

**THE EFFICACY OF THE LOCAL CONTENT PROVISIONS IN PROMOTING  
INDIGENOUS BUSINESS PARTICIPATION IN THE UGANDAN OIL SECTOR**

**NSHIMYE ALLAN PAUL MBABAZI**

**REG: J20M47/011**

**A DISSERTATION**

**SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF A MASTER OF BUSINESS  
ADMINISTRATION OIL AND GAS MANAGEMENT AT THE INSTITUTE OF  
PETROLEUM STUDIES KAMPALA IN AFFILIATION TO UCU.**

**AUGUST 2021**

## DECLARATION

I, Nshimye Allan Paul Mbabazi, hereby declare that this dissertation is my work and It has not been submitted before to any other institution of higher learning for fulfillment of any academic award.

.....

Nshimye Allan Paul Mbabazi

.....

Date

## APPROVAL

This is to certify that, this dissertation titled: –The Efficacy of the Local Content Provisions in promoting indigenous business participation in the Ugandan Oil sectorll has been done under my supervision and it is ready for submission.

.....

Dr. Bruno Yawe

.....

Date

## DEDICATION

I dedicate this dissertation to my wife, Michelle.

## ACKNOWLEDGEMENT

I wish to thank God who has enabled me persevere to the end. I also warmly appreciate the lecturers at the Institute of Petroleum Studies, especially Professor Joseph Ntayi and my Supervisor Dr Bruno Yawe, who have made me a much better person.

I am grateful for the information obtained from my respondents especially Ms Zulaika Mirembe Kasajja, Board Member UNOC, Mr Patrick Ruharuza, CEO Quest Energy Ltd, Mr Simon Peter Ojilong, the PAU National Supplier database administrator and Mr Jassim Kiwanuka, PAU Business Development Officer.

## TABLE OF CONTENTS

	page
Declaration .....	i
Approval .....	ii
Dedication .....	iii
Acknowledgement.....	iv
List of Acronyms .....	Vii
List of Tables and List of charts .....	viii
List of Figures and List of Appendixes .....	ix
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1 Background .....	1
1.2 Problem statement .....	6
1.3 Purpose of the study .....	6
1.4 Objectives of the study .....	7
1.4.1 Specific objective .....	7
1.5 Research question .....	7
1.6 Scope of the study.....	7
1.7 Justification of the study .....	8
1.8 Conceptual framework.....	9
CHAPTER TWO .....	11
LITERATURE REVIEW .....	11
2.1 Introduction .....	11
2.2 Local content models.....	11
2.3 Monitoring and implementing of local content provisions.....	15
2.4 Conclusion .....	19
CHAPTER THREE.....	20
METHODOLOGY .....	20
3.1 Research design .....	20
3.2 Research methodology .....	20

3.2.1	Study area .....	20
3.2.2	Study population .....	21
3.2.3	Sample size .....	21
3.2.4	Unit of analysis .....	22
3.2.5	Data collection tools .....	22
3.2.6	Data management & analysis .....	23
3.2.7	Ethical consideration .....	23
3.2.8	Limitations of the study .....	23
CHAPTER FOUR .....		25
PRESENTATION OF FINDINGS & ANALYSIS OF DATA .....		25
4.1	Introduction .....	25
4.2	Respondents .....	25
4.3	Ugandan local content model .....	27
4.4	Ugandan owned business participation in the oil sector .....	34
4.5	Local content monitoring mechanism in Uganda .....	41
4.6	Conclusion .....	45
CHAPTER FIVE .....		46
DISCUSSION OF RESULTS .....		46
5.1	Introduction .....	46
5.2	Local content model clarity .....	46
5.3	Participation of Ugandan companies in oil sector .....	47
5.4	Monitoring mechanism .....	48
5.5	Conclusion .....	48
CHAPTER SIX .....		49
RECOMMENDATIONS .....		49
REFERENCES .....		53
APPENDIXES .....		58

## LIST OF ACRONYMS

ANP	Brazilian Oil, Natural Gas and Biofuels Agency
ASCM	Agreement on Subsidies and Countervailing Measures
BUBU	Buy Uganda Build Uganda.
CNPE	National Council for Energy Policy
EACOP	East African Crude Oil Pipeline
FID	Final investment Decision
GATT	General Agreement on Tariffs and Trade
GATS	General Agreement on Trade in Services
GPA	Agreement on Government Procurement.
HGA	Host Government agreement
IGA	Inter Government agreement
IOC	International Oil Company
NCDMB	Nigerian Content Development and Monitoring Board
NCSC	National Content Steering Committee
NOGICD	Nigerian Oil and Gas Industry Content Development Act.
NSD	National supplier Database.
PAU	Petroleum Authority of Uganda.
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal.
PFA	Project framework agreement.
PPDA	Public Procurement and Disposal of Public Assets Authority
SHA	Shareholding agreement
TTA	Tariff and Transportation Agreement
TRIMS	Agreement on Trade-Related Investment Measures
UNOC	Uganda National Oil Company
WTO	World Trade Organization



<b>LIST OF TABLES</b>	<b>Page</b>
Table 4.1: The respondents	<b>26</b>
Table 4.2: Local content model within parameters relating to Ugandan owned business.	<b>27</b>
Table 4.3: Ghanaian Local content levels to be attained from date of effectiveness of licence or Petroleum agreement	<b>31</b>
Table 4.4: Annual number of companies admitted on the NSD.	<b>35</b>
Table 4.5: procurements in the Uganda oil sector awarded to Companies	<b>36</b>
Table 4.6: Uganda oil sector related procurements 2017 to 2019	<b>37</b>
Table 4.7: Number of companies awarded procurements 2017 to 2020	<b>38</b>
Table 4.8: Companies awarded contracts in the oil sector 2017 to 2019	<b>39</b>

<b>LIST OF CHARTS</b>	
Chart 4.1: Companies registered on the National supplier database.	<b>36</b>
Chart 4.2: Ugandan oil sector related procurements 2017 - 2019	<b>37</b>
Chart 4.3: companies awarded procurement contracts 2017 - 2020	<b>38</b>
Chart 4.4 Total number of business entities awarded contracts per year	<b>39</b>
Chart 4.5: Ugandan registered companies awarded contracts 2017 - 2019.	<b>40</b>

## **LIST OF FIGURES**

Figure 1.1 : Conceptual framework	<b>10</b>
-----------------------------------	-----------

## **LIST APPENDIXES**

Appendix 1: consent form and interview guide.	<b>58</b>
Appendix 2: Letter of introduction to Petroleum Authority of Uganda	<b>60</b>
Appendix 3: Procurement suppliers in the oil sector For the year 2017	<b>62</b>
Appendix 4: Procurement suppliers in the oil sector For the year 2018	<b>71</b>
Appendix 5: Procurement suppliers in the oil sector For the year 2019	<b>79</b>
Appendix 6: Procurement suppliers in the oil sector For the year 2019	<b>89</b>

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background.

The director of the geological survey in the British colony of Uganda, Mr Edward James Wayland published an article titled –Petroleum in Ugandall in 1925, which first documented oil prospects in the Albertan Grabben of Uganda. A century of exploration later (Izama,2013), Uganda made its first confirmed commercial discovery at Mputa 1 Oil well on 6<sup>th</sup> January 2006, the total discoveries of oil wells by the end of 2019 stood at 21 (Republic of Uganda, 2019).In order to actualize the extraction of the oil, the government enacted a number of laws and policies, these include local content provisions meant to attract the participation of citizens and their companies in the Ugandan Oil sector.

Local content has been defined by Ramdoo (2016) as –A concept that is generally understood to be a set of policy instruments put in place by national governments to ensure that a certain share of factors of production (such as labour, supplies, technology, knowledge) required at each stage of the value chain is sourced from the domestic economyll.

Local content policies usually target (local) industrial and technological development, value creation or addition, wealth increase, employment creation and the development of backward, forward and sideways linkages along the value chain (Stone et al, 2015).

Tordo et al (2013) opined that the oil and gas sector is spread along a value chain of recognizably different sectors in the downstream, midstream and upstream. It is the aspiration of states that these sectors reflect the local content aspects for the benefit of their citizens.

Globally oil producing countries developed local content policies and laws as early as 1944 when the Republic of Venezuela passed a hydrocarbons law that forced oil companies to refine oil in the country. Brazil in 1953 ordered the Petrobras, the national oil company to use only Brazilian capital, workers, and know-how. Norway also took a deliberate step to favor its national oil company, Statoil, in licensing rounds as a strategy to increase the use of local services and goods suppliers who stood an advantage when dealing with their national oil company, obviously Norway local content model was enabled by the fact that its local business class was already strong both in quality and service delivery. Australia mindful of its international obligations on trade and completion law (Tordo et al, 2013) , designed local content policies that were sensitive to international obligations yet sufficient to develop a sustainable local industry.

In Uganda, the salient policies and laws that have an impact on the oil sector and therein have local content focused provisions include; the Oil and gas policy,2008, the Buy Uganda Build Uganda (BUBU) Policy 2014, The National Content Policy for The Petroleum Subsector In Uganda 2018, the Public Procurement and Disposal of Public Assets Act, 2003, the Petroleum (Exploration, Development and Production) Act, 2013, the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act, 2013, Petroleum Supply Act, 2003, The Petroleum (Refining,

Conversion, Transmission And Midstream Storage) (National Content) Regulations, 2016, the Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016 and the Guidelines on reservation schemes to promote local content, March 2018 Guideline reference 1 of 2018 issued by PPDA. It should be noted that despite the existence of regulations and guidelines introducing the issue of National local content, the Parliament of the Republic of Uganda on 20<sup>th</sup> May 2020 passed the National Local content bill 2019, which now awaits Presidential assent to come into law.

The resolve shown by the Parliament of Uganda in receiving a private member's bill on National local content without a certificate of financial implication from the Ministry of Finance brings to the fore the fracture between the Executive and Legislature on the course to take when addressing the issue of national local content in the oil sector. The lack of cooperation from the Ministry of Finance led to criticism from the members of Parliament especially when the Minister of finance claimed that the bill would have more costs than benefits for the country (New Vision, 2019). It is thus not surprising that the head of the Executive, the President, has not yet assented the National Local content Bill into law.

The local content policy in Uganda as contained in the Oil and gas policy, 2008 and the National Content Policy for the Petroleum Subsector in Uganda 2018 do not operate in isolation of other policies. The pro industrial production Buy Uganda Build Uganda (BUBU) Policy of 2014 is one such policy that compliments the policies in the oil sector in the sense that it promotes the use of Ugandan resources and products, the environmental policies in Uganda are hinged on part XIII of Uganda's

constitutional national objective principle of state policy, which provides that the state shall protect the oil on behalf of the people of Uganda. This public trust doctrine as enshrined in the Uganda constitution is in tandem with the local content policies, which advocate for the citizens as owners of the resource, in this case oil, having a lion's share in the participation of its extraction and all the resultant business in the oil sector.

Uganda is now closer to the converted Final Investment Decision (FID) environment, which is the point at which the oil sector investors with agreements with Government will decide that they are ready to commence the implementation of a project, this will trigger the release of much needed investment funds. The signing of precursor agreements to the FID such as the Project Framework Agreement (PFA), the Inter Government Agreement (IGA) on the implementation of the East African Crude Oil Pipeline (EACOP) project signed on 26<sup>th</sup> May 2017, A Host Government Agreement (HGA) signed by Uganda on 11<sup>th</sup> November 2020, the Tariff And Transportation Agreement (TTA) and the Shareholding Agreement (SHA) for shareholders of the EACOP company signed on 11<sup>th</sup> April 2021 are all intended to create comfort and clarity that will enable the investors declare the final investment decision by launching the EACOP project and award the main engineering procurement and construction (EPC) contracts as specified in 11<sup>th</sup> April 2021 joint communique on the implementation of the East African Crude Oil Pipeline (EACOP) project. The remaining steps to the declaration of the FID are for the government of Tanzania signing its own HGA as well as the state partner states enacting enabling legislation, in Uganda The East African crude oil pipeline (EACOP) (special provisions) Bill, 2021 is ready for consideration by parliament.

The signing of key agreements leading to the final investment decision are already causing anxiety within the individual citizens and the business community in Uganda (Observer, 2020) who are rushing to register on the National supplier database as well as the National oil and gas talent register under the Petroleum Authority of Uganda (Republic of Uganda, 2019) with a hope of benefiting from the business opportunities in the oil sector. Byaruhanga & Langer (2019) have opined that oil producing countries must take steps to maximize the benefit from their oil resource through Local Content Policies (LCPs) as a means of creating employment for its citizens as well as stimulate economic growth. This can be done by increasing the participation of indigenously owned companies in the oil sector business.

A manager of an enterprise intent on exploiting the opportunities in the Ugandan oil sector ought to first scan the business environment, this can be done by the use of different analytical tools such as the PESTEL analysis to support strategic decision making (Narayanan and Fahey, 2001) as to whether or not to become a participant in Uganda 's oil sector. PESTEL is an acronym for political, economic, social, technological, environmental, and legal, it is a tool that strategic managers use to analyze the external business environment to understand the big picture in which the organization operates or hopes to operate in order to adequately understand the opportunities and threats (Witcher & Chau 2010) that may be faced by a business in the course of its operation in that sector. The pro-business national local content policies and laws are key in convincing a manager to register

on the national supplier database with a view of tapping the business opportunities in the oil sector.

The monitoring mechanisms and regulatory framework surrounding the local content aspects are also vital in determining if Ugandan owned business entities have an edge when it comes to tapping business opportunities in the oil sector.

## **1.2 Problem Statement**

The ideal is that local content provisions in the law ought to guarantee that businesses owned by Ugandan citizens exclusively benefit from the opportunities in the oil sector, the reality is that the Ugandan local model is unclear, the monitoring mechanism is not by an independent body separate from the regulator (PAU).

The legal provisions failure to define Ugandan company in terms of the nationality of its shareholders, has led to a loophole exploited by foreigners registering companies in Uganda to qualify for local content opportunities. The discrepancy between the ideal and reality may lead to less indigenously owned Ugandan businesses benefiting from the business in the oil sector. It is therefore vital to determine the efficacy of the local content provisions in promoting the participation of indigenously owned Ugandan businesses in the oil sector.

## **1.3 Purpose of the study**

This study sought to determine the efficacy of the local content provisions in promoting indigenous business participation.



## **1.4 objectives of the study**

### **1.4.1 Specific objective**

This study sought:

- i. To determine if the local content model in the Uganda Oil sector promotes the participation of Ugandan owned business.
- ii. To study the extent of participation of locally owned Ugandan companies in the oil sector.
- iii. To analyze the monitoring and implementation of local content provisions in Uganda.

## **1.5 Research questions**

- i. Do the Ugandan oil sector laws stipulate a clear local content model to promote the participation of Ugandan owned businesses?
- ii. What is the extent of participation of Ugandan owned companies in the oil sector?
- iii. What mechanisms are in place to monitor the implementation of the local content provisions in Uganda?

## **1.6 Scope of the study**

This study is limited to the issue of local content in the Ugandan oil sector. The justification for this is because as a budding oil country, the aspirations of the nation as contained in objective Seven (7) of the National Oil and Gas Policy for Uganda 2008 is to ensure optimum national participation in oil and gas activities, through among others the promotion of the participation of country's entrepreneurs in the businesses opportunities in the oil sector.

In this study we identified the Ugandan local content model and compared it with the local content models of other oil producing countries. The study focused on the participation of locally owned Ugandan companies as the indigenous businesses participating in the Ugandan oil sector. This was done by analyzing data of registration patterns on the National supplier database and the procurement contract awards over the years. Lastly the study analyzed the local content monitoring and implementation mechanism in Uganda.

### **1.7 Justification of the study**

Local content provisions are meant to enable the citizen's to benefit from their country's natural resources, when the citizens don't benefit in the exploration of the oil resources in their country, they feel disfranchised and can lead to clashes as was witnessed in Nigeria with the Ogoni delta people (Ojakorotu, 2010).

It is important to note that, when the locally owned Ugandan companies play a greater role in the oil sector it increases the chances of locally based economic growth and development of the whole economy.

To the body of knowledge, the study reviewed the National Content Policy for the Petroleum sector in Uganda that was adopted in 2018. It is important to note that unlike other studies that focused on a review of the local content legal framework (Kashillingi Hussein, 2018).

The study enabled us determine the likely effectiveness of the local content policies by considering the registration patterns on the NSD and an analysis of the nationalities and ownership of companies awarded procurement contracts. The study was also intended to find out whether the citizens will benefit or will feel disenfranchised as was the case in Nigeria with the Ogoni Delta people.

### **1.8 Conceptual framework**

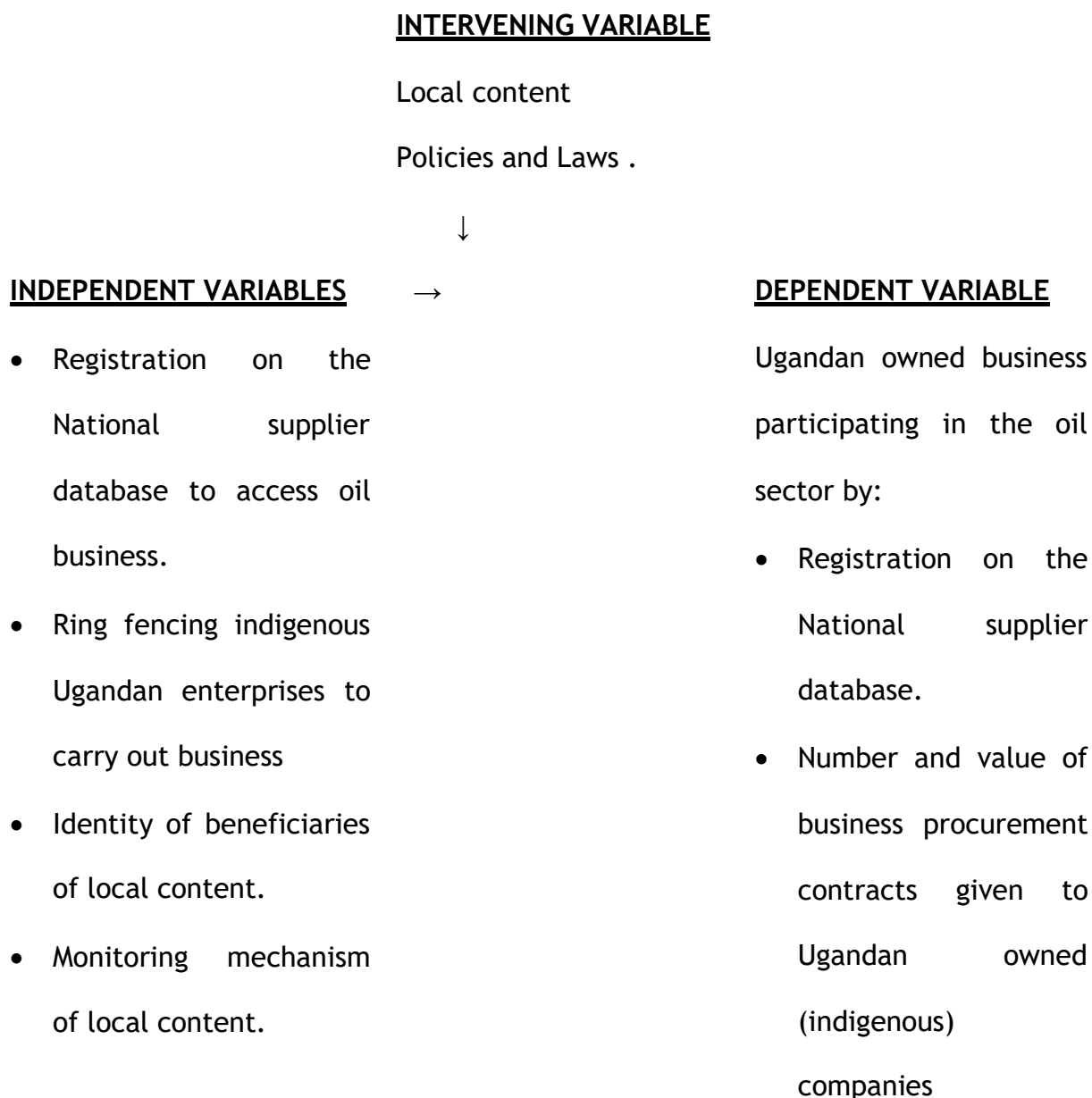
The conceptual framework used in this study linked the independent and the dependent variables, as well as the intervening variables.

