

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Highlights of Vote Performance

VI: Summary of Issues in Budget Execution

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

	Approved Budget	Released by End Q 3	Spent by End Q3	% Budget Released	% Budget Spent	% Releases Spent
Recurrent Wage	19.570	13.952	13.952	71.3%	71.3%	100.0%
Non Wage	11.901	10.408	10.408	87.5%	87.5%	100.0%
Dev. GoU	0.000	0.000	0.000	0.0%	0.0%	0.0%
Ext. Fin.	0.000	0.000	0.000	0.0%	0.0%	0.0%
GoU Total	31.470	24.360	24.360	77.4%	77.4%	100.0%
Total GoU+Ext Fin (MTEF)	31.470	24.360	24.360	77.4%	77.4%	100.0%
Arrears	0.000	0.000	0.000	0.0%	0.0%	0.0%
Total Budget	31.470	24.360	24.360	77.4%	77.4%	100.0%
<i>A.I.A Total</i>	0.000	0.000	0.000	0.0%	0.0%	0.0%
Grand Total	31.470	24.360	24.360	77.4%	77.4%	100.0%
Total Vote Budget Excluding Arrears	31.470	24.360	24.360	77.4%	77.4%	100.0%

Table V1.2: Releases and Expenditure by Program*

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% Budget Released	% Budget Spent	% Releases Spent
Program: 0306 Petroleum Commercial Management	8.46	7.48	7.48	88.3%	88.3%	100.0%
Program: 0349 Policy, Planning and Support Services	23.01	16.88	16.88	73.4%	73.4%	100.0%
Total for Vote	31.47	24.36	24.36	77.4%	77.4%	100.0%

Matters to note in budget execution

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a) Financing:

UNOC's Vote status was reversed which provides operational flexibility in relation to their counterparts the International Oil Companies (IOCs) which is an advantage as now UNOC falls under the Accountability Sector with an output for Capitalization of UNOC. However, it is not clear how the process is going to be implemented.

In addition, the challenge of under-funding for operational and development budget still exists. For instance, in the current Financial Year 2019/20, UNOC's budget ceiling represents only 39% of the required revised funding of UGX 81.7 Billion. A supplementary request of UGX 50.2 Billion was requested for to support the the funding gap. However, as at end of March 2020, no additional funding was secured creating a huge challenge in the delivery of key planned work programs.

Furthermore, the budgeting cycle for FY 2020/21 is being concluded and UNOC has the same ceiling of UGX 31.47 Billion against a budget of UGX 104 Billion representing only 30% funding. It's expected that the Final Investment Decision (FID) will be taken during the next financial year. However, if UNOC is not facilitated, it will struggle to secure Government of Uganda's interests in the oil and gas projects.

To this end, several meetings have been held with Ministry of Finance, Planning and Economic Development regarding the need to raise equity for UNOC projects on USD 845.877 Million and average annual capitalization of UGX 110 Billion.

b) Final Investment Decision (FID):

Following the collapse of the Tullow farm down transaction at the end August 2019, there has been general slowdown in the sector. It's important to note that, for every year that FID delays further, the Present Value of GOU Revenues reduces by US\$ 450 – 500 Million, while the NPV of IOCs Cashflows reduces by between US\$ 30 – 50 Million. Given the huge opportunity cost, it's important that the outstanding issues are resolved. Furthermore, the outbreak of the COVID-19 pandemic poses more negative implication on the FID.

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

N/A
<i>(ii) Expenditures in excess of the original approved budget</i>

V2: Performance Highlights

Table V2.1: Programme Outcome and Outcome Indicators*

Programme : 06 Petroleum Commercial Management
Responsible Officer: Chief Executive Officer
Programme Outcome: Sustainable growth of State's commercial interests and driving national participation in the oil and gas sector
Sector Outcomes contributed to by the Programme Outcome
1 .Increased amount of revenue from Oil and Gas production

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Programme Outcome Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Level of investment in the oil and gas infrastructure	Percentage	14%	0%
Amount of revenue generated	Value	0.605	0.495
Number of contracts signed with strategic investment partners	Number	5	2

Table V2.2: Key Vote Output Indicators*

Programme : 06 Petroleum Commercial Management			
Sub Programme : 06 Upstream Interventions			
KeyOutputPut : 01 Project Agreements			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Proportion of commercial terms and agreements completed	Percentage	70%	15%
Number of contracts in which UNOC is partnering in Service provision or delivery	Number	3	3
Acreage for Exploration and appraisal acquired	Text	One license (status of license application)	UNOC continued to await feedback from MEMD on its Exploration License Application
KeyOutputPut : 02 Commercial Partnerships			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Number of viable partnerships established	Number	1	0
No. of Development Partners identified	Number	2	3
KeyOutputPut : 03 Oil and Gas Infrastructure			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Proportion of Pre-Final Investment Decision (FID) Activities completed	Percentage	100%	30%
Proportion of funding secured	Percentage	100%	0%
%'tage Progress of Engineering Procurement Construction (EPC) Contract	Percentage	5%	0%
%'tage Progress of implementation of the Master plan for Kabaale Industrial Park and Kampala Storage Terminal	Percentage	0%	0%
Sub Programme : 07 Refinery and Industrial Parks			
KeyOutputPut : 01 Project Agreements			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Proportion of commercial terms and agreements completed	Percentage	70%	30%
Number of contracts in which UNOC is partnering in Service provision or delivery	Number	1	1

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Acreage for Exploration and appraisal acquired	Text		UNOC awaits feedback from MEMD on its Exploration License Application
KeyOutputPut : 02 Commercial Partnerships			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Number of viable partnerships established	Number		1
No. of Development Partners identified	Number		1
KeyOutputPut : 03 Oil and Gas Infrastructure			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Proportion of Pre-Final Investment Decision (FID) Activities completed	Percentage	90%	70%
Proportion of funding secured	Percentage	33%	0%
%'tage Progress of Engineering Procurement Construction (EPC) Contract	Percentage	30%	0%
%'tage Progress of implementation of the Master plan for Kabaale Industrial Park and Kampala Storage Terminal	Percentage	40%	10%
Sub Programme : 08 Pipelines and Storage Terminals			
KeyOutputPut : 01 Project Agreements			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Proportion of commercial terms and agreements completed	Percentage	95%	60%
Number of contracts in which UNOC is partnering in Service provision or delivery	Number		1
Acreage for Exploration and appraisal acquired	Text		UNOC awaits feedback from MEMD on its Exploration License Application
KeyOutputPut : 02 Commercial Partnerships			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Number of viable partnerships established	Number	1	1
No. of Development Partners identified	Number		1
KeyOutputPut : 03 Oil and Gas Infrastructure			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Proportion of Pre-Final Investment Decision (FID) Activities completed	Percentage	0%	10%
Proportion of funding secured	Percentage	51%	0%
%'tage Progress of Engineering Procurement Construction (EPC) Contract	Percentage	51%	0%
%'tage Progress of implementation of the Master plan for Kabaale Industrial Park and Kampala Storage Terminal	Percentage		4%

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Programme : 49 Policy, Planning and Support Services			
Sub Programme : 01 Office of the CEO			
KeyOutputPut : 09 Corporate Governance			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Board composition	Text	Adequate Representation in terms of Gender and Diversity	Balanced representation with three females and four males
No. of Board Interface/Meetings held	Number	21	15
Sub Programme : 02 Finance and Administration			
KeyOutputPut : 01 Planning, Budgeting and Monitoring			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
%'tage implementation of the Strategic Plan	Percentage	50%	35%
Annual work plan and budgets developed	Number	1	1
Performance reports developed	Number	4	3
Absorption Capacity	Text	100%	100%
KeyOutputPut : 02 Finance Management			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Financial Statements prepared and compliance to Statutory obligations	Percentage	100%	100%
No. of monthly Joint Interest Billings between UNOC & its JV Partners	Number	2	0
No. of Joint Venture Audits conducted or participated in by UNOC	Number	1	1
Amount of funds secured for investment	Value	111.36	0
KeyOutputPut : 03 Procurement and Maintenance of assets and stores			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
%'tage implementation of the procurement plan and reporting	Percentage	100%	78%
Rate of maintenance of UNOC assets	Rate	100%	95%
KeyOutputPut : 07 Risk Management			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Approved Internal Audit Charter	Text	Approved and implemented	Approved
%'tage Implementation of Audit plans per functional area	Percentage	100%	70%
No. of Risk avoidance and mitigation strategies	Number	12	12

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No. of Sarbanes & Oxley (SOX) controls developed	Number	12	17
KeyOutputPut : 19 Human Resource Management Services			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
% of recruitment plan and retention plan met	Percentage	100%	50%
% of on time payment of salaries, pension and gratuity by the 28th of each month	Percentage	100%	100%
No. of team building initiatives undertaken	Number	4	2
No. of training days per employee, Succession Planning and number of promotions or job rotations implemented	Number	10	5
KeyOutputPut : 20 Records Management Services			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Approved ICT Strategy	Text	implemented	Review continued
%'tage of implementation of the Document Control Management System	Percentage	100%	35%
%'tage of implementation of Disaster Recovery and Business Continuity Plans	Percentage	70%	75%
Sub Programme : 03 Audit			
KeyOutputPut : 07 Risk Management			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Approved Internal Audit Charter	Text	Approved for Implementation	Approved
%'tage Implementation of Audit plans per functional area	Percentage	100%	70%
No. of Risk avoidance and mitigation strategies	Number	10	17
No. of Sarbanes & Oxley (SOX) controls developed	Number	20	12
Sub Programme : 04 Legal and Corporate Affairs			
KeyOutputPut : 08 Legal and Advisory Services			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
No. of Commercial Agreements negotiated	Number	9	5
KeyOutputPut : 09 Corporate Governance			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
Board composition	Text	Four Male and Three Female	Balanced representation with three females and four males
No. of Board Interface/Meetings held	Number	21	15

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KeyOutputPut : 10 Public Relations			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
No. of awareness campaigns to various stakeholders	Number	8	5
No. of Corporate Social Responsibility (CSR) activities undertaken	Number	2	3
No. of Branding and Awareness initiatives executed	Number	10	5
Sub Programme : 05 Commercial Services			
KeyOutputPut : 01 Planning, Budgeting and Monitoring			
Key Output Indicators	Indicator Measure	Planned 2019/20	Actuals By END Q3
%'tage implementation of the Strategic Plan	Percentage	50%	35%
Annual work plan and budgets developed	Number	1	1
Performance reports developed	Number	1	3
Absorption Capacity	Text	100%	100%

Performance highlights for the Quarter

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Upstream

- Engagements to resolve the outstanding issues on the Tullow farm down transaction continued between His Excellency the President of Uganda and the Chief Executive Officer for Total E&P.
- Engagements between UNOC and potential partners to participate in the Second Licensing Round continued and the deadline for second round has been extended to September/October 2020.

Refinery

- Front End Engineering and Designs study continued, and it progressed to 65-70%.
- Amendment of refinery project timelines in the Project Framework Agreement finalized and Cabinet Memo prepared.

KIP

- Prepared scope of work for the harmonization of the Boundary Coordinates for KIP.
- Review of the Terms of Reference for the Transaction Advisor ongoing.
- Land Allocation policy is 90% complete.
- Commenced the hand over process of Mbegu Camp to UNOC from CNOOC.

EACOP

- Continued to engage in negotiations for Host Government Agreement, the Transportation Tariff Agreement and Shareholder Agreement aimed at protecting the Country's commercial interests

Jinja Storage Terminal

- Continued to review the performance of JST to improve its operational efficiency and in turn contribute to the security of supply of petroleum products for the country.
- Continued to pursue a concept proposal to request Government to fund the investment in JST upgrades including the development of the oil jetty and connecting pipeline to JST.
- Acquired PPDA's accreditation approval for the downstream bulk trading business.
- Successfully delivered and sold the first bulk transaction of 430m3 of Diesel to UNOC's first customer in the country.

Kampala Storage Terminal

- Progressed the procurement of Transaction Advisory Services and Strategic partner for development and management of KST.
- Completed ESIA for KST and a report submitted to NEMA for approval and issuance of a Certificate.

