Client:

Total Energies EP UGANDA

Program:

Design and Implementation of the Community Supplier Development Program (CSDP)

Contract No: 4600000794

Community Supplier Baseline Assessment (CSBA)

DRAFT REPORT

July 2023

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KEY DEFINITIONS

Terms	Definition
Baseline	An analysis of the current situation to identify starting information for a program or project, setting benchmarks against which future progress can be assessed or comparisons made.
Community Suppliers Development Program (CSDP)	A 1-year project intended to uplift the capacities and capabilities of suppliers in the Albertine region so that they are able to participate in the oil and gas sector.
Job	Where someone is employed by another, in exchange for a pay.
Business	An income generating entity operating within a legal sector, which earns the owner income and employs at least 1 person. It may not be legally registered but has prospects of growth and sustainability.
Youth	Young person aged 18-35. The age bracket used here is in line with that used by the Government when defining youth.
Employment	Following the ILO definition, a young person is counted as 'employed' if they worked at least one hour within the past week.
Differently Abled Persons	Lack of normal functioning of physical, mental, or psychological processes.
Supplier	A person or organization that provides something needed such as a product or service.
Business Ownership	A business owner is **one person who is in control of the operational and monetary aspects of a business**. Any entity that produces and sells goods and services for profit
Bivariate Analysis	Assessing how variables relate to one another
National Supplier Database	The Petroleum Authority of Uganda **(PAU)** developed a **National Supplier Database (NSD)**, a register of entities and persons with interest to provide goods, works and services to the oil and gas sector in Uganda.

LIST OF ABBREVIATIONS

AFARD	Agency for Accelerated Regional Development
BDS	Business Development Services
CCEDP	Community Content Economic Development Plan
CSBA	Community Suppliers Baseline Assessment
CSDP	Community Suppliers Development Program
DRDIP	Development Response to Displacement Impact Project
EIAs	Environmental Impact Assessment
ESIA	Environmental Social Impact Assessment
HR	Human Resource
HSE	Health, Safety and Environment
IBS	Industrial Baseline Survey
ICT	Information Communication Technology
IGA	Income Generating Activity
KIIs	Key informant Interviews
LC1	Local Council 1
Ltd	Limited
M&E	Monitoring and Evaluation
MSMEs	Micro Small and Medium Enterprises
NAADS	National Agricultural Advisory Development Services
NGOs	Non-Government Organisations
NSD	National Supplier Database
NUSAF	Northern Uganda Social Action Fund
OSH	Occupational Safety and Health
PAU	Petroleum Authority of Uganda
PDM	Parish Development Model
SACCOs	Savings and Credit Cooperative Organisation
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Scientists
TIN	Tax Identification Number
UGX	Uganda Shillings
UNBS	Uganda National Bureau of Statistics
ISO	International Organisation for Standardization
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
UWA	Uganda Wildlife Authority
VSLA	Village Savings and Loan Association
VSO	Voluntary Service Overseas

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1 EXECUTIVE SUMMARY

Background

Following the Tilenga Project Environmental Social Impact Assessment (ESIA), one of the social management plans developed by the project was the Community Content Economic Development Plan (CCEDP). The CCEDP is the framework for how community content and economic activities shall be implemented, monitored, and evaluated. The CCEDP addresses socio-economic, capacity building and livelihood initiatives to be undertaken to mitigate the impacts of potential risks generated by the project.

It is against this background that the Company established the Community Supplier Development Program (CSDP), as one of the initiatives under the CCEDP, aimed at strengthening and developing the capacities and capabilities of community suppliers, to facilitate their engagement in the project opportunities (directly, indirectly and induced) and other supply chains. As part of the CSDP, the Community Supplier Baseline Assessment (CSBA) was implemented to enable an understanding of the existing community suppliers and their capacity development needs.

This report presents the results from this CSBA, and makes recommendations towards the successful design and implementation of the phased 5-year CSDP. The baseline assessment was undertaken in the six districts in the Albertine region which are; Hoima, Masindi, Kikuube, Buliisa, Pakwach and Nwoya. The baseline information is necessary to guide TotalEnergies and other stakeholders in the implementation process of its strategic plan and to come up with information about the nature of businesses in the Oil and gas districts of Uganda.

Objectives of the CSBA

The general objective of the assessment was to establish an informed basis for the design of a feasible and phased 5-year CSDP, and also generate benchmark information on all program indicators for measuring progress towards achieving the overall CSDP objective of contributing towards community and national economic development. The specific objectives of the assessment were; -

- Determine the type and number of community suppliers and categorise them according to the 16 regulatory reserved goods and services, as well as the 25 IBS high potential industries;
- Establish capacity of community suppliers, identify gaps, rank them according to criterion to enable categorisation of their needs and interventions;
- Encourage participation of and take record of specific interest groups;
- Establish working relationships with key local, regional and national associations, to ascertain support and interest in strengthening their local chapters and/or regional associations in the PACs;
- Record existing community supplier development initiatives as well as the parties leading/providing these interventions;
- Community Supplier Sensitisation and promotion of willing participation;
- Generate information that will be used to design a detailed, feasible and phased 5-yr CSDP plan.

Methodology

The data collection process was undertaken from June 2022 to April 2023 and a total of 41,463 respondents were included in the baseline, representing about 81% of the target sample size. The sample size achieved was statistically a good representative of the target and could be used to draw reasonable conclusions.
The assessment commenced with an initial desk review of program documents and other relevant documents including the 5-year strategic plans (2020/21 – 2024/25) of each of the 6 districts. The baseline data methodology employed both qualitative and quantitative approaches including 394 key informant interviews (qualitative) and data collection done via interviews and observations by 18 enumerators selected from the different communities within the districts. The assessment findings were based entirely on the feedback collected from the respondents with some support document verification where possible.

Key findings and Results

Some of the key findings and results of the CBSA include the following: -

- Community supplier types and numbers were determined and categorised according to the 16 regulatory reserved goods and services. However, not all the community respondents fall under the general category defined by the ring-fenced goods and services but the assessment provided details of who they were and what they did within the defined category. The community respondents operating in the prominent trades were identified, some of which included the other industries under the 25 IBS sectors.

- The different trades / sectors available in the communities were food & drinks (10.7%),Transportation of people (5.65%), Civil works (3.52%), hotel and catering (1.95%), Office supplies (0.67%), Fuel Supplies (0.69%), Waste Management (0.32%), ICT services – including internet cafes, internet service providers, bulk SMS providers, social media platforms, radio and television stations (0.21%), Security Services (0.21%), Human resource / Manpower agencies (0.14%) Technical consulting (land surveying) (0.03%), vending local construction materials (0.25%), Clearing and Logistics (0.00%). The following goods and services were not existent – Crane hire, Environmental services and Drilling and Production Materials.
- The majority of the respondents (75.6%) belonged to other sectors outside the 16 regulatory reserved goods and services. Most of these respondents were in Agriculture (66%) and were mostly subsistence farmers who grow food for consumption and sell the residue with very few commercial farmers. 9.66% of the respondents belonged to other trades and services aside the regulated good and services and Agriculture.
- The typical community suppliers have small businesses with annual revenue of less than 30 million Ugx and low capital to support the business on a day-to-day basis.
- 86% of the community respondents did not formalise their businesses via registration with URSB while 95.7% were not compliant with URA tax requirements

- Capacity of community suppliers was established and gaps identified, and they were ranked according to criterion to enable categorisation of their needs and interventions
    - There were still significant capacity gaps. The volume of typical oil and gas standard goods and services were beyond the ability of these community suppliers because of the capital needed to execute such services and other skill sets. The probability of the suppliers coming in as Tier 1 contractors is low because of inadequate capital, limited facilities, inadequate business skills and management systems amongst others. However, opportunities for partnerships and pooling of resources to pursue bigger contracts exist.
    - Registration onto the National Supplier Database, a requirement for providing service in the oil and gas industry, was very low. Less than 20 respondents were registered and following other CSDP activities, 51 others were at various stages of the registration process. This provided a significant opportunity for support.
    - About 84 community suppliers have provided goods or services to TotalEnergies, other JV partners or Project contractors, with majority from Hoima, accounting for 44% of the suppliers.

- Business support skills and business growth skills were inadequate and support mechanisms were either very limited and mostly absent in most districts.

- Limited Access to Finance remains a major challenge and a growth limiting factor for the community businesses with 79.8% of the respondents reporting their inability to access finance for their businesses. The remaining 20.2% were able to access limited finance via SACCOs and VSLAs that were disproportionately located within the districts.
- Participation of special interest groups was achieved. The special interest groups identified were female (42.3% of the respondents), youth (52% of the respondents) and persons with disability (1% of the respondents). The assessment revealed some female economic empowerment challenges and identified some gender inequality issues.
- A total of 98 community supplier development initiatives as well as the parties leading/providing these interventions (Government, Districts, Kingdoms, Developmental agencies, NGOs, Total and JV partners) were recorded, out of which 21% were focused on Agriculture and 64.3% were non-Agriculture interventions. An insight into how the CSDP could leverage on existing intervention or improve their outcomes was articulated.
- The project team identified and mapped a total of 59 local associations in order to ascertain support and interest in strengthening them and/or their regional associations. The associations were mapped according to their focus, membership and the interest groups they catered for. They would play key roles in the sustainability of future CSDP activities.
- Anticipated project opportunities were identified alongside community respondent needs that must be met in order to create an enabling environment for the beneficiaries to utilise these opportunities
- Information that would be used to design a detailed, feasible and phased 5-year CSDP was generated. Additionally, criteria that could monitor, measure and evaluate the success and impact of the CSDP based on the CSBA was established.

Recommendations

The following are the key recommendations of the CSBA; -

- Provide onsite support for Business formalisation through partnership with URSB to improve access to community businesses and setting up regular business clinics for hands on registration support.
- Improve community suppliers' access to finance through support to produce bankable business plans, define sustainable business models and provide linkages to financial institutions, while encouraging more customised financial institution product availability

- Promote awareness of registration on the National Supplier Database as a requirement for providing goods and services to the oil and gas industry and provide hands on registration support via the business clinics
- Build the capacity of businesses through developing qualified community-based coaches and trainers, leveraging on community associations, SACCOs, VSLAs and local organisations with long term presence. Utilising a training of trainer (TOT) approach enables the organisations to provide wholistic services to business owners and their businesses including: fit for purpose training, financial management services, marketing, etc for the different regulated goods and services. This would strengthen the community associations, thus providing a sustainable platform for support to community suppliers.

- Conduct Business Ideation and Incubation Sessions for business owners at different stages of business growth. This would aim at achieving business creation, increased revenue streams and reduced business cost

- Support Community Suppliers to acquire Occupational Safety and Health (OSH) workplace registration resulting in HSE Standards and Practices Upgrade. HSE as a requirement in oil and gas was found to be lacking in the project area. Completing the workplace registration will ensure they have basic HSE systems in place.

- Integrate gender inclusion strategies at programming stage of interventions. The most effective strategy being to identify community male leaders as champions for gender inclusion strategy and use existing MDA male structures as potential instructors of leadership classes for female cohorts
- Advocate for the physical presence of stakeholders such as PAU, URA, URSB within the districts / region. The impact of the interactions between the agencies and community suppliers during the supplier development workshops conducted as part of other CSDP activities have been huge. However, the engagements occurred after some period of time, therefore, a physical presence of the stakeholders (PAU, URSB and URA) would address the issue of business formalisation and compliance gaps by providing onsite support.

2 INTRODUCTION

2.1 Background

TotalEnergies EP Uganda, the operator of both Contract Area 1 and Licensed Area 2 North, is developing the licensed petroleum fields in Buliisa and Nwoya Districts, within the Albertine Graben in Western Uganda, including all corresponding petroleum production facilities, and infrastructure such as the pipeline and Central Processing Facility under the Tilenga Project.

Following the Tilenga project Environmental Social Impact Assessment (ESIA), one of the social management plans developed by the project is the community content economic development plan (CCEDP). The CCEDP is the framework for how community content and economic activities shall be implemented, monitored, and evaluated. The CCEDP addresses socio-economic, capacity building and livelihood to be undertaken to mitigate the impacts of potential risks generated by the project.

It is against this background that the Company established the Community Supplier Development Program (CSDP), as one of the initiatives under the CCEDP. The proposed activities under this scope of service were aimed at strengthening and developing the capacities and capabilities of community suppliers to facilitate their engagement in the project opportunities (directly, indirectly and induced) and other supply chains.

As part of the CSDP, implemented by E360 Group Ltd, a comprehensive Community Supplier Baseline Assessment (CSBA), to enable an understanding of the existing community suppliers and their capacity development was executed. This report presents the results from this CSBA, and makes recommendations towards the successful design and implementation of the phased 5-year CSDP.

2.2 What the CSBA aimed to achieve

The general objective of this baseline survey was to establish benchmark information on all project indicators with an aim of setting a basis for measuring project success and progress towards the CSDP general objective. In addition to establishing benchmark on the livelihoods of the prospective suppliers in the six districts, the baseline team would need to identify potential factors that contribute to both economic and social development of local communities who are considered key stakeholders.
As an integral part of the Community Supplier Development Program, the baseline assessment was to achieve the specific objectives listed below:

- Determine the type and number of community suppliers and categorise them according to the 16 regulatory reserved goods and services, as well as the 25 IBS high potential industries;

- Establish capacity of community suppliers, identify gaps, rank them according to criterion to enable categorisation of their needs and interventions;
- Encourage participation of and take record of specific interest groups;
- Record existing community supplier development initiatives as well as the parties leading/providing these interventions;
- Community Supplier Sensitisation and promotion of willing participation;
- Establish working relationships with key local, regional and national associations, to ascertain support and interest in strengthening their local chapters and/or regional associations in the PACs;
- Generate information that will be used to design a detailed, feasible and phased 5-yr plan;

The collection, storage and management of the baseline information complied with the Uganda data protection and privacy act 2019;

The initial scope of the survey was restricted to 13 sub counties in the districts of Hoima, Buliisa, Kikuube, Masindi, Nwoya and Pakwach following an initial delineation. However, the survey coverage was expanded to about 65 sub counties, following interactions with the various district officials to cater for the local interests.

2.3 Assessment Outcomes

The outcomes summarised the findings from the CSBA and are listed below;

a. Community supplier types and numbers were determined and categorised according to the 16 regulatory reserved goods and services. However, not all the community respondents fall under the general category defined by the ring-fenced goods and services but the assessment provided details of who they were and what they did within the defined category. The community respondents operating in the prominent trades were identified, some of which included the other industries under the 25 IBS sectors.

b. Existing community supplier development initiatives as well as the parties leading/providing these interventions were recorded. Additionally, particular gaps that the CSDP could fill in future support programmes were identified.

c. There were still significant capacity gaps. The volume of typical oil and gas standard goods and services were beyond the ability of these community suppliers because of the capital needed to execute such services and other skill sets. The probability of the suppliers coming in as Tier 1 contractors is low because of inadequate capital, limited facilities, inadequate business skills and management systems amongst others.

However, opportunities for partnerships and pooling of resources to pursue bigger contracts exist;

d. Anticipated project opportunities were identified alongside community suppliers needs that must be met in order to create an enabling environment for the suppliers to utilise these opportunities;

e. Key local associations operating in the districts were mapped and working relationships established with them to ascertain support and interest in strengthening them and/or regional associations in the Project affected communities.

f. Information that would be used to design a detailed, feasible and phased 5-year CSDP was generated.

3 ASSESSMENT METHODOLOGY

The baseline assessment employed both quantitative and qualitative approach and in particular used household survey questionnaires to collect quantitative data on different businesses and key informant interviews to collect qualitative data. The respondents in this study were randomly selected for the quantitative data and qualitative key informant interviews were conducted with selected district and community leaders.

3.1 Desk Review

Prior to data collection, desk reviews of program information and other related documents were done. The information reviewed included the Tilenga ESIA report, the CCEDP report, Industrial Baseline Survey (IBS) report, Uganda National Household Survey report 2020, District 5-year Strategic plans 2020/2021-2024/25 for Hoima, Masindi, Nwoya, Kikuube, Pakwach and Buliisa.

3.2 Sampling Technique

2 stage simple non-probabilistic techniques were used to calculate and select samples. The first stage included the businesses and potential suppliers from the study area while the second stage involved the financial factors, associations, and income.

Eighteen (18) researchers and two (2) supervisors conducted the surveys. The research team consisted of people who had been engaged in similar research assignments, was gender balanced and able to speak the local languages of the target districts.

3.3 Target & Sample Size

The target sample size was determined based on the population of each district and an estimation of a statistical representation of respondents (using Krejcie & Morgan tables). The referenced population data was the 2020 population census estimate. An estimated 21.7%

(51,156) was adopted as the target number of respondents to account for the population/supplier growth over time. However, the ultimate objective of the assessment was to profile as many respondents/suppliers as practically possible.

Table 1: Target Sample size

District	Population Census Estimate 2020	Supplier population estimate	Morgan table estimate
Buliisa	21,704	4,718	354
Masindi	65,090	14,150	370
Kikuube	77,970	16,950	375
Hoima	21,760	4,730	354
Pakwach	5,008	1,089	278
Nwoya	43,787	9,519	368
Overall total	235,319	51,156	2,099

Source UNHS 2020

The following assumptions were made in the target sample size estimation:

- That every household had at least 1 economic activity. On average, there were 4.6 persons per household.
- High supplier willingness to volunteer information to better the business environment.

3.4 Data Sampling Results

A total of **41,463 respondents** were analysed, representing about 81% of the target sample size. The analysed sample size was statistically a good representative of the target and could be used to draw reasonable conclusions. The data distribution per district is shown in table 2, below:

Table 2*: Data Sampling Results*

District/City	Expected Supplier estimate	Respondents Profiled
Buliisa	4,718	6,688
Masindi	14,150	7,277
Kikuube	16,950	8,288
Hoima	4,730	5,615
Pakwach	1,089	6,636

Nwoya	9,519	6,959
Overall total	51,156	41,463

3.5 Data Collection

The data collection exercise was carried out between June 2022 and April 2023. The data collection was done by 18 enumerators and two field supervisors.

The following were the key data collection milestones

- Enumerators Training – data collection and workplace skills – June 13 – 18 2022
- Field pre-testing of household assessment tool
- Finalisation of assessment tool (incorporating feedback from research team)

Before actual data collection, the team undertook mobilisation of the households. This was done through Local council chairpersons (LC1), chairpersons of the business communities and the District Commercial officers to ensure equitable geographical distribution of the respondents across the target districts as well as identifying the right beneficiary profile.

Key Informant Interviews (KII) were administered to government officials, business owners and consumers in the main market/trading centers of the target sub-counties in the six districts. Key information on the different business sector/industries located in the target areas, supplier profile, challenges, solutions to those challenges, was obtained during these interviews.

3.5.1 `Data Collection Challenges

The following challenges that affected the data collection were encountered

- **Respondents Attitude**
  - Some respondents were nonresponsive because their expectations of JV Partners / contractors employing their children and giving them businesses or contracts were not met.
  - Survey fatigue in the study area as a result of a large part of the target area being over researched by other development initiatives.
- **Weather**
  - Bad weather conditions led to fewer questionnaires being administered.

3.6 Data Analysis and Reporting

Data was analysed from 41,463 respondents out of the targeted 51156. The sampling frame constituted only households who had at least 1 economic activity and urban business owners. Data was analysed using SPSS and the results presented in form of graphs, tables, charts and figures as appropriate.

The data analysed were mostly information provided by the respondents during the interviews with some support verification performed where possible via document review where available and follow up confirmation questions.

4 KEY FINDINGS

4.1 Objective 1: Determining the type and number of Community Suppliers

The main objective of the CSBA was to build a database of community suppliers grouped according to sectors. Since the oil field activities within the region commenced in 2006, few community suppliers have been doing business with mostly Tier 1 and Tier 2 contractors. The focus of this assessment was to capture the details of as many community suppliers already providing goods and services to TotalEnergies or JV partners and project contractors, and further create an additional database of community suppliers that have the potential to participate in the oil and gas value chain.

4.1.1 Profile of the Respondents

4.1.1.1 Nature / Capacity of the Respondents

The typical community suppliers have small businesses with annual revenue of less than 30 million Ugx and low capital to support the business on a day-to-day basis. However, these businesses are important part of the ecosystem and produce goods and services that provide sources of sustenance and have huge potential for growth.

Majority (80%) of respondents assessed owned micro businesses (Sole proprietorship with an average employment of 1-5 people only, while about 15 % were small with an average employment of 6-10 people and only 5 % were medium sized (10 or more employed). The respondents largely operated informally (no formal registration) and were dominated by women and youth. The most dominant sector/industry is agriculture with **66%** of the respondents into agriculture-based trades or own Agri businesses.

4.1.1.2 Business Ownership

This finding revealed that 40,871 respondents owned a business. Only a small number (592) did not own a business. The assessment yielded essential information on individual business needs and opportunities – information that could be used to support future business expansion initiatives for the business owners and planning enterprise revenue projections for government.

While many of the businesses do not have proper documentation, they however had physical shops and business locations where they apply their trades.

4.1.1.3 Business Formalisation

From Figure 1 below, it can be observed that an overwhelming percentage, 86.1% (35,693) of the businesses are not registered with the relevant authorities such as URSB and local government as majority indicated that they do not see the benefit of doing so while others found it difficult to locate where URSB is in their respective districts.

Furthermore, the low registration with URSB and on the NSD was also related to the confusion about costs and processes required to fulfil standard compliance requirements and the obligations of the business owners. The Uganda oil and gas Act stipulates that any supplier of goods and service to the industry must be registered on the National Supplier Database. The current huge gap therefore provides a tremendous opportunity to develop and build the capacity of respondents to meet the registration requirements. Ongoing efforts to improve this number through other CSDP activities will be captured in the final CSDP report. However, there has been increased awareness on the urgency and need to get registered.

Figure 1: Business Formalisation

4.1.1.4 Business Compliance / Governance

Tax compliance is a requirement for participation in the oil and gas value chain. In the other CSDP activities, the awareness was created in almost every supplier development workshop with the support of URA. The interactions and engagements were well received.
From the assessment, it is indicative from Figure 2 below that

- Majority of businesses do not pay their taxes with 72.8% of the respondents (30,205) not paying any form of taxes (figure 2)
- Of the 27.2% that pay taxes (11,258), about 10,335 (91.8%) pay to the local government while only 923 (8.2%) pay to Uganda Revenue Authority (Figure 3).
- Majority of the respondents pay market dues to the local governments in their respective localities.