The independent variables used were, the registration on the national supplier database, the ring fencing of business opportunities for Ugandan beneficiaries and the local content monitoring mechanism.

The dependent variables of the study were, the Ugandan owned business participation in the oil sector by registration on the National supplier's database as required by the law and the number of business procurement contracts given to Ugandan owned (indigenous) companies.

The intervening variables in this case are the local content provisions (laws,policies)

**Figure 1.1 : Conceptual framework.**



The main study variables that can be summarized from the above categorized variables are, the number and nature of businesses on the national supplier database in Uganda, The value of procurement contracts awarded to businesses in the oil sector and the monitoring mechanism for local content in Uganda

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter focused on the review of literature relevant to the topic, the review placed under subthemes guided by the specific objectives of the study. The literature review enabled me analyze other studies in this area, which helped in identification of the gaps for further research.

Specific objective (i) and (ii) guided the review of literature in that area under the heading –local content models, and specific objective (iii) will guide the literature review in respect to monitoring under the heading –monitoring and implementing of local content provisions.

#### 2.2 Local content models

The literature on local content models is as wide as the number of oil producing nations in the world. Lec (2011) opined that the origins of local content provisions can be traced to the exploitation of Oil in the North Sea in 1970. The Kingdom of Norway in Northern Europe formalized local content policies in the oil and gas sector by enactment of the December 8, 1972 Local content Law (Article 54 of the Royal Decree of 1952) focusing on indigenous participation. This was as an indigenous focused model backed by a legislation.

This can be contrasted with the United Kingdom, which in 1970 adopted an in country procurement model in its local content policy and embarked on a fast

market based exploration approach, without protectionist measures of its local companies (Hallwood, 1990), this implied that it's policy did not crystalize into legislation (Tordo et al, 2013)

The lessons learnt from the local content directions taken by Kingdom of Norway and the United Kingdom influenced the oil and gas producing countries that developed their resources after them. Ado (2013) took note of the Kingdom of Norway and United Kingdom models and went ahead to describe the different models used by different countries to include the following; Malaysia opted to enact the Petroleum Development Act in 1974, focusing on licensing. Brazil started with the enactment of local content legislation in 1997, The National Petroleum Law of 1997 (—Law 9478/1997II) which focused on granting concessions that integrate local content by stipulating that competitive bidding for Concession Contracts must include minimum thresholds for local content.

Trinidad and Tobago passed a Local content and local participation Framework in 2004 focusing specifically on in-country Fabrication and Nigeria enacted the Local Content Act 2010 focusing on Indigenous participation and domiciliation of oil and gas activities (Ado, 2013)

Uganda approved the National Oil and Gas Policy for Uganda, 2008 and the Buy Uganda Build Uganda (BUBU) Policy in 2014, to generally encourage the use and consumption of locally made products and services. The National Content Policy adopted in 2018, was a fulfilment of the key aspects in the implementation of the National Oil and Gas Policy for Uganda, 2008, which also formed the basis for the

enactment of key Ugandan legislations (The Public Procurement and Disposal of Public Assets Act, 2003, The Petroleum (Exploration, Development and Production) Act, 2013, and the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act, 2013.).

It is worth noting though that The National Content Policy adopted in 2018 was passed after the Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016 were in existence. This aspect of formulation of a policy after key legislations and regulations, seems to have either been a result of pressure, new discoveries or a desire to close key gaps.

It is no wonder that while pertinent questions remain unanswered as to why the policy was approved when it was, the Parliament of the Republic of Uganda on 20<sup>th</sup> May 2020 passed the National Local Content bill 2019, which still awaits the Presidential assent to come into law.

The Uganda local content model is focused on local enterprise development to improve competitiveness, capacity building, employment opportunities and technology transfer, which varies from other countries models. Pansieri (2019) summarized the other models as guarantees of indigenous participation (Norway and Nigeria), procurement (UK, Kazakhstan and Indonesia), licensing (Malaysia) and as a condition for the grant of exploration rights (Brazil).

A local content model ought to clearly define what amounts to local participation, Esteves et al (2013) emphasized this fact stating that local participation is the

level of equity ownership held by citizens, they then provided characteristics that may be deemed to render a business local. these include;

- A. –Local registration: legal entity is registered under local law.
  - B. Local ownership: a certain percentage (for example, 50 percent or more) of the company is owned by citizens of the country or by existing locally owned and registered entities.
  - C. Local workforce: majority of the company's workforce, whether directly employed or on contract, are citizens of the country. •
  - D. Local value-added: a specified percentage of goods/services is produced within the country.
  - E. Joint venture between a foreign and a local company: the local company owns a specified minimum percentage of a partnership with a foreign company. ll
- (Esteves et al , 2013)

The available literature shows that different countries have different models they are pursuing to achieve the same aspiration of benefit accruing to their citizens and local businesses , this is premised on the theory of localism. Hines (2000) opined that localism is a theory which reverses the trend of globalization by discriminating in favor of the local, this is done by designing local content models that give first consideration to offer services and goods in the oil sector to the local national population (Nwapi, 2015). The purpose of the model is to give special guarantees to the citizens to get access to business, be it as individuals or their companies.



Nations are also at different stages in their oil development phase with –oldll nations like the United Kingdom that enacted its local content policy in 1970 and –infantll nations like Ghana that have only enacted such laws in the last decade. Although nations are adopting local content models to achieve the same general objective it should none less be noted that some models used in some nations are not necessarily applicable to another, for example the Kingdom of Norway’s Local content model may not necessary effectively work in Uganda where the business community is not competitive or developed as it is in Kingdom of Norway.

The literature shows that though states may all have oil, the policy they undertake and the provisions therein constitute the models adopted by the country. The clarity as to the model pursued and its application in the exploration of oil and gas determines the trajectory the nation takes, as is manifested by the path and destination of both the Kingdom of Norway and United Kingdom as they pursued their different models. It is thus imperative to understand the nature and viability of the local content model.

The Literature also shows the tenets of local participation, it also focuses on the local content models adopted by different oil countries, the gap that this research brings to the fore is the study of the efficacy of these models by focusing on the Ugandan oil sector.

### **2.3 Monitoring and implementing of local content provisions.**

To ensure that Local content provisions are implemented, the government ought to set up an active monitoring and implementing mechanism that is well stream

lined. The literature on this theme shows that countries like Brazil enacted a Petroleum law No 9.478 in 1997 that created two key bodies , The National Council for Energy Policy (CNPE) to propose national policies and Brazilian Oil, and the Natural Gas and Biofuels Agency (ANP), whose role is to regulate and monitor operators , it has powers to impose fines on all companies not complying with the local content provisions stipulated at the auction when the concession was granted (Pansieri,2019) in its arsenal, the ANP requires regular reports from the concessioner and it can impose a fine of up to 60% of the value of local content not purchased.

The Nigerian monitoring style can be contrasted with that of the Kingdom of Norway which by virtue of its Local content Law (Article 54 of the Royal Decree of 1952) December 8, 1972 established a monitoring office within the Ministry requiring Oil Companies to present their tendering strategies twice a year and all tenders above one million Kroner to ensure that they conformed to the Local content model. The office also actively made tendering information available to all players in the Oil and gas sector to enable them take advantage of the opportunity, this implementation style of making tenders information available for the citizens is similar to that adopted by the Petroleum Authority of Uganda (Republic of Uganda, 2020)

In Nigeria, the government enacted the Nigerian Oil and Gas Industry Content Development (NOGICD) Act. Which in 2010 established the The Nigerian Content Development and Monitoring Board (NCDMB) that is duty bound to monitor and implement the countries local content model, this it does by seeking strategic

reports that it reviews for compliance. The Reports include annual local content compliance reports, quarterly reports on all contracts and Research and development activities, reports of previous quarter purchase orders awarded that exceeded One million United states Dollars and Just like the ANP of Brazil, the NCDMB of Nigeria can impose sanctions and penalties of up to 5 per cent of the project sum on companies that are in breach of the local content provisions. A good independent local content implementing body, following a clear model with sanctions can result into success, when considering the Nigerian Model it is no wonder that McCulloch et al (2017) have noted that with the establishment of the NCDMB, Nigeria witnessed a significant increase in the local content in the oil industry.

The National Content Policy for the Petroleum Subsector in Uganda 2018, created a National Content Steering Committee (NCSC) to coordinate the different institutions and stakeholders that are responsible for the implementation of this Policy. The Committee has a different scope if compared with the NCDMB of Nigeria, in the sense that the Ugandan committee mandate seems to require it to focus on stake holders and then coordinate. The composition of the twelve person committee that is largely full of government technocrats fails to include somestake holders such as the oil field host communities. A poignant issue in the administration of oil activity is lack of local participation (Ojakorotu, 2010), lessons learnt from The Ogoni land human rights matter in the Nigeria Oil sector is that failure to actively involve the local community in the administration of Oil activity can lead to a disenfranchised people with disastrous effects

Uganda like Indonesia has a monitoring mechanism that is scattered over a different array of laws and bodies, the danger of this mechanism is that the monitoring and implementation tools may be too vague to be of use as was highlighted in the case of the Kazakhstan local content policies. Tordo et al, (2013) captured the Kazakhstan dilemma when they stated that;

–The law included only high-level provisions requiring that subcontractors in the oil sector be –largely Kazakh-owned. This was followed by the 1996 Law on Subsurface and Subsurface Use, which required that companies propose, at tender stage, their own local content commitments. But local content requirements were vaguely expressed, which gave ample discretion to companies on their implementation. This resulted in uneven interpretation of requirements, uneven quality of reporting, difficulty in monitoring local content levels, and ultimately did not yield the local content levels that the regulator were hoping to achieve (Tordo et al, 2013).

To remedy this problem the Kazakhstan regulator formulated the 2007 rules that outlined the monitoring and measurement procedure of local content provisions. The Kazakhstan experience is vital for Uganda, whose monitoring mechanism is not that robust.

The Literature studied focuses on the monitoring mechanism of different countries, the gap that is evident is the need to link the clarity of the monitoring mechanism to the efficacy of the local content provisions, which this study's research objectives address.

## **2.4 Conclusion**

In order to determine the efficacy of the local content provisions in the Uganda oil and gas sector, we firstly have to determine the nature of local content Model applicable in Uganda, and secondly the local content implementation and monitoring mechanisms in Uganda warrant this study so as to build on the body of knowledge, which may be a basis for recommendations to ensure that the aspirations of the local content provisions benefiting the Ugandan citizens are achieved.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Research Design

The study adopted a mixed research design, this is because the nature of the research questions required the study and analysis of the numeric data of companies registered on the Nation supplier database, while at the same time obtain the views of different respondents through interviews.

This study also required an analysis of the local content component in the laws and policies applicable to the Uganda's oil sector, as well as an analysis of the data available on the registration patterns on the national Supplier database with a focus on the locally owned Ugandan business enterprises. The nationalities and ownership of the companies that have won procurement contracts in the oil sector over the years was also studied.

This is the reason that justified the use of mixed methods in order to address the qualitative and quantitative components required to answer the research questions of the study.

#### 3.2 Research Methodology

##### 3.2.1 Study Area

The research was conducted in Uganda, which is a landlocked East African country with a total landmass of 241,551 square kilometers and a population of over 42 million people. The country is bordered by five countries namely; Tanzania, Kenya, South Sudan, Democratic republic of Congo and Rwanda.

The study focused on a targeted caliber of respondents, with emphasis on those who are well versed with the facts in the oil sector or in positions of responsibility in the public sector, business sector and oil companies. This enabled the researcher obtain valuable data in respect to local content policies, their implementation and monitoring. The caliber of the targeted respondents meant that the study area was limited to the Capital city of Uganda in Kampala.

### **3.2.2 Study population**

The study population included persons of different organizations that are active in the oil sector, these include; The Petroleum Authority of Uganda (PAU), the Companies on the National Supplies database, and the Uganda National Oil Company. These were targeted because they are mandated by law in Uganda to either apply for registration on the National supplier database (NSD) or in the case of PAU the regulator, to maintain the NSD, a key step for eligibility for local content benefits, which is in line with the focus of the study of –The Efficacy of the Local Content Provisions In Promoting Indigenous Business Participation In the Ugandan Oil Sectorll

### **3.2.3 Sample size**

The determination of a sample size in a mostly qualitative research is not clear cut (Blaikie,2018). The research study is in a country that has just discovered oil, the sector is young when compared to other countries like Norway, the research focus on local content means that there is limited data in Uganda and the potential respondents are also limited because it is a technical area that requires particular

expertise and knowledge, as a result a sample of twenty people was used, because it is a sufficient number to enable us reach the saturation point of the data.

The respondents were selected using purposeful and snowball sampling method because we were dealing with a specialized field and the research area required respondents with the specific knowledge.

#### **3.2.4 Unit of analysis**

The unit of analysis is the Local content model adopted by Uganda to achieve the objectives of the National Oil and Gas Policy for Uganda, 2008 and the National Content Policy for the Petroleum Subsector in Uganda, 2018.

#### **3.2.5 Data collection tools**

The tools used in this research include an in-depth interview method making sure to ask open ended questions in order to collect detailed data on each of the thematic areas deduced from the research questions and I also used the document review method to study different documents, the Laws and policies for analysis. I also analyzed data obtained from the national supplier database using statistical applications to compare and contrast different aspects relating to numbers of locally owned Ugandan companies as against other companies on the database.

The limitation of the methods used is mostly in respect to the wealth of data collected, it is possible that a questionnaire sent out to more companies and the members of the public could possible give a wealth of data. Since this research



was conducted during the COVID 19 Pandemic, some of these methods of reaching a large number of respondents were not appropriate.

### **3.2.6 Data management and analysis**

This study adopted the interpretive approach which is one of the qualitative data analysis methods (Miles and Huberman ,1994). In order to manually interpret the data, we first transcribed the data collected from the interviews, then carried out open coding by marking similar phrases and words to generate codes, after the codes are generated we carry out closed coding to align them to the thematic areas that based on the specific objectives of the study. The analyzed coded data is the basis of our research report.

### **3.2.7 Ethical considerations**

This study success was based on following particular protocols relevant to research, this included obtaining, letters of introduction from my University addressed to the respondents, with a specific letter addressed to the Petroleum Authority of Uganda so as to gain access of the data of companies on the National Supplier database . I also obtained consent of the respondents before starting the interviews that were based on a structured interview guide as shown in appendix 1 in this report.

### **3.2.8 Limitations of the study**

The study was conducted during the COVID 19 pandemic, which was categorized by a restrictions on movement and contact. This meant that methods that would have led interactions with many respondents such as the use of focus group discussions

or large number of disseminated questionnaires was not appropriate. Secondly data of companies on the National supplier database is also controlled by one organization, the Petroleum Authority of Uganda, this data can only be availed after an elaborate procedure of requesting for the same.

In order to circumnavigate the limitations of the study , I adopted other appropriate sampling methods such as snowballing and purposeful targeted knowledgeable persons in the study area, who I interviewed , I also requested the University institution to introduce me to the Petroleum Authority of Uganda and back my request to access data on the national supplier database, refer to appendix 2 . This was successful and I was availed the data, which I analyzed for this study.

## CHAPTER FOUR

### PRESENTATION OF FINDINGS & ANALYSIS OF DATA

#### **4.1 Introduction.**

This chapter presents the findings in our study of the efficacy of the Local Content provisions in promoting indigenous business participation in the Ugandan oil sector. The findings constitute the data collected from the Petroleum Authority of Uganda and information gathered from the interviews of the respondents and review of relevant documents.

The data after analysis was statistically represented in clustered columns and pie charts for comparison of different parameters forming a basis for the Analysis. We shall also carry out an analysis of the findings as they are presented.

#### **4.2 Respondents**

This study's findings are based in part to my interaction and interview of 20 respondents who include 1 board member of UNOC, 2 officials with PAU that is the National supplier database administrator and the Business development officer, 1 banker, and 8 officials from business entities on the National supplier database and 8 persons representing business entities that are not on the national supplier database. I also carried out documentary review of different legislation in Uganda with a focus on those relating to Local content in the oil sector.

**Table 4.1: The Respondents**

	Number
UNOC	1
PAU	2
Banker	1
Officials with businesses on NSD	8
Business persons not on the NSD	8

The findings are presented in a sequential format guided by the research questions in this study. This will be by way of tables, numbers and diagrammatic chart representations of the statistics to allow for comparison. The presentation of the statistical findings will also be buttressed with a quote from the respondents interviewed or from the documents reviewed.

This study findings are all focusing on one aspect of local content and more specifically the participation of Ugandan owned businesses in the oil sector, by registration on the National supplier database and having been able to get a contract in the sector. The findings are presented under each research question raised in chapter two of this study. A recap of the questions is here below listed.

- I. Do the Ugandan oil sector laws stipulate a clear local content model to promote the participation of Ugandan owned businesses?
- II. What is the extent of participation of Ugandan owned companies in the oil sector?
- III. What mechanisms are in place to monitor the application of the local content provisions in Uganda?

#### **4.3 Ugandan local content model**

## Research question1

**Do the Ugandan oil sector laws stipulate a clear local content model to promote the participation of Ugandan owned businesses?**

The findings under this research question, are presented in a table showing the laws applicable in the Uganda oil sector analyzed against four chosen parameters that will enable us study the level of clarity of the Uganda local content model specific Ugandan owned businesses. The parameters chosen for this purpose are, the laws definition of a Ugandan company , the definition local content, whether the law sets a minimum local content percentage applicable to Ugandan owned companies and lastly if the law stipulates any ring fencing of some business for Ugandans.