Financing

- UNOC projects presented to Development Committee of MOFPED and recommended financing through UNOC capitalization.
- UNOC's "Vote" status revoked and capitalized under Vote 008-MOFPED, Accountability Sector, Programme 1403-Public Financial Management, Subprogramme 06-Treasury Services and Output 140355-Capitalization of Uganda National Oil Company (UNOC). However the capitalization schedule needs to be agreed.

UNOC Operations

- Instruments of Power handed over to the Board of Directors
- Cascading of the 5-Year Corporate Strategic Plan to subsidiaries and departments ongoing.
- The staff headcount increased by 5% bringing the total headcount to 116 by the end of March 2020 from 111 registered in quarter 2.
- Regular updates of the website and different social media platforms continued with the objective of enhancing the image and brand of UNOC.
- Continued to carry out a transparent and equitable recruitment process for all applicants via skype and face-to-face interview.
- UNOC's gender distribution for the 116 staff was; females 39% and males 61%
- No regional discrimination in UNOC's staffing and it as follows; Central (42%) Eastern (14%), Western (38%) and Northern (5%)
- The process of setting up IT support infrastructure which in the future will provide for online submissions of applications is ongoing
- Provided equal training opportunities to male and female staff within and abroad including leadership and management skills.
- Continued to provide technical support to three interns to enhance their skills with practical engagements.
- Continued to develop the UNOC HIV/AIDS Policy
- Engaged with UNDP on potential collaboration in gender and equity aspects
- Conducted awareness sessions on Gender and Equity concepts to focused groups and their integration into the Company operations.
- Continued to encourage women to participate in ESIA discussions such as Tilenga, Kingfisher, EACOP among others.
- UNOC engaged in activities with various stakeholders in the media, Members of Parliament, Civil society groups, Media, Bunyoro Kitara, MDA's among others
- UNOC promotes the use of local industries and service providers in the maintenance and provision of office services.
- UNOC conducted a supplier development training for service providers to promote National Content
- Special consideration is given to the persons with disability i.e. the deaf are communicated to through experts in sign language.

V3: Details of Releases and Expenditure

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

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
Program 0306 Petroleum Commercial Management	8.46	7.48	7.48	88.3%	88.3%	100.0%
<i>Class: Outputs Provided</i>	<i>8.46</i>	<i>7.48</i>	<i>7.48</i>	<i>88.3%</i>	<i>88.3%</i>	<i>100.0%</i>
030601 Project Agreements	8.14	7.23	7.23	88.9%	88.9%	100.0%
030602 Commercial Partnerships	0.10	0.08	0.08	84.6%	84.6%	100.0%
030603 Oil and Gas Infrastructure	0.23	0.16	0.16	70.4%	70.4%	100.0%
Program 0349 Policy, Planning and Support Services	23.01	16.88	16.88	73.4%	73.4%	100.0%
<i>Class: Outputs Provided</i>	<i>23.01</i>	<i>16.88</i>	<i>16.88</i>	<i>73.4%</i>	<i>73.4%</i>	<i>100.0%</i>
034901 Planning, Budgeting and Monitoring	0.21	0.13	0.13	60.9%	60.9%	100.0%
034902 Finance Management	2.41	1.94	1.94	80.4%	80.4%	100.0%
034903 Procurement and Maintenance of assets and stores	2.00	1.86	1.86	93.1%	93.1%	100.0%
034907 Risk Management	0.03	0.03	0.03	92.4%	92.4%	100.0%
034908 Legal and Advisory Services	0.10	0.06	0.06	56.0%	56.0%	100.0%
034909 Corporate Governance	0.04	0.03	0.03	97.9%	97.9%	100.0%
034910 Public Relations	0.10	0.08	0.08	75.0%	75.0%	100.0%
034919 Human Resource Management Services	18.09	12.73	12.73	70.4%	70.4%	100.0%
034920 Records Management Services	0.03	0.03	0.03	83.3%	83.3%	100.0%
Total for Vote	31.47	24.36	24.36	77.4%	77.4%	100.0%

Table V3.2: 2019/20 GoU Expenditure by Item

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
<i>Class: Outputs Provided</i>	<i>31.47</i>	<i>24.36</i>	<i>24.36</i>	<i>77.4%</i>	<i>77.4%</i>	<i>100.0%</i>
211101 General Staff Salaries	15.81	11.33	11.33	71.7%	71.7%	100.0%
211102 Contract Staff Salaries	3.76	2.62	2.62	69.7%	69.7%	100.0%
211103 Allowances (Inc. Casuals, Temporary)	2.31	2.14	2.14	92.7%	92.7%	100.0%
212201 Social Security Contributions	1.96	1.71	1.71	87.5%	87.5%	100.0%
213001 Medical expenses (To employees)	0.65	0.65	0.65	100.0%	100.0%	100.0%
213004 Gratuity Expenses	0.94	0.94	0.94	100.0%	100.0%	100.0%
221001 Advertising and Public Relations	0.10	0.08	0.08	75.0%	75.0%	100.0%
221002 Workshops and Seminars	0.26	0.14	0.14	54.0%	54.0%	100.0%
221003 Staff Training	0.32	0.23	0.23	71.7%	71.7%	100.0%
221004 Recruitment Expenses	0.01	0.01	0.01	100.0%	100.0%	100.0%
221005 Hire of Venue (chairs, projector, etc)	0.03	0.03	0.03	100.0%	100.0%	100.0%
221007 Books, Periodicals & Newspapers	0.02	0.02	0.02	75.0%	75.0%	100.0%
221008 Computer supplies and Information Technology (IT)	0.15	0.09	0.09	60.7%	60.7%	100.0%
221009 Welfare and Entertainment	1.84	1.51	1.51	82.0%	82.0%	100.0%
221011 Printing, Stationery, Photocopying and Binding	0.12	0.12	0.12	100.0%	100.0%	100.0%
221014 Bank Charges and other Bank related costs	0.06	0.05	0.05	75.0%	75.0%	100.0%
221017 Subscriptions	0.03	0.03	0.03	100.0%	100.0%	100.0%

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222001 Telecommunications	0.23	0.14	0.14	63.5%	63.5%	100.0%
222003 Information and communications technology (ICT)	0.00	0.00	0.00	75.0%	75.0%	100.0%
223002 Rates	1.34	1.34	1.34	100.0%	100.0%	100.0%
223004 Guard and Security services	0.13	0.10	0.10	75.0%	75.0%	100.0%
223005 Electricity	0.24	0.19	0.19	77.1%	77.1%	100.0%
223006 Water	0.04	0.03	0.03	75.0%	75.0%	100.0%
224004 Cleaning and Sanitation	0.08	0.06	0.06	75.0%	75.0%	100.0%
225001 Consultancy Services- Short term	0.27	0.18	0.18	67.3%	67.3%	100.0%
226002 Licenses	0.00	0.00	0.00	100.0%	100.0%	100.0%
227001 Travel inland	0.22	0.15	0.15	65.5%	65.5%	100.0%
227002 Travel abroad	0.38	0.32	0.32	82.6%	82.6%	100.0%
227004 Fuel, Lubricants and Oils	0.16	0.16	0.16	97.9%	97.9%	100.0%
228002 Maintenance - Vehicles	0.02	0.02	0.02	100.0%	100.0%	100.0%
Total for Vote	31.47	24.36	24.36	77.4%	77.4%	100.0%

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

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
Program 0306 Petroleum Commercial Management	8.46	7.48	7.48	88.3%	88.3%	100.0%
<i>Recurrent SubProgrammes</i>						
06 Upstream Interventions	3.82	3.60	3.60	94.3%	94.3%	100.0%
07 Refinery and Industrial Parks	2.23	2.05	2.05	92.0%	92.0%	100.0%
08 Pipelines and Storage Terminals	2.41	1.82	1.82	75.6%	75.6%	100.0%
Program 0349 Policy, Planning and Support Services	23.01	16.88	16.88	73.4%	73.4%	100.0%
<i>Recurrent SubProgrammes</i>						
01 Office of the CEO	0.00	0.00	0.00	90.8%	90.8%	100.0%
02 Finance and Administration	22.58	16.61	16.61	73.5%	73.5%	100.0%
03 Audit	0.01	0.01	0.01	100.0%	100.0%	100.0%
04 Legal and Corporate Affairs	0.24	0.17	0.17	70.2%	70.2%	100.0%
05 Commercial Services	0.18	0.10	0.10	56.6%	56.6%	100.0%
Total for Vote	31.47	24.36	24.36	77.4%	77.4%	100.0%

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

<i>Billion Uganda Shillings</i>	Approved Budget	Released	Spent	% Budget Released	% Budget Spent	%Releases Spent
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QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
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Program: 06 Petroleum Commercial Management

Recurrent Programmes

Subprogram: 06 Upstream Interventions

Outputs Provided

Output: 01 Project Agreements

		Item	Spent
Production Sharing Agreement for exploration licence negotiated and signed for the benefit of all Ugandans Commercial and legal agreements negotiated and executed for benefit of all Ugandans	Continued to await a response on the submitted application for a petroleum exploration license in respect of Pelican-Crane block.	211101 General Staff Salaries	2,997,720
		211102 Contract Staff Salaries	340,200
		221002 Workshops and Seminars	11,000
		221008 Computer supplies and Information Technology (IT)	27,000
		227001 Travel inland	34,625
		227002 Travel abroad	80,000
	Prepared an Application for Qualification (AFQ) to the MEMD to be qualified to participate in the Second Licensing Round.		
	Continued to pursue an opportunity to partner with PetroNor E&P Limited to support of the joint participation in the Second Licensing Round		
	Efforts to formalize UNOC's back-in into the Joint Operating Agreement (JOA) continued.		
	Discussions of the nine (9) commercial agreements that are pre-requisite for FID continued with an objective of negotiating the best terms for all Ugandans.		

Reasons for Variation in performance

Progress of activities slowed down due to the collapse of the Tullow's farm down transaction. This has however been worsened by the COVID-19 pandemic outbreak which led to World Economic lock down.

Total	3,490,545
Wage Recurrent	3,337,920
Non Wage Recurrent	152,625
AIA	0

Output: 02 Commercial Partnerships

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Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Commercial partnership identified and evaluated		Item	Spent
Commercial partnership arrangement negotiated		221002 Workshops and Seminars	5,000
		221005 Hire of Venue (chairs, projector, etc)	4,000
		221008 Computer supplies and Information Technology (IT)	1,500
		221017 Subscriptions	3,000
		226002 Licenses	2,000
		227001 Travel inland	3,000
		227002 Travel abroad	6,000
		227004 Fuel, Lubricants and Oils	1,694
		Total	26,194
		Wage Recurrent	0
		Non Wage Recurrent	26,194
		<i>AIA</i>	0

Reasons for Variation in performance

Output: 03 Oil and Gas Infrastructure

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Item	Spent
Tilenga and Kingfisher (Upstream) Projects Final Investment Decision (FID) achieved	Participated in the Finance Partners meetings (FTM), Technical Committee meetings (TCM), Human Resource Meetings (HRM) and Advisory committee meetings (ACM) to review and consider the operators' proposed 2020 workplans and budgets. UNOC awaits feedback from PAU.	225001 Consultancy Services- Short term	17,000
Field development commenced while offering equal business opportunities to Ugandan service providers		227001 Travel inland	19,562
		227002 Travel abroad	47,475
Safety Standards while executing activities adhered to			
Various project contracts awarded while optimizing national participation	Continued to review the Reservoir Management Plan (RMP) for Tilenga fields and Petroleum Reservoir Report (PRR) for the Kingfisher field Engaged the Wildlife Conservation Society (WCS) as a precursor to establish collaboration channels in Biodiversity Conservation and Ecosystem protection.		
	Conducted several safety sensitization sessions to curb the spread of Coronavirus in the main and field offices.		
	Secured and distributed face masks, gloves and sanitizers in the main and field offices.		
	Conducted an Environment conservation awareness session with EnviroServ Limited (Waste Management Facility)		

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
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Reasons for Variation in performance

Progress of activities slowed down due to the collapse of the Tullow's farm down transaction. This has however been worsened by the COVID-19 pandemic outbreak which led to World Economic lock down.