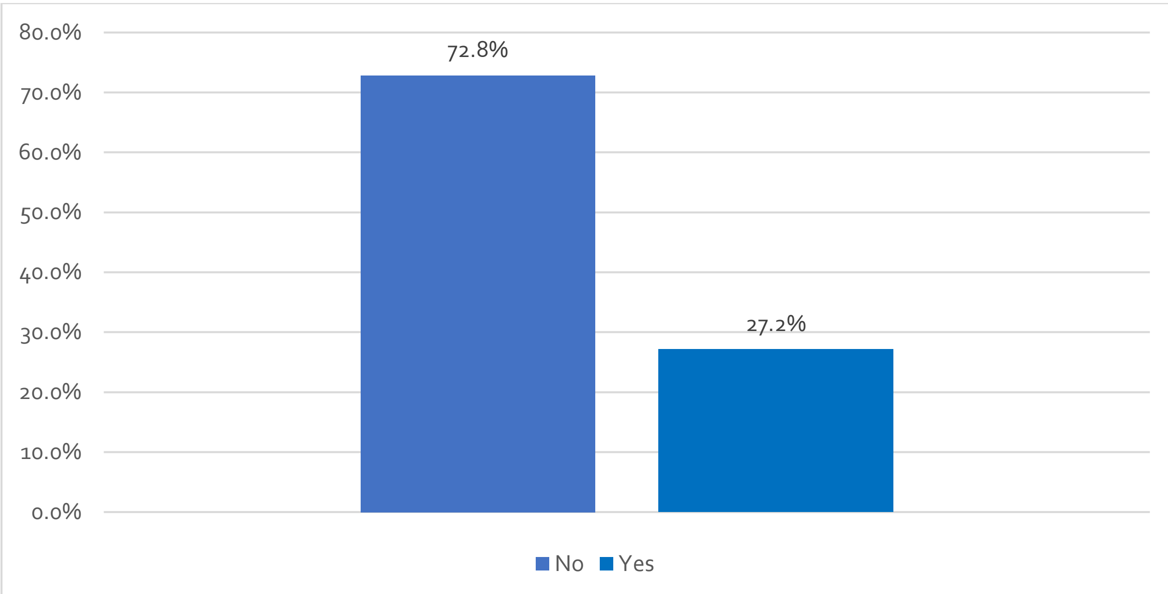


Figure 2: Proportion of respondents paying taxes

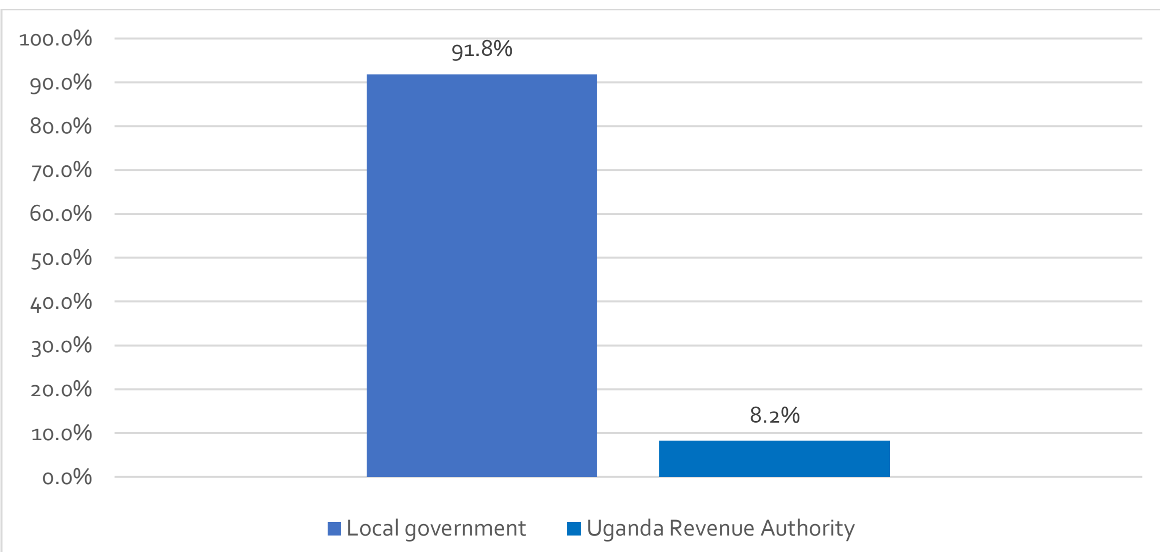


Figure 3: Where taxes are paid to

Majority of the respondents (39,717 or 95.7%) do not have a Tax Identification Number (TIN) with Uganda Revenue Authority (URA) for themselves or their businesses. This could be an obstacle or limitation in qualifying to supply the oil and gas industry. Of the business owners that participated in the assessment (40,871), only 2.3% were registered with URA (953). It was noted that most of the people that said they had TIN numbers could not easily remember their numbers during the interviews but follow up questions on the process revealed that they had a good understanding of the process of obtaining TIN numbers.

4.1.1.5 Registration on the NSD

Majority of the businesses (41,449) were not registered on the National Supplier Database (NSD) of Petroleum Authority of Uganda (PAU) for the oil and gas sector (*See Table 3 below*). Only 14 businesses were registered on the NSD. However, during the assessment period, it was observed that 51 companies were in various stages of the registration process, aside the numbers that were supported by the CSDP's other activities to get registered. While some of the respondents could not easily recall their registration numbers, follow up verification questions were used to validate these respondents. The same trend was observed with businesses belonging to any association, where a large percentage (94.3%) did not belong to a business association with only 5.7% belonging to an association.

Table 3 Registration on the NSD

	No		**Yes**	
Registration and membership Status	**Freq.**	**Perc. %**	**Freq.**	**Perc. %**
Registration in the National supplier data base[1]	41,449	99.97	14	0.03
Belonging to an association[2]	39,122	94.3	2,341	5.7

4.1.2 Characteristics of Respondents

4.1.2.1 Gender of Respondents

There were 41,463 respondents that participated in the study, with 23,930 (57.7%) males and 17,533 (42.3%) females. This showed a good gender representation of the data, a reflection that male entrepreneurs were more than female entrepreneurs in the project area.

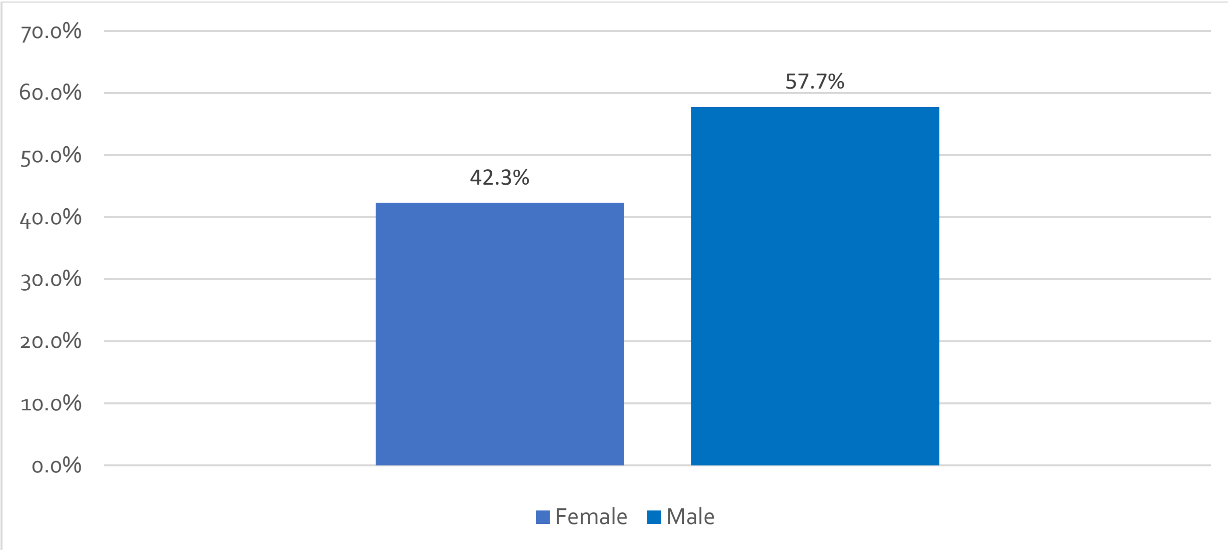


Figure 4: Gender of respondents

When compared to the national census report of 2014 by the Uganda Bureau of statistics, male represented 48.79%, whereas female represented 51.21% of the 34.6 million people in the country. This showed that despite the male being fewer, they are more likely to start up a business than the female.

4.1.2.2 Age of the Respondents

Table 4: Descriptive statistics for age

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Age of the respondent	41,463	13	92	36.48	11.688

As shown in Table 4 above, the average age of the respondents was 36 years but ranged from 13 - 92 years and standard deviation was 11.688. Age 13 and 92 were outliers who were engaged at their business places before ascertaining their age due to random sampling.

Age by Gender

Below is a summary of the results of the age by gender variable: (See table in Annex 2)

- Majority (23.1%) of respondents were females aged between 18-35 years.
- Majority (29.4%) of respondents were males aged between 18-35.
- Over half of the respondents were aged between 18-35 years (52.5%), followed by those aged between 36-49 (32.6%) and those aged 47-64 with 16.8%
- Very few respondents were aged 17 or below and 65 years and above

It was noted that majority of the individuals that participated in the study were youth, with male accounting for a slightly higher percentage (but not significant) compared to female.

4.1.2.3 District of the Respondent

The participants were selected from six districts in the Albertine – Hoima, Masindi, Buliisa, Kikuube, Nwoya, and Pakwach. Kikuube had the highest percentage of respondents (20.0%), followed by Masindi (17.6%), Nwoya (16.8%), Buliisa (16.1%), Pakwach (16.0%), and the least from Hoima (13.5%) as shown in the Figure 5 below.

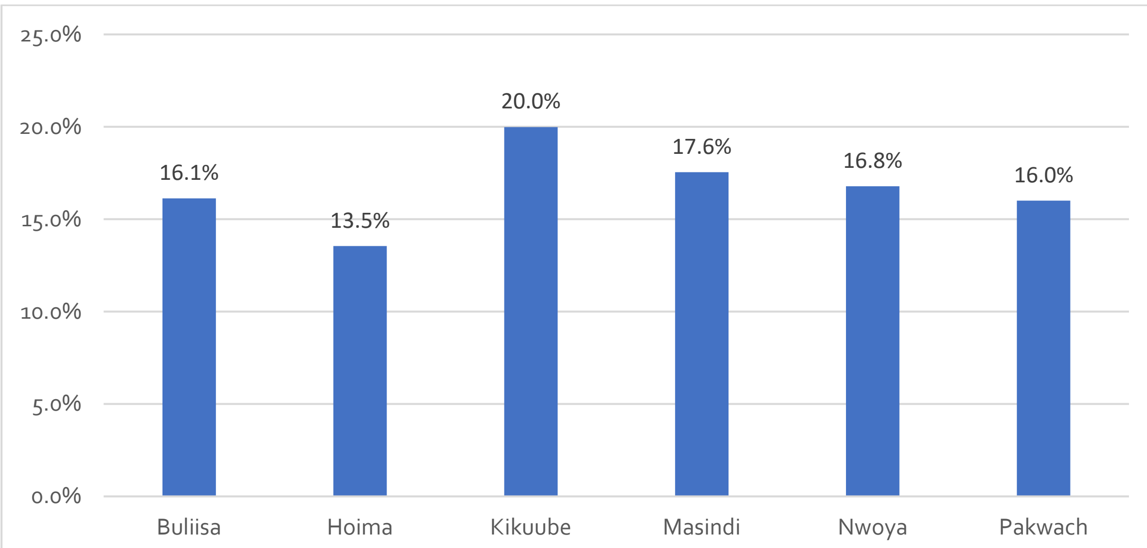


Figure 5: District of respondents

A cross-tabulation was run to unearth the relationships between the gender of respondents and the sub-counties where their businesses were based within the study scope. Figure 6 below shows the number of respondents in the top 20 sub counties with Bugambe (14.4%) in Kikuube and Purongo in Nwoya (13.2%) among the leading sub-counties. It was observed that majority of the respondents were male across the study sub-counties except for Buliisa Town Council, Anaka Town Council where the number of female was higher than that of male.

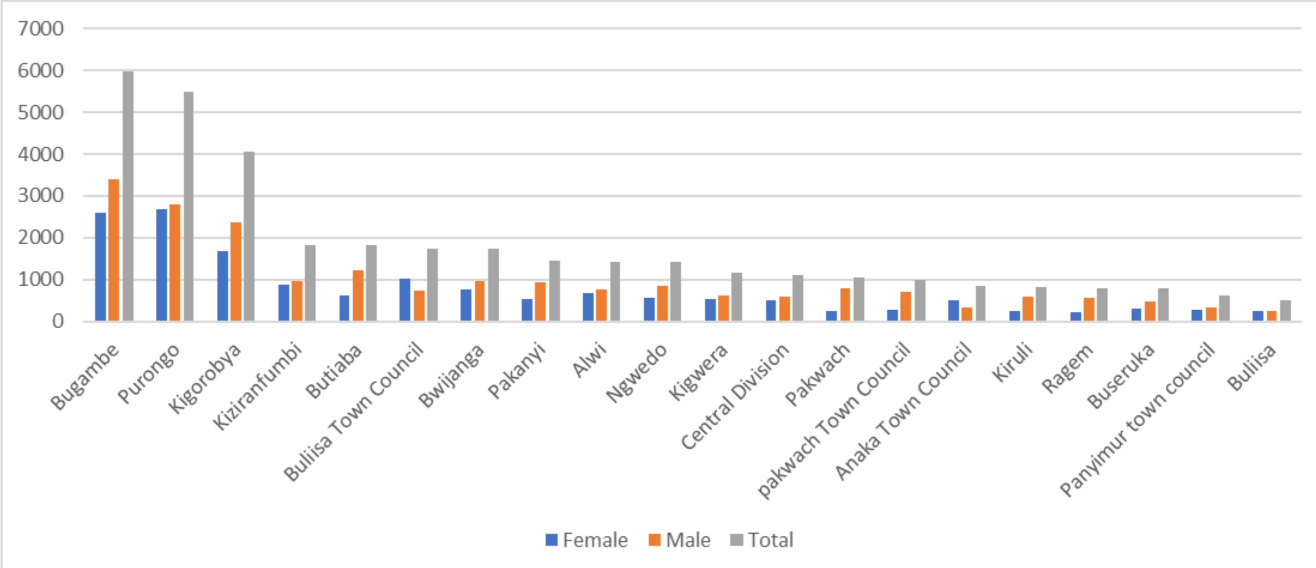


Figure 6: Proportion of respondents by Sub County

Overall, the cross tabs in figure 6 above reveals that majority of the potential suppliers were male across the sub counties. Thus, the number of respondents across the 65 sub counties, was significantly related to gender. A non-parametric test of association confirmed that there was a statistically significant relationship between the two investigated categorical variables (gender and sub counties)

4.1.2.4 Nationality

Majority of the respondents were Ugandans accounting for 99.98% of the sample, while the rest of the respondents were from DRC and India (Table 5).

Table 5 Nationality

Nationality	Frequency	Percent
Ugandan	41,453	99.98
DRC	8	0.019
Indian	2	0.005
Grand Total	**41,463**	**100**

4.1.2.5 Differently Abled Persons

Including differently abled persons in everyday activities and encouraging them to have roles similar to their peers who are not differently abled is important for building the capacity of suppliers (especially youth who are differently abled), thereby making society more inclusive for all individuals.

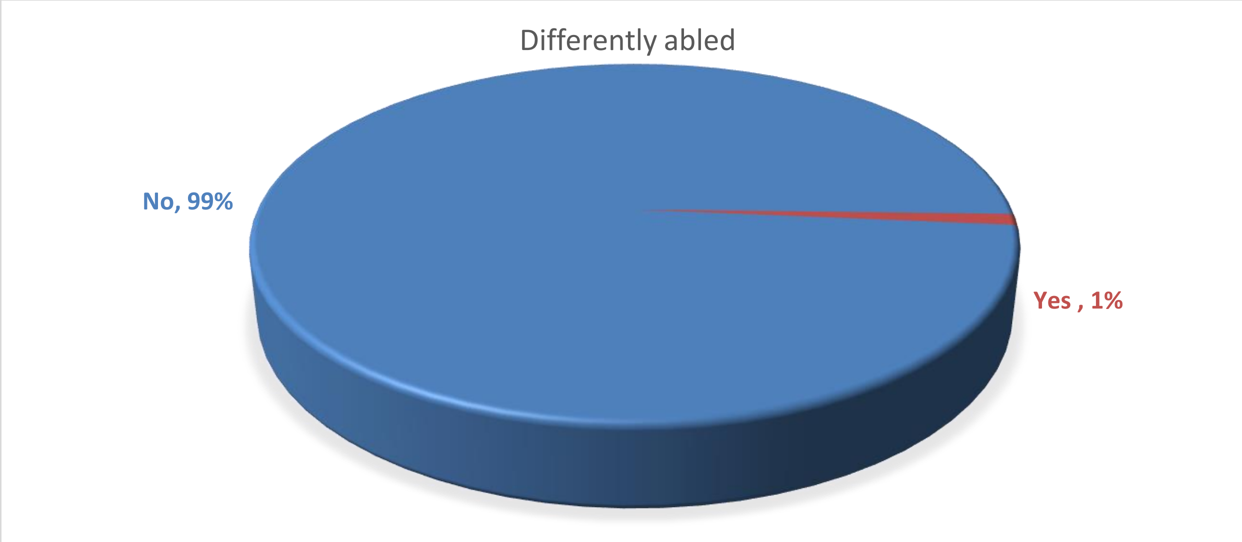


Figure 7: Differently Abled respondents

From Figure 7 above, it can be observed that majority (99%) of the respondents were not differently abled with only 1% being differently abled. From the table below, it is indicative that the percentage of differently abled male (0.7%) was higher than that of female (0.4%).

Gender	Differently Abled	Frequency	Percentage
Female		17,533	42.3%
	No	17,372	41.9%
	Yes	161	0.4%
Male		23,930	57.7%
	No	23,634	57.0%
	Yes	296	0.7%
Grand Total		**41,463**	**100%**

4.1.2.6 Education Level

Majority of respondents had attained primary level education (58.1%), followed by those with O-Level (23.4%), and those with no education were 9%. A combined 4.8% of the respondents had either attained A-level or university education. While proof of the education level could not be ascertained as information was divulged by word of mouth, majority of the respondents (total of 88.1%) demonstrated literacy competencies during the assessment.

It could be deduced from the data that, the highest level of education attained by majority of the respondents was primary and ordinary level education meaning the existence of basic literacy and numeracy skills among the prospective suppliers. The level of education was crucial in generating business ideas, starting and managing a business, and understanding market dynamics. The level of education had a direct impact in the ability of the respondents to manage the businesses effectively.

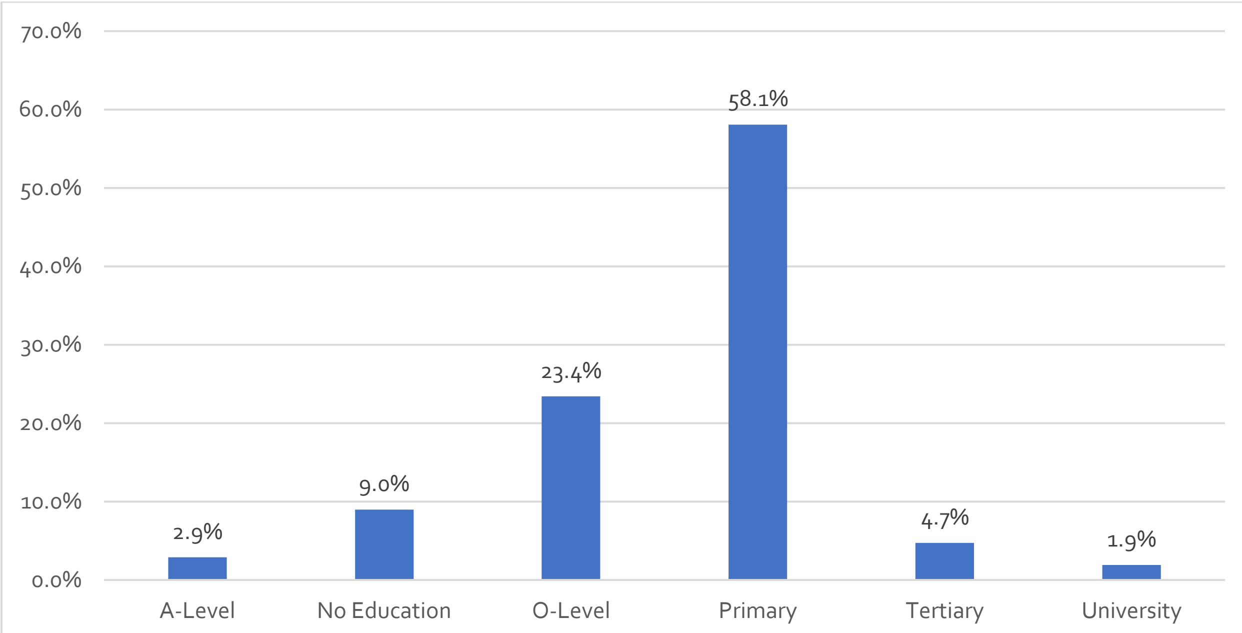


Figure 8: Highest level of education attained

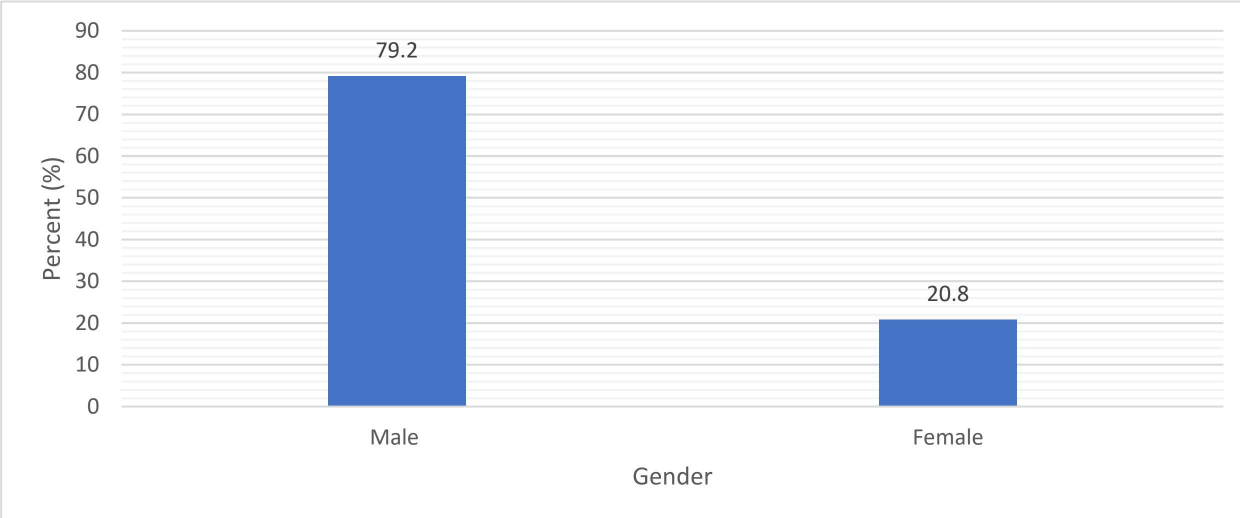
The respondents demonstrated basic literacy competencies, enabling them to participate in learning activities such as trainings. Literate suppliers with at least a primary education were thought to be more productive and more responsive to new technologies than illiterate suppliers.

