretariat. He stated that the score of 78.5% was very commendable for a country that had just commenced EITI implementation three years ago. The plenary discussion on Uganda's validation assessment included:

1. On the issue of the lack of beneficial ownership information, the representative from the Uganda Registration Services Bureau (URSB) explained that the Privacy Act imposed significant limitations both locally and internationally. As a result, the URSB was unable to provide detailed information regarding beneficial ownership. These privacy constraints hinder the availability and transparency of such data, posing challenges for efforts to ensure accountability and traceability in the extractive sector.
2. A representative from the Civil Society Organizations (CSO) informed Mr. Warden that the CSOs neither contributed to nor were their views solicited by the International Secretariat during the marking and assessment process. The representative emphasized the importance of including CSO perspectives to ensure a more accurate and comprehensive evaluation. This oversight highlights a gap in the participatory approach that is crucial for the effective implementation and evaluation of countries against the EITI standard.



In conclusion, Mr. Warden encouraged the MSG to actively participate in the development of the next EITI Standard by sharing their inputs and recommendations through the National Coordinator. He stressed the importance of their contributions in shaping the standards to better reflect the needs and context of the region. Furthermore, he urged the MSG to meticulously document all their processes and efforts to ensure a thorough and accurate assessment in the next country validation exercise. By maintaining comprehensive records, the MSG can support a more favourable evaluation and demonstrate their commitment to transparency and accountability.

#### 4.4 Way Forward

The MSG resolved as follows:

- a) Appoint an MSG committee tasked with addressing the corrective actions and recommendations outlined in the validation report.
- b) Develop a mechanism to enhance CSO participation in the extractives sector, including developing a comprehensive list of CSOs involved in the extractive sector.
- c) Promote the vision for the MSG to evolve into a Think-Tank for the extractives sector in Uganda.
- d) Strengthen UGEITI research unit on extractives.
- e) Follow up on discussions relating to Contract Disclosure.
- f) Address UGEITI's jurisdiction on deficient minerals and illicit mineral trade. Familiarise with the laws governing the ICGLR.
- g) Develop a mechanism for UGEITI to collaborate with ICGLR.
- h) Document MSG feedback on the final validation report to the International Secretariat.
- i) Develop an EITI policy or law to domesticate EITI implementation in Uganda.
- j) Through the National Coordinator, commence the process of reviewing the current EITI 2023 Standard so as to consolidate Uganda's inputs and contributions to the next Standard.

## 5.0 ANNUAL PROGRESS REPORT FOR FY 2023/2024

### 5.1 Background

The EITI's Annual Progress Report (APR) is a document that provides a detailed overview of a country's progress in implementing the EITI standard over the past year. It assesses achievements, identifies challenges, and highlights key activities and reforms undertaken to enhance transparency and accountability in the extractive sector. The report also includes stakeholder feedback and recommendations, serving as a critical tool for evaluating performance and guiding future work plans to ensure continuous improvement and alignment with national development goals.

## 5.2 Aligning Uganda's EITI with the National Priorities

Uganda's Extractive Industries Transparency Initiative (EITI) has strategically aligned its objectives with the country's broader national development priorities as outlined in the National Development Plan (NDP) III. Among the 21 designated Development Strategies under NDP III, two are specifically focused on propelling the growth of the extractive sector. These strategies emphasize the fast-tracking of oil, gas, and mineral-based industrialization and the enhancement of local content participation. To effectively implement these strategies, 18 Programmes were established, ensuring that the objectives are systematically pursued and integrated within the broader economic framework.

In June 2022, a significant step was taken to further synchronize these efforts by linking seven of the 18 Programmes, which are closely related to the extractive sector, to Uganda EITI's three approved Work Plan Objectives. This alignment is pivotal in ensuring that the EITI's efforts to promote transparency and accountability in the extractive industries are in direct support of Uganda's national development goals. By doing so, Uganda EITI aims to foster a more inclusive and sustainable approach to resource management, ultimately contributing to the nation's socio-economic growth and development.

## 5.3 Linkage between the Annual Progress Report and the Work Plan

The development of the EITI work plan is a meticulous process rooted in the insights and findings from Annual Progress Reports. These reports provide a comprehensive review of the progress made in implementing EITI standards and highlight areas requiring improvement or further attention. The process begins with a thorough analysis of the Annual Progress Report, which detail the achievements, challenges, and stakeholder feedback over the past year. This analysis identifies key trends, emerging issues, and critical gaps in the implementation process, providing a solid foundation upon which subsequent work plans are built.

