

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Highlights of Vote Performance

### V1: Summary of Issues in Budget Execution

Table V1.1: Overview of Vote Expenditures (US\$ Billion)

	Approved Budget	Cashlimits by End Q3	Released by End Q3	Spent by End Q3	% Budget Released	% Budget Spent	% Releases Spent
Recurrent Wage	9.586	7.190	6.135	6.135	64.0%	64.0%	100.0%
Non Wage	5.614	16.288	17.343	17.343	308.9%	308.9%	100.0%
Devt. GoU	0.000	0.000	0.000	0.000	0.0%	0.0%	0.0%
Ext. Fin.	0.000	0.000	0.000	0.000	0.0%	0.0%	0.0%
<b>GoU Total</b>	<b>15.200</b>	<b>23.478</b>	<b>23.478</b>	<b>23.478</b>	<b>154.5%</b>	<b>154.5%</b>	<b>100.0%</b>
<b>Total GoU+Ext Fin (MTEF)</b>	<b>15.200</b>	<b>23.478</b>	<b>23.478</b>	<b>23.478</b>	<b>154.5%</b>	<b>154.5%</b>	<b>100.0%</b>
Arrears	0.000	0.000	0.000	0.000	0.0%	0.0%	0.0%
<b>Total Budget</b>	<b>15.200</b>	<b>23.478</b>	<b>23.478</b>	<b>23.478</b>	<b>154.5%</b>	<b>154.5%</b>	<b>100.0%</b>
<i>A.I.A Total</i>	0.000	0.000	0.000	0.000	0.0%	0.0%	0.0%
<b>Grand Total</b>	<b>15.200</b>	<b>23.478</b>	<b>23.478</b>	<b>23.478</b>	<b>154.5%</b>	<b>154.5%</b>	<b>100.0%</b>
<b>Total Vote Budget Excluding Arrears</b>	<b>15.200</b>	<b>23.478</b>	<b>23.478</b>	<b>23.478</b>	<b>154.5%</b>	<b>154.5%</b>	<b>100.0%</b>

Table V1.2: Releases and Expenditure by Program\*

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% Budget Released	% Budget Spent	% Releases Spent
Program: 0306 Petroleum Commercial Management	4.80	6.31	6.31	131.5%	131.5%	100.0%
Program: 0349 Policy, Planning and Support Services	10.40	17.16	17.16	165.0%	165.0%	100.0%
<b>Total for Vote</b>	<b>15.20</b>	<b>23.48</b>	<b>23.48</b>	<b>154.5%</b>	<b>154.5%</b>	<b>100.0%</b>

### Matters to note in budget execution

- Funding of UNOC /Government of Uganda 's share into the investment projects. UNOC requires USD \$ 795.4 million to cater for government's share in the investment projects. As we draw closer to the FID for each of the projects, UNOC needs to firm up its equity participation and must be in position to settle it when it's called.
- Underfunding of UNOC operations: The budget ceiling for UNOC for financial year 2019/20 is UGX 31.48 billion against the initial budget requirement of UGX 102.3 billion leaving a funding gap of UGX 70.9 billion. This possess a challenge given the fact that the joint venture partners are fully funded resulting into failure to participate in key activities of the approved work programs and thus failing to protect government's commercial interest in the development of the oil and gas sector.
- The Law that established UNOC ignored the long-term funding solution of the Company. Annual appropriations from parliament are inadequate to allow full execution of the Company's mandate. Inability to answer cash calls in time attracting compound interest costs and dilution of rights when in default. The delivery model of the Upstream after first oil, requires UNOC to answer monthly cash calls from the Operators' of the blocks in which UNOC has a participating interest of 15%. Unfortunately, all revenues from the sale of crude go to the Petroleum Fund which is inaccessible by UNOC. The JOA to which UNOC is a party require parties to answer cash calls within a period of 5 days failure to do so attracts heavy penalties.
- Delivery of oil and gas projects requires support from the other MDAs through the development of support infrastructure e.g. roads, power, water supply inter alia.
- UNOC operating as a vote has proven challenging and is not sustainable for the long-term hence a capitalization solution is required.

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**Table V1.3: High Unspent Balances and Over-Expenditure in the Domestic Budget (Ushs Bn)**

No Data Found	
<i>(ii) Expenditures in excess of the original approved budget</i>	
<b>Program 0306 Petroleum Commercial Management</b>	
<b>0.988 Bn Shs</b>	<b>SubProgram/Project :06 Upstream Interventions</b>
Reason: UNOC was granted a supplementary in December 2018 and this was used to finance the underfunded budget items at the time of budget submission.	
<i>Items</i>	
<b>827,102,258.000 UShs</b>	227002 Travel abroad
Reason: UNOC was granted a supplementary in December 2018 and this was used to finance the underfunded budget items at the time of budget submission.	
<b>173,413,200.000 UShs</b>	221002 Workshops and Seminars
Reason: UNOC was granted a supplementary in December 2018 and this was used to finance the underfunded budget items at the time of budget submission.	
<b>0.985 Bn Shs</b>	<b>SubProgram/Project :07 Refinery and Industrial Parks</b>
Reason: UNOC was granted a supplementary in December 2018 and this was used to finance the underfunded budget items at the time of budget submission.	
<i>Items</i>	
<b>819,662,243.000 UShs</b>	227002 Travel abroad
Reason: UNOC was granted a supplementary in December 2018 and this was used to finance the underfunded budget items at the time of budget submission.	
<b>170,750,000.000 UShs</b>	221002 Workshops and Seminars
Reason: UNOC was granted a supplementary in December 2018 and this was used to finance the underfunded budget items at the time of budget submission.	
<b>0.985 Bn Shs</b>	<b>SubProgram/Project :08 Pipelines and Storage Terminals</b>
Reason: UNOC was granted a supplementary in December 2018 and this was used to finance the underfunded budget items at the time of budget submission.	
<i>Items</i>	
<b>819,662,243.000 UShs</b>	227002 Travel abroad
Reason: UNOC was granted a supplementary in December 2018 and this was used to finance the underfunded budget items at the time of budget submission.	
<b>170,750,000.000 UShs</b>	221002 Workshops and Seminars

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Reason: UNOC was granted a supplementary in December 2018 and this was used to finance the underfunded budget items at the time of budget submission.	
<b>Program 0349 Policy, Planning and Support Services</b>	
<b>2.011 Bn Shs</b>	<b>SubProgram/Project :01 Office of the CEO</b>
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<i>Items</i>	
<b>1,737,288,666.250 UShs</b>	225001 Consultancy Services- Short term
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<b>273,420,451.000 UShs</b>	227002 Travel abroad
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<b>6.156 Bn Shs</b>	<b>SubProgram/Project :02 Finance and Administration</b>
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<i>Items</i>	
<b>1,415,000,000.000 UShs</b>	228002 Maintenance - Vehicles
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<b>1,050,000,000.000 UShs</b>	226002 Licenses
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<b>704,225,500.000 UShs</b>	222003 Information and communications technology (ICT)
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<b>690,000,000.000 UShs</b>	213004 Gratuity Expenses
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<b>663,885,000.000 UShs</b>	221003 Staff Training
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<b>0.566 Bn Shs</b>	<b>SubProgram/Project :04 Legal and Corporate Affairs</b>
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<i>Items</i>	
<b>582,500,000.000 UShs</b>	221005 Hire of Venue (chairs, projector, etc)
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	
<b>0.052 Bn Shs</b>	<b>SubProgram/Project :05 Commercial Services</b>
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	

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Items	
<b>57,750,000.000 US\$</b>	221002 Workshops and Seminars
Reason: UNOC was granted a supplementary in December 2018 and this was used in quarter 3 to finance the underfunded budget items at the time of budget submission.	

## V2: Performance Highlights

**Table V2.1: Programme Outcome and Outcome Indicators\***

Programme : 06 Petroleum Commercial Management			
Responsible Officer: Chief Executive Officer			
Programme Outcome: Sustainable growth of State's commercial interests and driving national participation in the oil and gas sector			
Sector Outcomes contributed to by the Programme Outcome			
1 .Increased amount of revenue from Oil and Gas production			
Programme Outcome Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
Level of investment in the oil and gas infrastructure	Percentage	7%	5.25%
Amount of revenue generated	Value	0.605	454
Number of contracts signed with strategic investment partners	Number	1	0

**Table V2.2: Key Vote Output Indicators\***

Programme : 06 Petroleum Commercial Management			
Sub Programme : 06 Upstream Interventions			
KeyOutPut : 01 Project Agreements			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
Proportion of commercial terms and agreements completed	Percentage	90%	70%
Number of contracts in which UNOC is partnering in Service provision or delivery	Number	1	1
Acreage for Exploration and appraisal acquired	Text	One License	First direct Exploration License submitted and under review
KeyOutPut : 02 Commercial Partnerships			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
Number of viable partnerships established	Number	1	1
No. of Development Partners identified	Number	1	3

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<b>KeyOutputPut : 03 Oil and Gas Infrastructure</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
Proportion of Pre-Final Investment Decision (FID) Activities completed	Percentage	90%	80%
Proportion of funding secured	Percentage	100%	100%
%'tage Progress of Engineering Procurement Construction (EPC) Contract	Percentage	30%	15%
%'tage Progress of implementation of the Master plan for Kabaale Industrial Park and Kampala Storage Terminal	Percentage	0%	0%
<b>Sub Programme : 07 Refinery and Industrial Parks</b>			
<b>KeyOutputPut : 01 Project Agreements</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
Proportion of commercial terms and agreements completed	Percentage	60%	50%
Number of contracts in which UNOC is partnering in Service provision or delivery	Number	1	1
Acreage for Exploration and appraisal acquired	Text	0	0%
<b>KeyOutputPut : 02 Commercial Partnerships</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
Number of viable partnerships established	Number	1	1
No. of Development Partners identified	Number	1	1
<b>KeyOutputPut : 03 Oil and Gas Infrastructure</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
Proportion of Pre-Final Investment Decision (FID) Activities completed	Percentage	60%	30%
Proportion of funding secured	Percentage	50%	20%
%'tage Progress of Engineering Procurement Construction (EPC) Contract	Percentage	0%	0%
%'tage Progress of implementation of the Master plan for Kabaale Industrial Park and Kampala Storage Terminal	Percentage	20%	10%
<b>Sub Programme : 08 Pipelines and Storage Terminals</b>			
<b>KeyOutputPut : 01 Project Agreements</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
Proportion of commercial terms and agreements completed	Percentage	90%	70%
Number of contracts in which UNOC is partnering in Service provision or delivery	Number	1	2
Acreage for Exploration and appraisal acquired	Text	0	0%

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<b>KeyOutputPut : 02 Commercial Partnerships</b>			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
Number of viable partnerships established	Number	1	1
No. of Development Partners identified	Number	1	03
<b>KeyOutputPut : 03 Oil and Gas Infrastructure</b>			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
Proportion of Pre-Final Investment Decision (FID) Activities completed	Percentage	100%	
Proportion of funding secured	Percentage	28%	
%'tage Progress of Engineering Procurement Construction (EPC) Contract	Percentage	28%	
%'tage Progress of implementation of the Master plan for Kabaale Industrial Park and Kampala Storage Terminal	Percentage		0%
<b>Programme : 49 Policy, Planning and Support Services</b>			
<b>Sub Programme : 01 Office of the CEO</b>			
<b>KeyOutputPut : 01 Planning, Budgeting and Monitoring</b>			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
%'tage implementation of the Strategic Plan	Percentage	70%	60%
Annual work plan and budgets developed	Number	1	01
Performance reports developed	Number	1	9
Absorption Capacity	Text	100%	75%
<b>Sub Programme : 02 Finance and Administration</b>			
<b>KeyOutputPut : 01 Planning, Budgeting and Monitoring</b>			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
%'tage implementation of the Strategic Plan	Percentage	70%	60%
Annual work plan and budgets developed	Number	1	01
Performance reports developed	Number	1	09
Absorption Capacity	Text	100%	75%
<b>KeyOutputPut : 02 Finance Management</b>			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
Financial Statements prepared and compliance to Statutory obligations	Percentage	100%	75%
No. of monthly Joint Interest Billings between UNOC & its JV Partners	Number	2	09

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No. of Joint Venture Audits conducted or participated in by UNOC	Number	1	1
Amount of funds secured for investment	Value	231.641	0
<b>KeyOutputPut : 03 Procurement and Maintenance of assets and stores</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
%'tage implementation of the procurement plan and reporting	Percentage	100%	80%
Rate of maintenance of UNOC assets	Rate	100%	100%
<b>KeyOutputPut : 07 Risk Management</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
Approved Internal Audit Charter	Text	Drafted and Reviewed	Endorsed by the Board Committee
%'tage Implementation of Audit plans per functional area	Percentage	100%	75%
No. of Risk avoidance and mitigation strategies	Number	10	8
No. of Sarbanes & Oxley (SOX) controls developed	Number	10	10
<b>KeyOutputPut : 19 Human Resource Management Services</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
% of recruitment plan and retention plan met	Percentage	95%	99%
% of on time payment of salaries, pension and gratuity by the 28th of each month	Percentage	100%	75%
No. of team building initiatives undertaken	Number	4	02
No. of training days per employee, Succession Planning and number of promotions or job rotations implemented	Number	10	4
<b>KeyOutputPut : 20 Records Management Services</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
Approved ICT Strategy	Text	Drafted and Reviewed	Draft still under review
%'tage of implementation of the Document Control Management System	Percentage	85%	85%
%'tage of implementation of Disaster Recovery and Business Continuity Plans	Percentage	60%	10%
<b>Sub Programme : 03 Audit</b>			
<b>KeyOutputPut : 07 Risk Management</b>			
<b>Key Output Indicators</b>	<b>Indicator Measure</b>	<b>Planned 2018/19</b>	<b>Actuals By END Q3</b>
Approved Internal Audit Charter	Text	Drafted and Reviewed	Endorsed by the Board Committee
%'tage Implementation of Audit plans per functional area	Percentage	100%	75%