**Table 4.2: Local content within parameters relating to Ugandan owned business.**

Legislation	Does law define a Ugandan company	Does Law Define local content	Does Law set a minimum percentage local content for Ugandan Company	Ring fencing some business for Ugandans.
Petroleum Supply Act, 2003	NON	NON	NON	NON
the Petroleum (Exploration, Development and Production) Act, 2013,	NON	NON	NON	
the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act, 2013	NON	NON	NON	NON
The Petroleum (Refining, Conversion, Transmission And Midstream Storage) (National Content) Regulations, 2016,	–Ugandan companyll for purposes of section 53 (4) of the Act and these Regulations, means a company incorporated under the Companies Act, 2012 and which–	–national contentll means– (a) the level of use of Ugandan local expertise, goods and services, Ugandan companies, Ugandan citizens, registered entities,	NON	Regulation11 (1)  Contracts, goods and services to be provided by Ugandan companies, registered

	<p>(a) provides value addition to Uganda;</p> <p>(b) uses available local raw materials;</p> <p>(c) employs at least 70% Ugandans; and</p> <p>(d) is approved by the Authority under regulation 10(3)</p>	<p>businesses and financing in petroleum activities; and</p> <p>(b) the substantial combined value added or created in the Ugandan economy through the utilization of Ugandan human and material resources for the provision of goods and services to the petroleum industry in Uganda;</p>		<p>entities and Ugandan citizens.</p> <p>(1) Every licensee, contractor and subcontractor shall reserve contracts for goods and services specified in the Schedule to be provided by Ugandan companies, registered entities and Ugandan citizens.</p>
<p>the Petroleum (Exploration, Development and Production)(National Content) Regulations, 2016</p>	<p>–Ugandan companyll for purposes of section 125 of the Act and these Regulations means a company incorporated under the Companies Act, 2012 and which–</p> <p>(a) provides value addition to Uganda;</p> <p>(b) uses available local raw materials;</p> <p>(c) employs at least 70% Ugandans; and</p> <p>(d) is approved by the Authority under regulation 9(4)</p>	<p>–national contentll means–</p> <p>(a) the level of use of Ugandan local expertise, goods and services, Ugandan companies, Ugandan citizens, registered entities, businesses and financing in petroleum activities; and</p> <p>(b) the substantial combined value added or created in the Ugandan economy through the utilization of Ugandan human and material resources for the provision of goods and services to the petroleum industry in Uganda;</p>	NON	<p>Regulations 10 (1)</p> <p>10. Contracts for goods and services to be exclusively provided by Ugandan citizens and companies.</p> <p>(1) Every licensee, operator, contractors and subcontractors shall reserve the contracts for goods and services specified in the Schedule to be supplied by Ugandan companies, Ugandan citizens and registered entities.</p>
<p>Guideline on reservation schemes to promote Local Content March 2018 Guideline Reference 1 of 2018</p>	<p>–A provider registered in Uganda and wholly owned and controlled by Ugandansll</p>	NON	NON	NON

#### **4.3.1 Analysis**

The term –local content‖ in the Ugandan oil sector is interchangeably used with the word –national content‖ as used in the legislation. It has been argued by authors like Nwapi, C. (2015) that if the intention of local contents is to give benefit to citizens of the country it is key to pay attention to the word –Local‖ by defining local content and setting realistic measurable targets for companies.

#### **4.3.2 Defining Local Content**

Different countries have defined local content differently, in Uganda it is referred to as National Content. It is in only two legislations out of five that were reviewed as shown in table 2 above. The Ugandan Petroleum (Refining, Conversion, Transmission and Midstream Storage) (National Content) Regulations, 2016 and the Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016 both define national content as –the level of use of Ugandan local expertise, goods and services, Ugandan companies .....‖ (Mushemeza et al, 2016). This is the same definition spirit that is contained in Article 17 of the Model Production Sharing Agreement For Petroleum Exploration, Development & Production In Uganda, it should be noted though that this agreement does not mention local or national content anywhere but emphasizes that licensee’s shall in procurement give preference to goods which are produced or available in Uganda and services which are rendered by Ugandan citizens and companies.

The Ugandan local content model on top of the operative general definition of national content, also ring fences some contracts for goods and services for Ugandan citizens and companies as provided in Regulations 10 (1) of the Petroleum

(Exploration, Development and Production) (National Content) Regulations, 2016 and regulation 11 of the Petroleum (Refining, Conversion, Transmission And Midstream Storage) (National Content) Regulations, 2016.

The Ugandan definition of local (national) content can be compared with that of the Iranian Petroleum Contract 2015 which provides that a contractor shall give priority to local contractors, locally manufactured materials, equipment, machinery and consumables. These definitions of local content as contained in the Ugandan law when contrasted with that of Libya as contained in the Libyan Exploration and Production Sharing Agreement which provides that the –Operator must give priority to local supplies and services, the operator shall be obliged to spend at least 50% of its approved budget on supplies, equipment and services available locallyll , shows that in the case of Libya it sets a percentage while the others including Uganda do not, therefore the Libyan model offers tangible clarity.

It is clear that although the legislative definition of national content in the Ugandan law refers to the –level of use of Ugandan companies, the yard stick for the effective measurement of the –level of use is not stated. This can be remedied by a percentage level of use as is the case in the Libyan local content model which sets a percentage of at least 50%, if this was adopted in Uganda it would be easy to measure level of Use and would go a long way in increasing –the local participation in foreign direct investment by directing the utilization of indigenous companies in goods and services procurementll (Mushemeza et al, 2016)



### 4.3.3 Minimum local content targets set in the legislation.

The results in Table 4.2 show that the Ugandan legislation does not set minimum targets for the Ugandan local companies share in the business from contracts in the oil sector, this can be contrasted with the Ghanaian Petroleum (Local Content and Local / Participation) Regulations, 2013 which specifies in regulation 10 the minimum local content levels for any petroleum activity to be attained from date of effectiveness of a license or agreement. The first Schedule of the Ghanaian regulations provide the table below.

**Table 4.3**

**Ghanaian Local content levels to be attained from date of effectiveness of licence or petroleum agreement**

Item	Start	5 Years	10 Years
Goods and services	10%	50%	60 - 90%
Recruitment and Training			
Management Staffs	30%	50 - 60%	70 - 80%
Technical core staffs	20%	50 - 60%	70 - 80%
Other staff	80%	90%	100%

Source: Ghana Petroleum (Local Content and Local / Participation) Regulations, 2013

The above provisions in the Ghanaian legislation show that Ghana has set targets in respect to the aspirations to be achieved over a set of five year intervals, According to Muhwezi (2017) The Ghana local content policy of 2010 and the Petroleum Commission Act, 2011 have an objective to achieve ninety percent

Ghanaian participation by the year 2020. Ghana is not the only country that has set aspiration local content percentages in its legislation, The Libyan and Kazakhstan's local content law have also set a target of 50 percent (Olawuyi, 2018). A percentage based model guarantee for Ugandan owned businesses is lacking in the Ugandan Legislation, which amounts to failure to create targets that are geared to keeping part of the proceeds from oil contracts within the Country.

Many other models such as the Norwegian local content model also do not have percentage targets, but they have compensated in other ways by developing their local businesses to be competitive in their oil sector. A young oil sector country like Uganda ought to follow the example of countries at their level like Ghana, since they all have a local business class that is not experienced enough to compete with businesses with a lot of experience doing business in the oil sector of other countries, so there is a need to protect the Ugandan owned businesses by way of set percentage guarantees. Competition in the participation and attainment of contracts ought to be buttressed by progressive targets that will guarantee the participation of the locally owned Ugandan businesses in their oil sector.

#### **4.3.4 Definition of Ugandan Company.**

The definition of national content makes reference to a company, but does not offer a definition of a Ugandan company based on ownership. The main principal legislation relating to the Ugandan oil sector including the Petroleum Supply Act, 2003, the Petroleum (Exploration, Development and Production) Act, 2013 and the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act, 2013 all do not have a definition of a Ugandan company as shown in table 4.2 above.

The definition of a Ugandan company is only found in the Petroleum (Refining, Conversion, Transmission And Midstream Storage) (National Content) Regulations, 2016, and the Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016 but it is important to note that the definitions in these regulations are not pegged on equity ownership of the company by Ugandans owning more than 51 Percent of the shares of the company.

The Ugandan legislation only makes reference to a Ugandan company pegging it to a company registered in Uganda with a focus on its value addition and use of local resources, totally ignoring the ownership of the company. This is in direct contrast of the respondents interviewed with 14 out of 20 of them having the view that the companies benefiting from the local content provisions must be those that are wholly owned by Ugandan citizens.

The position in Uganda can be contrasted with that in Ghana where regulation 49 of the Petroleum (Local Content and Local / Participation) Regulations, 2013, defines an "indigenous Ghanaian company" as one incorporated under the Companies Act, 1963 and has at least fifty one percent of its equity owned by a citizen of Ghana. In respect to banking, regulation 33 of the Ghanaian regulations stipulates that all licensees shall maintain bank accounts in an indigenous Ghanaian bank, which the regulations defined as one that is one hundred percent Ghanaian or a majority Ghanaian shareholding.

Uganda's value added approach to the definition of a company in the law, though similar to that of Norway and Malaysia, it is not reflective of the responses from a majority of respondents interviewed, who seem to prefer a definition similar to that in Ghana by pegging Ugandan company definition to equity ownership of the company.

The definition of a Ugandan company in the legislation in the oil sector in Uganda betrays the spirit behind the local content provisions because it can be abused. The law in Uganda as it stands now allows a foreigner to register a company in Uganda owning one hundred percent of the shares and it would be categorized as a Ugandan company eligible to benefit from the local content provisions which is an absurdity. It would be advisable to define the Ugandan company in respect to equity ownership, in that way you are sure that the shareholders being Ugandan will not be tempted to repatriate any profits earned by the business conducted by their company in the oil sector.

#### **4.4 Ugandan owned business participation in the oil sector**

##### **Research question 2**

**What is the extent of participation of Ugandan owned companies in the oil sector?**

The findings under this research question, are presented in a tables and pie charts based on data that I obtained from the Petroleum Authority of Uganda officials. The data is limited in scope by our topic by focusing on companies. I analyzed the data in respect to companies registered on the NSD from 2017 to 2020, the total procurement contracts awarded in the oil sector in 2017 to 2019 with particular

scrutiny of the value of awards to Ugandan registered companies and lastly I considered the number of Ugandan companies on the NSD that were awarded contracts in the period 2017 to 2019 when compared to the total number of Ugandan registered companies enrolled on the NSD for the same period.

#### 4.4.1 Registration on NSD

Regulation 11(1) of the Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016, mandates PAU to develop a national supplier database for petroleum activities. Regulation. The law in regulation 11 (2) the Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016, and regulation 30(2) of the Petroleum (Refining, Conversion, Transmission and Midstream Storage) (National Content) Regulations, 2016, makes it a requirement for a company to be on the National supplier database in order to provide goods, works or services for petroleum activities.

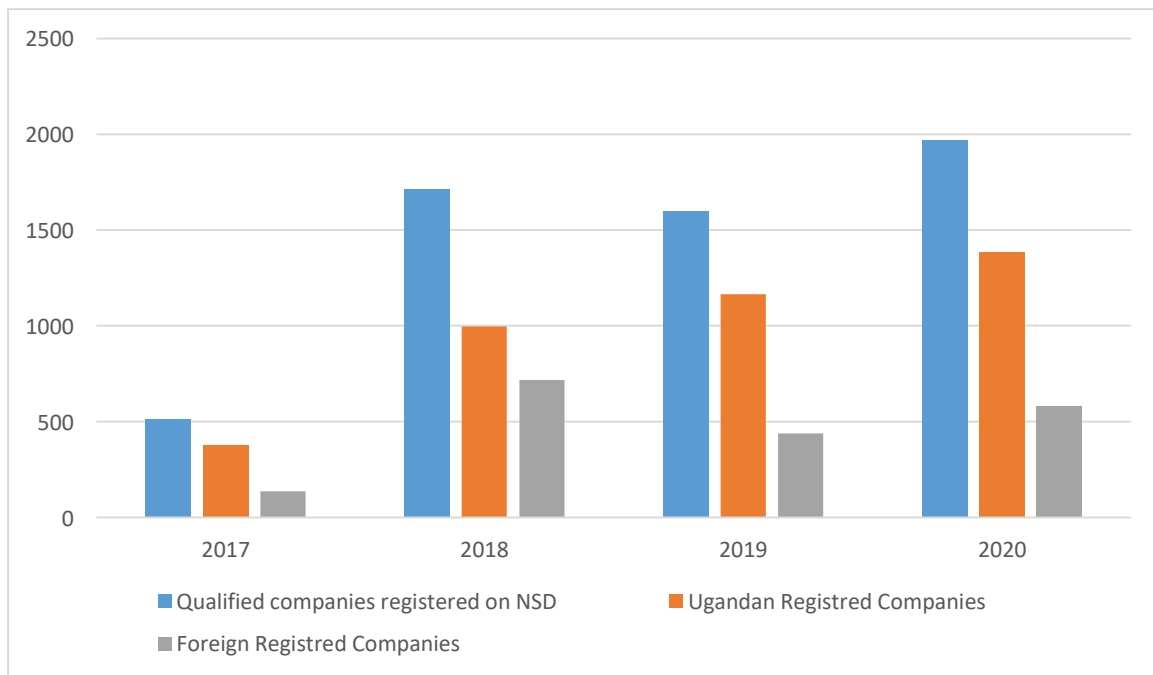
**Table 4.4: Annual number of companies admitted on the national supplier database.**

	2017	2018	2019	2020
Companies admitted on the NSD	513	1712	1601	1967
Ugandan Registered companies	378	996	1164	1385
Foreign Registered Companies	135	716	437	582

Source: Petroleum Authority of Uganda

The data in the table shows the number of companies that were admitted on the national supplier database for the years 2017 up to 2020, this is a mandatory precursor to participation in the oil sector business.

**Chart 4.1 Companies Registered on the National Supplier Database.**



The chart shows bar graph representation of the data in table 4.4.

#### 4.4.2 Procurements awarded to businesses participating in the oil sector

**Table 4.5: procurements in the Uganda oil sector awarded to companies in USD**

	2018	2019
Total procurement amounts	43,583,378	21,375,663
Foreign registered companies	14,905,572	860,780
Ugandan Registered, locally owned	14,364,196	15,484,732
Ugandan Registered, foreign owned	13,378,246	4,755,732

Source: Petroleum Authority of Uganda

The data in the table shows the total business in United States dollars that was executed by companies in the year 2018 and 2019.

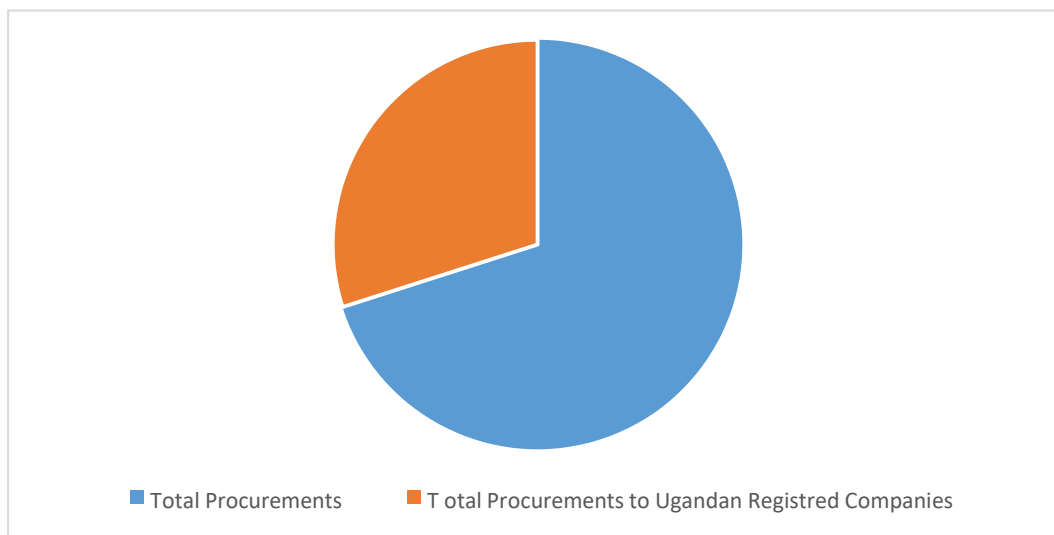
**Table 4.6: Uganda Oil sector procurements 2017 to 2019**

	Amount (USD)
Total Procurements	198,795,426
Total procurements to Ugandan registered Companies	84,958,919

Source: Petroleum Authority of Uganda

The data in the table summarizes the total business in United States dollars that was executed by Ugandan registered companies from 2017 to 2019 as compared to the total business in the Uganda oil sector for the same period.

**Chart 4.2 Uganda oil sector procurements 2017 to 2019**



Note: 42 % of the Total value of procurement businesses in the oil sector from 2017 to 2019 were awarded to Ugandan registered companies as shown in the data in table 4.6

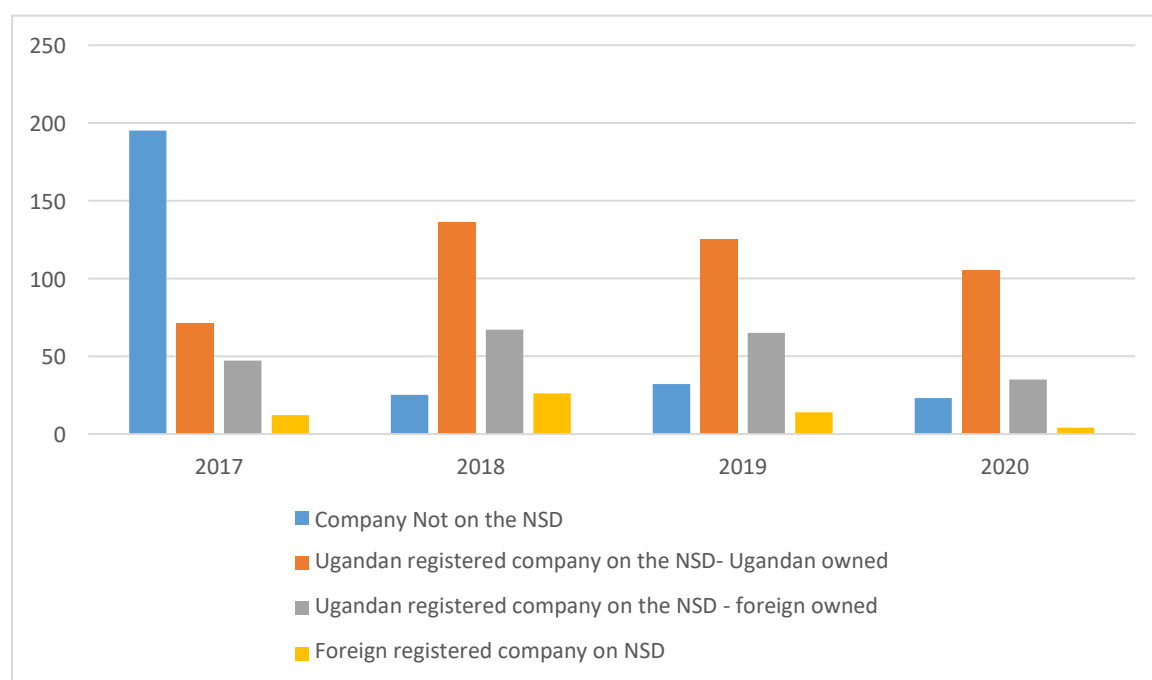
**Table 4.7 Companies awarded procurement business contracts 2017 to 2020**

	2017	2018	2019	2020
Company Not on NSD	195	25	32	23
Ugandan owned company on NSD	71	136	125	105
Ugandan company but foreign owned	47	67	65	35
Foreign registered company	12	26	14	5
<b>Total</b>	<b>325</b>	<b>254</b>	<b>236</b>	<b>168</b>

Source: Petroleum Authority of Uganda

The data in the table shows the number businesses that carried out business in the oil sector from 2017 to 2020, the companies have been split into categories for comparison purposes.