The linkage between the Annual Progress Reports and the EITI work plans is pivotal in ensuring that the work plan is responsive and adaptive to the evolving landscape of the extractive sector. Consequently, the insights gathered from UGEITI's APR guided the setting of priorities and objectives for the FY 2024/2025. For instance, the recommendations highlighted in the APR became the focal points in the new Work Plan 2024/2025. This iterative process ensures that UGEITI work plans are not only aligned with the strategic goals but are also reflective of the on-ground realities and stakeholder expectations, fostering continuous improvement and accountability in Uganda's extractive sector.

## 5.4 Achievements and Milestones

In the FY 2023/2024, Uganda EITI achieved several significant milestones. These include the following:

- a) Enactment of the beneficial ownership legislation, empowering the Uganda Registration Services Bureau (URSB) to construct a beneficial ownership registry, with the development process currently underway.
- b) Additionally, efforts were made to disseminate EITI report findings and sensitize key institutions on the EITI implementation process, ensuring broad-based understanding and engagement.
- c) Monitoring and tracking the progress on recommendations from the previous UGEITI report, presenting these recommendations to stakeholders for implementation.
- d) The preparation and publication of the UGEITI report for FY 2020/2021 was another major milestone, providing updated and transparent insights into the sector.
- e) Holding numerous Multi-Stakeholder Group (MSG) engagements to support EITI implementation.
- f) Capacity development initiatives for MSG members and other stakeholders, enhancing their ability to contribute effectively to the process.

## 5.5 Budget, Challenges and Mitigation Strategies

The MSG approved an EITI work plan with a total budget of UGX 6.32 billion for the FY 2022/2023. However, the Government allocated UGX 1.57 billion to the EITI Secretariat's operations, covering only a portion of the required funding. To bridge this gap, the European Union (EU) provided in-kind support for various activities, including report production, while civil society organizations also contributed additional support.

Looking ahead, the government has committed UGX 2.2 billion for the FY 2024/2025, demonstrating increased support for EITI activities. This financial commitment, along with continued collaboration with international partners and civil society, is crucial for sustaining the momentum of EITI implementation and ensuring that the objectives of transparency and accountability in the extractive sector are effectively achieved.

Over 90% of the challenges or deviations faced by Uganda EITI in the FY 2023/2024 were attributed to budget constraints. Among others, key deviations included:

- a) The development of a government plan for contract and license disclosure and publications, which was postponed to the FY 2024/2025 work plan.
- b) Implementation of the Communications Strategy for EITI awareness would be merged with activity 1.3 of the upcoming work plan.
- c) Additional studies and strategy development to inform the EITI implementation process were also deferred to the next Financial Year.
- d) Field visits to the extractive regions were also deferred.

These deferrals highlight the impact of budget limitations on the full realization of EITI objectives and underscore the need for increased and sustained funding to support comprehensive implementation.

## 5.6 Way Forward

- a) Integrate MSG comments and input into the draft Annual Progress Report (APR).
- b) Utilize MSG inputs to the APR to enhance the upcoming work plan (2024-2025).
- c) Distribute the draft APR and work plan to the MSG prior to their next meeting.

## 6.0 PRESS CONFERENCE

### 6.1 Opening Remarks

The opening remarks at the press conference was delivered by Mr. Saul Ongaria, the EITI National Coordinator. He welcomed the Multi-Stakeholder Group (MSG) and representatives from the media. The conference's primary focus was to discuss the second EITI report and present the results of the validation assessment for 2023. Mr. Ongaria took the opportunity to outline the composition of the MSG, emphasizing its diverse representation from government, civil society, and industry sectors.

He also noted that the MSG Chairperson, Mr. Moses Kaggwa, would be representing the EITI Champion, who was unable to attend the conference. The Chairperson would communicate the key messages regarding Uganda's progress in promoting transparency and accountability in its extractive industries.

### 6.2 Remarks of the EITI Champion

Mr. Moses Kaggwa, MSG Chairperson, delivered the remarks of the EITI Champion at the Press Conference held at Speke Resort Hotel, Munyonyo, on 6<sup>th</sup> June 2024. He stated that Government adopted the Extractive Industries Transparency Initiative (EITI) to strengthen the management of Uganda's extractive industries, focusing primarily on petroleum and mining.

He stated that significant milestones had been achieved since the commencement of operations by licensed oil and gas companies, including UNOC, in Uganda's Oil Project areas from mid-2023, with first production targeted for 2025. The projected revenues and ongoing petroleum activities were poised to significantly boost Uganda's economic development, with substantial investments continuing to flow into the sector. Key developments included the commencement of the East African Crude Oil Pipeline (EACOP) construction, securing a new partner for the refinery project, ongoing works at Kabalega Industrial Park and the Kabalega International Airport, and progress in establishing a crude oil export hub alongside petrochemical and fertilizer industries.

Moreover, Uganda and Tanzania had achieved a significant milestone on 26<sup>th</sup> March 2024 with the commissioning of the EACOP coating plant in Sojo, Tabora Region, Tanzania, marking a crucial step in infrastructure development for the region.

