Uganda Extractive Industries Transparency Initiative

SUMMARY REPORT ON THE EITI AND EXTRACTIVES AWARENESS CONFERENCE 2026

Advancing Transparency, Good Governance and Value Retention in Uganda's Extractive Sector

23–24 September 2026 | Serena Hotel, Kampala, Uganda

Prepared by: UGEITI Secretariat

Executive Summary

The Uganda Extractive Industries Transparency Initiative (UGEITI) convened the EITI and Extractives Awareness Conference 2026 on 23–24 September 2026 at Serena Hotel, Kampala, under the theme "Advancing Transparency, Good Governance and Value Retention in Uganda's Extractive Sector." The conference brought together representatives of Government, the private sector, civil society, academia, development partners and other actors in Uganda's extractive sector. It provided a platform for public awareness on EITI, dialogue on the governance and development of Uganda's oil, gas and mining sectors, and the delivery and official launch of Uganda's Fifth EITI Report covering Financial Year 2023/2024.

The two-day programme combined high-level opening remarks, presentation and launch of the Fifth EITI Report, a CEO Forum on Uganda's extractive landscape, and technical sessions on licensing, mining, oil production, tax and compliance, women's participation, local content, youth participation and skills development. The programme concluded with plenary feedback, recognition of key industry players and closing remarks.

A central message was that transparency should go beyond publishing information. Information generated through EITI and other sector systems should be reliable, accessible and usable by Government institutions, companies, investors, civil society, local governments and communities to understand how Uganda's natural resources are managed and how benefits can be retained within the country.

The conference emphasized strengthening legal and institutional frameworks, improving extractive-sector data, enhancing digital systems, promoting mineral value addition, formalizing artisanal and small-scale mining, strengthening environmental and social governance, improving local content and skills development, increasing women's participation, strengthening community engagement and ensuring that natural-resource revenues contribute to sustainable and inclusive national development.

1.0 Background and Objectives

Uganda's extractive sector is entering a period of increasing significance, particularly with the development of petroleum resources alongside continued investment in mining. EITI provides a multi-stakeholder platform through which Government, companies and civil society can improve transparency and accountability in the management of natural resources.

The conference was organized in partnership with GIZ, Global Rights Alert, African Centre for Energy and Mineral Policy, Natural Resource Governance Institute to:

1. Increase awareness of EITI and its importance to Uganda's extractive sector.
2. Share findings and recommendations from the Fifth Uganda EITI Report.
3. Promote transparency and accountability in the management of oil, gas and mineral resources.
4. Discuss Uganda's progress and challenges in the extractive industries.
5. Explore opportunities for value addition, local content and employment creation.

6. Discuss formalization and development of artisanal and small-scale mining.
7. Promote responsible investment and sustainable management of natural resources.
8. Strengthen collaboration among Government, industry, civil society, communities and development partners.

2.0 Conference Proceedings – Day One

2.1 Wednesday, 23 September 2026

Day One focused on the official delivery and launch of the Fifth EITI Report and the wider extractive-sector landscape, followed by sessions on licensing and access to resources, the state of mining and oil-production readiness. The programme included:

Time	Session	Participants / Institutions
08:00–09:00	Arrival and Registration	Participants
09:00–09:10	Introductory Remarks	Executive Director, EITI
09:10–09:20	Opening Remarks	Hon. Minister of Finance, Planning and Economic Development
09:20–09:30	Remarks by Development Partners	Head of the EU Delegation in Uganda
09:30–10:00	Delivery of the Fifth EITI Report	EITI Independent Administrator
10:00–10:15	Official Launch of the Report	Hon. Minister of Finance, Planning and Economic Development
10:15–11:00	CEO Forum: The Extractive Landscape	PS/ST; PS MEMD; Governor BoU; CEOs UNOC and UNMC
11:00–11:30	Tea Break	—
11:30–12:30	Licensing, Transparency and Inclusive Access to Uganda's Extractive Resources	DGSM; PEPD; NEMA; TotalEnergies; Woodcross
12:30–13:30	State of Mining in Uganda: Gold, Cement, Sand, Iron Ore, etc.	DGSM; UNMC; Wagagai; Hima Cement; Tembo Steels
13:30–15:00	Lunch Break	—
15:00–16:00	Oil Production: Status and Readiness	MEMD; PAU; EACOP; UNOC; TotalEnergies
16:00–16:45	Feedback and Plenary	All Participants

2.2 Opening Plenary and Fifth EITI Report Launch

The opening plenary set the context for the conference by emphasizing transparency, accountability and value retention in Uganda's extractive sector. The development-partner contribution underscored the importance of continued support for improved resource governance and stakeholder collaboration.

