



TERMS OF REFERENCE

DEVELOPING AN ADVOCACY STRATEGY FOR THE CIVIL SOCIETY COALITION ON OIL AND GAS

1.0. Introduction

The Civil Society Coalition for Oil and Gas (CSCCO) is a loose network comprising of over 60 CSOs operating at national and local levels. The coalition promotes and advocates for good governance in the oil and gas sector through networking, research, information exchange, joint advocacy, and monitoring of government programs. It operates through thematic groups which include: - Land, environment, and other natural resources; Policy, Legal and Governance; Revenue Tracking and Monitoring; Oil justice, human rights, gender and local content. The coalition is currently hosted by the Advocates Coalition for Development and Environment (ACODE) and governed by a steering committee comprising of 6 people from member organizations who provide strategic leadership and oversight to the coalition.

CSCCO, through its host organization, ACODE, wishes to hire a competent external consultant to lead the development of the coalition's advocacy strategy for the period of five (5) years. The strategy will guide the coalition in prioritizing advocacy issues, focusing the limited resources (time, funds, people) where they will achieve maximum results, identify allies to work with on key advocacy issues, the right messages and success indicators for measuring impact of the coalition's advocacy interventions.

1.1. Background

The Government of Uganda has earmarked the country's natural resources as an engine for sustainable development¹ and particularly the oil and gas, whose overall policy objective is to use the country's oil and gas resources to contribute to early achievement of poverty eradication and create lasting value to society. It is expected that the sector will bring in the much-needed opportunities to alleviate the citizens of Uganda from extreme poverty. Currently, Uganda is a net importer of petroleum products, 95% of the products are sourced through Kenya and 5% through Tanzania.

Uganda has made considerable strides in developing its oil and gas sector. Following the discovery of commercial petroleum resources in Uganda in 2006, the country witnessed significant and continued investment in upstream petroleum activities. The intense exploration and appraisal activities culminated into additional petroleum discoveries and a full evaluation of these discoveries. This effort led to confirmation of 6.5 billion barrels of stock tank oil initially in place (STOIIP), with 1.4 billion barrels estimated to be recoverable. The anticipated petroleum production in the country created the need for infrastructure that adds value to the produced petroleum and significant steps in planning and implementing the development of infrastructure in the petroleum Upstream, Midstream, downstream sub-sectors have been taken.

In the upstream, the Tilenga and Kingfisher Projects have been designed to process 230,000bbls per day (*with the Tilenga project designed to process 190,000bbls per day and Kingfisher project designed*

¹Republic of Uganda, 2020. Third National Development Plan (2021-2025) Kampala: National Planning Authority.

to process 40,000 bbls per day respectively). The two projects will export the crude through the 24-inch pipeline to the Kabale hub for custody transfer between the EACOP and the refinery. The key projects in the midstream section of the petroleum value chain include; the East African Crude Oil Pipeline (EACOP)², the Greenfield Refinery³, the Refinery Product Pipeline and Storage. In the downstream petroleum segment, the projects initiated include the Jinja Storage Terminal (JST)- a fully functional 30 million litre capacity storage terminal reserve for petroleum products in Uganda – and the Kampala Storage Terminal (KST). Plans are underway to enhance the operational efficiency of the JST and increase its contribution to security of supply of petroleum products in the country. In addition, a total of 300 acres of land have been acquired for the development of the 320 million litre capacity Kampala Storage Terminal at Namwabula Mpigi District and the project master plan has been completed. The KST will receive, store and serve as a central distribution terminal for refined petroleum products. It will also serve as a central hub for the development of regional pipeline infrastructure for the refined products.

The development of the upstream and midstream projects is expected to lead to an investment of approximately USD 15 billion in a period of 5 – 7 years. In the downstream segment the investment is estimated at USD 1.5 Billion per year as of 2021⁴. On the other hand, the energy transition debate is also gaining shape, and Uganda is currently working to shape its energy transition agenda.

This advancement of Uganda's oil and gas sector from exploration to production is highly characterized with various civil society concerns, in areas of environment, biodiversity conservation, Social-economic and Human rights. There are also increasing concerns regarding the slow and inadequate implementation of policies and enforcement of laws which have been enacted and those which are currently under review. The National Oil and Gas Policy, 2008, recognize the role civil society organizations can play through advocacy, mobilization and dialogue with communities. CSOs are expected to hold accountable the different stakeholders with regard to oil and gas issues and participate in getting the voices of the poor into designing, monitoring and implementation of programs in the oil and gas sector.

Over the years, CSCO has contributed greatly to developments in the Oil and Gas sub-sector in Uganda. CSCOs advocacy work has been guided by an advocacy strategy (2018-2021) under which significant contributions to government's effort in creating conducive policy, legal and institutional framework necessary for good governance of Uganda's Oil and Gas resources have been made. This was achieved through working with stakeholders including MDAs, international Oil and Gas companies operating in Uganda (JVPs), monitoring compliance of operations, and advocating for transparency and accountability in generation and utilization of oil revenues. CSCO also works with communities, government and the private sector to mitigate socio-economic issues arising from Oil and Gas exploration and development.