In the upstream sector, projects led by TotalEnergies and CNOOC, in collaboration with UNOC, namely the Tilenga and Kingfisher Development Areas, had seen substantial progress, including the installation of four rigs and ongoing drilling of

production wells. The construction of facilities such as the central processing facilities was also well underway.

Mr. Moses Kaggwa, also stated that the Government of Uganda was actively reviewing its legal and regulatory framework; including the National Oil and Gas Policy to address emerging issues like transition to renewable energy, environmental sustainability, and social equity. This policy, initiated in 2021, was slated for Cabinet approval in June 2024.

In the mining sector, significant reforms were undertaken, including the development of a Mining Cadastre system and the formalization of Artisanal and Small-Scale Miners. The enactment of the Mining and Minerals Act, 2022 introduced comprehensive reforms, further supported by Uganda's attainment of the Mineral Certification Scheme of the International Conference on the Great Lakes Region in May 2024. This scheme was pivotal in combating illegal exploitation of natural resources, particularly for the 3Ts (tin, tantalum, tungsten) and gold.

As part of Uganda's commitment to transparency and accountability, legislative reforms such as the Companies Act and Trustees Act were enacted, ensuring the disclosure of beneficial owners.

Under the EITI implementation framework, he stated that Uganda had recently undergone a rigorous validation assessment by the EITI International Secretariat, conducted from 1<sup>st</sup> October to 8<sup>th</sup> December 2023. This assessment culminated in Uganda achieving a commendable score of 78.5%, categorized as Moderate by the EITI Board. The detailed Validation Report, available on the Uganda EITI website, outlined specific corrective actions aimed at maximizing the benefits of the extractive sector to the nation's economy and citizens.

He informed the media that the main purpose of the press conference was to announce the results of Uganda's EITI validation assessment. The press served to announce the outcomes of Uganda's EITI validation assessment and reaffirmed our commitment to using EITI membership to foster transparency, enhance tax collection, stimulate public discourse, improve our investment climate, build trust, and maximize the lasting value derived from our petroleum and mineral resources.

### 6.3 Question and Answer Session

Some of the questions and responses at the press conference included:

**a) African Centre for Media Excellence (ACME)**

**During the press conference, Mr. Michael Wambi from the African Centre for Media Excellence (ACME) raised several questions. Firstly, he queried about the steps that Uganda, which received a moderate score of 78.5% from the International Secretariat, would take to close the gaps and achieve a perfect score of 100% in its next validation exercise. Secondly, he inquired why Uganda had not addressed concerns related to civic**

**space, which could potentially improve its validation score. Additionally, Mr. Wambi inquired about the reasons behind Uganda's failure to disclose contracts despite willingness from industry players to do so, and why some entities found it challenging to disclose audited accounts.**

In response, the Chairperson clarified that achieving a 100% score was contingent upon full compliance with all EITI requirements. He acknowledged that Uganda had not yet implemented contract disclosure but reassured the press that discussions were ongoing. The Chairperson emphasized Government's commitment to balancing transparency with confidentiality concerns in these contract negotiations. Furthermore, he highlighted that the government had increased its budget allocation for EITI activities to address gaps that had affected Uganda's validation score, indicating a proactive approach to improve compliance and transparency by carrying out more activities in UGEITI's workplan. He also stated that the perceptions of the International Secretariat on EACOP were not based on the work being done by the MSG.

In addition, Mr. Paul Twebaze a CSO representative informed the journalists that Uganda's score of 78.5% was commendable considering it had only recently joined EITI in 2020. He emphasized that the MSG consistently achieved consensus on various topics, underscoring its unified approach in discussions.

Mr. Twebaze also discussed the concept of civic space, noting that it encompassed a broad spectrum involving not only the media but also faith-based organizations and other organized groups. He explained that when the International Secretariat assesses civic space, it considers the participation of all these entities, which can influence Uganda's score. Moreover, while civic space was a factor, other reasons contributed to Uganda's score of 78.5%. These included issues such as non-disclosure of contracts and beneficial owners of companies, lack of audited accounts for some entities, and concerns over illicit mineral trading.

In addition, Mr. Clovice Bright Irumba, a Government representative, emphasized Uganda's efforts in managing the petroleum sector since the discovery of oil in 2006. He highlighted the Government's dedication to establishing proper legislation and conducting open bidding processes for exploration and contract awards. Mr. Irumba emphasized that Uganda's approach was deliberate and focused on building a solid foundation to safeguard the country's interests, rather than rushing into production.

Furthermore, He underscored that Uganda's decision to join EITI demonstrated the Government's commitment to transparency in the extractive sector.

