



# UGEITI COUNTRY WORK PLAN 2023/2024

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# Narrative

## Introduction

The publication of a work plan is a key prerequisite for joining EITI. Uganda joined EITI in August 2020, having fulfilled this requirement as well as all the other criteria that are in place for a country to join EITI.

This Work Plan (WP) has been formulated by the Uganda Multi-Stakeholder Group (MSG) to guide its programmes and activities which are in line with the country's national priorities, and as guided by the requirements set out in the 2019 EITI Standard.

The UGEITI Work Plan 2023/2024 has been developed to consolidate the achievements of the previous UGEITI Work plan 2022/2023, whose goal was 'to improve the governance of extractive industries in Uganda for the benefit of present and future generations'. Its priorities were anchored on the Uganda National Oil and Gas Policy (2008) and the Domestic Revenue Mobilisation Strategy 2019/20 – 2023/24 (DRMS). Objective 6 of the Policy is to ensure collection of the right revenues and use them to create lasting value for the entire nation.

One of the actions to operationalize this objective is to '*participate in the processes of the Extractive Industries and Transparency Initiative (EITI)*'.

The Domestic Resource Mobilisation Strategy discusses the importance of developing a strong extractive industry taxation regime. One of its proposed interventions in this regard is '*to fully implement the practices of EITI for enhanced transparency and scrutiny of the extractive sector*'.

The third(3<sup>rd</sup>) work plan has maintained the goal of the second(2<sup>nd</sup>) work plan, and has been further developed to deliver on Uganda's core priority objectives for extractive governance through alignment with the National Development Plan (NDP) III. It contains activities aimed at ensuring the country's readiness to undergo its first validation exercise scheduled to commence in October 2023, as

well as other activities that will support progress towards the achievement of key EITI requirements like beneficial ownership disclosure, systematic disclosure and data mainstreaming, environmental and gender reporting as well as progress on the disclosure of contracts.

This work plan runs for one year in line with the Government of Uganda's fiscal year, from July 2023 to June 2024. It is reviewed annually, and may be adjusted as and when necessary – because it is a living document. UGEITI COUNTRY WORK PLAN 2023/2024.

### **Core National Objectives under the National Development Plan III**

The 2023/2024 Work plan is fully aligned with national objectives as detailed in Uganda's National Development Plan (NDP) III. The NDP III has five Strategic Objectives. These objectives aim to meet the purpose of accelerating economic growth, transforming the lives of citizens and strengthening the country's regional and international competitiveness.

The five objectives are to:

- i Enhance value addition in key growth opportunities;
- ii Strengthen the private sector capacity to drive growth and create jobs;
- iii Consolidate and increase the stock and quality of productive infrastructure;
- iv Enhance the productivity and social wellbeing of the population; and
- v Strengthen the role of the state in guiding and facilitating development.<sup>1</sup>

Below these objectives, there are 21 development strategies that are designed to deliver on them. Of these 21, two are directly linked to the development of the extractive sector.

These are:

- 1)** To fast-track oil, gas and mineral-based industrialization, and
- 2)** To increase local content participation.

Further to this, eighteen (18) programmes have been mapped out to implement the 21 strategies discussed above. Of these 18 programmes, MSG members identified seven (7) as being directly linked to the extractive sector, therefore providing the drawdown synergies between the UGEITI work plan and the National Development Plan.

The 7 programmes are:

- Mineral Development.
- Sustainable Development of Petroleum Resources.

- Natural Resources, Environment, Climate Change, Land and Water Management.
- Private Sector Development.
- Sustainable Energy Development.
- Community Mobilization and Mindset Change.
- Development Plan Implementation.

MSG members undertook an exercise in which they linked the 3 work plan objectives that were identified to the relevant objectives under each of the 7 NDP programmes listed above. In this way, the MSG was able to confirm and explicitly align the Uganda National EITI work plan with the NDP III.