4.1.2.7 Profiles of KII Participants

Gender

There were 394 participants purposively sampled who included district officials, business community, with 79.2% male and 20.8% female from different businesses. The in-depth interviews targeted mainly top management.

Figure 9: Gender of the participants



District

The Key Informant Interview participants were selected from the six districts namely Hoima, Masindi, Buliisa, Kikuube, Nwoya, and Pakwach. Most of the participants were from Buliisa (23.4%), followed by Pakwach (18.5%), Kikuube (16.5%), Hoima (15.7%), Nwoya (15%), and the least was Masindi (10.9%) as shown in Figure 10 below

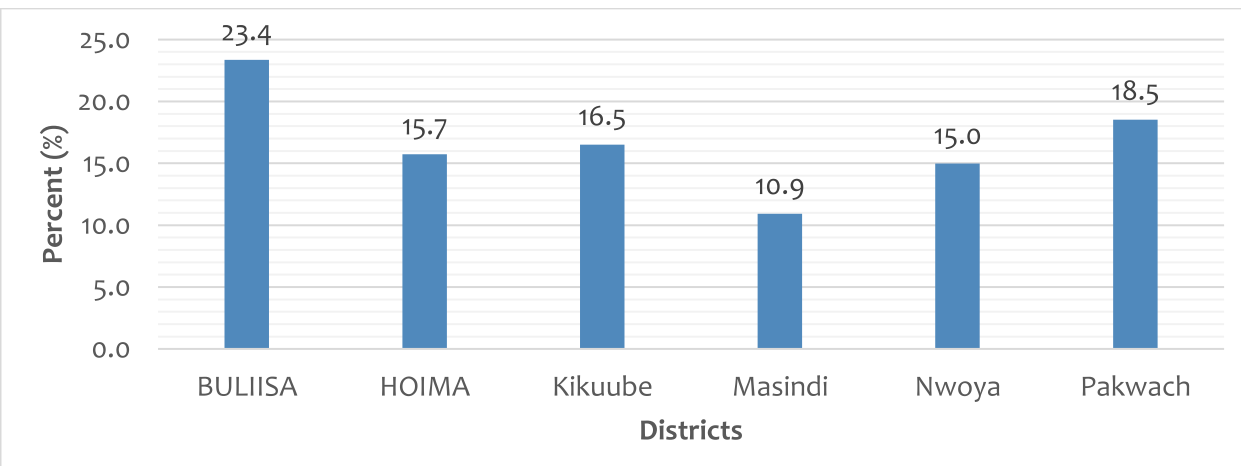


Figure 10: District of the KII participants

Table 6 Representative

Representative	Percent of response	Percent of cases
Private sector	31.70	36.80
District leaders	23.40	27.20
Provider of services	10.50	12.20
Civil Society Organization	7.40	8.60

Representative	Percent of response	Percent of cases
Ministry	6.30	7.40
local leader	6.30	7.40
professional association	5.30	6.10
Regulatory body	1.50	1.80
Others	7.40	8.60
Total	**100**	

Most of the participants were representatives of the private sector, supported by 36.8% of the cases, followed by the district, service providers, civil society organisation supported by 27.2%, 12.2%, 8.6%, and very few were representatives of the regulatory bodies supported by 1.8% of cases.

4.1.2.8 District Supplier Peculiarities

The assessment looked into the peculiarities of the respondents and potential suppliers from each district to ascertain what unique trades and activities they carried out. The results are shown in the table below

Table 7 District Respondent Business Peculiarities

District	Peculiarities
Buliisa Businesses	Availability of Lake Albert, has enabled businesses to trade mostly along the Fisheries products value chain
	Respondents depend on subsistence farming as their main source of livelihood.
	Animal husbandry is practiced at the household level with limited commercial purposes where the major type of livestock raised was cattle and livestock rearing, practiced mainly by the agro-pastoralist Bagungu ethnic group.
Hoima Businesses	Respondents engaged in crop production on a myriad of small farms scattered all over the district with average land holdings of about 1-3 acres. The commonly grown crops were cassava, maize, sweet potatoes and rice.
	Agro-processing, especially of grains, comprising about 220 millers was high in the trades of the Hoima businesses.
	Fish mongering had influenced some communities in the district. Major landing sites included Tonya, Bugoma and Nkondo. Lake Albert has the most diverse fish fauna in Uganda with species of commercial significance.

	The willingness of Hoima businesses to work together by forming partnerships (JVs) has improved their readiness to take on opportunities in the oil and gas sector.
Pakwach Businesses	The respondents mostly engage in fishing and related activities as the primary income source, with crop farming as secondary.
Kikuube Businesses	Farmer groups have embraced commercial farming and bulk marketing
	Huge Presence of Cooperatives and SACCOs aid businesses to access small loans
Masindi Businesses	Masindi is a cattle corridor and farmers have access to valley dams, though still a few, with the intention of ensuring cattle water needs are met. Value addition milk processing plants have been put in place to encourage farmers to produce in bulk and access the wider markets.
	Businesses are able to supply food crops such as, maize, beans, cassava, bananas, sweet potatoes, amongst others. The major cash crops grown are coffee, cocoa and sugar cane.
Nwoya Businesses	The major crops by quantity of production were as follows: 1) cassava, 2) groundnuts, 3) sorghum, 4) simsim (sesame), 5) maize, 6) rice, and 7) other crops, such as finger millet, peas, and sunflowers. Fruits like citrus, mangoes, pineapple and bananas were also produced.
	Mechanised and commercial farming activities are very prominent and employ over 90% of the total active population.

Source: Key informant interviews with District officials

4.1.3 Categorisation of the Respondents

The predominant trades in the communities were related to Agriculture (66%) including those dealing with different agriculture products. The oil and gas industry provides opportunities for these agricultural products.

As part of the national content strategy, 16 trades and services were ring fenced for local and community suppliers. One of the key objectives of the assessment was to understand the current level of supply in relation to the anticipated demand and available opportunities of the ring-fenced goods and services. The knowledge of the status and gaps would inform future targeted interventions.

It was observed that the 16 regulated goods and services were more broadly defined. However, not all the community respondents fall under the general category defined by the ring-fenced goods and services but the assessment provided details of who they were and what they did within the defined category. The community respondents operating in the prominent trades

were also identified, some of which included the other industries under the 25 sectors defined by the Industrial Baseline Survey (IBS). These trades were uncategorised and grouped as others in the table below, because they were not part of the broader ring-fenced goods and services.
3 of the ring-fenced trades namely Crane hire, Environmental Services and Drilling and Production Materials were not found during the assessment. Table 8 below presents the number of respondents involved in the 16 trades / sectors ring fenced for Ugandan suppliers (apart from the 3 non-existent sectors);

Table 8 Categories of Respondents

Business sector / Trade	**Frequency**	**Percent (%)**
Foods and Drink	4,436	10.70
Transportation of People (Boda,Boda)	1,458	3.52
Transportation of People (non Boda)	882	2.13
Civil works	1,460	3.52
Hotel & Catering	810	1.95
Fuel supplies	286	0.69
Office supplies (work safety products)	280	0.67
Waste management	132	0.32
ICT Services (including internet cafes, internet service providers, bulk sms providers, social media platforms, radio and television stations)	85	0.21
Security services	87	0.21
Human Resources (Manpower Agencies)	60	0.14
Technical Consulting/land surveying	13	0.03
Local Construction materials (Mostly Bricks)	103	0.25
Clearing and Logistics	2	0.00
Others / Uncategorised	4,005	9.66

The assessment further explored the trades and services that were not part of the 16 ring fenced goods and services but were prominent activities of the respondents. The table 9 below lists the top 22 trades, goods or services outside the ring-fenced goods and services and Agriculture.

Table 9: Others / Uncategorised goods and services

Trade, Goods and Services	**Frequency**	**Percent (%)**
Retail Shop	809	1.95
Fashion and Design	661	1.59
Market Vending	401	0.97
Salon	317	0.76
Health Services	263	0.63
Mechanical Construction (including welding and fabrication)	250	0.60
Mobile Money Services	233	0.56
Charcoal Business	145	0.35
Furniture Manufacturing	131	0.31
Garage / Repairs Shop	126	0.30
Boutique	97	0.23
Cosmetics Shop	46	0.11
Borehole Drilling	33	0.08
Skilled Labour	27	0.07
Firewood	25	0.06
Education Services	18	0.04
Financial Services	18	0.04
Rentals	14	0.03

Art and Design	12	0.03
Events Management	9	0.02
Cleaning Services	7	0.02
Recreation Services	7	0.02
Agriculture	27,364	66.00

The assessment also looked into additional goods and services that formed part of the 25 high potential industries highlighted in the Industrial Baseline Survey as represented in Table 10 below.

Table 10: Domestic Respondents by Industry

Business sector	**Number of Respondents**
Light equipment manufacturing	0
Furniture Manufacturing (included in others)	131
Facility Management services	0
Mechanical Construction (including welding and fabrication, plumbing installations, air conditioning)	250
Market Vending (vending agricultural items)	401
Retail Shops (vending non-agricultural items-plastics etc.)	809
	1,591

The assessment explored industries with very high potential for business growth as suggested by the KII respondents in the project area. Those mentioned are presented in the table below:

Table 11: High Potential Industries

Sector	**Reason for high potential classification**
ICT	In some sectors, some businesses have moved away from transacting business at physical premises and embraced online transactions; financial tech businesses are beginning to emerge.

Tourism (such as Murchison Falls National Park)	Tourism has strong linkages with transport, food production, retail and entertainment. The investment opportunities include establishment of resort cities; branding of parks; construction of internationally branded hotels; development of high-quality conventions and exhibitions, tourist facilities including conference; health and sports tourism facilities
Construction	With the fastest growing population in the region, and increasing demand for affordable housing, investment opportunities exist in the construction of residential, commercial and industrial buildings. Another area with potential is the manufacture and supply of construction materials for the sector.

The following are the breakdown and explanation of what activities were captured within the 16 regulated goods and services.

4.1.3.1 Foods and Drinks

About 4,436 in the foods and beverage sector were engaged in food and drinks. This trade dealt with processing and preservation of food and alcoholic beverages in the project area. Some of the common food processing and reservation practices in the project area included cleaning, grading, drying, milling and storage. Meals were generally served and eaten in the premises, but many restaurants also offered take-out and food delivery services.
As far as fresh food produce was concerned, consumers preferred to shop at traditional markets, obtaining the satisfaction of hand-picked fruits and vegetables at negotiated prices. In the town centres, the consumers had shifted towards local mini-supermarkets.

Bars provided different types of alcoholic beverages. They also offered snacks like chips or nuts while some provided food from a dinner menu. This trade was predominantly located in the town centres. However, many respondents in this trade had challenges of managing and optimizing their online presence, adapting to changing market trends and customer preferences.

4.1.3.2 Transportation (People)

Public transport services were dominated by informal passenger minibuses and motorcycle operators (boda boda) that were low capacity and irregular in their routes, contributing significantly to congestion in the urban areas. A total of 1,458 boda boda operators and 882 public transporters (including drivers who were not vehicle owners) participated in the assessment. These respondents were mainly based in town centers transporting people with their luggage.

The minibuses and bus companies like Link Bus Services had taken a leading role in offering local logistics services in the area. Organised transport and logistics companies with trained personnel in basics logistical handling would be required in the immediate future. It was also noted that majority of the boda boda operators were youth, mostly hired riders, who don't own the motorcycles.

4.1.3.3 Civil Works

The civil construction industry in the Albertine region is made up of construction companies and individuals involved in various aspects of planning, designing and construction trades. This industry is on the rise but cannot meet the expected demand in its current state. Many construction projects lacked skilled labour, and were managed by sub-standard contractors. Sub-contracting was a very prominent model for the execution of many projects with its imminent risks.

4 business owners involved in road rehabilitation, maintenance and construction in Hoima (Mulston Company Ltd, Mukati Enterprise Uganda Ltd), Masindi (Tegeka Enterprise Ltd) and Pakwach (Besu Golden Technical and General Supplies Ltd) participated in the assessment. Their inefficiency to generate regular businesses, their inability to train and retain good quality staff and inadequate or sub-standard business management systems were some of the challenges they were facing. When a firm won a contract and hired good staff, retention became a challenge thus failing to live by the same standards of execution. This meant that they had to hire new perhaps inexperienced staff for the next job, which consequently meant that staff never gained experience to operate equipment properly, resulting in poor quality of workmanship and loss of business.

4.1.3.4 Construction Materials (building and hardware materials)

103 respondents were involved in the supply of building materials. Some of them owned hardware shops (wholesale and retail), while others supplied construction materials such as bricks, sand and stones. However, the issue of quality goods was mentioned as a challenge by the respondents, who found themselves procuring poor quality goods from manufacturers, manufacturer agents and suppliers. The challenge of compliance to standards (UNBS) has stifled business relationship with big contractors / companies.

4.1.3.5 Local Construction Materials (Cement / Bricks)

Only 3 cement Suppliers participated in the survey out of 103 respondents that trade in mostly bricks. They highlighted that the increase in prices of cement from UGX 30,000 to UGX 37,000 was their main challenge which was attributed to erratic power supply that forced manufacturers to buy diesel to run machines and, in the process, shifted the additional cost to the cement consumers in the country even though the demand in the market is high.

4.1.3.6 Hotel & Catering

810 respondents involved in hotel and catering business participated in the assessment from the project area. The sector was dominated mainly by hotels and big restaurants, many of whom are formally registered suppliers with URSB and remit taxes to URA and the Local governments. They were located in urban centers such as Masindi Municipality, Kikuube Town council, Pakwach Town Council, Buliisa Town Council and Hoima city. The urban catering organisations had trained personnel where as those in rural areas had unskilled labour.

4.1.3.7 Office Supplies (Work safety products)

280 respondents were involved in office supply business including supply of work safety products including masks and coveralls for casual and industrial workers. Also included were stationary shops. However, product quality and inability to meet the high-quality standards needed by the oil and gas sector were identified as major challenges.

4.1.3.8 Fuel Supplies

Many wholesale fuel businesses had emerged in the town centres in the project area. Notable also were the lubricants and oils shops located in all the town centres visited. Oils for motorcycles were most dominant in the small-town centers. A total of 286 respondents indicated that they were doing such businesses, however, many were not aware that these products are hazardous, therefore people stored and sold these flammable materials in unsafe places, and this poses constant risks to the sellers and the community at large.

4.1.3.9 Waste Management

132 companies and individual respondents offered waste management services, however, most of the main companies were located in Hoima city. It was noted that compliance with the environmental regulations continues to be a major challenge.

4.1.3.10 Information Communication and Technology (ICT) Services

About 85 businesses involved in the assessment were mainly internet cafes, companies that do Bulk SMS, Billboards, social media platforms, internet service providers in addition to radio stations, Television stations, computer programming consultancies, data hosting and website design firms, computer repairs, and communication equipment businesses. These were mainly found in the main cities within the project area. However, the underlying challenge was that majority of the rural areas had limited access to high-speed internet to facilitate communications, economic activities and service delivery. Also, there was limited access and usage of ICT equipment and devices, for example, majority of the respondents in Kikuube had limited access to a smartphone.

4.1.3.11 Security Services

85 security services businesses were engaged in the assessment. Majority were private security companies who offered security guards to homes and institutions and headquartered in Kampala. They included Uganda Securiko Ltd, SGA Security and Blue Whale Security Company Ltd in Masindi. The companies offered a wide range of services that included armoured cars, private security, Site Security among others. The security firms visited all desired training programs on a range of services referred to as "the human aspects of military operations."

4.1.3.12 Human Resources (Manpower Agencies)

Majority of manpower agencies (60) assessed consisted of unskilled labour gangs contracted to cultivate farmland in rural Kikuube district. These labour gangs were mostly made up of unemployed youth. They were mostly paid in kind (in terms of foodstuffs). In Hoima the assessment identified 1 manpower recruitment agency known as Kihire Agencies Limited. It was discovered that due to low business volume on recruitment, the agency had diversified into other businesses like ICT services. Even though the recruitment business is apparently on the increase due to demand for both skilled and unskilled labour, most of the available opportunities were filled by Kampala based companies.

4.1.3.13 Technical Consulting (land surveying)

Thirteen (13) Land Surveyors were identified during the assessment. However, they seemed to be operating at small scale with limited expert knowledge and equipment and were not registered with the National Association of surveyors who play a key role in developing and enhancing professional competence. Volume of business is currently low however land surveying offices are mainly occupied by brokers (majority of who are youths) engaged in land brokerage businesses.

4.1.3.14 Clearing, Forwarding and Logistical handling

2 respondents were involved in the clearing and logistics trade and located in Hoima and Buliisa respectively. The major challenge of this sector was lack of adequate warehousing facilities for

storage of food crops and goods. The existing warehouses exposed food products to air temperatures during loading/unloading resulting in major damages to food crops due to the inability to store and move them appropriately.

4.1.3.15 Environmental Services

The assessment did not locate any Environmental Services provider amongst the respondents. However, Hoima is home to 2 recognized environmental services firms, handling most services in the project area.

4.1.4 Respondents currently engaged in supplying the oil and gas industry

The assessment profiled the Respondents that are currently providing or in recent past provided goods and services to TotalEnergies, other JV partners and Project Contractors. There were 84 respondents in this category (reference table 12) which was a low number but a good basis to build on and monitor improvement and progress. Majority of the suppliers to the oil and gas industry were from Hoima, accounting for 44% of the total number.

Table 12 Respondents currently engaged in Oil and Gas sector

Buliisa	Hoima	Kikuube	Masindi	Nwoya	Pakwach	**Total**
17	37	4	5	8	13	**84**

A breakdown of the clients that they provided service to and the average frequency are captured in the table 13 below (multiple choice answers).

Table 13 Breakdown of the companies that services were provided to

No of Suppliers	Total Energies	CNOOC	PAU	EACOP	UNOC	GCC	Project Contractors
Buliisa	3	3			1	6	18
Hoima	14	12	7	13	6	5	65
Kikuube	2	1		1			3
Masindi	1	1					4
Nwoya	6		1				5
Pakwach	5	1					13

4.1.5 Respondents in the Agriculture Sector

The majority of the respondents (66 %) were as expected in the agriculture production sector. Majority of the businesses (18,620 out of 27364 in the foods and beverages sector) in the project area were involved in agriculture production. Majority of the farmers were not aware that agriculture (crop production) is a business and essentially carried out agricultural produce sales out of the need to survive. Furthermore, productivity was limited by their reliance on natural weather conditions and the widespread use of traditional methods and equipment.

Major types of crops grown

This question was added some time after commencement of the assessment. Respondents were asked to select the major crops they grow; and results showed that majority grow maize and beans. The least grown were matooke, fruits, coffee and millet.

Table 14 Major crops grown

Crops	Responses (N)	Percent
Maize	7,174	42.0
Beans	4,530	26.5
Matooke	1,651	9.7
Fruits	1,275	7.5
Fish	964	5.6
Coffee	909	5.3
Millet	571	3.3

Major crops grown per district

The distribution of the data across the respective districts is as shown in Table 15 below

Table 15 Major crops grown per District

Crop	District/City					
	Buliisa	Masindi	Kikuube	Hoima	Packwach	Nwoya
Beans	321	1302	753	935	698	521
Coffee	38	196	321	184	50	120
Fish	389	0	208	214	153	0
Fruits	25	201	482	122	89	356
Maize	405	2101	1609	1405	972	682
Matooke	74	504	218	621	112	121
Millet	112	50	36	82	153	138

Other crops reportedly grown in the area were; Cassava (1938), Ground nuts (782); Rice (459); Soya (410); Simsim (387), Tomatoes (81); Cabbage (52); Cotton (38); Egg plants (37); Carrots (3); Milk (3); Okra (1)

4.1.5.1 Average Land size of farms

This particular question was included in the middle of the exercise and was therefore not administered to all respondents. Only 10,401 responded, and majority (69.5%) had between 1-3 acres of land, followed by those with 4- 6 acres of land (17.17%)

Table 16: Average Land size of farms

Average Land size	Frequency	Percent
Less than 1 Acre	683	6.6
1-3 Acres	7224	69.5
4-6 Acres	1837	17.7
7-9 Acres	249	2.4
10-12 Acres	166	1.6
Above 12 Acres	103	1.0
Grand Total	**10401**	**100.0**

Livestock rearing and fisheries

The livestock and fisheries sector had 428 respondents in the assessment. Animal production and fish harvesting was common especially in Buliisa district. Cattle were considered the most important livestock although there were other animals such as goats, sheep, pigs and poultry. Opportunities for increased meat production and processing exist but could not meet demand of the growing influx of people in the area. There was therefore need to support distribution stakeholders with logistical facilities to support safe handling, transportation and delivery of farmed fish and its associated inputs. For livestock sub sector, avenues for promoting or increasing production should also be explored including access to good quality breeds and improved management practices among the small holder farmers.

Value Addition

The assessment explored the value addition techniques and discovered that majority (75%) were not aware of any value addition techniques and strategies. Only 25% were adding value to their products, by doing only milling and sorting. When asked why respondents were not doing it, 42% said they lack tools and equipment, 53% lacked knowledge and skills while 35% said they lacked capital amongst other multiple-choice options.

Market Vending

4,436 out of 27364 (16%) reported being in the foods and beverages trade; were largely doing food vending on roadsides, markets and their homesteads. Others were vending perishable food produce like fruits and vegetables. The trade is dominated by women and youth, who largely connect the rural farmers with urban markets thus enhancing an active agricultural sector.

4.1.6 Complimentary Trades / Sectors

The following trades and industry were complimentary to the ring-fenced goods and services and were part of the industries recognised by the industrial baseline survey.

Table 17: Respondents by Industry

Business sector	Frequency
Light equipment manufacturing	0
Furniture Manufacturing	131
Facility Management services	0
Domestic airline services	0
Market Vending / Food and Beverage	4,436

4.1.6.1 Light equipment manufacturing

Light equipment manufacturing businesses were not located in the project area. The assessment only identified simple electrical equipment suppliers in the urban centres. The outstanding businesses in the electrical equipment suppliers were generator dealers in Hoima city and Masindi district. The major electric and cable supplier in Hoima is Mex Ltd.

4.1.6.2 Furniture Manufacturing

The assessment did not find any big commercial furniture manufacturing company. However, 131 medium size and small furniture manufacturing businesses who use simple tools to make home and office furniture etc was included in this assessment. These businesses were common in all the 6 districts. However, furniture manufacturing grappled with the competition from foreign products especially from China whose designs and workmanship seemed to be more attractive to the customers than the locally made designs.

4.1.6.3 Mechanical Construction

The assessment did not find any large-scale manufacturer of steel in the project area. Other mechanical construction activities involved installation, replacement or repair of plumbing, heating, air conditioning, refrigeration, welding and fabrication. Many youths have trained in installation of plumbing materials and welding / fabrication. Mechanical contractors oversee the mechanical projects for various organisations. The assessment showed that 250 respondents were involved in various mechanical construction trades.