**b) Capital Radio FM.**

**Mr. Moses Kilanzi from Capital Radio inquired whether EITI Reports included environmental concerns.**

A CSO representative affirmed that as a requirement, EITI reports addressed environmental concerns related to extractive activities. He emphasized that moving forward, there would be increased focus on understanding and mitigating the gradual impacts of extractive operations by industry stakeholders.

**c) Radio One**

**A representative from Radio One inquired about the position of Uganda's score of 78.5% in comparison with other EITI implementing countries.**

In response, the Head of the Secretariat clarified that countries were evaluated at different points in time. She emphasized that Uganda's score of 78.5% was commendable. Even countries scoring slightly higher, such as 84%, still received the same 'moderate' rating or classification.

**d) New Vision Publication**

**A representative from New Vision Publications inquired about the publication date of Uganda's third EITI report and what Ugandans should expect in it. He also asked if petroleum companies were meeting the requirements of the stock exchange. Additionally, he inquired whether the next report would detail opportunities in the mining sector, given the government's focus on value addition in mining. Finally, he asked about measures in place to manage gagging in the sector.**

In response, the Head of Secretariat clarified that the date for the publication of Uganda's third EITI report was September 2024. She also stated that EITI reports had a standard format aligned to the value chain and the requirements of the EITI Standard.

Addressing concerns about gagging in the mining sector, the Chairperson mentioned that the new mining legislation aimed to formalize Artisanal and Small-Scale Mining (ASM) operations. The law was structured to foster collaboration between ASMs and larger players to prevent unfair practices and ensure equitable participation in the sector.

## **6.4 Way Forward**

1. Conduct periodic trainings for the media to familiarize them with Uganda's EITI process, ensuring continuous publication and updates.
2. Select a team from the media to regularly report on Uganda's EITI process.



## 7.0 UGANDA EITI STRATEGIC PLAN FY 2025-2029

### 7.1 The Introduction

The presentation was made by Ms. Justine Nakintu, the consultant procured to develop the Strategic Plan FY 2025-2029. This is the first strategic plan since the inception of the Extractive Industries Transparency Initiative (EITI) implementation in Uganda in 2020.

The proposed UGEITI 5-Year Strategic Plan (SP) was a roadmap outlining Uganda's goals and actions to improve transparency and accountability in its extractive sector. The plan aimed to ensure that the country's natural resources benefit all its citizens by promoting open reporting and responsible management. It focused on improving governance, enhancing public understanding of the extractive sector, ensuring sustainable resource use, and increasing stakeholder engagement over the next five years.

### 7.2 Rationale

The Strategic Plan (2024-2029) had been developed to facilitate the development of a theory of change in fulfillment of the EITI Standard and to serve as a guiding tool for EITI implementation. It aimed to align Uganda's EITI initiatives with international standards and best practices, reinforcing Uganda's commitment to transparency in the extraction and management of natural resources. By emphasizing the disclosure of information, the strategic plan sought to bolster accountability and ensure that Uganda adhered to global norms in the governance of its extractive sector.

Additionally, the Strategic Plan was aligned with Uganda's National Development Plan III (NDP III) and incorporated key EITI priorities such as addressing corruption risk, strengthening revenue mobilization, supporting the energy transition, and promoting open data practices. These priorities aimed to enhance proactive data disclosures so as to gradually phase out retrospective data reporting.

### 7.3 Process and Methodology

The Strategic Plan was developed through a consultative process that involved engaging a diverse range of stakeholders, including the UGEITI Secretariat, government entities, extractive industries, and CSOs. The process began with a review of UGEITI's performance over the past three years which captured the achievements, challenges, and gaps experienced during this period, and generated recommendations for impactful implementation over the next 5-years. This inclusive approach ensured that the strategic plan was comprehensive and reflective of the collective insights and experiences of all key stakeholders involved in Uganda's extractive sector.

By aligning the SP with NDP III and incorporating EITI priorities, the process ensured that the plan was comprehensive and reflective of the collective insights and experiences of all key stakeholders involved in Uganda's extractive sector. This inclusive approach guaranteed that the strategic plan is both practical and

ambitious, setting a clear path for enhanced transparency and accountability in the management of Uganda's natural resources.

## 7.4 Strategic Direction

The proposed focus areas for 2024/2029 were:

- a) Transparency for good governance and accountability.  
This involved promoting openness in how revenues from extractive industries were managed and ensuring that this information was accessible to the public. By enhancing transparency, the plan aimed to improve governance practices and hold stakeholders accountable for their actions.
- b) Strengthening revenue management.  
Effective management of revenues generated from extractive industries was crucial for Uganda's economic development. This focus area included measures to enhance the collection, allocation, and utilization of these revenues to maximize their benefits for the country and its citizens.
- c) Capacity enhancement for effective implementation of EITI.  
Building institutional capacity and expertise was vital for the successful implementation of EITI standards and practices. This focus area aimed to equip relevant stakeholders with the knowledge, skills, and resources needed to effectively monitor and report on extractive industry activities, ensuring compliance with transparency standards.