Total	84,037
Wage Recurrent	0
Non Wage Recurrent	84,037
AIA	0
Total For SubProgramme	3,600,776
Wage Recurrent	3,337,920
Non Wage Recurrent	262,856
AIA	0

Recurrent Programmes

Subprogram: 07 Refinery and Industrial Parks

Outputs Provided

Output: 01 Project Agreements

Refinery Project Agreements (RPA) that ensure benefit to all Ugandans negotiated	Amendments of project timelines in the Project Framework Agreement were agreed in principle pending signing after lock down due to COVID-19 pandemic outbreak.	Item	Spent
		211101 General Staff Salaries	1,561,680
		211102 Contract Staff Salaries	340,200
		221002 Workshops and Seminars	19,000
		221008 Computer supplies and Information Technology (IT)	7,500
	Cabinet Memo communicating the above amendments was finalized and submitted to the Minister for consideration.	225001 Consultancy Services- Short term	8,000
		227002 Travel abroad	57,583

Reasons for Variation in performance

Progress impacted by the process of reviewing the project timelines partially attributed to by the slowdown of activities in the Upstream and worsened by the COVID-19 pandemic outbreak which led to World Economic lock down.

Total	1,993,963
Wage Recurrent	1,901,880
Non Wage Recurrent	92,083
AIA	0

Output: 02 Commercial Partnerships

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Strategic Partner for KIP development procured	Commenced the preparation of the draft RFP for the KIP JV Partner.	Item 221002 Workshops and Seminars	Spent 3,000
FEED Project Management Consultant (PMC) for the refinery procured	Review of terms of reference ongoing for the Transaction Advisor who will support and guide the preparation of the RFP and soliciting of proposals.	221005 Hire of Venue (chairs, projector, etc) 221017 Subscriptions 226002 Licenses 227001 Travel inland 227002 Travel abroad	4,000 2,000 2,400 4,000 1,047
	UNOC identified a link between SBC-the Contractor for the Kabaale Airport Project and the Community Consultation Committee (CCC) that will be used as a springboard to handle future engagements with the communities.		

Reasons for Variation in performance

Total	16,447
Wage Recurrent	0
Non Wage Recurrent	16,447
AIA	0

Output: 03 Oil and Gas Infrastructure

KIP land surveyed and demarcated	Development of the budget and schedule for the land acquisition process as well as TORs to procure the way-leave RAP consultant continued.	Item 225001 Consultancy Services- Short term 227002 Travel abroad 227004 Fuel, Lubricants and Oils	Spent 25,000 18,000 1,388
FEED for the refinery completed	Continued to support the completion of the draft Land Allocation Policy.		
Government Commercial value in the refinery protected	Obtained coordinates for the site and corridor to facilitate acquisition of land for the water abstraction facilities and transportation corridor.		
Funding for the 40% Government's Equity share in the refinery secured	The FEED studies progressed with 65-70% of the technical component completed.		
KIP development progressed	Three (3) UNOC staff participated in the FEED studies in Milan.		
	Supported the development of terms of reference for ESIA submitted by AGRC to NEMA.		
	Participated in the review of the summary report for the procurement of the ESIA international and local consultants.		
	Supported AGRC in the drafting of a request to NEMA for an acknowledgement of the Environmental Baseline Study for the multi-products		

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

pipeline route undertaken by Ramboll.

Continued to engage MoFPED on the 40% equity contribution for the refinery Macroeconomic study continued with discussions between UNOC and Stanbic Bank to align inputs to the cashflow model which will ensure its successful completion. The Refinery macroeconomic study will demonstrate the benefits that the Refinery will have on Uganda's economy and its multiplier effect.

Continued to engage MoFPED on the 40% equity contribution for the refinery which will be funded through UNOC capitalization.

Received a communication from MOFPED indicating the exclusion of Refinery Equity aspects from the submitted profile for project 1184 under MEMD.

Risk matrix for security issues generated and under review.

Development of preliminary design to access the water requirements for KIP. i.e. water demand and pipe sizing according to the master plan continued.

Conducted engagements with UETCL to deliberate on the location of the HV/MV substation within KIP and its procurement.

UNOC progressed discussions with UEDCL to draw a roadmap for the design, construction and reticulation of power within KIP.

Continued preparation of Terms of reference (TORs) for the design of the power and IT reticulation within the park.

Review of TORs and the advert inviting EOIs for the feasibility and detailed engineering design for the sewerage and wastewater within the KIP were completed.

Financial request submitted to MoFPED to finance and design the 96 km of roads in KIP and KST as well as construct in phases the roads in KIP and Kampala Storage Terminal.

In the interim a revised terms of reference was prepared to handle 38 km of these roads specifically for KIP which were shared with UNRA for review.

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

TORs for the design of the site office for UNOC were modified to include the possible usage the prefabricated accommodation units dismantled from the Mbegu Camp and reassembled in KIP.

Reasons for Variation in performance

Progress impacted by the slowdown of activities in the Upstream and worsened by the COVID-19 pandemic outbreak which led to World Economic lock down.

Total	44,388
Wage Recurrent	0
Non Wage Recurrent	44,388
AIA	0
Total For SubProgramme	2,054,799
Wage Recurrent	1,901,880
Non Wage Recurrent	152,919
AIA	0

Recurrent Programmes

Subprogram: 08 Pipelines and Storage Terminals

Outputs Provided

Output: 01 Project Agreements

	Item	Spent
Participate in negotiation of various agreements relevant to Pipeline and protect government value Downstream Petroleum Trading Agreements negotiated	Continued reviews of the Transportation and Tariff Agreement (TTA) provisions.	211101 General Staff Salaries 1,332,200
	Prepared a schedule of action points on the EACOP Shareholders Agreement (SHA) for further consideration.	211102 Contract Staff Salaries 340,200
		221002 Workshops and Seminars 30,388
	225001 Consultancy Services- Short term 25,000	
Conducted GoU preparatory engagements on the HGA to scrutinize GoU position in preparation for the resumption of negotiations with PPT as soon as scheduled.	227002 Travel abroad 21,000	
	Continued the review of the developed 17 Standard Operating Procedures and the drafting of the Bulk Fuels Trading Process Manual was completed.	

Reasons for Variation in performance

Progress negatively impacted by the termination of the Tullow's farm down transaction and worsened by the outbreak of the COVID-19 pandemic outbreak.

Total	1,748,788
Wage Recurrent	1,672,400
Non Wage Recurrent	76,388
AIA	0

Output: 02 Commercial Partnerships

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Lake transport promoted	Engaged potential partners who expressed interest in partnering with UNOC to develop the oil jetty and operationalise lake transport.	Item	Spent
Strategic business interests in downstream trading evaluated		221002 Workshops and Seminars	5,000
Strategic Partner(s) with support from the Transaction Advisor procured		221005 Hire of Venue (chairs, projector, etc)	4,000
		221017 Subscriptions	21,600
	Reviewed the Expression of Interest from Daqing International.	226002 Licenses	100
	Obtained Accreditation for bulk trading business from PPDA.	227001 Travel inland	8,000
		227004 Fuel, Lubricants and Oils	96
	Purchased 430m3 of Diesel and sold to STABEX International as the first (1st) customer.		
	Procurement process for the Transaction Advisory Services and Strategic partner for development and management of KST in final stages.		
	Approved Market Assessment report for procuring Transaction Advisory services for KST project		

Reasons for Variation in performance

Progress negatively impacted by the termination of the Tullow's farm down transaction and worsened by the outbreak of the COVID-19 pandemic outbreak.

Total	38,796
Wage Recurrent	0
Non Wage Recurrent	38,796
AIA	0

Output: 03 Oil and Gas Infrastructure

AGIs progressed	Above Ground Installations (AGIs)	Item	Spent
EPC awarded	Construction were halted until there is clarity on FID.	225001 Consultancy Services- Short term	32,696
Rehabilitation works undertaken	All EPC activities were put on hold until their is clarity on FID following the suspension of all project works.		
EPCm activities conducted	Engagements with potential partners for rehabilitation of Jinja Storage terminal ongoing.		
Early Civil Works undertaken	All Early civil works were put on hold following the suspension of the project.		
Stocks at JST increased	Reviewed the designs for the planned oil jetty and pipelining for cost optimization		
Assets handed over to UNOC Managed and Developed	Continued to review the performance of JST to improve its operational efficiency and in turn contribute to the security of supply of petroleum products for the		
FEED, ESIA, RAP and Geotechnical surveys progressed			
Viability of natural oil gas assessed			
Downstream business plan developed and implemented			
Funding secured			
KST developed and managed			

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

country.

Continued to follow up with Uganda Land Commission the registration of non in-cumbered plot 1.

Continued to follow up on the submission made to Uganda Land Commission (ULC) on the leasing of Plot 2,4,6 to a private party.
ESIA report for EACOP in Uganda continued being updated.

Revised RAP reports yet to be submitted to the CGV.

Held engagements between Pipeline Project Team and GOU to address the issues relating to FEED approval for which PAU's approval is pending.

Conducted Internal discussions on the development of a draft Joint Venture proposal document summarizing the potential opportunities arising out of the development of the Gas pipeline.
Secured and utilized available revenues generated from jinja Storage Terminal to commence the Bulk Trading business.

Continued to engage MoFPED on bulk trading business financing.
Concept Note for EACOP was presented to Development Committee of MOFPED and it was recommended that the EACOP Equity will be financed through UNOC Capitalization.
Reviewed and submitted the draft ESIA report to National Environment Management Authority.

Conducted Land optimization technical engagements for alignment of AGRC's land requirements for the receiving terminal at KST and the wider KST layout plan.

Engagements are underway with the MoFPED to finance KST through UNOC's capitalization.

Reasons for Variation in performance

All activities halted due to termination of the Tullow's farm down transaction until there is clarity on the Final Investment Decision.

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Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
		Total	32,696
		Wage Recurrent	0
		Non Wage Recurrent	32,696
		AIA	0
		Total For SubProgramme	1,820,280
		Wage Recurrent	1,672,400
		Non Wage Recurrent	147,880
		AIA	0

Program: 49 Policy, Planning and Support Services

Recurrent Programmes

Subprogram: 01 Office of the CEO

Outputs Provided

Output: 09 Corporate Governance

		Item	Spent
Strategic Plan Implemented	Cascading of the Corporate strategy to Tier 2 commenced.		
Strategic Monitoring Matrix Developed and Updated	Completed design Art works for the 5 year Company Strategic Plan.	222003 Information and communications technology (ICT)	750
UNOC Projects Marketed both locally and internationally	Procurement of the EBPM Cloud Based Modelling tool nearly complete at Contract signing.	227002 Travel abroad	1,725
Business development process overseen/supervised	Continued to fully engage in local and international arenas to promote UNOC's projects and mandate.		
	Witnessed the signing of the Instruments of Power for the incoming Board of Directors.		

Reasons for Variation in performance

	Total	2,475
	Wage Recurrent	0
	Non Wage Recurrent	2,475
	AIA	0
	Total For SubProgramme	2,475
	Wage Recurrent	0
	Non Wage Recurrent	2,475
	AIA	0

Recurrent Programmes

Subprogram: 02 Finance and Administration

Outputs Provided

Output: 01 Planning, Budgeting and Monitoring

Budget performance for the Company analyzed and optimized	Nine (9) variance reports June-March have been prepared and recommendations
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Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

		Item	Spent
Annual and quarterly work plans developed and costed	shared with management for their consideration. This is a continuous process.	221008 Computer supplies and Information Technology (IT)	11,250
Planning and budgeting activities engaged in	Engaged with Natural Resources Committee on the Budget Framework	227004 Fuel, Lubricants and Oils	15,000
Periodical performance reports to various stakeholders developed	Paper (BFP) for FY 2020/21 and UNOC's BFP was approved.		
Business Units, subsidiaries and Departments supported to incorporate gender and equity aspects in the activities	Presented UNOC's Project Concept Papers to Development Committee of MOFPED and it was recommended that UNOC projects will be financed through capitalization. Submitted the Ministerial Policy statement for FY 2020/21 to MOFPED through Programme Budgeting System (PBS). Completed budget rationalization for FY 2020/21 Coordinated UNOC's engagement as well as populating of the Sustainable development of Petroleum Resources in the NDP III covering areas of Key result Framework, Integrating of ICT and populations issues in the Programme. Conducted departmental focused planning and budgeting guidance sessions to guide the development of FY 2020/21 work plans and budgets Continued to update the management Information pack with all monthly expenses to inform management of the expense trends and recommendations were made. Prepared and submitted Quarter 2 performance report that gave a highlight of UNOC's performance against the agreed upon interventions. Prepared and submitted monthly performance reports for the months of January, February and March 2020. Updated the Procurement Monitoring Tracker to inform the budget rationalization process. Submitted documents for Certificate of Compliance assessment by National Planning Authority Developed a Gender and Equity (G&E) sensitization materials on the relevancy of embracing G&E concepts in the development of work plans and activity implementation .		

