

OIL AND GAS MANAGEMENT FOR INCLUSIVE AND
SUSTAINABLE DEVELOPMENT: AN EAST AFRICAN REGIONAL FORUM

PROCEEDINGS REPORT



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ACRONYMS

AGI	Africa Growth Initiative
EIA	Environmental impact assessment
EPRC	Economic Policy Research Centre
C-SAR	Centre for Strategic Analyses and Research
GoK	Government of Kenya
GoSS	Government of South Sudan
GoU	Government of Uganda
KIPPRA	Kenya Institute for Public Policy Research and Analysis
LAPSSET	Lamu Port and Lamu-Southern Sudan–Ethiopia Transport Corridor
MEMD	Ministry of Energy and Mineral Development
MOFPED	Ministry of Finance, Planning and Economic Development
PEPD	Petroleum Exploration and Production Department

1. INTRODUCTION

1.1 A BACKGROUND

Recent discoveries of commercially viable deposits of oil and gas in Uganda and Kenya, as well as ongoing efforts to improve and make oil production in South Sudan more efficient, have brought to the fore the need to revisit national policies for the exploration and exploitation of oil and gas reserves and the allocation of the revenues obtained from such activities. Informed discussions based on research and evidence on how best to efficiently and effectively manage East Africa's natural resources are of critical importance at this stage of the development of these resources.

Thus, in order to deliberate on and critically explore these issues, leading policy think tanks in East Africa—the Economic Policy Research Centre (EPRC), Uganda; Kenya Institute for Public Policy and Analysis (KIPPRA); and Centre for Strategic Analyses and Research (C-SAR), South Sudan—in collaboration with the Africa Growth Initiative (AGI) at the Brookings Institution, Washington, D.C., organized the two-day Forum on the Management of Oil and Gas Resources for Inclusive and Sustainable Development in Africa. The forum brought together 114 delegates from the East Africa region to deliberate on how to efficiently manage their oil and gas reserves.

The delegates engaged in rigorous debate about the exploration and exploitation of oil and gas, the efficient and equitable management of oil revenues and the management of the environment. Their particular focus was on how regional cooperation can enhance the efficient utilization of the region's resources. In addition to sharing their experiences about managing an oil-based economy, they emphasized the importance of openness and transparency in the design and implementation of policies for the management of this nascent sector.

“THE MESSAGE OF POSITIVITY SHOULD BE TAKEN OUT TO THE STREETS THAT WITH COOPERATION, THE BLACK GOLD UNDER THE GROUND CAN BE TRANSFORMED INTO GREEN GOLD ABOVE THE GROUND.”

Hon. Maria Kiwanuka, minister of finance, planning and economic development, Uganda, on transforming oil wealth into agricultural wealth

1.2 THE FORUM

The forum—hosted by the EPRC, and jointly organized with KIPPRA, C-SAR and AGI—was held on January 23 and 24, 2013, at the Kampala Serena Hotel. The forum was attended by delegates from Uganda, Kenya, Tanzania, Burundi, Rwanda, South Sudan and the United States (see Annex 2: List of Participants). Specifically, the attendees included senior government officials (ministers and deputy ministers, directors and heads of commissions, and other high-ranking government employees); local community leaders, including representatives of traditional rulers; entrepreneurs; and representatives from civil society, think tanks, the media, the diplomatic corps and the general public. The forum participants deliberated freely on various gas- and oil-related issues and paid particular attention to how the East African countries can more effectively manage their newly discovered oil and gas resources so as to support economic and human development in the region and avoid the resource curse that has so frequently characterized many natural-resource-rich African countries.

1.3 THE FORUM PROCEEDINGS

1.3.1 Purpose, Objectives and Outputs

The regional forum, whose theme was oil and gas management for inclusive and sustainable development in Africa, was organized for the purpose of initiating constructive dialogue between policymakers, civil society, private sector players and researchers on various aspects of oil and gas management. The forum sought to provide an environment where all relevant stakeholders could come together and engage constructively on issues relevant to oil and gas management and provide the appropriate authorities with the information that they need to manage these critical resources for the benefit of their populations.

The desired output of the forum was that there be a significant increase in the scope and level of participation in the design and implementation of policies dealing with the exploration and exploitation of oil and natural gas in the East African economies. The delegates acknowledged the need to inject openness and transparency into the process of negotiating contracts for the exploration and exploitation of natural resources. Additionally, the forum participants also emphasized

the importance of making certain that citizens of the communities where the gas and oil reserves are located are granted the facilities to participate fully and effectively in the design and implementation of policies for the management of these resources.

1.3.2 Forum Content, Format and Facilitation

The forum focused on the following themes:

- Key themes in natural resource management;
- Experiences in natural resource management in Africa;
- Revenue management to maximize benefits and minimize risks;
- A regional approach to infrastructure and the environment; and
- Natural resource management and the private sector.

In addition, there were breakout sessions in which the participants were tasked with identifying specific “takeaway” points that could be transmitted to policymakers and other parties concerned with efficient management of oil and gas resources. Finally, there was a closing session, which was devoted to an overview of the forum proceedings and searching for a way forward.

2. A SUMMARY OF THE FORUM PROCEEDINGS

2.1 OPENING REMARKS

2.1.1 Remarks by Dr. Sarah Ssewanyana, Executive Director, EPRC

In her address, Dr. Ssewanyana welcomed the participants and outlined the purpose of the meeting. The forum, she stated, was designed to provide the participants with the opportunity to engage in evidence-based dialogue on the management of oil and gas resources. Historically, many oil-rich countries on the continent have based dialogue about resource management on emotions without making any effort to obtain the necessary data, analyze them and secure the evidence needed to formulate and implement effective policies. Dr. Ssewanyana called upon the participants to recognize the importance of evidence-based approaches to policy design and to think innovatively about how they could enhance the ability of each country's diverse stakeholders to participate fully and effectively in the management of natural resources so that the "resource curse" can be avoided. She underscored the fact that the conference was not designed to criticize governments, but to help them manage national resources in an efficient and equitable manner by making certain that all relevant stakeholders have a better understanding of those approaches to oil and gas management that would promote inclusive and sustainable development.

2.1.2 Remarks by Professor Mwangi S. Kimenyi, Senior Fellow and Director, AGI, Brookings Institution

Prof. Kimenyi highlighted the fact that many natural-resource-rich countries in Africa are still pervaded by extremely high levels of poverty and deprivation, severe wealth and income inequality, and a proclivity for violent conflict. In these countries, natural resource endowments are a "curse" and not a mechanism for human development. These challenges explain the need for a forum in which the East African

“OIL PRESENTS NEW CHALLENGES TO THE REGION. OIL REVENUES ARE UNIQUE IN THAT THEY ‘BELONG’ TO THE PEOPLE NOT THE GOVERNMENT, ARE A NATIONAL RESOURCE. THE ISSUE OF REVENUE ABSORPTION IS KEY AND, UNDOUBTEDLY, UGANDA HAS AND WILL HAVE A CHALLENGE OF CAPACITY TO ABSORB.”