EITI work plan with the NDP.	
<b>Objective 1</b> Enhance transparency in the extractive sector.	*To promote private investment in oil and gas industry. *Increase investment in mining and value addition. *Promote local content in public programmes.
<b>Objective 2</b> To strengthen revenue management and accountability.	*Increase exploration and quantification of priority minerals and geothermal resources across the country. *Strengthen the enabling environment and enforcement of standards
<b>Objective 3</b> To build the operational and technical capacity of the MSG and Secretariat to ensure EITI is effectively implemented.	*Strengthen the legal and regulatory framework as well as the human and institutional capacity. *Strengthen institutional capacity of central and local government and non-state actors for effective mobilization of communities.

## 2023/2024 UGEITI Work Plan Objectives

The three (3) objectives from the previous work plan were maintained following consultations that were conducted during the review of the 2022/2023 Annual Progress Report (APR). They are:

1. Enhance transparency in the extractive sector.
2. To strengthen revenue management and accountability.
3. To build the operational and technical capacity of the MSG and Secretariat to ensure EITI is effectively implemented.

### Implementation Plan

In order to ensure the successful implementation of EITI, specific activities have been identified under each of the 3 objectives. These activities are outlined in detail below.

In line with Objective 1, the following key activities will be implemented:

#### **a) Disseminate EITI report findings and sensitise key institutions on the EITI implementation process**

The dissemination is intended to ensure that the wider public, up to the communities where extractive activities are undertaken, becomes aware of what is in the report. Sensitisation of key institutions is intended to influence policy in the administration of the extractive industries and at increasing political support for EITI implementation in Uganda. It is also intended to deepen and broaden the stakeholder's base, advocacy, provision of information, education, and enlightenment to create awareness required by the public to use the report as a tool to demand good governance of the resources, and accountability of the extractive industry to Ugandans.

The following specific activities will be carried out:

- Engage with the relevant committees of parliament including; Natural Resources Committee, Budget Committee, Legal Committee, Parliamentary Forum on Oil and gas, Parliamentary forum on illicit financial flows
- Organize a press conference to publicize the second and third EITI reports through and follow up with Radio talk show, tv talk show and newspaper articles.
- Undertake regional outreach engagements specifically on dissemination: Regional Engagements, Radio, TV and Newspapers.
- Publishing and Printing of copies of the UGEITI report, Monograph, Analysis and Presentation of the information in the report for use by different EITI stakeholder groups.

- Translation of the Monograph of the UGEITI report into two (2) languages.

**b) Implement the Communications Strategy to create awareness on EITI**

Effective dissemination of the UGEITI report 2020/2021 to stakeholders will be carried out using the Communication Strategy. Its aim is to:

- Foster public understanding of the contribution of the extractive industries to Uganda's economic transformation.
- Raise the profile of EITI among stakeholders, communities, and citizens and increase awareness of its benefits.
- Motivate active popular participation in the EITI implementation process and build confidence in its outcomes.

The following specific activities will be carried out:

- Prepare, print and disseminate two facts sheets on contract and license allocation procedures, including explanations on commonly used technical terms, and 'procedures and practices' in contract and license allocations for petroleum and mining.
- Maintain and regularly update the UGEITI website.
- Hold a high level multi-stakeholder dialogue on the role of EITI in domestic resource mobilization.
- Strategic engagements with key institutions in the private sector and Government for high level buy-in and commitment.

**c) Undertake studies and develop strategies to inform the EITI implementation process.**

In exploring innovative approaches to the implementation of the EITI in Uganda, the MSG will strive to conduct research and empirical studies aimed at improving the management of petroleum and mineral resources in line with evolving global trends in extractive industry. To influence the policy space, reports and papers from these findings will be published by UGEITI, and will be followed by sustainable advocacy and media engagement to achieve the desired impact.

The study findings are aimed at providing empirical policy direction on the extractives and other related issues that will spur national and international debate, and influence actions within and outside the government.