4.1.6.4 Facility Management services

The assessment did not identify any of the community respondents involved in facilities Management in a broader sense. All of the current camp and facilities management were supported by companies outside of the catchment but will offices within the project area.

4.1.6.5 Domestic airline services

No domestic airline service was identified during the assessment.

4.2 Objective 2: Establishment of Capacity of Community Suppliers

Majority (80%) of the businesses surveyed were micro businesses (sole proprietorship with an average employment of 1-5 people only while 15 % were small enterprises with an average employment of 6-10 people and only 5% were medium sized (10 or more employee). The respondents (86.1%) operate informally (no formal registration) and this group was dominated by women and youth (75.6 % of the unregistered businesses).

These community identified businesses would typically not be either Tier 1 or Tier 2 suppliers to the oil and gas industry. There exist significant opportunities to build capacity to Tier 3 suppliers with the potential to become Tier 2 with some level of partnership.

Other factors in assessing the capacity of the businesses were the turnover / business volume and the funds availability. 85% of the businesses have very low turnover (<10 m Ugx) and struggled with capital to operate their businesses.

4.2.1 Capacity Gaps

The capacity gap in terms of what the respondents were able to handle regarding the 16 regulatory reserved goods and services was analysed. Every part of the regulatory reserved goods needed some form of intervention and support to build capacity to the desired volume and quality standards. The volume of typical oil and gas standard goods and services were beyond the ability of these respondents because of the demand on capital outlay and other skill sets.

Some of the sectors namely Local Construction Materials (Cement), Drilling and Production Materials, Environmental Services, Crane Hire, and Technical consulting (apart from Land Surveying) expectedly did not have respondents in those areas. Others had different levels of capacity and would require significant efforts to build them up. People transportation was currently handled by motorcycle operatives (1,458 of them) and would not meet the safety standards of the industry. However, public transportation operators had emerged but the numbers were quite low to meet the growing demands. The motor cycle operators also play an important role in goods transportation from one place to another.

Hotel & Catering, Civil works, Fuel supplies, Waste management, ICT Services and Security services had some community respondents doing business in these trades. However, they have capacity gaps to a lesser extent than the other trades / sectors listed above but would need support to meet the anticipated needs of the current and future demand. Civil works was generalised in description but the distinctions were captured in various trades and main activities under Civil Works.

To address possible causes of the capacity gaps, the assessment found business management, business development and business growth challenges as the key standout.

4.2.1.1 Business Skills Gap

Business skills represented the most important gaps for the group of profiled respondents. The assessment results showed that 93.5% (38,785) needed entrepreneurship skills while 82.4% (34,186) indicated that they needed financial management skills. Other skills needed were presented in Table 18 below in descending order. The level of the need goes beyond what the typical training would achieve. A more innovative approach would be needed which would involve "hand holding" the potential suppliers as they build their capacity, including promoting partnerships / consortiums where possible.

Table 18: Business Skills Gaps Identified

Business skills	Responses (N)	Percent (%)
Entrepreneurship skills	38,785	93.5
Financial management skills	34,186	82.4
Business management	7,531	18.2
Financial literacy	7,474	18.0
Other skills	246	0.6

4.2.1.2 Business growth skills

The most relevant activity in the business life cycle involved preparing the respondents for the business growth stages (after the incubation). This stage would require the respective suppliers to take specific actions to grow their businesses. The respondents indicated that the most relevant market skills they required were innovation and creativity, followed by decision making, and problem-solving skills. The least mentioned were teamwork and marketing respectively. It was worth noting that 1,524 respondents did not find any of the skills listed relevant to their market.

Table 19: Business Growth Skills

Skills	Responses (N)	Percent (%)
Business ideas	25,048	60.4
Decision making	24,289	58.6
Problem Solving skills	19,631	47.3
Teamwork	7,306	17.6
Sales and Marketing skills	5,060	12.2
Not any of the above[3]	1,524	3.7

From the Key informant interviews (KII), the market skills deemed relevant were Environmental management (159); Farming skills (29); Business language and customer care (21); catering skills (10); animal care skills (6); Communication skills (5); fishing skills (3)

4.2.1.3 Business Turnover (Average Sales)

Average sale was one of the key indicators of business progress, representing the business turnover. The assessment sought to obtain information on the turnover for the past 3 years. However, majority of the respondents did not have financial records of their businesses, a major limiting factor in establishing the actual turnover baseline. Others who had data on sales were not willing to share documentary evidence for confidentiality reasons. However, follow up questions during the assessment was used to provide insights to the numbers provided by the respondents. The table below therefore represented a descriptive analysis of the respondent's feedback on their business turnover.

Table 20:Summary of Average Sales

Descriptive Statistics					
Variable	Number	Minimum	Maximum	Mean	Std. Deviation
Average sales per day	9148	1000	10,000,000	132262.22	326785.223
Average sales per week	3509	10000	50,000,000	359321.18	1189852.211
Average sales per month	28403	20000	300,000,000	1891198.85	21185537.543
Valid N (listwise)	5				
Missing	386				
Descriptive Statistics of average sales by gender					
Gender	N	Minimum	Maximum	Mean	Std. Deviation

[3] The multiplicity of answers (1524) of the multiple-choice question could not be easily listed in the report

Female	Average sales per day	3886	1000	5,000,000	104932.41	185673.351
	Average sales per week	1255	10000	20,000,020	299785.67	696463.516
	Average sales per month	12270	20000	300,000,000	1576259.64	5808035.640
	Valid N (listwise)	1				
Male	Average sales per day	5262	2000	10,000,000	152445.36	399061.652
	Average sales per week	2254	15000	50,000,000	392469.83	1389717.624
	Average sales per month	16133	20000	300,000,000	2130726.78	27648084.558
	Valid N (listwise)	4				

The results in Table 20 above showed that the average sale of business per day was UGX 132,262 and, in a week, average sale was UGX 359,321. While in a month, the mean average sale was UGX 1,891,199. The analysis also revealed that the minimum sales per day and per week for male was higher than that of female except for average sales per year, where there was no difference in terms of gender. The mean average sale for the male respondents was also higher compared to the female. Establishing baseline sales data helped to calculate sales growth gained as a result of CSDP activities or any other business development initiatives carried out by other development partners.

4.2.1.3.1 Returns/Income

Like the average sales data, the returns / income data were information provided by the respondents most of which were not supported by documentary evidences. The data showed that mean earnings per month for female were lower than that of male. On the average, the male respondents earned about UGX 100,940 in a day compared to the female respondents that earned UGX 67,669. In terms of total earnings per week, the male respondents earned on average UGX 266,116 compared to UGX 212,240 for the female. Thus, males still earned slightly higher than female in a week. On a monthly basis, the results depict that men earn on average UGX 506,489 compared to female that earn on average UGX 320,935. Notably, on annual basis male respondents were projected to earn an average UGX 19,541,737 compared to female with UGX 7,732,442. This indicated that based on the figures submitted, the male respondents would earn over twice as much as the female respondents earn in a year.

Assessment of income could be used to formulate wealth indicators to act as a basis of measuring progress on income to produce evidence-based theories of change, for cost-benefit analysis, and as a basis for monitoring and evaluation.

4.2.1.3.2 Mode of Business Transactions / Payment

Modes of payment were mechanisms put in place to facilitate the settlement of financial transactions. Cash are legal tenders, represented a just system and is convenient for both buyer and seller. Payment in cash supported financial stability and helped expand financial inclusion. The more respondents who paid in cash, demonstrated financial stability of their businesses (in terms of liquidity) in comparison with businesses that paid in kind.

From Figure 12 below, it was observed that majority of the businesses (83.9%) paid their employees in cash with only 16.1% paid in-kind. This meant that many businesses preferred to use a more secure and just mode of payment.

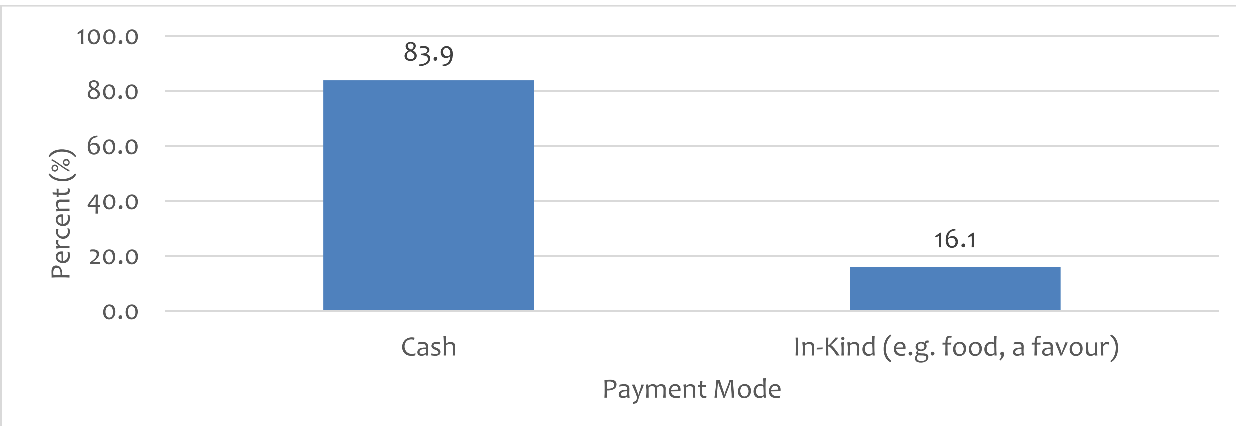


Figure 11: Mode of payment of employees

4.2.1.4 Certification / Standards Compliance

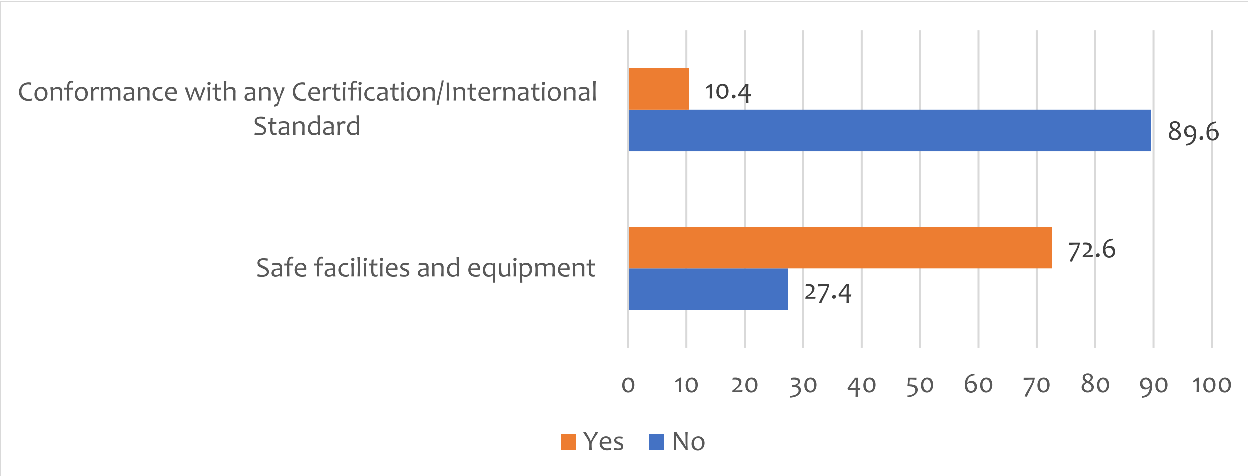


Figure 12: Status of safe facilities and equipment and conformance to certification or international standards

One of the major obstacles of community suppliers to adequately harness the various opportunities available in the oil and gas industry is the lack of product and systems certification. This obviously became a compliance and capacity gap in the growth efforts of the businesses. Figure 13 above shows that majority (about 90%) of the businesses or companies did not conform to any form of certification for their goods or services or meeting international standards. However, majority (72.6%) indicated that they had safe facilities and equipment to operate their businesses from.

4.2.1.4.1 Health, Safety and Environment

Having an effective Health, Safety and Environment management system would facilitate compliance and promote business growth through improved customer confidence. The absence of basic HSE standards and practices would usually introduce various operational risks.
It can be seen from Figure 13 below that an overwhelming majority (86%) of the businesses did not have an HSE Policy to guide their operations. Only 14% reported to having an HSE policy in place.

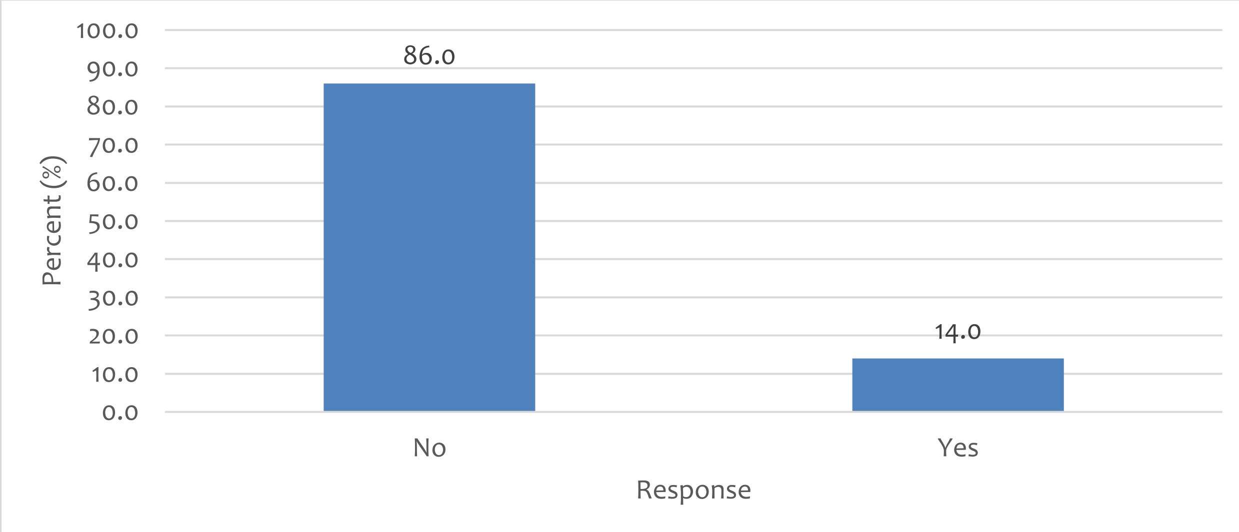


Figure 13: Proportion of businesses having HSE Policy

Challenges faced in establishing HSE management system (policy)

The assessment sought to understand the challenges community businesses faced in closing the gaps as a result of inadequate or non-existent HSE systems.

Table 21: Challenges faced in establishing HSE Management System (Policy)

Challenges	Response (N)	Percent (%)
Amount of documentation required	4,757	11.5
Conflict between management system & business continuity	5,223	12.6
Financial issues to invest in HSE	15,053	36.3
Lack of awareness of the existence on HSE	29,006	70.0
Lack of knowledge and Experience	20,030	48.3
Lack of qualified human resource	5,924	14.3
Management and commitment	2,340	5.6

From Table 21 above, it can be seen that the greatest challenge faced by community businesses in establishing an HSE management system was the lack of awareness of the existence of HSE (70%). Many of the respondents did not know that it is one of the key requirements for suppliers to become eligible to supply goods and services to the oil and gas industry. The second and third challenges were Lack of knowledge and experience on how to establish the HSE management system (48.3%) and the financial implication of investing in HSE (36.3%).

4.2.2 Obstacles faced in a start-up business (Capacity Limitations)

Literature indicates that 70% of Uganda businesses (SMEs) do not survive their 5th anniversary. Many of Uganda's startups never celebrate their first birthday either due to self-inflicted problems or unforeseen occurrences. To curtail this trend, it was important to understand the challenges the businesses faced so that CSDP or any other development initiative could design comprehensive and responsive business support service interventions for SMEs using a hands-on approach. Table 22 shows that the main obstacles faced by start-up businesses were lack of capital (73.3% of the respondents) and lack of opportunities (58.6%), followed by competition reported by 51.2% of the respondents. The least obstacles included lack of skills (41.3%), lack of experience (39.5%).

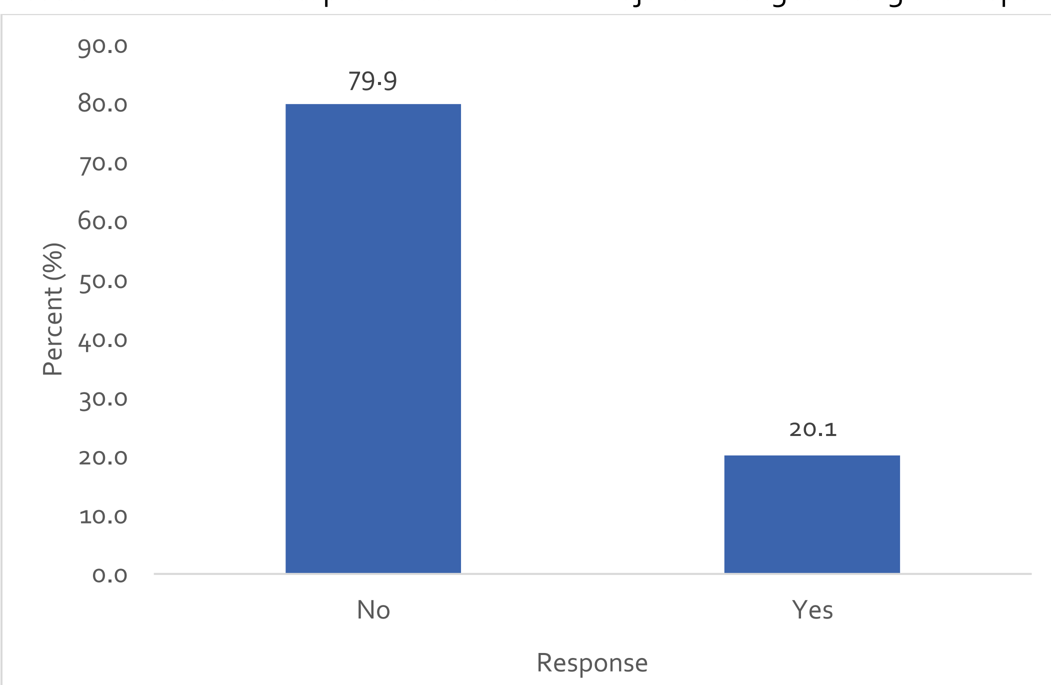
Table 22: Obstacles faced in start-up Businesses

Obstacles	Responses (N)	Percent
Lack of capital	30,394	73.3
Lack of opportunities	24,291	58.6
Competition	21,215	51.2
Lack of skills	17,124	41.3
Lack of experience	16,368	39.5
Just not the right time	845	2.0
Others	126	0.4

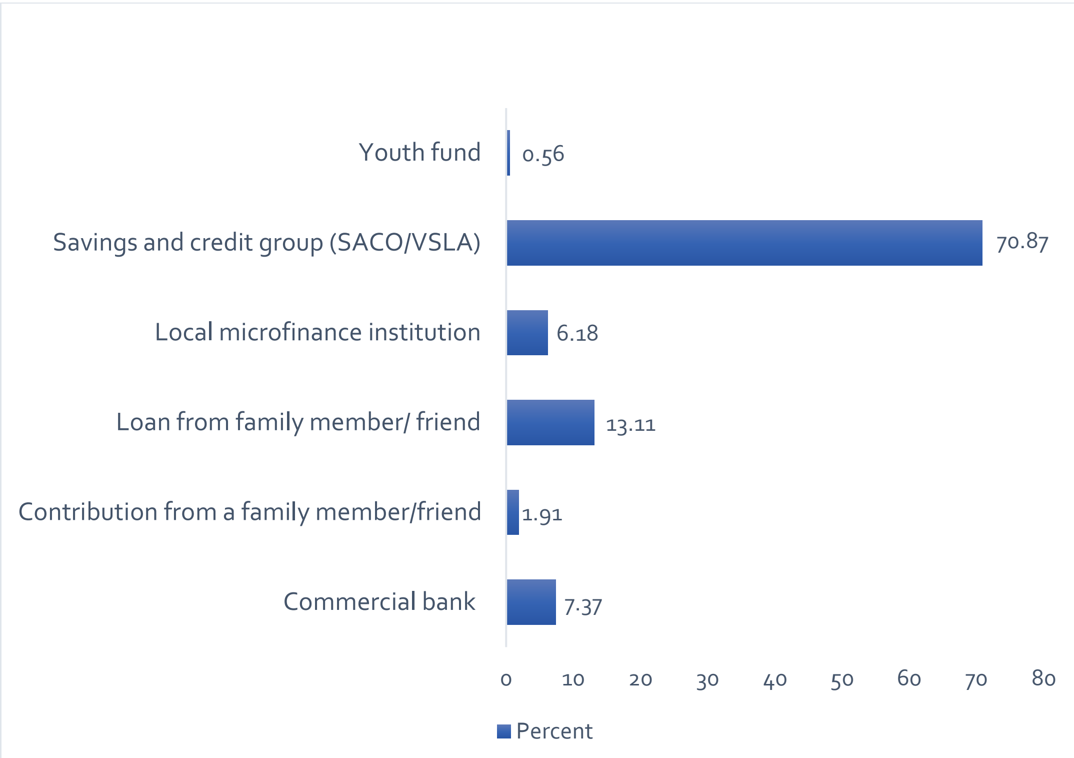
*Multiple choice answers

4.2.2.1 Access to finance

Access to finance was captured as one of the major challenges facing the respondents and their



businesses. As shown in the graph above, 79.9% of the respondents had no access to sources of finance for their businesses. Only 20.1% reported to have accessed finances to support their businesses. Majority of those (71%) were able to access funds from SACCOs and VSLAs while 13% were able to obtain loans from family members and friends. Only about 7.4% and 6.2% respectively were able to access loans from commercial banks and other local micro finance institutions.



4.2.3 Obstacles faced in operating businesses.

From Table 23 below, it is observed that limited access to finance is the major obstacle as reported by around 50.26%, followed by limited access to markets (28.92%), facing problems during regular payment processes with contractors (21.74%), and limited business knowledge (19.25%). The ability of the respondents to adequately tackle these challenges/obstacles would determine their business sustainability.