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Conducted focused departmental guidance sessions on integrating G&E aspects in the development of work plans and activity implementation. This is aimed at improving UNOC's responsiveness to Gender and equity across its operational areas.

Reasons for Variation in performance

	Total	26,250
	Wage Recurrent	0
	Non Wage Recurrent	26,250
	AIA	0

Output: 02 Finance Management

		Spent
Financial Statements prepared and compliance to statutory obligations	Submitted UNOC's Six (6) Months Financial Statements to the Accountant General's office, in compliance with Section 50(1) of the PFMA 2015	221003 Staff Training 39,820
Funding for investment secured		221007 Books, Periodicals & Newspapers 15,000
Joint Venture Audits conducted and reports prepared	Submitted to PS/ST, the proposed amendments to the Income tax Act (ITA) and VAT that impact on UNOC's activities as a key player in the oil and gas sector.	221009 Welfare and Entertainment 1,410,921
Monthly Joint Interest Billings and cash calls between UNOC and its JV Partners reviewed	Commenced the process of securing Tax Consultancy Services which shall include; Tax Advisory, Transfer Pricing and Tax Compliance.	221011 Printing, Stationery, Photocopying and Binding 80,000
	Commenced the utilization of UNOC's Gross Payment Account (GPA) with URA which will be maintained as an operational account to facilitate the Company's engagements in the downstream bulk trading of petroleum products.	221014 Bank Charges and other Bank related costs 45,000
	Timely remittance of all statutory obligations to NSSF and URA done.	222001 Telecommunications 65,000
	Participated in various Business and Financial engagements aimed at financing UNOC's working capital.	223004 Guard and Security services 48,292
		227001 Travel inland 76,062
		227002 Travel abroad 75,000
		227004 Fuel, Lubricants and Oils 80,000

Reasons for Variation in performance

	Total	1,935,096
	Wage Recurrent	0
	Non Wage Recurrent	1,935,096
	AIA	0

Output: 03 Procurement and Maintenance of assets and stores

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QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Procurement plan developed and executed Asset Management Plan Implemented	Updated the procurement plan for FY 2020/21 following rationalization of the budget.	Item 221008 Computer supplies and Information Technology (IT)	Spent 27,000
Proper store management	The implementation of the procurement plan continued. Updated the Asset register for the three month's period to reflect the true condition,value and location of the company's assets.	221009 Welfare and Entertainment 222001 Telecommunications 223002 Rates 223005 Electricity 223006 Water	100,000 50,000 1,337,784 185,000 27,000
	Continued to stock ,restock and issue out stock as required.	224004 Cleaning and Sanitation 227004 Fuel, Lubricants and Oils	63,000 50,000
	Conducted end of month inventory counts to align inventory books with actual inventory held.	228002 Maintenance - Vehicles	22,216
	Completed the Stock management policy and its currently under review by management.		

Reasons for Variation in performance

Inadequate funding to fully implement the procurement plan.

Total	1,862,000
Wage Recurrent	0
Non Wage Recurrent	1,862,000
<i>AIA</i>	0

Output: 07 Risk Management

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Risk assessment carried out	Carried out an Inherent Risk Assessment for Bulk Trading.	Item 221002 Workshops and Seminars	Spent 7,500
	Reviewed the approved Downstream Products Trading policy as per the Board's instructions.	221011 Printing, Stationery, Photocopying and Binding	17,420
	Carried out a Security Risk Assessment for Kabaale Industrial Park (KIP).		
	Continued to conduct departmental sensitization sessions on the Risk Management Policy and the Risk Management Framework.		
	Conducted a risk workshop and developed the draft Corporate risk register with proposed mitigation measures and risk owners.		
	Mapping of departmental/subsidiary risks to their respective objectives ongoing		
	Developed a draft Company Compliance tracker		

Reasons for Variation in performance

Total	24,920
Wage Recurrent	0
Non Wage Recurrent	24,920
AIA	0

Output: 19 Human Resource Management Services

		Item	Spent
National Content Strategy Implemented in compliance with the National Content regulations	Populated the National Content at a Glance template with achievements so far	211101 General Staff Salaries	5,442,000
Staff training plans developed and implemented		211102 Contract Staff Salaries	1,597,800
Staff team building initiatives developed and implemented	Engaged in the CA-1/EA-1/Tilenga, KFDA and Tullow Uganda Operations Pty Human Resource meetings (HRM) together with PAU and Total in which National Content issues were addressed.	211103 Allowances (Inc. Casuals, Temporary)	2,142,632
Recruitment plan developed and implemented		212201 Social Security Contributions	1,712,693
Career Development Plans developed and implemented		213001 Medical expenses (To employees)	646,186
Staff retention plans and programs developed and implemented	Drafted the Capacity building Concept to solicit funds to support the development of UNOC staff, Suppliers and vocational training institutions across Ugandan regions.	213004 Gratuity Expenses	939,600
National Content Strategy & Plans developed		221003 Staff Training	191,574
Staff salaries and gratuity paid		221004 Recruitment Expenses	6,000
UNOC's Visibility & Image promoted locally and Internationally	Entered into a partnership with Stanbic Bank Uganda through its business Incubator to build the capacity of SMEs in the country as part of our National Content Strategy initiatives.	223004 Guard and Security services	48,292
		227002 Travel abroad	7,500

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Participated in the Oil & Gas Trainers Association workshop to observe the election of Leaders and Launch of the Association.

Engaged MEMD in a process to develop a Country-wide National Content Monitoring and Evaluation tool based on the approved National Content Plan & Policy of Uganda.

The company continued to support national content initiatives across all its subsidiaries and departments. Continued to carry out all inclusive staff induction programs.

Developed a training program for the fleet team on VIP chauffeuring and etiquette in response to the cross-cutting skills gap.

Consolidated and submitted the Company Job placement and benchmarking plan for Management's consideration.

Presented the final report on the findings and recommendations of the cultural audit to management and staff. Culture transformation and champion teams were created to drive this initiative.

Continued to undertake inhouse knowledge sharing sessions in the project and risk management. Held three (3) all staff quarterly informative meetings on the progress of company projects and operations.

Preparations to engage in the Money Up Challenge commenced with captions of short videos of male and female staff on Money thoughts. Conducted a four-day induction program for seven (7) staff including a Graduate Intern for inclusiveness in understanding UNOC's programs.

Current staff headcount at the end of the quarter was 116 representing 61% and 39%, male and female respectively. For inclusiveness, UNOC continues to offer a conducive and flexible arena for the scheduled interviews

Non discriminatory job adverts published for equal opportunities. Continued to support the completion of mid-year performance reviews as the company promotes a high performance

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

culture across its departments and subsidiaries.

Continued to receive staff performance objectives as staff join the company with guidance from line managers and the human resource team.

Continued to capture and consolidate staff career development plans as appraisals were received.
Remitted all staff NSSF contributions to the relevant authorities in time..

Continued to remit a % of staff's gross pay to the provident fund.

Continued to provide health and Group Personal insurance to all female and male staff throughout the quarter.

Conducted an all staff wellness body check and fitness camp to ensure staff have healthy bodies to perform their work tasks.

Conducted coronavirus sensitization sessions to prevent the epidemic from spreading amongst staff and their families.

Maintained a serene environment for all staff by providing the necessary working tools and responding to other issues as forwarded by staff.

Provided welfare incentives to all staff including support staff i.e. lunch meals and Aerobic services

Developed a National Content Monitoring tool to be used by National Content Institutional Team to report on National Content activities in the respective departments.

Continuous update of the National content Strategy.
Timely staff emoluments were made in the period.
Conducted the Quarter 4 Supplier Development workshop aimed at developing local skills to compete favorably in all procurements.

Participated in the Stanbic Business Incubator to discuss on the way forward with the UNOC- Stanbic MOU initiatives. Stanbic agreed to finalize the Incubator work program and share it with

Vote:311

Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

UNOC for synchronizing with UNOC
National Content activities

Reasons for Variation in performance

Constrained funding to fully facilitate human resource management programmes

	Total	12,734,278
	Wage Recurrent	7,039,800
	Non Wage Recurrent	5,694,478
	<i>AIA</i>	0

Output: 20 Records Management Services

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Efficient Document Control Control Management System developed and implemented	The Bid Evaluation process for courier services is ongoing and under review by Contracts Committee.	Item 221008 Computer supplies and Information Technology (IT)	Spent 15,000
Disaster recovery and Business Continuity Plans (BCP) developed	Continued to file documents in accordance with the created functional/activity filing structure.	221011 Printing, Stationery, Photocopying and Binding	10,000
Information, Communication and Technology (ICT) Strategy implemented	Continued to collect historical documentation about each of UNOC's projects. Commenced the procurement of Mobile shelving services to optimize space given the growing volume of documents Continued works to customize SharePoint as a Document Management System is being procured. Setup of the security system (firewalls) is on- going. Securing fire suppression system for the Server rooms ongoing and market assessment report submitted for consideration. All IT hardware procurement for the phase one of the core Infrastructure setup were delivered, contracts signed, and implementation completed. Completed all network related installations for phase one . Commenced Phase two of Infrastructure related procurement and currently under solution prospecting and market assessment. This includes the Network Access Control, Service Desk System, Disaster Recovery system and Electronic Data Management System		

Reasons for Variation in performance

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Total	25,000
Wage Recurrent	0
Non Wage Recurrent	25,000
AIA	0
Total For SubProgramme	16,607,544
Wage Recurrent	7,039,800
Non Wage Recurrent	9,567,744

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QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

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

Recurrent Programmes

Subprogram: 03 Audit

Outputs Provided

Output: 07 Risk Management

	Item	Spent
The process of establishing UNOC assets register evaluated	Completed the Assets audit and an exit meeting held.	
Internal Controls for financial reporting reviewed	Continued to update the Audit query matrix it's ready for discussion by Audit and Risk Committee.	221011 Printing, Stationery, Photocopying and Binding 5,449
The process of fencing Kabaale industrial park land and coordination of the various activities in the industrial park evaluated	Completed the Governance Audit and the report is ready for discussion by Audit and Risk Committee.	
The process of UNOC backing in to the Joint Operating Agreement reviewed	Submitted a Consolidated report of outstanding issues on the completed internal audit reports to PS/ST as per the requirement under section 48(6) of the Public Finance Management Act .	
Audit Plans developed.		
Existence and effectiveness of the quality, health, safety and environment policy and guidelines evaluated	Continued to update the 3 year Audit Plan.	
Joint Venture Audit in the Joint Operation Agreement Framework undertaken	Procurement and financial audit exercises are ongoing	
Audit Working Paper Management Software Tool acquired	Advisory reviews continued i.e undertaken for the sale of test crude oil.	
Company's procurement process evaluated	Participated in the development of the Human resource policy	
The development and activities in the down-stream phase evaluated		
The service level agreements and strategic partnerships for value creation to Ugandans evaluated		
Advisory Services and engagement of subject matter experts when required.		

