

REPORT ON THE INDUCTION OF THE 2ND UGANDA EITI MULTI- STAKEHOLDER GROUP



Date: Tuesday, 17th – Wednesday, 18th March 2026
Venue: Speke Resort Hotel, Munyonyo, Kampala

ACRONYMS

ASM	– Artisanal and Small-Scale Mining
BO	– Beneficial Ownership
CSO	– Civil Society Organisation
DRM	– Domestic Revenue Mobilisation
EITI	– Extractive Industries Transparency Initiative
FY	– Financial Year
IOC	– International Oil Company
MSG	– Multi-Stakeholder Group
NDP IV	– Fourth National Development Plan
OAG	– Office of the Auditor General
PSA	– Production Sharing Agreement
SOE	– State-Owned Enterprise
UGEITI	– Uganda Extractive Industries Transparency Initiative
UNOC	– Uganda National Oil Company
URA	– Uganda Revenue Authority

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1.0 Introduction

Uganda joined the Extractive Industries Transparency Initiative (EITI) in August 2020 as part of Government's commitment to strengthen transparency, accountability, and good governance in the extractive sector. The EITI is a global standard implemented in over 50 countries worldwide, including more than 20 in Africa, and promotes open and accountable management of natural resources through disclosure of revenues, contracts, beneficial ownership, and sector governance practices.

In-country implementation of EITI is guided by the EITI Standard, which sets out the requirements that member countries must meet to remain compliant. A key requirement is the establishment of a functional Multi-Stakeholder Group (MSG), comprising representatives from Government, civil society, and industry, to oversee implementation and ensure adherence to the Standard.

Uganda constituted its pioneer MSG in March 2019 for an initial three-year term, which was subsequently renewed in March 2022. Following the successful completion of this two-term mandate (2019–2025), a new MSG was established for the period 2026–2029.

In this context, the Uganda EITI, in partnership with the Natural Resource Governance Institute, convened an induction retreat for the 2nd MSG from 16th to 19th March 2026 at Speke Resort Hotel, Munyonyo, Kampala. The retreat aimed to equip members with the knowledge, tools, and institutional context required to effectively execute their oversight role. Key areas of focus included the EITI in-country implementation cycle, preparation of the Annual Work Plan and Annual Progress Report, and production of the EITI Report.

The induction was particularly timely as Uganda prepares for its second EITI Validation, scheduled to commence on 1st October 2026. Validation is an independent assessment conducted by the EITI International Secretariat to evaluate a country's level of compliance with the EITI Standard. Given the intensity and technical nature of this process—and the fact that this will be the first validation experience for many of the new MSG members—the retreat provided critical foundational training to ensure effective participation and coordination.

The induction brought together approximately sixty (60) participants, including members of the Multi-Stakeholder Group (MSG), their alternates, and staff of the Uganda EITI Secretariat. The engagement was moderated by Mr. Paul Twebaze, a Consultant from the Advocates Coalition for Development and Environment (ACODE), who guided the discussions and ensured active participation throughout the sessions.

2.0 Objectives of the Induction

The induction aimed to:

- a) Familiarise MSG members with the EITI Standard and implementation framework
- b) Build capacity on EITI reporting, validation, and governance processes
- c) Align MSG roles with national priorities under NDP IV and Domestic Revenue Mobilisation (DRM)
- d) Provide a platform for stakeholder engagement and shared learning
- e) Strengthen coordination among Government, Industry, and Civil Society

3.0 Overview of the Programme

The two-day induction programme was structured to provide a comprehensive and practical understanding of Uganda's EITI implementation framework, combining strategic, technical, and operational perspectives. The sessions were carefully sequenced to build knowledge progressively;

from foundational concepts to more advanced discussions on reporting, validation, and sector governance.

The induction covered key thematic areas including:

- a) EITI Standard 2023: Introducing participants to the updated global requirements, with emphasis on transparency, disclosures, and emerging areas such as environmental reporting and beneficial ownership.
- b) MSG Terms of Reference (TORs): Clarifying the mandate, roles, governance structure, and operational procedures of the MSG in overseeing EITI implementation.
- c) Alignment with NDP IV: Exploring how EITI contributes to national development priorities, particularly within the Sustainable Energy Development (SEID) and Domestic Revenue Mobilisation frameworks.
- d) EITI Reporting and Recommendations: Reviewing the 4th Uganda EITI Report, its key findings, and outstanding recommendations across critical areas such as contract disclosure, mineral exports, and data quality.
- e) Validation Process: Preparing members for Uganda's upcoming validation by the International Secretariat, including an overview of performance requirements, corrective actions, and priority areas for improvement.
- f) Extractives Sector Developments: Providing insights into current trends and challenges in Uganda's oil, gas, and mining sectors, including licensing, revenue flows, and institutional coordination.
- g) Extractives Awareness Week: Presenting the concept, objectives, and proposed implementation approach for enhancing public engagement and visibility of EITI activities.

The programme (attached as Annex A) adopted a highly interactive approach, blending technical presentations with plenary discussions, question-and-answer sessions, and experience sharing among participants. This format enabled members to critically engage with the materials presented, draw lessons from practical experiences, and align on priority actions to strengthen EITI implementation in Uganda.

4.0 Proceedings of the Induction

4.1 Opening Session

The induction commenced with an opening prayer led by Mr. Obadiah Anthony Kato. This was followed by welcome remarks from the National Coordinator, Mr. Saul Ongaria, who formally welcomed participants to the induction retreat.

In his remarks, Mr. Ongaria acknowledged the composition of the new Multi-Stakeholder Group (MSG), noting that it brought together both newly appointed members and those reappointed to continue serving. He appreciated all participants for taking time to attend the induction and emphasised the importance of their collective role in strengthening EITI implementation in Uganda.

He highlighted that the induction provided a timely opportunity to orient members on their roles, build a shared understanding of the EITI framework, and align expectations for the new MSG term.

4.1.1 MSG Chairperson's Remarks.

The MSG Chairperson, Mr. Francis Twinamatsiko, welcomed all participants to the induction training and reaffirmed his commitment to actively support and advance the EITI agenda in Uganda. He

emphasised the importance of collective responsibility among MSG members in ensuring effective implementation of EITI principles.

In his remarks, he noted that Uganda scored **78.5%** in the previous EITI Validation. He observed that the country's performance would have been significantly higher if there had been full disclosure of contracts, highlighting this as a key area requiring urgent attention.

He further advised that Government institutions and extractive companies should regularly submit data to the UGEITI Secretariat on a monthly basis. He explained that this would ease the work of the Independent Administrator during the EITI reporting process and improve the timeliness and quality of disclosures. He added that, if such information is compiled and published periodically by the Secretariat, Uganda could position itself as a leading example of transparency within the global EITI community.