Dr. Ezra Suruma, senior presidential advisor, finance and planning, Uganda

countries, which have recently discovered significant deposits of oil and gas, can discuss how to manage these resources so that they can serve as a "blessing" for all the inhabitants of the region. Specifically, Prof. Kimenyi reiterated, the forum's main objective is to provide an enabling environment for the type of robust dialogue between all relevant stakeholders that will ensure that the resources become a foundation for sustainable human development. Finally, he emphasized the need to adopt a regional approach to resource management so that the region can more effectively exploit economies of scale in areas such as infrastructure development and ecosystem protection.

2.1.3 Remarks by Hon. Peter Lokeris, Minister of State for Mineral Development, Ministry for Energy and Mineral Development, Uganda

Minister Lokeris read a speech on behalf of Hon. Irene Muloni, the minister of energy and mineral development, Government of Uganda (GoU). He thanked the organizers of the forum for putting together such an extraordinary

Mr. Jimmy Mugerwa, general manager of Tullow Uganda, Ltd., highlighted six challenges that the GoU and the oil companies share:

- A logistical and infrastructure challenge considering that about 850,000 metric tons of materials have to get into Uganda through the relatively small port of Mombasa in Kenya.
- Environmental and social challenges involving how to develop the industry with environmental sensitivity, as well as technical capacity gaps.
- Current minimal yet, undoubtedly, vital community engagement interventions.
- The need to manage expectations of Ugandans, especially for jobs.
- Feasibility of refinery development, considering that there could, in the near future, exist five refineries in the region for only 120 million people.
- The need for a predictable investment environment.

event. He added that the theme of the forum underpins the key principles of a governance approach that seeks to advance not only development of the sector but also of the country. Minister Lokeris gave an overview of progress so far in Uganda's oil and gas sector. He informed the forum participants that out of 87 wells dug, 76 of them had hit oil, which represents an 86 percent success rate. So far, only 40 percent of the Albertine Graben—the area where Uganda's known oil reserves are located—has been explored. He remarked that the GoU was in the process of carrying out appraisals, as well as granting production licenses, and he reiterated the GoU's belief that refining the oil should be given priority over the need to start discussions about export markets.

Minister Lokeris informed the participants that a petroleum transportation and storage study was ongoing and that

the GoU had concluded a study on challenges and opportunities for the management of oil in the country. In addition, an environmental impact assessment was in place. The priority of the GoU is on the development of a sound legal framework for the management of the country's oil and gas resources. The provision of the legal framework began in 2008 with the passing of the National Oil and Gas Policy, which recognizes the participation of the country's various stakeholders, just as this forum has made evident. He decried citizens' lack of knowledge about the oil and gas sector and added that the Ministry of Energy and Mineral Development (MEMD) has implemented a communication strategy to improve the exchange of information. He noted that while oil and gas discoveries in Uganda are a cause to celebrate, they have introduced new challenges to the country, among which are high expectations from citizens who hope the royalties from the sale of the oil would be used to fight poverty and environmental challenges. The minister concluded his remarks by stating that the GoU seeks to engage all relevant stakeholders in dialogue about the management of oil and the allocation of the revenues obtained from selling the oil.

2.1.4 Remarks by Hon. Mary Jervase Yak, Deputy Minister of Finance and Economic Planning, South Sudan

Deputy Minister Jervase Yak expressed her appreciation to the organizers of the forum for providing the opportunity for such a robust dialogue on the management of oil and gas resources and added that such a forum was overdue. The issues discussed at the forum, she continued, are at the forefront of the political economy of natural resource management on the continent, and understanding them would enhance not just economic growth but also the continent's development. She said that recognizing Africa's continued mismanagement of its natural resources is the first step in making certain that resource endowments do not become a curse. Finally, she concluded by stating that the cornerstone of the forum's deliberations should not be criticism of governments but constructive engagement with public officials, learning from each other, and finding a way forward that would be beneficial for all the countries on the continent.

2.1.5 Opening Address by Hon. Maria Kiwanuka, Minister of Finance, Planning and Economic Development, Uganda

Minister Maria Kiwanuka specially welcomed delegates from neighboring countries and extended thanks to the forum's organizers. She added that this kind of forum is good for the dispelling myths that tend to surround the oil and gas sector. She assured the participants of the commitment of the Government of Uganda to openness and transparency in the management and allocation of the oil and gas revenues. She reiterated the GoU's intention to promote accountability and adherence to the rule of law as it seeks ways to enhance the efficient and equitable allocation of all oil-based public revenues.

Minister Kiwanuka said that revenues from oil and gas will be used to develop the key sectors of infrastructure, agriculture and tourism and that any surplus revenues will be invested overseas. She added that the GoU attaches great importance to the management of natural resources and noted the decision to include oil revenues in the general public finance management framework in the Public Finance Bill so that the renewable resources can be developed by the nonrenewable oil. The revenues, she added, are needed to diversify and transform the economy and not make the latter depend upon the former. She informed the participants that Uganda is ready to go into discussions with its regional partners (i.e., Kenya, Tanzania, South Sudan, Burundi, the Democratic Republic of the Congo and Rwanda) on the construction of the infrastructure associated with the refining and transporting of oil to export markets (e.g., refineries, pipelines and ports). In closing, she urged "dialogue, dialogue, dialogue," as nobody must feel left behind. She also thanked the Royal Norwegian Government for its support of the GoU in the development of the oil and gas industry.

2.1.6 Session I: Key Themes in Natural Resource Management

Prof. Mwangi S. Kimenyi, senior fellow and director, AGI, Brookings Institution, Washington, D.C., moderated this session.

Prof. Kimenyi pointed out that it is important for the East African economies to adopt a regional approach to the management of their gas and oil resources. Regional cooperation, he stated, can provide significant benefits,

especially in dealing with oil- and gas-related issues that have a regional dimension, such as environmental management and the construction and management of infrastructure. He noted that foreign aid is not enough to transform the African economies and that there is a need, therefore, for Africans to spend more time examining ways to manage their natural resources well so that they can generate the revenues needed to invest in economic transformation.

Dr. John Page, senior fellow, Global Economy and Development, Brookings Institution, Washington, D.C., set the scene for the day's discussion by giving the participants a series of points on the management of oil and gas on which to deliberate during the two-day meeting. He argued that managing natural resources effectively requires deliberate planning involving the entire value chain—from making decisions on contracting for exploration, exploitation and production to dealing with the revenues obtained from selling the oil. One should not jump into the process without preparation—management of this critical sector is not spontaneous, but, rather, it takes a series of processes and choices, including the decision to extract or not to extract; how best to engage everyone—the private sector, civil society (public) and government—in the value chain; how to maximize the flow of revenues from the sector to the national government; and, finally, how to make sure that the revenues obtained are allocated in an efficient and socially equitable manner. In particular, the government has an important role in determining how oil-related revenues should be allocated—how will the revenues be spent, what will they be spent on, and what portion of the revenues will be invested and on what and where.

Dr. Page noted that investment in the economy had a higher rate of return, especially in terms of social and economic development, than in other vehicles. He mentioned that Chile, Malaysia and Botswana were countries that had successfully used revenues from natural resources to transform their economies and significantly enhance national development. He noted further that conducting cost/benefit analyses on investment in oil and gas was important in guiding the decision-making process. Given the fact that oil is a depletable resource, he urged the participants to think through how best these resources

“ AT INDEPENDENCE, SOUTH SUDAN FOUND THE OIL AND GAS SECTOR IN CRISIS. THERE WERE NO ENVIRONMENTAL IMPACT ASSESSMENTS (EIAs) ON RECORD, SO THE OIL COMPANIES EXPLOITED THE RESOURCE WITHOUT DUE REGARD TO THE ENVIRONMENT. NOW, EIAs ARE BEING DONE.”

