



**BUNYORO ALBERTINE PETROLEUM NETWORK ON
ENVIRONMENTAL CONSERVATION (BAPENECO)**

5-YEAR STRATEGIC PLAN

2021 – 2025

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List of Acronyms

BAPENECO	Bunyoro Albertine Petroleum Network on Environmental Conservation
BBS	Bunyoro Broadcasting Services
CSCO	Civil Society Coalition on Oil and Gas
CSO	Civil Society Organizations
DDP	District Development Plan
DWD	Directorate of Water Development
EC	Executive Committee
EITI	Extractive Industries Transparency Initiative
IOC	International Oil Company
KBS	Kitara Broadcasting Services
KCSON	Kitara Civil Society Organizations Network
MDNF	Masindi District NGO Forum
MICOD	Mid-Western Region Centre for Democracy and Human Rights
NDP	National Development Plan
NFA	National Forestry Authority
NGO	Non-Governmental Organization
NOGP	National Oil and Gas Policy
PAU	Petroleum Authority of Uganda
SP	Strategic Plan
SPA	Strategic Planning Area
UGX	Uganda Shillings
UWA	Uganda Wildlife Authority
WWF UCO	World Wide Fund for Nature – Uganda Country Office

FOREWORD

Environmental destruction in the petroleum industry remains the most severe development problem with far reaching consequences that spreads from the field level through to households and the macro-economic level. Within the society, poor environmental stewardship increasingly affects natural resource productivity, performance of ecosystems and the general welfare of the affected population.

The extent to which the rights of the project-affected persons are neglected or promoted is a major factor in curbing poverty within the population and thus meeting the overall objective of the National Oil and Gas Policy (NOGP) of Uganda, 2008. Government and International Oil Companies (IOC), have an obligation to promote and protect the environment and social rights of every single individual and community in the process of developing the country's oil project. Civil Society Organizations (CSO) on the other hand, have a duty to demand, access, participate actively in objectives towards better environmental integrity, social justice and promotion of human rights. To this end, CSOs in Bunyoro have a duty to empower and mobilize communities to demand for respect of their rights in order for the project to avoid further disenfranchisement of the resource host communities and individuals.

This strategy is rooted in the National Development Plan (NDP III) and Government policies in the areas of petroleum, environment, natural resources socio-cultural and economic aspects, prosperity for all programmes as well as target District Development Plans (DDP) in Bunyoro.

BAPENECO through this strategy, seeks to promote and protect the rights and interests of all project-affected communities and persons, in line with the Network's founding objective in 2010 - to respond to specific issues on petroleum and environmental conservation in the mid Albertine region. For the period 2021-2025, four strategic objectives have been coined to guide implementation of the Network's business. With the attendant activities under each of the above objectives effectively and efficiently implemented, BAPENECO member organizations will be gradually moving towards having a well-managed petroleum resource for enhanced environmental conservation and social welfare. However, to achieve these, BAPENECO will need to: design a monitoring and evaluation framework and an advocacy strategy to be able to communicate effectively with stakeholders and to track results. In addition, there is need to update the existing resource mobilization strategy to raise the necessary funds to implement the proposed activities

Finally, the success of this strategy is a joint responsibility of BAPENECO, project beneficiaries and other stakeholders who share the cause of environmental conservation and social welfare through workable strategies and approaches with a common view of reducing poverty at household level and aiding sustainable development. Let us

therefore, work together towards a petroleum sector that is free of human rights abuses and environmental damage. Working together, shall surely get where we want to be!

Lawrence Kangula

Chairperson Executive Committee, 2021

ACKNOWLEDGEMENTS

BAPENECO developed this strategic plan (2021 - 2025) with generous support provided by World Wide Fund for Nature - Uganda Country Office (WWF-UCO). The Government of Uganda through relevant Ministries and District Local Governments (DLGs) also supported this process by offering development information that was used to generate consensus on the strategic directions that the Network should focus its efforts in the next five years. Key to mention are Ministry of Energy and Mineral Development (MEMD), Ministry of Water and Environment (MWE) and the District Local Governments of Hoima, Buliisa, Kikuube and Masindi.

Our appreciation further goes to member Civil Society Organizations (CSOs); both district-level Non-Government Organization (NGOs) and Community Based Organizations (CBOs), beneficiary communities and groups, cultural institutions such as the Kingdom of Bunyoro, affirmative action-centered networks such as People with Disabilities (PWDs) for their immense contribution to the process of developing this five-year strategic direction. We believe this strategy will go a long way in guiding BAPENECO's interventions to register greater impact for the good of the people of Bunyoro and their natural environment during and beyond its implementation period.

BACKGROUND TO BAPENECO

1.1 Introduction

Bunyoro Albertine Petroleum Network on Environmental Conservation (BAPENECO) is a Network comprised of civil society organizations from Bunyoro Sub region, covering the Districts of Kikuube, Masindi, Kagadi, Hoima, Kakumiro, Buliisa, Kibaale and Kiryandongo. BAPENECO was established at a time when extractives sector (oil and gas) had gained a center stage in the discussion of Uganda's economy with a purpose to convene CSOs to work together in protecting the environment of social interests of Bunyoro.

Bunyoro Sub region is greatly endowed with Uganda's most important environmental resources including, Budongo Forest, Bugoma Forest, Lake Albert, Murchison Falls National Park and vital wetlands, landscapes, forests, rivers and lakes, as well as the most recently discovered oil and gas resources. However, the natural resources continue to face threats due to high population, deforestation, oil and gas related infrastructure such as critical oil roads among others that are directly affecting their long-term existence if not managed well. In recent times these resources are also facing growing challenges from petroleum exploration and development in the Albertine region.

WWF and Masindi District NGO Forum (MDNF) initiated the idea of establishing a regional network on oil and environmental conservation in Bunyoro region. The idea was later translated into a concept note that articulated the need to work through a network to respond to specific issues on petroleum and environmental conservation in the mid Albertine region, thus leading to the birth of BAPENECO January 2010.

The Network brings together civil society organizations from Bunyoro Sub region, an ecological hotspot, to have a role to play in the petroleum sector to ensure that there is transparency, accountability and during petroleum exploitation, the ecosystems are safe-guarded. The network is governed by a Memorandum of Understanding which provides mandate to the General assembly, Executive Committee, member organizations and a secretariat to perform their respective and differentiated duties. The hosting of the Network changes according to the memorandum of understanding provisions and currently Kitara Civil Society Organizations Network (KCSO) is the host. BAPENECO is composed of 20-member organizations (Annex 5), with more expressing interest to join the Network. It has since moved towards a fully-fledged and strong regional platform with the ability and capability to build consensus of various stakeholders on petroleum resource management and environment conservation.