The EITI Independent Administrator delivered the Fifth EITI Report covering FY 2023/2024, after which the Hon. Minister of Planning from the Ministry of Finance, Planning and Economic Development officially launched the report. The launch provided a public platform for stakeholders to engage with the report's findings and consider their implications for policy, revenue management and sector governance.

Stakeholders convened for the Extractives Awareness Conference 2026 and the launch of Uganda's Fifth Extractive Industries Transparency Initiative Report at Serena Hotel, Kampala on September 23, 2026.

Hon. Minister of Planned flanked by the European Union Ambassador and other key stakeholders launch the 5th EITI Report

Hon. Amos Lugolobi, State Minister of Planning at the Ministry of Finance, Planning and Economic Development, highlighted Uganda's commitment to transparency, accountability and sustainable management of its extractive sector. He noted that the Fifth EITI Report provides information on revenues, production and the contribution of natural resources to the economy and supports stakeholder dialogue, identification of areas for improvement and informed public debate.

The Minister highlighted progress since Uganda joined EITI in 2020 and emphasized collaboration among Government, companies and civil society. He also referred to provisions in the Mining and Minerals Act, 2022 relating to contract and beneficial ownership disclosure, the importance of continued dialogue on EACOP, and the significance of Uganda's transition towards first oil in 2026 for public revenues, investment and national development.

2.3 CEO Forum – The Extractive Landscape

The CEO Forum brought together Ministry of Energy and Mineral Development represented by Mr. Robert Tugume, Bank of Uganda represented by Ms. Martha Kizza Kalema, and Uganda National Mining Company represented by Ms. Lorna Nkunda Ngabirano.

The forum provided a high-level perspective on Uganda's extractive landscape, including the sector's potential contribution to national development, responsible resource development, public

financial management and institutional readiness. The discussion reinforced the need for coordination between fiscal, energy, mining and petroleum institutions as Uganda seeks to increase value retention from its natural resources.

2.4 Licensing, Transparency and Inclusive Access

The session considered who gets access to Uganda's extractive resources and how. Representatives of Directorate of Geological Survey and Mines (DGSM), Petroleum Exploration and Production Department (MEMD), National Environment Management Authority (NEMA) and Woodcross provided regulatory and industry perspectives.

The discussion reinforced the importance of transparent and predictable licensing systems, accessible information, clear institutional responsibilities and compliance with environmental and regulatory requirements. Transparent licensing supports public confidence, investor certainty and responsible resource development.

2.5 State of Mining in Uganda

The session covered gold, cement, sand, iron ore and other minerals, with contributions from DGSM, UNMC, Wagagai Mining Company, Hima Cement and Tembo Steels.

The conference emphasized the need to move beyond extraction and export of raw minerals towards domestic processing and value addition. Challenges included inadequate geological exploration and mineral quantification, insufficient infrastructure, limited access to finance, inadequate technical capacity and informality. Value addition was identified as an opportunity for employment creation, enterprise development and increased economic benefits.

2.6 Oil Production – Status and Readiness

The session brought together MEMD, PAU, EACOP, UNOC and TotalEnergies. It considered Uganda's preparations for oil production and associated infrastructure.

Participants emphasized appropriate laws, regulations, institutions and monitoring systems before and during full-scale production, as well as learning from other oil-producing countries. The discussions stressed that oil revenues should be managed transparently and sustainably and contribute to broader economic transformation.

