



GENDER INTEGRATION IN THE PETROLEUM DEVELOPMENT PROCESS IN UGANDA

CSCO Policy Briefing Paper, 2021

With support from



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The Civil Society Coalition on Oil and Gas in Uganda (CSCO) is hosted by the Advocates Coalition for Development and Environment (ACODE)

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Published by the CSCO Secretariat

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Citation:

CSCO. (2021). *Gender Integration in the Petroleum Development Process in Uganda*, Kampala: CSCO Policy Briefing Paper.

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ACKNOWLEDGMENTS

This policy briefing paper was produced with the support from WWF-Uganda country Office under the project “Limiting Negative Impacts of Oil and Gas on Nature, People and climate in Uganda through Civil Society Engagement and Advocacy”. The Civil Society Coalition on Oil and Gas in Uganda (CSCO) is therefore grateful to WWF-Uganda Country Office for the sub-grant. CSCO is also grateful to the Democratic Governance Facility that in 2020, funded the comprehensive study on gender integration that largely informed the briefing paper.

CSCO also appreciates the team of consultants led by Dr. Isaiah Owiunji and co-researcher Santa Vusia Kayonga that undertook the research and produced this briefing paper, the CSCO thematic group on Oil Justice, Human Rights and Gender, ACODE and WWF project staff who reviewed the briefing paper and provided comments that enriched it.

Finally, CSCO appreciates the responses provided by the staff of the Ministry of Energy and Mineral Development (MEMD), Uganda National Oil Company (UNOC), Petroleum Authority of Uganda (PAU), Ministry of Gender, Labour and Social Development (MGLSD), Total Energies, Local Governments and Community Leaders that were consulted during the study and production of this briefing paper.

ACRONYMS AND ABBREVIATIONS

ACODE	Advocates Coalition for Development and Environment
CNOOC	China National Offshore Oil Corporation Uganda Limited
CSCO	The Civil Society Coalition on Oil and Gas in Uganda
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
EACOP	East African Crude Oil Pipeline
EOC	Equal Opportunities Commission
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plans
FID	Final Investment Decision
JVPs	Joint Venture Partners
MDAs	Ministries, Departments and Agencies
MEMD	Ministry of Energy and Mineral Development
MFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labor and Social Development
NEMA	National Environment Management Authority
NFA	National Forest Authority
NSD	National Supplier Database
PAU	Petroleum Authority of Uganda
RAPs	Resettlement Action Plans
SACCOs	Savings and Credit Cooperative Organisations
SGBV	Sexual and Gender-based Violence
UGEITI-MSG	Uganda Extractive Industries Transparency Initiative - Multi Stakeholder Group
UNOC	Uganda National Oil Company
UNRA	Uganda National Roads Authority
UWA	Uganda Wildlife Authority
WSDSP	Workforce Skills Development Strategy Plan

1. INTRODUCTION

Commercial petroleum resources in Uganda were confirmed in 2006. The country has since then been involved in exploration activities and is now moving into the production phase. Preparations for the development of the Tilenga project in Buliisa and Nwoya Districts and Kingfisher project in Hoima and Kikuube Districts are in the final stages. Uganda plans to build a refinery with an input capacity of 60,000 barrels per day in Kabaale Parish in Buseruka Sub County, Hoima District. Ministry of Energy and Mineral Development (MEMD) acquired 29 sq.km of land for the refinery. Because of this land acquisition, a number of people were displaced. Some of these people were compensated and others were resettled in Kyakabooga Parish, Buseruka Subcounty. There is a plan to build the 1,443 km long East African Crude Oil Pipeline (EACOP) to run from Hoima in Uganda to Chongoleani, Tanga in Tanzania.

There are opportunities for employment and service provision for Ugandans in the sector as it transitions into development and production. An industrial baseline study estimates that over 160,000 jobs will be created directly and indirectly at professional, technical/ artisanal and unskilled levels. It is estimated that between US\$15 and US\$20b will be spent by oil companies during the development phase. A National Supplier Database (NSD) was created in 2017 to register businesses interested in supplying the sector. The National Oil and Gas Talent Register (NOGTR) is an electronic database of skill sets that enables monitoring of the absorption of the available labour force in the sector, including the participation of men and women at various levels. In 2022, the Final Investment Decision (FID) for the Tilenga, Kingfisher and East African Crude Oil Pipeline Projects (EACOP) was announced, paving the way for TotalEnergies EP Uganda, CNOOC Uganda Limited and the Uganda National Oil Company (UNOC) to fund the oil and gas development process in Uganda.