Mr. Paul Adong Bith, managing director, Nile Petroleum, South Sudan

can be used to develop each country's nondepletable or renewable resources such as those found in agriculture. The latter, of course, has been the foundation for economic growth and development in the East African countries since independence.

Finally, Dr. Page concluded that since the oil companies have more and better information about the management of natural resources than governments, it is important that both parties work together in order to achieve results that are mutually beneficial. Of course, governments must understand and appreciate the fact that at the end of the day, the private companies engaged in oil exploration, exploitation and production bear relatively high risks, some of which can come from the failure to find oil and volatility in global oil prices.

Dr. John Mukum Mbaku, nonresident senior fellow, AGI, Brookings Institution, and professor of economics, Weber State University in Utah, Washington, D.C., gave an overview of what is happening in the different East African countries. He stated that Uganda has confirmed the discovery of commercially viable oil and gas deposits and is now working toward addressing the challenges associated with their exploitation and development. These include management of the environment, land grabs and integrating oil into the national economy. With respect to Kenya, Dr. Mbaku noted that the government is working on legislation that would enhance the management of the oil and gas value chain. The Government of Kenya (GoK) is also moving ahead with efforts to determine

if there are more oil deposits within its territory. The GoK has also indicated that it wants to make certain that adequate opportunities are granted to Kenyans to participate gainfully in the country's emerging oil sector. Thus, the government is advising the multinational companies involved in oil exploitation and production to purchase inputs from local companies and use the latter as subcontractors. South Sudan's economy is extremely fragile—since independence in 2011, the economy has been dependent almost totally on oil. Unfortunately, the Government of South Sudan (GoSS) was forced to stop oil production because of disagreements with Khartoum over transit fees, as well as the sharing of oil revenues with the Republic of Sudan as per the Comprehensive Peace Agreement. Although both countries signed an agreement in September 2012 that deals with various postsecession issues, South Sudan has still not yet been able to resume oil production. Currently, the GoSS is seeking cooperation from its East African neighbors as it tries to address its oil-related infrastructure problems, including the possibility of building an oil pipeline that would allow it to minimize its reliance on existing oil transportation system in the Republic of Sudan. In addition, the GoSS is working very hard to attack bureaucratic corruption and fully address the mismanagement of oil-related revenues. Finally, Dr. Mbaku stated that South Sudan is developing plans to deal with unemployment, especially among restless urban youth.

2.1.7 Session II: Experiences in Natural Resource Management in Africa

Dr. Sarah Ssewanyana, Executive Director, EPRC, Uganda, moderated the session.

Mr. Silas Olang, senior regional associate (Africa), Revenue Watch Institute—Tanzania, noted that there is asymmetric information between the oil companies and government, with oil companies having the upper hand with information. Thus, securing exploration, exploitation and production contracts that maximize net benefits to the national government and the country is a challenge. Countries in East Africa lack the capacity to negotiate effectively with multinational oil companies. As a consequence, there is a need to develop a long-term regional strategy for building the necessary capacity to enhance the ability of the East African countries to

negotiate effectively with international oil companies. He said that there is no particular formula for managing oil and gas revenues, but that there is a need to pay particular attention to the potential risks associated with natural resource development. He argued that it is important for each country to establish clear rules for the management of revenues.

In addition, Mr. Olang argued, each country must also build institutions that adequately constrain those who are tasked with managing public revenues so as to prevent them from engaging in corruption or ignoring the rules governing allocation and engaging in illegal and unethical practices. Countries such as Uganda and Kenya, which are new oil-based economies, have the opportunity to use the resources obtained from oil and gas to transform their domestic economies and enhance national development. These countries can learn from the successes and failures of other oil-based economies on the continent. Finally, he advised the East African countries to strengthen their oversight institutions in order to prevent any resource leakages.

Ms. Wanjiku Manyara, general manager, Petroleum Institute of East Africa, Kenya, said that Kenya needs to ascertain, as soon as possible, the commercial viability of its hydrocarbons. This step is critical because of the enormous interest of various sectors of the Kenyan population in oil as a mechanism for poverty alleviation and eventual eradication. The Kenyan government has made big plans on how it hopes to spend the oil revenues—it hopes to use some of the oil revenues to finance its Vision 2030, whose main focus is poverty eradication and economic transformation. Of course, residents of Kenya’s oil-rich areas are demanding that the government pay particular attention to their needs when it comes time to allocate the revenues. Ms. Manyara pointed out there has been increased interest from major oil companies and civil society about Kenya’s oil and gas resources. Kenya, she concluded, needs to urgently draft a comprehensive energy policy and develop the necessary facilities to train Kenyans so that they can eventually take over the management of the oil and gas sector from foreigners.

Mr. Ernest Rubondo, commissioner, Petroleum Exploration and Production Department (PEPD), Ministry of Energy and Mineral Development, Uganda

informed the participants that managing oil resources is based on three important legal mechanisms: the regulatory and institutional framework for the oil and gas sector; the country’s natural resource ownership policy; and the contracts that the government has signed or will sign with oil companies. In the case of Uganda, Mr. Rubondo indicated that the government has already signed production-sharing agreements with various international oil companies. Mr. Rubondo concluded by emphasizing the importance of utilizing available technologies to enhance sector productivity and providing each government with the capacity to adequately and effectively regulate the industry so as to maximize the benefits flowing to the national treasury.

Discussions following from the Session

A rich discussion followed, in which the participants commented on various points made by the panelists. Some of the questions that dominated the discussion were on the cost of producing Uganda’s oil and whether there was a way of knowing how much crude oil has been taken from the ground and stored. The panelists responded that “finding costs”—that is, the costs associated with

“THREE FACTORS DETERMINE THE PROPER DEVELOPMENT OF NATURAL RESOURCES—ECONOMIC, SOCIAL/ ENVIRONMENTAL AND POLITICAL—BUT POLITICAL WILL OVERRIDES ALL AND MUST BE ATTAINED FOR ANY PROGRESS TO BE MADE.”

Mr. Silas Olang, senior regional associate (Africa), Revenue Watch Institute—Tanzania

prospecting for oil—are more accurately determined at the early stage than production costs. So far, there are 3.5 billion barrels of oil in the ground, and the various oil companies have already made an investment of \$1.5 billion, resulting in finding costs in Uganda of less than \$1 per barrel. This is a good record because around the world, the average finding cost of oil is between \$5

and \$25 per barrel. On the second part of the question, the panelists expressed a need for qualified and skilled personnel to do such sophisticated monitoring to find out how much crude oil has been taken from the ground and stored. Thus, capacity building is important so that East Africa's technocrats can engage in dialogue at the same level with the officials from the international oil companies.

Other pertinent questions focused on what East African countries could learn from other oil-rich countries in Africa and across the world, and what was the most effective way to ensure that oil was sustainable for a longer time. The panelists' response was that the East African countries look at bad practices in and the failures of several oil-based African economies as a way to enhance the ability of the East African countries to develop and adopt good practices. Most importantly, the East African countries should benchmark against principles, not necessarily other countries. The way to ensure the oil will be available for a longer period is to also ensure that all the other sectors of the economy stay vibrant. Discussions on oil and gas management can start early, especially for the Kenyan economy, which is just commencing oil and gas production.