**Chart 4.3 Companies awarded procurement contracts 2017 to 2020**

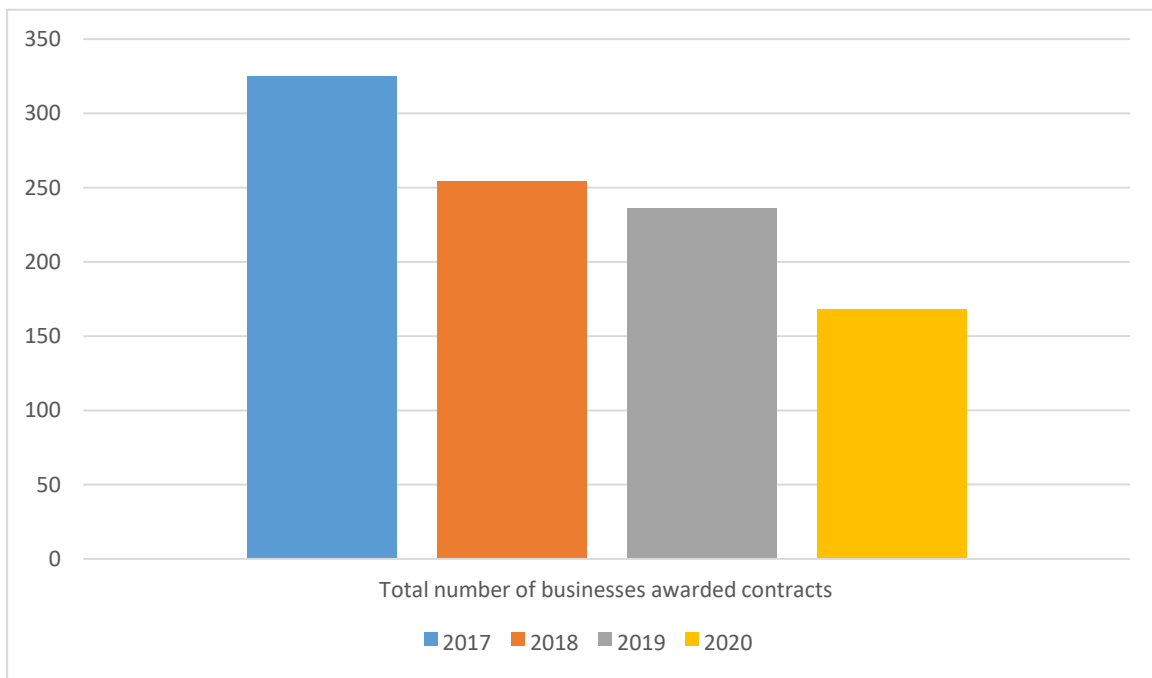




Note:

The number of companies awarded contracts that are not on NSD were the majority in 2017 but drastically dropped from 2018 with the setup of the NSD in accordance with the law.

**Chart 4.4: Total number of business entities awarded contracts 2017 to 2020**



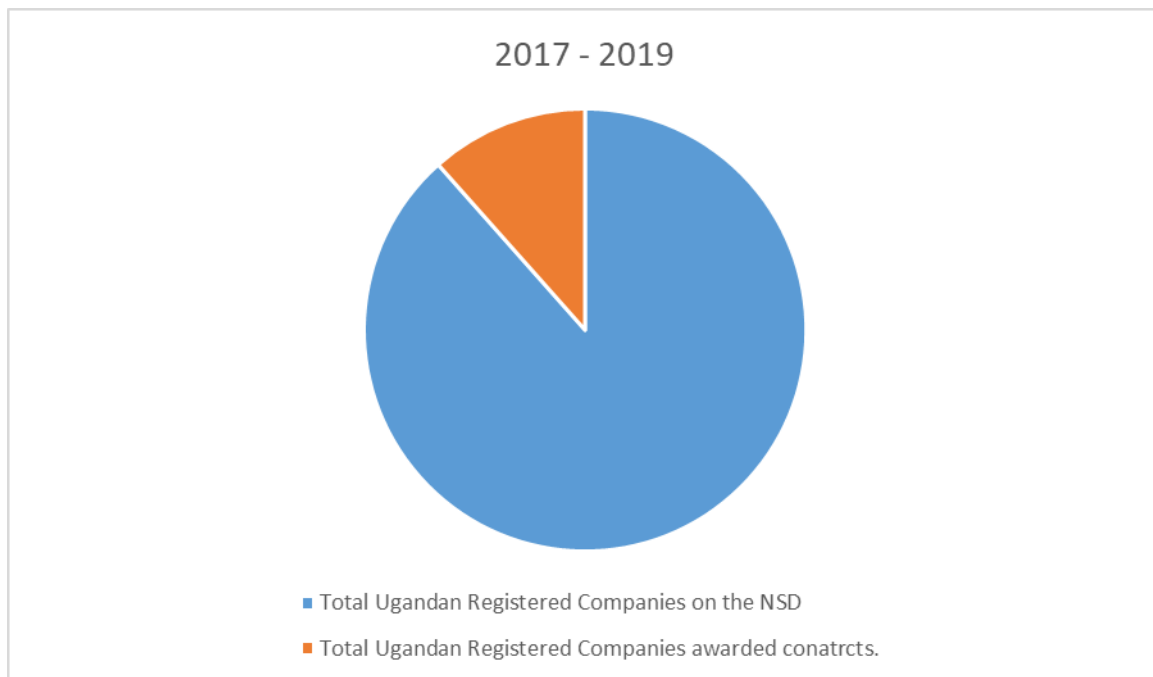
Note: The chart shows that there is a steady decline in the number of businesses awarded contracts in the Ugandan oil sector from 2017 to 2020

**Table 4. 8: Ugandan owned Companies on NSD awarded contracts compared with Ugandan registered companies on NSD 2017 to 2019.**

	2017 to 2019
Total Ugandan registered Companies on the NSD (See table 4.4)	2538
Total Ugandan registered Companies on the NSD that are Ugandan owned awarded contracts (See table 4.7)	332

Source: Petroleum Authority of Uganda

**Chart 4.5: Ugandan owned Companies on NSD awarded contracts compared with Ugandan registered companies on NSD 2017 to 2019.**



Note: Chart 4.5 shows that of all the companies on the NSD that won procurement contracts between 2017 to 2019, only 13 % of them were Ugandan companies.

#### **4.4.3 Analysis**

The data obtained from PAU as illustrated in the tables and charts for comparison shows that of the companies that qualified for inclusion on the NSD per year from 2017 to 2020, the majority were Ugandan registered companies reference can be made to chart 4.1 above. The total number of companies awarded procurement contracts in the whole oil sector have been steadily reducing from 2017 to 2020 as is illustrated in chart 4.4

It is worth noting that some of these Ugandan registered companies in Chart 4.1 are wholly owned by foreigners in accordance to the Companies Act, 2012 (No. 1 of

2012), it was not possible to determine from PAU how many of these companies are wholly owned by Ugandan citizens , because it is not a categorization parameter on the NSD.

In regard to the value of procurement contracts awarded to businesses from 2017 to 2019, the data from PAU as portrayed in chart 4.2 shows that 42 % of the procurement contracts went to Ugandan companies, this is a low participation by Ugandan registered companies considering that oil companies have been active in Uganda for more than seven years, by this time the percentage of procurement contracts to Ugandan companies would have been higher if Uganda had targets similar to those in Ghana as shown in table 4.3 above.

#### **4.5: Local content monitoring mechanism in Uganda**

##### **Research question number 3**

**What mechanisms are in place to monitor the application of the local content provisions in Uganda?**

The findings under this research question, are presented in quotes of respondents and statistics. It will be discussed under two sub headings, one on monitoring the implementation of national content and the other on the nature of the national content monitoring body.

##### **4.5.1 Monitoring the implementation of national content**

The measures put in place to monitor the implementation of the local content provisions are obscure to the majority of respondents interviewed. The statistics

show that 50 % of the respondents were unable to explain the monitoring mechanisms. It is only the officials from PAU that were very knowledgeable on this subject to the extent of offering an explanation in regard to the monitoring mechanisms, not surprising since it is the PAU with the mandate National content implementation under regulation 5 in both the Petroleum (Exploration, Development And Production) (National Content) Regulations, 2016 and the Petroleum (Refining, Conversion, Transmission And Midstream Storage) (National Content) Regulations, 2016.

The official from the PAU on the issue of monitoring national content stated:

–PAU aims to have optimum participation of Ugandan companies, IOC's write annual work plans which have to be approved by the Authority and are posted on the website. PAU also evaluates the procurement process for observance with the law and where the Authority feels that there is no compliance with the law (e.g. national content terms) they may refuse to issue a No objection or tell the IOC to re-advertise in order to get suitable suppliers|| PAU official interview, 29<sup>th</sup> March 2021

The official from the PAU on the issue of monitoring national content stated:

–IOC's want to bundle contracts leading to amounts that may limit Ugandan companies , We (PAU) are always engaging the IOC's to break down the procurements into several smaller contracts that Ugandan companies can manage|| PAU official interview, 29<sup>th</sup> March 2021

– We (PAU) realized that the contracts are big so we tell IOC's to unbundle rather than consolidate them, for example if a contract is for construction and civil works , we tell them to unbundle the contract because civil works are ring-fenced for Ugandans|| PAU official interview, 29<sup>th</sup> March 2021

#### **4.5.2 Analysis**

The analysis of the research information above from respondents shows that PAU is carrying out its mandate to monitor the implementation of local content, this is done by using soft measures within their power such as the duty to approve IOC's procurement plans, which they exploit by ensuring that the presented Procurement plans have made a provision for Local (National) Content. PAU has also been demanding of unbundling of procurement contracts because it is one of the ways in which the local Ugandan business would manage to participate in the oil sector business, handling smaller contract amounts rather than the consolidated large contract amounts that the IOC's prefer, yet they are out of range of the local Ugandan businesses capacity. These soft measures adopted by PAU to monitor the implementation of the local content provisions can be contrasted with the arsenal available to the Nigerian Content Development and Monitoring Board which has power to levy heavy sanctions and fines on IOC's that breach local content provisions.

Despite the commendable work by PAU, one wonders what yardstick they use when scrutinizing the procurement plans made by the IOC's if the Ugandan legislation

does not set in percentage terms the value amounts of local content reserved for Ugandan Companies .

#### **4.5.3 National content monitoring body.**

The National Content Policy for the Petroleum Subsector in Uganda 2018, created a National Content Steering Committee (NCSC) to coordinate the different institutions and stakeholders that are responsible for the implementation of this Policy. On the other hand on a more practical note, the National content issues in Uganda are handled by the National content department which falls under the Directorate of Technical support services of the Petroleum Authority of Uganda.

80% of the respondent's interviewed expressed a desire that the aspects of monitoring the implementation of national content be handled by an independent body which can concentrate on ensuring that Ugandan companies can maximally benefit. The official from PAU added that, –it would be good if Uganda had an independent body to monitor the implementation of local content, not only for the oil sector but all sectors of governmentll

#### **4.5.4 Analysis**

The analysis of respondent responses in respect to whether or Independent body to monitor implementation of national content is desirable in Uganda, show that 80% support it. The officials from the PAU also referred to the Nigerian Content Development and Monitoring Board (NCDMB) that is duty bound to monitor and implement the Nigeria local content, but added that if Uganda were to create such

an independent body it should monitor local content in all sectors, not only the oil sector.

#### **4.6 Conclusion**

The findings have been analyzed under each sub section above, none the less the finds in general show that The term –local contentll in the Ugandan oil sector is interchangeably used with the word –national contentll as used in the legislation. The findings shows that the definition of a Ugandan company in the legislation in the oil sector in Uganda betrays the spirit behind the local content provisions because it can be abused by foreigners registering a company in Uganda and also benefit under the local content provisions. The local content monitoring system also needs alignment, preferably by setting up an independent body to monitor the implementation of Local Content provisions for the benefit of the Ugandan owned businesses.

## CHAPTER FIVE

### DISCUSSION

#### 5.1 introduction

In this chapter, I discuss the findings in chapter four, under the different subthemes guided by the research questions that guided the presentation of the facts.

#### 5.2 Local content model clarity.

An analysis of the local content parameters relating to definition of local content, the setting of minimum targets of local contents in the state legislation and the definition of a local or national company above all show that they are lacking in clarity or nonexistent at all in some cases such as the setting of minimum percentages of business contracts allocated to Ugandan owned companies.

Any local content model especially in a third world country like Uganda that has Ugandan owned businesses that are not experienced in conducting business in the oil sector ought to clearly define what an indigenous or locally owned company is and guarantee some percentage business contracts to them, if this is not done foreigners can exploit the loopholes ending up benefiting under the local company bracket by just registering in the country. In the course of research a respondent from PAU confirmed that the Ugandan local content law refers to a Ugandan company, which is defined as one registered in Uganda, and as a result of this loophole PAU has noticed that some foreigners are deliberately applying to join the NSD using the companies they have registered in Uganda rather than their original parent foreign companies. This loophole can be dangerous if not addressed as was



opined by Nwapi (2015) who warned that if countries do not pay particular attention to the definition of –localll, the benefits that would otherwise be intended for citizens will be captured by –outsidersll, thereby producing the dreaded phenomenon of –economic capturell.

The Local content provisions as stipulated in the Ugandan legislation and as discussed above may not be effective in promoting indigenous business participation in the Ugandan Oil sector, and in worst case scenarios the loopholes in the legal provisions may benefit foreigners and not the intended Ugandans simply because key definitions such as what is an indigenous Ugandan company have not been adequately articulated in the Ugandan law, this is a matter the line Minister may have to address by way making regulations.

It is also imperative that PAU as the monitoring regulator of National content provides clear definitions and indicators for the measurement of national content as stipulated in Regulation 5(h) of both The Petroleum (Refining, Conversion, Transmission and Midstream Storage) (National Content) Regulations, 2016 and The Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016.

### **5.3 Participation of Ugandan owned companies in the oil sector.**

The PAU has done a commendable job considering year after year since 2017, the Majority of companies admitted on the NSD are Ugandan registered companies, refer to Chart 4.1, but scrutiny of the data using other parameters shows that

actual benefit to Ugandan Registered companies is limited because only 13 percent of these on the NSD actually got contracts, refer to chart 4.5.

The data also shows in the same period of 2017 to 2019 Ugandan registered companies won 42% of the total value of the procurement contracts, refer to chart 4.2. This 42% may point to an emergence of a few Ugandan registered companies monopolizing the contracts year by year , this must be addressed to ensure that more Ugandan Companies on the NSD get an opportunity to work, this is the only way the businesses in the oil sector may be boosted to grow through experience. Monopolizing of oil business contracts in the hands of a few ought to be discouraged.

#### **5.4 Monitoring mechanisms for the application of the local content provisions in Uganda.**

The Ugandan local content model that does not have an independent body to focus only on monitoring of the local content provisions. This may be a hindrance that will deny Uganda an opportunity to maximize local content benefits to Ugandan companies. The lessons from Nigeria as captured by McCulloch et al (2017) show that with the establishment of the NCDMB, Nigeria witnessed a significant increase in the local content in the oil industry.

#### **5.5 Conclusion.**

The discussion above shows that it is important for Uganda to define an indigenous company in terms of ownership by the citizens, this will lead to more Ugandan owned companies benefiting from the local content provisions especially if an independent monitoring mechanism is also put in place.

## CHAPTER SIX

### RECOMMENDATIONS

#### 6.1 Introduction

The recommendations are guided by the research objectives and the findings as discussed in chapter four. These recommendations are made mostly to government and the regulator in the oil sector who have the power to initiate a process leading to the minister making adjustments in the Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016 and the Petroleum (Refining, Conversion, Transmission and Midstream Storage) (National Content) Regulations, 2016, to ensure that the loopholes that are exploited by foreigners benefiting from local content provisions by merely registering a company in Uganda are plugged .

The recommendations will also guarantee that Ugandan citizens actually benefit from the exploitation of their countries natural resources. The suggested recommendations are:

#### **6.2 Define of an indigenous Ugandan registered company.**

The Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016 and the Petroleum (Refining, Conversion, Transmission and Midstream Storage) (National Content) Regulations, 2016 be amended to provide for a specific definition of an indigenous Ugandan company as one whose ownership is owned by Ugandan citizens.

This will address the mischief in the current law that refers to Ugandan registered company, yet it is possible for such a company to be wholly foreign owned in accordance with the Companies Act, 2012. A definition differentiating Ugandan Registered - Ugandan owned companies and Ugandan Registered - foreign owned companies will enable the concentration of the local content provisions to be concentrated on the Ugandan Registered - Ugandan owned companies so that the intended beneficiaries from the natural resources of the country can indeed benefit.

### **6.3 Define national Content in terms of an indigenous Ugandan Company.**

The Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016 and the Petroleum (Refining, Conversion, Transmission and Midstream Storage) (National Content) Regulations, 2016 be amended to provide for a specific definition to specifically define national content as benefit to an indigenous Ugandan Company.

### **6.4 Local content targets should be set in the legislation.**

The Petroleum Authority of Uganda should in conformity to Regulation 5(h) of both The Petroleum (Refining, Conversion, Transmission and Midstream Storage) (National Content) Regulations, 2016 and The Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016, stipulate the indicators for the measurement of national content.

The Petroleum Authority of Uganda can pick a leaf from the Ghanaian Model that has set aspirational Percentages of levels for national content in its Petroleum

(Local Content and Local / Participation) Regulations, 2013. If this is adopted by Uganda it will lead to a progressive measurable yardstick of Ugandan owned companies, which will eventually stimulate economic growth and development due to monies retained in the country.