Table 23: Obstacles faced in operating businesses

Obstacles	Response (N)	Percent of cases
Limited business knowledge	7,982	19.25
Lack of technology to use in business value chain	7,121	17.17
Limited access to markets	11,990	28.92

Obstacles	Response (N)	Percent of cases
Limited training in entrepreneurship and financial literacy	2,202	5.31
Lack of logistics to reach customers	7,167	17.29
Limited access to finance	20,838	50.26
Not being paid at all or on time for your goods and services	9,015	21.74

*Multiple choice answers

Other obstacles listed by the respondents included; - High costs of inputs (14); Accidents (5); Harsh weather conditions (15); Poor roads (106); Floods (7); Competition (5); Limited customers (7); Limited capital to expand the business (186); Theft and robbery (69); Pests and diseases (182); Low prices and price fluctuations (126); High fuel prices (45); Unfavorable government policies (9); and, Lack of fishing gear such as nets, boats and life jackets (9)

4.2.4 Challenges related to suppliers' capacity to offer quality goods and services

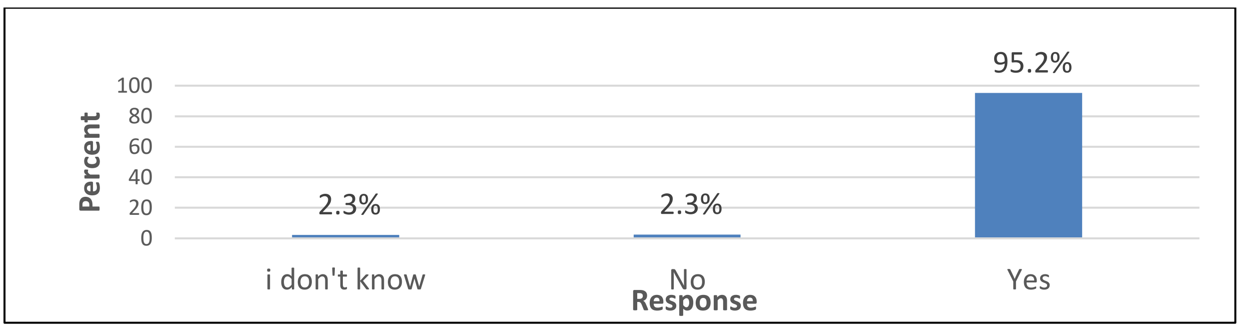


Figure 14: Challenges related to suppliers' capacity to offer quality goods and services

From Figure 14 above, it can be concluded that there were inherent problems related to suppliers' capacity to offer quality goods to the oil and gas industry, supported by 95.2% of the participants.

It can be observed from Table 24 below, that the most common challenges among the districts that the participants gave were Lack of capital (6), Lack of enough/adequate information about the oil and gas industry (4) and high taxes (3).

Table 24: Business Challenges per District

District	Business Challenges
Hoima	Lack of capital
	Little information about available oil &gas opportunities
	Low prices offered by some contractors

	Lack of Exposure
	Lack of enough business training
Buliisa	Lack of capital
	Poor Mindset
	Lack of money to formalize businesses
	Weather conditions that do not favor some crops
Kikuube	Lack of capital
	Lack of infrastructure (hotel facilities)
	No presence of government entities like URSB
	Lack of information on the available oil & gas opportunities
	Corruption. Opportunities are given to relatives
Masindi	Lack of capital
	High taxes
	Lack of enough manpower
	Lack of information on available opportunities
Pakwach	Lack of capital
	High taxes
	Lack of regulatory offices in the district
	Lack of enough information
	Lack of Exposure
Nwoya	Lack of capital
	High taxes
	Wild animals that interfere with crop production
	Poor infrastructure
	Lack of regulatory offices in the district

4.3 Objective 3: Encourage participation, and take record, of specific interest groups

A focus of the overall CSDP initiative as part of the greater Environment and Social Impact Assessment (ESIA) action plan was to contribute to community and national economic development through strengthening and developing the capacities and capabilities of respondents to facilitate their sustainable engagement in opportunities (direct or indirect or induced) as well as other supply chains. The CSBA was meant to encourage the participation of different interest groups including but not limited to female, youths and persons with disabilities. Female and youth economic empowerment should form the bedrock of the future of the economy of the districts and the country at large.

Out of the 41,463 profiled respondents, 23,930 (57.7%) were male and 17,533 (42.3%) were female which showed a good gender representation of the data.

The average age of the respondents was 36 years but actual age ranged from 13 – 92 years. Age 13 and 92 were outliers who happened to have been engaged at their business places before ascertaining their age due to random sampling.

Table 25: Gender and Age Cross Tabulation

Gender * Age Cross tabulation								
			Age group					Total
			<= 17	18 - 35	36 - 49	50 - 64	65+	
Gender	Female	(n)	38	9,578	5,432	2,156	329	17,533
		% of Total	**0.09%**	**23.1%**	**13.1%**	**5.2%**	**0.79%**	**42.28%**
	Male	Count (n)	45	12,190	8,085	3,027	583	23,930
		% of Total	**0.11%**	**29.4%**	**19.5%**	**7.3%**	**1.41%**	**57.72%**
Total		Count (n)	83	21,768	13,517	5,183	912	41,463
		% of Total	**0.2%**	**52.5%**	**32.6%**	**12.5%**	**2.2%**	**100.0%**

From Table 25 above,

- Majority (23.1%) of the female respondents are between 18-35 years.
- Majority (29.4%) of the male respondents between 18-35 years.

Overall youth percentage of the total respondents is over half (52%) which suggests that significant opportunities exist for youth and female economic empowerment.

Including differently abled persons in everyday activities and encouraging them to have roles similar to their peers who are not differently abled is important for making society more inclusive for all individuals. The assessment feedback with respondents with disability is shown in Table 26 below:

Table 26: Gender and Disability

Gender	Disabled	Frequency	Percent (%)
Female	No	17,372	99.1
	Yes	161	0.9
	Total	17,533	100
Male	No	23,634	98.8
	Yes	296	1.2
	Total	23,930	100

4.3.1 Female Economic Empowerment

The ability of Uganda to achieve the economic empowerment targets rests on the ability of the supplier to access capital to support their businesses. The recovery post covid-19 has been challenging for many businesses and suppliers, especially female led businesses that were disproportionately affected by the pandemic.

The CBSA found out that there were some gender issues as highlighted below

- Lower number of female respondents even though the female population is higher
- Lower entrepreneurial competencies
- Gender pay gap
- Access to financial resources

4.3.1.1 Entrepreneurial Competencies

Majority of women (14,769 out of 17,533, i.e. 84%) revealed ignorance in entrepreneurship skills which has greatly impacted their ability to grow their businesses as much as they would possibly have. The determination and commitment were evident and this group would benefit from specific and tailored interventions.

4.3.1.2 The Gender pay gap

Based on the figures provided by the respondents which were not verified, on a monthly basis, male earned on average UGX 506,489 compared to female that earned on average UGX 320,935. Notably, on an annual basis the male were projected to earn an average of UGX 19,541,737 compared to female with UGX 7,732,442, indicating that male had the potential to earn over twice as much as females in any given year. The assessment did not find any specific reasons for this disparity in projected earning power, but the economic impact was significant and the pay gap existed in all districts.

4.3.1.3 Access to resources

The assessment validated the assertion that women access to capital was a serious challenge. While majority of the women (12,131) said that they did not have the same access to capital as the male; they mostly accessed finance through the Village Savings and Loans Association (VSLA) and these comprised of 95% of the female respondents. Table 27 provides the disproportional distribution of VSLAs in the assessed area. The numbers in Masindi, Buliisa, Pakwach, Nwoya were very low relative to the population and not spread across the sub-counties. The distribution is presented by district and sub county.

Table 27: VSLAs per District and Subcounty

District	Sub county	Number of VSLAs

Buliisa	Buliisa TC	1
		1
Hoima	Hoima City	2
	Hoima East	2
	Hoima West	4
	Kabaale	1
	Kigorobya	5
	Kitoba	4
		18
Kikuube	Bugambe	16
	Kabwoya	4
	Kikuube TC	1
	Kiziranfumbi	10
	Kyangwali	1
		32
Masindi	Central Division	3
	Kigulya	1
	Municipality	1
	Pakanyi	2
		7
Nwoya	Anaka Town Council	6
	Got Apwoyo	1
	Purongo	2
	Purongo Town Council	4
		13
Pakwach	Alwi	5
	Pakwach	1
	Panyango	1
	Pokwero	1
		8
	Grand Total	**79**

4.4 Objective 4: Record existing Supplier Development Initiatives

4.4.1 Existing Supplier development initiatives

Over the past few years, there had been community supplier development interventions, providing support to various communities via skilling, trades and enterprise/business development. Most of the supplier development initiatives were sponsored / implemented by the organisations summarised in table 28 below but also detailed in the annex pages

The assessment captured the initiatives (whether ongoing or closed) and the main drivers of the initiatives in addition to the target beneficiaries. An analysis of the impact of the closed and ongoing initiatives could not be ascertained, however, many (91.3%) of the respondents mentioned that they were unable to benefit from the initiatives.

The importance of determining the status of the existing supplier development initiatives, would be to enable the CSDP to adequately provide an impactful intervention either through complementing other programmes with the right impact but low capacity or output, or entirely revamping some relevant and high impact initiatives to address more specific targets. These findings would become very relevant in the design of the 5-year CSDP programme.

Table 28: Existing Suppliers Development Initiatives

District	No of initiatives captured	Sponsors							Beneficiaries				Status	
		GoU	District	Kingdoms	Development Agencies	NGOs	Total (including contractors)	JVP (Joint Venture Partners)	Farmers (Agric)	Non-Farmers (Others)	Women Only	Youth	Ongoing	Closed
Nwoya	41	6	3	0	10	22	0	0	10	31	0	0	35	6
Masindi	7	3	0	0	0	4	0	0	0	0	0	0	4	3
Pakwach	7	0	0	0	0	7	0	0	0	7	2	1	6	1
Hoima	24	10	0	2	2	8	1	1	10	10	6	6	4	20
Kikuube	10	3	0	0	5	1	0	1	1	6	0	0	0	10
Buliisa	9	0	2	0	0	0	7	0	0	9	0	0	9	0

While the interventions recorded above had occurred, the assessment showed that most of the respondents (91.2%) had not received any supplier development initiatives. Only 8.8% reported receiving business development services (BDS) as illustrated in Figure 15 below.

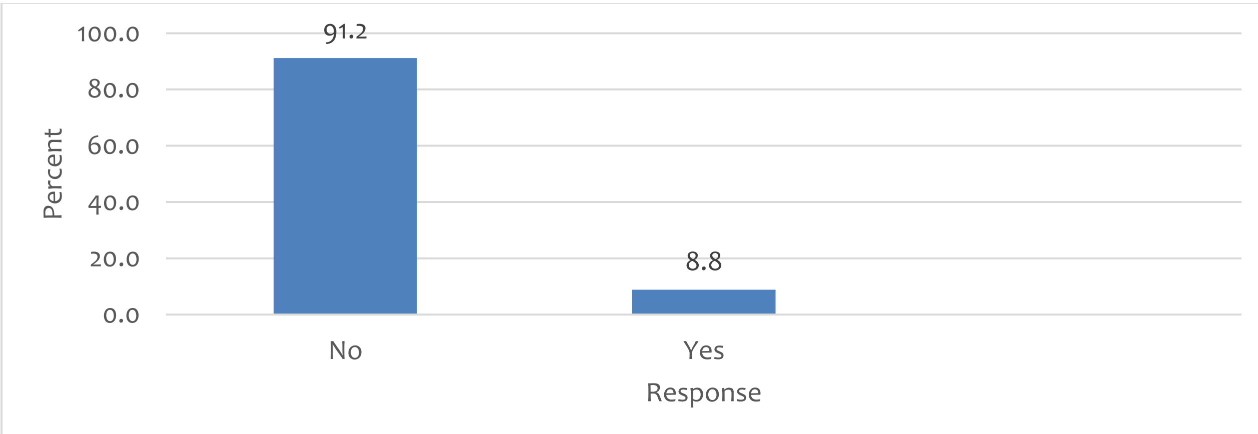


Figure 15: Received any supplier development initiatives

4.4.2 Available government infrastructure that supports business growth

All districts had a District Commercial office responsible for promoting business and formation of cooperatives, financial resourcing pooling and creating a conducive investment environment in the district. The government of Uganda has put in place a number of programs in the area, aimed at transforming the communities from a subsistence economy to a money economy and all these could enable the local suppliers access affordable loans to boost their businesses. The following government programmes were identified among others;

- The Microfinance Support Center (MSC) whose aim was to lend credit to the active businesses at an affordable rate of 9% per annum;
- Emyooga, where people were clustered according to their common enterprise and given a grant of UGX 20 million;
- The Parish Development Model where SACCOs at parish level accessed revolving funds. The expectation was that every year each parish would receive a UGX 100 million revolving loan at a rate of 6% per annum.

4.5 Objective 5: Community Supplier Sensitization and participation promotion

There was a general reluctance to participate in the assessments due to survey fatigue occasioned by the perception of many that not much had benefited the communities from the many previous surveys and interventions. However, community supplier sensitisation was achieved with the support of the Local council chairpersons (LC1), chairpersons of the business communities and the District Commercial officers. The engagement with the different levels of the district administration provided the enabling environment for effective outreach to the potential respondents. Other CSDP activities that were ongoing in parallel were used as a medium to promote the value the CSDP at a broader level brought to the table. The networking group of the participants of the CSDP activities was used as another sensitization platform.

The following are results from Key Informant Interviews conducted with selected district and local leadership to assess the opportunities available for the community suppliers in the oil and gas industry, and the needs of these suppliers which, when met, would enable the respondents to benefit from the available opportunities. These were results from interviews with 394 participants who included district officials, business community, with 79.2% male and 20.8% female from different businesses.

4.5.1 Opportunities available for potential suppliers to the oil and gas industry.

The key informant interviews (KII) addressed the knowledge of the opportunities available for potential suppliers to the oil and gas industry. Workshops and various forms of scholarships were the major opportunities reported by the respondents, followed by training offered by professional associations and access to information. The selected respondents from the KII were deemed to have adequate knowledge of these opportunities. Table 29 below provides a summary of the findings.

Table 29: Available Opportunities

Available Opportunities	Percent of response	Percent of Cases
Training offered by professional associations	17.90	56.60
Workshops	20.40	64.50
Conferences and professional forums	9.60	30.50
Access to information	17.30	54.80
Scholarships	20.30	64.20
In-service training courses offered by CSOs and development partners	13.80	43.70
Other (SPECIFY):	0.10	0.30
I don't know	0.60	2.00

Available Opportunities	Percent of response	Percent of Cases
Total	100.00	

4.5.2 Suppliers' expertise and technology to deliver quality goods and services.

Of the total participants (394 key informants), 62.4% agreed that the various respondents had the expertise and technology to deliver quality goods and services to the oil and gas industry and some of the expertise mentioned included driving, scaffolders and welders. 37.3% of the participants did not believe that the respondents had the expertise and technology to deliver quality goods and services to the oil and gas industry and 0.3% of the respondent didn't know whether the respondents had the expertise and technology to deliver quality goods and services. However, these were subjective opinions and based on the findings, there was limited technology most especially in the agricultural sector where most profiled respondents were engaged.

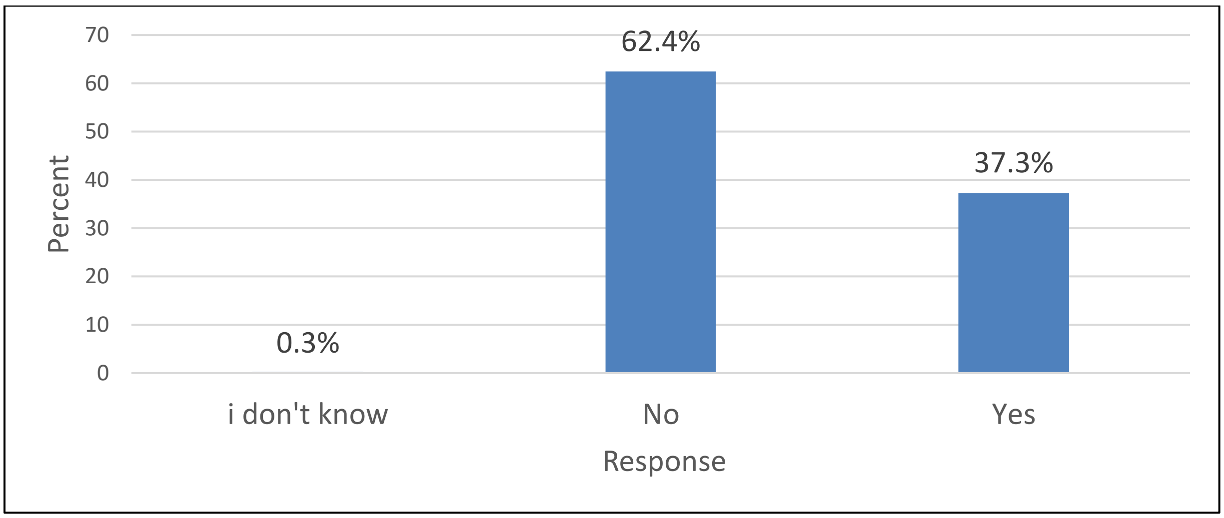


Figure 16: Right expertise and technology to deliver quality goods

4.5.3 What businesses need in order to supply to the Oil and Gas Industry

For a business to supply to the oil and gas industry, the KII probed the knowledge of the respondents to address what the businesses would need. The KII respondents (80.3%) stated that the community suppliers mainly needed communication of the opportunities available in the industry, followed by capacity building of suppliers to supply quality goods and services (61.9%), access to financial services (60.7%), Better infrastructure for better service delivery (53.6%), Visibility of the business to the market (51%), and Training of the human resource in various market needs.

4.5.4 Community members qualification to become suppliers to the oil and gas industry.

Majority (95.4%) of the KII participants agreed that the community members qualified to be suppliers to the oil and gas industry, with 4.3% believing otherwise (Figure 18). However, these were subjective perceptions of the KII participants which did not tally with the findings. The findings suggested significant gaps in the attainment of the requirements to become suppliers to the oil and gas industry.

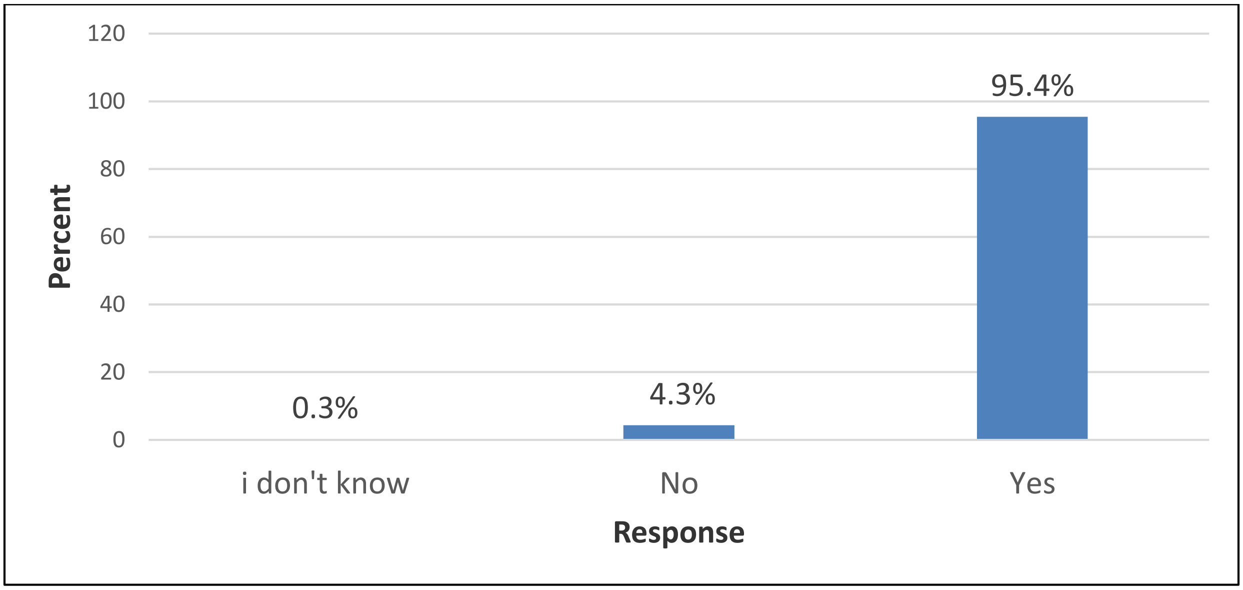


Figure 17: community qualify to supply oil and gas industry

4.5.5 Improvement of the continuing professional development of potential suppliers to the oil and gas industry in this area.

From the graph below, the KII respondents overwhelmingly acknowledged (96%) that there is need for the improvement of the continuing professional development of potential suppliers to the oil and gas industry in this area.

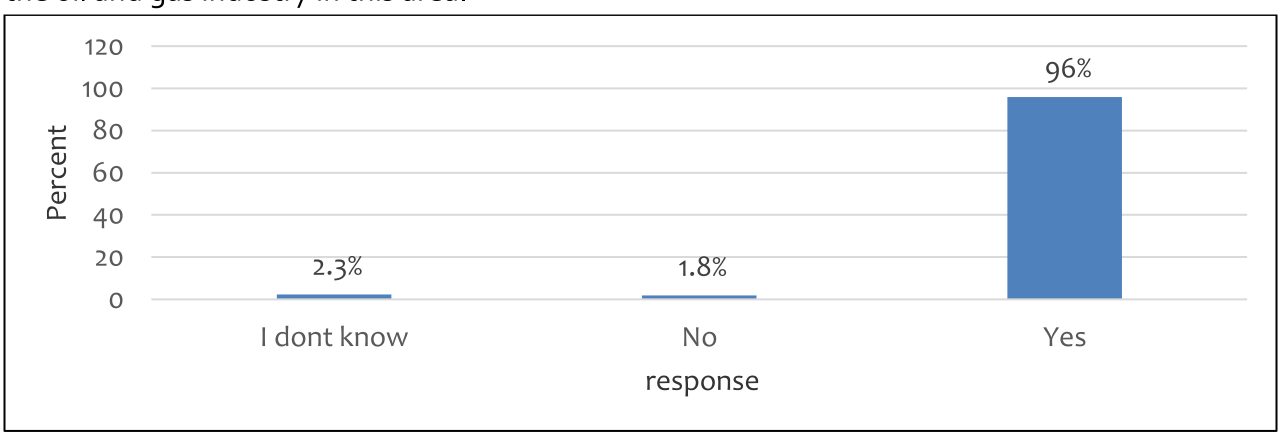


Figure 18: Continuing professional development of potential suppliers to the oil and gas industry

4.5.6 Improvement of partnerships and networking among the suppliers.

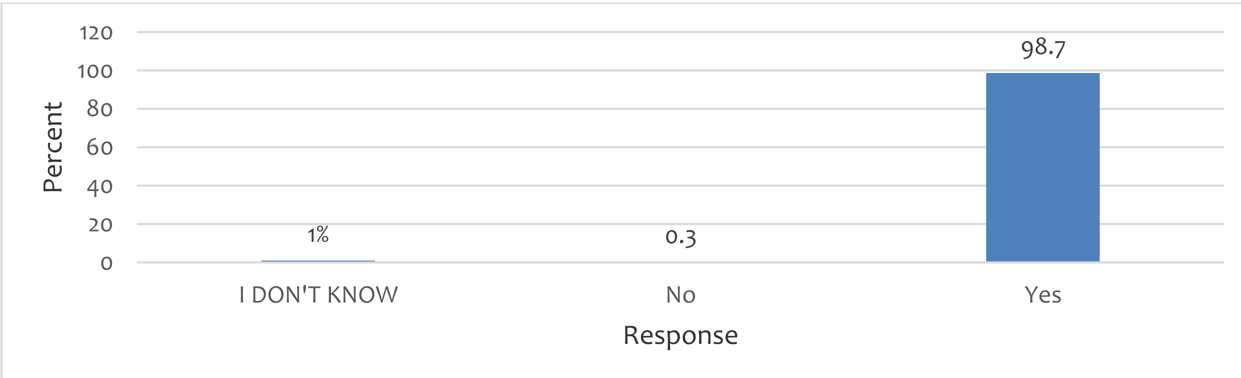


Figure 19: partnerships and networking among the suppliers

Figure 20 above shows that 98.7% of the KII participants acknowledged that the respondents would need improvement in partnerships and networks with business associations, other suppliers, input dealers or other value chain actors like exporters or service providers. These relationships would foster increased peer to peer support as the community businesses continued to build their capacity.

