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UGANDA EITI WORK PLAN (JULY 2020 - JUNE 2022)									FINAL
IMPROVING THE GOVERNANCE OF EXTRACTIVE INDUSTRIES IN UGANDA FOR THE BENEFIT OF PRESENT AND FUTURE GENERATIONS.									
1	<p>Objective 1: ENHANCE TRANSPARENCY IN THE EXTRACTIVE SECTOR so as to: Ensure transparency and accountability in the management of extractive revenues; Ensure that the legal and regulatory regime enables timely implementation of agreed projects; and manage public anxiety and expectations;"</p> <p>Challenges underpinning this Objective: Limited understanding of information concerning the contracting process and disclosure of contracts under the legal and regulatory regime; need for effective disclosure of information on payments and receipts; Notion of conflicting interests between the country and extractive industry players; need for increased transparency in mining operations so as to manage public anxiety and expectations."</p>								
	Activities	EITI Standard Requirement	Outputs	Outcomes	Responsible Party	Timeline	Estimated Cost July '20 - June '21	Estimated Cost July '21 - June '22	Funding Source
1.1	a) Prepare a concept paper outlining the parameters of the scoping study b) Undertake background research/ analysis on the role of private sector stakeholders (and SOEs), the status of their investments and the major challenges holding back investments		Background paper introducing the issues to be discussed in the scoping study.		UG EITI Sec	Jul 2020 - Sep 2020	\$ 23,000		
1.2	Research, analyse and present information for the Scoping Study on Legal framework and fiscal regime for both mining and petroleum in Uganda.	2.1 Legal framework and fiscal regime.	Two research briefs (content for Scoping Study and EITI Report).	Improved understanding of the sector in order to strengthen the governance framework.	MSG Industry (PAU) (MOFPED)	Jul 2020 - Sep 2020	\$ 25,250	\$ -	
1.3	Prepare two facts sheets on Contract and licence allocations , including explanations on commonly used technical terms, and 'procedures and practices' in contract and licence allocations for petroleum and mining.	2.2 Contract and licence allocations.	Two fact sheets (and content for EITI Report).	Improved transparency around licence and contract awards for better scrutiny in order to hold government to account.	MSG (PAU) (MEMD)	Oct 2020 - Dec 2020	\$ 5,000	\$ 5,000	
1.4	Scoping Study to check how far the new online mining cadastre addresses the information requirements of Register of licences and how it could interface with UG EITI website.	2.3 Register of licences.	One (1) Gap analysis report (and content for EITI Report).	Improved transparency to ensure that mining operations are undertaken in a transparent manner.	(MEMD)	Oct 2020 - Dec 2020	\$ 10,000	\$ -	

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1.5	Engage government to develop a policy and plan for contract and license disclosure and publications, documenting government's policy on disclosing extractive industry contracts and licences.	2.4 Contracts.	Published plan for disclosing contracts and licences.	Improved transparency in licence/contract awards to ensure that the exploitation of this resource will result in lasting benefits for the public.	MSG (MEMD) Industry	Sep 2020 - Dec 2020 Jul 2021 - Sep 2021	\$ 5,000	\$ 5,000	
1.6	Document the MSG's discussions and government (disclosure) policy on Beneficial ownership (covering legal provisions, actual disclosure practices and any planned reforms).	2.5 Beneficial Ownership.	Report findings discussed in MSG and discussions published.	Improved transparency to ensure that information on ownership of firms in the extractives sector is published.	MSG Industry (MEMD)	Jul 2020 - Sep 2020 Jul 2021 - Aug 2021	\$ 5,000	\$ 5,000	
1.7	Undertake a Scoping Study on the reporting requirements and practices of State Owned Enterprises (SOEs) in mining and petroleum (State participation), including the prevailing rules and practice between the government and SOEs covering financing, governance, and any future changes.	2.6 State Participation.	One research brief prepared and disseminated (and content for Scoping Study and EITI Report).	Improved understanding of the sector to ensure that UNOC is transparently and efficiently operated.	MSG (UNOC) (MEMD) (MOFPED)	July 2020 - Sep 2020	\$ 4,000	\$ -	
1.8	Scoping Study (petroleum and mining) detailing the potential of the extractive sector in Exploration, Production and Exports (Including the potential to develop a policy on how the respective data will be published as the industry evolves per the standard).	3.1 - 3.3 Exploration and production.	2.Scoping Studies and EITI Report.	Improved transparency in order to map stakeholders and investments.	MSG (MEMD) (PAU)	Jul 2020 - Sep 2020	\$ 14,000	\$ -	
1.9	Scoping Study that involves a stakeholder mapping of Artisanal and Small-Scale Mining (ASM) in order to assess their contribution to revenues, as well as their social and environmental impacts.		Scoping Study on ASM to inform implementation and EITI Report.	Improved transparency in ASM data, in order to ensure that ASM contribute effectively to revenue and development.	MSG (MEMD)	Jul 2020 - Sep 2020	\$ 10,000	\$ -	
1.10	Scoping Study on the gender impacts of the extractives sector and potential of EITI to improve gender equality and outcomes for women in extractives.	6.3 Contribution of extractives to the economy.	Scoping Study on gender to inform implementation and EITI Report.	Public awareness of gender issues raised in order to ensure that they are mainstreamed into extractives governance.	MSG	Jul 2021 - Sep 2021	\$ -	\$ 10,000	