The petroleum development process in Uganda is guided by a number of policies, laws and regulations. These include; The National Oil and Gas Policy, 2008; the Oil and Gas Revenue Management Policy, 2012; the Local Content Policy for Oil and Gas, 2018; and the National Gender Policy, 2007. The laws include the Petroleum (Exploration, Development and Production) Act, 2012; the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act, 2013; and the Public Finance Management Act, 2015 as amended which regulates the management of revenues resulting from petroleum development and exploitation. Seven sets of regulations were developed by MEMD on Technical, Health, Safety and Environment, National Content and Metering. Other relevant laws and statutes used for regulating the oil and gas industry are those on Environment, Wildlife,

Water and Land.

The roles of different Government institutions in management of oil and gas are outlined in the National Oil and Gas Policy, 2008. MEMD is responsible for policy guidance and monitoring of the Petroleum Authority of Uganda (PAU) and Uganda National Oil Company (UNOC). The detailed roles of the PAU and UNOC are provided in the PEDP Act, 2013. Other key government ministries and agencies involved in the management of petroleum resources include Ministries of Justice and Constitutional Affairs, Finance, Planning and Economic Development (MFPED), Local Government (MoLG), Water and Environment (MWE), Gender, Labour and Social Development (MGLSD). Government agencies involved in the sector are National Environment Management Authority (NEMA), Uganda Wildlife Authority (UWA), National Forest Authority (NFA) and Uganda National Roads Authority (UNRA). The roles of civil society organisations, cultural institutions and the private sector are also outlined in the NOGP 2008. The oil companies currently licensed in Uganda are: China National Offshore Oil Corporation Uganda Limited (CNOOC Uganda Ltd), TotalEnergies E&P Uganda and Tullow Uganda Operations Pty Limited together with Armour Energy Limited and Oranto Petroleum Limited.

While the country is excited about these developments and expects the first oil in 2025, there are a number of areas that need attention to insure inclusive sector development. One of such areas is gender inclusion. In many oil and gas producing countries, the sector is male gender dominated which undermines gender equality and sustainable development. In order to move from this status quo and to avoid the oil sector in Uganda to follow suit, there is need to identify the required actions and responsible parties that can bring about the desired changes. This brief therefore points out critical areas and actions that require the attention of various actors in order to enhance gender inclusion.

2. BACKGROUND

Gender integration is critical for the oil and gas industry. This is because interventions that are blind to existing gender biases and discriminatory practices tend to widen gender gaps and inequality. These gaps are often reflected in opportunities, participation and benefits from employment, income, control of resources, freedom of participation and voice. Other gaps and inequalities affect exposure to information, opportunity and wellbeing between men and women. The differences in access to benefits and in the weight of burdens and disadvantages experienced by men and women when not addressed do negatively impact on the communities. They

can expose women, girls, persons with disabilities, the elderly and other vulnerable persons to extreme acts of sexual and gender-based violence (SGBV) and other forms of exploitation.

Gender inequality and lack of equity in the oil and gas sector poses a problem of unequal distribution of opportunities and benefits. It widens inequalities between men and women, leading to unravelling of social networks, disruption of communities and overall inequitable growth. Development approaches that are gender insensitive increase existing societal disparities. Highlighting these issues enables stakeholders to examine and address factors that are within their power to change and guide government, the private sector and civil society to act. Therefore, this policy briefing paper makes the case for the government and other relevant actors to steer gender sensitive, equitable and beneficial development in the oil and gas sector.

2.1 Petroleum Development and Gender Equity in Uganda

Uganda has in place national and sectoral gender policies, legislation, strategies and guidelines. It is signatory to many international gender conventions and protocols that enjoin state and non-state actors and the private sector to take appropriate actions to address gender inequalities within their areas of mandate .

A deliberate effort to integrate gender in oil and gas development in Uganda is necessary for several reasons. The MEMD, responsible for oil and gas, is male-dominated, with approximately 30% female staff who work mostly in the lower echelons of the ministry's structures . Uganda's energy sector does not have a sector-specific gender policy or strategy to guide gender actions as required by the Uganda Gender Policy (2007) . The depth of gender integration in the existing sector policies and laws varied considerably. Most projects and programmes show little evidence of gender analysis to inform interventions . Gender-disaggregated data from MEMD, its affiliates and private companies were not readily available to guide monitoring, public engagement, consumption, effective discussions of policy and legislative issues and decision making.