Reasons for Variation in performance

Procuring software was deferred to next Financial Year

Total	5,449
Wage Recurrent	0
Non Wage Recurrent	5,449
AIA	0
Total For SubProgramme	5,449
Wage Recurrent	0
Non Wage Recurrent	5,449
AIA	0

Recurrent Programmes

Subprogram: 04 Legal and Corporate Affairs

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

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

Output: 08 Legal and Advisory Services

		Item	Spent
Commercial Agreements negotiated for all projects for optimization of value for all Ugandans	Conducted an engagement to discuss and align the provisions of the Shareholders Agreement which are common for UNOC and the Tanzanian Petroleum Development Corporation.	221002 Workshops and Seminars	26,000
Legal offices set up to meet Advocates Act requirement	Engaged in a training session on Pipelines delivered by Simmons and Simmons on negotiation of commercial agreements.	225001 Consultancy Services- Short term	30,000
	Conducted internal review sessions of the Tariff and Transportation Agreement (TTA)provisions.		
	Supported the process of UNOC's attainment of PPDA Accreditation for the bulk trading business venture.		
	Supported the ongoing discussions on the proposed amendments to the refinery project framework agreement.		
	Developed agreements required for delivery the first molecule of the petroleum bulk trading project.		
	Continued engagements MEMD and PAU on the grandfathering work stream to align the interpretation and implementation of Section 190 of the Upstream Act.		

Reasons for Variation in performance

Progress negatively impacted by the termination of the Tullow's farm down transaction and worsened by the COVID-19 outbreak

Total	56,000
Wage Recurrent	0
Non Wage Recurrent	56,000
AIA	0

Output: 09 Corporate Governance

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Board meetings for UNOC and its Subsidiaries held and facilitated	Coordinated the signing of the Instruments of power to the incoming Board of Directors.	Item 221005 Hire of Venue (chairs, projector, etc)	Spent 20,000
Board evaluations undertaken	Continued to support the preparation of the 2019 Annual Report which will be presented to the shareholders at the Annual General Meeting	221011 Printing, Stationery, Photocopying and Binding 222001 Telecommunications 227004 Fuel, Lubricants and Oils	4,000 1,500 7,000
	Supported the special Board of Directors meeting to consider the participation of UNOC in the Second Oil and Gas Licensing in partnership with PetroNor E & P limited.		
<i>Reasons for Variation in performance</i>			
		Total	32,500
		Wage Recurrent	0
		Non Wage Recurrent	32,500
		<i>AIA</i>	0

Output: 10 Public Relations

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Stakeholder engagements conducted with sensitivity to Gender and Equity issues and reports submitted	Participated in the 34th NRM Liberation day celebrations held at Kagongo PTC, Ibanda district.	Item 221001 Advertising and Public Relations	Spent 76,875
Branding activities undertaken	Presented to management the Corporate Stakeholder Buy in Strategy for consideration and approval.		
Media engagements conducted	<p>Held an engagement with members of the National Economy Committee aimed at creating awareness and providing updates on UNOCs operations as well as strengthening its partnership with this strategic committee.</p> <p>Conducted several television and radio engagements in the rural and urban areas to raise awareness about UNOC'S projects and it's mandate.</p> <p>Participated in the Oil and Gas Sector Opportunities workshop engagement in Masaka District in which UNOC shared business opportunities in Kabaale Industrial Park and the Refinery Project.</p> <p>Represented UNOC at the Women's Day celebrations on in Mbale, Eastern Uganda. This was an opportunity to create awareness about the company at the national level as well as boosting the company's visibility.</p> <p>b) Campaigns Introduced a concept to popularize the UNOC Core Values by having staff participate / display activities each month depicting a specific core value. This is aimed at deepening the understanding of UNOC's core values.</p>		

Reasons for Variation in performance

Constrained funding to facilitate all activities

Total	76,875
Wage Recurrent	0
Non Wage Recurrent	76,875
AIA	0
Total For SubProgramme	165,375
Wage Recurrent	0
Non Wage Recurrent	165,375
AIA	0

Recurrent Programmes

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Annual Planned Outputs	Cumulative Outputs Achieved by End of Quarter	Cumulative Expenditures made by the End of the Quarter to Deliver Cumulative Outputs	UShs Thousand
Subprogram: 05 Commercial Services			
<i>Outputs Provided</i>			
Output: 01 Planning, Budgeting and Monitoring			
Strategic and Commercial objectives developed and implemented	Developed Key Performance Indicators (KPIs) that are aligned to the Corporate Strategic objectives.	Item 221002 Workshops and Seminars	Spent 33,500
	Continued to review the Integrated Economic Model (IntEM) that integrates UNOC's key projects (Upstream, EACOP and Refinery projects) with Taylor-Dejough with objective of maximizing commercial interests in the projects.	222001 Telecommunications	26,991
Modelling /structuring of the financing options for the Refinery conducted Commercial Terms and Agreements negotiated	Economic modelling of the four outstanding issues regarding UNOC's back-in into the JOA continued with the objective of determining UNOC's bargaining position.	225001 Consultancy Services- Short term	42,781
Implementation Agreements after end of FEED for the Refinery completed Business Development for Potential Investors of KIP supported Various studies undertaken	Continued to participate in negotiations of the JOAs regarding UNOC's back-in into the JOA .		
	Discussions on the Tariff and Transportation Agreements ,Shareholders Agreement and the Primary Capacity Rights Agreements (TTA,SHA & PCRA) continued.		
	Discussions on the Cost Allocation agreements for shared facilities are ongoing.		
	Continued to participate in several Joint venture engagements to discuss technical, Human Resource, financial and Advisory aspects.		
	Continued to support the commercial structuring of KST project in procuring the Transaction Advisory services and Joint Venture Partner.		
	Continued to support the finalization of the draft land Allocation Policy		
	Supported the review of the Terms of Reference for the Transaction Advisor to select the JV partner . The transaction advisor will then be engaged and will guide in the preparation of the RFP and the soliciting of proposals.		

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Cumulative Outputs and Expenditure by End of Quarter

Supported the review of all agreements that facilitated the first transaction of bulk trading fuel.

Prepared an informative brief of the impact of COVID-19 to UNOC projects and Uganda at large specifically the supply and demand of petroleum products.

Continued to evaluate various investor financing options presented to UNOC to support the bulk trading business.

Reasons for Variation in performance

Progress negatively impacted by the termination of the Tullow's farm down transaction and worsened by the outbreak of the COVID-19 pandemic outbreak

Total	103,272
Wage Recurrent	0
Non Wage Recurrent	103,272
AIA	0
Total For SubProgramme	103,272
Wage Recurrent	0
Non Wage Recurrent	103,272
AIA	0
GRAND TOTAL	24,359,969
Wage Recurrent	13,952,000
Non Wage Recurrent	10,407,969
GoU Development	0
External Financing	0
AIA	0

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
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Program: 06 Petroleum Commercial Management

Recurrent Programmes

Subprogram: 06 Upstream Interventions

Outputs Provided

Output: 01 Project Agreements

		Item	Spent
Continued to await a response on the submitted a application for a petroleum exploration license in respect of Pelican-Crane block.		211101 General Staff Salaries	478,160
Exploration data analyzed, and technical proposal submitted		211102 Contract Staff Salaries	113,400
		221002 Workshops and Seminars	1,000
Strategic partners for exploration licence ventures identified.	Continued to pursue an opportunity to partner with PetroNor E&P Limited as an alternative to support the joint participation in the Second Licensing Round as a result of unsuccessful discussions with Roseneft Oil Company.	221008 Computer supplies and Information Technology (IT)	2,000
Execute the funding strategy for New Exploration Ventures		227001 Travel inland	11,542
Commercial and legal agreements for Tilenga & Kingfisher projects required before First Oil negotiated.	Prepared an Application for Qualification (AFQ) to the MEMD to be qualified to participate in the Second Licensing Round.		
	Engagements to formalize UNOC's back-in into the Joint Operating Agreement (JOA) continued.		
	Discussions of the nine (9) commercial agreements that are pre-requisite for FID continued with an objective of negotiating the best terms for all Ugandans.		

Reasons for Variation in performance

Progress of activities slowed down due to the collapse of the Tullow's farm down transaction. This has however been worsened by the COVID-19 pandemic outbreak which led to World Economic lock down.

Total	606,102
Wage Recurrent	591,560
Non Wage Recurrent	14,542
<i>AIA</i>	0

Output: 02 Commercial Partnerships

	Item	Spent
Request for Expression of Interest (EOI) for partnership issued.	221002 Workshops and Seminars	1,000
	221008 Computer supplies and Information Technology (IT)	500
	227001 Travel inland	1,000
	227002 Travel abroad	2,000

Reasons for Variation in performance

Total	4,500
Wage Recurrent	0

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
		Non Wage Recurrent	4,500
		AIA	0

Output: 03 Oil and Gas Infrastructure

2020 work programs for upstream projects progressed.

Resettlement Action Plan Studies for other areas (RAP 2 to 5) conducted and concluded. Safety Standards during activities adhered to

Participated in the Finance Partners meetings (FTM), Technical Committee meetings (TCM), Human Resource Meetings (HRM) and Advisory committee meetings (ACM) to review and consider the operators' proposed 2020 workplans and budgets.
UNOC awaits feedback from PAU.

Continued to review the Reservoir Management Plan (RMP) for Tilenga fields and Petroleum Reservoir Report (PRR) for the Kingfisher field
Engaged the Wildlife Conservation Society (WCS) as a precursor to establish collaboration channels in Biodiversity Conservation and Ecosystem protection.

Carried out several safety sensitization sessions to curb the spread of coronavirus in the main and field offices.

Secured and distributed face masks, gloves and sanitizers in the main and field offices.

Item

225001 Consultancy Services- Short term

227001 Travel inland

Spent

5,000

6,521

Reasons for Variation in performance

Progress of activities slowed down due to the collapse of the Tullow's farm down transaction. This has however been worsened by the COVID-19 pandemic outbreak which led to World Economic lock down.

Total	11,521
Wage Recurrent	0
Non Wage Recurrent	11,521
AIA	0
Total For SubProgramme	622,122
Wage Recurrent	591,560
Non Wage Recurrent	30,562
AIA	0

Recurrent Programmes

Subprogram: 07 Refinery and Industrial Parks

Outputs Provided

Output: 01 Project Agreements

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Refinery Project Agreements to protect national interests negotiated	Participated in engagements with Albertine Graben Refinery Consortium (AGRC) to finalize the amendment of the pre-FID activity project timelines of the PFA upon their request for a time extension of about 20 months to deliver the final FEED.	Item	Spent
		211101 General Staff Salaries	280,840
		211102 Contract Staff Salaries	113,400
		221002 Workshops and Seminars	1,000
		221008 Computer supplies and Information Technology (IT)	2,500
		225001 Consultancy Services- Short term	4,000
		227002 Travel abroad	19,194

Reasons for Variation in performance

Progress impacted by the process of reviewing the project timelines partially attributed to by the slowdown of activities in the Upstream and worsened by the COVID-19 pandemic outbreak which led to World Economic lock down.