2.1.8 Session III: Revenue Management to Maximize Benefits and Minimize Risks

Prof. Joseph Kieyah, head, Private Sector Development Division, KIPPRA, moderated the session.

The participants raised issues of transparency and accountability and how benefits for the present generation can be maximized without jeopardizing the ability of future generations to use these resources to meet their own needs.

Hon. Mary Jervase Yak, deputy minister for finance and economic planning, South Sudan, discussed South Sudan's experiences with oil and gas management. She stated that South Sudan has halted oil production because of political problems and other conflicts with the Republic of Sudan. She added that talks between Juba and Khartoum are still ongoing as the two countries try to resolve their postsecession problems

and resume oil production. In the meantime, South Sudan is exploring other avenues to export its oil, including forming a partnership with Kenya on the, Lamu Port and Lamu Southern Sudan–Ethiopia Transport Corridor (LAPSSET) project.¹

Since independence in July 2011 and before the stoppage of oil production, oil exports have accounted for as much as 98 percent of the budget of the Government of South Sudan. Hence, since oil production has been temporarily halted, the GoSS and the country are facing a type of economic hardship that is almost similar to the one it faced before the Comprehensive Peace Accord was signed in 2005. She stated that there was clear mismanagement of oil revenues in the period before independence and, as such, the country failed to invest in other sectors of the economy. The GoSS, however, is working hard to rectify past mistakes and draw up plans for the diversification of the national economy. Currently, the emphasis is on developing tourism, improving the mining sector, and seeking ways to start processing some of the country's agricultural output. To jump-start these economic projects, the GoSS has acknowledged the need to provide the economy with a more effective legal framework. As part of that effort, there is currently a petroleum management bill before the parliament.

Mr. Micah Cheserem, chairman, Commission on Revenue Allocation, Kenya, explained that once the commercial viability of Kenya's oil is confirmed, the money obtained from the exploitation and sale of that oil will be used to develop marginalized areas of Kenya, starting with Turkana. Nevertheless, Mr. Cheserem cautioned, the Government of Kenya intends to bring the matter of the allocation of oil revenues to public debate in order to secure the type of input from the general population that would enhance efficient and equitable allocation. Oil revenues, he suggested, would most likely go into providing the necessary infrastructure for development (e.g., schools, hospitals, roads, dams), as well as the improvement of the rural agricultural sector. He concluded by stating that the GoK plans to borrow money, using national oil and gas reserves as security, to jump-start the country's infrastructure construction project.

¹ Kenya intends to build a second transportation corridor connecting South Sudan and Ethiopia. Kenya has another transport corridor through the Mombasa port connecting to Uganda, Rwanda and Burundi.

Mr. Lawrence Bategeka, ag. principal research fellow, EPRC, Uganda, warned that governments must make certain that a booming oil sector does not contribute to the type of appreciation of the local currency (in Uganda, the shilling) that could endanger other sectors of the economy and render them unable to sell abroad. The East African countries, he warned, must work deliberately toward developing their non-oil sectors and making certain that they are not dislocated by export activities in the gas and oil sector. In terms of managing the revenues from the sale of oil, Mr. Bategeka warned that corruption is likely to be a major problem and suggested that openness and transparency could help governments minimize any resource leakages. He urged national governments to make sure that the multinational companies involved in the oil and gas value chain utilize local resources, hire citizens and engage domestic businesses as subcontractors in their operations. Finally, he advised the East African governments to ensure that environmental health is maintained; to adequately address potential social conflicts arising from oil and gas exploration, exploitation and production; and to pay particular attention to the needs and concerns of host communities in order to promote harmonious and peaceful coexistence with the oil companies, their workers and other parties.

Discussions following from the Session

Discussions from the participants following from the session mainly focused on the South Sudan oil economy. Specifically, it focused on how South Sudan ensured that the benefits from oil production did not go only to a few people and how South Sudan was able to harmonize the grazing rights versus oil extraction rights. The panelists responded by explaining that before Southern Sudan gained its independence, the ruling elites in Sudan and South Sudan (after independence) illegally appropriated significant amounts of oil revenues for their own benefit. They argued that this was in the past and that, today, the Government of South Sudan is undertaking steps to make sure that such corruption is eliminated and that oil revenues are used to benefit all citizens. Hence, the GoSS is putting in place a legal framework that would minimize corruption and severely punish those engaged in any form of public financial malfeasance. On the issues of grazing versus oil extraction, the panelist explained

that the existing oil agreements were drawn up by the Khartoum government many years ago, so they did not often take into consideration the rights and development needs of local communities in South Sudan. In fact, inhabitants were often forcefully removed from their lands in order to give way for the extraction of oil. Today, the GoSS is making certain that the rights and concerns of all the peoples residing in the oil-producing areas are considered and respected and that the oil is extracted in an environmentally friendly manner. This is being done through the renegotiation of existing contracts.

DAY 2

2.1.9 Session IV: Regional Approach to Infrastructure and the Environment

Dr. John Mukum Mbaku, nonresident senior fellow, AGI, Brookings Institution, and professor of economics, Weber State University of Utah, Washington D.C., moderated these discussions.

Ms. Marie-Ange Kigeme, project manager, Project on Protection of Population and Habitat, Burundi, gave a summary of Burundi's search for oil and gas. She stated that Burundi is yet to make any oil and gas discoveries, although explorations were started during the colonial period. Postindependence political instability, she indicated, severely hampered progress in exploration activities. Burundi, she went on, is just beginning to review its regulatory framework for oil and gas, as well as for other minerals. The existing laws, she reiterated, are quite old, and the Government of Burundi hopes to update them; and in doing so, it hopes to learn from Kenya and Uganda, countries in the region that have hands-on experience with the subject. She indicated that the Government of Burundi has recognized the fact that any infrastructural development will affect the environment and so there is an urgent need to conduct an environmental impact assessment before any project can proceed. She concluded her presentation by asking whether it would be more efficient for the East African countries to build regional refineries or for each country to shoulder the costs of national structures.

Mr. Robert Kasande, assistant commissioner and refinery development manager, Petroleum Exploration and Production Department, Ministry of Energy and Mineral

Development, Uganda, traced the background to the joint refinery in East Africa to 2007. In 2008, at the East African Community Summit, member countries agreed on a plan for the provision of oil and gas infrastructure, where it would be located and who would own it. The group agreed to build a new refinery in Uganda because the one already in existence in Mombasa had an installed capacity of 70,000 barrels per day but only produces 30,000 barrels per day. In 2011, Uganda completed a feasibility study on oil refining and determined that it would be highly profitable to establish the refinery closer to the wells because of various factors, the most important of which is the difficult terrain, which makes transportation of the crude quite costly, as well as the nature of the oil.

According to the study, the refinery will have a capacity of 60,000 barrels of oil per day and gradually peak at 180,000 barrels per day. The target markets for the refinery's outputs are South Sudan, Burundi, Rwanda and western Kenya. A study is ongoing on how to get the crude oil from the field to the refinery, as well as how to transport the refined oil to export markets. Mr. Kasande concluded his presentation by drawing attention to the many benefits of refining the oil in Uganda and exporting the output instead of exporting the crude. These benefits include offsetting Uganda's oil and gas import bill, which currently stands at \$1 billion per year. These savings, of course, are in addition to those that will be created for local communities along the oil and gas value chain.