2.7 Day One Feedback and Closure

The Day One feedback and plenary enabled participants to reflect on the sessions, seek clarification and identify cross-cutting priorities. The day closed with remarks from the CEO of the Uganda Chamber of Energy and Minerals.

3.0 Conference Proceedings – Day Two

3.1 Thursday, 24 September 2026

Day Two focused on practical issues affecting participation and compliance in the extractive sector, including registration, taxation and compliance, women's participation, local content, youth

participation and skills development. The afternoon included a recap, plenary feedback, awards and recognition, and closing remarks.

Time	Session	Participants / Institutions
07:30–09:00	Women in Extractives Breakfast: Breaking in and Moving Up	UGEITI / GRA
08:00–09:00	Arrival and Registration	Participants
09:00–09:10	Welcome Remarks	Chairperson, UGEITI
09:10–09:20	Opening Remarks	
09:20–09:30	Remarks by Development Partners	Ambassador, Federal Republic of Germany
09:30–10:10	Registration, Tax and Compliance Matters	DGSM; URA; URSB; PAU; Uganda Chamber of Energy and Minerals
10:10–10:40	Tea Break	—
10:40–11:30	Women in Extractives: Breaking in and Moving Up	DGSM; UNMC; KTA Advocates; Uganda Association of Artisanal and Small-Scale Miners
11:30–12:30	Local Content in Practice	DGSM; PAU; CNOOC Uganda; Wagagai; NRGI
12:30–13:30	Youth Participation and Skills Development	Makerere University; TVET Council; National Youth Council; UPIK; Kyambogo
13:30–15:00	Lunch Break	—
15:00–15:15	Recap of Sessions	Moderator
15:15–16:15	Feedback and Plenary	All Participants
16:15–16:45	Awards and Recognition of Key Industry Players	Independent Administrator
16:45–17:00	Closing Remarks	CEO – UCEM

3.2 Women in Extractives Breakfast

The breakaway Women in Extractives Breakfast was held on the morning of 24 September for invited women practitioners in the extractive sector, with participation by the Hon. Minister of Energy and Mineral Development.

The dedicated session provided space to consider women's participation and advancement in the sector. The conference identified biases and outdated perceptions as possible barriers to women's advancement into senior management and decision-making and emphasized deliberate capacity

building, leadership development, technical skills and opportunities for women to participate in decision-making.

The MSG Chairperson, Mr Francis Nuru Twinamatsiko, emphasized the role of the conference in sharing information with stakeholders and the public. He recognized Government, development partners, the Independent Administrator, the MSG and UGEITI Secretariat, and noted that the Fifth EITI Report provides information that can guide Government and industry and inform policymaking. He also highlighted legal-framework and revenue-classification gaps and encouraged continued collaboration.

3.3 Registration, Tax and Compliance Matters

The session brought together DGSM, URA, URSB, PAU and the Uganda Chamber of Energy and Minerals. It focused on practical registration, tax and sector-specific compliance matters relevant to extractive companies.

The discussion reinforced the importance of understanding and meeting regulatory obligations for predictable investment, effective revenue collection, responsible operations and constructive relationships between companies and regulatory institutions.

3.4 Women in Extractives – Breaking in and Moving Up

The main conference session brought together DGSM, UNMC, KTA Advocates and the Uganda Association of Artisanal and Small-Scale Miners. It focused on barriers affecting women's entry, retention and advancement in extractive-sector careers and businesses.

Participants emphasized deliberate leadership development, technical capacity building, access to opportunities and supportive institutional and workplace environments. Increasing women's participation in leadership, technical and decision-making positions was identified as an important component of inclusive sector development.

3.5 Local Content in Practice

The session involved DGSM, PAU, CNOOC Uganda Limited, Wagagai Mining Company and the Natural Resource Governance Institute. It examined how local participation can translate extractive-sector investment into opportunities for Ugandan workers, enterprises and service providers.

The conference highlighted technology transfer, skills development, enterprise development, training and joint ventures as mechanisms for strengthening Ugandan participation. More than 4,000 SMEs were reported as having received training in areas including health and safety, environmental management, bid management, financing and corporate governance.