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1.11	Scoping Study to track implementation of National Content policy, recommendations for EITI implementation and dissemination of findings.	One Report on implementation of National Content policy.	Increased participation of Ugandans in the extractives industry.	MSG (MEMD)	PAU	Jan 2021 - March 2021 Jul 2021 - Sep 2021	\$ 10,000	\$ 5,000	
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1.12	Develop a Communications Strategy (including creation of an MSG communications committee to consider National and regional launches, expanding public debate, media engagement, press releases, and talk shows).	7.1 Public debate.	Comprehensive and fully funded Communications Strategy.	Critical mass of citizens better informed about the extractives operations in order to engage more effectively.	(CSOs) UG EITI Secretariat	Jul 2020 - Dec 2020 Jul 2021 - Dec 2021	\$ 30,000	\$ 5,000	
1.13	Prepare, publish and disseminate the first national EITI report capturing the status and findings against all (7) EITI Requirements.		First EITI report covering the period decided by the MSG.	Improved transparency and accountability in order to ensure that extractives are better managed.	UG EITI Secretariat	Jan 2022 - June 2022		\$ 120,000	
1.14	Conduct outreach to various constituencies, including Parliament committees (NRC and Economy), and the media working on extractives, on findings of the Scoping studies.		Six awareness raising activities.	Awareness raised and capacity built to better engage MPs and media involved in extractives reporting.	MSG	Mar 2021 - June 2021 Oct 2021 - Dec 2021	\$ 50,000	\$ 50,000	
1.15	Implement the Communications Strategy through engagement with the media, citizens and other stakeholders.		Media reports and coverage.	Widen awareness and understanding at national and sub-national levels.	MSG	Jan 2021 - June 2022	\$ 25,000	\$ 25,000	
1.16	Set up, maintain and update UG-EITI website.	7.2 Data accessibility and open data.	Functional and regularly updated website A one stop information centre for EITI in Uganda leading to increased access to information.	Improved capacity to engage from an informed position.	UG EITI Secretariat	Jul 2020 - June 2022	\$ 6,360	\$ 3,640	
Sub-Total Objective 1							\$ 222,610	\$ 233,640	

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2	<p>Objective 2: STRENGTHEN REVENUE MANAGEMENT AND ACCOUNTABILITY so as to ensure: Effective collection, optimisation and allocation of revenues; Optimal social and economic spending; and: Improved accountability in the extractives sector Ensure transparency and accountability in the management of extractive revenues.</p>								
	<p>Challenges underpinning this Objective: Increasing budget deficit; identification of priority sectors; unclear definitions of petroleum revenues; Difficulty in maximising revenue over the medium-term due to poor inter-agency coordination and low compliance; Unclear implementation of rules governing expenditure from extractive revenues; Limited knowledge of the industry</p>								
	Activities	EITI Requirement	Outputs	Outcomes	Responsible Party	Timeline	Estimated Cost (US\$) July '20 - June '21	Estimated Cost (US\$) July '21 - June '22	Funding Source
2.1	Develop Terms of Reference for the Independent Administrator (IA); Hold meetings with OAG to discuss their potential role as IA; OAG and MSG peer learning visit to Zambia.	4.1, 4.3, 4.5 - 4.9: Revenue collection.	Terms of Reference developed, IA identified and approved by MSG.	Improvements in extractives sector governance as a result of credible information.	MSG UG EITI Secretariat	Jul 2020 - June 2021 July 2021 - Dec 2021	\$ 15,000	\$ 15,000	
2.2	Ascertain total revenues from extractives operations for the EITI Report , detailing amounts received and 'Statement of Materiality', definition of a 'project', benefit streams, mechanics of Petroleum Fund, additional benefit streams, list of Reporting Companies, and government transactions.		Scoping Study on Revenues Collected as preparation for first EITI Report.	Maximisation of collections from extractives; Public expectations managed; and: Improved accountability.	MSG (IA) (MOFPED) (URA)	Oct 2020 - June 2021 July 2021 - June 2022	\$ 69,400	\$ 69,400	
2.3	Track allocations of revenues from extractives operations for EITI Report , that detail amounts allocated; including any sub-national payments (e.g. district royalties) by extractive industry companies and associated utilisation.	5.1 - 5.3: Revenue allocations.	Revenue Allocation Report as preparation for first EITI report.	Informed engagements on benefits accruing to citizens from extractives.	MSG (MOFPED)	Oct 2020 - June 2021 July 2021 - June 2022	\$ 21,100	\$ 21,100	