Mr. Arnold Waiswa Ayazika, director, environmental monitoring and compliance, National Environment Management Authority (NEMA), Uganda, acknowledged that oil and gas discoveries in Uganda have come with new environmental challenges because these discoveries are located in an extremely sensitive ecosystem. The areas where oil has been found are home to over 70 percent of Uganda's wildlife. In addition, on or around this oil-producing region are located Lake Albert and the River Nile, which provide necessary moisture to several plant species and, of course, water and food to many communities. As a result, it has been imperative for the GoU to put together plans to safeguard the environment and to ensure ecosystem restoration. Such planning has called for several government departments and agencies (e.g., fisheries, forestry, wildlife authority, water departments) to work closely together to minimize the

environmental and ecosystem degradation resulting from oil and gas production. Mr. Ayazika cautions that although the GoU is working on an environmental compliance strategy, a lack of capacity could severely endanger success. Hence, it is important for the East African countries to cooperate in the development of the necessary capacity to deal with the environmental problems associated with an oil-based economy.

Dr. Dulacha Barako, technical advisor, Commission on Revenue Allocation, Kenya, inquired whether it might be more appropriate for the East African countries to develop renewable sources of energy rather than rely on oil and gas, which are finite resources. What would countries have to do, he wondered, to have all the necessary infrastructure in place (e.g., ports, railways and roads) in order to have a fully productive oil and gas sector? Nevertheless, he stated that the development of infrastructure should specifically target improvements in other sectors of the economy in order to minimize their dislocation. He emphasized the fact that there is a need to do a cost/benefit analysis, as well as a net present value evaluation, of investment in oil and gas. The decision to proceed with the development of these resources, he reiterated, should be informed by thorough and scientific analysis—that is, policy should be evidence based and undergirded by research and analysis. In conclusion, he reminded the participants of the critical need to fully and effectively involve the citizens of the host communities. It is only through such effective participation that these communities can support the government's development efforts and initiatives.

Discussions following from the Session

The session attracted diverse and wide sets of questions from the participants, who looked inward on the preparedness and possibility of East African countries working together for the benefit of all the countries. The participants held the view that a regional approach to oil and gas management was the appropriate way to go and that the time had come to lay down mechanisms to push forward the agenda. Among the questions raised was the relevance of the Uganda's 2011 feasibility study in view of the new oil and gas discovery in Kenya and how the East African governments finance oil and gas industry-intensive reproduction projects.

The panelists responded by clarifying that Uganda's 2011 feasibility study took the regional market, as well as oil and gas discoveries in Kenya and other East African countries within the Rift Valley, into consideration. Further, the study remains relevant since it also dealt with the fact that Uganda remains landlocked and crude oil transportation would be infinitely more expensive to undertake. On the financing aspect, the panelists suggested that it could be approached from a regional perspective, and once there is a coordinated plan to develop oil and gas infrastructure, each country can contribute based on its comparative advantage.

2.1.10 Session V: Natural Resource Management and the Private Sector

Mr. Peter Biar Ajak, founder and director, Centre for Strategic Analyses and Research, South Sudan, moderated the discussion.

Mr. Ajak informed the participants that the organization for which he works has now established a community development department for the oil and gas sector that is tasked with educating and sensitizing the population about the environment and helping them remain alert so that they do not engage in activities that can harm their health or the health of their livestock.

Mr. Jimmy Mugerwa, general manager and director, Tullow Uganda, Ltd., remarked that the oil companies operating in the region believe that there are sufficient oil and gas resources in the basin to support more investment by international oil companies. Such investments should help countries develop their oil and gas sectors. However, he cautioned that the East African countries must establish predictable business environments in order to attract further foreign investments. Further, he observed that while the idea of emphasizing regional cooperation is welcomed, the challenge will be in making final collective decisions. Thus, there is a need for all parties to first produce an energy master plan, which can serve as a framework for future decision-making.

Mr. Paul Adong Bith, managing director, Nile Petroleum, South Sudan, acknowledged that South Sudan has encountered many problems in its oil and gas sector. First, oil production started in the country without an environmental

impact assessment and, as a result, oil companies were operating without due regard for the environment. Such an approach to resource exploitation has had a significantly negative impact on many communities, especially those around the oil fields. However, South Sudan has now completed a new environmental impact assessment.

Mr. Jaspal Agastiva, director, Department of Resource Survey and Remote Sensing, Ministry of Environment and Mineral Resources, Kenya, remarked that there is a need to develop a joint data repository of the region's mineral resources over time to ensure better regional planning.

Discussions following from the Session

The discussion focused on the role the private sector played in natural resource management and their interaction with the community. One specific question was addressed to Tullow Uganda, Ltd. (the company exploring oil in Uganda) on how it was creating trust with the various communities in which it was operating. Mr. Mugerwa responded by saying there is a need for more dialogue and information sharing because the Tullow management is committed to doing, and has done, much for the communities in which it operates through its corporate social responsibility programs, particularly through the Irish organization Traidlinks.

2.1.11 Session VI: Leveraging Media and Civil Society for East Africa's Oil and Gas Development

This session was moderated by *Mr. Daniel Kalinaki, managing editor, The Daily Monitor, Uganda.*

Dr. Peter Mwesige, executive director, African Centre for Media Excellence, Uganda, argued that the media has not properly covered the topics on oil and revenue management. However, he said that the media has, undoubtedly, brought to the fore the debate on various aspects of oil and gas management. While agreeing that the media is not yet undertaking enough investigative reports on oil and gas management, he nevertheless stated that the media can only do an effective job if it has access to critical information, most of which resides with the government and the oil companies. Some of that information is highly technical and would require further analysis before it is accessible to the media and through the latter to the public. The media, however, must make

sure that what it is transmitting to the public is accurate. Thus, fact checking is important.

Ms. Wanjiru Gikonyo, national coordinator, Institute for Social Accountability, Kenya, said that civil society in Kenya has helped citizens fight for their rights, citing the LAPSSSET project and the Kitui coal cases, where local people were threatened with eviction but were supported by civil society to go to court and get justice. She made a strong case for the role of a vibrant and robust civil society in the region, saying that the majority of the region's citizens are illiterate and uninformed and, thus, voiceless. Civil society organizations, she concluded, bridge the gap between the government and the citizens.

Ms. Gloria Sebikari, communications officer, Petroleum Exploration and Production Department, Ministry of Energy and Mineral Development, Uganda, said that the department has prepared a communications strategy, although she did not divulge details and added that the GoU is committed to sharing as much information as possible with Ugandan citizens so that suspicion and confusion about how the government is allocating their resources can be minimized.

Discussions following from the Session

The participants raised pertinent questions and concerns on how the media reported the oil and gas findings and the role of civil society. Of particular importance is why civil society, more often than not, seemed to work against the government in development projects. A case in point is the LAPSSSET project in Lamu, Kenya. The panelists responded that the government has the responsibility to undertake due diligence work before starting a project and must work for the good of the people as it is accountable to them. If it fails to this, people will speak out through civil society groups. There is a need for more efforts by governments to work together with local communities.