3.6 Youth Participation and Skills Development

The session brought together Makerere University's Department of Geology and Petroleum Studies, TVET Council, National Youth Council, Uganda Petroleum Institute, Kigumba and Kyambogo. The discussion emphasized preparing young Ugandans with relevant technical, professional and entrepreneurial skills for participation in the extractive value chain.

The session highlighted the importance of stronger links between education and training institutions, industry requirements and emerging opportunities.

3.7 Recap, Plenary, Awards and Closure

The afternoon began with a recap of the sessions, followed by plenary feedback. The plenary consolidated the key messages from the two days, including reliable information, effective regulation, local participation, environmental and social responsibility, value addition and inclusive participation.

The programme concluded with awards and recognition of key industry players, followed by closing remarks from the CEO of the Uganda Chamber of Energy and Minerals.

4.0 Cross-Cutting Issues and Key Findings

4.1 Transparency and Accountability

Transparency should enable communities to understand revenues generated from resources in their areas, local governments to understand expected revenues and investors to operate within predictable and accountable systems. The Fifth EITI Report was presented as an important source of information for Government, companies, civil society, investors and citizens.

4.2 Extractive-Sector Revenues

Discussions considered how revenues are collected, reported and reconciled between Government institutions and companies. Comparing Government and company information through EITI reporting can identify differences and improve reliability. The need to strengthen the legal framework for EITI reporting and improve project-level presentation was highlighted.

4.3 Data Quality and Digitalization

Reliable and comprehensive data is necessary for planning, investment, production monitoring, revenue collection and public accountability. Digitalization efforts in mining, including national minerals information and licensing/production-verification systems, require accurate data, trained personnel and clear institutional responsibilities.

4.4 Mining Development and Value Addition

Uganda has an opportunity to increase economic benefits by improving exploration, production, processing and value addition. Constraints include inadequate exploration, infrastructure, finance, technical capacity and informality.

4.5 Formalization of Artisanal and Small-Scale Mining

Formalization requires registration, licensing, environmental compliance, occupational safety, appropriate equipment, training and technical assistance. Some miners face difficulties meeting requirements such as landowner consent and environmental assessments.

4.6 Environmental and Social Governance

Environmental impact assessment should consider the full project lifecycle. Companies are expected to undertake compliance audits and monitoring, while regulators conduct inspections. Informal mining, land degradation and community relations require continued attention.

4.7 Oil and Gas Development

Uganda's preparations for oil production require effective laws, regulations, institutions and monitoring systems. Petroleum revenues should be managed transparently and sustainably and contribute to wider economic transformation.

4.8 Local Content and Capacity Building

Technology transfer, skills development, enterprise development, training and joint ventures are important for increasing Ugandan participation and value retention.

4.9 Gender and Youth Participation

Women and youth require deliberate opportunities, relevant skills, leadership pathways and stronger links to sector opportunities.

4.10 Community Participation and Benefit Sharing

Communities affected by mining and petroleum projects should receive accessible information and participate meaningfully in decisions affecting their land and livelihoods. Benefit-sharing arrangements, including royalty distribution provisions, are important to responsible resource development.

5.0 Key Challenges Identified

a) Limited availability and accessibility of reliable sector data.
b) Inadequate geological exploration and mineral quantification.
c) Informality among artisanal and small-scale miners.
d) Limited access to finance and appropriate mining equipment.
e) Inadequate infrastructure, including transport and reliable energy.
f) Environmental degradation associated with some mining activities.
g) Challenges in tracking minerals through the entire value chain.
h) Limited value addition and processing of minerals within Uganda.
i) Skills and technical capacity gaps.
j) Difficulties faced by some small-scale miners in meeting regulatory requirements.
k) Need for stronger coordination among institutions involved in extractive-sector governance.
l) Need to improve public and community access to information.
m) Barriers affecting women's participation and advancement.
n) Need to strengthen youth participation and skills development.