The following specific activities will be carried out:

- Develop an open data policy and roadmap for mainstreaming of EITI information and data
- Develop a strategic plan for EITI implementation in Uganda
- Develop a Monitoring and Evaluation (M&E) framework for UGEITI.

**d) Prepare and publish the third UGEITI report covering FY 2021/2022.**

This is in line with the EITI Standard requirements that promote the open and accountable management of oil, gas and mineral resources through the regular publication of EITI reports. Preparation and publication of Uganda's second report will be achieved through the following activities:

- Develop and approve ToRs for Independent Administrator (IA).
- Procure an IA to conduct a scoping study, prepare an inception report, collect data, analyze the data, reconcile the data and compile a comprehensive report.
- Organise workshop to train the relevant companies and government agencies how to complete the data fillings and templates for purposes of reporting payments and receipts in FY 2021/22.
- Organise MSG workshop for Presentation and Review of Draft Inception Report submitted to MSG.
- MSG workshop to approve the Inception Report.
- MSG workshop for IA to present the draft EITI report to stakeholders.
- Retreat for the MSG to review the final draft of the EITI report.
- MSG meeting to approve the Final report.
- Launch the UGEITI Report

In line with Objective 2, the following key activities will be implemented:

**a) Monitor and track progress on recommendations of the previous UGEITI report.**

During the 2023/2024 financial year, UGEITI will initiate actions aimed at enforcement of recommendations from the second UGEITI report. These will include:

- Facilitate engagements between government and companies to develop a roadmap for contract and license disclosure:
  - i. Prepare a Cabinet information paper to inform Cabinet of the EITI implementation progress and highlight the gaps therein including contract disclosure.
  - ii. MSG select committee to engage with key institutions on contract disclosure. Organize joint meetings for the relevant MDAs to be appraised on contract disclosure matters."
- Organize a workshop for relevant institutions to address the recommendations of the EITI report.
- Organize a follow-up meeting with relevant institutions.
- Undertake a study on energy transition commitments, policies and plans that are relevant to extractive industries and disseminate findings.



- Conduct a study on the contribution of the informal sector in the mining industry to inform EITI reporting and disseminate findings.

In line with Objective 3, the following key activities will be implemented:

**a) UGEITI engagements to support EITI implementation.**

- Workshop to review MSG Terms of Reference and membership.
- Conduct pre-validation and post-validation workshops for the MSG to prepare for the country validation.
- Participate in engagements to develop a national energy transition plan.
- MSG Annual Retreat to review and evaluate progress of EITI implementation.
- Participate in international conferences and regional meetings.
- Inland travel to undertake consultations with stakeholders.

**b) Field visits to the extractive regions.**

- Community engagements in the oil and gas region.
- Community engagements in the mining region.

**c) Capacity development of MSG and stakeholders.**

In 2023/2024, implementation of the UGEITI mandate will require financial, operational, administrative and logistic support from all stakeholders. The work plan is deliberately designed to develop the human capacity within the organisation and key stakeholders to enhance understanding of the EITI process in Uganda. This will be achieved through the following key training activities:

- Conduct a training for private sector entities on reconciling payment receipts and revenues for entities.
- Capacity building on the new EITI Standard 2023 for MSG members.
- Training on recoverable cost tracking with the Office of the Auditor General and MSG.
- Annual retreat and training for the EITI Secretariat.

**d) UGEITI Secretariat Operations**

These are operational and administrative activities to support the efficient and effective implementation of EITI in Uganda.

They are financed by the Government of Uganda. Additional financing is expected from international Development Partners. These activities include logistical support for routine office maintenance; including utilities, stationery and office space.