Total	420,934
Wage Recurrent	394,240
Non Wage Recurrent	26,694
AIA	0

Output: 02 Commercial Partnerships

Strategic Partner selected	Commenced the preparation of the draft Request For Proposal (RFP) for the KIP JV Partner.	Item	Spent
Engagements with other potential investment partners continued		221002 Workshops and Seminars	1,000
Refinery project optimally designed to achieve value for Ugandans	The terms of reference for the Transaction Advisor for KIP were developed and are currently under review. The transaction advisor will support and guide the preparation of the RFP and soliciting of proposals.	227002 Travel abroad	349
Engagement in the management of technical interfaces with the FEED Operator ensured			
	UNOC identified a link between SBC-the Contractor for the Kabaale Airport Project and the Community Consultation Committee (CCC) that it plans to use as a springboard to handle future interactions with the communities		

Reasons for Variation in performance

Total	1,349
Wage Recurrent	0
Non Wage Recurrent	1,349
AIA	0

Output: 03 Oil and Gas Infrastructure

FEED (FEL 3) studies for refinery development reviewed and approved	Commenced development of a budget and schedule for the land acquisition process as well as TORs needed to procure the wayleave RAP consultant.	Item	Spent
ESIA studies for the refinery carried out		225001 Consultancy Services- Short term	5,000
The Detailed CVA for the benefit of all Ugandan approved	Continued review of the draft Land Allocation Policy.	227002 Travel abroad	6,000
Funding for 40% Government Equity share in the refinery secured.			
Key support infrastructure during			

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

construction phase constructed	Obtained coordinates for the site and corridor to facilitate acquisition of land for the water abstraction facilities and transportation corridor.
ESIA for KIP land undertaken	Engaged in the development of terms of reference for ESIA for the Refinery submitted to NEMA.
Key KIP investment options promoted upon signing the JOA with Strategic Partner	Engaged in the review of the summary report for the procurement of the ESIA (international and local) consultants.
Stakeholder engagements continued	<p>Supported AGRC in drafting of a request to NEMA for an acknowledgement of the Environmental Baseline Study for the multi-products pipeline route undertaken by Ramboll.</p> <p>Continued discussions between UNOC and Stanbic Bank aimed at aligning inputs to the cash flow model which will ensure the successful completion of the Macroeconomic study. The Refinery macroeconomic study will demonstrate the benefits that the Refinery will have on Uganda's economy and its multiplier effect.</p> <p>Continued to engage MoFPED on the 40% equity contribution for the refinery which will be funded through UNOC capitalization.</p> <p>Received a communication from MOFPED indicating the exclusion of Refinery Equity aspects from the submitted profile for project 1184 under MEMD.</p> <p>Development of preliminary designs to access the water requirements for KIP continued. i.e. water demand and pipe sizing according to the master plan.</p> <p>Conducted engagements with UETCL to further deliberate on the location of the HV/MV substation within KIP and its procurement.</p> <p>Discussions between UNOC and UEDCL to draw a roadmap for the design, construction and reticulation of power within KIP progressed.</p> <p>Development of Terms of reference for the design of the power and IT reticulation within the park continued .</p> <p>Completed review of TORs and the advert inviting EOIs for the feasibility and detailed engineering design for the</p>

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

sewerage and wastewater within the KIP.

Submitted a funding request to MoFPED to finance and design all the 96 km of roads in KIP and KST and then construct in phases the roads in KIP and Kampala Storage Terminal. In the interim a revised terms of reference was prepared to handle 38 km of these roads specifically for KIP. These were shared with UNRA for comments.

TORs for the design of the site office for UNOC were modified to include the possible usage the prefabricated accommodation units dismantled from the Mbegu Camp and reassembled in KIP.

Reasons for Variation in performance

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 Progress impacted by the slowdown of activities in the Upstream and worsened by the COVID-19 pandemic outbreak which led to World Economic lock down.

Total	11,000
Wage Recurrent	0
Non Wage Recurrent	11,000
AIA	0
Total For SubProgramme	433,283
Wage Recurrent	394,240
Non Wage Recurrent	39,043
AIA	0

Recurrent Programmes

Subprogram: 08 Pipelines and Storage Terminals

Outputs Provided

Output: 01 Project Agreements

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Agreements relevant to Pipeline negotiated to protect government value	Continued Internal reviews of the Transportation and Tariff Agreement (TTA) provisions which set out the terms under which the EACOP shall transport crude oil from the Upstream developments	Item 211102 Contract Staff Salaries	Spent 113,400
Downstream trading Agreements drafted and negotiated	Developed a schedule of action points on the EACOP Shareholders Agreement (SHA) for further consideration.	221002 Workshops and Seminars	1,000
	Conducted GoU preparatory engagements on the HGA to scrutinize GoU position in preparation for the resumption of negotiations with PPT as soon as scheduled.	225001 Consultancy Services- Short term	5,000
	Continued the review of the developed 17 Standard Operating Procedures and the drafting of the Bulk Fuels Trading Process Manual was completed.	227002 Travel abroad	5,000

Reasons for Variation in performance

Progress negatively impacted by the termination of the Tullow's farm down transaction and worsened by the outbreak of the COVID-19 pandemic outbreak.

Total	124,400
Wage Recurrent	113,400
Non Wage Recurrent	11,000
<i>AIA</i>	0

Output: 02 Commercial Partnerships

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Lake transport for petroleum products promoted	Engaged potential partners who expressed interest in partnering with UNOC to develop the oil jetty and operationalize lake transport.	Item 221002 Workshops and Seminars 227001 Travel inland	Spent 1,000 4,000
Engagements with relevant stakeholders held to align and promote lake transport Strategic business in downstream trading evaluated	Reviewed the Expression of Interest from Daqing International. Several engagements are scheduled to further explore how UNOC can engage Daqing International together with OPL, or otherwise in operationalizing Lake transport. Obtained Accreditation for bulk trading business from PPDA. Other necessary compliance requirements and transaction approvals needed for bulk trading completed Purchased 430m3 of Diesel and sold to STABEX International as the first (1st) customer. Procurement process for the Transaction Advisory Services and Strategic partner for development and management of KST in final stages Approved Market Assessment report for procuring Transaction Advisory services for KST project		

Reasons for Variation in performance

Progress negatively impacted by the termination of the Tullow's farm down transaction and worsened by the outbreak of the COVID-19 pandemic outbreak.

Total	5,000
Wage Recurrent	0
Non Wage Recurrent	5,000
<i>AIA</i>	0

Output: 03 Oil and Gas Infrastructure

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Item	Spent
Above ground works progressed Rehabilitation works to enhance security of supply carried out EPCm activities for the pipeline conducted Construction for Early Civil Works (access roads to the construction camps and pumping stations) undertaken Rehabilitation works to enhance security of supply carried out	Above Ground Installations (AGIs) Construction were halted until there is clarity on FID. All EPC activities were put on hold until their is clarity on FID. Engagements with potential partners for rehabilitation of Jinja Storage terminal ongoing.		
Construction of an oil jetty progressed	All Early civil works were put on hold.		
Construction works of a pipeline	Reviewed the designs for the planned oil jetty and pipeline for cost optimization		

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

connecting JST and the oil Jetty at Lake Victoria progressed	Continued to review the performance of JST to improve its operational efficiency and in turn contribute to the security of supply of petroleum products for the country.
Assets handed over to UNOC managed and developed FEED, ESIA, RAP and Geotechnical surveys for EACOP progressed	Reviewed responses from the Jinja Senior Staff Surveyor and the outcomes of the due diligence on the ownership of the JST land.
Feasibility study for Natural gas pipeline engaged in Downstream business plan developed and implemented	Review of the file by ULC to consider registration of non in-cumbered plot 1 ongoing.
Feasibility studies, surveys, and detailed engineering designs of the storage facilities undertaken	Continued to follow up on the submission made to Uganda Land Commission (ULC) on the leasing of Plot 2,4,6 to a private party. ESIA report for EACOP in Uganda continued being updated.
ESIA for the terminal undertaken	The RAP report was submitted pending further review by the district authorities and MDAs and thereafter the revised valuation reports will be submitted to the CGV.
Secured adequate funds to finance stake in the Terminal	Held engagements between PPT and GOU representatives to address the issues relating to FEED approval. UNOC continues to wait for PAU's approval of the FEED.
	Conducted Internal discussions on the development of a draft Joint Venture proposal document summarizing the potential opportunities arising out of the development of the Gas pipeline . Secured and utilized available revenues generated from jinja Storage Terminal to commence the Bulk Trading business.
	Continued to engage MoFPED on bulk trading business financing. Concept Note for EACOP was presented to Development Committee of MOFPED.
	It was recommended that the EACOP Equity is to be financed through UNOC Capitalization. Reviewed and submitted the draft ESIA report to National Environment Management Authority.
	Conducted Land optimization technical engagements for alignment of AGRC's land requirements for the receiving terminal at KST and the wider KST layout

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

plan.

Engagements are underway with the MoFPED to finance KST through UNOC's capitalization.

Reasons for Variation in performance

. All activities halted due to termination of the Tullow's farm down transaction until there is clarity on the Final Investment Decision.

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	Total	0
	Wage Recurrent	0
	Non Wage Recurrent	0
	AIA	0
	Total For SubProgramme	129,400
	Wage Recurrent	113,400
	Non Wage Recurrent	16,000
	AIA	0

Program: 49 Policy, Planning and Support Services

Recurrent Programmes

Subprogram: 01 Office of the CEO

Outputs Provided

Output: 09 Corporate Governance

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Strategic plan reviewed and updated	Cascading of the Corporate strategy to Tier 2 is ongoing across all departments.	Item	Spent
Developed Company policies reviewed and sanctioned	This process will enable staff understand the Strategy, the balance scorecard approach and how their roles contribute to the delivery of the Corporate objectives.	222003 Information and communications technology (ICT)	250
UNOC projects marketed and promoted locally and internationally	Design Art Works for the Company		
Strategic plan implementation monitored	Strategy were completed in the period.		
Business Development process supervised	Participated in the review of the National Development Plan III (NDPIII). This was critical in ensuring that UNOC's 5 Year Strategy is well aligned to NDP III and benefits all Ugandans.		
	Progressed the Procurement of the EBPM Cloud Based Modelling tool and its currently at contract signing. This is part of the ongoing initiatives to build process assets for the company to enable systematic identification, documentation, monitoring and optimization of business processes		
	Witnessed the signing off of the Instruments of appointment for UNOC's Board of Directors. We await the handover process by the shareholders to the new Board. This is aimed at strengthening governance structures for the benefit of all stakeholders especially Ugandans.		
	Continued to fully engage in local and international arenas to promote UNOC's projects and mandate.		

Reasons for Variation in performance

Total	250
Wage Recurrent	0
Non Wage Recurrent	250
AIA	0
Total For SubProgramme	250
Wage Recurrent	0
Non Wage Recurrent	250
AIA	0

Recurrent Programmes

Subprogram: 02 Finance and Administration

Outputs Provided

Output: 01 Planning, Budgeting and Monitoring

Budget performance analysis conducted Prepared and submitted January to March
 Periodic work plans, and budgets prepared 2020 monthly budget variance analysis

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

	Item	Spent
<p>reports to management for consideration.</p> <p>Engaged with Natural Resources Committee on the Budget Framework Paper for FY 2020/21 and obtained approval.</p> <p>Presented UNOC's project Concept Papers to Development Committee of MOFPED. It was recommended that UNOC projects will be financed through capitalization.</p> <p>Submitted the Ministerial Policy statement for FY 2020/21 to MOFPED through Programme Budgeting System (PBS).</p> <p>Completed budget rationalization for FY 2020/21</p> <p>Coordinated UNOC's engagement as well as populating of the Sustainable development of Petroleum Resources in the NDP III covering areas of Key result Framework, Integrating of ICT and populations issues in the Programme.</p> <p>Conducted departmental focused planning and budgeting guidance sessions to guide the development of FY 2020/21 work plans and budgets</p> <p>Updated the management Information pack with January to March expenses to inform management of the expense trends and recommendations made.</p> <p>Prepared and submitted Quarter 2 performance report that gave a highlight of UNOC's performance against the agreed upon interventions.</p> <p>Prepared and submitted monthly performance reports for the months of January, February and March 2020.</p> <p>Updated the Procurement Monitoring Tracker to inform the budget rationalization process.</p> <p>Submitted documents for Certificate of Compliance assessment by National Planning Authority</p> <p>Developed a Gender and Equity (G&E) sensitization materials on the relevancy of embracing G&E concepts in the development of work plans and activity implementation .</p> <p>Conducted focused departmental guidance sessions on integrating G&E aspects in</p>	<p>221008 Computer supplies and Information Technology (IT)</p>	<p>3,750</p>

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

the development of work plans and activity implementation . This is aimed at improving UNOC's responsiveness to Gender and equity across its operational areas.