3. OBJECTIVES

The policy brief responds to three objectives:

- i. Establishing the status of gender integration in the oil and gas development process vis-à-vis Uganda's policy, legal and regulatory framework, strategies and internal policies for relevant ministries, departments and agencies and selected industry players

- ii. Identifying the current and potential impacts of gender inequality in the oil and gas sector on the socio-economic and cultural set up of people in the Albertine Graben, and
- iii. Identifying gaps and developing evidence-based policy recommendations for effective gender responsiveness in the oil and gas sector.

4. METHODOLOGY

This policy brief is a result of a desk document review that analysed, among other sources, information from the 2021 ACODE study on Gender Integration into Uganda's Oil and Gas Sector. In addition, policy and regulatory frameworks for petroleum development and gender in Uganda reports as well as other relevant documents.

5. FINDINGS

The oil and gas development process in Uganda has had some processes that took care of gender integration. These processes have been supported by a number of policies, legislations, and initiatives. However, gaps still exist. For instance, the National Oil and Gas Policy 2008 is silent on gender issues and the Ministry of Gender, Labour and Social Development (MGLSD) is not included on the Steering Committee under the Local Content Policy, yet it has to ensure gender mainstreaming is considered during the implementation of the Local Content Policy.

There is no national gender strategy for mainstreaming gender in the oil and gas sector. While there were efforts in 2016 by the Ministry of Gender, Labour and Social Development supported by International Alert to develop the Strategy and Action Plan, it is yet to be completed.

Opportunities exist for the participation of vulnerable groups, including women, in the oil and gas development process at the national, district and community levels. These opportunities are created by; (i) Petroleum Authority of Uganda (PAU) and Uganda National Oil Company (UNOC) Board level meetings, (ii) Joint Venture Partner (JVP) meetings; (iii) Uganda Extractives Industries Transparency Initiative - Multi Stakeholder Group (UGEITI-MSG), (iv) Environmental and Social Impact Assessment (ESIAs) and Resettlement Action Plans (RAP) consultations. At the community level, Local Councils, Resettlement Committees, ESIA and RAP consultations and meetings organised by local governments and Civil Society Organisations (CSOs) are accessed. International oil companies have in place initiatives to

promote gender-responsive participation at the community level, though this is still at the infancy stage.

The low participation of women in the sector stems from challenges emanating from the pre-existing socio-economic and cultural set-up. For instance, they often need permission from husbands to participate in meetings. The negative attitudes and mind-sets about their status and stereotypes about women's capacities affect their participation in sector activities. Low levels of awareness and few incentives to encourage participation at the national and district levels affects women. Limited attention was paid to intergenerational differences and needs, e.g., inadequate consultation of both male and female youth over compensation and resettlement generated inadequacies in catering for gender-specific interests and needs. The resettlement process overlooked some socio-economic assets, such as community grazing lands.

As of 2020, the number of Ugandans in employment and other sector opportunities was still low. The highly specialized skills and technology required limited allocation of funds to attain gender parity for human resource training affected participation. The estimated 161,700 jobs for Ugandans do not compare to the paltry 350 so far employed by the three oil companies. Furthermore, the share of women is low, affected by disadvantages in education. However, there is some improvement in the employment of women in the oil companies. For instance, Uganda National Oil and Gas Company (UNOC) and Total Exploration and Production Uganda Ltd (TEPU) employ 40% of women each, while China National Offshore Oil Corporation (CNOOC) employs 51%. This improved from 30% females in 2014. The above statistics lack disaggregation by position or cadre of employment; an important parameter in analysing access by men and women to quality employment. The National Content Policy (NCP) and the regulations charge the Ministry of Gender, Labour and Social Development (MGLSD) with ensuring employment guidelines in the oil and gas sector are aligned to it and that the implementation of occupational safety and health guidelines are upheld in the sector. The MGLSD has to ensure that gender is addressed during the implementation of the NCP policy directives, in line with the provisions of the Gender policy.