6.0 Key Lessons Learned

a) Transparency is a shared responsibility. It requires cooperation among Government, companies, civil society, communities and development partners, supported by a strong legal and institutional framework for transparent extractive-sector governance and EITI reporting.

b) Reliable data underpins good governance. Quality, complete, timely and accessible data is essential for planning, revenue management, investment decisions and public accountability. Tracking minerals from extraction through processing, sale and export also depends on it.

c) Digitalization strengthens governance, but only on a sound foundation. Digital systems for licensing, reporting, production verification and mineral-resource management work well only when supported by accurate data, skilled personnel and institutional capacity.

d) Value addition increases domestic benefits. Local processing of minerals raises the economic returns from natural resources, but it depends on adequate transport, energy and other supporting infrastructure.

e) Formalization of artisanal and small-scale mining requires practical support. Miners need training, appropriate technology, and technical, financial, environmental and occupational-safety assistance to operate within the formal system.

f) Capacity building and local content enable effective participation. Workers, enterprises and institutions need skills development and local-content programmes to participate meaningfully in the extractive value chain.

g) Community engagement must be meaningful and continuous. Communities affected by extractive activities need ongoing dialogue and timely access to information, not one-off consultation.

h) Environmental protection must accompany resource development. Monitoring, compliance and enforcement are needed across mining and petroleum operations throughout the project lifecycle.

i) Women and youth need deliberate opportunities. Targeted skills development, links between training institutions and industry, and pathways into leadership, technical, entrepreneurial and commercial roles are needed to ensure inclusion.

j) Strong institutional coordination and implementation turn opportunities into sustainable development. Coordination among Government institutions, the private sector, civil society, communities and development partners, together with follow-through on EITI report recommendations, ensures that resource revenues are managed transparently and contribute to inclusive national development.

8.0 Way Forward

The conference provided a platform for dialogue, but its value will depend on follow-up and implementation. Stakeholders should review the findings and recommendations of the Fifth EITI Report and identify actions relevant to their respective mandates.

a) Government institutions should strengthen regulatory frameworks, data systems, institutional coordination and implementation of sector reforms.
b) UGEITI Secretariat and MSG should continue disseminating the Fifth EITI Report and promoting informed stakeholder engagement around its findings and recommendations.
c) The private sector should strengthen compliance with legal, tax, environmental, social and local-content requirements and increase opportunities for Ugandan workers and enterprises.
d) Mining and petroleum institutions should continue improving transparency, licensing systems, digitalization, production verification and access to reliable information.
e) Stakeholders should strengthen formalization support for artisanal and small-scale miners.
f) Government, industry and training institutions should strengthen pathways for youth skills development, employment and enterprise participation.
g) Government and industry should continue deliberate measures to increase women's participation and advancement.
h) Civil society and communities should continue participating in monitoring, accountability and public dialogue.
i) Development partners should continue supporting institutional capacity, digitalization, skills development, responsible mining and transparency initiatives.

9.0 Conclusion

The EITI and Extractives Awareness Conference 2026 provided an important platform for stakeholders to discuss the governance, development and future contribution of Uganda's oil, gas and mining sectors. The two-day programme connected the Fifth EITI Report with practical discussions on licensing, mining, oil production, tax and compliance, women's participation, local content and youth skills development.

The discussions demonstrated that Uganda's natural resources present significant opportunities for economic development, employment, investment, industrialization and value addition. Realizing these opportunities requires transparent governance, reliable and accessible information, effective regulation, environmental protection, community participation, local content, skills development and responsible management of resource revenues.

The Fifth Uganda EITI Report provides an important basis for continued dialogue and improvement. Its value will depend on the extent to which stakeholders access, understand and use the information and act on identified recommendations.

The conference therefore underscored the importance of continued collaboration among Government, the private sector, civil society, communities, academia and development partners to ensure that Uganda's extractive resources contribute to sustainable, inclusive and broad-based national development.

Annex 1: Two-Day Programme Flow

Day One – 23 September 2026: Opening and launch of the Fifth EITI Report; CEO Forum; licensing and inclusive access; state of mining; oil production readiness; feedback and closure.

Day Two – 24 September 2026: Women in Extractives Breakfast; opening plenary; registration, tax and compliance; women in extractives; local content; youth participation and skills development; recap; plenary; awards and recognition; closing.