These focus areas collectively aim to foster sustainable development, ensure equitable distribution of natural resource wealth, and promote a fair and transparent extractive sector in Uganda over the next five years.

## 7.5 Monitoring and Evaluation Framework

Monitoring and evaluating the Uganda EITI Strategic Plan involved several key elements to ensure its effectiveness and impact:

Key elements to be monitored include:

1. Availability of reporting guidelines and templates: Monitoring the availability and accessibility of standardized guidelines and templates ensures consistency and clarity in reporting practices across the value chain.
2. Evidence of outputs of the activities implemented: Monitoring the tangible outputs and deliverables resulting from the activities outlined in the Strategic Plan provides insight into progress and implementation effectiveness.
3. Progress on adoption of the EITI standards by stakeholders: Tracking the extent to which stakeholders, including government entities, companies, and civil society organizations, adhere to EITI standards was crucial for assessing compliance and transparency improvements.
4. Evidence of reports generated and disseminated: Monitoring the generation and dissemination of EITI reports ensured that information on extractive industry

revenues and governance practices reaches the public and stakeholders in a timely and accessible manner.

5. Changes, omissions, deletions, or additions to planned activities: Monitoring changes in the SP would help UGEITI adapt to evolving circumstances or challenges, ensuring flexibility while maintaining alignment with strategic objectives.
6. Impact/changes either positive or negative realized as a result of implementing the Strategic Plan: Monitoring the actual outcomes and impacts of the Strategic Plan would provide valuable feedback on its effectiveness in achieving intended goals and its broader implications.

Key Elements to be evaluated include:

1. Extent to which objectives or targets had been achieved: Evaluating the degree of accomplishment of set objectives and targets would provide a measure of the SP's overall success and effectiveness.
2. Strategies employed and their appropriateness in attaining the outcomes: Evaluating the strategies used to implement the plan assesses their suitability and effectiveness in achieving desired outcomes and impacts.
3. Possible alternative strategies that could be more effective and efficient: Identifying and evaluating alternative strategies would provide insights into potential improvements or optimizations that could enhance the plan's impact and efficiency.
4. Effects of UGEITI implementation on environmental impact and gender equality issues (impact/outcomes): Evaluating the environmental and gender equality impacts of UGEITI implementation assesses its broader socio-economic implications and sustainability.

By systematically monitoring and evaluating these key elements, the Strategic Plan would gauge its progress, adapt as necessary, and maximize its effectiveness in promoting transparency, accountability, and sustainable management of extractive industries.

## 7.6 MSG Feedback and way forward on the Strategic Plan

Below are the key points and recommendations from the MSG:

- a) Share a draft prior to the MSG engagement:  
The MSG members expressed a need for the Secretariat to share the draft Strategic Plan with them prior to meetings or workshops. This would allow members to familiarize themselves with the contents in advance, enabling them to provide more meaningful insights and contributions during discussions.
- b) Adjustment of Timeframe:  
There was a recommendation to adjust the timeframe of the SP to FY 2025-2026 to 2029-2030. This adjustment aimed at synchronizing with the NDP IV, ensuring alignment with Government's planning cycles and enhancing the plan's relevance over the coming years.
- c) Adoption of Specific Structure:

The MSG suggested adopting a specific structure for the Strategic Plan, as outlined in *Annex 3*.

d) Development of Theory of Change (TOC) and M&E Framework:

The National Coordinator informed the MSG that a Strategic Plan was developed because the International Secretariat advised UGEITI to develop a Theory of Change (TOC) and incorporating a Monitoring and Evaluation (M&E) framework to evaluate progress and performance. So, the MSG appointed a working committee to develop this TOC for the Strategic Plan, which members included;

- Mr. Clovice Irumba (Government Constituency)
- Mr. Paul Twebaaze (CSO Constituency)
- Mr. Kenneth Asimwe (Companies)

e) Clarity on Direction for Stakeholders:

Members emphasized the importance of clearly articulating the Strategic Plan's direction and intended outcomes to stakeholders. This clarity would help stakeholders understand the strategic vision and objectives, fostering support and collaboration.

f) Accountability and Delivery:

There was a suggestion to clearly state who would be responsible for delivering the Strategic Plan. This would ensure accountability and delineates roles and responsibilities among stakeholders involved in the implementation process.

g) Adherence to EITI Standards:

A member from the CSO constituency highlighted the importance of adhering to the EITI standard while developing and implementing the Strategic Plan. This would ensure that UGEITI operates within its mandate without stepping on the mandates and responsibilities of other institutions.