The Government of Uganda has in place initiatives to train Ugandans to acquire specialized skills. International Oil Companies (IOCs) also have in place initiatives to promote employment and provide opportunities through recruitment policies that provide equal opportunities for both women and men. Under community recruitment, the provision for vacancies for unskilled and semi-skilled labour from project areas, calls for fair and transparent processes that consider gender balance and equal opportunities for all

applicants. It also provides for some jobs to be reserved for women where feasible. Training on the prevention of Gender-Based Violence (GBV) is provided as is financial literacy. A loophole observed in the Workforce Skills Development Strategy Plan (WSDSP) is that the government avoided setting specific participation targets by gender, age and disability. Instead, it was left to be demand-driven. Gender inclusion is expected to include the development of terms of reference to training institutions during fund allocations. While this provision in principle appears gender sensitive, the responsibility to ensure gender is addressed in practice is left to the discretion of individual training providers, making it difficult to enforce and monitor. A crucial aspect of policy interpretation and implementation is left in the hands of service providers. To meaningfully address gender therefore, the internal monitoring of gender indicators by the IOCs and government becomes critical to ensure definition and implementation of gender targets. Some of the IOCs set specific targets for the employment of women across the board. However, this study was not able to confirm if these initiatives were implemented by all the IOCs operating in Uganda. The identified practices that respond to IOCs' policy and regulatory requirements are important for the government to monitor within the governance mechanisms of IOCs to ensure compliance.

The Government's capacity building strategy covers: training of government officials with funding from oil companies, the skilling Uganda programme, training through tertiary and other higher education institutions, and creating a pool of trained specialists for the job requirements of the sector. IOCs also provide training opportunities for Ugandans within and outside the country. For example, TotalEnergies had an advanced level science scholarship programme, girls' ordinary level education scholarship programme, Quai d'Orsay scholarship, Professeurs Associes programme and scholarships for masters' programmes. CNOOC had primary and secondary level scholarship programmes, scholarships for Masters' training programmes and vocational training. These trainings are sometimes followed by offers of employment, which contributes to addressing the skills gaps in the sector. There are lower numbers of women than men trained in Uganda's tertiary/higher institutions. Government and IOCs respond to this gender gap through affirmative action, career guidance and targeted scholarships. It is not clear whether there is some form of coordination and joint working between the Government, IOCs, training institutions and other stakeholders to ensure tracking of the numbers of Ugandan men and women trained and employed.

Uganda's policies and legislations require IOCs to put in place safeguards to protect communities from possible adverse project impacts. Implementation of these safeguards is monitored by Government Ministries, Departments

and Agencies (MDAs) at different levels. Undertaking an ESIA is a regulatory requirement; so, all oil companies put in place safeguards for land rights, environmental and social protection and health. Most of the safeguards are implemented through Environmental and Social Management Plans (ESMP) and RAPs. As part of the safeguards, oil companies have put in place contingency plans to address emergencies like oil spills, disease outbreaks and other unexpected eventualities. While women are engaged in ESIA consultations, their contributions remain limited due to various disadvantages. Some effort was being made to overcome these disadvantages at the community level, mainly through capacity development, information access and provision of opportunities for participation.

The provisions on social and environment protection and conservation in the National Oil and Gas Policy (NOGP) do not explicitly include gender. As a result, the NOGP needs to be read together with provisions on gender found in other sectoral policy documents, strategies and legislations, such as the National Gender Policy, the National Environment Policy, the National Environment Management Act and the Equal Opportunities Act. The Equal Opportunities Act (EOA) charges the Equal Opportunities Commission (EOC) with evaluating and ensuring policies, laws, plans, programs, activities, practices, traditions, cultures, usages and customs to comply with equal opportunities and taking affirmative action to redress marginalisation and vulnerability. The Act also entrusts the Commission with responsibilities of making sure that gender and other social and historical impediments are addressed. The sector has inconsistencies in property valuation, particularly for untitled customary land. Valuation often leaves out other interests, such as those of women who cultivate the land for food/subsistence and other activities and livelihood options they have, for instance on communal and forested lands. The involvement of and consultation with women is necessary to outline what their stake is, and to ensure that the gender dimensions of these and other interests are taken into consideration during valuation.