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No. of Risk avoidance and mitigation strategies	Number	10	8
No. of Sarbanes & Oxley (SOX) controls developed	Number	20	10
<b>Sub Programme : 04 Legal and Corporate Affairs</b>			
<b>KeyOutputPut : 08 Legal and Advisory Services</b>			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
No. of Commercial Agreements negotiated	Number	5	5
<b>KeyOutputPut : 09 Corporate Governance</b>			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
Board composition	Text	Four Male and Three Female	Four Male and Three Female
No. of Board Interface/Meetings held	Number	8	13
<b>KeyOutputPut : 10 Public Relations</b>			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
No. of awareness campaigns to various stakeholders	Number	6	6
No. of Corporate Social Responsibility (CSR) activities undertaken	Number	2	2
No. of Branding and Awareness initiatives executed	Number	6	6
<b>Sub Programme : 05 Commercial Services</b>			
<b>KeyOutputPut : 01 Planning, Budgeting and Monitoring</b>			
Key Output Indicators	Indicator Measure	Planned 2018/19	Actuals By END Q3
%'tage implementation of the Strategic Plan	Percentage	70%	60%
Annual work plan and budgets developed	Number	1	01
Performance reports developed	Number	1	9
Absorption Capacity	Text	100%	75%

## Performance highlights for the Quarter

### Upstream

- Submitted a direct application for License for Exploration for one of the blocks on 5th February 2019 and its under review.
- Final Investment Decision (FID) Management Committee constituted in February 2019
- Two engagements held to resolve outstanding issues in the UNOC's Joint Operating Agreement (JOA) Back in to the Tilenga and Kingfisher projects majorly repayment of UNOC's Carried Interest.
- Data analysis and interpretation continued and technical assessment reports for the prospective areas to be submitted to management for consideration

### Refinery

- Residue Fluid Catalytic Cracker (RFCC) approved as the final configuration for the Uganda Refinery
- Refinery guaranteed of 60,000 barrels per day of crude oil
- Downstream Advisors International selected as the FEED Project Management Consultant
- FEED for refinery development commenced and is ongoing



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### KIP

- Six (6) Expressions of Interest for development and management of KIP received and under evaluations approval of criteria by Management
- Engagements on aligned positioning of the key facilities in the KIP ongoing with resurveying completed

### EACOP

- Engaged in the 8th round of HGA negotiation on the EACOP
- Commenced discussions and reviews of the draft Shareholder Agreement

### Jinja Storage Terminal

- Stocking of JST continued and performance review conducted to improve operations

### Kampala Storage Terminal

- Transaction Advisory services procurement ongoing
- ESIA commenced and scoping report submitted
- Fencing of the KST land at 92% completion.

### UNOC Operations

- Engagements on financing options for UNOC projects ongoing with Ministry of Finance, Planning and Economic Development prior to submission to Cabinet.
- 6-year Strategic Plan for UNOC reviewed by Management pending finalization and review by the Board
- UNOC number of staff increased by 16 in the quarter bringing the total staff number to 72 as at end of March 2019.
- Half year Financial Statements for FY 2018/19 based on modified Cash Accounting with 'IFMS' Data for UNOC prepared and submitted in accordance with Section 50 (1)-(2) of the PFMA, 2015.
- Ministerial Policy Statement prepared and submitted by statutory deadline
- UNOC's Website redesigned and updated thus strengthening UNOC's online presence
- Branding guidelines for UNOC approved and circulated to staff.

The bullets below highlight UNOC's approach to Gender and Equity concerns from Board composition, staff recruitment, retention, training and business operations:-

#### a) Recruitment

- UNOC published and continued to publish non-discriminatory job opportunities advertisements in local and international media for all new recruits.
- UNOC's current board of directors' composition stands at 43% to 57% females to males respectively.
- UNOC currently has a total of 72 staff with the ratio of females to males of 42% to 58% respectively
- No regional discrimination i.e. UNOC's staffing regional distribution is as follows Central (35%) Eastern (20%), Western (41%) and Northern (4%)
- UNOC received applications through post office/courier for applicants who are unable to deliver their applications physically to UNOC offices
- UNOC scheduled and interviewed successfully shortlisted applicants via skype and the successful persons returned home for employment
- Commenced the process of setting up IT support infrastructure which in the future will provide for online submissions of applications

#### b) Training

- UNOC facilitated staff to train in gender and equity aspects conducted by the Equal Opportunities Commission in February 2019 in Mukono.
- Provided equal training opportunities to males and female staff within and abroad.

#### c) Stakeholder Engagements

- UNOC launched gender-based forums where for instance female staff communicate female related matters easily
- During stakeholder engagements, there is formation of focus groups such as Women Focus Groups, Youth focus groups. Women are invited to participate in the valuation exercises for land acquisition as well as receipt of compensation.
- UNOC participated in the activities for Women's day celebrations such as talk shows on topics related to women especially career development, celebration messages and National celebrations for the day

#### d) Business operations

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- UNOC promotes the use of local industries to renovate the office premises
  - UNOC conducted training for service providers to promote National Content
- e) **Disability**
- During the stakeholder engagements, special consideration is given to the persons with disability. For-instance the deaf are communicated to through experts in sign language
  - UNOC's offices have special provision for the disabled in terms of accessing the building and areas of convenience.
- f) **Corporate Social Responsibility**
- UNOC staff donated 17 units of blood in conjunction with Nakasero blood bank and participated in the fundraising drive for construction of the blood bank at Mengo hospital

## V3: Details of Releases and Expenditure

Table V3.1: GoU Releases and Expenditure by Output\*

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
<b>Program 0306 Petroleum Commercial Management</b>	<b>4.80</b>	<b>6.31</b>	<b>6.31</b>	<b>131.5%</b>	<b>131.5%</b>	<b>100.0%</b>
<i>Class: Outputs Provided</i>	<i>4.80</i>	<i>6.31</i>	<i>6.31</i>	<i>131.5%</i>	<i>131.5%</i>	<i>100.0%</i>
030601 Project Agreements	4.65	4.18	4.18	89.8%	89.8%	100.0%
030602 Commercial Partnerships	0.04	1.03	1.03	2,698.2%	2,698.2%	100.0%
030603 Oil and Gas Infrastructure	0.11	1.11	1.11	970.1%	970.1%	100.0%
<b>Program 0349 Policy, Planning and Support Services</b>	<b>10.40</b>	<b>17.16</b>	<b>17.16</b>	<b>165.0%</b>	<b>165.0%</b>	<b>100.0%</b>
<i>Class: Outputs Provided</i>	<i>10.40</i>	<i>17.16</i>	<i>17.16</i>	<i>165.0%</i>	<i>165.0%</i>	<i>100.0%</i>
034901 Planning, Budgeting and Monitoring	0.17	2.54	2.54	1,512.1%	1,512.1%	100.0%
034902 Finance Management	0.42	1.64	1.64	392.0%	392.0%	100.0%
034903 Procurement and Maintenance of assets and stores	2.66	4.76	4.76	179.3%	179.3%	100.0%
034907 Risk Management	0.08	0.06	0.06	75.0%	75.0%	100.0%
034908 Legal and Advisory Services	0.10	0.69	0.69	685.0%	685.0%	100.0%
034909 Corporate Governance	0.03	0.02	0.02	75.0%	75.0%	100.0%
034910 Public Relations	0.10	0.09	0.09	89.6%	89.6%	100.0%
034919 Human Resource Management Services	6.64	7.16	7.16	107.9%	107.9%	100.0%
034920 Records Management Services	0.20	0.20	0.20	97.0%	97.0%	100.0%
<b>Total for Vote</b>	<b>15.20</b>	<b>23.48</b>	<b>23.48</b>	<b>154.5%</b>	<b>154.5%</b>	<b>100.0%</b>

Table V3.2: 2018/19 GoU Expenditure by Item

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
<i>Class: Outputs Provided</i>	<i>15.20</i>	<i>23.48</i>	<i>23.48</i>	<i>154.5%</i>	<i>154.5%</i>	<i>100.0%</i>
211101 General Staff Salaries	6.83	4.43	4.43	64.9%	64.9%	100.0%
211102 Contract Staff Salaries	2.76	1.71	1.71	61.8%	61.8%	100.0%
212101 Social Security Contributions	0.75	1.02	1.02	136.7%	136.7%	100.0%
213001 Medical expenses (To employees)	0.00	0.37	0.37	36.5%	36.5%	100.0%

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Highlights of Vote Performance

213004 Gratuity Expenses	0.00	0.69	0.69	69.0%	69.0%	100.0%
221001 Advertising and Public Relations	0.14	0.13	0.13	92.9%	92.9%	100.0%
221002 Workshops and Seminars	0.17	0.74	0.74	446.3%	446.3%	100.0%
221003 Staff Training	0.08	0.75	0.75	886.0%	886.0%	100.0%
221004 Recruitment Expenses	0.05	0.13	0.13	261.0%	261.0%	100.0%
221005 Hire of Venue (chairs, projector, etc)	0.07	0.65	0.65	932.1%	932.1%	100.0%
221008 Computer supplies and Information Technology (IT)	0.02	0.33	0.33	1,975.7%	1,975.7%	100.0%
221009 Welfare and Entertainment	0.08	0.07	0.07	95.0%	95.0%	100.0%
221011 Printing, Stationery, Photocopying and Binding	0.07	0.05	0.05	75.0%	75.0%	100.0%
221017 Subscriptions	0.07	0.16	0.16	232.1%	232.1%	100.0%
222001 Telecommunications	0.21	0.58	0.58	282.1%	282.1%	100.0%
222003 Information and communications technology (ICT)	0.26	0.95	0.95	369.5%	369.5%	100.0%
223002 Rates	1.33	1.33	1.33	99.6%	99.6%	100.0%
223005 Electricity	0.08	0.07	0.07	95.0%	95.0%	100.0%
223006 Water	0.03	0.02	0.02	75.0%	75.0%	100.0%
225001 Consultancy Services- Short term	0.07	1.80	1.80	2,758.9%	2,758.9%	100.0%
226001 Insurances	0.29	0.29	0.29	98.8%	98.8%	100.0%
226002 Licenses	0.30	1.35	1.35	450.0%	450.0%	100.0%
227001 Travel inland	0.06	0.06	0.06	100.0%	100.0%	100.0%
227002 Travel abroad	0.14	2.88	2.88	2,059.9%	2,059.9%	100.0%
227004 Fuel, Lubricants and Oils	0.20	0.35	0.35	173.1%	173.1%	100.0%
228002 Maintenance - Vehicles	0.94	2.36	2.36	249.9%	249.9%	100.0%
228003 Maintenance – Machinery, Equipment & Furniture	0.15	0.14	0.14	95.0%	95.0%	100.0%
228004 Maintenance – Other	0.06	0.06	0.06	97.0%	97.0%	100.0%
<b>Total for Vote</b>	<b>15.20</b>	<b>23.48</b>	<b>23.48</b>	<b>154.5%</b>	<b>154.5%</b>	<b>100.0%</b>

**Table V3.3: GoU Releases and Expenditure by Project and Programme\***

<i>Billion Uganda Shillings</i>	<b>Approved Budget</b>	<b>Released</b>	<b>Spent</b>	<b>% GoU Budget Released</b>	<b>% GoU Budget Spent</b>	<b>%GoU Releases Spent</b>
<b>Program 0306 Petroleum Commercial Management</b>	<b>4.80</b>	<b>6.31</b>	<b>6.31</b>	<b>131.5%</b>	<b>131.5%</b>	<b>100.0%</b>
<i>Recurrent SubProgrammes</i>						
06 Upstream Interventions	2.30	2.42	2.42	104.9%	104.9%	100.0%
07 Refinery and Industrial Parks	1.16	1.89	1.89	162.0%	162.0%	100.0%
08 Pipelines and Storage Terminals	1.33	2.01	2.01	151.0%	151.0%	100.0%
<b>Program 0349 Policy, Planning and Support Services</b>	<b>10.40</b>	<b>17.16</b>	<b>17.16</b>	<b>165.0%</b>	<b>165.0%</b>	<b>100.0%</b>
<i>Recurrent SubProgrammes</i>						
01 Office of the CEO	0.03	2.04	2.04	7,480.0%	7,480.0%	100.0%
02 Finance and Administration	9.97	14.12	14.12	141.6%	141.6%	100.0%
03 Audit	0.05	0.04	0.04	75.0%	75.0%	100.0%
04 Legal and Corporate Affairs	0.24	0.80	0.80	340.4%	340.4%	100.0%
05 Commercial Services	0.11	0.16	0.16	147.5%	147.5%	100.0%
<b>Total for Vote</b>	<b>15.20</b>	<b>23.48</b>	<b>23.48</b>	<b>154.5%</b>	<b>154.5%</b>	<b>100.0%</b>

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# Vote:311

Uganda National Oil Company (UNOC)

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## QUARTER 3: Highlights of Vote Performance

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### Table V3.4: External Financing Releases and Expenditure by Sub Programme

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# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
<b>Program: 06 Petroleum Commercial Management</b>			
<i>Recurrent Programmes</i>			
<b>Subprogram: 06 Upstream Interventions</b>			
<i>Outputs Provided</i>			
<b>Output: 01 Project Agreements</b>			
Commercial and Legal Agreements completed	FID Management Committee constituted in February 2019 to resolve the outstanding issues in the JOA with an objective of protecting Government Value for the benefit of all Ugandans	<b>Item</b> 211101 General Staff Salaries 211102 Contract Staff Salaries 221002 Workshops and Seminars 222003 Information and communications technology (ICT) 227001 Travel inland 227002 Travel abroad 227004 Fuel, Lubricants and Oils	<b>Spent</b> 995,761 270,000 67,500 18,750 10,000 308,551 17,312
Exploration and Production data interpreted and analyzed	Resource assessments undertaken and technical assessment reports of the 3 areas prepared for submission to Management for consideration.		
Capacity built in provision of core services in the oil and gas sector	UNOC validated the subsurface reservoir models for Tilenga project and discussions on resource allocation between EACOP and Refinery completed with 60,000 barrels per day to the refinery guaranteed.		
Commercial and Legal Agreements completed			
Exploration and Production data interpreted and analyzed	Data interpretation and analysis for other areas continued for purposes of application for additional Exploration Licenses subject to findings of the technical evaluations on prospectivity		
Capacity built in provision of core services in the oil and gas sector	UNOC and China National Offshore Oil Company (CNOOC) signed a Memorandum of Understanding (MoU) to facilitate engagements in planned Exploration activities in Uganda.		
	Continue negotiation of the nine commercial agreements considered pre-requisite for FID with an objective of protecting Government value		
	FID Management Committee constituted in February 2019 to resolve the outstanding issues in the JOA with an objective of protecting Government Value for the benefit of all Ugandans		
	Resource assessments undertaken and technical assessment reports of the 3 areas prepared for submission to Management for consideration.		
	UNOC validated the subsurface reservoir models for Tilenga project and discussions on resource allocation between EACOP and Refinery completed		

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Data interpretation and analysis for other areas continued for purposes of application for additional Exploration Licenses subject to findings of the technical evaluations on prospectivity

UNOC and China National Offshore Oil Company (CNOOC) signed a Memorandum of Understanding (MoU) to facilitate engagements in planned Exploration activities in Uganda.