Additionally, the Chairperson encouraged the Secretariat to strengthen the linkage between EITI and Domestic Revenue Mobilisation (DRM). He noted that demonstrating the contribution of EITI to revenue generation would enhance Government appreciation of the initiative and reinforce its value as a tool for economic governance.

4.2 Overview of EITI and Uganda's Journey

The National Coordinator provided a brief historical overview of Uganda's extractive sector, highlighting key milestones in its development. He noted the discovery of oil in 2006, which marked a turning point in the country's extractive industry and was followed by expanded exploration of mineral resources such as gold, copper, and other critical minerals. He further referenced the adoption of the Oil and Gas Revenue Management Policy in 2018 as a key step toward strengthening governance and accountability in the sector. Uganda's subsequent decision to join the Extractive Industries Transparency Initiative (EITI) in 2020, under the Ministry of Finance, Planning and Economic Development (MOFPED), was underscored as a strategic move to promote transparency and responsible resource management.

He explained that Government recognised EITI as the most effective global framework for enhancing transparency in a sector that is inherently sensitive and prone to mismanagement. He noted that Uganda's legal and policy frameworks, including the Mining Act and the Public Finance Management Act, already embed principles of transparency and accountability, which are further reinforced through EITI implementation. He cautioned that if extractive resources are not well managed, countries risked experiencing the "resource curse," characterised by poor governance, revenue leakages, and limited development outcomes despite resource wealth.

The National Coordinator further highlighted that EITI was established in 2003 following a global decision in London to promote transparency in extractive industries. In Uganda, the decision to join EITI was approved by Cabinet in January 2019 as part of broader efforts to strengthen planning and management of extractive sector revenues. This explains why EITI implementation is housed within MOFPED, given its central role in national planning and revenue management.

He emphasised that EITI implementation in Uganda was anchored on a multi-level institutional framework that links the global EITI architecture to national implementation structures. At the country level, the process is coordinated by the Uganda EITI Secretariat and implemented through a tripartite arrangement comprising Government, Civil Society, and Industry, with oversight provided by the Multi-Stakeholder Group (MSG).

Figure 1: Institutional Framework for EITI Implementation in Uganda

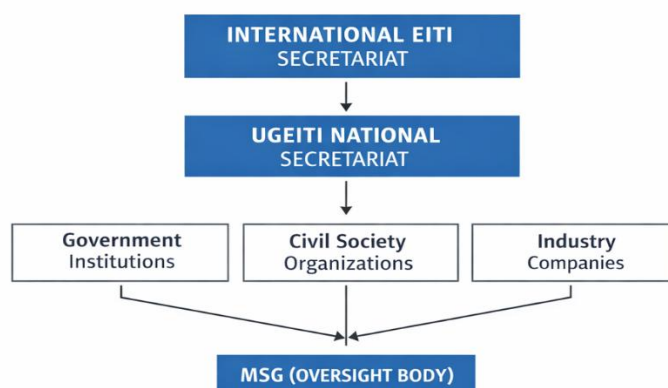


Figure 1: Institutional Framework for EITI Implementation in Uganda

The framework illustrates the flow of coordination from the International EITI Secretariat to the national level, and the collaborative role of key stakeholders in ensuring transparency, accountability, and effective oversight of Uganda's extractive sector.

He concluded by encouraging participants to actively engage in dialogue throughout the induction and after, noting that constructive discussions would be critical in generating practical ideas and policy proposals to strengthen EITI implementation and foster a stable, transparent, and development-oriented extractive sector in Uganda.

4.2.1 Plenary Session

During the plenary session, Dr. Arthur Bainomugisha informed participants that he had been actively involved, together with other Civil Society Organisation (CSO) members, in advocating for Government to join the EITI. He encouraged participants to reflect more broadly on the global context within which Uganda's extractive sector operates. In particular, he highlighted the ongoing geopolitical tensions, including the war in Iran, and urged members to consider their potential implications for the extractive sector and Uganda's economy. He emphasised the need to understand how global politics shape resource governance and challenged participants to think critically about how Uganda can position itself to navigate and survive within the evolving global order.

Additionally, Mr. Bashir Twesigye and Mr. Sam Mucunguzi stated that they needed further clarification and guidance from the International Secretariat on how global political dynamics influence extractive industries across countries. They also sought a clearer explanation of the institutional relationship between the International Secretariat, the National Secretariat, and the Multi-Stakeholder Group (MSG), particularly in terms of roles, coordination, and reporting lines. In response, the National Coordinator advised that participants would have an opportunity to engage directly with the International Secretariat during their session later in the day and encouraged them to raise these issues for detailed clarification.

4.3 Presentation on the EITI Standard 2023

A presentation on the EITI Standard 2023 was delivered by representatives from the International Secretariat; Mr. Edwin Walden and Mr. Khamal Clinton, who provided an overview of the global framework guiding EITI implementation across member countries. They welcomed the new MSG members to the EITI community and emphasised the importance of the Standard in promoting transparency, accountability, and good governance in the extractive sector.

The presentation highlighted the core objectives of the EITI, which include strengthening transparency in the disclosure of extractive sector data, enhancing accountability in the management of natural resource revenues, and fostering informed public debate. The presenters underscored the central role of the Multi-Stakeholder Group (MSG) in overseeing implementation, ensuring compliance with the Standard, and guiding strategic direction at the country level.

Participants were also taken through key features of the EITI Standard 2023, including emerging and expanded reporting requirements. These include disclosures related to environmental and social impacts, greenhouse gas emissions, project-level costs, and revenue flows. Mr. Edwin Warden noted that these additions reflect the evolving global focus on sustainability, climate change, and responsible resource management.

The session further explored common risk areas and implementation challenges observed across EITI member countries, as well as lessons that Uganda could draw from international experience to strengthen its own implementation process.

4.3.1 Plenary Session

During the discussion, participants raised several pertinent issues. Dr. Arthur Bainomugisha questioned the broader implications of global political dynamics on the extractive sector, including the potential effects of the United States not being a member of EITI. Dr. Priscilla Nyadoi sought clarification on whether MSG reporting could be adapted to better reflect Uganda's national priorities and context.

Mr. Bashir Twesigye requested the International Secretariat to elaborate on its institutional structure and how it relates to the MSG at the country level, particularly in terms of coordination and engagement. The MSG Chairperson, Mr. Francis Twinamatsiko, further asked how the EITI structure could be refined to better align with Uganda's reporting needs and technical realities.