#### **6.5 Change parameters on the NSD to capture data on Ugandan owned companies.**

The law in 11 (2) the Petroleum (Exploration, Development and Production) (National Content) Regulations, 2016, and regulation 30(2) of the Petroleum (Refining, Conversion, Transmission and Midstream Storage) (National Content) Regulations, 2016, makes it a requirement for a company to be on the National supplier database in order to provide goods, works or services for petroleum activities.

We recommend that the PAU as the one mandated to maintain the National supplier database, it should add a parameter that captures data on all Ugandan registered companies that are wholly owned by Ugandans. This is currently not being done and as such it is not easy to find out if the Ugandan companies registered on the NSD year after year are actually owned by Ugandans. Data on the procurement contracts given to Ugandan owned companies should be captured and also to avoid monopoly by a few firms clustering may be utilized to increase the number on the NSD that actually benefit by winning procurement contracts from the oil sector players.

## **6.6 Ugandan owned companies should form strategic alliances.**

It is recommended that the regulator in this case PAU, encourages Ugandan companies to form strategic alliances for purposes of bidding for businesses, this is the only way that they can handle the mega businesses. One of the respondents I asked if they believe Ugandan companies will benefit from the business in the oil sector, stated that –Ugandan companies will benefit but it will be muted due to lack of capacityll.

The oil sector contracts are big and unless Ugandan business work together rather than compete against each other none of them may have capacity to carry out the whole contract. This will mean that Ugandan companies will only be limited to the small unbundled contracts or subcontracted by the other companies that win the bids by virtue of having the financial and human resource capacity as well as experience. To remedy the above it is advisable that Ugandan companies form strategic alliances among themselves to improve capacity to handle the big projects in the oil sector.

## **6.7 Set up independent body to monitor the implementation of local content**

It is recommended that an independent body be set up to monitor the implementation of local content across all sectors as a way of ensuring that Ugandan owned businesses participate thereby leading to their growth for the good of the economy. In order to be effective the independent body ought to have power to give penalties and fines to defaulting companies

## **6.8 Conclusion**

The Ugandan local businesses can benefit more from the local content provisions than they are benefiting under the current regime, if the recommendations stated above are implemented.

## REFERENCES.

- Ado R (2013) 'Local content policy and the WTO rules of trade-related investment measures (Trims): The Pros and Cons', *International Journal of Business and Management Studies*, Vol. 2, No. 1, pp. 137-146.
- Blaikie (2018): Confounding issues related to determining sample size in qualitative research, *International Journal of Social Research Methodology*, DOI: 10.1080/13645579.2018.1454644
- Byaruhanga & Langer (2019). *On the right track? An analysis of the implementation of oil and gas sector local content policies in Uganda. The Extractive Industries and Society*. doi:10.1016/j.exis.2019.07.006
- Esteves Ana Maria, Bruce Coyne & Ana Moreno (2013), Local Content Initiatives: Enhancing the Subnational Benefits of the Oil, Gas and Mining Sectors, Revenue Watch Institute (RWI) Briefing, July 2013, pp. 2-3, retrieved from [https://resourcegovernance.org/sites/default/files/Sub\\_Enhance\\_Benefits\\_20151125.pdf](https://resourcegovernance.org/sites/default/files/Sub_Enhance_Benefits_20151125.pdf) on 30th March 2021.
- Hallwood, C. P (1990) *Transactions Costs and Trade between Multinational Corporations: A Study of Offshore Oil Production*. Boston, MA: Unwin Hyman
- Hansen, M. W., Buur, L., Mette Kjær, A., & Therkildsen, O. (2015). *The Economics and Politics of Local Content in African Extractives: Lessons from Tanzania, Uganda and Mozambique*. *Forum for Development Studies*, 43(2), 201- 228. doi:10.1080/08039410.2015.1089319
- Henriksen H.Z., Rukanova B., Tan YH. (2008) Pacta Sunt Servanda but Where Is the Agreement? The Complicated Case of eCustoms. In: Wimmer M.A., Scholl H.J., Ferro E. (eds) *Electronic Government. EGOV 2008. Lecture Notes in*



- Computer Science, vol 5184. Springer, Berlin, Heidelberg.  
[https://doi.org/10.1007/978-3-540-85204-9\\_2](https://doi.org/10.1007/978-3-540-85204-9_2)
- Hestermeyer, H. P. and L. Nielsen (2014), ‘The Legality of Local Content Measures under WTO Law’, *Journal of World Trade*, 48: 553-591.
- Hines C. (2000) *Localisation: A Global Manifesto* (London: Earthscan, 2000), p. 27.
- Hufbauer, G.C., Schott, J.J., Cimino, C., Vieiro, M. and Wada, E. (2013): *Local Content Requirements: Report on a Global Problem*.
- Hubennan, M. A., & Miles, M. B. (1994). Data management and analysis methods. In N. Denzin & y. S. Lincdn (Eds.), *Handbook of Glalitative REsearch*. Thousand Oaks, CA: Sage
- Izama A (2013, 30 December) –A centenary of oil exploration in Uganda [1913-2013]. A series retrieved from <http://angeloizama.com/a-centenary-of-oil-exploration-in-uganda-1913-2013-a-series/> on 11<sup>th</sup> November 2020.
- Johannisson, E. (2017) ‘Local content in Nigeria - for the political survival of the ruling elite?’ Master Thesis, Global Studies, Roskilde University.
- Kashillingi Hussein (2018). *A Review of the Local Content Frameworks And Institutional Arrangements for the Oil And Gas Sector In Uganda*. Uganda Christian University, Mukono Uganda
- Kuntze, J.-C. and Moerenhout, T. (2013): *Local content requirements and the renewable energy industry - a good match?* ICTSD
- Lec, S. (2011) *The Petroleum sector value chain*, In: Tordo, S.; Tracy, S., and Arfaa, N. (2011) *National Oil Companies and Value Creation*. World Bank Working Paper, Vol. 1, World Bank, Washington D.C.

- Lewis, S. (2015). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*. *Health Promotion Practice*, 16(4), 473-475. doi:10.1177/1524839915580941
- Miriam, W. (2016). The role of local content policies in manufacturing and mining in low- and middle-income countries. Department of Policy, Research and Statistics Working Paper 19/2016. United Nations Industrial Development Organization Vienna, 2016
- McCulloch, N., Balchin, N., Mendez-Parra, M. and Onyeka, K. (2017) ‘Local content policies and backward integration in Nigeria’. ODI SET Paper. <https://set.odi.org/local-content-backwardintegration-in-nigeria/>
- Muhwezi MG (2017) Examining the challenges and opportunities in enforcing the local content policy in the oil and gas industry in Uganda.
- Mushemeza, E. D., Okiira J., Morales, M., Herrera, J. J (2017). What Matters When it Comes to Adopting Local Content? A Comparative Analysis of Success Factors in Africa and Latin America. ACODE Policy Research Paper Series No. 79, Kampala.
- Narayanan V. K., Fahey L (2001), Macro environmental Analysis: Understanding the Environment outside the Industry, In Fahey, L. and Randall, R. M. (Eds), *The Portable MBA in Strategy*, 2nd edition, John-Wiley and Sons, Inc., New York, 2001, 189-214
- Nwapi, C. (2015). *Defining the “Local” in Local Content Requirements in the Oil and Gas and Mining Sectors in Developing Countries*. *Law and Development Review*, 8(1). doi:10.1515/ldr-2015-0008

- Observer (2020, 26 August) How close is Uganda's oil final investment decision. Accessed at <https://observer.ug/businessnews/66295-how-close-is-uganda-s-oil-final-investment-decision>. on 11 November 2020
- Damilola S Olawuyi (2018): Local content requirements in oil and gas contracts: regional trends in the Middle East and North Africa, *Journal of Energy & Natural Resources Law*, DOI: 10.1080/02646811.2018.1477494
- Pansieri, F. (2019). A indústria do petróleo e gás natural e o desenvolvimento nacional. *Revista de Direito Administrativo*, v. 278(1), 63-85.
- Ramdoe, I. (2016): Local content policies in mineral-rich countries. An overview. ECDPM Discussion Paper No. 193.
- Ramdoe, I. (2016), Local content, trade and investment: Is there policy space left for linkages development in resource-rich countries? ECDPM Discussion Paper 205
- Republic of Uganda (2019) –Exploration and Appraisal of Oil and Gas Discoveriesll Kampala - Petroleum Authority Of Uganda(PAU) retrieved from <https://www.pau.go.ug/exploration-and-appraisal-of-oil-and-gasdiscoveries/#:~:text=Mputa%2D1%20well%20was%20drilled,first%20commercial%20discovery%20in%20Uganda>. on November 10, 2020.
- Republic of Uganda (2020) –Tendersll Kampala- Petroleum Authority Of Uganda (PAU) retrieved from <https://www.pau.go.ug/tenders/> on November 30,2020
- Senoo, J.E. and Armah, S.E. (2015) ‘Assessing the effectiveness of Ghana's local content policy in the oil and gas industry’, *Journal of Energy and Economic Development* 1(1): 22-61.

Stone, S., Messent, J. and Flaig, D. (2015): Emerging Policy Issues: Localisation Barriers to Trade. OECD Trade Policy Papers No. 180. OECD Publishing. Paris.

The New Vision (2019, 29<sup>th</sup> July) MPs criticize Kasaija for not supporting the National Local Content Bill accessed at <https://www.newvision.co.ug/news/1504408/mps-criticize-kasaija-supporting-national-local-content> on 11 November 2020.

Tordo, Silvana, Michael Warner, Osmel E. Manzano, and Yahya Anouti (2013). Local Content Policies in the Oil and Gas Sector. World Bank Study. Washington, DC: World Bank. doi:10.1596/978-0-8213-9931-6. License: Creative Commons Attribution CC BY 3.0

Ojakorotu, V. (2010), "Chapter 3 The dilemma of justice: Foreign oil multinationals and human rights violation in the Niger Delta of Nigeria", Leonard, L. and Barry, J. (Ed.) *Global Ecological Politics (Advances in Ecopolitics, Vol. 5)*, Emerald Group Publishing Limited, Bingley, pp. 43- 72. [https://doi.org/10.1108/S2041-806X\(2010\)0000005007](https://doi.org/10.1108/S2041-806X(2010)0000005007)

Victor Mosoti, (2003) The WTO Agreement on Trade Related Investment Measures and the Flow of Foreign Direct Investment in Africa: Meeting the Development Challenge, 15 Pace Int'l L. Rev. 181 Available at: <http://digitalcommons.pace.edu/pilr/vol15/iss1/5>

Witcher, BJ & Chau, VS (2010), Strategic Management Principles and Practice, Cengage Learning EMEA, United Kingdom.

## APPENDIXES

### Appendix 1: INTERVIEW GUIDE.

#### INTRODUCTION:

My Name is Nshimye Allan Paul Mbabazi, a student pursuing a degree of Master of Business Administration in Oil and Gas Management of the Uganda Christian University. I am carrying out research and my Topic is –The Efficacy of the Local Content Provisions in Promoting Indigenous Business Participation in the Ugandan oil Sector. I seek your consent to allow me Interview you for purpose of collecting data for my research, your responses will be confidential. If you have no objection or questions I will now proceed with the interview which will be guided by the research questions. You are free to stop the interview at any time.

#### 1. BIO DATA

- a. Date of interview.....
- b. Name of respondent ..... Age.....
- c. Occupation ..... Organization .....

#### 2. INTERVIEW SHEET (Guided by the research questions)

- a. Do the Ugandan oil sector laws stipulate a clear local content model to promote the participation of Ugandan owned businesses?
  - i. What do you do in relation to the oil sector?
  - ii. Do you know what local content is in respect to the oil sector?

- b. What is the extent of participation of Ugandan owned companies in the oil sector?
  - i. Have local content provisions enabled Ugandan owned local businesses participate in the oil sector?
  - ii. What suggestions do you have that can lead to more Ugandan owned local businesses participating and conducting businesses in the oil sector?
  
- c. What mechanisms are in place to monitor the implementation of the local content provisions in Uganda?
  - i. What mechanisms do you know that are in place to monitor the implementation of local content Provisions in Uganda?
  - ii. Can the monitoring and implementation measures be a catalyst for more participation of Ugandan owned local businesses participate in the oil sector
  - iii. Do you have any suggestions as to how the monitoring of local content provisions can be improved so as to ensure more participation of Ugandan owned local businesses participate in the oil sector

**3. POST INTERVIEW SHEET**

- a. Field notes after interview

.....

- b. Observations during the interview

.....

Appendix 2: LETTER OF INTRODUCTION ADDRESSED TO THE PAU



Institute of Petroleum  
Studies - Kampala

10<sup>th</sup> March, 2021

EXECUTIVE DIRECTOR,  
PETROLEUM AUTHORITY UGANDA  
KAMPALA, UGANDA



Dear Sir/ Madam,

**RE: INTRODUCTION FOR MR NSHIMYE ALLAN PAUL TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

Greetings in the precious name of our Lord.


I wish to introduce to you the above-named person, who is a master's student pursuing Master of Business Administration in Oil & Gas Management, of Uganda Christian University in affiliation with the Institute of Petroleum Studies – Kampala (IPSK).

His proposal has been approved by our vetting committee and is in the process of collecting data. Mr. Nshimye would wish to conduct research in your organization.

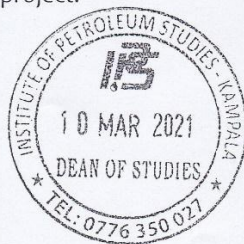
The title of his research is **“The Efficacy of the Local Content Provisions in Promoting Indigenous Business Participation in the Uganda Oil Sector.”**

By copy of this letter, all respondents are notified that this study is for academic purposes and as an Institution, we request you to cooperate in facilitating this very interesting research project.

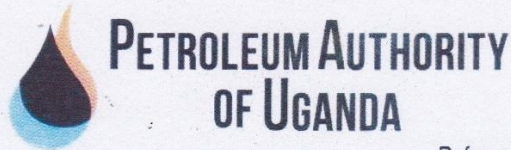
Sincerely,

  
James Mugerwa

DEAN OF STUDIES



Plot 6207 Rose Lane, Off tankhill road Muyenga Kampala - Uganda  
Tel: 0414695610 Email: info@ipsk.ac.ug Website: www.ipsk.ac.ug



Reference: PAU 14/05/004

23<sup>rd</sup> April 2021

The Dean of Studies,  
Institute of Petroleum Studies- Kampala (IPSK),  
Plot 6207 Rose Lane, off Tankhill Road Muyenga,  
**KAMPALA.**

**INTRODUCTION FOR MR. MSHIMYE ALLAN PAUL TO CONDUCT RESEARCH IN  
PETROLEUM AUTHORITY OF UGANDA**

This is in reference to your letter dated 10<sup>th</sup> March 2021 on the above subject. This Authority commends the choice of topic for the research and is hopeful that if successfully undertaken the results will contribute to the development of national content in the oil and gas sector in the country.

This Authority grants a no objection to the proposed research on condition that the student submits an acceptable complete research proposal including the following aspects:-

- i) The area of research.
- ii) The persons to support the research if any.
- iii) The problem statement.
- iv) The methodology to be used.
- v) The source of funding.
- vi) The risk mitigation mechanisms, collaborations (if any).
- vii) Expected output.

The student will be supported by Mr. James Musherure ,Senior National Content Officer – Contracts whose contact details are indicated below.

Joseph Kobusheshe  
For: EXECUTIVE DIRECTOR

**Cc:** Mr. Mshimye Allan Paul,  
Institute of Petroleum Studies- Kampala (IPSK),  
Plot 6207 Rose Lane, off Tankhill Road Muyenga,  
**KAMPALA.**

Mr. James Musherure,  
Senior National Content Officer-Contracts,  
Petroleum Authority of Uganda,  
**ENTEBBE.**  
Tel: +256-782033272  
Email: [nationalcontent@pau.go.ug](mailto:nationalcontent@pau.go.ug)

---

**Head Office:** Plot 34-36 Lugard Avenue, P.O. Box 833 Entebbe, Uganda. ☎ +256 414320423/ 0313231600

📠 +256 414 320459, ✉ [ed@pau.go.ug](mailto:ed@pau.go.ug), 🌐 [www.pau.go.ug](http://www.pau.go.ug)

**Liaison Office:** 4<sup>th</sup> Floor, Block B, Amber House, Plot 29/33, Kampala Rd. ☎ +256414231924/ 0313231500



### APPENDIX 3: PROCUREMENT SUPPLIERS IN THE OIL SECTOR FOR 2017

1	3D Services Limited	Ugandan Company Not on NSD
2	A&M Executive Cleaning Services	Ugandan company
3	Abacus bussiness school	Not on NSD
4	adonia hotel limited	Ugandan company
5	AECOM	Ugandan with foreign ownership
6	AFGEN Limited	Ugandan Company
7	Africell Uganda	Ugandan with foreign ownership
8	Afrimax Uganda Limited	Ugandan with foreign ownership
9	Afrinic	Not on NSD
10	Agard Glass Protection	Not on NSD
11	AGS Frasers International	Ugandan with foreign ownership
12	AIG Uganda Limited	Not on NSD
13	Air Water Earth	Ugandan Company
14	Airtel uganda limited	Ugandan with foreign ownership
15	Alliance Francaise De Kampala	Ugandan with foreign ownership
16	Ambrose K Akandonda	Ugandan Company
17	Anisuma Traders Ltd	Ugandan with foreign ownership
18	AON UGANDA LTD- JUBILEE INSURANCE COMPANY OF UGANDA & BRITAM INSURANCE COMPANY UGANDA LIMITED	Ugandan with foreign ownership
19	Appliance World	Not on NSD
20	Aptech computer education	Not on NSD
21	Aramex uganda limited	Not on NSD
22	Archimed	Not on NSD
23	Aristoc Booklex Limited	Ugandan Company Not on NSD
24	Artifex Investments Limited	Not on NSD
25	Arupson Services Ltd	Ugandan Company
26	Asiatic Sports Limited	Not on NSD
27	ASIS INTERNATIONAL INC	Not on NSD
28	Atacam Consulting	Ugandan Company
29	Balton (U) Ltd	Ugandan with foreign ownership
30	Barbara S. Mulwana	Ugandan Company Not on NSD
31	Basetek Limited	Foreign
32	BCHW Global Limited	Not on NSD