Continue negotiation of the nine commercial agreements considered prerequisite for FID with an objective of protecting Government value

### Reasons for Variation in performance

Delayed Back-in pending resolution of key issues i.e. voting rights, repayment of carry, default provisions. This results in limited participation in Upstream operations putting GOU at risk.

In addition, UNOC is unable to access Exploration and appraisal data in the areas of interest which negatively impacts UNOC's efforts to participate in Exploration activities and building capacity to become an operator.

Delayed Back-in which poses a risk of eroding UNOC/GOU value in the projects

In addition, UNOC is unable to access Exploration and appraisal data in the areas of interest which negatively impacts UNOC's efforts to participate in Exploration activities and building capacity to become an operator.

<b>Total</b>	<b>1,687,875</b>
Wage Recurrent	1,265,761
Non Wage Recurrent	422,114
<i>AIA</i>	0

### Output: 02 Commercial Partnerships

Commercial Partnerships identified	Item	Spent
Commercial Partnerships identified	UNOC at its 2nd Annual General Meeting held in December 2018 a recommendation was made for UNOC to apply for a Direct Exploration License	221002 Workshops and Seminars 227002 Travel abroad
	UNOC submitted the First application for an Exploration License to the Minister of Energy and Mineral Development. The application was reviewed and joint engagements ongoing between MEMD, PAU and UNOC for harmonization	64,760 282,850
	Preparations for the second application for Exploration License ongoing	

### Reasons for Variation in performance

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
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		<b>Total</b>	<b>347,611</b>
		Wage Recurrent	0
		Non Wage Recurrent	347,611
		AIA	0

### Output: 03 Oil and Gas Infrastructure

		Item	Spent
Upstream Final Investment decision achieved.	ESIA for Tilenga and Kingfisher projects completed and submitted to NEMA.	221002 Workshops and Seminars	67,500
Upstream Final Investment decision achieved.		227001 Travel inland	19,042
Engineering, Procurement and Construction contract awarded	Implementation of the different RAP phases for Tilenga and Kingfisher projects continued. During this process, women, youth, elderly are all specially considered to achieve just treatment.	227002 Travel abroad	295,701
Engineering, Procurement and Construction contract awarded	Engagements regarding water abstraction from Lake Albert continued with Directorate of Water Resources Management		
	Engagements for Technical Working Group on Standards for drilling, development and production equipment and materials undertaken		
	Engaged in discussions for tracking status of construction of the critical oil roads. Some roads contracts were awarded, and construction works ongoing whereas others procurement is ongoing. Once complete the roads will open accessibility of the remote areas thus boosting businesses and human welfare.		
	The process of evaluating, approval and award of various contracts for Tilenga and Kingfisher projects continued. The contracts include: FEED, EPC, Drilling and Wells completion among others.		

### Reasons for Variation in performance

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
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All contracts approvals await FID

In addition, due to delayed JOA back in- UNOC does not contribute to the bidders evaluations and listings as well as Recommendations to Award which negatively impacts Government value in the service provision contracts.

Work in progress however a few issues are holding the progress to FID which include;

- Tullow farm down tax implications
- Finalization of Upstream Commercial Agreements
- Finalization of Host Government Agreement

<b>Total</b>	<b>382,242</b>
Wage Recurrent	0
Non Wage Recurrent	382,242
<i>AIA</i>	0
<b>Total For SubProgramme</b>	<b>2,417,728</b>
Wage Recurrent	1,265,761
Non Wage Recurrent	1,151,967
<i>AIA</i>	0

### Recurrent Programmes

#### Subprogram: 07 Refinery and Industrial Parks

##### Outputs Provided

##### Output: 01 Project Agreements

	Item	Spent
Key refinery project agreements completed	Continued to track the progress of implementation of the PFA for compliance	211101 General Staff Salaries 476,460
Key refinery project agreements completed		211102 Contract Staff Salaries 315,000
	URHC staff participated in the FEED studies undertaken by Saipem in Milan	221002 Workshops and Seminars 75,000
		222003 Information and communications technology (ICT) 3,750
	A Joint Consultation Committee formed to advise on progress for FEL 3 and FEED studies	227001 Travel inland 10,000
		227002 Travel abroad 289,276
		227004 Fuel, Lubricants and Oils 11,542

### Reasons for Variation in performance

Implementation of the PFA hence field activities continued

FEL 3 (FEED) progressing

Secondment/attachment to FEED Contractor limited by budget support

<b>Total</b>	<b>1,181,027</b>
Wage Recurrent	791,460
Non Wage Recurrent	389,567
<i>AIA</i>	0

##### Output: 02 Commercial Partnerships



# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
Development partners identified for Kabaale Industrial Park (KIP)	Brochure to promote and attract investment to KIP developed	<b>Item</b> 221002 Workshops and Seminars	<b>Spent</b> 64,500
Development partners identified for Kabaale Industrial Park (KIP)	EOI published international and six firms submitted	227002 Travel abroad	276,294
	Evaluation of EOI to be conducted once the criteria is approved by management.		
	Promotion of KIP continued. KIP will also accommodate an LPG plant which will boost the campaign for promotion of clean energy for the benefit of the people and the environment.		
	Undertook a benchmarking visit to Saldhana Bay Industrial Development Zone in the Western Cape-South Africa which focuses on marine terminal and oil and gas clusters.		
	Participated in the Africa Refiners Association annual conference in Cape Town South Africa.		
	Completion of relocating the graves in KIP pending due to availability of funds. However, engagements between Ministry of Lands, MEMD and UNOC ongoing including mobilization of funds		

### Reasons for Variation in performance

Development of KIP is still work in progress and shall take time to get to full park development.

The process requires acquisition of strategic partner with experience to jointly develop the park. Securing an experienced JV partner will enable UNOC acquire specialized knowledge and technical skills to contribute to the capital and assets required for the park's development while sharing risks and attracting investments into Uganda which is a National benefit

<b>Total</b>	<b>340,794</b>
Wage Recurrent	0
Non Wage Recurrent	340,794
<b>AIA</b>	<b>0</b>

### Output: 03 Oil and Gas Infrastructure

Pre-Final Investment Decision (FID) activities undertaken	Refinery;- Residue Fluid Catalytic Cracker (RFCC) approved as the final configuration for the Uganda Refinery. The configuration was approved because;	<b>Item</b> 221002 Workshops and Seminars	<b>Spent</b> 68,250
Pre-Final Investment Decision (FID) activities undertaken	-It presented the optimal technical	227001 Travel inland	7,694
		227002 Travel abroad	287,991

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Master plan for KIP implemented	capability to process waxy crude oil from the Albertine Graben;
Master plan for KIP implemented	-The products-slate produced from the configuration matches the forecasted national and regional demand most closely;
Shareholder funding for refinery project secured	-It had the lowest estimated Capital Expenditure;
Shareholder funding for refinery project secured	-Possesses the highest Internal Rate of Return (IRR); &
	-It has the flexibility to facilitate value addition through strategic downstream petrochemical, steel and fertilizer industries
	Discussions for Resource allocation between Refinery and EACOP concluded and refinery guaranteed of 60,000 barrels per day.
	Commercial and marketing study for refined products concluded with study findings reconfirming availability of market for Uganda's petroleum products.
	FEED PMC selected as Downstream Advisors International.
	FEED studies ongoing
	Procurement of consultant to undertake ESIA for the refinery ongoing
	Geotechnical and hydrological surveys ongoing
	KIP;-
	Unbundling the Master Plan ongoing and implementation underway
	Engagements including resurveying of the KIP ongoing to align positioning of infrastructure like housing, power houses, water facility in relation to the airport.
	Engagements on access roads' designing ongoing in relation with the Airport runway positioning
	Engagements on financing options for the project continued. Minister of Energy and Mineral Development and Minister of Finance, Planning and Economic Development required to assess various funding options. A taskforce constituted and an Addendum to the Cabinet Memo developed and under review for

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

presentation to Cabinet

Continued to engage with Financial Advisors and potential financiers of the project to discuss financing solutions

### Reasons for Variation in performance

Development of KIP is still work in progress and shall take time to get to full park development.

All infrastructure development in the KIP and related developments will contribute to the macro economic benefit of Ugandans provision of market for goods and services, revenue generated, foreign direct investments, technological transfer, accessibility to other markets which contribute to industrialization.

Participation of UNOC/URHC is pending the receipt of the Terms of Reference and activity schedule for FEED

Details for the selection process of the FEED PMC to be shared with UNOC

Other Pre-FID activities are ongoing

Financing pending Cabinet approval

<b>Total</b>	<b>363,935</b>
Wage Recurrent	0
Non Wage Recurrent	363,935
<i>AIA</i>	0
<b>Total For SubProgramme</b>	<b>1,885,756</b>
Wage Recurrent	791,460
Non Wage Recurrent	1,094,296
<i>AIA</i>	0

### Recurrent Programmes

#### Subprogram: 08 Pipelines and Storage Terminals

##### Outputs Provided

##### Output: 01 Project Agreements

	Item	Spent
Key project agreements completed		
Key project agreements completed	Negotiations of outstanding issues in the HGA ongoing	
	211101 General Staff Salaries	602,190
	211102 Contract Staff Salaries	315,000
	Commenced SHA negotiations by undertaking a preliminary review and generating comments. The objective is to maximize GOU shareholder value for the benefit of all Ugandans.	
	221002 Workshops and Seminars	75,000
	222003 Information and communications technology (ICT)	3,750
	227001 Travel inland	10,000
	227002 Travel abroad	289,276
	227004 Fuel, Lubricants and Oils	11,542

### Reasons for Variation in performance

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
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EACOP Business principles agreed hence resumption of the HGA negotiations

Discussion of SHA pending the sharing of internal procedures to be fulfilled by all entities to enable execution of the SHA.

	<b>Total</b>	<b>1,306,757</b>
	Wage Recurrent	917,190
	Non Wage Recurrent	389,567
	<i>AIA</i>	0

### Output: 02 Commercial Partnerships

	Item	Spent
Development Partners for East Africa Crude Oil Pipeline (EACOP) identified	Engagements with potential development partners ongoing	221002 Workshops and Seminars 64,500
Development Partners for East Africa Crude Oil Pipeline (EACOP) identified		227002 Travel abroad 276,294
Development Partners for Kampala Storage Terminal (KST) identified	Proposals for potential financiers received and evaluation ongoing	
Development Partners for Kampala Storage Terminal (KST) identified	Process of procuring Transaction Advisory Services is on-going at RFP stage	
	Procurement of JVP ongoing with EOI published in print media	

### Reasons for Variation in performance

Transaction Advisory services to support the process of securing a Strategic Partner.

Progress slowed pending FID in the Upstream

	<b>Total</b>	<b>340,794</b>
	Wage Recurrent	0
	Non Wage Recurrent	340,794
	<i>AIA</i>	0

### Output: 03 Oil and Gas Infrastructure

	Item	Spent
Barge and pipeline linking Jinja Storage Terminal (JST) to Lake Victoria commissioned	Engineering design and Bill of Quantities for construction of pipeline developed and updated	221002 Workshops and Seminars 68,250
Barge and pipeline linking Jinja Storage Terminal (JST) to Lake Victoria commissioned		227001 Travel inland 7,694
Final Investment Decision (FID) for EACOP taken	One Petroleum acquired 2 barges. Process to acquire a permit to utilize water transport ongoing	227002 Travel abroad 287,991
Final Investment Decision (FID) for EACOP taken	Review of designs still ongoing	
Master plan for Kampala Storage Terminal (KST) implemented		

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Master plan for Kampala Storage Terminal (KST) implemented	Process to approve FEED for EACOP by PAU ongoing
Engineering, Procurement and Construction (EPC) contract awarded	Geotechnical surveys in Uganda completed and reports to be submitted except for the Unexploded Ordnance (UXO) areas.
Engineering, Procurement and Construction (EPC) contract awarded	Pipeline geotechnical surveys in Tanzania at 86% physical progress for field investigations. The delay is attributed to lack of UXO clearance.
Funds for stocking strategic national reserves secured	In Uganda advance party progress is at 57% and data acquisition planned for March and May 2019.
Funds for stocking strategic national reserves secured	RAP studies in Uganda completed and valuation reports developed pending submission due to delayed receipt of approved compensation rates from respective district land boards.
Shareholder funding of 15% Government share in EACOP secured	ESIA completed and reports submitted to NEMA for review and approval.
Shareholder funding of 15% Government share in EACOP secured	Early Civil Works such as surveys and design commenced whereas engagements on water supply with National Water and Sewerage Corporation held.
	The contract to undertake ESIA for KST awarded to Albertine Investment Limited and works commenced
	Scoping report for ESIA submitted and review ongoing
	UNOC is involved in the ESIA by supporting field visits, review of progress reports and provision of necessary information.
	Fencing of the KST land at 92% complete and UNOC continues to supervise the fencing works
	UNOC engaged with National Forest Authority (NFA) to resolve boundary issues for the remaining unfenced land to pave a way forward for completion of fencing.
	Mobilization of key personnel ongoing
	Procurement for EACOP ongoing including the EPC, Logistics, Early Civil Works among others

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Performance review engagements ongoing between UNOC and its JVP One Petroleum Limited.