With regard to social capital, oil and gas development activities are required to minimise the disruption of the social setup of communities. Resettlement of communities, such as in Kyakaboga village, Buseruka Subcounty in Hoima district, led to the erosion of some social safety networks. The incomplete Resettlement Action Plan (RAP) process affected the capacity of the communities to settle into their normal lives, particularly affecting women and youth negatively. The grievance handling mechanisms set up by the oil companies were not well understood by the communities. The affected communities highlighted lack of feedback on their grievances from the grievance handling committees. While there were women in

these committees, their views were often not taken into consideration. The Government, civil society organisations and companies made some efforts to encourage women to join Savings and Credit Cooperative Organisations (SACCOs) which are avenues for socio-economic safety nets for communities and vulnerable groups.

6. CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

Different arms of government implement interventions that affect the 'oil' communities in the Albertine Graben. The coherence of the government action is important at each level and determines how the communities and other actors perceive, receive and respond to and are affected by the interventions and initiatives in the sector. The Government needs to harmonise the kinds of messages its officials send out to the communities and the private sector. This should include a non-compromising stand on issues of gender because gender gaps translate into a deficit in development dividends.

The actions by the different stakeholders within and outside government depend on the policy environment and the extent to which the policy directives and recommendations are adequately interpreted and made available, including to the communities. Policy gaps affect the capacity to provide change and sometimes negate actions taken by the stakeholders. Coherence in policy is therefore a critical requirement for gender integration. In order to achieve and maintain coherence, the Ministry of Gender, Labour and Social Development needs to maintain capacity and standards. The Ministry should provide high level policy support to the sector operatives, through existing structures and forums. Regulators should maintain a monitoring role that translates into changes in action on gender, at the relevant levels.

Addressing policy and institutional set up, together with adequate deployment of expertise in gender mainstreaming, monitoring and evaluation enables and empowers the stakeholders to act, and provides incentive and capacity to highlight and address detrimental practices and / or omissions by any of the actors. For instance, the government has the responsibility to hold oil companies accountable to ensure gender responsive company initiatives at the global level are implemented at the national level, such as to increase employment of women at executive and senior management and technical levels and to maintain data disaggregated by gender, skill

and position.

Harmonisation of the grievance handling procedures would require reviewing the processes at the Ministry of Gender Labour and Social Development, so as to ensure companies' processes are able to fit with and complement that of the government. It would help close the gaps that lead to inadequate resolution of problems/challenges. Such an endeavour will require dialogue between the parties.

Access to information is important in changing attitudes. All affected communities need to access information in a format and language that is suitable to them. This aspect also requires collaboration between the different stakeholders, to determine the magnitude of the task and to work together to attain it.

Finally, gender integration requires attention and consistent actions because change is often slow and resisted, while gender discrimination and issues have detrimental and long-term effects on families, communities, the sector and equitable economic growth and development of the country. Everyone has a stake in ensuring that gender integration works, in order for them to achieve their sectoral and national socio-economic development objectives.

6.2 Recommendations

6.2.1 To the Government of Uganda

1) Policy frameworks to enhance petroleum development processes in the oil and gas sector: It is important that gender is integrated in the petroleum development process to make access to benefits equitable. Benefits can improve livelihoods at the household and community levels, catalyse local development and spur development at the national level. Therefore:

- MEMD should review the National Oil and Gas Policy, 2008 and the Petroleum (RTCMS) Act, 2013 to include clauses that respond to gender gaps and issues in the industry.
- MEMD/PAU should set specific targets on affirmative action to increase employment opportunities for women in the industry.
- MEMD should review the Local Content Policy to include MGLSD on the Steering Committee to enable it play its role.
- MEMD should review the Local Content policy to include phased requirements for employment of non-citizens and ring fence some goods and services according to locality, region or nationality and trends in gender gaps.
- MGLSD should develop a gender strategy for the oil and gas sector to guide in addressing gender specific issues at all levels.

2) Obstacles in accessing information on employment and other opportunities faced by women, Persons With Disabilities (PWDs), youth and other vulnerable groups: Vulnerable groups face obstacles in accessing information that may be displayed in locations not easily accessible to them. Information is often packaged in languages not easily understood by the target audience. To address these challenges:

- Central and local governments and oil companies should provide information in spaces that are accessible to women and other vulnerable groups who may have challenges with mobility for instance due to domestic responsibilities, home chores childcare and low income
- Central and local governments and oil companies should provide information on employment and other opportunities in languages understood by the target audience. The communities in the Albertine Graben have mixed ethnicity and hence, appropriate languages should be used so that all the people can access necessary information
- Central and local governments and the private sector should ensure information for consultative forums are packaged in appropriate languages and scripts that are also understood by disadvantaged social groups.