33	Beijing Sinovast	Not on NSD
34	Big Eye Branding (Pty) Limited	Foreign Company
35	BIISO FM Limited	Ugandan Company Not on NSD
36	Bin-It Services Ltd	Ugandan Company Not on NSD
37	Biodiversity Consultancy	
38	Biodiversity Solutions	Ugandan company
39	Biosearch Uganda Ltd	Not on NSD
40	Bollore Africa Logistics	Not on NSD
41	Britam Insurance Company Ltd	ugandan with foreign ownership
42	<b>BRYGERT INCORPORATED LTD</b>	Not on NSD
43	Bureau Veritas (U) Limited	Ugandan with foreign ownership
44	Business Image Services	Ugandan company
45	Cameron Flow Control Technologies	Not on NSD
46	Cameron Romania S.R.L.	Not on NSD
47	Capital Shoppers Limited	Ugandan Company Not on NSD
48	Car & General (U) Limited	Ugandan with foreign ownership
49	CB&I UK Limited	Foreign
50	century bottling company limited	Not on NSD
51	CETS Optimus Logistics Uganda Ltd	ugandan with foreign ownership
52	Challengge Sarl	Not on NSD
53	China Offshore Oil Engineering Co. Ltd icw Sinopec Energy & Environmental Engineering Corporation (COOEC&SEC)	Not on NSD
54	Chobe Safari Lodge Ltd	Ugandan Company Not on NSD
55	CIPD (chattered institute of personnel and development)	Not on NSD
56	Circular Supply (U) Limited	Not on NSD
57	City Ambulance Limited	ugandan company
58	City Oil	Ugandan Company Not on NSD
59	City Tyres	Ugandan Company Not on NSD
60	CNOOC Energy Technology & Services Limited	Foreign Company
61	CNOOC Enertech International (Uganda) Ltd	<b>Foreign Company</b>
62	CNOOC Information Technology Co. Ltd	Foreign Company
63	CNOOC Safety & Technology Services Co. Ltd	Foreign Company
64	Coach Africa Limited	Ugandan Company Not on NSD
65	computech uganda limited	Not on NSD
66	Computer Point Ltd (Sybyl)	Ugandan Company
67	Computer Revolution Africa (K2)	Not on NSD
68	Core laboratories (uk) limited	Not on NSD
69	Course View Limited	Not on NSD
70	Crane Crafts & Engravers Ltd	Ugandan Company Not on NSD
71	Crystal Graphics Ltd	Ugandan Company
72	Cynibel General Trading Limited	Ugandan Company Not on NSD

73	Dag & Bragan Limited	Ugandan company
74	Danjo Marine Services Ltd	Not on NSD
75	DHL International (U) Ltd	ugandan with foreign ownership
76	Dimension Data Uganda Ltd	Ugandan with foreign ownership
77	Dr.Esau Nzaro	Ugandan company
78	East Efrican consulting surveyors	Not on NSD
79	Eco & Partner Consult Limited	Ugandan Company
80	Eco-Trends Limited	Ugandan Company Not on NSD
81	Egenyoung Corporation	Not on NSD
82	Elgon Terrace Hotel Limited	Ugandan Company
83	Elite Computers (U) Ltd	Ugandan with foreign ownership
84	Energy Institute	Not on NSD
85	Engineering Solutions (U) Ltd	Ugandan Company
86	Epsilon Uganda Limited	Ugandan Compnay
87	Equator Catering Ltd	Ugandan Company
88	Ernst & Young	Ugandan Company
89	ETMS Equatorials Training and Marine	Not on NSD
90	Events Warehouse (U) Ltd	ugandan company
91	Fabrication Systems (U) Limited	Ugandan with foreign ownership
92	Falck safety services LLC	Foreign Company
93	Federation of Uganda Employers Association.	Ugandan Company Not on NSD
94	FERDSULT ENGINEERING SERVICES LTD	Not on NSD
95	Fire Masters Limited	Ugandan Company Not on NSD
96	Fireworks Advertisng Uganda	Ugandan with foreign ownership
97	Fireworld Limited	Ugandan Company
98	Flour Limited	Foreign
99	FLUOR	Foreign Company
100	Fotogenix Limited	Ugandan Company Not on NSD
101	France Securite	Not on NSD
102	freshfield brukhaus derringer	Not on NSD
103	Freshfields Bruchaus Deringer	Not on NSD
104	G 12 IT	Not on NSD
105	G&C Tours Ltd T/A Wild Frontiers	Not on NSD
106	G4S SECURE SOLUTIONS	Ugandan with foreign ownership
107	Gardline geosurvey limited	International Company
108	Gauff Consultants (U) Ltd	Ugandan with foreign ownership
109	GCC SERVICES UGANDA LIMITED	Ugandan with foreign ownership

110	Gemaco France Sas	Not on NSD
111	Geo2x Sa	Not on NSD
112	Geomechanics (Pty) Ltd	Foreign
113	Geo-Taxon Consult Ltd	Not on NSD
114	Gladcare Africa Limited	Not on NSD
115	Global Maritime Consultancy Limited	Not on NSD
116	Globo Chemicals (U)	Ugandan Company Not on NSD
117	GLORY SUMMIT HOTEL LTD	Ugandan Company Not on NSD
118	golden tulip canaan kamapala	Ugandan with foreign ownership
119	golf course hotel limited	ugandan company
120	Graph Land S.A	Not on NSD
121	Graphic Systems (U) Ltd	ugandan with foreign ownership
122	Graphics Systems U Ltd	Ugandan with foreign ownership
123	GREEN LABEL SERVICES LIMITED	Ugandan Company
124	Gulf Africa Limited	Ugandan with foreign ownership
125	HD Resources Limited	Not on NSD
126	HENRY TUMUKUNDE	Ugandan individual Not on NSD
127	Herton Concepts Limited	ugandan company
128	Ideal Tents (U) Ltd	Ugandan Company
129	IFE Consultants	Not on NSD
130	IIR Ltd	Not on NSD
131	Imperial Royale Hotel	Ugandan Company Not on NSD
132	Institute of Certified Public Accountants	Ugandan Company Not on NSD
133	INSTITUTE OF ENVIRONMENTAL MANAGEMENT & ASSESSMENT	Not on NSD
134	Institute of Procurement Professionals	Ugandan Company Not on NSD
135	institute of public accountants	Ugandan Company Not on NSD
136	Intercar Uganda Limited/ Europcar	Ugandan company
137	Intergrated Fire & Safety Solutions Ltd	Not on NSD
138	Interica Limited (formerly Enigma)	Not on NSD
139	INTERNATIONAL ASSOCIATION FOR IMPACT ASSESSMENT	Not on NSD
140	International Human Resources Development Corporation (IHRDC)	Not on NSD
141	International SOS Travel Assistance services (Beijing) Company Ltd	Not on NSD
142	IPSOS Limited	Not on NSD
143	Isotech Laboratories Inc	Not on NSD
144	Jehovah Stationers	Ugandan Company Not on NSD
145	Joint Medical Store	Ugandan Company Not on NSD
146	Jolly Karemera	Ugandan Company Not on NSD
147	Jose Catering Solutions	Ugandan Company

148	Joshi Electrical & General Services	Ugandan company
149	Joshua Musinguzi	Ugandan Individual Not on NSD
150	Jossan Properties Limited	Not on NSD
151	JOYMAX KAISO MOTEL - HOIMA	Ugandan Company Not on NSD
152	Jubilee insurance company	Not on NSD
153	Kabira Country Club	Ugandan Company Not on NSD
154	Kagoro Maryanne & Patrick	Ugandan Company Not on NSD
155	Kalabash Studio Africa Limited	Ugandan Company Not on NSD
156	Kampala Executive Aviation	ugandan with foreign ownership
157	Kampala Hospital Ltd	Not on NSD
158	kampala serena hotal	Not on NSD
159	Katahikire Baylon	Ugandan Company Not on NSD
160	Kazinga Channel Office World Ltd	Not on NSD
161	KHANA KHAZANA	Not on NSD
162	KIJIJINGU HILL HOTEL LIMITED	Ugandan Company Not on NSD
163	Kings Broadcasting Services	Ugandan company
164	KKAT	Ugandan Compnay
165	KPMG Uganda	ugandan company
166	Lake Cruise Logistics and General	Ugandan Company Not on NSD
167	lake victoria serena resort	ugandan company
168	Lanic Enterprises	Ugandan Company
169	Les Grands Chais De France	Not on NSD
170	Les Vins Yannick De Vermott SAS	Not on NSD
171	LIBERTY LIFE ASSURANCE UGANDA LIMITED	Ugandan with foreign ownership
172	Livecom Limited	Foreign Company
173	Liveworks Inc Limited	Ugandan Company
174	Lloyds British Uganda Ltd	Not on NSD
175	Locus Training Limited	Not on NSD but Ugandan
176	Logix Technical Solutions	Ugandan with foreign ownership
177	M/S Patrick Kahangire & Joyce Kahan	Ugandan Company Not on NSD
178	Makss Packaging Industries Ltd	Not on NSD
179	Mantrac (U) Ltd	Ugandan with foreign ownership
180	Marsh Uganda Limited	ugandan company
181	Mectron Technical Services	Ugandan company
182	Medipharm Sales Ltd	Not on NSD
183	Meeting Point Hoima	Ugandan Company Not on NSD
184	Mercantile Car Rentals Limited	Ugandan company
185	Metocean Services International (Pty)	Not on NSD
186	Metrix Software Solutions (Pty) Ltd	Ugandan with forign ownership
187	Metsys	Not on NSD
188	MFI Document Solutions Ltd	Ugandan Compnay

189	Miika Eco Resort Hotel	ugandan company
190	Mineral Services Limited	Ugandan Company
191	Monitor Publications Limited	Ugandan with foreign country
192	Motorcare Uganda Limited	Ugandan Company
193	Ms. Brew lionka T/A G12 IT	Not on NSD
194	MTA Computers Ltd	ugandan company
195	MTK Uganda Limited	Ugandan Company Not on NSD
196	MTN Uganda limited	Not on NSD
197	Mulago Hill Diagnostics Ltd	Ugandan Company
198	Multi Choice Uganda Ltd	Not on NSD
199	Munyonyo Commonwealth Resort Limited	Ugandan Company Not on NSD
200	Mwananchi Communications Ltd	Not on NSD
201	N.C Beverages limited	Not on NSD
202	Nakueira Taibu	Ugandan Company Not on NSD
203	Nantongo Sophy	Ugandan Company Not on NSD
204	Nation Media Group Limited	Ugandan with foreign ownership
205	Network Civil Engineering Contractors Ltd	Ugandan Company
206	New Vision Printing & Publishing	Ugandan Company
207	NewPlan limited	ugandan company
208	NFT Consult (U) Ltd	Ugandan Company
209	Nteza Sports Centre Limited	Ugandan Company Not on NSD
210	OGAS Services Uganda Limited	Ugandan with foreign ownership
211	Oracle Engineering Limited	Not on NSD
212	Orange Connectivity and Workspace	Not on NSD
213	Paper Power	Not on NSD
214	Paradigm France Sa	Not on NSD
215	paradise fitness city limited	Ugandan Company Not on NSD
216	Pauline Byakika-Kibwika	Ugandan Company Not on NSD
217	Pearl Engineering Company Ltd	ugandan company
218	Pemberley A/V Solutions Ltd	Not on NSD
219	Performance Furnishings (U) Ltd	Not on NSD
220	Prestige Auto Holdings Limited	Ugandan with foreign country
221	price waterhousecoopers limited	Ugandan with foreign ownership
222	Prime Impex 2000 Ltd	Ugandan Company
223	Prime Media Network Ltd	Ugandan Company Not on NSD
224	Prisma Instruments & GBF	Not on NSD
225	Private Sector Foundation	Ugandan Company Not on NSD
226	Pro Ride Limited	Ugandan Company Not on NSD
227	Pro Shade	Not on NSD
228	Proclean Services Ltd	Ugandan Company Not on NSD
229	Prompt Supply 2011 Ltd	Not on NSD
230	PROTEA HOTEL ENTEBBE T/A VICTORIA	Ugandan Company

231	PROTEA HOTEL KAMPALA	Ugandan Company Not on NSD
232	PRUDENTIAL INVESTMENTS LIMITED	Not on NSD
233	Public Health Solutions Limited	Not on NSD
234	Q-Sourcing Limited	Ugandan Company
235	Quest Energy Limited	Ugandan Company Not on NSD
236	Radio communication services	Ugandan with foreign ownership
237	Radio Paidha Limited	Ugandan Company Not on NSD
238	Rawlense Films Ltd	Not on NSD
239	RCS-Radio & Satelite Communication	Ugandan with foreign ownership
240	Real time technologies limited	Ugandan Company Not on NSD
241	Rehema Turyakira Omar	Ugandan company
242	Rhino Investments Company Limited	ugandan company
243	Riifa Group Limited	Not on NSD
244	Rocket Products Limited	Ugandan with foreign ownership
245	Roke telecom limited	Not on NSD
246	Royal Gardens	Ugandan Company Not on NSD
247	Rwenzori Bottling Co. Limited	Not on NSD
248	S.A Field (U) Ltd	Ugandan Company
249	Safe Gear Uganda	Ugandan Company Not on NSD
250	Safeway Rightway	Not on NSD
251	SAFI CLEANING SERVICES	Ugandan Company
252	Samanga Solutions Limited	Ugandan Company
253	Saracen Uganda Limited	Ugandan company
254	SavvyCAD Solutions Limited	Not on NSD
255	SCC	Not on NSD
256	Schechem & Cannan Investments Limited	Ugandan Company
257	Schlumberger Oilfield Easters Ltd	Ugandan with foreign ownership
258	Sebalu & Lule Advocates	Ugandan Company Not on NSD
259	Service & Computer Industries (U)	Not on NSD
260	Shafranto (U) Ltd	Ugandan Company
261	Sheraton Kampala (Apolo Hotel Corp	Ugandan with foreign ownership
262	Simba Telecom Limited	Ugandan Company
263	Simba travel care limited	ugandan company
264	Sinotruck Motor Spare Parts	Not on NSD
265	Smart Security Limited	Not on NSD
266	Smartwatch Solutions Limited	Not on NSD
267	SMK Brotherhood Circles Limited	Not on NSD
268	Soccanett Limited	Ugandan company
269	Solarwinds Software Europe Ltd	Not on NSD
270	Soni Gardening Services	Ugandan Company Not on NSD

271	SPE INTERNATIONAL	Not on NSD
272	SPE UGANDA CHAPTER	Not on NSD
273	Specialised Technical Services Ltd	Ugandan Company
274	Ssaka Transport Company Ltd	Ugandan Company Not on NSD
275	stema associates limited	Ugandan Company Not on NSD
276	STEMSAT LTD	Ugandan Company Not on NSD
277	Superior Promotions and General Sup	Ugandan Company Not on NSD
278	Survesis	Ugandan Compnay
279	Surveymonkey Europe	Not on NSD
280	Switch Media Limited	Ugandan Company Not on NSD
281	Sybyl Limited	Ugandan company
282	Tajdin Merali Jivraj	Not on NSD
283	Tanzania Standard Newspapers Ltd	Not on NSD
284	Tarpo Industries (U) Ltd	Ugandan Company Not on NSD
285	TBH Holding Ltd	Not on NSD
286	Technip France	Foreign
287	Techniques Francaises D'export	Not on NSD
288	Teclab Limited	Ugandan company
289	THE CIVIL AVIATION AUTHORITY	Ugandan Company Not on NSD
290	The Copy Cat Uganda Limited	Not on NSD
291	The Institute of Internal Auditors	Ugandan Company Not on NSD
292	The Observer Media Limited	Ugandan Company Not on NSD
293	The Pepper Publications Ltd	Ugandan Company Not on NSD
294	The Surgery	Not on NSD
295	Threeways Shipping Services	Ugandan company
296	TOTAL E & P UGANDA B.V	Ugandan with foreign ownership
297	Total Uganda Ltd	Ugandan with foreign ownership
298	Toyota Uganda Limited	Ugandan with foreign country
299	TPS (Uganda) Ltd-Serena	Not on NSD
300	Trentyre (U) Ltd	Not on NSD
301	TTB Investments	Ugandan Company
302	uganda electricity distribution company limited (UEDCL)	Ugandan Company Not on NSD
303	UGANDA GOLF CLUB	Ugandan Company Not on NSD
304	UGANDA INFLIGHT SERVICES LIMITED	Not on NSD
305	Uganda Institution of Professional Engineers	Ugandan Company Not on NSD
306	UGANDA PRINTING & PUBLISHING CORP	Ugandan Company Not on NSD
307	Uganda Railways Corporation	Ugandan company
308	Uganda Telecom Limited	Ugandan with foreign ownership
309	Uganda Wildlife Authority	Ugandan Company Not on NSD
310	Ugandan Chamber of Mines & Petroleum	Ugandan Company Not on NSD
311	Umeme Ltd	Ugandan Company Not on NSD
312	UNI MOVERS & LOGISTICS LTD	Ugandan Company



313	V.V	Not on NSD
314	Viba Services Ltd	Ugandan Company Not on NSD
315	VILLA KOLOLO U LTD	Not on NSD
316	Visa Investments Ltd.	Ugandan Company Not on NSD
317	Vital Protection Uganda Limited	Ugandan Company
318	VIVO ENERGY UGANDA LTD	Not on NSD
319	Wildlife Conservation Society	Not on NSD
320	Willington Agro Solutions Ltd	Ugandan Compnay
321	Wim Services Limited	Ugandan company
322	Wod Group PSN Uganda Limited	Not on NSD
323	X-Drive Computing Limited	Not on NSD
324	Yamasec Limited	Ugandan Company
325	Yicom Investments (U) Ltd	Not on NSD

#### APPENDIX 4: PROCUREMENT SUPPLIERS IN THE OIL SECTOR FOR 2018

1	3D SERVICES LIMITED	Ugandan
2	AAR Health Services U Limited	Ugandan with foreign ownership
3	ABERDEEN DRILLING SCHOOL LIMITED	Foreign Company
4	Adonia Hotel Ltd	Ugandan Company
5	AECOM (Contract hosted by TOTAL E & P UGANDA B. V)	Ugandan with foreign ownership
6	AFRICELL UGANDA LIMITED	Ugandan with foreign ownership
7	AGS Frasers International Removals	Ugandan with foreign ownership
8	AH Consulting Uganda Ltd	Ugandan Company
9	Aikan Uganda Ltd	Ugandan Company
10	Airtel Uganda Limited	Ugandan with foreign ownership
11	Alliance Francaise De Kampala	Foreign
12	Ambrose Akandonda	Ugandan
13	Angels Uganda Limited	Ugandan Company
14	Anisuma Traders Limited	Ugandan with foreign ownership
15	Apolo Hotel Corporation Limited T/A Sheraton Kampala Hotel	Ugandan with foreign ownership
16	Appliance World Ltd	Ugandan with foreign ownership
17	Applied Principles Consulting	Ugandan
18	Aramex Uganda Ltd	Ugandan with foreign ownership
19	Associated Emergency Medical Centers (Holdings) Ltd	Foreign Company
20	ATACAMA (Contract hosted by TOTAL E & P UGANDA B. V)	Ugandan Company
21	Bakawa and Sons Holdings Ltd	Ugandan Company
22	Balton U Ltd	Ugandan with foreign ownership
23	Basetek Limited	Foreign
24	Beijing Houde Sicheng Science & Technology	International Company
25	Belmar	Foreign
26	Bemuga Forwarders Ltd	Ugandan Company
27	Beta Projects	Ugandan Company
28	Big Eye Branding (PTY) Ltd	Foreign Company
29	Biiso FM Limited	Ugandan Company
30	Bin-It Services Ltd	Ugandan Company
31	Biodiversity Solutions Limited	Ugandan Company