Dr. Henry Bazira emphasised the need to deepen EITI integration within national systems to make it more relevant and beneficial to Uganda. He observed that despite regular EITI reporting, many resource-rich countries remain poor, and challenged participants to consider how EITI data could be better utilised to support research, inform policy, and drive development outcomes, including the establishment of a national research hub.

In response, Mr. Edwin Warden advised that the MSG could explore and prioritise new areas of focus within the EITI framework to enhance its relevance and impact in Uganda.

Overall, participants emphasised the importance of contextualising and localising EITI reporting so that the data generated is not only technically compliant to the Standard but also relevant and useful for national planning, policy formulation, and development impact. There was a strong call for EITI information to be presented in a manner that supports decision-making and contributes meaningfully to Uganda's socio-economic transformation.

4.4 MSG Terms of Reference (TORs)

The session on the Multi-Stakeholder Group (MSG) Terms of Reference (TORs) was presented by the UGEITI Compliance Officer, Mr. Edwin Kanakulya Kavuma. He outlined the governance and operational framework guiding the functioning of the MSG in Uganda's EITI implementation. The

TORs, first developed in 2019 and revised in 2025, provide clarity on the structure, roles, and responsibilities of the MSG, and serve as a foundational instrument for ensuring effective oversight of the EITI process.

Mr. Kanakulya explained that the primary purpose of the TORs is to define the scope, functions, and responsibilities of the MSG in implementing UGEITI. He highlighted that the MSG plays a central role in promoting transparency and accountability in the extractive sector, ensuring inclusive participation of stakeholders, and safeguarding Uganda's compliance with the EITI Standard.

The presentation further elaborated on the key responsibilities of the MSG, which included defining and assessing the national scope of EITI, overseeing disclosures and reporting processes, approving annual work plans, budgets, and EITI reports, and facilitating stakeholder engagement and dissemination of information. In addition, the MSG contributes to policy formulation and supports resource mobilisation efforts to sustain EITI implementation.

In terms of governance, the MSG operates under a tripartite structure comprising Government, Civil Society, and Industry constituencies, with the Chairperson appointed by the Ministry of Finance, Planning and Economic Development. Members serve a three-year term, renewable upon reappointment, and are expected to actively participate in meetings, represent their constituencies, and support EITI reporting and validation processes. An illustration of is illustrated below:

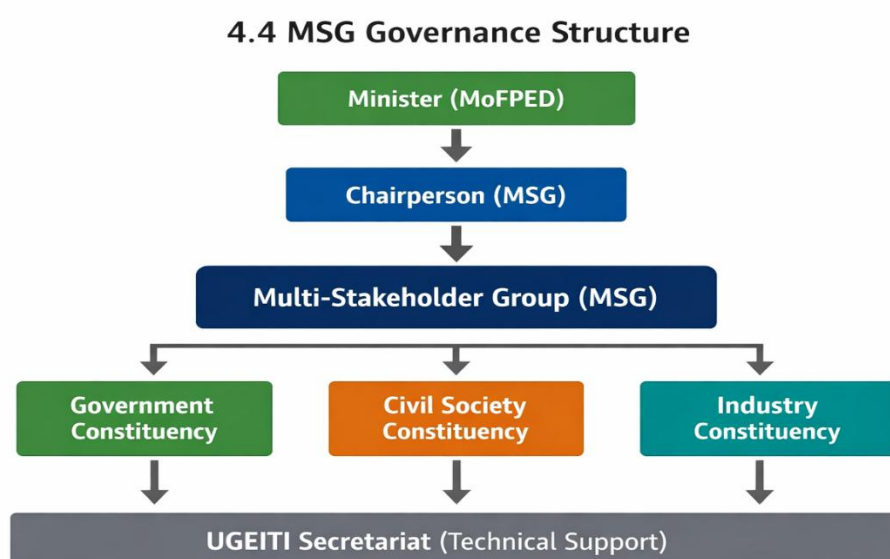


Figure 2: infographic illustration of the MSG governance structure

The TORs also outlined operational procedures, including the convening of meetings, the ability to conduct business electronically, and provisions for members to table issues for discussion. Decision-making is primarily by consensus, with voting applied where necessary, requiring a two-thirds majority and adherence to quorum requirements. The MSG was further empowered to establish technical committees to handle specialised tasks, provided they maintained representation from all three constituencies.

4.4.1 Plenary Discussions

During the plenary discussions, participants raised a number of practical and structural concerns regarding the operationalisation of the MSG TORs:

Mr. Paul Mulindwa observed that, unlike Uganda, some EITI-implementing countries had enacted specific EITI laws, which provide a stronger legal foundation for implementation. He noted that such a framework could further strengthen MSG TORs and enhance compliance and enforcement.

Members also highlighted logistical challenges affecting effective participation. Mr. Sam Mucunguzi, a member of the former MSG, emphasised the need for the Chairperson to streamline financing for UGEITI to enable the MSG to function effectively. He pointed out that current facilitation, particularly allowances, was inadequate and often delayed. This concern was echoed by Ms. Margaret Lomonyang, who noted that the current facilitation (UGX 185,000) was insufficient to cover transport and accommodation costs, especially for members travelling from distant regions such as Karamoja.

In response, the National Coordinator clarified that transport refunds were provided for within the TORs and are determined based on distance or kilometres travelled by each participant.

On governance matters, Mr. Winston Mugumya sought clarification on the modalities for appointing the Chairperson. The presenter explained that, as provided under Section 5.2(c) of the MSG TORs, the Chairperson is appointed by the Minister of Finance, Planning and Economic Development, which is the parent ministry for EITI in Uganda. It was further clarified that the appointment is based on technical expertise, and that the Chairperson may be selected from any Government Ministry, Department, or Agency (MDA), provided they possess the requisite knowledge and experience of the extractive sector.

Additionally, Dr. Priscilla Nyadoi emphasised the need to align MSG facilitation with that of other government boards to enhance member effectiveness and participation. There was a general consensus on the need for sustainable financing of MSG activities, as well as improved facilitation mechanisms for members.

The Chairperson underscored the importance of adopting practical and sustainable financing approaches. He encouraged members to initiate discussions and develop concrete proposals on resource mobilisation, including engagement with Government and development partners, to secure adequate funding for both the Secretariat and MSG operations. He stressed that strengthening the financial sustainability of EITI implementation is essential for ensuring the effectiveness and continuity of the MSG's work.

4.5 Alignment of EITI with NDP IV

The presentation by Mr. Edgar Mutungi, Finance Officer at the UGEITI Secretariat, demonstrated how the EITI contributes to Uganda's broader national development agenda through strengthening governance, improving transparency, and supporting evidence-based decision-making.