## 8.0 KEY OUTCOMES AND ACTION POINTS

### 8.1 Agreed Actions (Way Forward)

Below is a list of the primary recommendations that emerged from the workshop, focusing on strategic actions and priorities for the next financial year which included:

a) Uganda's Inaugural Validation Assessment Report

- i. Deploy a mechanism to resolve the corrective actions (14 points) and recommendations (18 points) in the validation report.
- ii. Appoint an MSG committee responsible for these resolutions.
- iii. Following a discussion on the results of Uganda's Validation assessment by the International Secretariat, the MSG resolved as follows:
  - Develop a mechanism to enhance CSO participation. There is a need to define the CSO's in the extractives sector (including the list of CSOs in the extractives sector).
  - To promote the vision for the MSG to become a Think-Tank on the extractives sector.

- Strengthen UGEITI Research unit on extractives.
- To respond to the recommendations in the validation report.
- Make a follow up on the discussions relating to Contract Disclosure.
- Address the issue of UGEITI's jurisdiction on deficient minerals and illicit mineral trade;
- Develop a mechanism for UGEITI to collaborate with International Conference on the Great Lakes Region (ICGLR)
- Document MSG feedback on the final validation Report, etc.
- Develop an EITI policy or law to domesticate EITI implementation in Uganda

b) Press Conference

- Conduct periodic trainings for the media to familiarize them with Uganda's EITI process i.e. for continuous update
- Select a team from the media to regularly report on Uganda's EITI process

c) Annual Progress Report

- Incorporate MSG comments and input into the draft APR
- Use MSG inputs to the APR to improve the next work plan (2024-2025)
- Circulate the draft APR and work plan to the MSG before their next meeting

d) Strategic Plan Financial Year 2025/2029

- The consultant to review the structure and the contents of the strategic plan
- The Strategic Plan time frame be adjusted to FY 2025-2026 to 2029-2030 in alignment with NDP IV
- MSG working group to draft content relating to the theory of change in the Strategic Plan
- MSG to convene and review the draft Strategic Plan

## 8.2 Monitoring and Evaluation Mechanisms

A monitoring and evaluation matrix would be developed to monitor progress and evaluate outcomes from the corrective actions from the validation report as well as the general actions from the MSG discussions.

A flexible M&E framework would be adopted from the approved Strategic Plan 2025/2030 to cater to the priorities of UGEITI.

## 9.0 CONCLUSION

### 9.1 Overall Workshop Impact

The Multi-Stakeholder Group (MSG) Retreat Workshop on the Validation Report Assessment Results and Annual Progress Report for the Financial Year 2023/2024 aimed to evaluate progress, identify challenges, and develop strategies for enhancing transparency and good governance in Uganda's extractive industries.

The workshop achieved several real impacts, demonstrating progress and fostering improvements in Uganda's extractive sector:

a) Thorough Review of Reports:

The workshop conducted a comprehensive review of the UGEITI Annual Progress Report, EITI Validation Report and the Strategic Report, to align them with the EITI standard as well as make them applicable and useful to the local setting.

c) Actionable Recommendations:

Participants developed practical recommendations aimed at enhancing transparency and governance within Uganda's extractive sector. These recommendations are intended to drive meaningful reforms and improvements.

d) Stakeholder Engagement:

The workshop successfully fostered strong engagement and collaboration among stakeholders, including all the three MSG constituencies and observers. This collaborative effort enhances transparency and inclusivity in UGEITI's decision-making processes.

e) Inputs for Work Plan:

Actionable inputs were generated for the development of the work plan for FY 2024/2025. These inputs will guide strategic initiatives and activities to be implemented in the upcoming financial year (aligning with national objectives).

f) Structure for Strategic Plan:

A commendable structure was formulated for the strategic plan covering FY 2025-2030. This structured approach provided clarity and coherence in setting goals and objectives for improving governance and transparency in the extractive sector.

g) Improved Compliance and Collaboration:

The workshop contributed to improved compliance with EITI standards and strengthened collaboration among stakeholders. This alignment enhances effectiveness in managing and reporting on extractive industry revenues and activities through effective stakeholder engagement.

These impacts illustrate the workshop's tangible outcomes in advancing transparency, accountability, and good governance in Uganda's extractive sector, contributing to broader socio-economic development goals.

## 9.2 Closing Remarks

In his closing remarks, the National Coordinator expressed gratitude for the strong attendance and active participation of the MSG members during the entire workshop. He acknowledged the global controversy surrounding the extractive sector and commended the MSG for their efforts in promoting transparency, accountability, and good governance within Uganda's extractive industries.