Questions on the media centered on why there were not many stories in local newspapers on the financial and business aspects of the oil and gas industry in Uganda, and at what point does the media see good things. The panelists' responses indicated that the relatively small size of Uganda's economy partly accounts for that deficiency,

but also that only a few journalists in Uganda have the skills to carry out business reporting. Perhaps more important is the fact that once journalists acquire the skills to function well in the area of business and financial reporting, they leave for jobs in financial institutions, where they can command significantly higher salaries. It was noted that the media has come a long way, and it should be recognized that they are beginning to focus more on factual and positive stories than on sensationalist ones.

2.1.12 Session VII: Breakout Sessions

The participants were divided into three groups, with instructions to highlight six major takeaway issues under each assigned topic. The results are as follows:

Topic: Management of Natural Resource Revenues

- The region's governments should know the extent of each country's resource endowments since such knowledge is critical for making accurate revenue projections. Openness and transparency are critical for the efficient management of public revenues.
- There is an urgency to link a country's resource potential to the national vision for development. Governments should be cautious about borrowing against expected revenues from their natural resources. The goal should be to exploit the resource in a sustainable manner.
- Where to invest? Governments should identify high-quality projects after doing a cost/benefit analysis and then invest in infrastructure, starting with energy and human capital.
- The pace of expenditures is also a concern—often, reckless spending can cause domestic inflation. Thus, fiscal authorities must be sensitive to inflation and commit to keeping some money overseas in foreign monetary units.
- For the landlocked countries, using regional infrastructure is pragmatic and can help these countries have relatively cost-effective access to the coast.

Topic: Regional Approach to Natural Resource Management

- The East African countries should have joint planning sessions so that each country can see where, in the gas

and oil value chain, it has a comparative advantage. Such knowledge can help promote the type of cooperation that produces significant benefits for all parties.

- Sharing of infrastructure in the region should be given serious consideration. Such an approach to economic development existed in the defunct East African Community where they shared railways, airways and telecommunication services. With the discovery of oil and gas in East Africa, the need to share infrastructure is more urgent. The sharing of infrastructure will enhance the ability of member countries to exploit economies of scale in the production, distribution and transportation of goods to export markets.
- The region should set up a tertiary institution that deals with oil and gas extraction, management and all the other activities that pertain to oil and gas. This will enhance capacity building of the region's citizens in different skills so that fewer and fewer expatriates are employed by these countries.
- Waste management and general environmental degradation mitigation interventions must be agreed on by all the countries in the region.
- There is a need to harmonize the region's legal

frameworks in oil and gas management so that collaboration is more possible. The focus should be on cooperation and not on unhealthy competition.

Topic: Balancing Local Interests with National Development

- There are underlying principles that need to be emphasized, such as sustainability and social tranquility, to ensure buy-in by all citizens.
- East Africa needs to have a proactive engagement mechanism to ensure that the local people are engaged in the process.
- There is a need for governments to make sure that they assist communities to prioritize local needs and align their plans with the national plans.
- East Africa should learn from both bad and good practices across the continent where natural resource management is concerned.
- There should be clear criteria formulated for local communities' monitoring and evaluation in the sector.
- The local community members should be empowered to get involved in entrepreneurship as this is the best way to benefit from the sector.

3. FORUM OUTPUTS

3.1 PRIORITY ISSUES RAISED

The forum recognized the need to take away priority issues for action and thus agreed on the following:

1. The way to go is “investing to invest,” which means investment in the productive sectors—including agriculture, development of human resources and infrastructure, like transportation channels and energy. The immediate need is to develop the human capacity to handle the oil and gas sector in the region.
2. The East African countries should consider collaborating in order to maximize their comparative advantage at every stage of the petroleum production chain—from natural resource mapping to the development of supporting infrastructure and to waste and environment management.
3. Public participation is no longer just an option but mandatory because no one must feel left behind, and this is best ensured through more dialogue at all levels.
4. Regional governments need to commit to improving their investment environments, which may involve revamping their countries’ financial, political, legal and social climates. International oil companies are sensitive to these climates and will choose to invest or not based on how enabling the overall domestic investment climate is.
5. Quality assurance when sharing information vis-à-vis civil society and the media is important. Managing the expectations of citizens can only be achieved by ensuring that information is accurate, positive and timely.
6. The judiciary is a key ally in achieving advocacy goals and can be used aggressively by civil society organizations in the region to advance public interest litigation.
7. Harmonization of the regional extractive legal framework may be needed to encourage cooperation on oil and gas matters. The community should build the necessary regional institutions to handle the oil and gas sector.
8. Transparency and good governance are important in managing natural resource revenues. In this regard, allocating revenues to the most disadvantaged communities in the East African countries should be a high priority.
9. Partnerships and collaborations across the board between government, the private sector, civil society organizations, the media and the international community are necessary if regional objectives are to be achieved.

“A MARSHALL PLAN IS NEEDED FOR REGIONAL DEVELOPMENT OF INFRASTRUCTURE.”

Dr. Dulacha Barako, technical advisor, Commission on Revenue Allocation, Kenya

4. THE CLOSING SESSION

4.1 CLOSING REMARKS BY HON. PETER LOKERIS, MINISTER OF STATE FOR MINERAL DEVELOPMENT, MEMD, UGANDA

Minister Lokeris thanked the participants for delving into oil and gas issues and reiterated that expectations must be managed and local content must be enhanced so that all Ugandans can benefit from the industry. He added that the oil and gas industry is a geopolitical issue that must be handled in such a way as not to cause conflict in the region.

4.2 CLOSING REMARKS BY THE ROYAL NORWEGIAN AMBASSADOR TO UGANDA, H.E. THORBJØRN GAUSTADSÆTHER

The Norwegian ambassador to Uganda, H.E. Thorbjørn Gaustadsæther, officiated the closing ceremony. In his closing remarks, he said that while the oil and gas discoveries present great potential for regional cooperation and integration, they also pose a challenge to the region's governments, as they must assure the multi-billion-dollar oil investors that their investments are safe from both financial mismanagement and political instability across borders. He urged that steps should be

taken to secure budget discipline and that the region's countries should develop more sophisticated financial and banking systems and competitive auctioning processes. The East African countries must also establish predictable legal regimes. In addition, he said adhering to the Extractives Industries Transparency Initiative global standard will help build critical trust in the ability of the region's governments to prudently handle oil and gas resources on behalf of their people. He observed that the media and civil society organizations, which have often been demonized, are crucial actors in checking the ills within the region's societies.

Finally, he said that even though Norway is cited as a good example of how oil and gas resources should be managed, this has not come to pass easily, and many compromises have been needed and reached. Reaching a political consensus, he said, is necessary for guaranteeing stability and peace and attracting more investment. He assured the participants of the Royal Norwegian Government's continued support for the development of the oil and gas sector in East Africa.