He highlighted that EITI plays a critical role in advancing Domestic Revenue Mobilisation (DRM) by enhancing the tracking, disclosure, and analysis of revenues generated from the extractive sector. This supports Government efforts to optimise resource utilisation and reduce revenue leakages. In addition, EITI contributes to governance reforms by promoting accountability, transparency, and stakeholder participation, which are essential for sustainable management of natural resources.

The presentation further emphasised the role of EITI in evidence-based policy making, noting that the data generated through EITI reporting provides a credible foundation for informed decision-making, planning, and policy formulation within the extractive sector.

EITI implementation in Uganda is strategically embedded within key Government programmes under the Fourth National Development Plan (NDP IV), specifically:

- a) The Development Plan Implementation (DPI) Programme, which focuses on strengthening coordination, monitoring, and implementation of national development priorities.

- b) The Sustainable Extractives Industry Development (SEID) Programme, which aims to promote value addition, transparency, and sustainable utilisation of extractive resources.

During the discussions, participants underscored the need to enhance the visibility and integration of EITI within national planning processes. Members emphasised that EITI should not operate in isolation but should actively contribute to sector planning and policy dialogue. In particular, they highlighted the importance of:

- a) Actively participating in Programme Working Groups to ensure that EITI priorities are reflected in sector plans and budgets.
- b) Aligning EITI outputs and recommendations with ongoing and emerging policy reforms in the extractive sector.
- c) Strengthening engagement with key institutions to ensure that EITI data informs national development strategies and investment decisions.

The session concluded with a shared understanding that deeper alignment of EITI with national priorities would enhance its relevance, strengthen its impact, and position it as a key tool for driving sustainable development in Uganda's extractive sector.

4.5.1 Plenary Discussion

During the plenary discussion, the Chairperson emphasised the need for each MSG member to critically reflect on the NDP IV outputs for UGEITI and assess the extent to which these outputs could realistically be achieved. He encouraged members to take ownership of the process and identify practical pathways for delivering on the expected results.

Mr. Anthony Okello noted that the achievement of these outputs was largely dependent on adequate and predictable financing. He proposed that one practical solution would be to ensure representation of UGEITI in the MEMD Programme Working Group, in order to advocate for appropriate budget allocation and integration of EITI priorities within sector planning processes.

Dr. Arthur Bainomugisha emphasised the importance of clearly identifying and articulating policy gaps and reform priorities necessary to support effective EITI implementation. He observed that without targeted policy interventions, the full impact of EITI might not be realised. In response, the Chairperson noted that existing policies were often developed with specific sectoral objectives, and therefore underscored the need for deliberate discussions around the development of a dedicated EITI legal framework to strengthen implementation and enforcement.

Members further emphasised that the Ministry of Finance, Planning and Economic Development (MoFPED), as the host institution of UGEITI, needed to play a more proactive role in ensuring adequate funding and institutional support for EITI activities.

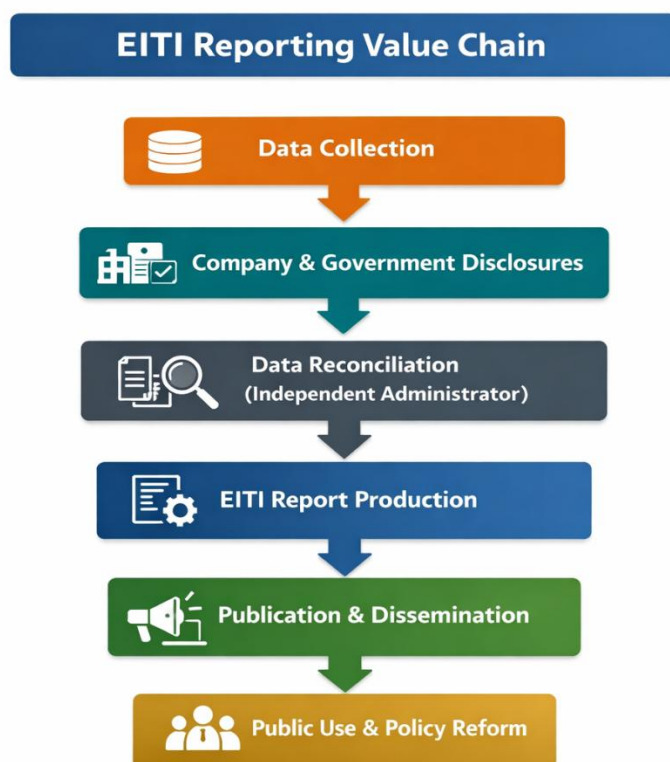
Mr. Oscar Olaro reinforced the earlier proposal by recommending that a designated representative be formally nominated to participate in the MEMD Programme Working Group, in order to ensure continuous engagement and effective representation of EITI interests in national planning processes.

Overall, the discussion highlighted the critical link between financing, policy alignment, and institutional representation in achieving UGEITI's strategic objectives under NDP IV.

4.6 Presentation of the 4th Uganda EITI Report

Mrs. Gloria Mugambe, the Head of UGEITI Secretariat presented the 4th Uganda EITI Report covering the financial year July 2022 to June 2023. She stated that Uganda's EITI reports were credible as they entailed information sourced from the owner - gatekeepers. This data enabled debate and discussions about the sector and how it is managed and/or if it was benefiting Ugandans as the owners of the natural

resources. The EITI reporting process follows a structured value chain from data collection to policy impact, as illustrated in **Figure 3** on the left.



The presentation provided participants with an overview of the performance of Uganda's extractive sector and progress made in strengthening transparency and accountability through the EITI reporting process.

During the presentation, she highlighted several key findings from the report, including:

- a) The extractive sector generated UGX 530.17 billion in total government revenue during the reporting period.
- b) Of this amount, UGX 299.95 billion was generated from the mining sector, while UGX 230.23 billion was generated from the oil and gas sector, mainly through exploration-related fees and taxes.
- c) Limestone remained the most significant mineral, accounting for approximately 39% of the total value of mineral production in Uganda.
- d) Iron ore contributed about 37% of the total value of mineral production, making the two minerals the dominant contributors to the country's mineral output.
- e) The report also presented production and licensing information within the extractive sector.

4.6.1 Plenary Discussion

During the plenary discussion, participants raised several critical issues relating to data quality, sector reporting, and policy implications within the extractive industry.

Mr. Lawrence Muwonge, representing the Uganda Revenue Authority, explained that the statistical discrepancies observed in export data between URA and the Department of Geological Survey and Mines (DGSM) were largely attributed to the lack of integration between the two institutions' data management systems. He further noted that DGSM remained underfunded, which limited its capacity to upgrade and modernise its systems for effective data management.