On behalf of the MSG, Mr. Paul Twebaaze thanked the Secretariat for organizing the workshop. He emphasized that the discussions and interactions had been valuable learning experiences for all participants. Mr. Twebaaze concluded by wishing everyone safe travels, reflecting the positive and collaborative spirit of the workshop towards improving extractive sector practices in Uganda.

## 10.0 APPENDICES

### Annex 1: Program/Agenda for the MSG Retreat

#### Day One: Wednesday 5<sup>th</sup> June, 2024

Time	Activity	Responsible person
<b>8:00 a.m. – 9:00 a.m.</b>	<b>Arrival and Registration</b>	Secretariat
9:00 a.m. – 9:30 a.m.	Opening Remarks/Welcoming Remarks	National Coordinator
9:30 a.m. – 10:00 a.m.	Overview of EITI Implementation	Secretariat
<b>10:00 a.m. – 10:30 a.m.</b>	<b>Tea Break</b>	<b>Hotel Management</b>
10:30 a.m. – 11:00 a.m.	Presentation of the Validation Report	Secretariat
11:00 a.m. – 1:00 p.m.	Discussion on the Validation Report	Secretariat
<b>1:00 p.m. – 2:00 p.m.</b>	<b>Lunch</b>	<b>Hotel Management</b>
2:00 p.m. – 2:30 p.m.	Presentation of the Uganda EITI Validation Results	EITI International Secretariat



2:30 p.m. – 3:30 p.m.	Discussion on the Uganda EITI Validation Results	EITI International Secretariat/MSG members
3:30 p.m. - 5:00 p.m.	<b>Tea Break /End of Day One</b>	<b>Hotel Management</b>

## **Day Two: Thursday 6<sup>th</sup> June, 2024**

<b>Time</b>	<b>Activity</b>	<b>Responsible Person</b>
<b>8:00 a.m. – 9:00 a.m.</b>	<b>Arrival and Registration</b>	Secretariat
9:00 a.m. – 10:00 a.m.	Recap	Secretariat/MSG
<b>10:00 a.m. –10:30 a.m.</b>	<b>Tea Break</b>	<b>Hotel Management</b>
10:30 a.m. – 1:00 p.m.	Press Conference	Secretariat/Media/MSG
<b>1:00 p.m. – 2:00 p.m.</b>	<b>Lunch</b>	<b>Hotel Management</b>
2:00 p.m. – 2:30 p.m.	Presentation of the UGEITI Annual Progress Report 2023/2024	Secretariat

2:30 p.m. – 3:30 p.m.	Discussions on the UGEITI Annual Progress Report 2023/2024	Secretariat/MSG
3:30 p.m. - 4:00 p.m.	<b>Tea Break /End of Day One</b>	<b>Hotel Management</b>

### **Day Three: Friday 7<sup>th</sup> June, 2024**

<b>Time</b>	<b>Activity</b>	<b>Responsible Person</b>
<b>8:00 a.m. – 8:30 a.m.</b>	<b>Arrival and Registration</b>	<b>Secretariat</b>
8:30 a.m. – 10:00 a.m.	Presentation of the UGEITI Strategic Plan 2024/25-2028/29	Consultant
<b>10:00 a.m. – 10:30 a.m.</b>	<b>Tea Break</b>	<b>Hotel Management</b>
10:30 a.m. – 12:00 p.m.	Discussion on the UGEITI Strategic Plan 2024/25-2028/29	MSG/Consultant
12:00 a.m. - 1:00 p.m.	Way forward	Secretariat
<b>1:00 p.m. – 2:00 p.m.</b>	<b>Lunch</b>	<b>Hotel Management</b>
2:00 p.m.	<b>Departure</b>	<b>Hotel Management</b>

## Annex 2: **List of Participants:**

### Government:

1. Mr. Moses Kaggwa (Chairperson)
2. Mr. Winston Mugumya (MEMD)
3. Mr. Malik Ntale (DGSM)
4. Mr. Joseph Kyeyune (URA)
5. Mr. Peter Rumanzi (BOU)
6. Mr. Clovice Bright Irumba (PAU)
7. Ms. Sophie Luwano (MOWE)

### CSOs:

8. Mr. Magara Siragi Luyima
9. Dr. Henry Bazira
10. Mr. Paul Twebaze
11. Mr. Paul Mulindwa

### Industry Constituency:

12. Mr. Obad Noah (Oranto Limited)
13. Ms. Muhanguzi Ingrid (CNOOC)
14. Mr. Kenneth Asiimwe (UCMP)
15. Mr. Bukya John Bosco (UGAASM)
16. Mr. Kibirige Emmanuel (UGAASM)
17. Mr. Joshua Kirya (Armour Energy)