UNOC awaits a response on the request for UGX 40 billion from Ministry of Finance and Cabinet to fund National Strategic Reserves.

Business plan for bulk trading under development and engagements with potential partners ongoing

HSSE requirements adhered to at the Terminal to provide a conducive operating environment

Titling of the JST land ongoing and this is crucial in securing UNOC's interests in the land

EACOP  
Engagements on financing options for the project continued. Minister of Energy and Mineral Development and Minister of Finance, Planning and Economic Development required to assess various funding options. A taskforce constituted and an Addendum to the Cabinet Memo developed and under review for presentation to Cabinet

Continued to engage with Financial Advisors and potential financiers of the project to discuss financing solutions

### *Reasons for Variation in performance*

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
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Post FID activities to be undertaken after FID for which efforts are underway to conclude.

Delay in completion on geotechnical surveys caused by the lack of clearance for UXO areas

Delays in the progress on land acquisition is attributed to lack of approved compensation rates by the respective district land boards i.e. Kakumiro, Mubende, Sembabule and Kyotera.

No funds released for stocking strategic national reserves

Need to secure a re-export license from Uganda Revenue Authority

Conclusion of procurements' pend FID in the Upstream

Engagements ongoing with the Ministry of Energy and Mineral Development to acquire the permits for using water transport so as to supplement JST stocking levels.

Financing of UNOC equity share of USD\$ 213 Million pending Cabinet approval

Process of fencing interrupted by the boundary issues with NFA

<b>Total</b>	<b>363,935</b>
Wage Recurrent	0
Non Wage Recurrent	363,935
<i>AIA</i>	0
<b>Total For SubProgramme</b>	<b>2,011,486</b>
Wage Recurrent	917,190
Non Wage Recurrent	1,094,296
<i>AIA</i>	0

### Program: 49 Policy, Planning and Support Services

#### Recurrent Programmes

#### Subprogram: 01 Office of the CEO

#### Outputs Provided

#### Output: 01 Planning, Budgeting and Monitoring

	Item	Spent
Strategic plan implemented		
Strategic plan implemented	Process to develop the Company Strategic Plan continued	225001 Consultancy Services- Short term 1,752,534
	227002 Travel abroad	285,420
	5 Company Policies approved by the Board	
	Continued to engage in local and international business sessions to promote UNOC and its projects	

#### Reasons for Variation in performance

UNOC is in the process of developing its first 6 year Strategic plan which is aligned to all the strategic relevant documents. A draft was developed and reviewed by the Management. The process of incorporating the comments is ongoing

<b>Total</b>	<b>2,037,954</b>
Wage Recurrent	0

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
		Non Wage Recurrent	2,037,954
		AIA	0
		<b>Total For SubProgramme</b>	<b>2,037,954</b>
		Wage Recurrent	0
		Non Wage Recurrent	2,037,954
		AIA	0

### Recurrent Programmes

#### Subprogram: 02 Finance and Administration

#### Outputs Provided

#### Output: 01 Planning, Budgeting and Monitoring



# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
Budget performance analyzed		<b>Item</b>	<b>Spent</b>
Budget performance analyzed	The total expenditure as at the end of March 2019 versus releases by end of March 2019 was 100% including the commitments made by the Company.	221008 Computer supplies and Information Technology (IT)	327,429
Annual work plan and budgets developed		221011 Printing, Stationery, Photocopying and Binding	11,250
Annual work plan and budgets developed	Quarterly workplans developed and implemented		
Performance reports developed	Quarterly budget forecasts developed and discussed		
Performance reports developed	Submitted UNOC's Budget Framework Paper for consideration with in the statutory timelines		
	Engaged in draft budget estimate reviews and discussions with the Budget Committee of Parliament		
	Reviewed the 2nd Budget Call Circular, it indicated an increment in the UNOC 's budget allocation to UGX 31.48 billion from UGX 15.2 billion leaving a funding gap of UGX 70.9 billion of the initial budget requirement of UGX 102.3 billion.		
	Ministerial Policy Statement (MPS) for financial year 2019/20 prepared and submitted by the statutory deadline.		
	Engaged with the National Planning Authority (NPA) to update them on UNOC's mandate and progress. This was followed by an engagement on the plans for 3rd National Development Plan (NDP) process and its strategic objectives.		
	Company monthly performance reports prepared and in timely manner		
	Half year performance report prepared, submitted and shared with the relevant stakeholders such as NPA, OPM, MoPFED, Equal Opportunities Commission (EOC), Parliamentary Committees among others		
	Several progress reports prepared such as Board papers, Stakeholder reports among others		

### Reasons for Variation in performance

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
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Company continues to comply with the reporting requirements

Given the under funding challenges faced by the Company, Budget rationalization is a continuous process throughout the financial year.

Conducted annual, quarterly and monthly

Support NPA in incorporating UNOC activities in the 3rd NDP

<b>Total</b>	<b>338,679</b>
Wage Recurrent	0
Non Wage Recurrent	338,679
<i>AIA</i>	0

**Output: 02 Finance Management**

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Joint venture audits conducted and reports prepared	JST audits conducted and Audit report under discussion by Management	<b>Item</b>	<b>Spent</b>
Joint venture audits conducted and reports prepared	Participated in engagements with JVPs across various projects	222001 Telecommunications	448,300
Monthly Joint Interest Billings and cash calls between UNOC & its Joint Venture Partners reviewed	However, UNOC's reception of Monthly Joint interest billings is pending the JOA back in	223005 Electricity	33,750
Financial Statements prepared and compliance to Statutory obligations	Completed audit for Financial Statement of FY 2017/18 with unqualified audit opinion from the Office of the Audit General.	223006 Water	7,500
Financial Statements prepared and compliance to Statutory obligations	Half-year Financial Statements based on modified Cash Accounting with 'IFMS' Data for UNOC prepared and submitted in accordance with Section 50 (1)-(2) of the PFMA, 2015.	226002 Licenses	1,150,000
Funding for investments secured	Process of preparing Nine months financial accounts ongoing		
Funding for investments secured	Budget ceiling for UNOC for FY 2018/19 revised to UGX 29.9 billion.		
	Engagements on financing options that do not put pressure on the National Treasury continued. Minister of Energy and Mineral Development and Minister of Finance, Planning and Economic Development required to assess various funding options. A taskforce constituted and an Addendum to the Cabinet Memo developed and under review for presentation to Cabinet		
	Continued to engage with Financial Advisors and potential financiers of the project to discuss financing solutions		

### Reasons for Variation in performance

UNOC is required to compile Financial Statements in accordance with the Public Finance Management Act, 2015. In this regard, the Company prepared Financial Statements in compliance with the Statutory requirements. Other audits in the Upstream await JOA Back-in.

UNOC's active engagements in the JVPs discussions and receipt of monthly joint interest billings pend completion of the JOA Back-in

Long term financing strategy for UNOC's recurrent and development budgets is necessary to enable UNOC maximize the benefit to all Ugandans

**Total 1,639,550**

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
		Wage Recurrent	0
		Non Wage Recurrent	1,639,550
		AIA	0

### Output: 03 Procurement and Maintenance of assets and stores

Asset Management implemented	Updated Asset Management register maintained	Item	Spent
Asset Management implemented		221001 Advertising and Public Relations	55,000
Implementation of procurement plan executed and tracked		222003 Information and communications technology (ICT)	820,408
Implementation of procurement plan executed and tracked	Comprehensive insurance for UNOC vehicles completed except the vehicles with Government number plates	223002 Rates	1,326,138
Procurement plan developed		228002 Maintenance - Vehicles	2,358,910
Procurement plan developed	Implementation of the Procurement Plan on going i.e. major procurements include; motor vehicles, Group Personal Accident (GPA) Insurance, Accounting Software, IT, Transaction Advisory services for KST and sale of test crude oil.	228003 Maintenance – Machinery, Equipment & Furniture	142,500
		228004 Maintenance – Other	61,760
	Sale of Test crude oil: Electro- Maxx identified as the potential buyer Sample of test crude oil provided and tested by Electro-Maxx		
	Procurement Plan approved by Ministry of Finance and PPDA		
	Procurement plan updated		
	Process to request for Accreditation of UNOC by PPDA ongoing		

### Reasons for Variation in performance

Implementation of procurement plan continued

A meeting between UNOC and PPDA regarding Accreditation process to be held

Continuous update

	<b>Total</b>	<b>4,764,716</b>
	Wage Recurrent	0
	Non Wage Recurrent	4,764,716
	AIA	0

### Output: 07 Risk Management

Risk assessment carried out	Risk Monitoring Matrix for UNOC developed and review continues	Item	Spent
Risk assessment carried out		221011 Printing, Stationery, Photocopying and Binding	8,250
		222003 Information and communications technology (ICT)	8,250

### Reasons for Variation in performance

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
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Continuously updated

	<b>Total</b>	<b>16,500</b>
Wage Recurrent		0
Non Wage Recurrent		16,500
	<b>AIA</b>	<b>0</b>

### Output: 19 Human Resource Management Services

	Item	Spent
Staff retention plans and programs developed	The Company continued to remit NSSF for all staff through the quarter	211101 General Staff Salaries 2,355,324
Staff retention plans and programs developed		211102 Contract Staff Salaries 805,000
Staff training plans developed and implemented	UNOC staff continued to remit atleast 5% of their gross pay to the Provident Fund -	212101 Social Security Contributions 1,023,512
Staff training plans developed and implemented	Health Insurance provided to Staff through the quarter	213001 Medical expenses (To employees) 365,000
Recruitment plan developed and implemented		213004 Gratuity Expenses 690,000
		221003 Staff Training 748,345
Recruitment plan developed and implemented	The Company officers lunch meals to all staff and non-staff members including security and cleaners	221004 Recruitment Expenses 130,500
		221009 Welfare and Entertainment 71,250
		221017 Subscriptions 162,500
Team building initiatives developed and implemented	Group Personal Accident Insurance in final stages of procurement	222001 Telecommunications 56,600
Team building initiatives developed and implemented		223005 Electricity 37,500
Staff salaries, pension and gratuity paid	Health tips continued to be provided to staff through the quarter via mail and having health workers visit the office premises. This was followed by wellness body checks	223006 Water 15,000
Staff salaries, pension and gratuity paid		226001 Insurances 290,879
		226002 Licenses 100,000
		227004 Fuel, Lubricants and Oils 312,500
	Fitness classes provided to all staff for health benefits	
	Serene working environment provided to staff (i.e. all required tools and equipment) including safety for which the following activities relate;	
	- Conducted Health and Safety moments at various meetings held at the UNOC office premises,	
	- 1 incident reported of a staff involved in a motor accident on way to work and the case is being handled with Police,	
	- Evacuation wardens for the office inaugurated,	
	- trained first Aiders allocated to various floors,	
	- Engaged in the Safety Leadership workshop and;	
	- provision of Personal Protective Equipment to staff for field activities	
	Staff training plan developed and approved;	
	Trainings undertaken:	

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

- Gender and Equity in Planning and Budgeting
- Exploration and Production Accounting Principles
- Upstream Contract Negotiations
- EACOP existing tanks installations site visit in China
- Essential skills for oil and gas professionals
- Solving Oil supply chain challenges
- Conferences attended;
- Africa Refiner Association Week in South Africa
- Institute of Internal Auditors Forum
- Global Leadership in Tokyo Japan
- Egypt Petroleum Conference where UNOC promoted its projects and country
- 3rd West African International Petroleum Exhibition and Conference in Nigeria which promoted UNOC and its commitment to National Content

UNOC continues to implement its implementation plan by giving equal opportunities to all employees irrespective of gender and position.

Staff gaining knowledge and sharing experience with other oil and gas producing countries

To date UNOC has 72 members of staff

UNOC continues to consider gender related aspects in its day to day operations by offering equal opportunities to all

Process of recruitment continues

Implementation of team building initiatives:

Two (2) staff meetings held

Motivational team building event; held a team building event as one of the initiatives to motivate and improve staff interaction between management and other staff. The event was graced by Coach Phill of Intelligent Performance who is a motivation speaker and high-performance teams' expert

Additional Team building initiatives planned

Prompt payment of salaries to all staff achieved in compliance with the statutory

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

date of 28th of each month of payment.

### *Reasons for Variation in performance*

Safety first for all staff, communities and environment where UNOC operates

UNOC is a growing Company given the mandate it has to execute along the petroleum value chain. In this regard, UNOC requires funding to support future recruitment and build the capacity of its human resource.