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2.4	Ascertain Social and Environmental expenditures by extractive companies (capturing 'material' social and environmental payments to communities and government, mandated and discretionary expenditures; and information on expenditures related to liabilities and remediation programmes including 'Project Affected People' (resettlement etc.); and follow-up activity to recommend possible mechanisms for regular and transparent reporting of 'Corporate and Social Responsibility' spending (CSR used when expenditures are not mandated).	6.1 - 6.4 Social and economic spending.	Part of Scoping Report (and content for the EITI Report).	Sustainable management of extractive resources.	MSG (Industry) (NEMA) (PAU)	Oct 2020 - June 2021 July 2021 - June 2022	\$ 21,100	\$ 21,100	
2.5	Ascertain Quasi-fiscal expenditures by State Owned Enterprises with regard to public social expenditure, such as social services, public infrastructure, and national debt servicing etc undertaken outside of the budget.		Part of Scoping Report (and content for the EITI Report).	Improved management of extractive resources.	MSG (UNOC) (PAU) (MOFPED) MoWT	Oct 2020 - June 2021 July 2021 - June 2022	\$ 21,100	\$ 21,100	
2.6	Analysis of Contribution of the extractives sector to the economy (e.g. size of extractive sector relative to GDP and rest of the economy, revenues, exports and employment in absolute and relative % terms); and follow up activity to develop a 'contribution tracking tools' to check whether extractive contribute as expected.	6.3	Part of Scoping Report (and content for the EITI Report).	Effective contribution of extractives to economic growth.	MSG (MEMD) (MOFPED) (PAU)	Oct 2020 - June 2021 July 2021 - June 2022	\$ 10,500	\$ 10,500	
2.7	Analysis of environmental impact of extractive activities related to social and environmental management and monitoring; and information on administrative and sanctioning processes of government, as well as environmental liabilities, rehabilitation and remediation programmes, including impacts on 'Project Affected People'.		Part of Scoping Report (and content for the EITI Report).	Improved awareness of impacts from extractives leading to better management and accountability of social and environmental impacts by duty bearers.	MSG (NEMA)	Oct 2020 - June 2021 July 2021 - June 2022	\$ 10,500	\$ 10,500	
2.8	Monitor compliance of the extractive sector with social and environmental regulations, frameworks and safeguards. Produce policy papers on areas requiring strengthening for MSG and wider stakeholder engagement.		2 monitoring reports on sector compliance (petroleum and mining); and 1 monitoring report on the pipeline.	Improved compliance with social and environmental safe guards outlined in the ESIA's.	NEMA and CSO members of MSG (PAU)	Oct 2020 - June 2021 July 2021 - June 2022	\$ 15,100	\$ 15,100	

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2.9	Engage communities on government and industry expenditures in their area, including indirect spending on 'oil roads' and other infrastructure.	7.1 Public debate.	8 Meetings on sub-national extractive industry revenue allocations.	Improved management of the sector.	MSG (CSOs) MoWT	Jan 2021 - June 2021 July 2021 - June 2022	\$ 40,600	\$ 40,600	
2.10	Disseminate EITI Report findings and recommendations (including 'knowledge products' like policy briefs, position papers)		One(1) national and four(4) Regional dissemination meetings based on knowledge products.	Improved capacity of citizens to engage leading to better extractives governance.	MSG (CSOs)	Jan 2022 - June 2022		\$ 39,100	
2.11	Hold national meeting and high level strategic dialogue on data and improved extractives governance.		Two (2) strategic engagements held.	Improved compliance and governance.	MSG	Sep 2020 Oct 2020	\$ 31,500		
Sub-Total Objective 2							\$ 255,900	\$ 263,500	