3) The mismatch between skills and available jobs: There is a mismatch between skills and available jobs in the oil and gas industry in Uganda. Wide gender gaps are visible in the sector, while mechanisms for capacity development are inadequate in outlining actions to generate gender parity and equity. To enable citizens benefit from a gender responsive oil and gas sector:

- MEMD / PAU should set specific participation targets by gender, age and disability within a reviewed Workforce Skills Development Strategy and Plan (WSDSP) to be implemented by the training institutions and monitor their progress and effectiveness in reducing gender discrimination and gaps.
- PAU should ensure trainings provided in the industry are relevant and aligned with the development phases of the industry, while fulfilling the needs of the job markets and gender equity.
- Ministry of Education and Sports should guide relevant training institutions to develop partnerships with oil companies. This will enable implementation of mutually beneficial internship programmes that provide practical experience to girl and boy youth, PWDs and other minority groups.
- Ministry of Education and Sports should guide schools to provide targeted career guidance at ordinary and advanced levels that address

gender issues and avoid stereotypical herding of young men and women into narrow career paths as a result of gendered perceptions and myths.

4). Gender sensitive implementation of Safeguards: The implementation of safeguards on issues of land, property, consultations and consent of all families are inadequate as far as gender is concerned. In addition, gender implications of environmental and social risks and impacts were not adequately captured in many of the petroleum environmental and social impact assessment (ESIA). The inadequacies are manifested in the mitigation actions suggested, the mechanisms put in place, quality of consultations and gender responsiveness of the mitigation prescriptions.

- Petroleum Authority of Uganda (PAU) and Ministry of Gender, Labour and social development (MGLSD) should monitor the implementation of gender sensitive safeguards in critical areas of land, property, compensation, consultation, resettlement, accidents / emergency outbreaks.
- Petroleum Authority of Uganda, and MGLSD should ensure Resettlement Action Plans (RAPs) implementation processes are in accordance with the agreed models and community expectations discussed with them and provide the necessary resources to ensure this
- Petroleum Authority of Uganda, MGLSD and Local Governments should make sure grievance handling mechanisms and procedures are clear and known to communities.
- Petroleum Authority of Uganda, MGLSD and NEMA should ensure gender implications of environmental and social risks and impacts are adequately included in the petroleum ESIA process and are clearly reflected in the environmental and social management plans (ESMP), as well as in monitoring processes.

5). Loss of social networks, major challenges of the RAP implementation processes and related gender issues: The interventions in the sector led to some breakdown of social capital as some of the people lost their social networks with family members, relatives, neighbours and friends as some of the community members opted for compensation instead of resettlement. Social networks are important in Ugandan communities as they act as “insurance” for social and economic support during times of need and emergencies. It takes generations and years to build such ties. These connections were broken by the petroleum development processes for some of the communities in Hoima. There were also issues around implementation of the RAP which revolve around transparency, consistency,

adherence to promises to men women and youth and mechanisms of redress in case of disagreements, differences in expectations and actual implementation of the RAPs. The Government should:

- Ensure implementation of the RAP process is consistent and transparent, right from the valuation and implementation processes and that it integrates gender issues.
- The ministries responsible should ensure regulators are facilitated with sufficient resources so as to closely monitor the implementation of gender responsive safeguards and provide feedbacks at appropriate levels.
- MEMD/PAU should ensure completion of the implementation of the Kyakaboga RAP process as a matter of urgency to enable women and men in the communities to undertake their roles and responsibilities adequately.

6.2.2 To Oil Companies

1). Package relevant information in local languages and accessible formats.

A range of challenges are faced by local communities in accessing and utilising information on employment, training, ESIA and Corporate Social Responsibility (CSR) projects. These stem from socio-cultural, gender and other characteristics and biases. Companies should therefore package information in relevant local languages; make information available in spaces that are accessible to the various target groups like women, youth and PWDs and disseminate information in a timely manner.

2). Gender responsiveness of initiatives and interventions.

There are a number of strategies used to improve gender responsiveness of initiatives and interventions that are not currently routinely applied at the appropriate levels. These include gender and other disaggregation of all population data, following international standards and agreements and implementing gender action plans. Oil Companies should:

- Consistently apply disaggregation of data for gender, age, disability, location and other social factors at all levels of interaction with individuals or communities for proper decision making, sharing of benefits and attribution.
- Implement global gender responsive initiatives at the national level, such as to increase employment of women at executive, senior management, and technical levels.