Since its inception, BAPENECO has implemented various interventions under its advocacy function to achieve its main founding objectives.

1.2 Mission Statement

To empower CSOs and communities for improved livelihoods and environmental conservation amidst petroleum development in Bunyoro region

1.3 Vision Statement

An empowered civil society sector effectively influencing the sustainable management of the petroleum industry for enhanced environmental and social integrity.

1.4 Strategic objectives

In the next five years, BAPENECO will seek to pursue the following major objectives:

- I. Building a critical mass of CSOs in Bunyoro to undertake joint advocacy on matters of environmental and social integrity
- II. Strengthening the capacity of member CSOs to promote environmental conservation and social welfare during petroleum development
- III. Providing a platform for networking, information sharing and dissemination on petroleum development and environment conservation

1.5 Core Values

BAPENECO believes in:

- i. **Community service** – Our communities’ interests come first. We create high value relationships for the communities, knowing that their success and survival will assure our own.
- ii. **Commitment to Member Organizations** – Our most important assets are our members. We believe that the strength of BAPENECO lies in the diversity of its membership.
- iii. **Integrity** – We maintain the highest level of ethical conduct throughout our mission and recognize that a reputation for honest and fair dealing is a critical asset of our network.
- iv. **Synergy** – We build trust and teamwork through open, candid communications across our network. We share ideas and best practices. We recognize that team effort brings the highest value to the communities and the members.
- v. **Innovation** – We strive to anticipate communities’ needs and meet those needs through new and resourceful solutions.

SITUATIONAL ANALYSIS

2.1.1 The General Oil and Gas Context

In 2006, Uganda announced the confirmation of significant oil reserves for commercial extraction and an estimated 6.5 billion barrels of oil in reserves were confirmed in the Bunyoro sub-region. According to Petroleum Exploration and Production Department (PEPD), 64 exploration and appraisal wells had been drilled and 58 of these were successful, making it the highest success rate in the world. If extracted, those resources would put Uganda among the top fifty oil producers in the world. By close of 2013, Government had received applications for production licenses for over 9 fields. In Bunyoro, Chinese National Offshore Oil Company (CNOOC) and Total Energies have already secured production licenses for Kingfisher area and Tilenga respectively, with production expected to commence by 2025.

It is important to note that the ongoing plans for resource development are within only 40% of the entire Albertine Graben that has since been explored for commercial availability of oil deposits. Therefore, there is an opportunity for oil-focused CSOs to input into the ongoing processes by the different actors to create grounds for eventual transparency and good governance for the oil and gas resources.

The citizens of Uganda expect that the returns from oil investments shall steer the country's socio-economic transformation for the benefit of all Ugandans. The government of Uganda, in the national planning framework (vision 2040) has identified the petroleum sector as primary contributors to the transformation of the Ugandan economy from peasant to a modern and prosperous country. A number of pieces of petroleum legislation have been enacted; the Petroleum (Exploration, Development and Production) Act 2013 and the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act 2013 enacted into law and became effective during April and July 2013 respectively. The oil & gas revenue management Policy was developed and later followed by enactment of the Public Finance Bill 2019 to provide guidance for petroleum revenue management. Without close oversight and independent monitoring, it is possible for this ambition to relegate issues of environmental management and social welfare to secondary consideration.

2.1.2 Environmental context

According to National Environment Act, 2019, National Environment (Environmental Impact Assessment) Regulations, S.1 153-1, Guidelines for EIA in Uganda, 1997, and EIA guidelines for the Energy sector, 2014 a developer is required to conduct Environmental and Social Impact Assessment (ESIA) before undertaking oil exploration and development activities. The mandatory process dictates that upon completion of the assessment, an ESIA report is submitted to National Environment Management Authority (NEMA) for approval. Before NEMA approves the report, they ought to

consult with the relevant stakeholders like Directorate of Water Development, Uganda Wildlife Authority, Petroleum Authority of Uganda, Civil Society Organizations, affected communities and the general public. While Government reports that ESIA have to date been carried out by oil exploration companies, the ESIA process has either not been very comprehensive or some of the recommendations in the ESIA reports have been ignored. This presents an important avenue for CSO engagement in line with BAPENECO strategic objectives.

In the case of Bunyoro, most of the oil wells are located in extremely ecologically sensitive spots such as protected areas and water bodies. Albertine Graben is home to immense flora and fauna and hosts most of the protected areas including forests and national parks/game reserves some of which are endemic. On a general note, it is important to note that there has been outright failure by Government to restore critical wetland ecosystems while widespread land degradation and soil erosion causing widespread economic and livelihood losses are key definitions of environmental conservation failure in Uganda. Upon this background, there is no doubt that oil exploration, development, and production if not soundly managed, will exacerbate the current situation. This underscores the need to reflect on the governance of Uganda's natural resources and those of Bunyoro region in particular.

2.1.3 Social context

Uganda is a multi-cultural nation with different cultural and ethnic diversities. The Albertine Graben consists of various cultural institutions with different historical settings and values. Sometimes, these diversities have been contradictory, breeding tensions and ethnic conflicts. Land conflicts in some areas such as Kibaale and Kikuube have been common and they threaten social peace. A number of people have lost lives, sources of livelihoods and many are disempowered to make informed decisions. The above scenario is a recipe for social and cultural conflict.

The discovery of oil and gas in Bunyoro therefore threatens to intensify the already existing social and cultural fragmentation at national and sub national levels in different ways. These conflicts cannot be resolved or mitigated by formal government interventions per say. There is a crucial role for civil society to play in promoting peace and devising creative means of resolving the inherent conflicts in these areas. Speculators begun a "*rush for land*" both with and without oil in the districts of Bunyoro where oil-related activities and infrastructure are likely to be located. More so, population influx attributed to oil and gas has increased competition for land, resources such as energy in form of firewood and charcoal. Cases of gender-based violence due to disagreements on money for compensation, abandonment of families by men, sexual harassment against young girls are being witnessed. The number of sexual workers has increased, there is an increasing number of school dropouts and early marriages as well as moral decay generally taking root.