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3 Objective 3: BUILD THE OPERATIONAL AND TECHNICAL CAPACITY OF THE MSG AND SECRETARIAT TO ENSURE EITI IS EFFECTIVELY IMPLEMENTED.									
Challenges underpinning this Objective: Currently, there is a limited understanding of the extractives sector and what is involved in overseeing EITI implementation.									
	Activities	EITI Requirement	Outputs	Outcomes	Responsible Party	Timeline	Estimated Cost (US\$) July '20 - June '21	Estimated Cost (US\$) July '21 - June '22	Funding Source
3.1	Conduct induction for MSG members (including by MSG members) on key EITI implementation issues; and trainings on specific issues including the following: taxation, systematic disclosure (based on the Standard Data Template), Petroleum Fund, Fiscal Rules and Beneficial Ownership.	1. Oversight by the MSG	One (1) Induction training and two (2) specific trainings held.	MSG members' knowledge, understanding and appreciation of the EITI standard improved.	UG EITI Sec	Jul 2020 Mar 2021 Jul 2021	\$ 41,460	\$ 39,000	
3.2	Hold quarterly MSG meetings for the Secretariat to report on the progress of activities and for the MSG to monitor and track overall performance in implementing EITI.		At least eight meetings held over the two years.	Fully active and effectively engaged MSG.	UG EITI Sec	Jul 2020 - June 2022	\$ 21,200	\$ 21,200	
3.3	Undertake training, including by regional peer support for the MSG and the Independent Administrator in planning and delivering Requirement 4, designing and completing the reporting templates and preparing the first EITI Report.		2 Training sessions held (including with Independent Administrator)	Secretariat staff members knowledge, understanding and appreciation of delivery issues.	UG EITI Sec	Oct 2020 Jul - Dec 2021	\$ 30,500	\$ 30,500	
3.4	Prepare Candidature Application and make a submission to the EITI Board.		Candidature Application completed.	Uganda approved as an EITI Candidate country.	UG EITI Sec	Ongoing	\$ -	\$ -	
3.5	Organise strategic meetings for MSG members to foster improved co-ordination and information flow.		Sector specific trainings held annually.	Better co-ordinated MSG linked in to constituencies.	MSG	Oct 2020 Oct 2021	\$ 25,220	\$ 25,220	
3.6	Undertake a study to identify possible obstacles to EITI implementation and risk mitigation strategies (for 1.5 Work plan c)iii.).		Gap analysis report.	Smooth implementation of EITI.	UG EITI Sec	July - Sep 2020	\$ 12,750	\$ -	
3.7	One (1) strategic engagement with top management of the Ministry of Finance and one (1) strategic engagement with the Ministry of Energy and Mineral Development to ensure high level buy-in and public commitment (identify and support inter-agency mechanisms for coordination and collaboration).		At least three (3) High level pronouncements of support and commitment to EITI made.	Increased buy-in of key government ministries .	UG EITI Sec	Aug 2020 Sep 2020	\$ 7,400		

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3.8	Development of a Monitoring and evaluation (M&E) strategy for the Secretariat to implement and for the MSG to use in tracking implementation.		M&E strategy.	Improved strategic focus.	UG EITI Sec	July - Dec 2020	\$ 14,250	\$ -	
3.9	Organise field visits to the extractive regions for Secretariat and MSG members.	7.1 Public debate	Four field visits conducted.	Increased awareness of MSG members .	UG EITI Sec	Nov 2020, Mar 2021, Nov 2021, Mar 2022	\$ 39,200	\$ 39,200	
3.10	Study to detail status of 1) data accessibility and (2) steps being taken towards the realisation of an open data policy.	7.2 Data accessibility and open data	Open Data Policy document.	All data produced is openly available to be used.	UG EITI Sec	Jul - Sep 2021	\$ 11,725	\$ -	
3.11	Secretariat support to the MSG - General and administration expenses.		Running Secretariat and MS	Operational efficiency in delivering EITI implementation.	MOFPED	2020 and 2021	\$ 395,000	\$ 395,000	MOFPED
Sub-Total Objective 3							\$ 598,705	\$ 550,120	
Grand Total MSG Work-plan							\$ 1,077,215	\$ 1,047,260	