- Provide guidelines and systems to enable sub-contractors implement employment conditions that are gender responsive and favourable to men, women various vulnerable groups.
- Continue to support the training of boys and girls in selected courses, employ and mentor them to fill in the local expertise and gender gaps.

3). Implementation of grievance handling mechanisms in a gender responsive manner. In relation to the implementation of grievance handling mechanisms, some effort to include women existed but few participated. Procedures and structures were also unclear to communities, women and vulnerable groups and therefore not wholly trusted. Oil Companies should:

- Train the grievance handling committees in exercising their roles in a manner that is sensitive to the issues of men, women, youth and PWDs.
- Ensure the composition of the committees has targets for the representation of women, men and other interest groups.
- Ensure that procedures and structures for handling grievances at the community level are clearly defined and known by the communities.
- Ensure that records of grievances reported to the committees, those resolved and pending are well kept and made accessible where and as needed.

6.2.3 To Civil Society Organisations

Civil society organisations are involved in identifying and addressing gender issues, community concerns, capacity development, monitoring and advocacy. Civil Society Organisations should:

1). Continue to monitor the implementation of gender related policies and legislations. There are several tools that have been developed for monitoring gender integration in the extractives and civil society should utilise such tools to undertake monitoring and provide periodic feedback to companies and government.

2). Strengthen the capacity of communities for effective and gender equitable participation through the following actions:

- Prepare and strengthen communities for effective participation and involvement of women in various platforms and consultations, including through gender responsive skills and other capacity building activities.
- Sensitise and build the capacity of communities on the utilisation of grievance handling mechanisms.
- Develop and disseminate guidance materials on best practices on gender in petroleum development and encourage community leaders in

the oil producing districts to participate in gender related and petroleum development dialogues.

3). Support gender responsiveness of interventions by utilising their position to provide checks and balances for gender responsive implementation by the government and oil companies. In this respect, CSOs should:

- Monitor the implementation of safeguards and their responsiveness to gender issues and the needs of vulnerable groups.
- Advocate for and provide basic training in environmental and natural resources management including methodologies and tools for gender analysis.
- Sensitise communities to support the participation of girls and women in technical subjects and careers; address stereotyping of careers and jobs.
- Design and implement tracer studies to establish the reasons some of the students who are trained in relevant oil and gas courses are not absorbed in the sector.

6.3 Cross-cutting Issues

The feedback mechanisms for the government, oil companies and CSOs to the communities need to be harmonised in order for them to address gender gaps in participation and benefit sharing. The use of gender disaggregated data, is not pervasive enough to provide good, comprehensive and accessible information on trends and gaps. All stakeholders therefore need to address the following issues:

- Integrate feedback mechanisms into community consultative processes; to improve the quality of community participation and the relevance of interventions by stakeholders.
- Prioritise collection, analysis and utilisation of gender and age disaggregated data for effective management of natural resources and accrual of benefits to various groups
- Translate oil and gas information into relevant languages and disseminate widely using accessible media to community groups. Share information on employment and training opportunities in a timely manner to both women and men of the relevant age-groups.
- Build the capacity of women, to participate in the existing platforms at national, district and community levels, identify and articulate their interests and ensure they are addressed.

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ABOUT CSCO

The Civil Society Coalition on Oil and Gas (CSCO) is a loose network comprised of over 70 organizations which aim at enhancing sustainable governance of Uganda's oil and gas resources for the benefit of all Ugandans. CSCO was founded in 2008 and is hosted by the Advocates Coalition on Development and Environment (ACODE).

CSCO's vision is, a well-managed oil and gas sector for the benefit of all Ugandans. Its mission is to foster an effective civil society coalition that promotes good governance of the oil and gas sector through networking, research, information exchange and advocacy for socio-economic transformation of Uganda.

CSCO works through four thematic groups-Revenue Tracking and Management, Oil justice, Human Rights, Gender and Local Content, Environment, Land and Other Natural Resources and Policy and Legal Affairs.

ABOUT WWF

Mission: WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which people live in harmony with nature, by conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption.

To achieve its mission, WWF works towards; conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable and Promoting the reduction of pollution and wasteful consumption.

WWF Uganda Country Office specifically delivers its conservation out comes through three thematic programs; Forestry & biodiversity, Energy & climate and Fresh water.

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