### Observers:

18. Ms. Magdalene Nabirye (OAG)
19. Mr. Frank Byaruhanga (OAG)
20. Ms. Patricia Opoka (URBS)
21. Mr. Male Alex (UBOS)
22. Mr. Osore Benard (UBOS)

### Uganda EITI Staff

23. Mr. Saul Ongaria
24. Ms. Gloria Mugambe
25. Mr. Francis Garvin Okello
26. Mr. Kanakulya Edwin Kavuma
27. Mr. Dan Denis Agaba
28. Mr. Edgar Mutungi
29. Mr. Abbey Gitta
30. Mr. Ignatius Ariho

- 31.Mr. Bwoye Perez Ham
- 32.Mr. Gordon Muhereza
- 33.Ms. Susan Acom
- 34.Ms. Bronia Arinda
- 35.Ms. Betty Kisakye
- 36.Ms. Linda Stacy Nalumu
- 37.Mr. Stephen Etyang
- 38.Ms. Stellah Anyait
- 39.Mr. Paul Anapa
- 40.Ms. Gertrude Angom
- 41.Mr. Ibra Naluswa
- 42.Mr. Reagan Okepa

## Media

- 43.Titus Jemba (BBS TV)
- 44.Kazibwe Isma (BBS TV)
- 45.Babu Isa (Nation Media)
- 46.Geofrey Serugo (The Observer)
- 47.Nakato Annet (Mama FM)
- 48.Ronah Nahabwe (NTV)
- 49.Masitula Nassanga (Top TV)
- 50.Olivia Nabaggala (Radio Sapientia)
- 51.Violet Nabatanzi (New Vision)
- 52.Wambi Micheal (Bukedde Radio)
- 53.Paul Kiberu (Bukedde Radio)
- 54.Nkata Emmanuel Senior (Sanyu FM)
- 55.Grace Nassolo (Delta TV)
- 56.Racheal Nakiwala (XFM)
- 57.Kyambadde Lawrence (Salt TV)
- 58.Nalusiba Halima (Bilah FM)
- 59.Tenywa Isaac (Baba TV)
- 60.Ahumuza John Baptist (Family TV)
- 61.Musisi Andrew Visper (Baba TV)
- 62.Nantale Robinah (Bukedde TV)
- 63.Eva Ayebazibwe (Spice FM)
- 64.Elizabeth Tukwasikanye (The Independent)
- 65.Moses Kidandi (Capital FM)
- 66.Nancy Nanyonga (New vision)
- 67.John Odyek (New vision)
- 68.Kisiriko Vicent (Radio One)
- 69.Paul Katongole (Galaxy FM)
- 70.Felix Oketcho (Elixnews)
- 71.Lucky Kamusiime (URN)

**2025/2026 – 2029/2030**

**1. INTRODUCTION**

- i. Background*
- ii. Alignment with International and national frameworks*
- iii. Rationale (Objectives/Purpose)*
- iv. Process of Developing the Strategic Plan*
- v. Structure of the Strategic Plan*

**2. SITUATION ANALYSIS**

- i. Policy, Legal & Institutional Framework and Practice*
- ii. Status of the extractive sector (Good, Bad and the Ugly)*
  - a. Oil and Gas Sector*
  - b. Mining Sector*
- iii. Progress of Implementation*
- iv. Contextual Analysis*
  - a. Analysis of the Internal Environment (SWOT)*
  - b. Analysis of the External Environment (PESTLE)*
- v. Stakeholder Mapping*
- vi. Emerging Issues/Challenges*

**3. STRATEGIC DIRECTION (Describe the direction of the Country, UGEITI and sector by the EITI process)**

- i. Vision, Mission and Goal (Values, Mandate)*
- ii. Pillars of the Strategic Plan*
- iii. Strategic Objectives*
- iv. Strategies (And Strategic Actions)*

**4. IMPLEMENTATION STRATEGY**

**5. COMMUNICATION PLAN**

**6. FINANCING STRATEGY (Annualized Budget Activities & Total Budget; Process of funding it)**

**7. M&E FRAMEWORK (Table on; Goal, Objectives, Strategic Actions, Outputs and Outcome Indicators)**



*MSG members retreat reflecting on the Uganda's EITI validation report findings and defining strategic direction at Speke Resort Munyonyo*



*MSG members retreat led by Chairperson and National Coordinator addressing the media on key achievements from Uganda's validation report and EITI implementation at Speke Resort Munyonyo*





*MSG members discussing Uganda EITI validation results with media at Speke Resort Munyonyo*



*MSG members and media discussing on the key findings and recommendations from the Uganda EITI validation report at Speke Resort Munyonyo*





*MSG chairperson and National Coordinator during a press conference at Speke Resort Munyonyo*



*Head of UGEITI Secretariat presenting the Uganda EITI validation results to the MSG members at Speke Resort Munyonyo*