Reasons for Variation in performance

	Total	3,750
	Wage Recurrent	0
	Non Wage Recurrent	3,750
	AIA	0

Output: 02 Finance Management

		Item	Spent
Financial Statements prepared and submitted	Submitted UNOC's Six (6) Months Financial Statements to the Accountant General's office, in compliance with Section 50(1) of the PFMA 2015	221003 Staff Training	10,000
Statutory obligations complied with		221007 Books, Periodicals & Newspapers	5,000
Proportion of funding for investment secured	Submitted to PS/ST , the proposed amendments to the Income tax Act (ITA) and VAT that impact on UNOC's activities as a key player in the oil and gas sector.	221009 Welfare and Entertainment	339,944
Joint Venture audits conducted		221014 Bank Charges and other Bank related costs	15,000
Joint venture audit reports prepared		222001 Telecommunications	15,000
Participation of UNOC in joint venture engagements ensured	Commenced the process of securing Tax Consultancy Services which shall include; Tax Advisory, Transfer Pricing and Tax Compliance.	223004 Guard and Security services	16,097
		227001 Travel inland	3,000
		227002 Travel abroad	25,000
	Commenced the utilization of UNOC's Gross Payment Account (GPA) with URA which will be maintained as an operational account to facilitate the Company's engagements in the downstream bulk trading of petroleum products.		
	Timely remittance of all statutory obligations to NSSF and URA done.		
	Participated in various Business and Financial engagements aimed at financing UNOC's working capital.		

Reasons for Variation in performance

	Total	429,041
	Wage Recurrent	0
	Non Wage Recurrent	429,041
	AIA	0

Output: 03 Procurement and Maintenance of assets and stores

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Procurement plan developed and approved	Updated the procurement plan for FY 2020/21 following rationalization of the budget.	Item	Spent
Procurement plan implemented Asset Management implemented		221008 Computer supplies and Information Technology (IT)	2,000
Proper store management	The implementation of the procurement plan continued and as such a budget rationalization process was conducted with proposed reallocation to improve funding of the Plan.	221009 Welfare and Entertainment	10,056
	Updated the Asset register for the three month's period to reflect the true condition, value and location of the company's assets.	222001 Telecommunications	10,000
		223002 Rates	280,394
		223005 Electricity	65,000
		223006 Water	9,000
		224004 Cleaning and Sanitation	21,000
	Continued to stock ,restock and issue out stock as required.		
	Conducted end of month inventory counts to align inventory books with actual inventory held.		
	Completed the Stock management policy and its currently under review by management.		

Reasons for Variation in performance

Inadequate funding to fully implement the procurement plan.

Total	397,450
Wage Recurrent	0
Non Wage Recurrent	397,450
<i>AIA</i>	0

Output: 07 Risk Management

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Risk matrix reviewed and updated	Carried out an Inherent Risk Assessment for Bulk Trading.	Item 221002 Workshops and Seminars	Spent 2,500
Risk assessment carried out and mitigation strategies developed	Reviewed the approved Downstream Products Trading policy as per the Board's instructions. Carried out a Security Risk Assessment for Kabaale Industrial Park (KIP). Continued to conduct departmental sensitization sessions on the Risk Management Policy and the Risk Management Framework. Conducted a risk workshop and developed the draft Corporate risk register with proposed mitigation measures and risk owners. Mapping of departmental/subsidiary risks to their respective objectives ongoing Developed a draft Company Compliance tracker		

Reasons for Variation in performance

Total	2,500
Wage Recurrent	0
Non Wage Recurrent	2,500
<i>A/A</i>	0

Output: 19 Human Resource Management Services

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Item	Spent
National Content Strategy Implemented	Finalized the Quarter 4 Supplier Development workshop.	211101 General Staff Salaries	3,193,800
Staff training plan developed and implemented providing equal opportunities	Populated the National Content at a Glance template with achievements to date.	211102 Contract Staff Salaries	486,000
Staff team building activities conducted		211103 Allowances (Inc. Casuals, Temporary)	176,626
Recruitment plan developed and implemented with equal opportunities to all Ugandans		212201 Social Security Contributions	500,000
Career Development Plans developed and implemented	Engaged in the CA-1/EA-1/Tilenga, KFDA and Tullow Uganda Operations Pty Human Resource meetings (HRM) together with PAU and Total in which National Content issues were addressed.	213001 Medical expenses (To employees)	76,186
Staff retention plans and programs developed and implemented with sensitivity to gender and equity issues		221003 Staff Training	60,000
National Content Strategy implemented		223004 Guard and Security services	16,097
		227002 Travel abroad	2,500
Study to identify the mid-stream- national content activities for Ugandans commenced	Drafted the Capacity building Concept to solicit funds to support the development of UNOC staff, Supplier development and International vocational training for other Ugandans.		
Salaries and gratuity paid promptly to respective staff	Entered into a partnership with Stanbic Bank Uganda through its business Incubator to build the capacity of SMEs in the country as part of our National Content		
UNOC's Visibility & Image promoted locally and Internationally			

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QUARTER 3: Outputs and Expenditure in Quarter

Strategy initiatives.

Participated in the Oil & Gas Trainers Association workshop to observe the election of Leaders and Launch of the Association. The Oil and Gas Trainers Association is a key stakeholder for UNOC that will facilitate and enable implementation of the National Skills Development initiatives of UNOC's National Content Strategy.
Conducted an all inclusive induction of the new staff and one intern.

Developed a training program for the fleet team on VIP chauffeuring and etiquette in response to the cross-cutting skills gap.

Consolidated and submitted the Company Job placement and benchmarking plan for Management's consideration.

Presented the final report on the findings and recommendations of the cultural audit to management and staff. Culture transformation and champion teams were created to drive this initiative.

Continued to undertake in-house knowledge sharing sessions in project and risk management.
Held an all staff informative meeting on the progress of various projects and operations.

Conducted a financial literacy session which interested the Company in participating in the Money Up Challenge. Initial Money thoughts videos undertaken.

Conducted a four-day induction program for seven (7) staff including a Graduate Intern for inclusiveness in understanding UNOC's programs.

Current staff headcount at the end of the quarter was 116 representing 61% and 39%, male and female respectively. For inclusiveness, UNOC continues to offer a conducive and flexible arena for the scheduled interviews

Non discriminatory job adverts published for equal opportunities
Continued to support the completion of mid-year performance reviews as the company promotes a high performance culture across its departments and subsidiaries.

Continued to receive staff performance objectives as staff join the company with

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QUARTER 3: Outputs and Expenditure in Quarter

guidance from line managers and the human resource team.

Remitted all staff NSSF contributions to the relevant authorities in time.

Continued to remit a % of staff's gross pay to the provident fund.

Continued to provide health and Group Personal insurance to all female and male staff throughout the quarter.

Conducted an all staff wellness body check and fitness camp to ensure staff have healthy bodies to perform their work tasks.

Conducted coronavirus sensitization sessions to prevent the epidemic from spreading amongst staff and their families.

Maintained a serene environment for all staff by providing the necessary working tools and responding to other issues as forwarded by staff.

Provided welfare incentives to all staff including support staff i.e. lunch meals and Aerobic services.

Developed a National Content Monitoring tool to be used by National Content Institutional Team to report on National Content activities in the respective departments

Timely staff emoluments were made in the period.

Conducted the Quarter 4 Supplier Development workshop aimed at developing local skills to compete favorably in all procurements.

Participated in the Stanbic Business Incubator to discuss on the way forward with the UNOC- Stanbic MOU initiatives. Stanbic agreed to finalize the Incubator work program and share it with UNOC for synchronizing with UNOC National Content activities

Reasons for Variation in performance

Constrained funding to fully facilitate human resource management programmes

Total	4,511,210
Wage Recurrent	3,679,800
Non Wage Recurrent	831,410

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QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
			AIA
Output: 20 Records Management Services			
Functional/ Activity filing structure created	The Bid Evaluation process for courier services is ongoing currently for review by the Contracts Committee.	Item 221008 Computer supplies and Information Technology (IT)	Spent 5,000
Physical & e-filing of documents	Continued to file documents in accordance with the created functional/activity filing structure.		
Document registers (manual & spreadsheets) maintained and updated	Continued to collect historical documentation about each of UNOC's projects and subsequently letters were sent out to IOC's to submit missing reports in order to have this process completed.		
Responses to different stakeholders tracked	Continued to track internal and external responses for the months of January, February and March.		
Periodic statistical data on document mobility generated	Commenced the procurement Mobile shelving services to optimize space given the growing volume of documents Continued works to customize SharePoint as a Document Management System is being procured. Setup of the security system (firewalls) is on- going.		
Compliance monitored and descriptive attributes to ensure consistency or standardization verified	Securing fire suppression system for the Server rooms ongoing and market assessment report submitted for consideration.		
Document Control Management System procured	All IT hardware procurement for the phase one of the core Infrastructure setup were delivered, contracts signed, and implementation completed		
Disaster recovery and Business Continuity Plans (BCP) implemented	Completed all network related installations for phase one .		
ICT Strategy implemented	Commenced Phase two of Infrastructure related procurement and currently under solution prospecting and market assessment. This includes the Network Access Control, Service Desk System, Disaster Recovery system and Electronic Data Management System		
Reasons for Variation in performance			
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			Total
			5,000

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QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
		Wage Recurrent	0
		Non Wage Recurrent	5,000
		AIA	0
		Total For SubProgramme	5,348,951
		Wage Recurrent	3,679,800
		Non Wage Recurrent	1,669,151
		AIA	0

Recurrent Programmes

Subprogram: 03 Audit

Outputs Provided

Output: 07 Risk Management

Internal Controls for financial reporting reviewed and report submitted	Actual Outputs Achieved in Quarter	Item	Spent
The process of fencing Kabaale industrial park land and coordination of the various activities in the industrial park evaluated	Completed the Assets audit and an exit meeting held.		
Audit plans reviewed and approved	Continued to update the Audit query matrix and it's ready for discussion by Audit and Risk Committee.		
Joint Venture Audit in the Joint Operation Agreement Framework	Completed the Governance Audit and the report is ready for discussion by Audit and Risk Committee.		
undertaken	Submitted a Consolidated report of outstanding issues on the completed internal audit reports to PS/ST as per the requirement under section 48(6) of the Public Finance Management Act .		
Procurement process continued	Continued to update the 3 year Audit Plan.		
	Procurement and financial audit exercises are ongoing		

Reasons for Variation in performance

Procuring software was deferred to next Financial Year

Total	0
Wage Recurrent	0
Non Wage Recurrent	0
AIA	0
Total For SubProgramme	0
Wage Recurrent	0
Non Wage Recurrent	0
AIA	0

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QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
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Recurrent Programmes

Subprogram: 04 Legal and Corporate Affairs

Outputs Provided

Output: 08 Legal and Advisory Services

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Item	Spent
Commercial Agreement negotiations participated in and supported	Conducted an engagement to discuss and align the provisions of the Shareholders Agreement which are common for UNOC and the Tanzanian Petroleum Development Corporation.	221002 Workshops and Seminars	1,000
Requirements for Advocates Act complied with to attain Certificate of Approval of Chambers	Participated in a training session on Pipelines that was delivered by Simmons and Simmons on negotiation of commercial agreements with PPT. Continued to carryout internal review sessions of the Tariff and Transportation Agreement (TTA)provisions. The TTA is the main commercial agreement setting out the terms under which EACOP shall transport crude oil from the Upstream developments. Supported the process of UNOC's attainment of PPDA Accreditation for the bulk trading business venture. Supported the ongoing discussions on the proposed amendments to the refinery project framework agreement . Drafted ,reviewed and ensured the execution of the agreements that were required to deliver the first molecule initiative of the petroleum bulk trading project. Participated in a meeting with MEMD and PAU on the grandfathering workstream. Engagements will be held between UNOC and PAU's legal teams to align the interpretation and implementation of Section 190 of the Upstream Act.	225001 Consultancy Services- Short term	5,000

Reasons for Variation in performance

Progress negatively impacted by the termination of the Tullow's farm down transaction and worsened by the COVID-19 outbreak

Total	6,000
Wage Recurrent	0
Non Wage Recurrent	6,000
AIA	0

Output: 09 Corporate Governance

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QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Board engagements organised and facilitated	Coordinated the signing of the Instruments of power to the incoming Board of Directors.	Item 222001 Telecommunications	Spent 500
Board evaluations undertaken	Continued to support the preparation of the 2019 Annual Report scheduled to be presented to the shareholders at the Annual General Meeting Supported the special Board of Directors meeting to consider the participation of UNOC in the Second Oil and Gas Licensing in partnership with PetroNor E & P limited.		