32	Bollore Transport & Logistics Uganda Ltd	Ugandan with foreign ownership
33	Bomah Hotel Limited	Ugandan
34	Brand Care Limited	Ugandan
35	Britam Insurance Company Uganda Limited	Ugandan with foreign ownership
36	Bureau Veritas Uganda Ltd	Ugandan with foreign ownership
37	Business Image Services	Ugandan
38	Busingye Properties Ltd	Ugandan Company
39	CETS Optimus Logistics Uganda Ltd	Ugandan with foreign ownership
40	City Ambulance Limited	Ugandan
41	City Medicals Limited	Ugandan
42	City Tyres	Ugandan Company (Not on NSD)
43	CNOOC Enertech International (U) Ltd.	Ugandan with foreign ownership
44	Continental Energy Ltd and Rwenzori-Green Associates Ltd	Ugandan Company
45	Core Laboratories (UK) Limited	International Company
46	Corporate Image Ltd	Ugandan Company
47	COSEKE Uganda Limited	Ugandan with foreign ownership
48	Course View Limited	Not On NSD
49	Cousins Environmental Consultants	Foreign
50	Crystal Graphics	Not On NSD
51	CWG Uganda	Ugandan Company
52	Cynibel General Trading	Ugandan Company
53	Dag & Bragan Ltd	Ugandan
54	DAVIS & SHIRTLIFF (INT) LTD	Ugandan with foreign ownership
55	Desautel SAS	Foreign Company
56	DHL International (U) Ltd	Ugandan with foreign ownership
57	Digital Alliance Limited	Ugandan
58	Dimension Data Uganda Ltd	Ugandan with foreign ownership
59	Dr. Esau Nzaro	Ugandan
60	DR. PAULINE BYAKIKA.KIBWIKI	Ugandan
61	Eagle Air	Ugandan
62	Eclipse Entertainment Ltd	Ugandan Company
63	Eco & Partner Consulting Ltd	Ugandan Company
64	Egenyoung Corporation	International Company
65	Elgon Terrace Hotel Ltd T/A Protea Hotel Kampala	Ugandan Company

66	Elite Computers Uganda Limited	Ugandan with foreign ownership
67	Engineering Solutions (U) Ltd	Ugandan Company
68	ENSAfrica Advocates	Ugandan Company
69	Epsilon Uganda Ltd	Ugandan
70	Equator Catering Limited	Ugandan Company
71	Equatorial Training & Marine Services (ETMS Ltd)	Ugandan
72	Ernst & Young	Ugandan Company
73	Evelyn Kamagaju & Theogene Ru	Ugandan Company
74	Events Warehouse (U) Ltd	Ugandan
75	Exponential Ventures Ltd	Ugandan Company
76	Extraz Industrial Graphics Co. Ltd	Ugandan Company
77	Fabrication Systems (U) Ltd	Ugandan with foreign ownership
78	FEDERATION OF UGANDA EMPLOYERS	Ugandan Company( Not on NSD)
79	Fire Masters Limited	Ugandan Company
80	Fireworks Advertising Uganda Ltd	Ugandan with foreign ownership
81	Fireworld Ltd	Ugandan with foreign ownership
82	FLEMING GULF FZE	Foreign Company
83	Fotogenix Ltd	Ugandan Company
84	Future Options Consulting Ltd	Ugandan Company
85	Future Technologies Ltd T/A APTECH Computer Education	Ugandan with foreign ownership
86	G4S Secure Solutions Uganda Ltd	Ugandan with foreign ownership
87	Gauff Consultants Uganda Ltd & AECOM Africa (Pty)	Ugandan with foreign ownership
88	GCC Services Uganda Limited	Ugandan with foreign ownership
89	Geo-Information Communication (GIC) Ltd	Ugandan Company
90	Geomechanics (PTY) Ltd	Foreign
91	Geotech Solutions (U) Limited	Ugandan Company
92	Gilal Construction and Supplies Ltd	Ugandan Company
93	Giraffe Conservation Foundation Trust	Foreign
94	Globo Chemicals (U) Ltd	Ugandan Company
95	Golden Tulip Canaan Kampala	Ugandan with foreign ownership
96	Graphic Systems (U) Ltd	Ugandan with foreign ownership
97	GREEN LABEL SERVICES LIMITED	Ugandan company
98	GULF AFRICA LIMITED	Ugandan
99	HERTON CONCEPTS LIMITED	Ugandan Company

100	Hoima District Local Government	Ugandan Company (Not on NSD)
101	Hongkong Offshore Oilservices Ltd (HOOSL)	International Company
102	Human Resource Managers Association of Uganda	Ugandan Company (Not on NSD)
103	Independent Publications Ltd	Ugandan Company
104	Institute o Certified Public Accountants	Ugandan Company (Not on NSD)
105	Intergrated Fire & Safety Solutions Ltd	Ugandan Company
106	International Human Resource Development Corporation (IHRDC)	International Company
107	Intr-Social Consulting Ltd ( Intersocial Consulting Ltd)	International Company
108	IPSOS Limited	Ugandan with foreign ownership
109	Jehovah Stationers	Ugandan Company
110	John Wycliffe Kabbs Twijuke	Ugandan Company
111	Joint Medical Store	Ugandan
112	Jose Catering Solutions	Ugandan Company
113	Joshi Electrical & General Services	Ugandan
114	JUBILEE INSURANCE COMPANY OF UGANDA LIMITED	Ugandan with foreign ownership
115	Kabira Country Club	Ugandan Company
116	Kampala Executive Aviation Ltd	Ugandan
117	Kampala Hospital	Ugandan with foreign ownership
118	Katahikire Baylon	Ugandan Company (Not on NSD)
119	KATT Consult Limited	Ugandan Company
120	Kayonjo Robert	Ugandan
121	Kijungu Hill Hotel	Ugandan Company
122	Kitara Development Initiative Limited	Ugandan Company
123	KKAT Consult Ltd	Ugandan Company
124	KPMG Uganda	Ugandan Company
125	Laburnam Courts Limited	Ugandan Company
126	Lake Cruise Logistics	Ugandan
127	Lanic Enterprises Ltd	Ugandan Company
128	LB Offshore Limited	Ugandan with foreign ownership
129	Les Vins de Crus S.A.S	Not on NSD
130	Liveworks Inc Limited	Ugandan
131	Living Earth Uganda	Ugandan Company
132	London Business School	International
133	Lotigo Properties	Ugandan Company (Not on NSD)
134	Maad Ltd	Ugandan Company

135	Mantra Technologoes Ltd	Ugandan with foreign ownership
136	Mantrac Uganda Ltd	Ugandan with foreign ownership
137	Marsh Uganda Limited	Ugandan with foreign ownership
138	Masindi Broadcasting Services	Ugandan Company
139	Masterlinks Uganda Limited	Ugandan Company
140	MBW Consulting	Ugandan Company
141	MDT International	International Company
142	Mectron Technical Selvices Ltd	Ugandan
143	Mercantile Car Rentals Limited	Ugandan
144	Meridian Sales and Services Limited	Ugandan
145	Metocen Services International PTY	Foreign
146	Metsys	Foreign
147	MFI Document Solutions Ltd	Ugandan with foreign ownership
148	MIIKA ECO RESORT HOTEL	Ugandan Company
149	Mineral Services Limited	Ugandan
150	MINET LTD & LIBERTY LIFE ASSURANCE UGANDA LIMITED	Ugandan with foreign ownership
151	MMAKS Advocates	Ugandan Company
152	MONITOR PUBLICATIONS LTD	Ugandan wth foreign ownership
153	MTA Computers Ltd	Ugandan
154	MTN Uganda Ltd	Ugandan with foreign ownership
155	MULTICHOICE UGANDA LIMITED	Not on NSD
156	NATION MEDIA GROUP LIMITED	Ugandan with foreign ownership
157	New Vision Printing & Publishing Company Ltd	Ugandan Company
158	Newplan Ltd	Ugandan Company
159	NFT Consult U Ltd	Ugandan
160	Nina Interiors	Ugandan Company
161	Ogas Services (U) Ltd	Ugandan with foreign ownership
162	OSH Advocates	Ugandan Company
163	Paper Power	Not on NSD
164	Paradise Fitness City Limited	Ugandan Company
165	Pearl Development Group T/A Lake Victoria Serena Resort	Ugandan with foreign ownership
166	Pricewaterhousecoopers Limited	Ugandan with Foreign ownership
167	Prime Impex 2001 Ltd	Ugandan with foreign ownership

168	Private Sector Foundation	Ugandan Company
169	Pro Clean Services Ltd	Ugandan Company
170	Pro Ride Limited	Ugandan Company
171	Prompt Supply 2011 Ltd	Ugandan
172	PUBLIC HEALTH SOLUTIONS LTD	International Company
173	Q Training Limited T/A TASC	Ugandan Company
174	QG Saatchi Saatchi Ltd	Ugandan with foreign ownership
175	Q-Sourcing Ltd	Ugandan
176	RCS - Radio & Satellite Communications	Foreign
177	REAL TIME TECHNOLOGIES LTD	Ugandan Company
178	Reed Fields Catering Services	Ugandan Company
179	Remote Medical Internationl	Foreign
180	Rhino Investments Company Ltd	Ugandan Company
181	Rocket Production Ltd	Ugandan with foreign ownership
182	Rohi Investment Ltd	Ugandan Company
183	Royal Gardens	Ugandan Company
184	Rwenzori Bottling Co. Limited	Ugandan with foreign ownership
185	S.A Field (U) Ltd	Ugandan Company
186	Safe Gears Uganda Ltd	Ugandan Company
187	Safi Cleaning Services	Ugandan Company
188	Samanga Solutions Limited	Ugandan Company
189	Saracen Uganda Limited	Ugandan Company
190	SARACEN UGANDA LTO	Ugandan Company
191	SDPC	Foreign
192	SELF HELP AFRICA	Ugandan with foreign ownership
193	SERVICE COMPUTERS INDUSTRIES U LTD	Ugandan with foreign ownership
194	Services and Computer Industries	Ugandan with foreign ownership
195	Shafranto Uganda Limited	Ugandan Company
196	SHERATON KAMPALA HOTEL	Ugandan with foreign ownership
197	Shreeji Pharmaceuticals Limited	Ugandan Company
198	Simba telecom Limited	Ugandan
199	Simba Travelcare Limited	Ugandan Company
200	Soccanett Limited	Ugandan
201	Sol Engineering Systems Ltd	Ugandan Company
202	SolarWinds Software Europe Limited	Foreign
203	Solutions Africa Ltd	Ugandan Company
204	Soni Gardening Services	Ugandan
205	Sophy Nantongo	Ugandan (Not on NSD)

206	Southern Business Solutions Uganda Limited	Ugandan Company
207	Specialised Technical Services Limited	Ugandan Company
208	Spedag Interfreight Uganda Ltd	Ugandan with foreign ownership
209	Speke Hotel (1996) Ltd	Ugandan Company
210	Spice Media Services Ltd	Ugandan Company
211	Sunmaker Energy Uganda Ltd	Ugandan with foreign ownership
212	Survesis	Ugandan Company
213	Survey Monkey Europe	Foreign
214	Switch Media Ltd	Ugandan
215	Sybyl Limited	Ugandan Company
216	Tandin Merali Jivaj	Not on NSD
217	Tarpo Industries (U) Ltd	Ugandan
218	Terrain Plant Limited	Ugandan Company
219	The Civil Aviation Authority	Ugandan Company (Not on NSD)
220	The Copy Cat (U) Ltd	Ugandan with foreign ownership
221	The Hixon Group Ltd	Not on NSD
222	The Leadership team (U) Ltd	Ugandan with foreign ownership
223	The Ssemwanga Centre Ltd	Ugandan Company (Not on NSD)
224	The Surgery	Ugandan with foreign ownership
225	Thermocool Uganda Limited	Ugandan with foreign ownership
226	Threeways Shipping Services (Group)	Ugandan Company
227	Total E&P Uganda B.V	Ugandan with foreign ownership
228	Total Uganda Ltd	Ugandan with foreign ownership
229	Toyota Uganda Ltd	Ugandan with foreign ownership
230	TPS(Uganda) Ltd Kampala Serena Hotel	Ugandan with foreign ownership
231	Transport Safety Management (U) Ltd	Ugandan with foreign ownership
232	TV PLUS	Ugandan Company
233	UAP-Old Mutual Insurance	Ugandan with foreign ownership
234	UEDCL	Ugandan Company (Not on NSD)
235	Uganda Golf Club	Ugandan Company (Not on NSD)



**Appendix 5: PROCUREMENT SUPPLIERS IN THE OIL SECTOR FOR 2019**

236	Uganda Inflight Services Ltd	Ugandan Company
237	UGANDA INSTITUTION OF PROFESSIONAL ENGINEERS	Ugandan Company( Not on NSD)
238	Uganda National Bureau of Standards (UNBS)	Not On NSD
239	Uganda Printing & Publishing Corporation	Ugandan Company
240	Ugandan Chamber of Mines & Petroleum	Ugandan Company (Not on NSD)
241	UMEME LTD	Ugandan Company (Not on NSD)
242	Uni Movers & Logistics Ltd	Ugandan Company
243	Viba Services	Ugandan Company
244	Victoria Resort Hotel Entebbe T/A Protea Hotel Entebbe	Ugandan Company
245	Vital Protection (U) Ltd	Ugandan
246	VIVO ENERGY UGANDA LTD	Ugandan with foreign ownership
247	Watertech Services Limited	Ugandan Company
248	Wild Life Conservation Society	Foreign
249	Willington Agro Business Solutions	Ugandan Company
250	Wim Services Ltd	Ugandan Company
	WOW GRAPHICS	Ugandan Company
252	X-Drives Computing Limited	Not on NSD
253	Yamasec Limited	Ugandan
254	YONISANI AND FAMILY	Ugandan Company

1	BASETEK LIMITED	Foreign
2	BELMAR	Foreign
3	BIG EYE BRANDING (PTY) LIMITED	Foreign
4	China Offshore Environmental Services Ltd	Foreign
5	DESAUTEL SAS	Foreign
6	FLEMING GULF FZE	Foreign
7	Golder Associates Africa Pty Ltd	Foreign
8	Livecom Limited	Foreign
9	MDT INTERNATIONAL LTD	Foreign
10	UNITED HEALTH CARE GLOBAL MEDICAL (UK)	Foreign
11	DQE International Limited	Foreign Company
12	Egenyoung Corporation	Foreign Company
13	Hongkong Offshore Oil Services Limited (HOOSL)	Foreign Company
14	International Human Resouces Development Corporation (IHRDC)	Foreign Company
15	Geo People Ltd	Not on NSD
16	Godfrey Ssezzibwa	Not on NSD
17	IBFD	Not on NSD
18	ITE Events South Africa PTY Ltd	Not on NSD
19	JEHOVAH STATIONERS	Not on NSD
20	KAMPALA SERENA HOTEL	Not on NSD
21	KAYONJO ROBERT	Not on NSD
22	KHNA KHAZANA	Not on NSD
23	Lake Mburo Investments Company Ltd	Not on NSD
24	LOTIGO PROPERTIES LTD	Not on NSD
25	Makerere University	Not on NSD
26	MEDIPHARM SALES LTD	Not on NSD
27	PROPERTY SERVICES LTD	Not on NSD
28	Smartwatch Solutions Limited	Not on NSD
29	STRATUM RESERVOIR LLC	Not on NSD
30	UGANDA CHAMBER OF MINES AND PETROLEUM	Not on NSD
31	UGANDA LAW SOCIETY	Not on NSD
32	UGANDA RAILWAYS CORPORATION	Not on NSD
33	COURSE VIEW LIMITED	Not on NSD
34	INSTITUTE OF PUBLIC ACCOUNTANTS OF UGANDA	Not on NSD but Ugandan
35	PRIVATE SECTOR FOUNDATION UGANDA	Not on NSD but Ugandan
36	UGANDA WILDLIFE AUTHORITY	Not on NSD but Ugandan
37	(UEDCL)UGANDA ELECTRICITY DISTRIBUTION COMPANY LIMITED	Not on NSD but Ugandan
38	FEDERATION OF UGANDA EMPLOYERS	Not on NSD but Ugandan
39	HUMAN RESOURCE MANAGERS' ASSOCIATION	Not on NSD but

		Ugandan
40	THE CIVIL AVIATION AUTHORITY	Not on NSD but Ugandan
41	THE SSEMWANGA CENTRE LTD	Not on NSD but Ugandan
42	UGANDA INSTITUTION OF PROFESSIONAL ENGINEERS	Not on NSD-Uganda with foreign ownership
43	APOLO HOTEL CORPORATION LIMITED T/A SHERATON KAMPALA HOTEL	Not on NSD-Ugandan with foreign ownership
44	MULTICHOICE U LTD	Not on NSD-Ugandan with local ownership
45	NTUMWA JOSEPH JACK	Ugandan Individual.
46	ARAMEX UGANDA LTD	Ugandan with foreign ownership
47	CNOOC Enertech International (Uganda) Limited	Ugandan with foreign ownership
48	Jubilee Insurance Company Ltd	Ugandan with foreign ownership
49	Toyota Uganda Limited	Ugandan with foreign ownership
50	Golden Tulip	Ugandan with foreign ownership
51	AFRICELL UGANDA LIMITED	Ugandan with foreign ownership
52	AGS FRASERS INTERNATIONAL REMOVALS	Ugandan with foreign ownership
53	ANISUMA TRADERS LTD	Ugandan with foreign ownership
54	APTECH COMPUTER EDUCATION-FUTURE TECHNOLOGIES LIMITED	Ugandan with foreign ownership
55	ASIATIC SPORTS LIMITED	Ugandan with foreign ownership
56	ATC UGANDA LIMITED	Ugandan with foreign ownership
57	BALTON UGANDA LIMITED	Ugandan with foreign ownership
58	BOLLORE TRANSPORT & LOGISTICS UGANDA LIMITED	Ugandan with foreign ownership
59	Britam Insurance Company Limited	Ugandan with foreign ownership
60	BUREAU VERITAS U LIMITED	Ugandan with foreign ownership
61	CNOOC UGANDA LTD	Ugandan with foreign ownership