## **Methodology and Funding**

Through a Multi-stakeholder Group consultative process, the Uganda EITI 2023/2024 priorities have been developed in line with Uganda's national priority objectives and the 2019 EITI Standard. The implementation of the plan will be monitored and evaluated after the development of an M&E framework under Objective 1.3(c). The attached financial work plan template provides details of key indicator targets, costs, outputs, and timeline

## 2023/2024 UGEITI Work Plan

### WORK PLAN FY JULY 2023 - JUNE 2024

### GOAL: IMPROVING THE GOVERNANCE OF EXTRACTIVE INDUSTRIES IN UGANDA FOR THE BENEFIT OF PRESENT AND FUTURE GENERATIONS

<b>NO.</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Resp. party</b>	<b>Timeline</b>	<b>Cost (USD)</b>	<b>Funding source</b>
<b>OBJECTIVE 1.0: ENHANCE TRANSPARENCY IN THE EXTRACTIVE SECTOR</b>						<b>572,000</b>	
<b>1.1</b>	<b>Disseminate EITI report findings and sensitise key institutions on the EITI implementation process</b>	<b>EITI report findings disseminated</b>	<b>Improved awareness and participation in EITI, and its implementation in Uganda</b>	<b>MSG Secretariat</b>	<b>Jul 23 - Jun 24</b>	<b>220,000</b>	

<p>a) Engage with the relevant committees of parliament including;</p> <p>(i) Natural Resources Committee</p> <p>(ii) Budget Committee</p> <p>(iii) Legal Committee</p> <p>(iv) Parliamentary Forum on Oil and gas</p> <p>(v) Parliamentary forum on illicit financial flows.</p>	<p>i. Five(5) meetings held.</p> <p>ii. Minutes held.</p>			Q1 - Q3	70,000	
<p>b) Organize a press conference to publicize the second and third EITI reports through and follow up with Radio talk show, tv talk show and newspaper articles.</p>	<p>i. Two(2) press conferences held</p> <p>ii. Eight(8) Newspaper articles published.</p> <p>iii. Radio &amp; T.V Shows held.</p>			Q1	10,000	
<p>c) Undertake regional outreach engagements specifically on dissemination:</p> <p>(i)Regional Engagements.</p> <p>(ii)Radio.</p>	<p>i. Four(4) regional workshops held.</p> <p>ii. Reports prepared and published.</p>			Q1 - Q3	100,000	

	(iii) Newspapers. (iv) Workshops to be held in four regions by the Multi-Stakeholder Group (MSG) committee.						
	d) Publish and Print copies of the EITI report and Monograph for use by different EITI stakeholder groups.	i. Report printed & published 500 copies. ii. Monograph printed & published 1000 copies.			Q1 - Q3	25,000	
	e) Translate the EITI Monograph of the second EITI report for FY 2020/2021 into two local languages.	i. Monograph translated.			Q1	15,000	
<b>1.2</b>	<b>Implement the Communications Strategy to create awareness on EITI</b>	<b>Communication Strategy implemented</b>	<b>Widen awareness and understanding at national and sub-national levels</b>	<b>MSG Secretariat</b>	<b>Jul 23 - Jun 24</b>	<b>77,000</b>	

	a) Prepare, print and disseminate two facts sheets on contract and license allocation procedures, including explanations on commonly used technical terms, and 'procedures and practices' in contract and license allocations for petroleum and mining.	i. Two(2) fact sheets prepared and published			Q1 - Q3	20,000	
	b) Maintain and regularly update the UGEITI website.	i. Website maintained and updated			Q1 - Q3	5,000	
	c) Hold a high level multi-stakeholder dialogue on the role of EITI in domestic resource mobilization.	i. High-level dialogue held. ii. Report prepared.			Q3	50,000	
	d) Strategic engagements with key institutions in the private sector and Government for high level buy-in and commitment.	i. Two(2) strategic meetings held. ii. Minutes prepared.			Q2 - Q3	2,000	
<b>1.3</b>	<b>Undertake studies and develop strategies to inform the EITI implementation process.</b>	<b>Study reports prepared</b>	<b>Improved transparency, strategic focus and compliance of the EITI</b>	<b>MSG Secretariat Consultant</b>	<b>Jul 23 - Dec 23</b>	<b>85,000</b>	