As we learn from the civil wars that have been fought in various oil rich countries, Bunyoro – once a food basket of the country, shows signs of resigning to place eyes on oil and abandon agriculture and other income generating activities. To prevent emergence of further insurgence on the account of oil and gas resources, CSOs in Bunyoro ought to forecast this possibility and work with other stakeholders towards putting in place mechanisms of ensuring food security, peace, respect for cultural and social values, and economic independence across levels of societal set up.

2.1.4 Position of BAPENECO

BAPENECO brings together CSOs in Bunyoro to build a critical mass in advocating for environmental conservation and social justice in Uganda’s oil-rich region of Bunyoro. The member organizations pursue work in different thematic areas such as: Promoting the planting of multipurpose indigenous trees, health, education of communities on land security and rights, gender and inclusion, corporate accountability, community empowerment to advocate and demand for prompt, fair and adequate compensation, documentation of issues arising from oil and gas developments, policy engagement and engagement of stake holders on key findings of independent monitoring exercises.

The main accomplishments since inception have featured capacity building of CSOs, community awareness on human rights and environmental protection campaigns such as on Bugoma forest, wetland restoration, legislative and policy reviews and the EITI campaign among others. Currently, communities are able to make formal demands to government and oil companies. They are also able to engage CSOs with petitions where they feel their voices need support to be heard.

BAPENECO has registered increased environmental monitoring as a result of the jointly developed specific environmental monitoring tools for districts such as Hoima, Kikuube, Kakumiro, Buliisa and Masindi in 2019. This has further increased environmental compliance on key oil and gas infrastructure projects and critical oil roads as evidenced in the regular application of such tools by district environment and natural resources officials in their day-to-day district activities.

The capacity of member organizations to engage different stakeholders such as local governments and international oil companies has seen some progressive enhancement through capacity building sessions especially on policy advocacy and external relations building. For example, member organizations have continued to engage NEMA and UNRA on key environmental issues such as along Masindi-Biiso road, human rights violations on rock quarries (Haibale in Kigorobya-Hoima and Kihooko in Buhimba-Kikuube) and oil spill at Kibiro in Kigorobya-Hoima district.

Community understanding and participation in the review of the oil and gas environmental and social impact assessment (ESIA) reports has increased in the mid-Albertine Region especially for Tilenga, Kingfisher and EACOP projects. This has been

as a result of protracted sensitization sessions in the region that involve information sharing on key oil and gas activities and implications of the projects on environment and social welfare. There is also an increase in demand for accountability by community members and local governments regarding the petroleum sector. This has been as a result of training sessions in Bunyoro Sub region on tenets of the Extractive Industries Transparency Initiative (EITI).

The Network is recognized by oil companies and government agencies as a key stakeholder and a voice for the voiceless. In the same vein, BAPENECO is trusted by oil-affected communities and individual as their able representative in district, regional and national fora when corrective action is being sought.

BAPENECO is at a youthful stage with a membership of 20 organizations from across the region. The main programmatic challenges to the network include low implementation levels of policy engagement work, the changing funding environment and the shrinking civic space. Although there is enthusiasm internally, there are other pertinent issues related with internal capacity and a financial muscle which the SP will seek to address. Despite having raised expectations of stakeholders high, BAPENECO runs on a lean secretariat and a single funder. The Network is hosted by one of its members with meagre facilitation at the moment.

While some stakeholders look at BAPENECO as the voice for the voiceless, there are opinions that the Network is doing less than it could potentially do to benefit the region. It is from this background that BAPENECO undertook this strategic planning process to build consensus on the most impactful issues, the most fruitful methods of work and the most inclusive practices in building a foundation for oil to benefit the people of Bunyoro and their environment.

2.2 The Strategic Problem

BAPENECO was formed out of the recognition of both challenges and opportunities related to oil and gas exploitation and environmental conservation in Uganda. The Network, through its membership, has since been advocating for transparency, accountability and environmental conservation, albeit with numerous challenges. Most of the progress in Government's preparedness process, this far, has been riddled with controversy and secrecy, stereotypes and limited stakeholder engagement. In most of the policy, legal, social and infrastructural developments around the oil and gas sector, there has been limited citizen participation, lapse in implementation of set legal regimes, threats to the CSO operational space and inadequate information flow. It should also be remembered that National Oil and Gas Policy (Sec 7.3), recognizes the role Civil Society Organizations (CSOs) can play through advocacy, mobilization and dialogue with communities. BAPENECO posits that an active and informed civil society is critical in effectively supporting government to develop and implement the existing policies in a way that does not undermine people or nature. BAPENECO's interventions in respect of the policy, legal, structural, management, systemic and environmental challenges that

the oil and gas sector faces are very crucial at this stage of development. Whereas a number of efforts have been undertaken by government, including the development of a strong policy, legal and institutional framework, it is still immensely difficult to access information that is pertinent to the transparent and accountable management of the sector. Communities will always question about plans to conserve the environment and answers can hardly be given due to the limited nature of information dissemination.

In the process of putting in place a regulatory, policy and legal framework, a number of regulations, a policy and pieces of legislation have since come into force. The question of how civil society is positioned to monitor their implementation is one that remains to be answered. With the windfall of oil revenues, the country is threatened with a breakdown of governance and accountability infrastructure. While BAPENECO may not be a primary implementer in the sector, it is critical that the network has capacity to understand, analyze and intervene in its oversight role. In the 5-year strategic planning period, BAPENECO will strive to use its membership to demand for transparency and accountability on the basis of the enacted laws for her primary founding objective to be achieved.

The citizenry in Uganda is still weak and unable to effectively demand for protection of the interests of the common person. Globalization and privatization have also enhanced the notion of profits at the expense of public interest and public good. Unless there is a strong voice from Bunyoro CSOs to demand and protect citizen interests through challenging private sector business interests and championing the public good, the interests of the common Ugandans in Bunyoro could easily be relegated to the bottom of the priority list. The developers in the sector are not-for-profit organizations, they are in the business for business. Riding on the current guarantees to monitor, watchdog and question unfavorable government decisions and actions, there is need to strengthen the capacity of the hitherto weak citizenry to be alert and to demand for their rights to a clean and healthy environment.

The Albertine Graben is shared by many countries in the Great Lakes Region and the whole of the Nile basin. Resources such as Lake Albert and River Nile which are vulnerable to the exploitation of Ugandan oil and gas resources are owned and governed under regional legal frameworks, but conferring diverse rights to the different countries. Moreover, the oil under Lake Albert has already caused a political and economic conflict between Uganda and the DRC. The difference in jurisdictional environmental legal regimes, their different enforcement capacities and commitment to pursuing collective benefits vis -a - vis individual benefits poses a huge challenge that needs CSOs to draw stakeholder attention to it.