He also highlighted that from their earlier presentation, the International Secretariat had supported other implementing countries in undertaking revenue modelling, which Uganda could adopt to strengthen projections for extractive sector revenues. He observed that while URA regularly projected expected revenues, these projections were often affected by government-granted tax exemptions, leading to variances between projected and actual revenues collected.

Mr. Emmanuel Kibirige noted that gaps in data from Artisanal and Small-Scale Miners (ASMs) were partly due to the timing of formalisation, as ASMs only began receiving formal licences in 2025, whereas the report covered the financial year 2022/2023. He further explained that many ASMs operated under other entities' area licences, making it difficult to accurately trace their production and revenue contributions.

Mr. Bashir Twesigye raised concerns regarding the status of oil and gas licences that had expired, questioning whether such areas could be reassigned. In response, Mr. Winston Mugumya from the Ministry of Energy and Mineral Development (MEMD) clarified that the Ministry was planning to conduct a new licensing round. He explained that both new and previously licensed companies would be eligible to apply, although the licensing process was extensive and involved rigorous technical evaluations.

Mr. Mugumya further emphasised the need to clearly distinguish between extractive and manufacturing activities in reporting, noting that cement companies derived approximately 90% of their revenues from manufacturing processes rather than extraction activities.

In response to a query regarding the absence of the East African Crude Oil Pipeline (EACOP) in the report, Ms. Gloria Mugambe clarified that the project was categorised under the midstream segment and had not yet reached full operational status. As such, it was currently captured within the contextual section of the report rather than in revenue disclosures.

In his closing remarks for Day 1, the MSG Chairperson encouraged members to reflect critically on how to effectively separate extractive activities from manufacturing in reporting frameworks. He further urged members to consider the development of a legal framework that would strengthen compliance and compel companies to adhere to reporting requirements.

4.7 EITI Report Recommendations

This session was presented by Mr. Edwin Kanakulya Kavuma, the Compliance Officer at the Uganda EITI Secretariat. He guided participants through a summary of key recommendations arising from the four Uganda EITI Reports covering the financial years 2019/2020 to 2022/2023.

Across the four reports, the recommendations focused on several key reform areas, including:

- a) Strengthening the legal and institutional framework for EITI implementation
- b) Enhancing public disclosure of extractive sector information
- c) Improving transparency in licensing, contract disclosure, and beneficial ownership in both the mining and petroleum sectors

Participants were further informed that the reports emphasised the need to improve data quality, accuracy, and systematic disclosure of EITI data. This includes strengthening reporting on production and export data, as well as enhancing revenue reporting and financial disclosures by reporting entities.

In addition, the recommendations highlighted the importance of:

- a) Improving project-level reporting on capital and operational expenditures
- b) Enhancing environmental and social expenditure disclosures

- c) Developing frameworks for measuring and reporting greenhouse gas emissions in the extractive sector

4.7.1 Plenary Discussion

During the plenary discussion, participants raised a number of critical concerns and reflections regarding the implementation and relevance of EITI recommendations in Uganda.

A key issue highlighted was the need to develop a legal framework for EITI implementation to strengthen compliance and enforcement of disclosures. However, some participants cautioned that any proposed legislation should be carefully designed to avoid overregulation that could discourage investment in the extractive sector.

Dr. Natamba Bazinzi urged members to reflect on how the extractive sector could generate greater economic value for Uganda. He observed that existing recommendations did not adequately address structural barriers affecting local participation, particularly for Artisanal and Small-Scale Miners (ASMs). He emphasised the need to:

- a) Ease entry requirements and improve the legal environment for local investors
- b) Establish financing mechanisms or dedicated funds to support Ugandans in accessing mining capital
- c) Develop institutions to build technical capacity and skills for nationals to effectively participate in the sector

A representative of the ASMs further stressed the importance of reframing perceptions, noting that they should be recognised as “native miners” rather than illegal miners. He also raised concerns about the disparity in incentives, observing that foreign investors often benefit from tax exemptions while local participants face significant regulatory and financial barriers.

Mr. Oscar Olaro questioned the timeliness of EITI reporting, noting that the most recent published report covered the financial year 2022/2023. He sought clarification on the challenges preventing the production of more recent reports, particularly as Government concludes the NDP III period.

Mr. John Bosco Bukya emphasised that although mining is identified as a priority sector under NDP IV, there is limited visible progress in formalising ASM activities. He stressed that such gaps should be clearly captured and addressed through EITI reporting and recommendations, and reiterated the need to align EITI outputs more closely with national development priorities.

Mr. Humphrey Asiimwe underscored the importance of prioritising recommendations to ensure effective implementation. He noted that attempting to address all recommendations simultaneously could limit progress, and instead proposed that the MSG should identify and focus on a manageable number of priority actions within a defined timeframe.

He further observed that many companies were willing to comply with contract disclosure requirements, and that the main constraint lay within Government processes. He also highlighted Uganda’s significant potential within the gold sector, noting that despite the country’s position within the gold belt, there remains limited reliable data and transparency across the value chain. He emphasised the need to formalise the entire extractive value chain to maximise national benefits.

While acknowledging the need for stronger accountability, Mr. Asiimwe cautioned against introducing overly stringent regulatory frameworks. He recommended exploring incentive-based approaches to encourage private sector compliance, rather than relying solely on legal enforcement mechanisms.

Participants also raised broader concerns regarding transparency and accountability, particularly in relation to contract disclosure and the utilisation of revenues in the Petroleum Fund. It was emphasised that for EITI to be effective, transparency must be upheld across all stakeholder groups.

In response to concerns about reporting delays, the Secretariat explained that although there had been consideration to fast-track reporting by producing a combined two-year report, this approach was deferred due to the impending Validation scheduled for 1st October 2026, which required focused preparation.

Mr. Clovice Bright Irumba emphasised the importance of domesticating EITI implementation to ensure it effectively serves Uganda's national interests. He noted that the principles of transparency and accountability should be upheld irrespective of EITI membership.

In conclusion, the Chairperson reaffirmed the need for Government to advance contract disclosure, noting that evolving sector conditions justify differences in contractual terms across time. He committed to follow up on the issues raised and urged the Secretariat to strengthen tracking of recommendations and provide regular updates to the MSG to ensure continuous and measurable progress in EITI implementation.

4.8 Validation Process and Preparedness

This session was presented by Mr. Patrick Peace Epulu, Research Officer at the Uganda EITI Secretariat. He provided an overview of Uganda's validation status highlighting key findings from the 2024 Validation Report, associated corrective actions, and progress made to date.

Participants were informed that Uganda's performance in the last validation reflected "mostly met" across several requirements, with notable gaps in critical areas such as contract disclosure, beneficial ownership transparency, export data consistency, and civic space. These gaps resulted in specific corrective actions that Uganda is required to address ahead of the next validation scheduled to commence on 1st October 2026.