			implementa tion process				
	a) Develop an open data policy and roadmap for mainstreaming of EITI information and data	i. Open Data Policy document prepared. ii. Roadmap for mainstreaming EITI data prepared.			Q1	15,000	
	b) Develop a strategic plan for EITI implementation in Uganda	i. Strategic plan prepared.			Q1	35,000	
	c) Develop a Monitoring and Evaluation (M&E) framework for UGEITI.	i. M&E framework report prepared.			Q1 - Q2	35,000	
<b>1.4</b>	<b>Prepare and publish the third UGEITI report covering FY 2021/2022.</b>	<b>Third UGEITI report prepared &amp; published</b>	<b>Improved transparency and accountability so as to ensure that extractives are better managed.</b>	<b>MSG IA</b>	<b>Sep 23 - Jun 24</b>	<b>190,000</b>	

a) Develop and approve ToRs for Independent Administrator (IA).	i. Terms of Reference prepared and approved.			Q2	5,000	
b) Procure an IA to conduct a scoping study, prepare inception report, collect data, analyze the data, reconcile the data and compile a comprehensive report.	i. IA procured. ii. Inception report prepared. iii. EITI report prepared.			Q2	100,000	
c) Organise workshop to train the relevant companies and government agencies how to complete the data fillings and templates for purposes of reporting payments and receipts in FY 2021/22.	i. Workshop held. ii. Templates prepared. iii. Report prepared. iv. Stakeholders training conducted.			Q3	10,000	
d) Organise MSG workshop for Presentation and Review of Draft Inception Report submitted to MSG.	i. Workshop held.			Q3	5,000	
e) MSG workshop to approve the Inception Report.	i. Workshop held. ii. Minutes prepared.			Q3	5,000	



	f) MSG workshop for IA to present the draft EITI report to stakeholders.	i. Workshop held. ii. Minutes prepared.			Q4	5,000	
	g) Retreat for the MSG to review the final draft of the EITI report.	i. Retreat held. ii. Report prepared. iii. Final draft report reviewed.			Q4	20,000	
	h) MSG meeting to approve the Final report.	i. MSG meeting held. ii. Minutes prepared. iii. EITI report approved.			Q4	5,000	
	i) Launch the UGEITI Report	i. Workshop held.			Q4	35,000	
<b>OBJECTIVE 2.0: STRENGTHEN REVENUE MANAGEMENT AND ACCOUNTABILITY</b>						<b>102,000</b>	
<b>2.1</b>	<b>Monitor and track the progress made in addressing the recommendations of the previous UGEITI report.</b>	<b>Report prepared</b>	<b>Improved management of the sector in order to strengthen the</b>	<b>MSG MEMD Industry URA</b>	<b>Jul 23 - Jun 24</b>	<b>102,000</b>	

		<b>governance framework</b>	<b>URSB</b>			
<p>a) Facilitate engagements between government and companies to develop a roadmap for contract and license disclosure:</p> <p>(i) Prepare a Cabinet information paper to inform Cabinet of the EITI implementation progress and highlight the gaps therein including contract disclosure.</p> <p>(ii) MSG select committee to engage with key institutions on contract disclosure.</p> <p>(iii) Organize joint meetings for the relevant MDAs to be appraised on contract disclosure matters.</p>	<p>i. Meetings held.</p> <p>ii. Minutes prepared.</p> <p>iii. Cabinet paper prepared.</p>			Q1 - Q2	35,000	
<p>b) Organize a workshop for relevant institutions to address the recommendations of the EITI report.</p>	<p>i. Workshop held.</p> <p>ii. Report prepared.</p>			Q1	5,000	