The area where oil is found in Bunyoro hosts the richest bio-diversity of Africa. Already, there are concerns that the ongoing oil development phase is adversely affecting the bio-

diversity of the Albertine region. BAPENECO is concerned that oil development should be sustainably carried out cognizant of the environmental conservation concerns and with deliberate application of the impact mitigation hierarchy. Evidence of negative environmental concerns as a result of oil activities has started to emerge in Bunyoro region from independent monitoring by CSOs, with the people at the grassroots being the most affected. The immediate concerns vis-à-vis environmental impacts include; pollution of the natural environment, effects of pollution on water, ecosystems and biodiversity. Other aspects include; socio economic (and cultural) impact, livelihoods, agriculture, gender-based violence, social disintegration, food security, health and material well-being, cultural integrity and heritage. The multi-disciplined nature of BAPENECO membership is an asset in applying a multi-faceted approach to dealing with such environmental and social challenges that accompany petroleum development in Uganda and Bunyoro specifically.

2.3 Stakeholder Analysis

While designing a strategic plan, BAPENECO invested time in brainstorming on a wide range of stakeholders as an important tool to fully understand who the stakeholders are, their roles, and expectations. These, to a large extent influence the strategies the Network will adopt in fulfilling her mandate in the next five years.

Table 1: Analysis of stakeholders and level of influence

Stakeholder	Level of influence	Stakeholder expectations of BAPENECO
Presidency	High	<ul style="list-style-type: none"> Mobilization and advocacy on petroleum and environment conservation in line with the national oil and gas policy, 2008
Communities	Low	
Central government	High	<ul style="list-style-type: none"> Play leadership role in influencing policies and programs
Local Governments	Medium	<ul style="list-style-type: none"> Provide a platform for learning and information sharing
Cultural institutions	Medium	<ul style="list-style-type: none"> Backstopping support, Planning and implementation and Monitoring of programs within the petroleum and Environment conservation sector
Parliament	High	
Uganda Land commission	High	<ul style="list-style-type: none"> Signing MOUs with them
Chief Government Valuer	High	<ul style="list-style-type: none"> Complementing efforts of Government
National Forestry Authority	Medium	<ul style="list-style-type: none"> Transparency
National Environment Management Authority	High	<ul style="list-style-type: none"> Effective advocacy
Uganda Human Rights Commission	Medium	<ul style="list-style-type: none"> Team work

Judiciary	High	<ul style="list-style-type: none"> • Participatory involvement
NGO/Civil society organizations	Low	<ul style="list-style-type: none"> • To advocate for their share in the oil proceeds
Oil companies	High	<ul style="list-style-type: none"> • Transparency and accountability
Development partners/ Donors	Medium	<ul style="list-style-type: none"> • Morality
Faith Based Organizations	Low	<ul style="list-style-type: none"> • Consultations and feedback
Private sector	Low	<ul style="list-style-type: none"> • Engagement
Political leaders	Medium	<ul style="list-style-type: none"> • Awareness creation
Unions (UNATU)	Low	<ul style="list-style-type: none"> • Financial support and complementarity
CSO Networks	Low	<ul style="list-style-type: none"> • Legal representation
Media	Medium	<ul style="list-style-type: none"> • Recognition • Use the network to campaign and amass votes • Sensitization of the communities to prepare for the oil • Attract donors to the district • Information sharing/ collaboration

CHAPTER THREE

STRATEGIC PLANNING DIRECTION

3.0 Introduction

This 5-Year BAPENECO Strategic Plan is a document developed through a participatory approach. The plan takes root from the experience on ground, the situational and SWOT analyses conducted after a decade of active existence of the network. It is strengthened with inputs from varying stakeholders and borrows a leaf from other existing networks with similar objectives within the area of interest. The plan is intended to be the guiding tool to strengthen and measure the performance of the network in the planning period thus from Year 2021 to Year 2025.

3.1 SWOT analysis

In this framework, BAPENECO members identified their strengths and opportunities capable of propelling them to their desired goal as well as the weaknesses and threats they must work against to remain on course in this five-year journey. Presented in the table below is the output of a brainstorming session that was facilitated during the SP development process to guide setting ambitions, targets and strategic pitch.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• Clout to mobilize and provide leadership in NGOs• Clear strategic niche• Diversity in membership• Strong leadership and coordination• Flexibility to take on new and emerging initiatives• Functional and competent secretariat• Platform to work with other regional and national coalitions• Constructive relationship with local governments, central government agencies and oil companies	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• Limited capacity in membership• Lean human resource at the secretariat• Dependence on one major donor
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">▪ Recognized as first point of reference for information▪ Respected and recognized by key government departments and donors▪ Policies and other laws such as NOGP, NEMA Act, Public Finance	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">▪ Competition for funding▪ Restrictive space for NGO operations▪ The pace of the sector▪ Unpredictable nature of the industry

<p>Management Act in place</p> <ul style="list-style-type: none"> ▪ Existence of national level networks such as CSCO to learn from ▪ Partnership with Local Governments ▪ Petroleum sector recognized as a major contributor to NDP III 	<ul style="list-style-type: none"> ▪ Centralization of oil activities ▪ Epidemics and global pandemics such as COVID19
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BAPENECO members know themselves as a coalition of the willing, a loose network, members with a common challenge, among other descriptions. They are desirous to be seen as a Credible network able to influence policy both at local and national level, a reliable source of petroleum and environment information, a process facilitator, a voice for the voiceless and a network that fights for those whose rights are trampled upon. Based on a fair balance of their strengths and weaknesses as a Network, the members would like to see results such as vibrant communities that influence decisions and actions, meaningful stakeholder participation at all levels and a sustainably managed environment in oil development.

3.2 Core Strategic Business 2021 – 2025

For the period 2021-2025, BAPENECO will pursue the vision of an empowered civil society sector effectively influencing the sustainable management of the petroleum industry for enhanced environmental and social integrity. To achieve this vision, two Strategic Planning Areas (SPA) have been highlighted: Advocacy for sound natural resources management and social justice; and, Institutional capacity development of BAPENECO. The core business is broken down into four Strategic Objectives which include: to undertake collective advocacy; to strengthen the capacity of member CSOs; to coalesce for social and environmental accountability; and, to promote a platform for collective actions/synergy and information sharing and learning.