The presentation outlined key priority areas requiring attention, including:

- a) Strengthening data accessibility and open data practices to enhance public use of EITI information
- b) Improving the enabling environment for civil society engagement, including safeguarding civic space
- c) Advancing contract transparency, particularly in the oil and gas sector
- d) Enhancing beneficial ownership disclosure, including public access to data
- e) Addressing discrepancies in production and export data, especially in the gold trade
- f) Improving disaggregation, data quality, and comprehensiveness of revenue disclosures
- g) Strengthening reporting on state-owned enterprises (SOEs) and quasi-fiscal expenditures

Participants noted that while progress had been made in areas such as adoption of an Open Data Policy and increased publication of EITI summaries, several corrective actions remained only partially addressed and required sustained effort.

4.8.1 Key Discussion Points

During the discussion, participants highlighted several critical issues:

Dr. Natamba Bazinzi from the Bank of Uganda inquired about the implications for a country that performs poorly in the EITI Validation, specifically questioning what would happen if a country scored as low as 20%. In response, the Secretariat clarified that such a country would be at a risk of suspension under the EITI framework due to failure to meet the required standards.

Members from the Civil Society constituency acknowledged the International Secretariat's concerns regarding civic space, particularly the ability of civil society actors to participate freely. However, they emphasised that, within the context of EITI in Uganda, civil society representatives were able to engage openly and effectively without undue restrictions. They further expressed confidence that this position would be accurately reflected during the upcoming validation exercise.

Participants also underscored the need for a robust mechanism to track the implementation of recommendations arising from both EITI Reports and Validation findings. It was noted that without a structured follow-up system, progress on corrective actions could remain slow or fragmented.

There was a shared understanding that validation should not be treated as a one-off event, but rather as a continuous process requiring sustained commitment, coordination, and systematic follow-up on agreed actions to ensure measurable progress.

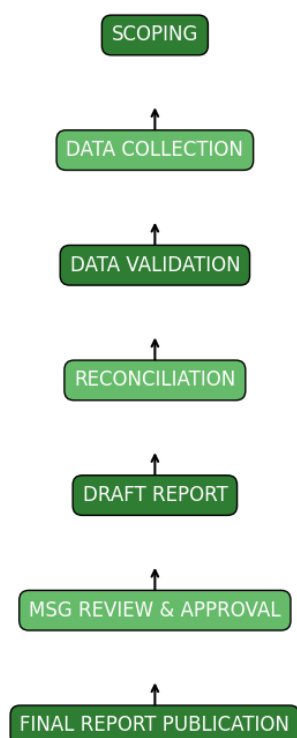
4.9 EITI Report Production Process

This session was presented by Mr. Saul Ongaria, the National Coordinator of UGEITI Secretariat. He provided a detailed overview of the EITI Report production process, highlighting its structure, objectives, key phases, and associated challenges.

He explained that EITI Report production is an annual and time-bound process, central to promoting revenue transparency in Uganda's extractive sector. Since joining the EITI in 2020, Uganda has successfully produced 4 reports and was currently in the process of preparing the 5th report.

The National Coordinator emphasised that the process was highly collaborative, involving the Uganda EITI Secretariat, the Independent Administrator, reporting entities, and the Multi-Stakeholder Group (MSG), which provided oversight and final approval.

4.9 EITI REPORT PRODUCTION CYCLE (PROCESS FLOW)



The report production process (as depicted in the picture) followed a structured cycle comprising several key phases:

- a) Scoping Phase: Defined the scope of the report, including the sectors (oil, gas, and mining), entities, revenue streams, and thematic issues such as beneficial ownership and artisanal mining.
- b) Preliminary Analysis: Determined material revenue streams and reporting thresholds, and identified reporting entities based on agreed criteria.
- c) Data Collection: Involved the distribution and completion of reporting templates by relevant government institutions and companies.
- d) Data Analysis and Reconciliation: The Independent Administrator analysed submitted data and reconciled company payments with government receipts.
- e) Investigation of Discrepancies: Identified and investigated inconsistencies in reported data and

provided recommendations.

- f) Draft Report Preparation: A draft report was prepared and presented to the MSG for review and input.
- g) Final Report and Publication: The MSG reviewed and approved the final report, which was then submitted to the International Secretariat and published.

He further noted that the process generated several key outputs, including the Scoping Report, reconciled datasets, draft and final EITI Reports, and accompanying recommendations.

4.9.1 Key Challenges

Despite the structured approach, several challenges continued to affect the efficiency and timeliness of the reporting process. These included:

- a) Reporting delays and time lags, particularly in aligning financial year data with reporting timelines
- b) Limited compliance by some reporting entities, including delays in submission of required data
- c) Data gaps and inconsistencies, which complicated reconciliation efforts
- d) Challenges related to certification of reporting templates and availability of audited financial statements
- e) Repetition of content and difficulties in tracking implementation of previous recommendations

The National Coordinator emphasised the need to strengthen systematic disclosures through government and company systems to improve data timeliness and reduce reliance on manual reporting processes.

He concluded by noting that while the report production process typically took between three to six months, adherence to timelines and active participation by all stakeholders were critical to ensuring timely and high-quality EITI reporting

4.9.1 Plenary Discussions

During the plenary discussion, participants raised practical considerations aimed at improving the efficiency and timeliness of the EITI report production process.

Ms. Emilly Nakamya from the Uganda National Oil Company (UNOC) emphasised the need to clearly map out the three-month reporting timeline into specific milestones. She noted that this would enable the Secretariat and reporting entities to effectively monitor progress and ensure adherence to agreed timelines.

Ms. Esther Ginamara from the Uganda Revenue Authority (URA) inquired whether the Secretariat had a clear strategy for producing a two-year combined report, given the existing challenges in delivering a one-year report within the required timelines. In response, the Secretariat indicated that it would develop a roadmap to guide the production of a two-year report, while taking into account the complexities involved.

Participants further emphasised the importance of clearly documenting and communicating the challenges encountered during report production. It was noted that some reporting entities were hesitant to fully disclose information, particularly audited financial statements, due to perceived sensitivities. Members highlighted the need for increased engagement and reassurance to address these concerns and improve compliance.

4.10 Overview of Petroleum Exploration in Uganda

This session was presented by Mr. Clovice Bright Irumba from the Petroleum Authority of Uganda. He provided an overview of petroleum exploration in Uganda, highlighting the historical evolution, licensing processes, and key developments within the sector.

He explained that petroleum exploration in Uganda began in the early 1920s, with significant discoveries later confirmed in the Albertine Graben. Over time, the sector had evolved through various exploration phases, leading to increased investor interest and the development of a structured regulatory and institutional framework to manage petroleum resources.