Team building initiatives are continuous for effectiveness and efficient delivery of UNOC's mandate. However, these are minimized due to budget constraints

Building the capacity of staff of UNOC is very critical to maintaining a workforce updated with Industry progress. However, the UNOC is constrained by the budget

<b>Total</b>	<b>7,163,910</b>
Wage Recurrent	3,160,324
Non Wage Recurrent	4,003,586
<i>AIA</i>	0

**Output: 20 Records Management Services**

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Information, Communication and Technology (ICT) Strategy developed and approved	100% completion of the migration of UNOC Staff to Microsoft 365	<b>Item</b> 222003 Information and communications technology (ICT)	<b>Spent</b> 98,666
Information, Communication and Technology (ICT) Strategy developed and approved	All UNOC staff and Board members were enrolled into the Corporate User Management Platform called the Active Directory	226002 Licenses	100,000
Disaster recovery and Business Continuity Plans (BCP) developed	Single sign on implemented and security certification secured from COMODO.		
Disaster recovery and Business Continuity Plans (BCP) developed	Draft ICT Strategy developed and under consideration by Management		
Document Control Management System developed	Partial deliveries for the contacts for the Hyperconverged Infrastructure (HCI), laptops, printer, primary internet link, unified threat management system, telephony, and Wi-Fi system made. The core switches and Wi-Fi system were delivered		
Document Control Management System developed	Other IT procurements are still ongoing including additional licenses for the Microsoft 365		
	Development of BCP is ongoing		
	Procurement of Electronic Document Management System (EDMS) with evaluations of options deferred to FY 2019/20		
	New file and document referencing system implemented to reflects UNOC's business functions		
	Document control and tracking continued		

### Reasons for Variation in performance

Efforts made to continue improving the IT solutions for the Company

The volume of documents being handled necessitates the need for an Electronic Document Management System (EDMS) which has been deferred to the FY 2019/20 (though unfunded still in current budget allocation) due to inadequate funding in FY 2018/19  
Work in progress

<b>Total</b>	<b>198,666</b>
Wage Recurrent	0
Non Wage Recurrent	198,666
<i>AIA</i>	0
<b>Total For SubProgramme</b>	<b>14,122,022</b>
Wage Recurrent	3,160,324



# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
		Non Wage Recurrent	10,961,698
		AIA	0

### Recurrent Programmes

#### Subprogram: 03 Audit

#### Outputs Provided

#### Output: 07 Risk Management

	Item	Spent
Internal Audit Charter developed and approved	Audit and Risk Committee constituted	221011 Printing, Stationery, Photocopying and Binding
Internal Audit Charter developed and approved	Developed the draft Internal Audit Charter and discussed with the Audit and Risks Committee. The committee approved the Charter	222001 Telecommunications
Risk Management Framework developed and implemented		
Risk Management Framework developed and implemented		
Audit plans developed	Draft Charter to be submitted to Management for onward submission to the Board for approval.	
Audit plans developed		
	Draft RMF developed	
	A draft Due Diligence self-assessment tool developed. The tool will be used by UNOC to assess its suitability and readiness when another Company conducts due diligence on it especially when searching for Joint Venture Partners.	
	The tool is being finalized for submission to Management for review and approval.	
	Draft Audit costed work plans for 3 years developed and await presentation at the next engagement with the Audit and Risk Committee	

#### Reasons for Variation in performance

Work in progress

UNOC has an established Internal Audit function which is grossly underfunded within the allocated budget. In this regard, there is UNOC requires additional resources to execute the roles under the Audit function including the acquisition of relevant software.

Work in progress

<b>Total</b>	<b>40,868</b>
Wage Recurrent	0
Non Wage Recurrent	40,868
AIA	0
<b>Total For SubProgramme</b>	<b>40,868</b>
Wage Recurrent	0
Non Wage Recurrent	40,868

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
			AIA 0

### Recurrent Programmes

#### Subprogram: 04 Legal and Corporate Affairs

#### Outputs Provided

#### Output: 08 Legal and Advisory Services

Commercial Agreements negotiated		Item	Spent
Commercial Agreements negotiated	Legal discussions and negotiations in all projects and Company aspects supported including projects, human resource and contracts in procurement. All discussions are geared towards protecting Government value for the benefit of all Ugandans	221005 Hire of Venue (chairs, projector, etc)	637,500
		225001 Consultancy Services- Short term	47,500
	Continued drafting and reviewing of contracts of employment for recruited staff.		
	Compliance matrix for National Content requirements for Upstream and Midstream was developed and under review		
	Supported the procurement unit of the Company with contract drafting, clearance by solicitor general and signature by selected vendors.		

#### Reasons for Variation in performance

Legal support to all functional units of the Company continued while protecting the benefit to all Ugandans

<b>Total</b>	<b>685,000</b>
Wage Recurrent	0
Non Wage Recurrent	685,000
AIA	0

#### Output: 09 Corporate Governance

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Number of Board meetings held	UNOC board composition is at 43% and 57% ratio of females to males.	<b>Item</b>	<b>Spent</b>
Number of Board meetings held		221005 Hire of Venue (chairs, projector, etc)	15,000
	19 Board meetings held since July 2018	222001 Telecommunications	9,750
	Corporate governance structures in place and several policies approved		
	The Board constituted sub-committees that handle different aspects relevant for good governance such as Subsidiary boards, Finance and Remuneration as well as Audit and Risk		
	Continued to supervise and oversee the process of identification of a consultant to conduct evaluations for the Boards of UNOC, URHC and NPC in accordance with good corporate governance practice.		
	Prepared the board report to the shareholders for the first quarter (January – March 2019)		

### Reasons for Variation in performance

Commitment of the Board and Management of the Company

<b>Total</b>	<b>24,750</b>
Wage Recurrent	0
Non Wage Recurrent	24,750
<b>AIA</b>	<b>0</b>

### Output: 10 Public Relations

Awareness campaigns and branding carried out	Continued to update the UNOC website	<b>Item</b>	<b>Spent</b>
Awareness campaigns and branding carried out		221001 Advertising and Public Relations	75,000
Corporate Social Responsibility (CSR) undertaken	Continued to update UNOC Facebook and Twitter social media account	221011 Printing, Stationery, Photocopying and Binding	16,875
Corporate Social Responsibility (CSR) undertaken	Engaged with Ministry of Water and Environment and technical working group constituted for compliance and follow-up on key issues.		
	Involved in 21 quarterly joint venture stakeholder engagements with various groups in Acholi Kingdom, Civil Society Organizations, Bunyoro Women Leaders, Murchison Falls National Park Tourism stakeholders, Cultural Leaders, various sub counties, parishes among others		
	A database of all identified stakeholders developed and to be continuously		

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

updated.

Share of corporate oil and gas industry news with Staff continued.

Published an article about the completion of the Refinery Configuration in media.

Media engagements related to Women's day celebrations

Conducted four radio talk shows on NBS Radio, Radio Rupiny, Biiso FM and Kings Broadcasting Services – Radio Masindi

Engaged Extractives Hub to support the development of the National Content Strategy for UNOC

The draft final National Content Strategy submitted and under review for the benefit of all Ugandans

Engaged in two (2) collaboration meetings between UNOC and Stanbic bank on the National Content initiatives to support i.e. (a) the Stanbic incubator activities and; (b) suppliers that have graduated from the incubator activities to post-incubator

Shared information with Invest in Africa Team, a UK Company regarding their participation in the Uganda's oil & gas sector.

Engaged in the farmer's workshop in Hoima focused on opportunities to supply food in the region to the oil camps and other markets.

Engaged with MoFPED consultant to develop the Domestic Supply Gap indexing for the oil & gas sector to inform government interventions that support Ugandan suppliers to participate in the oil & gas sector.

UNOC in conjunction with the Uganda Blood Transfusion Services (UBTS), Nakasero donated blood aimed at boosting blood collection across the country on 1st March 2019. A total of 17 units of blood was donated by UNOC staff

UNOC staff contributed to the fundraising drive for the construction of a blood bank at Mengo hospital

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

UNOC participated in the 2018 MTN marathon that was held under the theme of “Improving maternal health care in Uganda”

### *Reasons for Variation in performance*

UNOC contributed to National cause of blood donation campaign, improvement in maternal health among others.

UNOC continues to support CSR activities in various ways

Branding guidelines approved by Management

<b>Total</b>	<b>91,875</b>
Wage Recurrent	0
Non Wage Recurrent	91,875
<i>AIA</i>	0
<b>Total For SubProgramme</b>	<b>801,625</b>
Wage Recurrent	0
Non Wage Recurrent	801,625
<i>AIA</i>	0

### *Recurrent Programmes*

#### **Subprogram: 05 Commercial Services**

#### *Outputs Provided*

#### **Output: 01 Planning, Budgeting and Monitoring**

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	US\$ Thousand
Strategic and Commercial objectives developed and implemented	Development of an Integrated Economic Model progressed to address the outstanding issues hindering completion of JOA Back in.	<b>Item</b>	<b>Spent</b>
Strategic and Commercial objectives developed and implemented		221002 Workshops and Seminars	122,750
Commercial terms and agreements negotiated		222001 Telecommunications	37,986
Commercial terms and agreements negotiated	Proposed fiscal terms and commercial structure for direct Exploration License. The terms are intended to attract investment in Uganda while benefiting all Ugandans and conservation of the environment.		
	Continued to assess FID readiness continued of the Upstream and EACOP projects		
	Continued engagements related to business structuring of various projects such as Bulk trading and KST.		
	Continued to track the oil price trend which increased from USD \$ 62 to USD \$ 66 per barrel by end March 2019. This was attributed to the continued supply side pressure from OPEC and major non-OPEC producers.		
	Supported discussions/negotiations of Commercial terms in the Agreements for all UNOC projects such as Host Government Agreement (HGA)		

### Reasons for Variation in performance

Delayed resolution of outstanding issues

Model completion update and business structuring continuous for improved assumptions

	<b>Total</b>	<b>160,736</b>
Wage Recurrent		0
Non Wage Recurrent		160,736
AIA		0
<b>Total For SubProgramme</b>		<b>160,736</b>
Wage Recurrent		0
Non Wage Recurrent		160,736
AIA		0
<b>GRAND TOTAL</b>		<b>23,478,176</b>
Wage Recurrent		6,134,735
Non Wage Recurrent		17,343,441
GoU Development		0

**Vote:311**    Uganda National Oil Company (UNOC)

**QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter**

	External Financing	0
	AIA	0

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
<b>Program: 06 Petroleum Commercial Management</b>			
<i>Recurrent Programmes</i>			
<b>Subprogram: 06 Upstream Interventions</b>			
<i>Outputs Provided</i>			
<b>Output: 01 Project Agreements</b>			
Commercial Framework negotiations held	Final Investment Decision (FID) Management Committee constituted in February 2019 to resolve outstanding issues in the UNOC's Joint Operating Agreement (JOA) Back in to the Tilenga and Kingfisher projects. Two engagements were held during the quarter to address outstanding issues majorly repayment of UNOC's Carried Interest.	<b>Item</b>	<b>Spent</b>
Exploration and production data processed, interpreted and analysed		211101 General Staff Salaries	105,320
		211102 Contract Staff Salaries	90,000
		221002 Workshops and Seminars	62,500
Joint venture discussions with potential strategic partners held		222003 Information and communications technology (ICT)	6,250
Commercial Framework negotiations held		227002 Travel abroad	278,551
		227004 Fuel, Lubricants and Oils	5,771
Exploration and production data processed, interpreted and analysed	Subsequently, UNOC commenced modelling of the implications of repayment method of the Carried Interest to inform further discussions with the Joint Venture Partners (JVPs).		
Joint venture discussions with potential strategic partners held	Data interpretation and analysis for other areas for purposes of application Exploration License undertaken. Technical Assessment reports to be submitted to Management in quarter 4 for consideration.		
	UNOC evaluated the Landmark software solutions for geoscience, engineering and Exploration and production data management which is offered by Halliburton. These are efforts to improve data management		
	Engagements on the resource allocation between EACOP and Refinery completed		
	Reviewed Head of Terms and principles for the Commercial Agreements and comments submitted to the Joint Venture Partners (JVPs) for consideration. UNOC objects to negotiate terms that protect value for the benefit of all Ugandans.		
	Final Investment Decision (FID) Management Committee constituted in February 2019 to resolve outstanding issues in the UNOC's Joint Operating Agreement (JOA) Back in to the Tilenga and Kingfisher projects. Two engagements were held during the quarter to address outstanding issues majorly repayment of UNOC's Carried Interest.		
	Subsequently, UNOC commenced modelling of the implications of		



# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

repayment method of the Carried Interest to inform further discussions with the Joint Venture Partners (JVPs).

Data interpretation and analysis for other areas for purposes of application Exploration License undertaken. Technical Assessment reports to be submitted to Management in quarter 4 for consideration.

UNOC evaluated the Landmark software solutions for geoscience, engineering and Exploration and production data management which is offered by Halliburton. These are efforts to improve data management

Engagements on the resource allocation between EACOP and Refinery completed

Reviewed Head of Terms and principles for the Commercial Agreements and comments submitted to the Joint Venture Partners (JVPs) for consideration. UNOC objects to negotiate terms that protect value for the benefit of all Ugandans.

### *Reasons for Variation in performance*

Delayed Back-in pending resolution of key issues i.e. voting rights, repayment of carry, default provisions. This results in limited participation in Upstream operations putting GOU at risk.

In addition, UNOC is unable to access Exploration and appraisal data in the areas of interest which negatively impacts UNOC's efforts to participate in Exploration activities and building capacity to become an operator.

Delayed Back-in which poses a risk of eroding UNOC/GOU value in the projects

In addition, UNOC is unable to access Exploration and appraisal data in the areas of interest which negatively impacts UNOC's efforts to participate in Exploration activities and building capacity to become an operator.

<b>Total</b>	<b>548,392</b>
Wage Recurrent	195,320
Non Wage Recurrent	353,072
<i>A/A</i>	0

### Output: 02 Commercial Partnerships

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Negotiations with potential commercial partners held	UNOC submitted first application for an Exploration Licence to the Minister of Energy and Mineral Development on 5th February 2019.	<b>Item</b> 221002 Workshops and Seminars	<b>Spent</b> 61,587
Negotiations with potential commercial partners held	Application for Exploration License reviewed and joint engagements between UNOC, Petroleum Authority of Uganda (PAU) and MEMD undertaken for harmonization	227002 Travel abroad	272,850
	Subject to the findings from the technical assessment on data from other areas, UNOC plans to submit the second application for Exploration Licence.		