In terms of strategic intervention areas that will define success, the period will see investment in targeted policy analysis and influencing, constructive engagements on transparent and sustainable natural resource management, citizen mobilization and awareness on petroleum development processes, capacity building and backstopping support to members, as well as monitoring, evaluation and results management.

At results level, the network seeks to be transformational in the next five years. The milestones will include citizens with a greater awareness of the impacts and opportunities of petroleum development, mobilized, informed and actively participating in governance and oil and gas development processes; a strong and well-coordinated civil society sector with information and capacity to effectively engage in

and contribute to petroleum and extractive sector development processes; and, increased efficiency and effectiveness in delivering the BAPENECO mandate.

Building from the SWOT analysis, the strategic planning process synthesizes and zeroes down on a mission to *empower CSOs and communities for improved livelihoods in the petroleum development in Uganda for enhanced community livelihoods and environment conservation.*

3.2.1 Building capacity of BAPENECO secretariat and members

Direction

BAPENECO will support organizational self-assessments for existing abilities of the existing and identified potential members to enable them undertake implementation of identified activities that contribute to BAPENECO's goals and objectives. The self-assessments will elucidate each member's capacity building and development needs. Special emphasis will be engaged on:

- i. Each CSO's capacity needs for strengthening the functioning of its secretariat (in both administration and financial management skills).
- ii. Improving performance of the CSO's governing committee (especially how to undertake effective policy making and strategic guidance of the organization) and
- iii. Enhancing the network in advocacy potentials around key implementation activities.
- iv. Adopting/putting in place a clear advocacy strategy

These and other identified areas shall thereafter form the basis of a Capacity Building and Development Plan/ Strategy for BAPENECO.

3.2.2 Creating a strong base by bringing together environment related CSOs and Government District Departments to work together

Direction

It is evident that indeed, there is need for collaborations between government and CSOs with a view to achieving of mutual objectives. In all the collaborations it will be recognized that both government and CSOs aim at promoting development and improving the quality of life of the communities within Bunyoro Sub Region. Secondly, BAPENECO acknowledges that government and CSOs have certain comparative advantages that both players bring on board - hence the need for partnerships.

Additionally, CSOs have the awareness that for their interventions to be sustainable, they need to involve the government since most CSO programs are project based and time bound while the government is there for the long term. Related to the foregoing is the concurrence that delivery of basic services and addressing environment and other social issues, fundamentally is the responsibility of the government and not CSOs'. CSOs only come in to augment the government's efforts hence the need for collaborations.

Generally, the feeling is that there is need for a comprehensive policy framework excelling above the current Public Private Partnership for CSO and Local Government relations which also provides a basis for specific Memorandum of Understandings (MOUs) between Local Governments and CSOs at various levels. In the absence of such a framework it would appear that the Local Governments and CSO collaborations particularly at district level will remain largely questionable and unsustainable.

3.2.3 Investing in massive sensitization of the communities, lobbying, advocacy and information sharing on and about petroleum and environmental conservation

Direction

The myth about petroleum will be unfolded for the communities to understand and tap on the opportunities that oil comes with. Enormous sensitization of the communities and different stakeholders will be one of the main BAPENECO programs so that both environment and petroleum don't become a liability to the communities.

Through different fora, the Oil and Gas Issues and Environmental and Social Impact Assessments (ESIA) will be made public and interpreted to the communities. Electronic and Print Media will also be a medium for the massive sensitization combined with training and workshops from village to regional level.

Lobbying and advocating for socio economic environmentally friendly policies will be paramount geared towards all corridors of policy making and implementation through the local leadership, the media and open dialogues.

Information sharing as part of networking among members of the network will be made mandatory as a measurement tool in forging solidarity and a common voice during the five years on plan implementation.

3.2.4 Investing in BAPENECO capacity as a support function backing the development of program infrastructure and staffing

Direction

The growth of the Network Initiative has already resulted in numerous efforts to improve programmatic efficiency. In addition to these changes, it is also recognized that financial resources must be directed toward building the infrastructure of BAPENECO. Additional funding resources (via fundraising and grant-making) will be acquired to support part-time or full-time staff positions (Coordinator/Program Manager).

Current programmatic support has not yet reached a level where this is financially possible, but it is the goal of BAPENECO to reach this level of funding in the near future by increasing our grant-making efforts. It will also be critical to maintain existing volunteers and recruit new volunteers so that we can sustain a strong volunteer workforce to further strengthen our program infrastructure.

3.4 Strategic objectives and intervention areas

The core business is broken down into three Strategic Objectives which include: to undertake collective advocacy; to strengthen the capacity of member CSOs; and, to promote a platform for collective actions/synergy and information sharing and learning.

Table 2: Strategic Objectives and Intervention Areas

Strategic Objectives	Strategic Intervention area
○ To undertake collective advocacy	Targeted policy influence through joint research and analysis as well as independent monitoring
○ To strengthen the capacity of member CSOs	Customized training sessions and exchange visits for the exposure of BAPENECO and members
○ Promote platform for collective actions/synergy and information sharing and learning	Membership profiling and servicing, capacity building and backstopping support

The above strategic objectives along with the stated intervention areas provide general guidance to the secretariat and the membership in planning and implementation of the business of the Network on one hand and the execution of the mandate of respective member organizations on the other. It is a set of guidance for resource mobilization and the process of developing solid frameworks for results tracking and reporting over time.

CHAPTER FOUR

RESULTS MONITORING

BAPENECO will develop and adopt a Monitoring and Evaluation plan to track progress along the implementation path of the strategic plan. It is important to define key performance indicators. Indicators shall be set at activity level (performance indicators) to measure what BAPENECO sets out to achieve and at objective level where the impact of the activities will be captured (impact indicators). However, for the overall strategic plan, concentration will be put on the impact indicators to evaluate the level of impact that the interventions will have on peoples' livelihoods in the oil and gas sector.

Key to this process will be the evaluation of how effective the implementation of commitments will be done. The monitoring system will be based on the interplay among inputs, activities, outputs, set targets and the results/outcomes against measurable and verifiable indicators set out in the Strategic Plan.

Using multi-stakeholder participation as an inclusive approach, institutional members of BAPENECO and other stakeholders in the sector under the capable leadership of BAPENECO secretariat will be involved in the periodic monitoring and evaluation of activities implemented in order to ensure effective use of the resources invested, to ascertain whether or not progress is being made and adequately and accurately inform the design of strategies and review of methods to ensure achievement of maximum impact.