	c) Organize a follow-up meeting with relevant institutions.	i. Meeting held. ii. Minutes prepared.			Q2 - Q4	2,000	
	d) Undertake a study on energy transition commitments, policies and plans that are relevant to extractive industries and disseminate findings.	i. Report prepared & published.			Q3	30,000	
	e) Conduct a study on the contribution of the informal sector in the mining industry to inform EITI reporting and disseminate findings.	i. Report prepared & published.			Q2	30,000	
<b>OBJECTIVE 3.0: BUILD THE OPERATIONAL AND TECHNICAL CAPACITY OF THE MULTI-STAKEHOLDER GROUP AND SECRETARIAT TO ENSURE EFFECTIVE EITI IMPLEMENTATION</b>						<b>676,000</b>	
<b>3.1</b>	<b>UGEITI engagements to support EITI implementation</b>	<b>Minutes &amp; reports prepared</b>	<b>MSG fully active and effectively engaged</b>	<b>MSG Secretariat</b>	<b>Jul 23 - Jun 24</b>	<b>161,000</b>	
	a) Workshop to review MSG Terms of Reference and membership.	i. Workshop held ii. Terms of Reference reviewed.			Q2	21,000	

	b) Conduct pre-validation and post-validation workshops for the MSG to prepare for the country validation.	i. Two (2) Workshops held. ii. Reports prepared.			Q1	20,000	
	c) Participate in engagements to develop a national energy transition plan.	i. Meetings held. ii. Minutes prepared.			Q1 - Q3	20,000	
	d) MSG Annual Retreat to review and evaluate progress of EITI implementation.	i. Retreat held. ii. Report prepared.			Q4	40,000	
	e) Participate in international conferences and regional meetings.	i. Meetings held. ii. Minutes prepared.			Q1 -Q4	40,000	
	f) Inland travel to undertake consultations with stakeholders.	i. Workshops held. ii. Reports prepared.			Q1 - Q4	20,000	
<b>3.2</b>	<b>Field visits to the extractive regions.</b>	<b>Two field visits conducted &amp; Reports prepared</b>	<b>Increased awareness of MSG members</b>	<b>MSG Secretariat</b>		<b>80,000</b>	
	a) Community engagements in the oil and gas region.	i. Three(3) day workshop held.			Q2	40,000	

		ii. Report prepared.					
	b) Community engagements in the mining region.	i. Three(3) workshop held. ii. Report prepared.			Q3	40,000	
<b>3.3</b>	<b>Capacity development of MSG and stakeholders.</b>	<b>Reports prepared &amp; Stakeholders training conducted</b>	<b>MSG members' and stakeholders' knowledge, understanding and appreciation of delivery issues improved</b>	<b>MSG Secretariat Stakeholders</b>	<b>Jul 23 - Jun 24</b>	<b>85,000</b>	
	a) Conduct a training for private sector entities on reconciling payment receipts and revenues for entities.	i. Workshop held. ii. Report prepared. iii. Stakeholders training conducted.			Q2	15,000	

b) Capacity building on the new EITI Standard 2023 for MSG members.	i. Training workshop held. ii. Report prepared. iii. Stakeholders training conducted.			Q2	30,000	
c) Training on recoverable cost tracking with the Office of the Auditor General and MSG.	i. Training workshop held. ii. Report prepared. iii. Stakeholders training conducted.			Q3	10,000	
d) Annual retreat and training for the EITI Secretariat.	i. Workshop held. ii. Report prepared. iii. Stakeholders training conducted.			Q4	30,000	

3.4	<b>UGEITI Secretariat Operations</b> - Operational expenses. - Salaries. - Sitting Allowances. - Office Stationery. - Equipment i.e., Computers, Printers. - Fuel and Transportation Costs. - Internet subscription. - Zoom and other software tools. - Funding for specific research studies. - Annual Subscription payment to the EITI.	<b>Support to MSG provided</b>	<b>Operational efficiency in EITI implementation delivered</b>	<b>Secretariat</b>	<b>Jul 23 - Jun 24</b>	<b>350,000</b>	<b>GOU</b>
	<b>Grand Total (USD)</b>					<b>1,350,000</b>	