Despite this contribution, there are growing concerns about the diminishing space for CSOs in Uganda to freely and effectively exercise their roles. The industry has also moved largely from exploration to production and with expected new set of issues hence the need to set new of interventions. The above realization, therefore, calls for a more strategic, focused and proactive

² The EACOP is a 1,445 km, 24-inch diameter heated and buried crude oil pipeline that will start from Kabaale, Hoima district in Uganda, to Chongoleani, Tanga in Tanzania.

³ The Refinery project includes the construction of a 60,000 barrels per day (bpd) capacity refinery in Kabaale, Hoima district, a 211 km long multi-products pipeline and storage facilities for the refinery products.

⁴ <https://www.pau.go.ug/petroleum-exploration-in-uganda/>

approach to advocacy work, if CSCO is to continue influencing decisions and operations in Uganda's oil and gas sector in a constructive and result oriented manner. It is against this background that The Civil Society Coalition on Oil and Gas (CSCO) is seeking for a consultant to develop an advocacy strategy for CSCO for a period of 5 years.

1.2. Objectives of the assignment

The overall objective of the consultancy is to develop an advocacy strategy for CSCO for the period of 5 years with clear indicators for measuring success.

Specific objectives include:

1. To carry out an appraisal of the previous CSCO advocacy strategy, assess the extent to which its implementation was achieved.
2. To develop a new a advocacy strategy document for CSCO.
3. Identify new opportunities for capacity augmentation within CSCO that is guided by the advocacy strategy.

1.3. Scope of the Assignment and Tasks

The assignment involves development of a five-year strategy, monitoring framework, budget, implementation plan, and mapping of possible funders for CSCO advocacy work.

The consultant will be responsible for undertaking the following tasks:

- a) Undertake an appraisal of the previous CSCO advocacy strategy; assess the extent to which its implementation was achieved.
- b) Undertake consultations with the CSCO Host Institution, steering committee members, CSCO members and other key stakeholders in order to facilitate focused and integrated CSCO advocacy engagements that are guided by the strategy.
- c) Facilitate a consultative workshop with CSCO members and identify priority areas for advocacy over the next five years. The workshop will rely on participatory methods; including brainstorming sessions to allow CSCO members share as much ideas as possible. This workshop will be organized and funded by ACODE and CSCO.
- d) Draft advocacy strategy, outlining clear objectives, activities, allies, outputs and indicators, an implementation plan for the 5 years and funding opportunities for such work.
- e) Share the draft advocacy strategy and implementation plan with stakeholders during a second consultative meeting.
- f) Receive and integrate comments and inputs in the draft strategy, and thereafter revise and integrate these comments in order to come up with a concrete and concise advocacy strategy
- g) Prepare the final advocacy strategy of CSCO with comments got from stakeholders integrated in the final document.

1.5. Methods and tools

The consultant will be required to use the following methods to complete the above mentioned tasks and fulfill the purpose as defined by these terms of reference.

- Desk review of the relevant documents.
- Consultative meetings/interview with relevant stakeholders like, local governments, community members, MDAs, potential donors, association of oil and gas service providers, private sector, CSCO steering committee, and CSCO members.

- Workshops with CSCO steering committee and CSCO members

1.6. Expected deliverables

The consultant is expected to submit the following key deliverables;

- Inception report: Outlining details of activities with proposed methodology and timeline/ delivery dates.
- Program and report for the consultative workshop with CSCO steering committee members and the entire CSCO membership
- Draft advocacy strategy for feedback and comments
- A final strategy (soft copy and hard copies), including an implementation plan for the 5 years after incorporation of stakeholders' comments.

All deliverables will be submitted to ACODE and CSCO steering committee, on the formally agreed dates. The reports will be reviewed by CSCO steering committee and ACODE. All draft documents will be submitted as soft copies while the final products will be submitted as a soft copy and two hard copies.

1.7. Duration of the assignment

The assignment is expected to take a maximum of two (2) months from the date of signing contract.

Specific timelines for delivering on key results are as follows;

No	Task	Duration from the date of the contract
1	Inception report: Outlining details of activities with proposed methodology and timeline/ delivery dates	1 week
2	Report for the consultative workshop with CSCO steering committee members and the entire CSCO membership – 3 Weeks	2 weeks
3	Draft advocacy strategy for feedback and comments	3 weeks
4	A final strategy (soft copy and hard copies), including an implementation plan for the 5 years after incorporation of stakeholders' comments.	2 Weeks

1.8 Required skills and competencies

The consultant should possess the following skills and competencies:

- At least post graduate degree in Natural Resources Management, Petroleum Studies, Development Studies, Public Policy, Journalism or related fields.
- In-depth knowledge and understanding of civil society working environment.
- Excellent understanding of the Oil and gas sector in Uganda including policy and legal framework, institutional arrangement, community concerns and the potential opportunities

the sector presents to the people of Uganda and especially communities in the oil and gas corridor.

- Extensive work experience and proven record in advocacy, policy, campaign and strategic management.
- Experience of having undertaken similar assignments.
- Good analytical and documentation/report writing skills.
- Good communication and facilitation skills.
- Good understanding gender issues and how these can be mainstreamed into civil society advocacy work.
- Ability to deliver excellent results in a timely manner.

Submissions of expression of interest

Interested parties should submit their expression of interest including their profiles to the following address not later than **September 26st 2023**.

The Deputy Executive Director

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