It will also be important for the Secretariat of BAPENECO, Executive Committee and member organizations to conduct routine progress monitoring, and operational/performance appraisals based on work plans and targets to ensure that the Network remains on track. Finally, Mid-term and exit external evaluations will be done to inform BAPENECO from an impartial point of view on the strides and progress made, the drawbacks and entries for improvement.

4.1 Key success factors/assumptions

The success of this Strategic Plan is hinged on a number of factors:

4.1.1 Internal factors/assumptions

- ✚ The progressive, steadfast and committed BAPENECO leadership and governance is sustained;
- ✚ There is supportive, enthusiastic and committed BAPENECO membership;
- ✚ There are adequate human and financial resources for BAPENECO as a network and members and these are prudently managed; and,

- ✚ The capacity of BAPENECO leadership and membership is adequately strengthened.
- ✚ Tools such as stakeholder engagement plan and advocacy strategy are in place to guide BAPENECO in influencing.

4.1.2 External Factors

- ✚ The political and social environments improve and become more conducive for BAPENECO and CSOs to operate smoothly in the region;
- ✚ A requisite and favorable legal, policy and institutional framework is put in place for civil society involvement in oil and gas sector governance;
- ✚ Development partners are supportive of BAPENECO agenda;
- ✚ The civil society fraternity in Bunyoro is embracive of BAPENECO and finds the Network attractive so that non-member organizations do not threaten BAPENECO space.

Annex 1: BAPENECO SP Logical Framework

A well-managed petroleum resource for enhanced environmental conservation				
Strategic Planning Areas	Strategic actions	Outputs	Output description	Output indicators
Advocacy for sound natural resources management and social justice	<ul style="list-style-type: none"> ○ Research and policy engagement ○ Independent monitoring of oil activities 	<ul style="list-style-type: none"> • Research reports • Policy briefs • Monitoring reports 	<ul style="list-style-type: none"> • Research reports showing facts about oil and environment in Bunyoro • Generate monitoring data 	<ul style="list-style-type: none"> • Number of research reports • Number of policy briefs • Number of monitoring reports • Number of publications
	<ul style="list-style-type: none"> ○ Promoting efficient and transparent petroleum and extractive sector management 	<ul style="list-style-type: none"> • Influence policy processes on oil and environment • Initiate stakeholder engagement processes • Comments on EIAs 	<ul style="list-style-type: none"> • BAPENECO producing experts on oil and environment • Comments on government publications submitted 	<ul style="list-style-type: none"> • Number of presentations made in workshops • Number of workshops or meetings held with policy makers • Number of seminars, meetings on oil and environment facilitated by BAPENECO
	<ul style="list-style-type: none"> ○ Conduct audits on level of public awareness on oil 	<ul style="list-style-type: none"> • Independent audits done • Comments/input into draft 	<ul style="list-style-type: none"> • Joint studies conducted • Joint comments 	<ul style="list-style-type: none"> • At least 2 joint research studies done per year • Number of studies

	and gas issues	laws and policies	submitted	reviewed
	<ul style="list-style-type: none"> ○ Promoting mitigation of negative impacts of petroleum development on environment and natural resources 	<ul style="list-style-type: none"> • Monitoring reports • Analysis of situations elsewhere • Regional and cross-border meetings/conferences. • Providing policy options 	<ul style="list-style-type: none"> • Government and Companies allying with BAPENECO on oil and environment • Policy options submitted 	<ul style="list-style-type: none"> • Number of audits conducted • Number of times policy options are generated • Number of joint studies conducted • Number of meetings held with Government and oil companies • Number of CSO critiques submitted to NEMA and PAU
	<ul style="list-style-type: none"> ○ Establish regional and cross border linkages 	<ul style="list-style-type: none"> • Cross-border planning • Joint dialogue meetings organized 	<ul style="list-style-type: none"> • Regional/ cross border civil society jointly planning/meeting. 	<ul style="list-style-type: none"> • Number of BAPENECO members participating in regional meetings • Number of regional issues addressed • Number of regional workshops organized

	<ul style="list-style-type: none"> ○ Produce and disseminate IEC materials ○ Organize regular information sharing platforms 	<ul style="list-style-type: none"> • Joint actions with sub-national partners done • ICT platforms: Website links to actors, web based social networking, groups, IECs 	<ul style="list-style-type: none"> • Communities referring to BAPENECO as a trusted voice • BAPENECO branded materials and products • At least 4 dialogue meetings per year 	<ul style="list-style-type: none"> • Number of community issues handled by BAPENECO • Number of IEC material produced and disseminated by BAPENECO • Number of radio programmes held on oil and environment • Number of meeting reports
Institutional capacity development of BAPENECO and members	<ul style="list-style-type: none"> ○ Promote platform for collective actions/synergy and information sharing and learning 	<ul style="list-style-type: none"> • A competent coordinator retained • A code of conduct for members developed and implemented • Marketing the network • BAPENECO M.o.U signed and adhered to by members. 	<ul style="list-style-type: none"> • At least 2 annual joint actions • A contract signed with a full-time coordinator • At least 2 joint stakeholder meetings per year • Quarterly media engagements • All members sign BAPENECO M.o.U 	<ul style="list-style-type: none"> • BAPENECO plans in place • Performance reports for BAPENECO • Activity reports issued jointly • Coordinator retained • Number of joint meetings organized • Number of M.o.Us signed by current and new members.