The presentation outlined the petroleum licensing process, noting that it is governed by established legal and regulatory frameworks. He explained that licensing typically involves competitive bidding and direct negotiations, supported by technical evaluations to ensure that only qualified and capable entities are granted exploration and production rights.

Participants were also taken through key sector developments, including ongoing exploration activities, progress towards commercial production, and the development of critical infrastructure to support Uganda's oil and gas industry.

4.10.1 Key Discussion Points

During the discussion, participants highlighted several important considerations regarding petroleum exploration and sector governance in Uganda.

Mr. Humphrey Asiimwe commended Mr. Clovice Bright Irumba for the informative and well-articulated presentation. He noted that Uganda's Production Sharing Agreements (PSAs) were among

the best negotiated contracts in the region, reflecting strong technical and legal capacity. He also invited participants to attend the 11th Oil and Gas Conference scheduled to take place in Munyonyo in April 2026, which would bring together key stakeholders in the extractive sector.

He further observed that the review of the petroleum policy was long overdue, noting that it should be updated to better accommodate emerging sector dynamics, including the interests of International Oil Companies (IOCs) and the need to attract appropriate investment into the country.

Dr. Arthur Bainomugisha noted that delays in the commencement of oil production had resulted in Uganda missing potential economic benefits, particularly during periods of global instability such as the recent geopolitical tensions involving Iran, which has affected global oil prices.

Dr. Nyadoi Priscilla emphasised the importance of making PSAs public, noting that their quality and competitiveness could serve as a benchmark for transparency and best practice in the region. He added that public disclosure would enhance learning, accountability, and stakeholder confidence in the sector.

Overall, participants emphasised that a robust and responsive policy and regulatory environment was essential to ensure that Uganda maximises the benefits from its petroleum resources while safeguarding national interests.

4.11 Extractives Awareness Week 2026

This session was presented by Mrs. Victoria Akakikunda Aine, who introduced the concept of the Extractives Awareness Week 2026 as a national platform aimed at strengthening transparency, accountability, and stakeholder engagement in Uganda's extractive sector.

The presentation outlined that the initiative was designed to raise awareness and improve understanding of the Extractive Industries Transparency Initiative (EITI), which is often perceived primarily as a reporting requirement rather than a broader governance tool. The proposed Awareness Week sought to reposition EITI as a key mechanism for promoting dialogue, oversight, and accountability in the sector.

Participants were informed that the event would be held from Tuesday, 5th – Friday, 7th May 2026 in Kampala, under the theme: *“Transparency, Inclusion, and Sustainable Growth in Uganda's Extractive Sector”*.

The initiative was aligned with Uganda's Vision 2040 and the Fourth National Development Plan (NDP IV), with the aim of enhancing governance and supporting sustainable development in the extractive industries.

Participants were also taken through the expected outcomes, which included improved national understanding of EITI, increased use of EITI findings, strengthened institutional coordination, enhanced environmental and social accountability, and greater inclusion of women, youth, and sub-national stakeholders in governance processes.

4.11.1 Key Discussion Points

During the discussion, participants emphasised several important considerations to ensure the successful implementation of the initiative:

- a) The need to mobilise adequate funding to support the planning and execution of the Awareness Week
- b) The importance of strategically positioning the theme and messaging to ensure relevance and impact across different stakeholder groups

- c) The necessity of ensuring inclusive participation of key national institutions, including government agencies, private sector actors, civil society organisations, media, and local communities

Participants noted that with proper coordination and resource mobilisation, the Extractives Awareness Week could serve as a critical platform for advancing transparency, strengthening public engagement, and enhancing accountability in Uganda's extractive sector

5.0. Key Takeaways (and Action Points)

This session was presented by Ms. Gertrude Angom, the Monitoring and Evaluation Officer, who summarised the key strategic actions arising from the induction training.

The induction generated several priority action areas to guide the work of the MSG and strengthen EITI implementation in Uganda. These included:

- a) Resource mobilisation to support effective and sustainable implementation of EITI activities
- b) Development of an EITI legal framework to institutionalise transparency and accountability mechanisms
- c) Strengthening alignment of EITI implementation with national priorities, particularly the NDP IV and Domestic Revenue Mobilisation (DRM) strategies
- d) Enhancing mineral sector modelling to improve forecasting, planning, and policy decision-making
- e) Addressing persistent transparency gaps, particularly in contract disclosure, beneficial ownership, and export data
- f) Strengthening preparedness for the upcoming EITI Validation, including implementation of corrective actions
- g) Promoting integration of data systems to support systematic disclosures and improve data accessibility
- h) Improving timeliness of EITI reporting through better coordination and adherence to reporting timelines
- i) Enhancing MSG facilitation and capacity building to enable effective oversight and decision-making
- j) Participants emphasised the importance of prioritising these actions and establishing clear mechanisms for tracking progress to ensure that commitments translate into measurable outcomes.

6.0. Conclusion

The induction of the 2nd MSG marked a critical milestone in Uganda's EITI journey. It provided a strong foundation for the newly constituted MSG to effectively oversee the implementation of the EITI Standard and contribute to improved governance of the extractive sector.

The induction also reinforced the importance of collaboration among Government, industry, and civil society in advancing transparency and accountability. It created a shared understanding of key priorities, challenges, and opportunities within Uganda's extractive industries.

As Uganda prepares for its second EITI Validation, the role of the MSG will be central in ensuring that transparency efforts translate into accountability, policy reforms, and tangible development outcomes. Sustained commitment, coordinated action, and effective follow-up on agreed recommendations will be essential to achieving these objectives and promoting the sustainable management of Uganda's natural resources.