ANNEX 1: FORUM PROGRAM

FORUM ON THE MANAGEMENT OF OIL AND GAS RESOURCES FOR INCLUSIVE AND SUSTAINABLE DEVELOPMENT IN AFRICA

23rd–24th January 2013 | Kampala Serena Hotel | Katonga Hall

AGENDA

JANUARY 23, 2013

8:30 – 9:00

Arrival and registration

[MC: Elizabeth Birabwa, EPRC]

9:00 – 10:30

Opening Session

Chair:

- Abel Rwendeire, Deputy Chairperson National Planning Authority, Uganda

Welcome Remarks:

- Sarah Ssewanyana, Executive Director, EPRC
- Mwangi S. Kimenyi, Senior Fellow and Director, AGI, Brookings Institution

Opening Address:

- Hon. Peter Lokeris, Minister of State for Mineral Development, MEMD, Uganda
- Hon. Mary Jervase Yak, Deputy Minister of Finance and Economic Planning, South Sudan
- Hon. Maria Kiwanuka, Minister of Finance, Planning and Economic Development, Uganda

I. Setting the Scene: Key Themes in Natural Resource Management

Moderator:

- Mwangi S. Kimenyi, Senior Fellow and Director, AGI, Brookings Institution

Discussants:

- John Page, Senior Fellow, Global Economy and Development, Brookings Institution
- John Mukum Mbaku, Nonresident Senior Fellow, AGI, Brookings Institution and Professor of Economics, Weber State University

Group Photograph:

- All participants

10:30 – 11:00

Coffee/Tea Break

GOVERNMENT MANAGEMENT OF NATURAL RESOURCES: FOSTERING TRANSPARENCY, ACCOUNTABILITY AND REGIONAL COOPERATION

11:00 – 12:30

II. Experiences in Natural Resource Management in Africa

Moderator:

- Sarah Ssewanyana, Executive Director, EPRC

Discussants:

- Silas Olang, Senior Regional Associate (Africa), Revenue Watch Institute—Tanzania
- Wanjiku Manyara, General Manager, Petroleum Institute of East Africa, Kenya
- Ernest Rubondo, Commissioner, PEPD, MEMD, Uganda

JANUARY 23, 2013 CONTINUED

12:30 – 14:00

Lunch

14:00 – 15:30

III. Revenue Management to Maximize Benefits and Minimize Risks

Moderator:

- Joseph Kieyah, Head, Private Sector Development Division, KIPPRA

Discussants:

- Hon. Mary Jervase Yak, Deputy Minister of Finance and Economic Planning, South Sudan
- Micah Cheserem, Chairman, Commission on Revenue Allocation, Kenya
- Lawrence Bategeka, Ag. Principal Research Fellow, EPRC

15:30 – 17:30

TV Talk Show on NTV

17:30 – 19:30

Reception

JANUARY 24, 2013

CIVIL SOCIETY'S ROLE AND THE BALANCING OF LOCAL INTERESTS IN NATURAL RESOURCE MANAGEMENT

9:00 – 10:30

IV. Regional Approach to Infrastructure and the Environment

Moderator:

- John Mukum Mbaku, Nonresident Senior Fellow, AGI, Brookings Institution and Professor of Economics, Weber State University

Discussants:

- Arnold Waiswa Ayazika, Director, Environmental Monitoring and Compliance, NEMA, Uganda
- Robert Kasande, Assistant Commissioner and Refinery Development Manager, PEPD, MEMD, Uganda
- Dulacha Barako, Technical Advisor, Commission on Revenue Allocation, Kenya
- Marie-Ange Kigeme, Project Manager, Project on Protection of Population and Habitat, Burundi

10:30 – 11:00

Coffee/Tea Break

11:00 – 12:30

V. Natural Resource Management and the Private Sector

Moderator:

- Peter Biar Ajak, Founder and Director, C-SAR, South Sudan

Discussants:

- Jimmy Mugerwa, General Manager and Director, Tullow Uganda, Ltd.
- Paul Adong Bith, Managing Director, Nile Petroleum, South Sudan
- Jaspat Agastiva, Director, Department of Resource Survey and Remote Sensing, Ministry of Environment and Mineral Resources, Kenya

12:30 – 14:00

Lunch

JANUARY 24, 2013 CONTINUED

14:00 – 15:30

VI. Leveraging Media and Civil Society for East Africa's Oil and Gas Development

Moderator:

- Daniel K. Kalinaki, Managing Editor, *The Daily Monitor*, Uganda

Discussants:

- Peter Mwesige, Executive Director, African Centre for Media Excellence, Uganda
- Wanjiru Gikonyo, National Coordinator, Institute for Social Accountability, Kenya
- Gloria Sebikari, Communications Officer, PEPD, MEMD, Uganda

15:30 – 16:00

Coffee/Tea Break

16:00 – 17:00

VII. Breakout Sessions

Leaders:

- Anne Kamau, Africa Research Fellow, AGI, Brookings Institution: Regional Approach to Natural Resource Management
- John Page, Senior Fellow, Global Economy and Development, Brookings Institution: Management of Natural Resource Revenues
- Ibrahim Kasirye, Ag. Principal Research Fellow, EPRC: Balancing Local Interest with National Development

17:00 – 17:30

Closing Session

Chair:

- Mwangi S. Kimenyi, Senior Fellow and Director, AGI, Brookings Institution

Closing Address:

- Hon. Peter Lokeris, Minister of State for Mineral Development, MEMD, Uganda
- Ambassador, H.E. Thorbjørn Gaustadsæther, Royal Norwegian Embassy, Kampala

ANNEX 2: LIST OF FORUM PARTICIPANTS

Name and Title	Organization
Burundi	
Pierre Sinarinzi , Assistant to the Minister	Ministry of Finance and Economic Development
Marie-Ange Kigeme , Project Manager	Project on Protection of Population and Habitat
Kenya	
Jacob Waqo , Research Officer	African Research and Resource Forum
Dulacha Barako , Technical Advisor to the Commission	Commission on Revenue Allocation
Micah Cheserem , Chairman	Commission on Revenue Allocation
Stephen Masha , Director, Fiscal Affairs	Commission on Revenue Allocation
Margaret Rugadya , Programme Officer Natural Assets	Ford Foundation
Ikal Angelei , Director	Friends of Lake Turkana
John Okidi , Senior Programme Specialist, Think Tank Initiative	International Development Research Centre Regional Office for Eastern and Southern Africa
Joseph Kieyah , Head, Private Sector Development Division	Kenya Institute for Public Policy Research and Analysis
Shaubun Khan , East Africa Oil and Gas Leader	KPMG Kenya
Jaspal Agastiva , Director, Department of Resource Survey and Remote Sensing	Ministry of Environment and Mineral Resources
Mwendia Nyaga , Chief Executive	Oil & Energy Services Ltd.
George M. Wachira , MBS, Director	Petroleum Focus Ltd.
Wanjiku Manyara , General Manager	Petroleum Institute of East Africa
Wanjiru Gikonyo , National Coordinator	The Institute for Social Accountability
Rwanda	
Victor Nduwumwami , Chairman	Distributors Association of Petroleum Products
Alexandre Lyambabaje , Professor	National University of Rwanda
South Sudan	
Peter Biar Ajak , Founder and Director	Centre for Strategic Analyses and Research
Philip Ajack Boldit Ajack Chol , Director General for Macroeconomic Unit	Ministry of Finance and Economic Planning
South Sudan	
Mary Jervase Yak , Deputy Minister	Ministry of Finance and Economic Planning
Paul Adong Bith , Managing Director	Nile Petroleum
Tanzania	
Charles Omujuni , Director of Natural Gas	Energy and Water Utilities Regulatory Authority
Paul Maduka Kessy , Deputy Executive Secretary	President's Office, Planning Commission
Silas Olang , Senior Regional Associate (Africa)	Revenue Watch Institute—Tanzania
Uganda	
Semakula Kiwanuka , Former Ambassador to the United Arab Emirates	
Peter Magelah , Researcher	Advocates Coalition of Development and Environment
Peter Mwesige , Executive Director	African Centre for Media Excellence