	<ul style="list-style-type: none"> ○ Provide an efficient and responsible secretariat that fosters an institutional growth and optimal servicing to its membership 	<ul style="list-style-type: none"> • An information desk on petroleum and environment established • The BAPENECO oil and gas resource centre periodically stocked • Seminars for stakeholders organized • Capacity building for members organized • Partnerships with government enhanced 	<ul style="list-style-type: none"> • Guiding documents for running the Network put in place and improved • Members trained to meet their capacity needs • More staff recruited 	<ul style="list-style-type: none"> • Meeting reports • Audio-visual recordings • Annual reports • BAPENECO code of conduct in place • Number of training sessions organized for members • Number of staff at the secretariat
	<ul style="list-style-type: none"> ○ Experiential learning and practice 	<ul style="list-style-type: none"> • Exchange visits organized • Engagements with private sector on petroleum and environment 	<ul style="list-style-type: none"> • capacity gaps identified • Lessons documented 	<ul style="list-style-type: none"> • Number of learning visits organized • Number of capacity building sessions held
	<ul style="list-style-type: none"> ○ Robust stakeholder analysis, partnership initiation and engagement 	<ul style="list-style-type: none"> • Engagement with Bunyoro Kitara Kingdom on cultural concerns • Communities aware of environmental implications of oil activity 	<ul style="list-style-type: none"> • Engagement meetings with Bunyoro Kingdom • Engagement meetings with oil companies • Engagement 	<ul style="list-style-type: none"> • Number of engagement meetings with stakeholders • Number of joint activities on oil and environment • Number of consultations between

			meetings with Local and Central government	stakeholders
	<ul style="list-style-type: none"> ○ Undertake joint actions 	<ul style="list-style-type: none"> • Community capacity to engage • Constructive relationships between BAPENECO and frontline stakeholders • Joint activities 	<ul style="list-style-type: none"> • Participation in radio talkshows • Holding community meetings • Engaging developers jointly 	<ul style="list-style-type: none"> • Number of radio talkshows featuring key stakeholders • Number of community meetings addressed by main stakeholders • Number of responses reflecting collective views

Annex 2: The Monitoring and Evaluation Framework

The table below presents a sample and ideal M&E framework, which the BAPENECO secretariat should build on to develop a detailed framework for capturing progress and results for purposes of reporting and planning any desired changes over time.

OBJECTIVES	ACTIVITIES	TARGETS	Objectively verifiable indicator	Means of verification	Frequency	Assumptions
STRATEGIC GOAL: By 2025, BAPENECO has empowered the civil society sector to effectively influence the sustainable management of the petroleum industry for enhanced environmental and social integrity						
Result Area 1: Advocacy for sound natural resources management and social justice	1.1 Conduct meetings with district environment offices	55 meetings	# of meetings conducted	Reports	Progressively	Funds are available to conduct activity
	1.2 Conduct entry meetings with the Sub county and community representatives on petroleum and environment to restart environment committees	120 meetings	# of meetings conducted	Reports and attendance lists	Year 1 and 2	Funds availability Local leadership buy-in
	1.3 Hold review sessions of government reports, laws, policies and monitoring reports	10 sessions	# of memoranda of comments submitted	Reports	Progressively	Funds availability Capacity of members to produce credible review reports
	1.4 Conduct joint monitoring of oil and gas developments for environmental and social	8 monitoring exercises	# of monitoring reports produced	Reports	Year 2,3,4,5	Funds availability

	standards compliance					
	1.5 Attend and present papers at regional and national events relating to petroleum and environment	5 papers	# of presentations made	Activity reports Presentations filed	Annually	Funds availability
	1.6 Develop an advocacy strategy customized to the region	1 strategy	1 advocacy strategy developed and functional	Activity reports	Year 1	Funds availability
	1.7 Hold quarterly radio and TV talk shows on topical issues of environment and social nature	20 talk shows	# talk shows conducted	Reports and attendance lists	Progressively	Funds availability
	1.8 Conduct studies on the state of environment in oil activity areas	5 studies	# of studies conducted	Study reports	Annually	Funds availability
	1.9 Conduct studies on the state of oil-affected persons in oil activity areas	5 studies	# of studies conducted	Study reports	Annually	Funds availability
Result Area 2: Institutional capacity development of BAPENECO	2.1 Conduct an exploratory study on the capacity needs of BAPENECO and member organizations	1 study	Capacity needs report produced	Study report	Year 1	Funds availability
	2.2 Conduct targeted capacity trainings for BAPENECO	5 training	# of members organizations	Training	Year 1 and	Funds availability

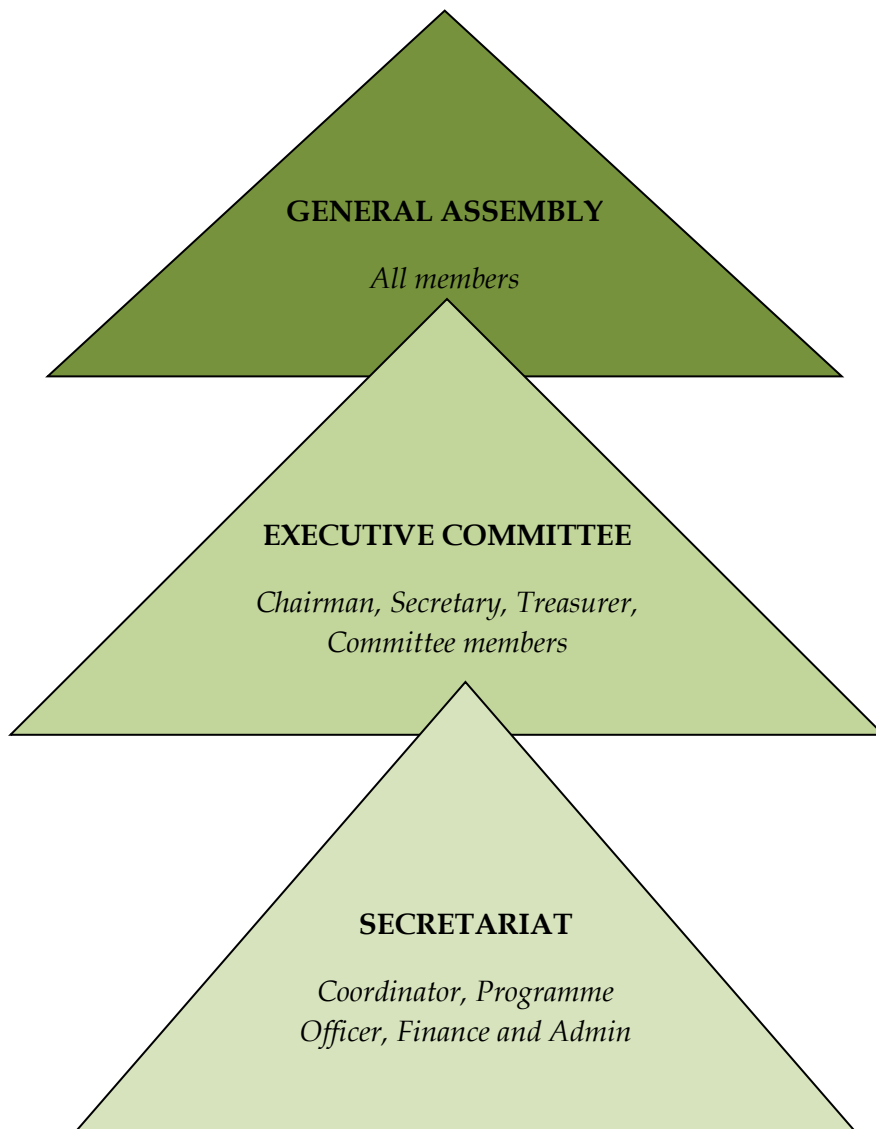
and members	secretariat and member organizations	sessions	impacted	reports	2	
	2.3 Community dialogue on their roles in environmental and social affairs management	50 sessions targeting 1200 people	# of sessions held	Reports and success stories	Progressive y	Funds availability
	2.4 Hold joint action planning sessions with CSOs, Local Governments and communities on environmental and social monitoring	60 action planning sessions conducted	# of action plans developed and implemented	Reports	Progressive y	Funds availability
	2.5: Source and stock up oil and environment information for public consumption	200 information materials	# of information materials gathered	Resource center attendance and monthly reports	quarterly	Funds availability
	2.6: Actively participate in public hearings on key oil development components	5 public hearings	# of presentations at public hearings	Report	Progressive y	Funds availability Staff has capacity to support groups.