7.0. Annexes A

Programme of the Induction

MSG INDUCTION

Date: 16th – 19th MARCH 2026

Venue: Speke Resort Hotel, Munyonyo, Kampala

TIME	ITEM	RESPONSIBLE PARTY
Monday 16th March 2026		
04:00 – 06:00 p.m.	Arrival & Registration	UGEITI Secretariat
08:00 – 10:00 p.m.	Dinner	Hotel
Tuesday 17th March 2026		
09:00 A.M. – 09:20 A.M.	Welcome Remarks, Overview & Objectives of the Retreat	UGEITI Coordinator Mr. Saul Ongaria
09:20 A.M. – 09:40 A.M.	Chairperson's Remarks	Chairperson MSG Mr. Francis Twinamatsiko
09:40 A.M. – 10:00 A.M.	Key-note Address	Hon. Minister (Planning)
10:00 A.M. – 10:20 A.M.	The Objectives of EITI and the Role of the MSG in implementing EITI	International Secretariat (via Zoom) Edwin Walden
10:20 A.M. – 10:40 A.M.	Presentation on the EITI Standard 2023	International Secretariat Edwin Walden
10:40 A.M. – 11:00 A.M.	Q and A	Moderator
11:00 A.M. – 11:30 A.M.	Coffee/Tea Break	Hotel
11:30 A.M. – 12:30 P.M.	MSG Terms of Reference	Edwin Kanakulya Kavuma/ Compliance Officer /UGEITI Secretariat
12:30 P.M. – 1:00 P.M.	Q and A	UGEITI Secretariat
1:00 P.M. – 2:30 P.M.	Lunch	Hotel
2:30 P.M. – 3:00 P.M.	NDP Programme - aligned Outputs for UGEITI	Edgar Mutungi/ Finance Officer UGEITI Secretariat
3:00 P.M. – 3:30 P.M.	Presentation on the 4th EITI Report	Head, Uganda EITI Secretariat Mrs. Gloria Mugambe
3:30 P.M. – 4:30 P.M.	Q and A	Moderator
4:30 P.M.	Tea Break & End of Day 1	Hotel
Wednesday 18th March 2026		
09:00 A.M. – 10:00 A.M.	EITI Report Recommendations	UGEITI Secretariat
10:30 A.M. – 11:00 A.M.	Q & A	Moderator
11:00 A.M. – 11:30 A.M.	Tea Break	Hotel
11:30 A.M. – 12:30 P.M.	Overview of the Validation Report; including corrective actions and	Mr. Patrick Epulu UGEITI Secretariat

	recommendations	
12:30 P.M. - 1 :00 P.M.	Q & A	Moderator
1:00 P.M. – 2:30 P.M.	Lunch	Hotel
2:30 P.M. – 3:00 P.M.	The EITI Report Preparation Process	National Coordinator
3:00 P.M – 3:30 P.M	Overview of Exploration-History of Petroleum Exploration In Uganda	Mr Irumba Cloviic Petroleum Authority of Uganda
Thursday 19th March 2026		
09:00 A.M. – 10:00 A.M.	Presentation on the Preliminary Scope of the 5 th EITI Report	Lawrence Muwonge / Uganda Revenue Authority
10:00 A.M. – 11:00 A.M.	Extractives week: concept, status and progress	Ms. Victoria Akakikunda Aine / Communications Officer, UGEITI Secretariat
11:00 A.M. – 11:30 A.M.	Key Take-aways from the Induction	Ms. Gertrude Angom Monitoring and Evaluation Officer
11:30 A.M. – 12:30 P.M.	Q & A	Moderator
12:30 P.M.	Closing Remarks	Chairperson MSG

Annex B

List of Participants

1. Mr. Francis Twinamatsiko – Ministry of Finance, Planning and Economic Development
2. Mr. Anthony Okello – Ministry of Finance, Planning and Economic Development
3. Eng. Oscar Olaro – National Planning Authority
4. Mr. Clovice Bright Irumba – Petroleum Authority of Uganda
5. Dr. Natamba Bazinzi – Bank of Uganda
6. Ms. Martha Kiiza Kalema – Bank of Uganda
7. Mr. Winston Mugumya – Ministry of Energy and Mineral Development
8. Ms. Jane Rose Atwongyeire – National Environment Management Authority
9. Mr. Lawrence Muwonge – Uganda Revenue Authority
10. Ms. Noelle Nangira – Attorney General's Office
11. Mr. Obadiah Anthony Kato – Petroleum Authority of Uganda
12. Ms. Brenda Atuhairwe – Ministry of Water and Environment
13. Dr. Henry Bazira – Water Governance Institute
14. Mr. Sam Mucunguzi – Citizens' Concern Africa
15. Dr. Priscilla Nyadoi – Uganda Wildlife Society
16. Ms. Margaret Lomonyang – Karamoja Women's Umbrella Organisation
17. Mr. Michael Musiime Namanya – Advocats Sans Frontieres
18. Mr. Bashir Twesigye – Civic Response on Environment and Development
19. Dr. Arthur Bainomugisha – Advocates Coalition for Development and Environment
20. Mr. Paul Mulindwa – Kitara Civil Society Organisations' Network
21. Mr. Kule Robert – ActionAid
22. Ms. Emilly Nakamya – Uganda National Oil Company
23. Mr. Manish Kalla – Tembo Steel Limited
24. Ms. Phionah Nakitende – CNOOC Uganda Limited

25. Mr. John Bosco Bukya – Uganda Association of Artisanal & Small-scale Miners
26. Mr. Emmanuel Kibirige – Uganda Association of Artisanal & Small-scale Miners
27. Mr. Kwesi Kutesa – Woodcross Resources
28. Mr. Humphrey Asiimwe – Uganda Chamber of Energy and Minerals
29. Ms. Louisa Ninsiima – Uganda Chamber of Energy and Minerals
30. Mr. Saul Ongaria – Uganda EITI Secretariat
31. Ms. Gloria Mugambe – Uganda EITI Secretariat
32. Ms. Victoria Akakikunda – Uganda EITI Secretariat
33. Mr. Francis Garvin Okello – Uganda EITI Secretariat
34. Mr. Kanakulya Edwin Kavuma – Uganda EITI Secretariat
35. Mr. Dan Denis Agaba – Uganda EITI Secretariat
36. Mr. Edgar Mutungi – Uganda EITI Secretariat
37. Ms. Linda Stacy Nalumu – Uganda EITI Secretariat
38. Mr. Ignatius Ariho – Uganda EITI Secretariat
39. Mr. Stephen Etyang – Uganda EITI Secretariat
40. Mr. Gordon Muhereza – Uganda EITI Secretariat
41. Ms. Susan Acom – Uganda EITI Secretariat
42. Mr. Paul Anapa – Uganda EITI Secretariat
43. Ms. Gloria Nakimwero – Uganda EITI Secretariat
44. Ms. Stella Anyait – Uganda EITI Secretariat
45. Ms. Hellen Ninsiima – Uganda EITI Secretariat
46. Ms. Jackline Ensekiriyo – Uganda EITI Secretariat
47. Mr. Patrick Epulu – Uganda EITI Secretariat
48. Ms. Ruth Mutonyi – Uganda EITI Secretariat
49. Ms. Gertrude Angom – Uganda EITI Secretariat
50. Mr. Paul Twebaze – Advocates Coalition for Development and Environment (ACODE)
51. Ms. Ginamara Esther Otonga – Uganda Revenue Authority
52. Ms. Gillian Lawino – Ministry of Finance, Planning and Economic Development
53. Ibra - Uganda EITI Secretariat