4.5.7 Availability of Facilities, Infrastructure and Resources

Over a half of the participants (53%) were of the opinion that the infrastructure for the industries was not available for the potential suppliers to the oil and gas industry while 45.7% of the participants agreed that the infrastructure for the industry was available.

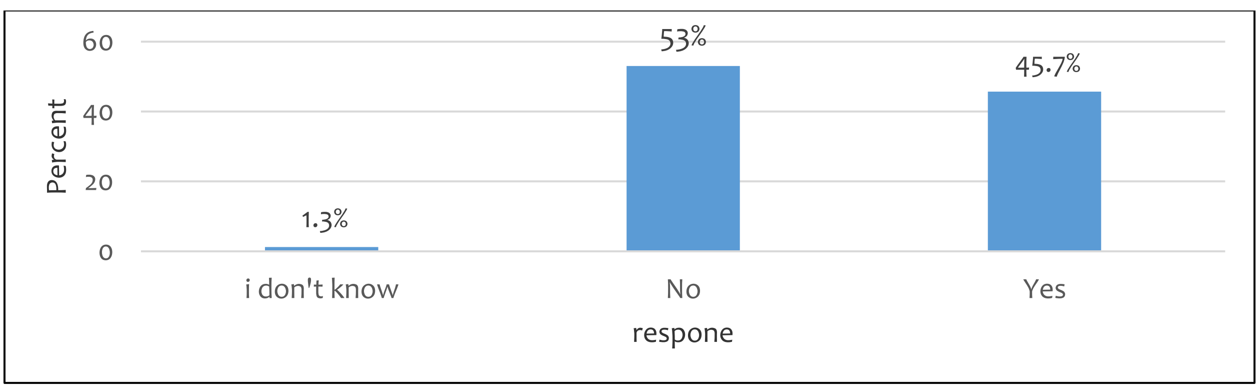


Figure 20: Availability of Facilities, Infrastructure and Resources

4.5.8 Quality/condition of the infrastructure.

From Table 30 below, the KII respondents provided information on the quality and condition of the different infrastructure available to support businesses. The market was in poor condition (83%), the technologies available were in poor condition (77.2%), the transport network was in poor condition (61.9%), the technical rooms /skill labs were not available (74.6%), the business incubation centers were also not available (72.6%), internet services were in poor condition (66%), water availability was in poor condition (56.9%) and electricity supply was also in poor condition (62.2%) were some of the feedback from the KII participants. Thus, it was indicative that majority of the infrastructure were rated to be either in poor condition or not available.

Table 30: Condition of the infrastructure

Infrastructure	Condition/Quality (percentage)				TOTAL
	I don't know	Not available	Poor condition	Good condition	
Market	1	1.8	83	14.2	100
Technologies	0.8	18.5	77.2	3.6	100
Transport	0.5	0.5	61.9	37.1	100
Technical Rooms/Skills Labs	5.1	74.6	19	1.3	100
Business Incubation Centers	6.6	72.6	19.8	1	100
Internet	1	17.5	66	15.5	100
Water	0.5	0.3	56.9	42.4	100
Electricity	0.5	9.6	62.2	27.7	100

4.5.9 Improvement of infrastructure

From Table 31 below, the major infrastructures to be improved according to the KII participants were electricity and internet supported by (54.3%) in either case, followed by market, water supply, transport/ roads, business incubation, technologies, supported by 49.5%, 46.7%, 45.4%, 39.8% and 26.6% respectively. Infrastructure improvement could start by addressing the electricity and internet issues before others.

Table 31: Improvement of infrastructure

Infrastructures	Percent of response	Percent of cases
Market	14.00	49.50

Infrastructures	Percent of response	Percent of cases
Technologies	7.50	26.60
Transport	12.80	45.40
Water	13.20	46.70
Internet	15.40	54.30
Business Incubation Centers	11.30	39.80
Electricity	15.40	54.30
NULL	3.40	12.20
Technical Rooms/Skills Labs	7.00	24.60
Total responses/cases	**100.0**	

4.5.10 Improvement on the availability and use of ICT in the in the oil and gas sectos.

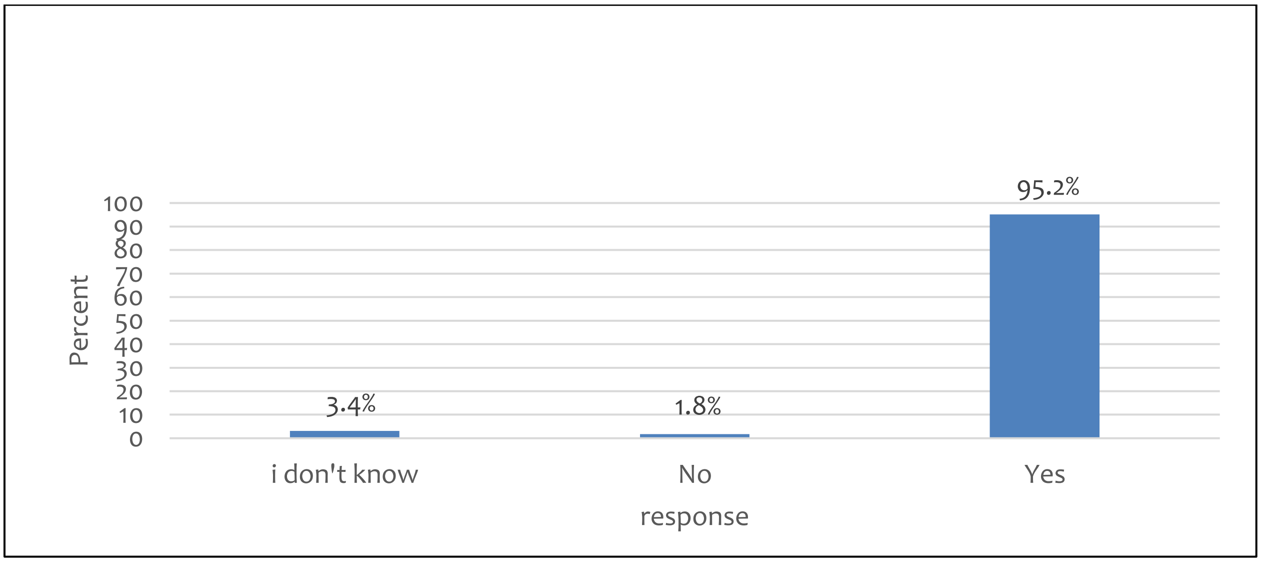


Figure 21: Availability and use of information technology

Figure 21 above shows that there was a need to increase the availability and use of information technology in the oil and gas sector, as supported by 94.7% of the KII respondents.

4.6 Objective 6: Establish working relationship with key associations

The project team structure facilitated an effective working relation with the various stakeholders and associations. In addition to the Project Manager that was based in Kampala, each of the 6 districts had a District Project Coordinator. Regular interactions with the community-based associations were facilitated by the district coordinators.

At the start of the CSDP project, a stakeholder mapping exercise was done in every district to identify stakeholders (individuals and associations) who would wield influence in achieving the success of the programme. A total of 59 local associations were mapped. The stakeholder mapping aided the selection of participants to the various CSDP activities. During other CSDP activities, regular interactions with the community association leaderships and regional / national associations / agencies eg Uganda Revenue Authority (URA), Uganda Registration Services Bureau (URSB) and Uganda Small Scale Industries Association (USSIA) were facilitated by the Project team.

The relationship with the local associations helped persuade community suppliers who were association members to fully participate in the assessment. The table below represents the number of associations in each of the districts and the key target beneficiaries / members.

Districts	Number of Associations	Women only	Youth only	Membership Groups / Beneficiaries
Hoima	7	1		Farmers, Welders, Producers, Business Community
Buliisa	18	5	3	Farmers, Fisherman, Business Community, Beekeepers,
Masindi	8	0	0	Art & Craft, Business Community
Kikuube	8	0	2	Farmers, Business Community,
Nwoya	10	0	0	Farmers, Butchers, Produce Buyers, Bee Keepers, Input buyers
Pakwach	8	2	1	Farmers, Business Community

Due to the emerging role of these associations, they had positioned themselves as vehicles for sustainability within the districts, with some focusing on women and youth only. The associations would play leading roles in the capacity building of community suppliers in the years to come.

4.7 Objective 7: Generate information that will be used to design a 5-yr plan

The assessment had generated substantial data that have addressed different categories of respondents. The data captured their need, concerns, obstacles and challenges. It has provided a data set that represents the capacity, gaps of respondents as they were mapped in the various districts. There exist some similarities across the districts / areas.

The assessment findings have yielded some recommendations that would address the key issues. The next steps would be a practical and focused expansion of the recommendations into activities that will transform the respondents into partners in the Uganda oil and gas value chain.

5 KEY INDICATORS FOR CSDP EVALUATION

The CSBA indicators emanated from the assessment findings namely: status of businesses/profile, the income level, entrepreneurship opportunities and challenges, access to business development services, access to finance and market relevant skills among others. This will be used as the basis for comparison for monitoring of the 5-year CSDP programme activities. Under each objective, areas of intervention that would lead to outputs, outcomes and impact that would all contribute to the overall goal of the program would be developed.

The CSBA had captured both Impact and outcome baseline data to support measures for both short and medium-term effects as well as longer-term effects. Impact and outcome measures would help to build a picture of the program influence on individual suppliers, organisations and communities. All program activities conducted during implementation should contribute to the long-term outcome of uplifting the capacity and capabilities of suppliers in the Albertine region in order to benefit from the Oil and Gas sector.

Overall Objective: To uplift the capacity and capabilities of suppliers in the Albertine region in order to benefit from the Oil and Gas sector

Long-term outcome Indictor: Proportion of supplier businesses that are registered on the NSD

Specific objective 1: To support the suppliers in the Albertine to comply with the business national regulations

Outcomes:

- Proportion of supplier businesses that are registered with URSB
- Proportion of supplier businesses that are registered with NSSF
- Proportion of supplier businesses that are registered with URA

Output indicators:

Number of sensitisation meetings conducted on national business regulations by category

- URSB registration
- NSSF
- URA

Number of suppliers attending the sensitisation meetings by category

- URSB registration
- NSSF
- URA

Specific objective 2: To build the capacity of suppliers in business knowledge and skills

Outcome: Proportion of suppliers whose capacity in business knowledge and skills have been built

Output indicators

- Number of trainings conducted by category: Proposal writing, Entrepreneur skills etc
- Number of suppliers that have attended the trainings by gender, age and differently abled
- Number of associations that are supported by the project
- Number of supplier's that are supported through associations by gender, age and differently abled
- Number of supportive supervision/ skills building visits conducted by the program team
- Number of learning / networking/ partnership sessions conducted by the project

Specific Objective 3: To increase supplier's awareness about the oil and gas sector.

Outcome: Proportion of people in the project region who are aware about the Oil and Gas sector

Output indicators

- Number of meetings attended
- Number of community members sensitized by the oil and gas sector
- Number of IEC materials developed and distributed

The table below show a summary of the interventions under each objective as detailed below:

Table 32: Table of Indicators

CSBA Indicator	Definition of Indicator
Total Supplier reached out	Total number of community suppliers that the project has reached out to in a specified period of time, disaggregated
Existing Community Suppliers	Number of community suppliers that are currently supplying the oil & Gas sector
Economic Empowerment	Number of women / youth led businesses reached out to
Business growth skills	Number of suppliers trained and coached in Entrepreneurship, Financial literacy, Business management and financial management
Business incubation	Number of business ideas that have transformed into business startups.
Business Formalisation	Number of respondents formally registered by URSB, NSD

Enterprise growth	Number of respondents that have realised an increase in Annual sales, Business income
Access to Finance	Number of respondents that have accessed financial services
Standards Compliance	Number of respondents that conform to certification and national / international standards

Data Sharing and Learning

The CSDP would ensure that there are systematic and intentional practices that would help improve program's effectiveness. Knowledge management would be used as a way of documenting and sharing successes. These will be done through identifying key outputs, outcome and impactful stories. These products could be shared with the stakeholders who can adapt the best practices and model.

6 RECOMMENDATIONS

The following are the key recommendations of the CSBA; -

- Provide onsite support for Business formalisation through partnership with URSB to improve access to community businesses and setting up regular business clinics for hands on registration support. The business clinics would be in person sessions where the community suppliers would visit at defined days and would be guided to register their businesses.

- Promote awareness of registration on the National Supplier Database as a requirement for providing goods and services to the oil and gas industry and provide hands on registration support via the business clinics

- Build the capacity of businesses through developing qualified community-based coaches and trainers, leveraging on community associations, SACCOs, VSLAs and local organisations with long term presence. Utilising a training of trainer (TOT) approach enables the organisations to provide wholistic services to business owners and their businesses including: fit for purpose training, financial management services, marketing, etc for the different regulated goods and services. This would strengthen the community associations, thus providing a sustainable platform for support to community suppliers.

- Improve community suppliers' access to finance through support to produce bankable business plans, define sustainable business models and provide linkages to financial institutions, while encouraging more customised financial institution product availability. The support would be in form of training and coaching / mentoring on business model canvas and business plans using the community-based trainers.

- Conduct Business Ideation and Incubation Sessions for business owners at different stages of business growth. This would aim at achieving business creation, increased revenue streams and reduced business cost

- Support Community Suppliers to acquire Occupational Safety and Health (OSH) workplace registration resulting in HSE Standards and Practices Upgrade. HSE as a requirement in oil and gas was found to be lacking in the project area. Completing the workplace registration will ensure they have basic HSE systems in place.

- Integrate gender inclusion strategies at programming stage of interventions. The most effective strategy being to identify community male leaders as champions for gender inclusion strategy and use existing MDA male structures as potential instructors of leadership classes for female cohorts

- Advocate for the physical presence of stakeholders such as PAU, URA, URSB within the districts / region. The impact of the interactions between the agencies and community suppliers during the supplier development workshops conducted as part of other CSDP activities have been huge. However, the engagements occurred after some period of time, therefore, a physical presence of the stakeholders (PAU, URSB and URA) would address the issue of business formalisation and compliance gaps by providing onsite support.

7 CONCLUSIONS

7.1 Baseline Assessment Methodology

In order to establish benchmark information on all project indicators with an aim of setting a basis for measuring project success and progress towards the CSDP, a baseline assessment was carried out to collect both quantitative and qualitative data. A total of 41463 respondents for the quantitative survey and 394 respondents for the qualitative survey were recorded in the 6 program districts. The assessment was successfully undertaken mainly because of having clear objectives, a good methodology and continuous consultations between the Company and Contractor. This assessment methodology helped uncover and explored the lived realities of the suppliers / the business community in the target areas.

7.2 Types and number of Community Suppliers

The baseline assessment discovered the different types of businesses / suppliers in the project area who included: Restaurants and Bars, Wholesale and retail trade (Groceries), Arts, entertainment and recreation, Fashion and Design (boutiques, Salons, Cosmetic shops), Financial and insurance services (Banks, microfinance, SACCOs/VSLAs), Real Estates, construction companies, health services, manufacturing, Education, Hardware shops, accommodation and food services, fuel supplies, ICT, Security services, Professional, scientific and Technical services, Supply of local construction materials, Human resource etc. However, there were many challenges faced by the respondents including lack of proper business registration, business compliance issues, lack of HSE management systems, low capacity and low access to financing and very low operating capital. Most of the respondents were very small and had a capital base of about UGX 1,000,000, thereby limiting their ability to handle large contracts.

7.3 Existing supplier development initiatives

Supplier development initiatives were mainly focused on improving supplier's technical competencies and capabilities. Such programs were directed at transforming suppliers with a view to ensuring that continuous improvement became an integral part of their work flow. A number of interventions were identified in the project area during the assessment and were mainly geared towards improving the livelihoods of the people through business enhancement. The assessment explored how the CSDP could tap into the existing supplier development initiatives to provide impactful follow up programmes or align to better existing programmes.

7.4 Participation of specific interest groups

The CSBA was successful in sensitizing the communities and encouraged the participation of these interest groups – the female, youth and persons with disability. The assessment revealed a good representation of women. 42.3% of the respondents/business owners were women while Youth (aged between 18 and 35) participation was at 52.5% of the respondents. However, gender inequality was identified as a problem in the communities with men playing bigger roles in business decision making.

7.5 Promotion of working relationships with key local and regional associations

The project team structure facilitated an effective working relation with the various stakeholders and associations. In addition to the Project Manager that was based in Kampala, each of the 6 districts had a Project Coordinator. The community-based associations were mapped and regular interactions were facilitated by the district coordinators.

The project team fully utilised the district governance structure to ensure maximum reach to the different associations, mobilising their members to participate in the CSBA and other CSDP activities. The associations would form the main vehicle for sustainability of the various programmes.

8 ANNEXES

Annex 1: Association between the Suppliers Profiled and Suppliers Trained

The distribution of the number of respondents trained and the number of respondents profiled is the same across categories of sub counties.

From the scatter plot below (Figure A), the R^2 is 0.501 which indicates a high degree positive correlation between the number of respondents profiled and the number of respondents trained. And whereas the Pearson correlation coefficient was significant (***P*<0.01**) (Table B), the variables violated the assumptions of the normality (data was negatively skewed) thus a parametric test using Pearson Correlation to explore the relationship between the two variables could not be trusted.

A non-parametric test (Spearman's rho and Kendall's tau) was instead run to explore the relationship between the two variables.

The results in Table B indicate that there is a strong positive correlation between the number profiled and the number trained, which was statistically significant (r_s is 0.478**,** P=0.001). Thus, as the number of one variable increases the other also increases (Table B).

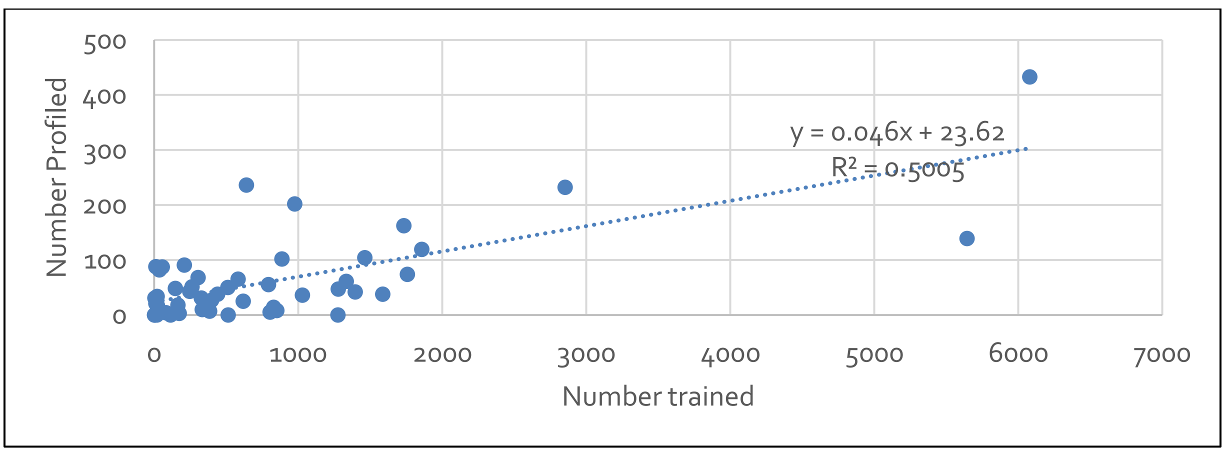


Figure A: Scatter-Plot

Table A: Correlation

Correlations			
		Number Profiled	Number trained per sub county
Number Profiled	Pearson Correlation	1	.707**

	Sig. (2-tailed)		.000
	N	50	49
Number trained per sub county	Pearson Correlation	.707**	1
	Sig. (2-tailed)	.000	
	N	49	49
**. Correlation is significant at the 0.01 level (2-tailed).			

Table B: Correlation Matrix

Correlations				
			Number Profiled	Number trained per sub county
Kendall's tau_b	Number Profiled	Correlation Coefficient	1.000	.338**
		Sig. (2-tailed)	.	.001
		N	50	49
	Number trained per sub county	Correlation Coefficient	.338**	1.000
		Sig. (2-tailed)	.001	.
		N	49	49
Spearman's rho	Number Profiled	Correlation Coefficient	1.000	.478**
		Sig. (2-tailed)	.	.001
		N	50	49
	Number trained per sub county	Correlation Coefficient	.478**	1.000
		Sig. (2-tailed)	.001	.
		N	49	49
**. Correlation is significant at the 0.01 level (2-tailed).				