### Reasons for Variation in performance

<b>Total</b>	<b>334,437</b>
Wage Recurrent	0
Non Wage Recurrent	334,437
<i>AIA</i>	0

### Output: 03 Oil and Gas Infrastructure

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Water Abstraction permits awarded		<b>Item</b>	<b>Spent</b>
Final Investment Decision (FID) taken	ESIA for Tilenga and Kingfisher projects completed and submitted to NEMA.	221002 Workshops and Seminars	62,500
Water Abstraction permits awarded		227002 Travel abroad	275,701
Final Investment Decision (FID) taken	Implementation of the different RAP phases for Tilenga and Kingfisher projects continued. During this process, women, youth, elderly are all specially considered to achieve just treatment.		
Enabling works for Upstream commenced			
Engineering, Procurement and Construction contract awarded	Engagements regarding water abstraction from Lake Albert continued with Directorate of Water Resources Management		
Enabling works for Upstream commenced			
Engineering, Procurement and Construction contract awarded	Engagements for Technical Working Group on Standards for drilling, development and production equipment and materials undertaken		
	Engaged in discussions for tracking status of construction of the critical oil roads. Some roads contracts were awarded, and construction works ongoing whereas others procurement is ongoing. Once complete the roads will open accessibility of the remote areas thus boosting businesses and human welfare.		
	Tilenga contract progress is as follows: FEED and EPC recommendation to award to be signed by the JVPs.		
	Clarifications regarding Drilling and Wells recommendation handled Continued to review the draft Power Supply Strategy for the Tilenga project		
	Kingfisher contract progress is as follows:		
	EPC contract packages-Recommendation to Award the contract still awaits approval by the JVPs Drilling and wells completion packages await approval by the JVPs Updated bid proposals under review for the Gas to power generation		

### Reasons for Variation in performance

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
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All contracts approvals await FID

In addition, due to delayed JOA back in- UNOC does not contribute to the bidders evaluations and listings as well as Recommendations to Award which negatively impacts Government value in the service provision contracts.

Work in progress however a few issues are holding the progress to FID which include;

- Tullow farm down tax implications
- Finalization of Upstream Commercial Agreements
- Finalization of Host Government Agreement

<b>Total</b>	<b>338,201</b>
Wage Recurrent	0
Non Wage Recurrent	338,201
AIA	0
<b>Total For SubProgramme</b>	<b>1,221,030</b>
Wage Recurrent	195,320
Non Wage Recurrent	1,025,710
AIA	0

### Recurrent Programmes

#### Subprogram: 07 Refinery and Industrial Parks

##### Outputs Provided

##### Output: 01 Project Agreements

Implementation and Shareholder agreements signed	Project Framework Agreement (PFA) implementation tracked for compliance by the responsible parties while undertaking field activities	Item	Spent
Relevant licenses and permits for the refinery and Kabaale Industrial park secured	Discussions and analysis for volume allocation between EACOP and the Refinery concluded	211101 General Staff Salaries	158,820
Field activities conducted	Engagements related to water abstraction permit for the refinery ongoing	211102 Contract Staff Salaries	105,000
Implementation and Shareholder agreements signed		221002 Workshops and Seminars	65,000
Relevant licenses and permits for the refinery and Kabaale Industrial park secured		222003 Information and communications technology (ICT)	1,250
		227002 Travel abroad	274,276
		227004 Fuel, Lubricants and Oils	3,847

Field activities conducted

### Reasons for Variation in performance

Implementation of the PFA hence field activities continued

FEL 3 (FEED) progressing

Secondment/attachment to FEED Contractor limited by budget support

<b>Total</b>	<b>608,193</b>
Wage Recurrent	263,820
Non Wage Recurrent	344,373

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
			AIA 0

### Output: 02 Commercial Partnerships

		Item	Spent
Evaluations and negotiations with development partners held	6 Expressions of Interest for development and Management of KIP received	221002 Workshops and Seminars	61,500
Field visits to KIP conducted including bench marking visits Evaluations and negotiations with development partners held	Evaluation criteria developed and submitted to Management for approval after which evaluations will be conducted	227002 Travel abroad	271,396
Field visits to KIP conducted including bench marking visits	URHC engaged with Afrox Linde Company from South Africa with objective of attracting investment in KIP. The Company deals in industry gases and welding services. It is interested in the distribution of LPG which is a clean energy gas being promoted by the Government as a mechanism of conserving the environment but also reduction in the usage of biomass with its related health hazards among others		
	Undertook a benchmarking visit to Saldhana Bay Industrial Development Zone in the Western Cape-South Africa which focuses on marine terminal and oil and gas clusters.		
	Participated in the Africa Refiners Association annual conference in Cape Town South Africa.		
	Completion of relocating the graves in KIP pending due to availability of funds. However, engagements between Ministry of Lands, MEMD and UNOC ongoing including mobilization of funds		

### Reasons for Variation in performance

Development of KIP is still work in progress and shall take time to get to full park development.

The process requires acquisition of strategic partner with experience to jointly develop the park.

Securing an experienced JV partner will enable UNOC acquire specialized knowledge and technical skills to contribute to the capital and assets required for the park's development while sharing risks and attracting investments into Uganda which is a National benefit

	<b>Total</b>	<b>332,896</b>
	Wage Recurrent	0
	Non Wage Recurrent	332,896
	<b>AIA</b>	<b>0</b>

### Output: 03 Oil and Gas Infrastructure

Pre-FID activities participated in and

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

	Refinery;-	Item	Spent
facilitated in-country and abroad Pre-FID activities participated in and facilitated in-country and abroad Master plan recommendations implemented Master plan recommendations implemented Proportion of the 40% Shareholder funding for refinery project secured Proportion of the 40% Shareholder funding for refinery project secured	Residue Fluid Catalytic Cracker (RFCC) approved as the final configuration for the Uganda Refinery. The configuration was approved because;	221002 Workshops and Seminars	62,750
	-It presented the optimal technical capability to process waxy crude oil from the Albertine Graben;	227002 Travel abroad	273,991
	-The products-slate produced from the configuration matches the forecasted national and regional demand most closely;		
	-It had the lowest estimated Capital Expenditure;		
	-Possesses the highest Internal Rate of Return (IRR); &		
	-It has the flexibility to facilitate value addition through strategic downstream petrochemical, steel and fertilizer industries		
	Terms of Reference for the consultant to undertake ESIA for the refinery developed and reviewed		
	FEED studies ongoing in Milan, Italy and URHC to be involved upon receipt of the TORs and activity schedule for maximization of participatory value and capacity building.		
	FEED Project Management Consultant (PMC) procured and communicated to UNOC		
	Contract for Geotechnical and hydrological survey awarded and work ongoing with coordinates verification exercise for all project sites and additional geo-technical studies on the refinery land.		
Commercial and marketing study for refined products concluded with study findings reconfirming availability of market for Uganda's petroleum products.			
KIP;-			
Unbundling the Master Plan ongoing and implementation underway			
Engagements regarding power utilization in the KIP underway with discussions held with UMEME, ERA, UEDCL, SBC among others.			
Resurveying of key facilities in the KIP ongoing to inform their positioning in relation to the airport. JVPs also engaged in discussions for harmonized positioning			

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Procurement of consultant to design the other access roads and arterials within the Park commenced. Activity undertaken in conjunction with UNRA and airport construction consultant M/S Studi.

Engagements on financing options for the project continued. Minister of Energy and Mineral Development and Minister of Finance, Planning and Economic Development required to assess various funding options. A taskforce constituted and an Addendum to the Cabinet Memo developed and under review for presentation to Cabinet

Continued to engage with Financial Advisors and potential financiers of the project to discuss financing solutions

### Reasons for Variation in performance

Development of KIP is still work in progress and shall take time to get to full park development.

All infrastructure development in the KIP and related developments will contribute to the macro economic benefit of Ugandans provision of market for goods and services, revenue generated, foreign direct investments, technological transfer, accessibility to other markets which contribute to industrialization.

Participation of UNOC/URHC is pending the receipt of the Terms of Reference and activity schedule for FEED

Details for the selection process of the FEED PMC to be shared with UNOC

Other Pre-FID activities are ongoing

Financing pending Cabinet approval

<b>Total</b>	<b>336,741</b>
Wage Recurrent	0
Non Wage Recurrent	336,741
AIA	0
<b>Total For SubProgramme</b>	<b>1,277,829</b>
Wage Recurrent	263,820
Non Wage Recurrent	1,014,009
AIA	0

### Recurrent Programmes

#### Subprogram: 08 Pipelines and Storage Terminals

##### Outputs Provided

##### Output: 01 Project Agreements

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Host Government Agreement negotiations completed	Engaged in several internal preparatory sessions with an objective of formulating UNOC's preferred negotiation positions on the outstanding issues in the HGA.	<b>Item</b> 211101 General Staff Salaries	<b>Spent</b> 200,730
Commercial Terms and Transportation Agreements negotiated		211102 Contract Staff Salaries	105,000
		221002 Workshops and Seminars	65,000
Shareholder Agreements developed and negotiated	Engaged in the 5th negotiation round of HGA held between 25th-29th March 2019 and a joint report developed for the Pipeline Project Team	222003 Information and communications technology (ICT)	1,250
Host Government Agreement negotiations completed		227002 Travel abroad	274,276
		227004 Fuel, Lubricants and Oils	3,847
Commercial Terms and Transportation Agreements negotiated	Engaged in the kick off discussions on the fully termed Shareholder Agreement (SHA) specifically the overarching structure and key terms for the benefit Ugandans		
Shareholder Agreements developed and negotiated	Draft SHA reviewed by UNOC and preliminary comments developed.		
	Discussions on volume allocation between EACOP and the refinery concluded		

### Reasons for Variation in performance

EACOP Business principles agreed hence resumption of the HGA negotiations

Discussion of SHA pending the sharing of internal procedures to be fulfilled by all entities to enable execution of the SHA.

<b>Total</b>	<b>650,103</b>
Wage Recurrent	305,730
Non Wage Recurrent	344,373
AIA	0

**Output: 02 Commercial Partnerships**



# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
Identification process of development partners for EACOP facilitated	Engagements with potential development partners held.	<b>Item</b> 221002 Workshops and Seminars	<b>Spent</b> 61,500
Identification process of development partners for EACOP facilitated	Engagements with potential project financiers held and proposals evaluated	227002 Travel abroad	271,396
Contract for Joint venture partnership developed and negotiated Contract for Joint venture partnership developed and negotiated	Procurement of Transaction Advisory services progressed with Technical Evaluation of Request for Proposals (RFP) for completed and evaluation of financial bids commenced.		
	Furthermore, TORs for EOI from potential Strategic Partners in KST completed.		
	Subsequently EOI advertised in print media and deadline for submission set for 9th April 2019		

### Reasons for Variation in performance

Transaction Advisory services to support the process of securing a Strategic Partner.

Progress slowed pending FID in the Upstream

	<b>Total</b>	<b>332,896</b>
	Wage Recurrent	0
	Non Wage Recurrent	332,896
	<b>AIA</b>	<b>0</b>

### Output: 03 Oil and Gas Infrastructure

Basis of design reviews for the barge and pipeline undertaken	Review of the designs of the oil jetty was undertaken and was still work in progress	<b>Item</b> 221002 Workshops and Seminars	<b>Spent</b> 62,750
Field related activities facilitated Basis of design reviews for the barge and pipeline undertaken	Process to approve FEED for EACOP by PAU ongoing	227002 Travel abroad	273,991
Field related activities facilitated Post FID activities undertaken Recommendation of the Master plan for KST implemented Recommendation of the Master plan for KST implemented Mobilization of key personnel for EPC contractor undertaken Mobilization of key personnel for EPC contractor undertaken Amount of funding for stocking strategic national reserves secured Amount of funding for stocking strategic national reserves secured Proportion of the 15% Shareholder funding secured Proportion of the 15%	Geotechnical surveys in Uganda completed and reports to be submitted except for the Unexploded Ordnance (UXO) areas.		
	Pipeline geotechnical surveys in Tanzania at 86% physical progress for field investigations. The delay is attributed to lack of UXO clearance.		
	In Uganda advance party progress is at 57% and data acquisition planned for March and May 2019.		

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

### Shareholder funding secured

RAP studies in Uganda completed and valuation reports developed pending submission due to delayed receipt of approved compensation rates from respective district land boards.

ESIA completed and reports submitted to NEMA for review and approval.

Early Civil Works such as surveys and design commenced whereas engagements on water supply with National Water and Sewerage Corporation held.

The contract to undertake ESIA for KST awarded to Albertine Investment Limited and works commenced

Scoping report for ESIA submitted and review ongoing

UNOC is involved in the ESIA by supporting field visits, review of progress reports and provision of necessary information.

Fencing of the KST land at 92% complete and UNOC continues to supervise the fencing works

Engagements with NFA to resolve boundary issues for the remaining unfenced land to pave a way forward for completion of fencing ongoing

Mobilization of key personnel ongoing

Various procurement activities ongoing for EACOP;

EPcmC activities undertaken and progress reached is 62%.

Performance review engagements ongoing between UNOC and its JVP One Petroleum Limited.

UNOC continues to wait for UGX 40 billion for purchase of National Strategic Reserves to supplement existing stocks. This was identified as a priority area for financing

Business plan for bulk trading under development. Engagements with Ajyal SPA -Abu Dhabi on a bulk trading deal

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

held. This is an opportunity for UNOC to secure a re-export license as this will supplement security of supply while generating revenue for the country for the benefit of all Ugandans

Health, Safety, Security and Environment ensured at the terminal for a conducive operating environment

Process of titling JST land ongoing. Engagements held with the Department of Surveys and Mapping and Jinja Land Board

EACOP  
Engagements on financing options for the project continued. Minister of Energy and Mineral Development and Minister of Finance, Planning and Economic Development required to assess various funding options. A taskforce constituted and an Addendum to the Cabinet Memo developed and under review for presentation to Cabinet

Continued to engage with Financial Advisors and potential financiers of the project to discuss financing solutions

### *Reasons for Variation in performance*

Post FID activities to be undertaken after FID for which efforts are underway to conclude.

Delay in completion on geotechnical surveys caused by the lack of clearance for UXO areas

Delays in the progress on land acquisition is attributed to lack of approved compensation rates by the respective district land boards i.e. Kakumiro, Mubende, Sembabule and Kyotera.

No funds released for stocking strategic national reserves

Need to secure a re-export license from Uganda Revenue Authority

Conclusion of procurements' pend FID in the Upstream

Engagements ongoing with the Ministry of Energy and Mineral Development to acquire the permits for using water transport so as to supplement JST stocking levels.