Name and Title	Organization
Uganda	
Irene Sekyana , National Co-coordinator and new Chairperson CSCO	Greenwatch
Abel Rwendeire , Deputy Chairperson	National Planning Authority
Chris Musiime , Managing Editor	Oil in Uganda/Action Aid
Stephen Biraahwa Mukitale , Chairperson	Parliamentary Committee of the Economy
Edgar Agaba , Partner	Agaba Muhairwe & Co. Advocates
Naboth Muhairwe , Partner	Agaba Muhairwe & Co. Advocates
Rodney Muhumuza , Reporter	Associated Press
Fred Ojambo , Correspondent	Bloomberg
Phillip Katahoire , Minister Diaspora and Sec. to Cabinet	Bunyoro Kitara Kingdom
Jackson Nsamba Kasozi , Prime Minister	Bunyoro Kitara Kingdom
Zakalia Lubega , Corporate Social Responsibility Manager	CNOOC Uganda Limited
John Mutenyo , Senior Lecturer, School of Economics	College of Business and Management Science, Mak
Frederick Musisi , Journalist	Daily Monitor
Stephen Ouma Wandera , Photographer	Daily Monitor
Nicholas Bariyo , Reporter	Dow Jones
Annet Adong , Research Analyst	Economic Policy Research Centre
Gemma Ahaibwe , Research Analyst	Economic Policy Research Centre
Lawrence Bategeka , Ag. Principal Research Fellow	Economic Policy Research Centre
Elizabeth Birabwa , Information Management and Dissemination Specialist	Economic Policy Research Centre
Alex Ijjo , Senior Research Fellow	Economic Policy Research Centre
Ibrahim Kasirye , Senior Research Fellow	Economic Policy Research Centre
Stephen Kasirye , ICT Specialist	Economic Policy Research Centre
Carol Kasoke , Administrative Assistant	Economic Policy Research Centre
Annette Kuteesa , Research Fellow	Economic Policy Research Centre
Joseph Mawejje , Research Analyst	Economic Policy Research Centre
Xavier Mugisha , Senior Research Fellow	Economic Policy Research Centre
Ezra Munyambonera , Research Fellow	Economic Policy Research Centre
Musa Muwanga Lwanga , Research Analyst	Economic Policy Research Centre
Francis Mwaura , Research Fellow	Economic Policy Research Centre
Peace Nagawa , Knowledge Management Specialist	Economic Policy Research Centre
Vanessa Nampewo , Intern	Economic Policy Research Centre
Fatumah Namubiru , Human Resource and Administrative Manager	Economic Policy Research Centre
Lawrence Othieno , Research Fellow	Economic Policy Research Centre
Isaac Shinyekwa , Research Fellow	Economic Policy Research Centre
Sarah Ssewanyana , Executive Director	Economic Policy Research Centre
Godfrey Tumwesigye , Intern	Economic Policy Research Centre
Gaultier Brand-Gazeau , Economic Advisor	Embassy of France in Kampala
Kazumi Kawamoto , Coordinator for Economic Cooperation	Embassy of Japan in Kampala
Sandra Batte , Senior Manager	Ernst & Young
Jacqueline Waiguchu , Counsellor	Kenya High Commission
John Jet Tusabe , Senior Tax Consultant	KPMG-Uganda

Name and Title	Organization
Uganda	
John B. Habimugisha , Assistant Commissioner	Ministry of Energy and Mineral Development
Gerald Banaga-Bangi , Principal Petroleum Officer	Ministry of Energy and Mineral Development
Peter Lokeris , Minister of State for Mineral Development	Ministry of Energy and Mineral Development
Kalunguka Kayondho , Commissioner	Ministry of Finance, Planning and Economic Development
Amos Ruyendo , Finance Officer	Ministry of Finance, Planning and Economic Development
Maria Kiwanuka , Minister of Finance, Planning and Economic Development	Ministry of Finance, Planning and Economic Development
Fred Muhumuza , Advisor to the Minister	Ministry of Finance, Planning and Economic Development
Annette Bukirwa , Assistant Librarian	National Environment Management Authority
Sarah Naigaga , Project Coordinator BUILD	National Environment Management Authority
Arnold Waiswa Ayazika , Director, Environment Monitoring and Compliance	National Environmental Management Authority
Sharon Kembabazi , Reporter	NBS
Nebert Gabura	NTV
Joseph Olanyo , Media Consultant	<i>Observer</i>
Edward Ssekika , Reporter	<i>Observer</i>
Flavia Nalubega , Staff Writer	Oil in Uganda Action Aid
Lynn Turyatemba , Senior Programme Officer	Oil International Alert-Uganda
Gloria Sebikari , Communications Officer	Petroleum Exploration and Production Department, Ministry of Energy and Mineral Development
Ernest Rubondo , Commissioner	Petroleum Exploration and Production Department, Ministry of Energy and Mineral Development
Robert Kasande , Assistant Commissioner and Refinery Development Manager	Petroleum Exploration and Production Department, Ministry of Energy and Mineral Development
Gunnar V. Soiland , Resident Program Coordinator Oil for Development	Petroleum Exploration and Production Department, Ministry of Energy and Mineral Development
Ezra Suruma , Senior Presidential Advisor, Finance and Planning	President's Office
Patrick Ruharuza , Chief Executive Officer	Quest Energy
Wycliffe Ssebunya , Journalist	Radio One
Elias Biryabarema , Reporter	Reuters
Paul Bagabo , Consultant	Revenue Watch Institute
Thorbjørn Gaustadsæther , Ambassador	Royal Norwegian Embassy in Kampala
Morten Svelle , Minister Counsellor	Royal Norwegian Embassy in Kampala
Sarah V. Bol , Deputy Ambassador	South Sudan Embassy in Kampala
James Reginald Karama , Manager, Commercial Solutions/Coordinator oil and gas strategy	Stanbic Bank
Daniel K. Kalinaki , Managing Editor	<i>The Daily Monitor</i>
Halima Abdallah , Reporter	<i>The East African</i>
Morgan Mbabazi , Photo journalist	<i>The East African</i>
Cathy Adengo , Corporate Communications Manager	Tullow Uganda, Ltd.
Jimmy Mugerwa , General Manager and Director	Tullow Uganda, Ltd.

Name and Title	Organization
Uganda	
Deo Habimana , News Editor	UBC TV
Emmanuel Aliba Kiiza , Executive Secretary	Uganda Episcopal Conference
Micheal Wambi , Journalist	Uganda Radio Network
Anita Ayeko , Reporter	WBS TV
Emma Lubega , Editor	WBS TV
Francis Mukasa , Cameraman	WBS TV
Daniel Mushega , Reporter	WBS TV
Natale Yunus , Reporter	WBS TV
United States of America	
Anne Kamau , Africa Research Fellow, Africa Growth Initiative (AGI)	Brookings Institution
Mwangi S. Kimenyi , Senior Fellow and Director, AGI	Brookings Institution
John Page , Senior Fellow, Global Economy and Development	Brookings Institution
John Mukum Mbaku , Nonresident Senior Fellow, AGI and Professor of Economics	Brookings Institution and Weber State University



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