Annex 3: The Strategy Implementation and budget

Strategic Direction	Activity (serial number and descriptions)	Unit of Measurement and targets	Annual Target					Responsible (Person or Unit)	Resources (Five Yr Budget)
			Year 1	Year 2	Year 3	Year 4	Year 5		
Result Area 1: Advocacy for sound natural resources management and social justice	1.1 Conduct joint meetings with district environment offices and community departments on environment and social aspects of oil	55 meetings	X	X	X	X	X	Coordinator	127,000,000
	1.2 Conduct (entry) meetings with the Sub county and community representatives on petroleum and environment to restart environment committees	120 meetings		X	X	X	X	Coordinator	196,000,000
Result Area 2: Institutional capacity development of BAPENECO and members	1.3 Hold review sessions of government reports, laws, policies and monitoring reports	10 sessions	X	X	X	X	X	Host ED	70,000,000
	1.4 Conduct independent monitoring of oil and gas developments for environmental and social	8 monitoring exercises		X	X	X	X	Host ED	196,000,000

	standards compliance								
	1.5 Attend and present papers at regional and national events relating to petroleum and environment	5 papers	X	X	X	X	X	Coordinator	25,500,000
	1.6 Develop an advocacy strategy customized to the region	1 strategy		X				Host ED	32,500,000
	1.7 Hold quarterly radio and TV talk shows on topical issues of environment and social nature	20 talk shows	X	X	X	X	X	Coordinator	60,000,000
	1.8 Conduct studies on the state of environment in oil activity areas	5 studies	X	X	X	X	X	Host ED	160,000,000
	1.9 Conduct studies on the state of oil-affected persons in oil activity areas	5 studies	X	X	X	X	X	Host ED	100,000,000
	2.1 Conduct an exploratory study on the capacity needs of BAPENECO and member organizations	1 study	X					Host ED	24,000,000

Annex 4: BAPENECO ORGANOGRAM



Annex 5: List of BAPENECO members as of June 2021

S/N	MEMBER ORGANIZATION	CONTACT	DISTRICT
1.	Albertine Oil Reporters Network	Kasooha Ismail 0772076587	Kagadi/Hoima (Spice FM).
		kasooha@gmail.com	
2.	Kwataniza Women's Farmers Group (KWG)	Beatrice Rukanyanga 0783339871	Hoima, Buseruka
		beatrice.rukanyanga@gmail.com	
3.	Hoima Caritas Development Organization (HOCADAO)	Alfred Kusiima 0774345977	Hoima
		alfemkus@gmail.com	
4.	Kakindo Women's Integrated Development Agency (KAWIDA)	Kazimura Alice 0782306875	Buliisa
		Kazimura.alice@gmail.com kawida500@gmail.com	
5.	Kitara Heritage Development Agency (KHEDA)	Mugabi Patrick 0772389272	Hoima
		mugabifmpatrick@yahoo.com	
6.	Mid-western Region Anti-Corruption Coalition (MIRAC)	Kusemererwa Ismail 0779599260	Hoima
		miracdemocracy@gmail.com	
7.	Buliisa Integrated Rural Development Organization (BIRUDO)	Paolyel MP Onencan 0772994527	Buliisa
		paolyel@gmail.com	
8.	Lake Albert Children and Women Development Association (LACWADO)	Kajura Richard 0776083427/0782615236	Buliisa
		kajurar40@gmail.com	

9.	Recreation for Development and Peace – Uganda (RDP-U)	Anyango Barbara Wabwiire 0782067488	Masindi
		anyangobarbrahwabwire@gmail.com	
10.	Navigators of Development Association (NAVODA)	Baitwamasa Janepher 0774635606	Hoima
		bjanepher@gmail.com navoda8989@gmail.com	
11.	Hoima Environmental Project (HEP)	Birigenda Hussein 0772957703	Hoima
		birigendahussein@yahoo.com	
12.	Global Rights Alert (GRA)	Brian Nahamya 0789270032	Hoima (Head office in Kampala)
		bnahamya@globalrightsalert.org	
13.	Kitara Civil Society Organizations' Network (KCSO)	Mulindwa Paul 0784176748	Kagadi
		pmulindwa@kcsoug.org	
14.	Kibaale District Farmers' Association (KDFA)	Kasumba Christopher 0782450618	Kibaale
15.	Uganda Rural Development Trust (URDT)	Busobozi Catherine 0783508773	Kagadi
		busobozicatherine@gmail.com	
16.	World Voices Uganda (WVU)	Gard Benda 0392961664	Kagadi
		gardbenda@yahoo.com	
17.	Masindi NGO Forum (MDNF)/Community Driven Network (CODNET)	Mbiheebwa Patrick 0782557679	Masindi

		Mbihebwa2003@yahoo.com	
18.	Community Development and Conservation Associations (CODECA)	Mwesigwa Patrick 0772939761 patrickmwesi@yahoo.com	Masindi
19.	Mid-Western Centre for Democracy and Human Rights (MICOD)	Kangula Lawrence 0772505333 kanguuz44@gmail.com	Masindi
20.	Buliisa Catholic Women Association (BUCAWA)	Dinah Mpairwe 0783817528	Buliisa