Financing of UNOC equity share of USD\$ 213 Million pending Cabinet approval

Process of fencing interrupted by the boundary issues with NFA

<b>Total</b>	<b>336,741</b>
Wage Recurrent	0
Non Wage Recurrent	336,741
AIA	0
<b>Total For SubProgramme</b>	<b>1,319,739</b>

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
		Wage Recurrent	305,730
		Non Wage Recurrent	1,014,009
		AIA	0

### Program: 49 Policy, Planning and Support Services

#### Recurrent Programmes

#### Subprogram: 01 Office of the CEO

#### Outputs Provided

#### Output: 01 Planning, Budgeting and Monitoring

		Item	Spent
Strategic plan reviewed and updated			
Developed Company policies reviewed and sanctioned	The 6-year Strategic Plan for UNOC reviewed by Management and comments generated.	225001 Consultancy Services- Short term	1,744,911
		227002 Travel abroad	273,420
UNOC projects marketed and promoted in country and abroad	Strategic plan reviewed and updated		
	The comments included addition of new projects for instance projects that address UNOC's Joint Venture roadmap and Business Development Process		
Developed Company policies reviewed and sanctioned			
	Continued to engage in local and international business sessions to promote UNOC and its projects for the benefit of all Ugandans		
UNOC projects marketed and promoted in country and abroad			

#### Reasons for Variation in performance

UNOC is in the process of developing its first 6 year Strategic plan which is aligned to all the strategic relevant documents. A draft was developed and reviewed by the Management. The process of incorporating the comments is ongoing

<b>Total</b>	<b>2,018,332</b>
Wage Recurrent	0
Non Wage Recurrent	2,018,332
AIA	0
<b>Total For SubProgramme</b>	<b>2,018,332</b>
Wage Recurrent	0
Non Wage Recurrent	2,018,332
AIA	0

#### Recurrent Programmes

#### Subprogram: 02 Finance and Administration

#### Outputs Provided

#### Output: 01 Planning, Budgeting and Monitoring

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Budget performance analysis conducted		<b>Item</b>	<b>Spent</b>
Budget performance analysis conducted	Budget performance analyzed periodically i.e. monthly, quarterly and annually	221008 Computer supplies and Information Technology (IT)	319,143
Quarterly work plans and budgets prepared	Quarterly workplans developed and implemented	221011 Printing, Stationery, Photocopying and Binding	3,750
Quarterly work plans and budgets prepared	Quarterly budget forecasts developed and discussed		
Periodical performance reports prepared	Reviewed the 2nd Budget Call Circular, it indicated an increment in the UNOC 's budget allocation to UGX 31.48 billion from UGX 15.2 billion leaving a funding gap of UGX 70.9 billion of the initial budget requirement of UGX 102.3 billion.		
	Ministerial Policy Statement (MPS) for financial year 2019/20 prepared and submitted by the statutory deadline.		
	Engaged with the National Planning Authority (NPA) to update them on UNOC's mandate and progress. This was followed by an engagement on the plans for 3rd National Development Plan (NDP) process and its strategic objectives.		
	Company monthly performance reports prepared and in timely manner		
	Quarter 2 performance report prepared and submitted. It was shared with the relevant stakeholders such as NPA, OPM, MoPFED, Equal Opportunities Commission (EOC), Parliamentary Committees among others		
	Several progress reports prepared such as Board papers, Stakeholder reports among others		

### Reasons for Variation in performance

Company continues to comply with the reporting requirements

Given the under funding challenges faced by the Company, Budget rationalization is a continuous process throughout the financial year.

Conducted annual, quarterly and monthly

Support NPA in incorporating UNOC activities in the 3rd NDP

<b>Total</b>	<b>322,893</b>
Wage Recurrent	0
Non Wage Recurrent	322,893

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
			AIA 0
<b>Output: 02 Finance Management</b>			
Joint venture audits conducted		<b>Item</b>	<b>Spent</b>
Joint venture audit reports prepared Joint venture audits conducted	JST audits conducted and Audit report under discussion by Management	222001 Telecommunications	448,300
		223005 Electricity	33,750
		223006 Water	7,500
Joint venture audit reports prepared		226002 Licenses	1,150,000
Participation of UNOC in Joint venture meetings ensured	Participated in engagements with JVPs across various projects.		
Monthly Joint Interest Billings and cash calls between UNOC & its Joint Venture Partners reviewedParticipation of UNOC in Joint venture meetings ensured	However, UNOC's reception of Monthly Joint interest billings is pending the JOA back in		
Monthly Joint Interest Billings and cash calls between UNOC & its Joint Venture Partners reviewedFinancial Statements prepared	Half-year Financial Statements based on modified Cash Accounting with 'IFMS' Data for UNOC prepared and submitted in accordance with Section 50 (1)-(2) of the PFMA, 2015.		
Statutory obligations complied with Financial Statements prepared	Commenced preparation of Nine months financial accounts as requested for by the Office of the Auditor General. However, process to establish reference underway.		
Statutory obligations complied with Proportion of funding for investments securedProportion of funding for investments secured	Engagements on financing options that do not put pressure on the National Treasury continued. Minister of Energy and Mineral Development and Minister of Finance, Planning and Economic Development required to assess various funding options. A task force constituted and an Addendum to the Cabinet Memo developed and under review for presentation to Cabinet		
	Continued to engage with Financial Advisors and potential financiers of the project to discuss financing solutions		

### Reasons for Variation in performance

UNOC is required to compile Financial Statements in accordance with the Public Finance Management Act, 2015. In this regard, the Company prepared Financial Statements in compliance with the Statutory requirements  
Other audits in the Upstream await JOA Back-in.

UNOC's active engagements in the JVPs discussions and receipt of monthly joint interest billings pend completion of the JOA Back-in

Long term financing strategy for UNOC's recurrent and development budgets is necessary to enable UNOC maximize the benefit to all Ugandans

<b>Total</b>	<b>1,639,550</b>
Wage Recurrent	0
Non Wage Recurrent	1,639,550

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
			AIA 0

### Output: 03 Procurement and Maintenance of assets and stores

Asset Management register updated and implemented	Asset Management register updated	Item	Spent
Asset Management register updated and implemented	Asset Management register updated	221001 Advertising and Public Relations	25,000
Plan implemented	Implementation of the Procurement Plan on going i.e. major procurements include; motor vehicles, Group Personal Accident (GPA) Insurance, Accounting Software, IT, Transaction Advisory services for KST and sale of test crude oil.	222003 Information and communications technology (ICT)	766,803
Procurement Plan implemented		223002 Rates	318,510
Procurement plan prepared and approved		228002 Maintenance - Vehicles	1,415,000
Procurement plan prepared and approved		228003 Maintenance – Machinery, Equipment & Furniture	67,500
	Sale of Test crude oil: Electro- Maxx identified as the potential buyer	228004 Maintenance – Other	29,920
	Sample of test crude oil provided and tested by Electro-Maxx		
	Following grant of additional funds, the procurement plan was reviewed and updated.		
	Follow up engagements for Accreditation of UNOC by PPDA held.		

### Reasons for Variation in performance

Implementation of procurement plan continued

A meeting between UNOC and PPDA regarding Accreditation process to be held

Continuous update

<b>Total</b>	<b>2,622,732</b>
Wage Recurrent	0
Non Wage Recurrent	2,622,732
AIA	0

### Output: 07 Risk Management

Risk assessment carried out and mitigation strategies developed	Risk Monitoring Matrix for UNOC developed and reviewed for relevancy	Item	Spent
Risk assessment carried out and mitigation strategies developed	Risk Monitoring Matrix for UNOC developed and reviewed for relevancy	221011 Printing, Stationery, Photocopying and Binding	2,750
		222003 Information and communications technology (ICT)	2,750

### Reasons for Variation in performance

Continuously updated

<b>Total</b>	<b>5,500</b>
Wage Recurrent	0
Non Wage Recurrent	5,500

### QUARTER 3: Outputs and Expenditure in Quarter

56/73



# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

• EACOP existing tanks installations site visit in China

Conferences attended;

- Africa Refiner Association Week in South Africa
- Institute of Internal Auditors Forum Global Leadership in Tokyo Japan
- Egypt Petroleum Conference where UNOC promoted its projects and country
- 3rd West African International Petroleum Exhibition and Conference in Nigeria which promoted UNOC and its commitment to National Content

16 additional staff commenced work in the quarter.

Employment distribution by gender as at 31st March 2019 was 42% and 58% for females and males respectively.

Recruitment of the 31 positions advertised ongoing. Shortlisting, Interviews and offer of job positions characterized the quarter.

All staff quarterly meeting held on 15th March 2019 at UNOC premises. All staff were updated on all Company projects and activities. It also included a Health wellness talk on nutrition and check- ups for the benefit of all staff.

Held a team building event as one of the initiatives to motivate and improve staff interaction between management and other staff. The event was graced by Coach Phill of Intelligent Performance who is a motivation speaker and high-performance teams' expert

Process of planning for other team building initiatives on going

Prompt payment of salaries to all staff achieved in compliance with the statutory date of 28th of each month of payment.

### *Reasons for Variation in performance*

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
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Safety first for all staff, communities and environment where UNOC operates

UNOC is a growing Company given the mandate it has to execute along the petroleum value chain. In this regard, UNOC requires funding to support future recruitment and build the capacity of its human resource.

Team building initiatives are continuous for effectiveness and efficient delivery of UNOC's mandate. However, these are minimized due to budget constraints

Building the capacity of staff of UNOC is very critical to maintaining a workforce updated with Industry progress. However, the UNOC is constrained by the budget

<b>Total</b>	<b>3,634,908</b>
Wage Recurrent	576,708
Non Wage Recurrent	3,058,200
<i>AIA</i>	0

**Output: 20 Records Management Services**

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Information, Communication and Technology (ICT) Strategy implemented	Contacts for the Hyperconverged Infrastructure (HCI), laptops, printer, primary internet link, unified threat management system, telephony, and Wi-Fi system were signed internally and approved by Solicitor general. The core switches and Wi-Fi system were delivered while the other items are yet to be delivered.	<b>Item</b> 222003 Information and communications technology (ICT) 226002 Licenses	<b>Spent</b> 46,222 50,000
Information, Communication and Technology (ICT) Strategy implemented			
Disaster recovery and Business Continuity Plans (BCP) implemented	The office cabling is at the stage of procuring a service provider, a pre-bid meeting was held, bids were submitted on 27th March 2019. Ceteris Paribus, the contract award is expected within 2 weeks.		
Disaster recovery and Business Continuity Plans (BCP) implemented	Terms of reference for backup internet link, premise access control system upgrade, Uninterruptible Power Supply, and replacement batteries for the UPS set was completed. The target completion for electricals is end of May 2019 subject to the rate procurement process.		
Document Control Management System implemented	ERP procurement was restarted because of the change of specifications, and currently at technical specification requirements gathering in conjunction with the user departments.		
Document Control Management System implemented	Procurement of additional licenses for Microsoft 365 as a result of additional staff is in final stages		
	Development of BCP is ongoing		
	Implementation of New Filing System continued		
	Creation of project specific document folders commenced		
	Document control and tracking continued. The Company handled 411 documents in the quarter of which 54% were incoming and 46% outbound.		

### Reasons for Variation in performance

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	US\$ Thousand
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Efforts made to continue improving the IT solutions for the Company

The volume of documents being handled necessitates the need for an Electronic Document Management System (EDMS) which has been deferred to the FY 2019/20 (though unfunded still in current budget allocation) due to inadequate funding in FY 2018/19  
Work in progress

<b>Total</b>	<b>96,222</b>
Wage Recurrent	0
Non Wage Recurrent	96,222
AIA	0
<b>Total For SubProgramme</b>	<b>8,321,805</b>
Wage Recurrent	576,708
Non Wage Recurrent	7,745,097
AIA	0

### Recurrent Programmes

#### Subprogram: 03 Audit

#### Outputs Provided

#### Output: 07 Risk Management

	Item	Spent
Internal Audit Charter approved Internal Audit Charter approved Risk Management Framework reviewed Risk Management Framework reviewed Audit per functional area carried out	Developed the draft Internal Audit Charter and discussed with the Audit and Risks Committee. The committee approved the Charter	221011 Printing, Stationery, Photocopying and Binding 4,873
	222001 Telecommunications	8,750
	Draft Charter to be submitted to Management for onward submission to the Board for approval.	
	Draft RMF developed	
	A draft Due Diligence self-assessment tool developed. The tool will be used by UNOC to assess its suitability and readiness when another Company conducts due diligence on it especially when searching for Joint Venture Partners.	
	Draft Audit costed work plan for 3 years developed and discussed in the Audit and Risk Committee. However, there is need to confirm the resources to inform selection of auditable areas	
	Thereafter the draft will be submitted to Management and Board for approval.	

### Reasons for Variation in performance

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
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Work in progress

UNOC has an established Internal Audit function which is grossly underfunded within the allocated budget. In this regard, there is UNOC requires additional resources to execute the roles under the Audit function including the acquisition of relevant software.

Work in progress

<b>Total</b>	<b>13,623</b>
Wage Recurrent	0
Non Wage Recurrent	13,623
AIA	0
<b>Total For SubProgramme</b>	<b>13,623</b>
Wage Recurrent	0
Non Wage Recurrent	13,623
AIA	0

### Recurrent Programmes

#### Subprogram: 04 Legal and Corporate Affairs

##### Outputs Provided

#### Output: 08 Legal and Advisory Services

Commercial Agreement negotiations participated in Commercial Agreement negotiations participated in	Legal discussions and negotiations in all projects and Company aspects supported:	Item	Spent
	Legal advice provided during the negotiations: JOA back in to the Upstream, direct Exploration License, Uganda Refinery configuration approval process, HGA and SHA for the EACOP, KST land issues as well as titling of the JST land for UNOC's security.	221005 Hire of Venue (chairs, projector, etc)	612,500
	Drafted and reviewed 16 employment contracts for recruited staff	225001 Consultancy Services- Short term	22,500
	Drafted and followed up various procurement contracts for clearance by Solicitor General as well as signature by the winning bidder.		
	Offered legal and secretarial support services during the three (3) Contracts Committee meetings.		
	Prepared Letter of Intent setting out non-binding terms of acceptance of Electro-Maxx's offer for the purchase of test crude oil.		