Annex 2: Analysis Tables (Gender)

Table-C: Relationship between age and sex of the respondents

Gender * Age Cross tabulation								
			Age group					Total
			<= 17	18 - 35	36 - 49	50 - 64	65+	
Gender	Female	Count	38	9,578	5,432	2,156	329	17,533
		% within Gender	0.2%	54.6%	31.0%	12.3%	1.9%	100.0%
		% within Age group	45.8%	44.0%	40.2%	41.6%	36.1%	
		% of Total	**0.09%**	**23.1%**	**13.1%**	**5.2%**	**0.79%**	**42.28%**
	Male	Count	45	12,190	8,085	3,027	583	23,930
		% within Gender	0.2%	50.9%	33.8%	12.7%	2.4%	100.0%
		% within Age group	54.2%	56.0%	59.8%	58.4%	63.9%	
		% of Total	**0.11%**	**29.4%**	**19.5%**	**7.3%**	**1.41%**	**57.72%**
Total		Count	83	21,768	13,517	5,183	912	41,463
		% of Total	**0.1%**	**52.5%**	**32.6%**	**12.5%**	**2.2%**	**100.0%**

Table D: Gender * Differently Abled Status Cross-tabulation

	Female	Male	Total	
No	17372	23634	41006	98.9
Yes	161	296	457	1.1
Grand Total	**17533**	**23930**	**41463**	**100**

Table E: Summary statistics of total earnings

Gender		N	Mean	Std. Deviation
Female	Total earnings per day	2943	67669.22	136658.527
	Total earnings per week	1355	212240.59	474404.892
	Total earnings per month	7659	320934.46	1422304.197
	Total earnings per year	5065	7732441.66	25780860.539
	Valid N (listwise)	1		
Male	Total earnings per day	4068	100940.04	230067.119
	Total earnings per week	2138	266116.23	937432.426
	Total earnings per month	10225	506488.61	3844101.903
	Total earnings per year	6510	19541737.17	674661364.623
	Valid N (listwise)	4		

** Valid N (listwise): - deletion of cases with missing values*

Table F: Gender and District Cross tabulation (Key Informant Interview Participants)

Gender * District Cross tabulation									
			District						Total
			Buliisa	Hoima	Kikuube	Masindi	Nwoya	Pakwach	
Gender	Female	Count	24	15	10	11	13	9	82
		% Within gender	29.3%	18.3%	12.2%	13.4%	15.9%	11.0%	100.0%
		% Within district	26.1%	24.2%	15.4%	25.6%	22.0%	12.3%	20.8%
		% Of Total	6.1%	3.8%	2.5%	2.8%	3.3%	2.3%	20.8%
	Male	Count	68	47	55	32	46	64	312
		% Within gender	21.8%	15.1%	17.6%	10.3%	14.7%	20.5%	100.0%

		% Within district	73.9%	75.8%	84.6%	74.4%	78.0%	87.7%	79.2%
		% Of Total	17.3%	11.9%	14.0%	8.1%	11.7%	16.2%	79.2%

Annex 3: Suppliers to the Oil and Gas sector

Table G: Suppliers supplying to the Oil and Gas Sector

S/N	Name of Supplier		Trade /Sector	Company Name Supplied	What was Supplied	Sub County	District
1	Kings Broadcasting Services	NS-11186/18/0187	Information, Communication and Technology	Total Energies	Sport messages and announcements	Central Division	Masindi
2	Dataline Graphics Limited	NS-14043/2022/3023	Office supplies	Total Energies	Stationery material, Computer services, ID Designing and making	Kikuube TC	Kikuube
3	Motor care (U) ltd	NS-10030/17/382	Transport	Petro marine, Total Energies, E&P, McDarmont	Tyre, tube, batteries, and other motor spare parts	Kikuube TC	Kikuube
4	Zinplus Limited	NS-13174/2021/2154	Civil Works	Excel Construction Ltd, Beta Projects Ltd, Coronation Developers, Yanjian, Technical Masters, Teltec-Sub Contractors, Mota-Engil, GCC.	Sold Blocks, Hallows, Pavers SqM, Culverts, Fencing Poles,	Hoima West	Hoima
5	Kalalo Cottages Pakwach	NS-14754/2023/3734	Hotel and Catering	Total Energies, E360, MSL	Accommodation, Catering services	Pakwach TC	Pakwach
6	BESU Golden Technical and Supplies (U) Limited	NS-010364/2023	Mechanical Construction	MSL	Technical services	Pakwach TC	Pakwach

7	Western sands	NS-13692/2021/2672	Hotel and Catering	Total energies, Atacama, New plan, GCC	Accommodation and catering	Buliisa TC	Buliisa
8	Africa Agri business service ltd	NSD Number 14596/2023/3576	Foods and Drinks	enviroserv	Raw food, dry rations	Buliisa TC	Buliisa
9	Samosh Consults Limited	NS-14353/2022/3333	Others	Networth Consult Co. Ltd	Pullups, Tear Drops, Caps Branded	Hoima West	Hoima
10	Prokab General Agencies	NS-14346/2022/3326	Foods and Drinks	GCC & Evakan Ventures Ltd.	Banana (Matooke)	Kabaale	Hoima
11	Gevas Supermarket	NS-14011/2022/2991	Hotel and Catering	GCC & Enviro serv	Foods & Beverages	Hoima East	Hoima
12	Kabalega Resort Hotel	NS-12396/19/1397	Hotel and Catering	Total Energies, CNOOC, UNOC, Chinese Petroleum Engineering Co., EACOP, ICS/WORLEY, PAU, Min of Energy	Food & Beverages plus Conference Room	Hoima East	Hoima
13	Hoima Buffalo Hotel and Casino Limited	NS-13475/2021/2455	Hotel and Catering	Total Energies, CNOOC	Food & Beverages plus Conference Room	Hoima East	Hoima
14	Muka Investments Ltd	NS-10165/17/165	Civil works	CNOOC	Construction of Camps, Construction of Pavers-ways	Hoima East	Hoima
15	City Medicals	NS-10196/17/225	Others	Total Energies, CNOOC	First Aids Treatments, Ambulance Motor vehicle & Air Ambulances	Hoima East	Hoima
16	Evakan Ventures Ltd	NS-14226/2022/3206	Hotel and Catering	Enviroserv	Foods & Beverages	Kabaale	Hoima

17	EDPA Medical Services	NS-009202/2022	Others	Living Earth Uganda, SeaOwl, MSL	First Aids Treatments, Ambulance Motor vehicle	Hoima East	Hoima
18	Kontiki Uganda Ltd	NS-11183/18/0184	Hotel and Catering	Total Energies, UNHCR, PAU, UNOC, Min of Energy, EACOP, Sea-Owl	Foods & Beverages	Hoima East	Hoima
19	Nyati Agro-inputs	NSD registration in progress	Foods and Drinks	Pure Grow Africa	Agro-inputs, Maize seeds, Soya seeds, Farm Supplies.	Hoima East	Hoima
20	People's Supermarket Hoima Ltd	NSD registration in progress	Foods and Drinks	GCC, Mota Engil,	Fast Foods, Beverages, Cleaning Materials	Hoima East	Hoima
21	Hoima Caritas Development Agency (HOCADEO)	NS-14611/2023/3591	Foods and Drinks	EACOP, Montrose	Agro-inputs, Maize seeds, Soya seeds, Farm Supplies, Consultancy Knowledge on Farming & Sourcing Markets for Farmers Products.	Hoima West	Hoima
22	Adonia Hotel	NSD registration in progress	Hotel and Catering	Veritas Petroleum Services (EA) Ltd	Food & Beverages plus Conference Room	Buliisa TC	Buliisa
23	MUGUPAT Ventures Limited		Hotel and Catering	CNOOC, GCC	Accommodations and Conference facility	Buliisa TC	Buliisa
24	Alikazi Catering And Events Services	NSD registration in progress	Hotel and Catering	Baylor Uganda, New plan	Food	Buliisa TC	Buliisa
25	Albertine Rock Hotel	NSD registration in progress	Hotel and Catering	GCC, Gauf, Technical masters ATX	accommodation	Buliisa TC	Buliisa

26	Albert Nile Hotel	NSD registration in progress	Hotel and Catering	GCC,	Accommodation	Buliisa TC	Buliisa
27	Buliisa Fresh Farm	NSD registration in progress	Foods and Drinks	CNOOC, GCC	Vegetables	Buliisa TC	Buliisa
28	Hoima Sugar Limited	NSD registration in progress	Foods and Drinks	Total Energies E&P Uganda B. V	Sugar	Hoima West	Hoima
29	Agro Vet Masindi	NSD registration in progress	Foods and Drinks	Living Earth Uganda Under Talenga, Atakama, Muhumuza and Company Advocates	Eggs	Kijuula	Masindi
30	Greens scales Company Limited	NSD registration in progress	Construction materials	Total Energies E&P Uganda B.V , PAU, MOTA ENGIL	Timber and Poles	Hoima west	Hoima
31	Total Petro station	NSD registration in progress	Fuel supplies	LR Investments, Inspiring Holdings Limited	Petrol and Diesel	Pakwach TC	Pakwach
32	Ideal Holding Limited	NSD registration in progress	Others	MOTA- ENGIL	Shipping Line Containers	Buliisa	Buliisa
33	Advocacy For sustainable Environment And Economic Development (ASEED)	NSD registration in progress	Foods and Drinks	Ajena Hotel	Vegetables,	Buliisa TC	Buliisa
34	Crown Hotel Hoima Limited	NSD registration in progress	Hotel and Catering	ICS and NEWPLAN	Accommodation, Restaurant, Conference facility and a health Club	Kabora Division	Hoima

35	Rivershore Trade Links		Civil works	MOTA ENGIL	construction materials and civil works	Buliisa TC	Buliisa
36	Mungujabero women group	NSD registration in progress	Agriculture	MSL	Beans	Pakwach TC	Pakwach
37	Womac Enterprises	NSD registration in progress	Foods and Drinks	MSL	Iron bars	Panyango	Pakwach
38	Wadah traders	NSD registration in progress	Foods and Drinks	MSL	Iron bars/Iron sheets	Pakwach TC	Pakwach
39	Golden Kitchen	NSD registration in progress	Hotel and Catering	Gauff Consultants ug ltd/Total/MSL	Meals and Bakery	Pakwach TC	Pakwach
40	Leosim hotel	NSD registration in progress	Hotel and Catering	CNOOC/MSL/TOTAL	Accommodation/Mea ls	Pakwach TC	Pakwach
41	Gipir and Labongo hotel	NSD registration in progress	Hotel and Catering	MSL/TOTAL	Accommodation/Mea ls	Pakwach TC	Pakwach
42	Global Village resort	NSD registration in progress	Hotel and Catering	MSL/TOTAL Energies E&P	Accommodation /Meals	Pakwach TC	Pakwach
43	Abongo women group	NSD registration in progress	Foods and Drinks	Living Earth	Cassava cuttings	Alwi	Pakwach
44	Daddy's animal farm	NSD registration in progress	Foods and Drinks	MSL	Vegetables-Tomatoes, Green pepper	Panyimur sc	Pakwach
45	Nyansiabi and Sons	NSD registration in progress	Hardware materials	Techinical construction ATX, Excel	cement, iron bars	Buliisa TC	Buliisa
46	Stabex International Ltd	NS-13000/2020/1980	Fuel Supplies	Newplan, atacama, local government, No	Licensed Petroleum Operating company in Bulk, Retail, Transportation and distribution.	Buliisa TC	Buliisa

47	Erikon House	NSD registration in progress	Hotel and Catering	E360/Total Energies	Conference Facilities for Training, Meals and Refreshments	Anaka Town Council	Nwoya
48	Lhako Purongo Lodge	NSD registration in progress	Hotel and Catering	E360/Total Energies	Conference Facilities for Training, Meals and Refreshments	Purongo Town Council	Nwoya
49	DAYAN Mgt Event	NSD registration in progress	Others	E360/Total Energies, Total min league	Public Address System	Purongo Town Council	Nwoya
50	KT Standard Tour/Lodge	NSD registration in progress	Hotel and Catering	E360/Total Energies	Accommodation to Staffs	Anaka Town Council	Nwoya
51	Bwona Tembo Safari Lodge	NSD registration in progress	Hotel and Catering	Total Energies	Accommodation, Conference Facilities for Training, Meals and Refreshments	Got Apwoyo	Nwoya
52	Heritage Safari Lodge	NSD registration in progress	Hotel and Catering	Total Energies	Conference Facilities for Training, Meals and Refreshments	Got Apwoyo	Nwoya
53	EKOROM	NSD registration in progress	Hotel and Catering	Total Energies, World Bank, PAU	Conference Facilities for Training, Meals and Refreshments	Got Apwoyo	Nwoya
54	Tegeka Enterprises Limited	NS-1394/2022/2923	Civil Works	Tullow Oil	construction materials and civil works	Central Division	Masindi
55	Ruhette Partners Ltd	NSD registration in progress	Office Supplies	UNOC, ECOP	Furniture	Central ward	Hoima
56	Jodha and Akbar Investments ltd	NSD registration in progress	Office Supplies	Kingfisher oil development project	Furniture	Central ward	Hoima
57	Finest Quality Enterprise	NSD registration in progress	Office Supplies	EACOP	Stationery material, Computer services, ID Designing and making	Central ward	Hoima

58	Computech Solutions U Ltd	NSD registration in progress	Office Supplies	CNOC, EACOP	Stationery material, Computer services, ID Designing and making	Central ward	Hoima
59	Kikuube Dinners Home	NSD registration in progress	Hotel and Catering	EACOP, Kingfisher	Foods & Beverages	Kikuube TC	Kikuube
60	BYARJOH Business Group	NS-11939/18/0940	Civil works	PAU, CNOC	Human resource, Construction services and materials	Western ward	Hoima
61	Hoima Liberty Station	NS-12591/19/1671	Information, Communication and Technology	EACOP	Radio broadcasting services	Central ward	Hoima
62	Spice Media Services Ltd	NS-11704/18/0705	Information, Communication and Technology	Total Energies, GCC	Sport messages and announcements	Central Division	Hoima
63	Hotel Da Villa	NSD registration in progress	Hotel and Catering	E360 Group Ltd	Accomodation	Kikuube TC	Kikuube
64	Uganda Baati	NS-11548/18/0549	Civil works	Total Energies, EACOP, CNOC	Radio broadcasting services	Central ward	Hoima
65	KAKA Spare World	NSD registration in progress	Transportation	MotaEngil, Yanjian, Zin-Plus.	Truck Tyre, SUV Tyres, Oils & Lubricants, Glees, Bearings, Oilseal.	Hoima East	Hoima
66	Jyotika Hardware Ltd	NSD registration in progress	Civil Works	MotaEngil, Yanjian, Zin-Plus, Excel Construction Ltd,Technical Masters , Macdermott	cement, Iron bars	Hoima East	Hoima
67	Muda Construction Co.Ltd	NSD registration in progress	Civil works	Muka Construction Ltd, Zin Plus Ltd,	cement, Iron bars	Hoima East	Hoima

				Excel Construction Ltd.			
68	Ngonzi Transporters	NSD registration in progress	Transportation	Enviro serv Uganda Limited	Transporting goods and services	Buliisa TC	Buliisa
69	Kloping Holdings Uganda Ltd	NS-14318/2022/3298	Hotel and Catering	e360 Group Ltd, Total Energies, PAU, UNOC, Min. of Energy,EACOP.	Foods & Beverages	Hoima East	Hoima
70	Kingstar Hardware	NS-010366/2021	Civil Works	Atx, Technical Master, Potens, Sun-maker, Excel Const. Ltd, Yunan.	cement, Iron bars	Hoima East	Hoima
71	Golden castle hotel	NS-14351/2022/3331	Hotel and Catering	e360 Group Ltd Total Energies, PAU, UNOC, Min. of Energy, EACOP.	Food & Beverages plus Conference Room	Hoima East	Hoima
72	Miika Eco Resort Hotel	NS-11319/18/0320	Hotel and Catering	Total Energies, PAU, Min. of Energy, EACOP, UNOC, Shurbberge,3ways Shipping, Atacama	Foods & Beverages	Hoima West	Hoima
73	Glory summit hotel	NS-13027/2020/2007	Hotel and Catering	Total Energies, Atacama, New Plan, Enviro serv, CNOOC, EACOP.	Foods & Beverages	Hoima East	Hoima

74	Merx logistics limited/ merx stores	NS-13327/2021/2307	Transportation	Total Energies, CNOOC, Schlumberger, HOCADEO, EACOP & McDermott.	Personal Protective Equipment, Building Supplies, Consumables, Small Construction Tools Site Signage General Supplies & Man power services.	Hoima East	Hoima
75	Mukati construction ltd		Civil Works	CNOOC	Construction of Camps, Construction of Pavers-ways	Hoima East	Hoima
76	KIKONKO Lodge	NS-12935/2020/1915	Hotel and Catering	Enviro-serv	Food & Beverages plus Conference Room	Hoima East	Hoima
77	Hoima Resort Hotel	NS-11156/18/0157	Hotel and Catering	Total Energies, CNOOC, UNOC, Chinese Petroleum Engineering Co., EACOP, ICS/WORLEY, PAU, Min of Energy	Foods & Beverages	Hoima East	Hoima
78	Eka Hoima Hotel	NS-12546/19/1526	Hotel and Catering	Total Energies, CNOOC, Schlumberger, Min. of Energy, Sea-Owl & EACOP.	Foods & Beverages	Hoima East	Hoima
79	Ajenor Hotels	NS-13153/2021/2133	Hotel and Catering	Total Energies, CNOOC, UNOC	Accommodation and Conference facility	Buliisa TC	Buliisa

80	KWENITAH Investments Limited	NSD registration in progress	Office supplies	Total Energies E&P Uganda B. V	Stationery material, Computer services, ID Designing and making	Buliisa TC	Buliisa
81	Delight Uganda Limited	NSD registration in progress	Foods and Drinks	PURE GROW AFRICA	Fruits	Lungulu	Nwoya
82	Country Inn Masindi	NSD registration in progress	Hotel and Catering	CNOOC	Meals, Accommodation	Central Division	Masindi
83	Zaake sports lodge	NSD registration in progress	Hotel and Catering	New plan, MOTA ENGIL	Meals, Accommodation	Buliisa TC	Buliisa
84	Kato Carpentry Workshop	NSD registration in progress	Others	MOTA ENGIL, GCC	Timber and Poles, Furniture	Kigwera	Buliisa

Annex 4: Community Development Initiatives

Table H: Community Development initiatives

DISTRICT	NO OF INITIATIVES	INITIATIVE	OBJECTIVE OF THE INITIATIVE	SPONSOR	BENEFICIARIES	STATUS	POTENTIAL CSDP SUPPORT ROLE
NWOYA	**41**	DINU-development initiative in northern Uganda (Chase poverty and Hunger)	Poverty Eradication, Livelihood intervention, Economic empowerment capacity building in Agronomic practices & market linkages	EU and Gov't of Uganda	Cooperative Farmers-Fruit, Rice, Cassava, Food, and nutrition	Ongoing	
		Emyooga	To provide seed capital to 18 categories of business in terms of revolving funds.	Government of Uganda	Youth, women pwds, local leaders, elders, performing Artists, and veterants.	Ongoing	Work with the Government officials to amplify the need and benefit of joining these programs – reducing the access to finance gap.
		PDM	To provide social Economic Transformation in terms of revolving funds	Government of Uganda	Poor Households	Ongoing	Work with the Government officials to amplify the need and benefit of joining these programs – reducing the access to finance gap.
		NUDEIL	Infrastructural Development in terms of road construction, schools, health centers Staff houses.	USAID	Community, schools, Teachers, Health centers	Ongoing	

		Youth Livelihood Fund Project	Economic empowerment of vulnerable youths and creating employment opportunities in terms of revolving loans	Government of Uganda	Vulnerable youths under their different groups	Ongoing	Work with the Government officials to amplify the need and benefit of joining these programs – reducing the access to finance gap.
		UWEP	Women economic empowerment in terms of revolving funds-Loans	Government of Uganda	Women entrepreneurs and groups	Ongoing	
		NUSAF III	For community Transformation in terms of increasing household income by restocking, opening access roads, etc	Office of the prime minister	Identified community members and groups	Ended	
		We are a Ugandan of Parents, Teachers, Pupils revolutionizing public Education	To promote Quality Education in terms of Mindset change through training of teachers, parents, construction of schools and promoting community dialogue	Delta Education collective Thru' fund raising from America	Teachers, Pupils, Parents, and local community	Ongoing	
		Leave no one behind	To promote access to Quality Education in terms of teachers training, Teaching aid distributions and regular school inspection.	save the children	Teachers, school going children and community members	Ongoing	
		Education Access for All	To provide access to Quality education in terms of teachers training, SMCs, PTA on their roles, construction of schools	ZOA	Teachers, children, community members	Ended	

			and promoting community dialogue.				
		Scholarship program	To Support low-income households and vulnerable to access equal opportunities in terms of offering Scholarship	Anaka Child Development center	Low-income earners and vulnerable children	Ongoing	
		Keep a girl in school	To restore dignity to vulnerable women and children in terms of retention of girls in school	Watoto	girl child	Ongoing	
		Kworo Foundation	To Provide Community outreaches and dialogue to girl child, construction of schools and supporting child mothers	Kworo foundation	GIRLS AND CHIL MOTHERS	Ongoing	
		Lutino Adunu	To provide training of out of school young girls in reusable sanitary pads	Lutino Adunu	Dropped out young girls and child mothers	Ongoing	
		FENO-Uganda	To provide advocacy on transparent teacher's recruitment process and equal opportunities and treatment to all teachers and promote equal rights of all teachers.	FENO	All teachers in the district	Ongoing	
		Stir Education	To improve on teachers' motivation, rewards, and good learning environment	Stir Education	Teachers, children, community members	Ongoing	
		USAID-UYID	To promote literacy training and numeracy to	USAID	Teachers and school going children	Ongoing	

			teachers and support inspection programs				
		CEDO-Uganda	To promote school feeding programs in terms of opening school gardens and provision of quality bean seeds and maize to selected schools.	CEDO Uganda	School going children	Ended	
		Scholarship program	To promoting sporting activities in terms of organizing football tournament and giving scholarship to vulnerable students	TotalEnergies EP Uganda	Local community	Ongoing	
		Home learning center	To Provide Home-Learning center for children to learn and to prepare them to join p1(pre-school)	LABE-Uganda	Children	Ongoing	
		Speed school project	To offer accelerated speed learning to out of school children to go back to school in terms of teaching children for period of one year	CHAFFORD	Dropped out of school children	Ended	
		The Hunger Project	To eradicate poverty and promote food security in terms of training in agronomic best practices	The Hunger Project	Target households	Ongoing	
		Water and sanitation project	To improve good hygiene and clean school environment and supporting ECD and	African Revival	School going children	Ongoing	

			construction learning facilities				
		USAID-ENABLE	Construction and renovation of health facilities in Acholi sub region, Nwoya district health offices, Alero HCIII	USAID	Nwoya DLG	Ongoing	
		Forest mgt and sustainable charcoal value chain	To address the negative environmental social and economic impacts of charcoal production by promoting sustainable charcoal production practices, establishment of woodlots and use of more efficient charcoal production kilns, promoting cleaner energy alternatives, supporting establishment of wood energy plantation, promoting rehabilitation of forests, enhancing policy framework for a better charcoal value chain, promoting clean energy alternatives.	FAO	Local community	Ongoing	
		Kijjani Forestry-Charcoal farming project	To plant 3000 acres with indigenous trees and support 1000 households in terms tree planting.	Kijani Forestry	Farmer households	Ongoing	
		From climate victims to climate heroes	To promote carbon farming by smallholder coffee farmers, promote	SOLIDARIDA D	Coffee agroforestry farmers in the district	Ongoing	

			carbon financing by supporting farmers willing to invest in carbon farming, promote carbon credit to smallholder coffee agroforestry farmers				
		ECOTRUST	To restore the degraded forest around the Murchison falls park	TotalEnergies EP Uganda	Local and institutions	Ongoing	
		We are able	Pwds and other excluded groups OF People are in position to influence norms, laws for improved food security for all in terms capacity building of local opds, csos and public authorities through training, lobby and advocacy	Netherland ministry of foreign Affairs	PWDS, Women, men, CSOs, OPDS, Public authorities	Ongoing	
		Make Twelve .4% Work	Inclusive employment and livelihood for PWDS in terms of training CSOs Companies, government stakeholders on disability inclusion, Advocacy on the right of pwds thru' the local opds eg district union	Community Fund	PWDS.	Ended	
		123 Child Eye Health	Inclusive Education for children with disabilities in terms of screening, free eyeglasses, and referrals	Light for the world	School - going children	Ongoing	

		Ultra Poor	To improve the standard of Low-income earners to acquire food in terms of giving them free pigs, goats, chicken and constructing for them houses for these animals and giving financial support.	BRAC International	PWDs, Single mothers, people living with HIV	Ongoing	
		Nwoya District Farmers Association	To mobilize smallholder farmers, organize them, empower them, Represent in terms of advocacy	District and Uganda Farmers Federation	All Farmers	Ongoing	
		NWODI	To build the capacity of child mothers in terms of skill training in tailoring and hair dressing	Nwoya women development Initiative	Child mothers	Ended	
		Chase Hunger	Promoting food security in schools, construction of public toilets and provision of agricultural extension services to farmers.	European Union	Farmers, Schools, and local community	Ongoing	
		Village Supermarket	To construct quality storage facilities for aggregation of produce	European Union	Farmers and produce dealers	Ongoing	
		Youth Agribusiness Initiative	To promote perennial crops production among the young people	Mastercard foundation and UN-Women	Youth entrepreneurs.	Ongoing	
		Swiss Contact	To support Bee farmers in term of value chain and	Swiss contact	Bee Farmers	Ongoing	

			training on apiary best practices				
		Capable International	Improving savings culture in terms of supporting VSLA groups, providing market linkages, Agricultural insurance cover and bank loans	Capable international	Farmers	Ongoing	
		Caritas Uganda	To support fish farmers in terms of capacity building through training them.	Caritas Uganda	Fish farmers	Ongoing	
		Agricultural Credit Facility	To empower individual farmers through giving them loans at a lower interest rate in order to promote productivity in agricultural sector.		All willing farmers interested in the program	Ongoing	
Masindi	7	Livelihood support program	Food security, seed distribution to farmers.			On going	
		Governance & Social Accountability	Community participation in local government planning, Monitoring & Accountability.	GAPP/USAID	Community	Closed	
		Civic Education & Accountability	Community participation in local government planning & Budgeting.	DGF	Community	Closed	
		Natural Resources	Empowering community on Oil & Gas management, preparing community to tap opportunities in Oil & Gas	GAPP/USAID	Community	Closed	To invite Tier 1 and 2 contractors to share the available opportunities in oil and gas.