Reasons for Variation in performance

Total	500
Wage Recurrent	0
Non Wage Recurrent	500
<i>AIA</i>	0

Output: 10 Public Relations

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QUARTER 3: Outputs and Expenditure in Quarter

Outputs Planned in Quarter	Actual Outputs Achieved in Quarter	Expenditures incurred in the Quarter to deliver outputs	UShs Thousand
Stakeholder engagements responsive to Gender and Equity issues conducted	Participated in the 34th NRM Liberation day celebrations held at Kagongo PTC, Ibanda district.	Item 221001 Advertising and Public Relations	Spent 25,625
Branding activities undertaken	The Corporate Stakeholder Buy in Strategy for presented Management for consideration and approval.		
Media engagements undertaken	Held an engagement with members of the National Economy Committee aimed at creating awareness and providing updates on UNOCs operations as well as strengthening its partnership with this strategic committee. Conducted several television and radio engagements in the rural and urban areas to raise awareness about UNOC'S projects and its mandate. Participated in the Oil and Gas Sector Opportunities workshop engagement in Masaka District in which UNOC shared business opportunities in Kabaale Industrial Park and the Refinery Project. Represented UNOC at the Women's Day celebrations on in Mbale, Eastern Uganda. This was an opportunity to create awareness about the company at the national level as well as boosting the company's visibility.		
	b) Campaigns Introduced a concept to popularize the UNOC Core Values by having staff participate / display activities each month depicting a specific core value. This is aimed at deepening the understanding of UNOC's core values.		

Reasons for Variation in performance

Constrained funding to facilitate all activities

Total	25,625
Wage Recurrent	0
Non Wage Recurrent	25,625
AIA	0
Total For SubProgramme	32,125
Wage Recurrent	0
Non Wage Recurrent	32,125
AIA	0

Recurrent Programmes

Subprogram: 05 Commercial Services

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QUARTER 3: Outputs and Expenditure in Quarter

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

Output: 01 Planning, Budgeting and Monitoring

		Item	Spent
Strategic and Commercial objectives developed and implemented	Developed Key Performance Indicators (KPIs) that are aligned to the Corporate Strategic objectives.	221002 Workshops and Seminars	1,000
Modelling /structuring of the financing options for the Refinery conducted	Continued to review the Integrated Economic Model (IntEM) that integrates UNOC's key projects (Upstream, EACOP and Refinery projects) with Taylor-Dejough with objective of maximizing commercial interests in the projects.	222001 Telecommunications	5,000
Commercial Terms and Agreements negotiated		225001 Consultancy Services- Short term	6,000
Implementation Agreements after end of FEED for the Refinery completed	Economic modelling of the four outstanding issues regarding UNOC's back-in into the JOA continued with the objective of determining UNOC's bargaining position.		
Business Development for Potential Investors of KIP supported	Continued to participate in negotiations of the JOAs regarding UNOC's back-in into the JOA .		
Crude Oil Marketing Study undertaken	Discussions on the Tariff and Transportation Agreements ,Shareholders Agreement and the Primary Capacity Rights Agreements (TTA,SHA & PCRA) continued.		
Commercial Viability Assessment studies for the Refinery undertaken	Discussions on the Cost Allocation agreements for shared facilities are ongoing.		
	Continued to participate in several Joint venture engagements i.e. Technical Committee meetings,Human Resource Meetings,Financial Technical Meetings, Advisory Committee Meetings to discuss work programs, manpower issues and budget proposals .		
	Continued to support the commercial structuring of KST project to determine the form and content of the solicitation documentation that will be included in the Request for Detailed Proposals (RFPs) for a Strategic Partner for the development of KST.		
	Supported the preparation of the Transaction Advisory Contract which will be reviewed by the TA Consortium .		
	Continued to support the finalization of the draft land Allocation Policy		
	Supported the review of the Terms of		

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 3: Outputs and Expenditure in Quarter

Reference for the Transaction Advisor to select the JV partner . The transaction advisor will then be engaged and will guide in the preparation of the RFP and the soliciting of proposals.

Supported the review of all agreements that facilitated the first transaction of bulk trading fuel.

Prepared a brief of the impact of COVID-19 to UNOC projects and Uganda at large specifically the supply and demand of petroleum products.

Continued to evaluate various investor financing options presented to UNOC to support the bulk trading business.

Reasons for Variation in performance

Progress negatively impacted by the termination of the Tullow's farm down transaction and worsened by the outbreak of the COVID-19 pandemic outbreak

	Total	12,000
	Wage Recurrent	0
	Non Wage Recurrent	12,000
	<i>AIA</i>	0
	Total For SubProgramme	12,000
	Wage Recurrent	0
	Non Wage Recurrent	12,000
	<i>AIA</i>	0
	GRAND TOTAL	6,578,132
	Wage Recurrent	4,779,000
	Non Wage Recurrent	1,799,132
	GoU Development	0
	External Financing	0
	<i>AIA</i>	0

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 4: Revised Workplan

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

Recurrent Programmes

Subprogram: 06 Upstream Interventions

Outputs Provided

Output: 01 Project Agreements

Commercial and legal agreements for Tilenga & Kingfisher projects required before First Oil negotiated.

Exploration data analyzed, and technical proposal submitted.

Negotiations of Joint Operating Agreements (JOA) with strategic partners completed and executed.

Execute the funding strategy for New Exploration Ventures

Work Program and Budgets approved by the regulator

Output: 02 Commercial Partnerships

Request for Proposals (RFP) for joint venture partnership in core oil and gas services received and evaluated.

Joint venture agreements with strategic partners negotiated

Output: 03 Oil and Gas Infrastructure

2020 work programs for upstream projects progressed

Resettlement Action Plan implementation for other areas (RAP 2 to 5) commenced.

Safety Standards during activities adhered to

Mobilization of project personnel for EPC and drilling contractors commenced

Subprogram: 07 Refinery and Industrial Parks

Outputs Provided

Output: 01 Project Agreements

Refinery Project Agreements to protect national interests negotiated

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 4: Revised Workplan

<i>US\$ Thousand</i>	Planned Outputs for the Quarter	Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)
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Output: 02 Commercial Partnerships

Joint Operating Agreement (JOA) with KIP Strategic Partner signed

Engagements with other potential investment partners continued

Refinery project optimally designed to achieve value for Ugandans

Engagement in the management of technical interfaces with the FEED Operator ensured

Output: 03 Oil and Gas Infrastructure

Commence FID process for the refinery

ESIA studies for the refinery completed

Implementation of the findings of the detailed CVA to benefit all Ugandan

Key support infrastructure during construction phase constructed

ESIA for KIP land completed

Jointly execute the investment options

Stakeholder engagements continued

Funding for 40% Government Equity share in the refinery secured.

Subprogram: 08 Pipelines and Storage Terminals

Outputs Provided

Output: 01 Project Agreements

Agreements relevant to Pipeline negotiated to protect government value

Downstream trading Agreements negotiated and executed

Output: 02 Commercial Partnerships

Strategic business in downstream trading evaluated

Lake transport for petroleum products promoted

Engagements with relevant stakeholders held to align and promote lake transport

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 4: Revised Workplan

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

FEED, ESIA, RAP and Geotechnical surveys for EACOP progressed

Construction for Early Civil Works (access roads to the construction camps and pumping stations) undertaken

Above ground works progressed

Feasibility study for Natural gas pipeline engaged in

Rehabilitation works to enhance security of supply carried out

Feasibility studies, surveys, and detailed engineering designs of the storage facilities undertaken

ESIA for the terminal undertaken

Secured adequate funds to finance stake in the Terminal

Rehabilitation works to enhance security of supply carried out

Construction of an oil jetty progressed

Construction works of a pipeline connecting JST and the oil Jetty at Lake Victoria progressed
Lake transport for petroleum products promoted

Assets handed over to UNOC managed and developed

Downstream business plan developed and implemented

EPCm activities for the pipeline conducted

Development Projects

Program: 49 Policy, Planning and Support Services

Recurrent Programmes

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QUARTER 4: Revised Workplan

<i>US\$ Thousand</i>	Planned Outputs for the Quarter	Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)
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Subprogram: 01 Office of the CEO

Outputs Provided

Output: 09 Corporate Governance

Strategic plan reviewed and updated

Developed Company policies reviewed and sanctioned

UNOC projects marketed and promoted locally and internationally

Strategic plan implementation monitored

Business Development process supervised

Subprogram: 02 Finance and Administration

Outputs Provided

Output: 01 Planning, Budgeting and Monitoring

Periodic work plans, and budgets prepared

Planning and budgeting engagements contributed to

Budget performance analysis conducted

Periodical performance reports prepared

Support departments, business units and subsidiaries incorporate Gender and equity aspects in the activities

Output: 02 Finance Management

Financial Statements prepared and submitted

Statutory obligations complied with

Proportion of funding for investment secured

Joint Venture audits conducted

Joint venture audit reports prepared

Participation of UNOC in joint venture engagements ensured

Output: 03 Procurement and Maintenance of assets and stores

Asset Management implemented

Proper store management

Procurement plan developed and approved

Procurement plan implemented

Output: 07 Risk Management

Risk matrix reviewed and updated

Risk assessment carried out and mitigation strategies developed

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 4: Revised Workplan

<i>US\$ Thousand</i>	Planned Outputs for the Quarter	Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)
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Output: 19 Human Resource Management Services

Recruitment plan developed and implemented with equal opportunities to all Ugandans

Salaries and gratuity paid promptly to respective staff

Staff retention plans and programs developed and implemented with sensitivity to gender and equity issues

Staff training plan developed and implemented providing equal opportunities

Staff team building activities conducted

Career Development Plans developed and implemented

National Content Strategy implemented

Study to identify the mid-stream- national content activities for Ugandans completed

National Content Strategy Implemented

UNOC's Visibility & Image promoted locally and Internationally

Output: 20 Records Management Services

Disaster recovery and Business Continuity Plans (BCP) implemented

Document Control Management System procured

ICT Strategy implemented

Functional/ Activity filing structure created

Physical & e-filing of documents

Document registers (manual & spreadsheets) maintained and updated

Responses to different stakeholders tracked

Periodic statistical data on document mobility generated

Compliance monitored and descriptive attributes to ensure consistency or standardization verified

Vote:311 Uganda National Oil Company (UNOC)

QUARTER 4: Revised Workplan

<i>US\$ Thousands</i>	Planned Outputs for the Quarter	Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)
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Subprogram: 03 Audit

Outputs Provided

Output: 07 Risk Management

Internal Controls for financial reporting reviewed and report submitted

Existence and effectiveness of the quality, health, safety and environment policy and guidelines evaluated

Advisory services in Audit process engaged where necessary

Procurement process completed

Subprogram: 04 Legal and Corporate Affairs

Outputs Provided

Output: 08 Legal and Advisory Services

Commercial Agreement negotiations participated in and supported

Output: 09 Corporate Governance

Board engagements organised and facilitated

Board evaluations undertaken

Output: 10 Public Relations

Stakeholder engagements responsive to Gender and Equity issues conducted

Branding activities undertaken

Media engagements undertaken

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QUARTER 4: Revised Workplan

<i>US\$ Thousand</i>	Planned Outputs for the Quarter	Estimated Funds Available in Quarter (from balance brought forward and actual/expected releases)
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Subprogram: 05 Commercial Services

Outputs Provided

Output: 01 Planning, Budgeting and Monitoring

Commercial Terms and Agreements negotiated

Strategic and Commercial objectives developed and implemented

Crude Oil Marketing Study undertaken

Commercial Viability Assessment studies for the Refinery undertaken

Modelling /structuring of the financing options for the Refinery conducted

Implementation Agreements after end of FEED for the Refinery completed

Business Development for Potential Investors of KIP supported

Development Projects