### Reasons for Variation in performance

Legal support to all functional units of the Company continued while protecting the benefit to all Ugandans

**Total 635,000**

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
		Wage Recurrent	0
		Non Wage Recurrent	635,000
		AIA	0

### Output: 09 Corporate Governance

		Item	Spent
Board meetings for UNOC and its subsidiaries held and facilitated Board meetings for UNOC and its subsidiaries held and facilitated	UNOC board composition is at 43% and 57% ratio of females to males.	221005 Hire of Venue (chairs, projector, etc)	5,000
	Nine Board engagements held through the quarter to make key resolutions about Company progress	222001 Telecommunications	3,250
	Five Board members engaged in the 8th Annual Directors and Company Secretaries Conference.		
	Corporate governance structures in place.		
	The Board constituted sub-committees that handle different aspects relevant for good governance such as Subsidiary boards, Finance and Remuneration as well as Audit and Risk		
	Continued to supervise and oversee the process of identification of a consultant to conduct evaluations for the Boards of UNOC, URHC and NPC in accordance with good corporate governance practice.		
	Prepared the board report to the shareholders for the first quarter (January – March 2019)		

### Reasons for Variation in performance

Commitment of the Board and Management of the Company

	<b>Total</b>	<b>8,250</b>
	Wage Recurrent	0
	Non Wage Recurrent	8,250
	AIA	0

### Output: 10 Public Relations

		Item	Spent
Awareness campaigns and branding carried out Awareness campaigns and branding carried out Corporate Social Responsibility (CSR) initiatives undertaken Corporate Social Responsibility (CSR) initiatives undertaken	Continued to update the UNOC website	221001 Advertising and Public Relations	35,000
	Continued to update UNOC Facebook and Twitter social media account	221011 Printing, Stationery, Photocopying and Binding	5,625
	Engaged with Ministry of Water and Environment and technical working group constituted for compliance and follow-up on key issues.		

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## QUARTER 3: Outputs and Expenditure in Quarter

Involved in 21 quarterly joint venture stakeholder engagements with various groups in Acholi Kingdom, Civil Society Organizations, Bunyoro Women Leaders, Murchison Falls National Park Tourism stakeholders, Cultural Leaders, various sub counties, parishes among others

A database of all identified stakeholders developed and to be continuously updated.

Share of corporate oil and gas industry news with Staff continued.

Published an article about the completion of the Refinery Configuration in media.

Media engagements related to Women's day celebrations

Conducted four radio talk shows on NBS Radio, Radio Rupiny, Biiso FM and Kings Broadcasting Services – Radio Masindi

Engaged Extractives Hub to support the development of the National Content Strategy for UNOC

The draft final National Content Strategy submitted and under review for the benefit of all Ugandans

Engaged in two (2) collaboration meetings between UNOC and Stanbic bank on the National Content initiatives to support i.e. (a) the Stanbic incubator activities and; (b) suppliers that have graduated from the incubator activities to post-incubator

Shared information with Invest in Africa Team, a UK Company regarding their participation in the Uganda's oil & gas sector.

Engaged in the farmer's workshop in Hoima focused on opportunities to supply food in the region to the oil camps and other markets.

Engaged with MoFPED consultant to develop the Domestic Supply Gap indexing for the oil & gas sector to inform government interventions that support Ugandan suppliers to participate in the oil & gas sector.

UNOC in conjunction with the Uganda Blood Transfusion Services (UBTS), Nakasero donated blood aimed at boosting

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## QUARTER 3: Outputs and Expenditure in Quarter

blood collection across the country on 1st March 2019. A total of 17 units of blood was donated by UNOC staff

UNOC staff contributed to the fundraising drive for the construction of a blood bank at Mengo hospital.

### *Reasons for Variation in performance*

UNOC contributed to National cause of blood donation campaign, improvement in maternal health among others.

UNOC continues to support CSR activities in various ways

Branding guidelines approved by Management

<b>Total</b>	<b>40,625</b>
Wage Recurrent	0
Non Wage Recurrent	40,625
AIA	0
<b>Total For SubProgramme</b>	<b>683,875</b>
Wage Recurrent	0
Non Wage Recurrent	683,875
AIA	0

### *Recurrent Programmes*

#### **Subprogram: 05 Commercial Services**

#### *Outputs Provided*

#### **Output: 01 Planning, Budgeting and Monitoring**



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## QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Strategic and Commercial objectives implemented Strategic and Commercial objectives implemented Commercial terms and agreements negotiations supported Commercial terms and agreements negotiations supported	Development of an Integrated Economic Model progressed to address the outstanding issues hindering completion of JOA Back in.  Proposed fiscal terms and commercial structure for direct Exploration License. The terms are intended to attract investment in Uganda while benefiting all Ugandans and conservation of the environment.  Continued to assess FID readiness continued of the Upstream and EACOP projects  Continued engagements related to business structuring of various projects such as Bulk trading and KST.  Continued to track the oil price trend which increased from USD \$ 62 to USD \$ 66 per barrel by end March 2019. This was attributed to the continued supply side pressure from OPEC and major non-OPEC producers.  Supported discussions/negotiations of Commercial terms in the Agreements for all UNOC projects such as Host Government Agreement (HGA)	Item 221002 Workshops and Seminars 222001 Telecommunications	Spent 90,250 15,995

### Reasons for Variation in performance

Delayed resolution of outstanding issues

Model completion update and business structuring continuous for improved assumptions

	<b>Total</b>	<b>106,245</b>
	Wage Recurrent	0
	Non Wage Recurrent	106,245
	AIA	0
	<b>Total For SubProgramme</b>	<b>106,245</b>
	Wage Recurrent	0
	Non Wage Recurrent	106,245
	AIA	0
	<b>GRAND TOTAL</b>	<b>14,962,479</b>
	Wage Recurrent	1,341,578
	Non Wage Recurrent	13,620,901
	GoU Development	0
	External Financing	0

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**Vote:311**    Uganda National Oil Company (UNOC)

**QUARTER 3: Outputs and Expenditure in Quarter**

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AIA 0

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# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 4: Revised Workplan

<i>US\$ Thousand</i>	<b>Planned Outputs for the Quarter</b>	<b>Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)</b>
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### Program: 06 Petroleum Commercial Management

#### *Recurrent Programmes*

#### Subprogram: 06 Upstream Interventions

#### *Outputs Provided*

#### Output: 01 Project Agreements

Commercial Framework negotiations held

Exploration and production data processed, interpreted and analysed

Joint venture discussions with potential strategic partners held

Commercial Framework negotiations held

Exploration and production data processed, interpreted and analysed

Joint venture discussions with potential strategic partners held

#### Output: 02 Commercial Partnerships

Negotiations with potential commercial partners held

Negotiations with potential commercial partners held

#### Output: 03 Oil and Gas Infrastructure

Water Abstraction permits awarded

Funding for Upstream developments secured

Enabling works for upstream progressed

Mobilization of key personnel for the EPC contractor commenced

Water Abstraction permits awarded

Funding for Upstream developments secured

Enabling works for upstream progressed

Mobilization of key personnel for the EPC contractor commenced

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 4: Revised Workplan

<i>US\$ Thousands</i>	<b>Planned Outputs for the Quarter</b>	<b>Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)</b>
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### Subprogram: 07 Refinery and Industrial Parks

#### *Outputs Provided*

#### **Output: 01 Project Agreements**

Implementation and Shareholder agreements signed

Relevant licenses and permits for the refinery and Kabaale Industrial park secured.

Field activities conducted

Implementation and Shareholder agreements signed

Relevant licenses and permits for the refinery and Kabaale Industrial park secured.

Field activities conducted

#### **Output: 02 Commercial Partnerships**

Evaluations and negotiations with development partners held

Field visits to KIP conducted including bench marking visits

Evaluations and negotiations with development partners held

Field visits to KIP conducted including bench marking visits

#### **Output: 03 Oil and Gas Infrastructure**

Proportion of the 40% Shareholder funding for refinery project secured

Pre-FID activities participated in and facilitated in-country and abroad

Master plan recommendations implemented

Proportion of the 40% Shareholder funding for refinery project secured

Pre-FID activities participated in and facilitated in-country and abroad

Master plan recommendations implemented

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 4: Revised Workplan

UShs Thousand	Planned Outputs for the Quarter	Estimated Funds Available in Quarter (from balance brought forward and actual/expected releaes)
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Subprogram: 08 Pipelines and Storage Terminals

Outputs Provided

Output: 01 Project Agreements

Commercial Terms and Transportation Agreements completed

Shareholder Agreements developed and negotiated

Commercial Terms and Transportation Agreements completed

Shareholder Agreements developed and negotiated

Output: 02 Commercial Partnerships

Identification process of development partners for EACOP facilitated

Contract awarded

Identification process of development partners for EACOP facilitated

Contract awarded

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 4: Revised Workplan

<i>US\$ Thousands</i>	<b>Planned Outputs for the Quarter</b>	<b>Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)</b>
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### Output: 03 Oil and Gas Infrastructure

Proportion of the 15% Shareholder funding secured

Post FID activities undertaken

Mobilization of key personnel for EPC contractor undertaken

Amount of funding for stocking strategic national reserves secured

Basis of design reviews for the barge and pipeline completed

Field related activities facilitated

Recommendation of the Master plan for KST implemented

Proportion of the 15% Shareholder funding secured

Post FID activities undertaken

Mobilization of key personnel for EPC contractor undertaken

Amount of funding for stocking strategic national reserves secured

Basis of design reviews for the barge and pipeline completed

Field related activities facilitated

Recommendation of the Master plan for KST implemented

*Development Projects*

### Program: 49 Policy, Planning and Support Services

*Recurrent Programmes*

### Subprogram: 01 Office of the CEO

*Outputs Provided*

### Output: 01 Planning, Budgeting and Monitoring

Strategic plan reviewed and updated

Developed Company policies reviewed and sanctioned

UNOC projects marketed and promoted in country and abroad

Strategic plan reviewed and updated

Developed Company policies reviewed and sanctioned

UNOC projects marketed and promoted in country and abroad

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 4: Revised Workplan

<i>US\$ Thousand</i>	<b>Planned Outputs for the Quarter</b>	<b>Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)</b>
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### Subprogram: 02 Finance and Administration

#### *Outputs Provided*

#### **Output: 01 Planning, Budgeting and Monitoring**

Quarterly work plans and budgets prepared

Periodical performance reports prepared

Budget performance analysis conducted

Quarterly work plans and budgets prepared

Periodical performance reports prepared

Budget performance analysis conducted

#### **Output: 02 Finance Management**

Financial Statements completed

Financial Statements audited

Statutory obligations complied with

Participation of UNOC in Joint venture meetings ensured

Monthly Joint Interest Billings and cash calls between  
UNOC & its Joint Venture Partners reviewed

Joint venture audits conducted

Joint venture audit reports prepared

Proportion of funding for investments secured

Financial Statements completed

Financial Statements audited

Statutory obligations complied with

Participation of UNOC in Joint venture meetings ensured

Monthly Joint Interest Billings and cash calls between  
UNOC & its Joint Venture Partners reviewed

Joint venture audits conducted

Joint venture audit reports prepared

Proportion of funding for investments secured

# Vote:311 Uganda National Oil Company (UNOC)

## QUARTER 4: Revised Workplan

<i>US\$ Thousands</i>	<b>Planned Outputs for the Quarter</b>	<b>Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)</b>
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### Output: 03 Procurement and Maintenance of assets and stores

Procurement plan prepared and approved

Procurement Plan implemented

Asset Management register updated and implemented

Procurement plan prepared and approved

Procurement Plan implemented

Asset Management register updated and implemented

### Output: 07 Risk Management

Risk assessment carried out and mitigation strategies developed

Risk assessment carried out and mitigation strategies developed

### Output: 19 Human Resource Management Services

Recruitment plan updated and implemented

Staff salaries, pension and gratuity paid promptly

Staff retention plans and programs reviewed and implemented

Team building initiatives reviewed and implemented

Staff training plans reviewed and implemented

Recruitment plan updated and implemented

Staff salaries, pension and gratuity paid promptly

Staff retention plans and programs reviewed and implemented

Team building initiatives reviewed and implemented

Staff training plans reviewed and implemented

### Output: 20 Records Management Services

Information, Communication and Technology (ICT) Strategy implemented

Disaster recovery and Business Continuity Plans (BCP) implemented

Document Control Management System implemented

Information, Communication and Technology (ICT) Strategy implemented

Disaster recovery and Business Continuity Plans (BCP) implemented

Document Control Management System implemented



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## QUARTER 4: Revised Workplan

<i>US\$ Thousand</i>	<b>Planned Outputs for the Quarter</b>	<b>Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)</b>
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### Subprogram: 04 Legal and Corporate Affairs

#### *Outputs Provided*

#### **Output: 08 Legal and Advisory Services**

Commercial Agreement negotiations participated in

Commercial Agreement negotiations participated in

#### **Output: 09 Corporate Governance**

Board meetings for UNOC and its subsidiaries held and facilitated

Board meetings for UNOC and its subsidiaries held and facilitated

#### **Output: 10 Public Relations**

Awareness campaigns and branding carried out

Corporate Social Responsibility (CSR) initiatives undertaken

Awareness campaigns and branding carried out

Corporate Social Responsibility (CSR) initiatives undertaken

### Subprogram: 05 Commercial Services

#### *Outputs Provided*

#### **Output: 01 Planning, Budgeting and Monitoring**

Strategic and Commercial objectives implemented

Commercial terms and agreements negotiations supported

Strategic and Commercial objectives implemented

Commercial terms and agreements negotiations supported

#### *Development Projects*