		Uganda Women Entrepreurship Program, Youth Livelihood Program	Poverty Eradication in community especially among women, youth	Ministry of Gender	Community	2017-Ongoing	
		Emyooga	Poverty Eradication in community	Government of Uganda	Community	2020 Ongoing	
		Parish Development Model.	Poverty Eradication in community	Government of Uganda	Community	2022-Ongoing	
Pakwach	7	Living with wildlife.	To sensitize the community on how to stay with wildlife, wildlife observation.	WFP, Master Card, ILO	The entire community	On going	
		Health of Girl Child.	To keep girl child at school, reduce school drop out.	Self Sponsored	The girl child	On going	
		Reproductive health	To create awareness on safe reproductive services.	Action Aid	The women	On going	
		Economic empowerment	To empower the youth economically, to build self reliant youth.	Action Aid	The Youth	On going	
		Local rights promotion, gender-based violence.	To reduce gender-based violence, equal rights promotion.	Action Aid	The entire community	Closed	
		Child Centred community Development programmes and support to Gender based violence fight	To fight gender-based violence, child mental development.	Plan International	The community	Closed	

		Livelihood	To improve the lively hood of the people, improve living standards.	AFARD	The community	2022	
Kikuube	**10**	Community Traffic Road Safety Awareness Campaign Project	Improving road safety awareness of students, communities, motorcycle riders and truck and taxi drivers, along the newly constructed Hoima Kabwooya Road, Kabwooya to Kingfisher access road to reduce the risks of road accidents.	CNOOC Uganda Limited	General Community and CBO's		
		Effective communication strategies for enhanced biodiversity conservation on the forest-farm mosaic of Kikuube district.	Increased participation of agro-forestry interest groups and smallholder farmer groups in biodiversity conservation in Kyangwali Sub County and Reducing pressure on the remaining natural forest by delivering alternative livelihoods.	Uganda Biodiversity Fund	The farmers in Kyangwali Sub County		
		Increased mobilization and sensitization of refugees and host communities in Kyangwali Sub Countyto receive humanitarian and development assistance.	Promote behavioural change and mutual relationship between among refugees and host communities through engagement in complementary activities in water and sanitation, nutrition, hunger and learning initiatives and gardening	World Food Programme	Refugees and host communities in Kyangwali Sub County	Closed - 2022	

		Community Based Protection	Community engagements, case management and provision of material support:	UNHCR	Refugees and host communities in Kyangwali Sub County	Closed - 2022	
		Awareness Raising and sensitisation on Mental Health	Awareness raising on Mental Health and Psychosocial Support	N/A	Refugees and host communities in Kyangwali Sub County	Closed - 2022	
		Comprehensive primary Health Care	Routine sector and planning meetings with great Collaboration during sector activities like Joint supervisions, Outbreak Taskforce, mass nutritional screening activities, Mental Health Mapping, Commemoration of National days.	UNHCR	Refugees and host communities in Kyangwali Sub County		
		Expand production of new woodlots and pilot bamboo lots to support future use within Kikuube district	Awareness on embracing agroforestry and social cohesion in the settlement and host communities, including schools. Train project participants, staff, partners on bamboo and woodlot establishment and management	UNHCR	Refugees and host communities in Kyangwali Sub County	Closed - 2022	
		Agriculture cluster Development project	To improve productivity and marketable volumes of maize rice and robust coffee	Ministry of Agriculture, Animals and Fisheries	District Local Community	Closed	

		Development Response to Displacement Impact Project	Improving livelihood restoration of natural resources and social economic infrastructural Development.	Office of the Prime Minister World Bank	Refugees and host communities in Kyangwali Sub County	Closed	
		PDM	to increase the effectiveness of infrastructure and service delivery, including agricultural extension and social services, in order to accelerate the realization of the long-term goal of socio-economic transformation. The immediate target is move the 39% of the households out of subsistence production into the money economy in the next five years.	GoU	District Local Community	On going	
Buliisa	9	Housing the community	To replace house of the Project affected people	TotalEnergies EP Uganda	Community people who have been affected by the project	2023	
		A4, A1 West, A1 East road Project (Access)	To construct access roads in Buliisa.	TotalEnergies EP Uganda	The public	2023	
		Borehole drilling	To provide the community with clean water	TotalEnergies EP Uganda	The community people	2023	
		Agricultural support services	livelihood restoration	TotalEnergies EP Uganda	The project affected people	2023	

		Borehole drilling In Villages	To provide clean water to the community	district rural water supply development grant	The community people	2023	
		construction of staff quarters at hospital and seed schools	To have schools and to provide accommodation for doctors	UGIFT	The health workers and community	2023	
		Well pad	site preparation for enabling infrastructure	TotalEnergies EP Uganda	Total	2023	
		Industrialisation	Site preparation for enabling for enabling industrial area	TotalEnergies EP Uganda	Total	2023	
		Skilling	Skilling the vulnerable	TotalEnergies EP Uganda	The community people	2023	
Hoima	**25**	EMYOOGA Program	To build capacity of Business Skills in same work Categories for Socio-Economic Development	Government of Uganda	Community suppliers	On going	Work with the Government officials to amplify the need and benefit of joining these programs – reducing the access to finance gap.
		4-Acre Model Approach	To increase Productivity of high value Agricultural Commodities for small scale farmers.	Government of Uganda	Small Scale Farmers	Closed	
		Parish Development Model	To provide a full range of services to small scale farmers for social economic transformation	Government of Uganda	Small Scale businesses / farmers	On going	Work with the Government officials to amplify the need and benefit of joining these programs – reducing the access to finance gap

		Village Agent Model	To support small scale farmers in accessing markets for their produce	Government of Uganda	Small Scale Farmers	Closed	
		Electronic Voucher System	To improve access to Agricultural inputs to the Farmers	Government of Uganda	Small Scale Farmers	Closed	
		Model Farmers Approach	To increase Production & Productivity of Various Agricultural Commodities by Small Scale Farmers	Government of Uganda	Small Scale Farmers	Closed	
		Nucealous Farmers Approach	To improve Market Linkages for local small-scale farmers	Government of Uganda	Small Scale Farmers	Closed	
		Joint Plant/Animal Clinic Approach	To increase Coverage in control of Pests & Diseases on both Crops & Animals for small scale Farmers	CABI	Small Scale Farmers	Closed - 2021	
		Farmer Field Schools	To support indigenous knowledge to Framers in the control of Pests & Diseases.	Government of Uganda	Small Scale Farmers	Closed	
		Meals for Nutrition Projects in Uganda	To increase in Dietary intake of Vit-A through Orange Sweet Potatoes & Iron Rich Beans.	USAID THROUGH harvest Plus	Small Holder Farmers	Closed	
		Rights to Sustainable Livelihoods	To increase Household Income through Skilling.	Misereor-Germany	Youth, Women PWDs & Communities affected by Oil & Gas Projects.	On going	
		Integrated Program for	To promote household Production, household	NORAD through	General Public all People in Hoima.	Closed	

		Good Governance & Sustainable Livelihoods.	income, mitigate HIV/AIDs.	Caritas Norway			
		Awareness on Oil & Gas Sector	To orient Communities on Financial Mgt & Literacy	Uganda Bio-versity Fund	Affected Person Communities of Hoima	Closed	To introduce transformational training to the wider community.
		Rights to Sustainable Livelihoods	To increase Household Income through Skilling	Misereor-Germany	Youth, Women PWDs & Communities affected by Oil & Gas Projects.	On going	
		Lobby & advocacy work of Member Bunyoro Coalition on Oil & sustainable livelihoods	To build capacity of Members in Advocacy, Research, Networking, Collaboration & Partnerships, provide a platform for Constructive Engagements for CSOs to engage with Government Private Sector & Oil Companies for improved Community's Equitable Access Benefits from Oil & Gas Industry & Promotion Human Rights.	HOCADEO, Global Rights Alert,Misereor -Germany	Civil Society, NGOs Human Rights Defenders, Community Groups & Associations Youth Women PWDs Persons Affected Community	On going	
		Community Initiatives on Agro-Forestry, Advocacy	To build social cohesion on Co-existence, Nature & Peaceful Co-existence	Oil Refinery Association (ORRA) Founding Members & HOCADEO	Oil & Gas Host Communities (Hoima)	Closed	

		Integrated Program for HIV/AIDs Awareness in Oil & Gas Region	To help mitigate the effects of HIV/AIDs in areas to enable Healthy living of affected Communities	CNOOC	Project Affected Person (PAPs) Kingfisher	Closed	
		Livelihood Restoration	To improve Livelihood of affected Communities through Crop Production & Life Stock Improvement.	Total Energies & Government of Uganda	Community Affected Persons by Crude Feeder Pipeline	On going	
		HIV/AIDs Counseling & Testing, Skilling the Youth on Socio-Economic	To help mitigate the effects of HIV/AIDs in areas to enable Healthy living of affected Communities	Maisha Development Initiative (MAIDI) Limited Founding members.	Youth, Women PWDs & Communities affected by Oil & Gas Projects.		
		Parish Development Model	To provide a full range of services to small scale farmers for social economic transformation	Government of Uganda	Small Scale Farmers	On going	
		DRDIP	To help Communities of Refugee Host District engage in Socio-Economic Activities	Government of Uganda in Partnership with UNHCR	Refugee Communities	On going	
		Child Education on Morales, Formal Education & Skilling Economic Works for Youth & Mothers	To help Children & their mothers of Bunyoro /Hoima attain Formal Education, Morales & Skills to kickstart Better Socio-Economic Living in the Community	Bunyoro Save the Children Foundation (BSCF) Founding Members	Children, Youth & Women Communities affected by Oil & Gas Projects. (Hoima)	Closed - 2022	

		Agro- Processing & Environmental Conservation	To help Youth attain various Skills in Agro-Processing, Tree Planting Skills & supporting Individual Youth Independently rollout as Farmers	Maendeleo Youth Care Organization Founding Members, YLEC	Youth in the Affected areas of Oil & Gas (Hoima)	Closed	
		Agro-Forestry Program	To improve & create sustainable Livelihood in proper usage of Land & Conservation of the Environment.	Bunyoro Kitara Kingdom & Omugo (Queen)	Children & Youth	Closed	

Annex 5: Current and Potential Opportunities

Table I: Opportunities

District	Current and potential opportunities
Hoima	**i.** Tourism - Rich Archaeological and historic cultural sites including burial grounds for kings, stone age sites and forts, Murchison falls **ii.** Air transport- The proposed Hoima Airport being developed near Kaiso -Tonya oil fields **iii.** Water transport. Across lake Albert **iv.** Accommodation. Hoima has put up decent accommodation facilities/ hotels **v.** City Status. Hoima is a strategic area for major planned infrastructure projects **vi.** Energy. Hoima is supplied by Muzizi Hydro Power station **vii.** Skilled and productive workforce. Hoima has industrious, technically capable, trainable and affordable man power. **viii.** Abundant natural resources; minerals such as gold, salts, sand stones, zircon, fresh water resources like lake Albert, river Kafu, Nkusi, Waaki **ix.** Arable Land **x.** Oil and gas discoveries
Kikuube	i. Energy resources especially hydro, geothermal ii. Arable land iii. Tourism potential -hot springs in Kigorobya iv. Fish processing plant
Buliisa	i. Tourism- Murchison Falls National Park ii. Good road network iii. Oil & gas discoveries
Masindi	i. Real Estate development potential ii. Tourism attractions (Entry point to the largest and oldest National park), Royale Mile Budongo forest, Polish Cemetery iii. Health Care Facilities. Masindi hospital- a 200 bed public hospital, local medical facilities such as Kitara medical centre, Walabyeki medical centre, supreme medical centre, Master Doctor's clinic and many more iv. Food and accommodation. The district has got over 100 lodging facilities including hotels and home stays, guest houses, lodges and restaurants that serve both local and foreign cuisines v. Industrial potential- Kinyara Sugar works, Masindi central market
Pakwach	I. Tourism attractions
Nwoya	I. Amatheon Agri hub (3000 hectares producing rice, maize, soya sorghum and beans) II. Health care - Anaka hospital III. Mechanized farming

Annex 6: Existing Associations in the districts

Table J: District Association Details

District	Association Number	Key Objective	Main Activities	Approx member size	Beneficiary	Contact
Hoima	Hoima District Farmers Association (HODFA)	Farmers empowerment economically	Farming activities	10,000	Farmers	0782 840151
	Bunyoro Business Club	Business Development	Business Development Services, Profitability, Supplies to Oil & Gas	10,000	Business Community	0772 405450
	Kwataniza Women's Farmers Group	Farmers empowerment economically	Farming activities	5,000	Farmers	0776 137814
	Kigorobya Coffee Farmers Co-operatives	Farmers empowerment economically	Farming activities	5,000	Farmers	0785 868630
	Kigorobya Produce Emyooga SACCO.	Wealth & Job Creation	Production activities	300	Producers	0783 497412
	Bugahya Welders Emyooga SACCO	Wealth & Job Creation	Wielding activities	300	Wielding Producers	
	Ageteraine Farmers Group	Farmers empowerment economically	Farming activities	200	Farmers	0782 944104

Pakwach	Pakwach business community Association	To maximise profits, business growth.	Trainings, Seminars, Market research	65	The entire community	0772919851
	Mungujabero women group	To empower the women, to improve standards of living, to acquire basic needs.	Trade, general merchandise, Retail	38	The women	0774108332
	Abongo Women Group	To improve livelihood, to improve agricultural practices.	Agric products, wholesale, retail	45	The community	0773191430
	Pulal Agri-Business Association	To provide quality agricultural inputs	Selling agro inputs	27	The farmers	0772622750
	Apiary Honey Making Group	To provide quality honey to the people in need.	Bee keeping, Honey processing, marketing the product.	40	The public	0778058733
	Ayabu Oil Seeds Association	To provide quality seeds for the industries	Agriculture (simsim, Sunflower).	25	The oil producing industries	0784905404
	Dikir En tego Tailoring Association	To raise self reliant youth.	Trainings, tendering, supplying schools with uniforms	36	The youth	0773615691
	United Mechanics	To make you lead an independent life,	Training students, solar	30	The public	0772890094

	Business Association		maintenance, mechanics, electronic			
Nwoya	Purongo Butcher Association	To Improve the economic status of their members	Selling Goats' meat	18 Members	Members	0783527034
	Purongo Produce dealers Association	To regulate Produce Business	Produce Buying	15 Members	Produce Buyers	0782275374
	Kica Ber Beekeepers' Association	To improve and produce quality bee products for international Markets	Produce Quality bee products	200 members	Beekeepers	0782392209
	Progressive Farmers' Association	To pull resources together to provide financial access to individual members	Advocate for financial independent of individual members and to fight hunger	26 members	Farmers	0772659546
	Agri-input dealers Association	To Unite Agro input dealers in Nwoya District	To sell farm inputs	16 Members	Input Dealers	
	Anaka Town Council Produce Buyers Association	To Unite and regulate produce business and its members	Produce Buying	60 Members	Produce Buyers	
	Lungulu S/C Produce Buyer Association	To unite produce dealers and source for Market	Produce Buying	15 Members	Produce Buyers	

	Anaka S/C Produce Buyers Association	To unite produce dealers and source for market	Produce Buying	15 Members	Produce Buyers	
	Alero S/C Produce Buyers Association	To Unite and regulate produce business and its members	Produce Buying	30 Members	Produce Buyers	
	Purongo Butcher Association	To Improve the economic status of their members	Selling Goats' meat	18 Members	Members	0783527034
Masindi	Masindi Art and Craft Cooperative Society	Pool resources together, networking, produce & market together	Art & Craft	Over 50		0772660495
	Masindi central market vendors Association	Work together & pool resources together	Sale of merchandise. Tendering Market revenue sources	Over 1000	Local Community business & Visitors	0779454113
	Kijura Market Vendors Sacco	Give credits to members	Savings and Credit	145	Local market community and other buyers	0772243337
	Masindi Mobile market traders	Easy of transportation of their goods & others	Sales & marketing of General merchandise	over 756	Members themselves	0774055632
	Masindi Tax drivers & Owners Association	Easy transportation & income	Provision of transport services, savings	154	Both local communities & outsider	0782956599

		generation for members				
	Masindi Tourism Development Association	Work together& promote tourism	Marketing of local products	50 & above	Local & Abroad communities	0772985170
	Masindi painters Association	Pool resources, know each other, share experiences, challenges and find solutions	Savings & trainings	69	Locals & outsiders	0782553179
	Masindi Rufura meat packers	Put together resources		Over 100	Locals	0774706273
Kikuube	Kikuube Youth Network Association	To engage, empower and inspire youth by providing them with a platform from where their voices can be heard	•Training programs on peace building, malaria control programs, teenage pregnancy, child abuse, girl child education. •Capacity building, •Advocacy	50	Youths	0789989511
	United Rural Development Association	To strengthen the capacity of the rural poor people and their associations	•Poverty alleviation programs •Illiteracy eradication programs •Conservatio	30	All groups of people in rural areas	0770610316

			n of human rights			
	Albertine Institute for Community Development	Developing skills and career opportunities through blended educational and technological programs for learners and educators	•Provision of vocational skills to widen people's career opportunities	Over 100	Youths	0774179808
	Inspire Africa Foundation	To enhance the access to financial services and markets for people in rural areas	•Supporting community-based initiatives in implementing poverty eradicating programs •Helping individuals and communities out of poverty through training them to be self sufficient and reliant	Over 100	All groups of people in rural areas	0761558991
	Collaborative Effort for Development Initiative	To improve equitable access to productive natural and technologies	• Enhancing vocational education, promoting gender equality, and assisting communities	Over 100	All groups of people in rural areas	0772878162

			to become self-sufficient			
	Kikuube Mentorship Foundation	Mentorship and empowerment of communities in entrepreneurship and innovation.	Majorly target farmers and aim at improving their savings and standard of their products through training, group formations, and introduction of better technology in the field of agriculture	Over 100	All groups of people in rural areas	0772433382
	Nyamasaza Farmers Association	•To promote the agrobusiness sector in the community •To improve the agricultural value chain for members to benefit from their production •To render advisory and technical support to members aimed at improving production and quality •To enhance	•Provision of good quality seeds and other agro inputs to members for improved yields •Product marketing programs aimed at widening markets for members and the increasing the association publicity	Over 100	All groups of people in rural areas	0772581042

		access to financial sources to eradicate shortages in the production process	•Training of members to increase their knowledge in the field of agriculture and how to save			
	International Consensus Kikuube	Creating a mindset change within the community aiming at improving agriculture	•Offer training in agricultural development •Offer labour to some companies •Provision of agro inputs	Over 500	All groups of people in rural areas	0777231101
Buliisa	Wanseko Business association	To support the business development, giving loans to each other, to have a united stand and representation at the district	Supporting business growth, ensuring a thriving community for business like providing bins, advocating for less taxes	30 to 50	The businesspeople	0772360459
	Wanseko United farmers Cooperative	To raise capital together, to increase food security, to promote all year-round farming,		20 to 30	The people interested in farming	0774448571
	Tubehamwe Art group	To support the illiterate to earn a living from art,	Making art and craft items for sell.	50-60	Any community person	0785458098

		to promote art and heritage.			interested in joining	
	Linda amateeka cassava planting association	To produce quality cassava both for flour and fresh cassava	Planting cassava	20-30	Farmers interested in planting cassava	0779857634
	Nyapeya women development	To promote development for women, advocate for equal rights of employing women	Advocacy and skilling	30	The women	0777318826
	Kijumbya rural development	fighting poverty in the rural	Advocacy, training modern farming techniques.	10-20	The youth in Kijumbya	0777728397
	Member saving association	To encourage saving, to give loans to others, to promote goat raring	Raring goats	50	Community people interested in Saving	0774954221
	Buliisa Businesswomen association	To encourage women, join business	Supporting women to get start up capital.	45	Women in business small and big	0777318826
	Waluluba fishermen association	To support fishermen on the lake with net, to fight for their rights, to have a common voice,	Fishing	25	Fisher men	0785363618

	Ipio cori association	To promote saving and goat raring	Goat raring	15	farmers raring goats and saving	0784877441
	Yesu talemwa bugoigo Association	To encourage saving, to promote farming	Saving and farming	55	Farmers	0775717596
	Kibambura farmer's association	support each other in tilling land, getting quality seeds, finding market for their goods	Farming	15-20	Farmers	0774047024
	Kigunga women Entrepreneurs	To promote business among women, to get funds from government for development.	Trade and farming	30	Women in business small	0777424247
	Northern ward fisher's association	To promote good fishing practices, to find market for their fish	Fishing	10-15	Youth	0775545154
	Kakindo Integrated	To promote youth development, saving,	Advocacy and skilling	40	women and youth	0777221085
	Community empowerment for development association	To promote business, saving, sourcing for funds, skilling	Skilling and sourcing funds.	60	women and youth	0779030563
	Podiga Bee keeping association	To promote bee farming	Bee keeping and harvesting.	25	Beekeepers/ farmers	0775288871

	Buliisa Business community association	To promote trade and farming	Trade and farming	60	Businesspeopl e	0774284041
	Lugbara united group association	Farming, saving, labor	Farming and labor.	30	women	0788218048

Annex 7: Sample Pictures