62	COSEKE UGANDA LIMITED	Ugandan with foreign ownership
63	Deloitte Uganda Ltd	Ugandan with foreign ownership
64	DIMENSION DATA UGANDA LTD	Ugandan with foreign ownership
65	E360 GROUP LIMITED	Ugandan with foreign ownership
66	ELITE COMPUTERS UGANDA LIMITED	Ugandan with foreign ownership
67	ENVIRO SERV UGANDA LIMITED	Ugandan with foreign ownership
68	FABRICATION SYSTEMS (U) LIMITED	Ugandan with foreign ownership
69	FIREWORKS ADVERTISING UGANDA LTD	Ugandan with foreign ownership
70	G4S SECURE SOLUTIONS (UGANDA) LIMITED	Ugandan with foreign ownership
71	GCC SERVICES UGANDA LIMITED	Ugandan with foreign ownership
72	Gilat Telecom Uganda Ltd	Ugandan with foreign ownership
73	Graphic Systems	Ugandan with foreign ownership
74	GULF AFRICA LIMITED	Ugandan with foreign ownership
75	IDEAL TENTS (U) LTD	Ugandan with foreign ownership
76	LABOREX	Ugandan with foreign ownership
77	Laburnum Courts Limited	Ugandan with foreign ownership
78	LIBERTY LIFE ASSURANCE UGANDA LTD	Ugandan with foreign ownership
79	LIBITCO TECHNICAL SUPPLIES UGANDA LIMITED	Ugandan with foreign ownership
80	MANTRA TECHNOLOGIES LTD	Ugandan with foreign ownership
81	MINET LIMITED	Ugandan with foreign ownership
82	MONITOR PUBLICATIONS LTD	Ugandan with foreign ownership
83	MOTT MACDONALD UGANDA LIMITED	Ugandan with foreign ownership
84	MTN UGANDA LIMITED	Ugandan with foreign ownership

85	Nakasero Hospital Ltd	Ugandan with foreign ownership
86	OGAS SERVICES UGANDA LIMITED	Ugandan with foreign ownership
87	PDM Uganda Ltd	Ugandan with foreign ownership
88	PEOPLE PERFORMACE GROUP	Ugandan with foreign ownership
89	Performance Furnishings Uganda Ltd	Ugandan with foreign ownership
90	PRICE WATER HOUSE COOPERS LIMITED	Ugandan with foreign ownership
91	PRIME IMPEX 2001 LIMITED	Ugandan with foreign ownership
92	RADIO COMMUNICATION SERVICES LTD	Ugandan with foreign ownership
93	ROCKET PRODUCTS LIMITED	Ugandan with foreign ownership
94	SCHLUMBERGER	Ugandan with foreign ownership
95	SERVICE AND COMPUTERS UGANDA LIMITED	Ugandan with foreign ownership
96	SOLID ROCK LIFE & BUSINESS	Ugandan with foreign ownership
97	SPEDAG INTERFREIGHT UGANDA LTD	Ugandan with foreign ownership
98	SUNMAKER ENERGY UGANDA LIMITED	Ugandan with foreign ownership
99	SURGIPHARM UGANDA LIMITED	Ugandan with foreign ownership
100	THE COPY CAT (UGANDA) LIMITED	Ugandan with foreign ownership
101	THE JUBILEE INSURANCE COMPANY OF UGANDA LIMITED	Ugandan with foreign ownership
102	THE SURGERY	Ugandan with foreign ownership
103	TOTAL E & P UGANDA B.V	Ugandan with foreign ownership
104	Total Uganda Limited	Ugandan with foreign ownership
105	WATA GLOBAL UGANDA LIMITED	Ugandan with foreign ownership
106	WILDLIFE CONSERVATION SOCIETY UGANDA	Ugandan with foreign ownership
107	Willington Agro Solutions and Logistics Limited	Ugandan with foreign ownership

108	ZIKHARA SOLUTIONS (UGANDA) LIMITED	Ugandan with foreign ownership
109	IPSOS LIMITED	Ugandan with local ownership
110	ARROW CENTRE (UGANDA) LTD	Ugandan with local ownership
111	KPMG – UGANDA	Ugandan with local ownership
112	SA FIELD (U) LTD	Ugandan with local ownership
113	SANLAM GENERAL INSURANCE UGANDA	Ugandan with local ownership
114	TASC	Ugandan with local ownership
115	THREEWAYS SHIPPING SERVICES (GROUP)	Ugandan with local ownership
116	BUSINESS IMAGE SERVICES	Ugandan with local ownership
117	SIMBA TELECOM LIMITED	Ugandan with local ownership
118	UGANDA INFLIGHT SERVICES LIMITED	Ugandan with local ownership
119	3D SERVICES LIMITED	Ugandan with local ownership
120	A & M EXECUTIVE CLEANING SERVICES	Ugandan with local ownership
121	ABII CLINIC & LABORATORY SERVICES	Ugandan with local ownership
122	AIR WATER EARTH LIMITED	Ugandan with local ownership
123	ANGELS UGANDA LIMITED	Ugandan with local ownership
124	BAKAWA AND SONS HOLDINGS LTD	Ugandan with local ownership
125	Bemuga Forwarders	Ugandan with local ownership
126	BIISO FM LIMITED	Ugandan with local ownership
127	Blue Pearls Company Ltd	Ugandan with local ownership
128	BRAND CARE LIMITED	Ugandan with local ownership
129	CITY AMBULANCE LIMITED	Ugandan with local ownership
130	CITY MEDICALS LIMITED	Ugandan with local ownership

131	Community Integrated Development Initiative	Ugandan with local ownership
132	Corporate Image Ltd	Ugandan with local ownership
133	Cynibel General Trading Ltd	Ugandan with local ownership
134	DAG & BRAGAN LIMITED	Ugandan with local ownership
135	DIGITAL ALLIANCE LIMITED	Ugandan with local ownership
136	EAGLE AIR	Ugandan with local ownership
137	ECO-TRENDS LIMITED	Ugandan with local ownership
138	Ernst & Young	Ugandan with local ownership
139	FUTURE OPTIONS CONSULTING LIMITED	Ugandan with local ownership
140	GEOTECH SOLUTIONS (U) LTD	Ugandan with local ownership
141	GILAL CONSTRUCTION AND SUPPLIES LIMITED	Ugandan with local ownership
142	GLOBE TROTTERS LIMITED	Ugandan with local ownership
143	Globo Chemicals (U) Ltd	Ugandan with local ownership
144	Hoima Resort Hotel	Ugandan with local ownership
145	INDEPENDENT PUBLICATIONS LIMITED	Ugandan with local ownership
146	KABIRA COUNTY CLUB LIMITED	Ugandan with local ownership
147	Kagga and Partners Ltd	Ugandan with local ownership
148	KINGS BROADCASTING SERVICES	Ugandan with local ownership
149	LILIAN LYAGOBA	Ugandan with local ownership
150	LIVEWORKS INC LIMITED	Ugandan with local ownership
151	LOGIX TECHNICAL SOLUTIONS	Ugandan with local ownership
152	MBW Consulting Limited	Ugandan with local ownership
153	MECTRON TECHNICAL SERVICES LIMITED	Ugandan with local ownership

154	MEDNET HEALTHCARE LIMITED	Ugandan with local ownership
155	MERCANTILE CAR RENTALS LIMITED	Ugandan with local ownership
156	MINERAL SERVICES LIMITED	Ugandan with local ownership
157	MTA COMPUTERS LTD	Ugandan with local ownership
158	NEW VISION PRINTING & PUBLISHING COMPANY	Ugandan with local ownership
159	Newplan Ltd	Ugandan with local ownership
160	NFT CONSULT (U) LTD	Ugandan with local ownership
161	NINA INTERIORS LTD	Ugandan with local ownership
162	OJERA GEOFFREY	Ugandan with local ownership
163	PAKWACH FM LIMITED	Ugandan with local ownership
164	PEARL ENGINEERING COMPANY LIMITED	Ugandan with local ownership
165	Proclean Services	Ugandan with local ownership
166	PROFILES INTERNATIONAL (U) LTD	Ugandan with local ownership
167	Q-Sourcing Ltd	Ugandan with local ownership
168	Q-TRAINING LIMITED	Ugandan with local ownership
169	Queensland & Leeds Consulting Engineers Ltd	Ugandan with local ownership
170	RADIO PAIDHA LIMITED	Ugandan with local ownership
171	Rohi Investment Ltd	Ugandan with local ownership
172	SAFE GEARS UGANDA LIMITED	Ugandan with local ownership
173	SAFETY & BUSINESS CENTRE LIMITED	Ugandan with local ownership
174	SAMANGA SOLUTIONS LIMITED	Ugandan with local ownership
175	Samka Construction Company Ltd	Ugandan with local ownership
176	SCHECHEM & CANNAN INVESTMENT LIMITED	Ugandan with local ownership



177	SEKALALA AGA JR	Ugandan with local ownership
178	SOMBHA SOLUTIONS STORE	Ugandan with local ownership
179	SPICE MEDIA SERVICES	Ugandan with local ownership
180	SWITCH MEDIA LIMITED	Ugandan with local ownership
181	SYBYL LIMITED	Ugandan with local ownership
182	TRUE NORTH CONSULT LIMITED	Ugandan with local ownership
183	VITAL PROTECTION UGANDA LIMITED	Ugandan with local ownership
184	YAMASEC LIMITED	Ugandan with local ownership
185	DR. PAULINE BYAKIKA-KIBWIKA	Ugandan with local ownership
186	Epilson Uganda Ltd	Ugandan with local ownership
187	SAFI CLEANING SERVICES	Ugandan with local ownership
188	SARACEN UGANDA LIMITED	Ugandan with local ownership
189	Vision Group	Ugandan with local ownership
190	BKA Advocates.	Ugandan with local ownership
191	Environmental Assessment Consult Ltd	Ugandan with local ownership
192	Equator Catering Services Ltd	Ugandan with local ownership
193	Exponential Ventures Limited	Ugandan with local ownership
194	Extraz Industrial Graphics Company Ltd	Ugandan with local ownership
195	Global Taxation Services Ltd	Ugandan with local ownership
196	Intergrated Fire and Safety Solutions Limited	Ugandan with local ownership
197	Kampala Associated Advocates	Ugandan with local ownership
198	Kijungu Hill Hotel	Ugandan with local ownership
199	Lanic Enterprises Limited	Ugandan with local ownership

200	Local	Ugandan with local ownership
201	Muka Investments (U) Limited	Ugandan with local ownership
202	Serena Hotel Kigo	Ugandan with local ownership
203	Survesis	Ugandan with local ownership
204	Teclab Limited	Ugandan with local ownership
205	The Heights	Ugandan with local ownership
206	Continental Energy	Ugandan with local ownership
207	ECO & PARTNER CONSULT LIMITED	Ugandan with local ownership
208	Elgon Terrace Hotel Limited	Ugandan with local ownership
209	Engineering Solutions Uganda Limited	Ugandan with local ownership
210	Excel Construction Ltd	Ugandan with local ownership
211	FENON ENTERTAINMENT LIMITED	Ugandan with local ownership
212	FIRE AND SAFETY APPLIANCES LIMITED	Ugandan with local ownership
213	Geo Information Technology Limited	Ugandan with local ownership
214	Glauben Industrial Services Limited	Ugandan with local ownership
215	HERTON CONCEPTS LIMITED	Ugandan with local ownership
216	Imperial Royale Hotel	Ugandan with local ownership
217	JOSE CATERING SOLUTIONS	Ugandan with local ownership
218	Kitara Development Initiative Ltd	Ugandan with local ownership
219	Living Earth Uganda Limited	Ugandan with local ownership
220	Masterlinks Uganda Ltd	Ugandan with local ownership
221	PARADISE FITNESS CITY LIMITED	Ugandan with local ownership
222	PAULINE BYAKIKA-KIBWIKA	Ugandan with local ownership

223	PROTEA HOTEL ENTEBBE T/A VICTORIA RESORT HOTEL ENTEBBE LTD	Ugandan with local ownership
224	SBS Systems Limited	Ugandan with local ownership
225	SEBALU & LULE ADVOCATES	Ugandan with local ownership
226	Shafranto Uganda Limited	Ugandan with local ownership
227	THE MEDICAL CONCIEGE GROUP LIMITED	Ugandan with local ownership
228	Betterworld Uganda	Ugandan wth local ownership
229	Aisha Tumusiime	Ugandan wth local ownership
230	BIODIVERSITY SOLUTIONS LIMITED	Ugandan wth local ownership
231	EVENTS WAREHOUSE (U) LIMITED	Ugandan wth local ownership
232	INSPIRED HOLDINGS LIMITED	Ugandan wth local ownership
233	KAZI-NJEMA CONSULTS KIMITED	Ugandan wth local ownership
234	MUHUMUZA - KIIZA ADVOCATES & LEGAL CONSULTANTS	Ugandan wth local ownership
235	NANTONGO SOPHY	Ugandan wth local ownership
236	SA Field Indutrial Logistics	Ugandan wth local ownership

## APPENDIX 6: PROCUREMENT SUPPLIERS IN THE OIL SECTOR FOR 2020

Abii Clinic & Laboratory Services	Ugandan with local ownership
AF Mpanga Advocates	Ugandan with local ownership
Africell Uganda Ltd	Ugandan with Foreign Ownership
AFRINIC	Not on NSD
AGS Frasers International	Ugandan with Foreign Ownership
AIRTEL UGANDA LTD	Ugandan with Foreign Ownership
Aisha Tumusiime	Ugandan with local ownership
Alnasir VIRANI	Not on NSD
Anisuma Traders Ltd	Ugandan with Foreign Ownership
ARAMEX UGANDA LTD	Ugandan with Foreign Ownership
Arrow Centre Uganda Limited	Ugandan with Foreign Ownership
Atacam Consulting Limited	Ugandan with local ownership
Baliima Clan	Not on NSD
Beautiful Engineering & Equipment Ltd	Ugandan with local ownership
Bemuga Forwarders Ltd	Ugandan with local ownership
Better World Uganda	Ugandan with local ownership
BKA Advocates	Ugandan with local ownership
Brand Care Limited	Ugandan with local ownership
Britam Insurance Company .	Ugandan with Foreign Ownership
Bunyoro Research Agency & Development Organization (Brado)	Ugandan with local ownership
Bureau Veritas (U) Ltd	Ugandan with Foreign Ownership
CCL RESOURCES LIMITED	Ugandan with local ownership
CITY AMBULANCE	Ugandan with local ownership
City Medicals Limited	Ugandan with local ownership
Community Integrated Development Initiatives	Ugandan with local ownership
Contour Consult - SMC Limited	Ugandan with Foreign Ownership
CORE LABORATORIES (U.K.) LIMITED	Foreign company
Corporate Image Ltd	Ugandan with local ownership
COSEKE UGANDA LIMITED	Ugandan with Foreign Ownership
Course View Ltd	Not on NSD
Critical Care Solutions Limited	Ugandan with local ownership
CWG Uganda Ltd	Ugandan with local ownership
Cynibel General trading Ltd	Ugandan with local ownership
DAG & Bragan Limited	Ugandan with local ownership
Deloitte & Tourche	Ugandan with Foreign Ownership
Dimension Data Uganda Ltd	Ugandan with Foreign Ownership
Dison Kasisaki	Not on NSD
EAGLE AIR	Ugandan with local ownership
ECO & PARTNER CONSULT LIMITED	Ugandan with local ownership
Elite Computers (U) Ltd	Ugandan with Foreign Ownership
Ernst & Young	Ugandan with local ownership
Events Warehouse (u) Limited	Ugandan with local ownership

Exponential Ventures Ltd	Ugandan with local ownership
Exquisite Solutions Limited	Ugandan with local ownership
Extraz Industrial graphic Co. Ltd	Ugandan with local ownership
FEDERATION OF UGANDA EMPLOYERS	Not on NSD
FIRE AND SAFETY APPLIANCES LIMITED	Ugandan with local ownership
G4S SECURE SOLUTIONS	Ugandan with Foreign Ownership
GCC Services (U) Limited	Ugandan with local ownership
Geo Information Communication (GIC) Ltd	Ugandan with local ownership
Gilat Telecom (U) Ltd	Ugandan with Foreign Ownership
Glauben Industrial Services Ltd	Ugandan with local ownership
Global Taxation Services	Ugandan with local ownership
Globo Chemicals (U) Ltd	Ugandan with local ownership
GLORY SUMMIT HOTEL LTD	Ugandan with local ownership
Graphic Systems (U) Ltd	Ugandan with local ownership
Green Label Services Ltd	Ugandan with local ownership
HOIMA DISTRICT LOCAL GOVERNMENT	Not on NSD
HUMAN RESOURCE MANAGERS	Not on NSD
ICS - Engineering & Environment Limited	Ugandan with local ownership
Inspecta Africa Ltd	Ugandan with local ownership
INSTITUTE OF PUBLIC ACCOUNTANTS	Not on NSD
Integrated Security Solutions	Ugandan with local ownership
International SOS ( Africa Holdings) Limited	Foreign company
IPSOS LIMITED	Ugandan with local ownership
Joint Medical Store	Ugandan with local ownership
Jolly KAREMERA	Ugandan with local ownership
JOSE CATERING SOLUTIONS	Ugandan with local ownership
Joseph Mubiru KIZITO	Not on NSD
JOSHI ELECTRICAL & GENERAL SERVICES	Ugandan with local ownership
JP Wong Energy Ltd	Ugandan with local ownership
JUBILEE INSURANCE COMPANY	Ugandan with Foreign Ownership
Kampala Associated Advocates	Ugandan with local ownership
Kato Contractors Ltd	Ugandan with local ownership
Kayonza Auto Engineers Ltd	Ugandan with local ownership
KAZI-NJEMA CONSULTS LIMITED	Ugandan with local ownership
Kean Consulting Limited	Ugandan with local ownership
KIJUNGU HILL HOTEL LIMITED	Ugandan with local ownership
KINGS BROADCASTING SERVICES	Ugandan with local ownership
Kitara Development Initiative	Ugandan with local ownership
LABURNAM COURTS LIMITED	Ugandan with Foreign Ownership
Lake Mburo Investment Co., Ltd	Ugandan with local ownership
LIBERTY LIFE ASSURANCE UGANDA LTD	hasn't renew NSD account
Liquid Telecommunications (U) Ltd	Ugandan with Foreign Ownership
Livecom Limited	Foreign company
Living Earth Uganda	Ugandan with local ownership

MANTRA TECHNOLOGIES LTD	Ugandan with Foreign Ownership
Mantrac Uganda Limited	Ugandan with Foreign Ownership
MBW Consulting Ltd	Ugandan with local ownership
MedNet Health Care Limited	Ugandan with local ownership
MERCANTILE CAR RENTALS LIMITED	Ugandan with local ownership
Metocean Services International PTY Limited	Foreign
Metropolitan Republic Uganda	Ugandan with Foreign Ownership
MINERAL SERVICES LIMITED	Ugandan with local ownership
Motorcare Uganda Limited	Ugandan with local ownership
MTA COMPUTERS LTD	Ugandan with local ownership
MUA Insurance (U) Ltd	Ugandan with Foreign Ownership
MUA Insurance Uganda Limited	Ugandan with local ownership
Muhumuza - Kiiza Advocates	Ugandan with local ownership
Nakasero Hospital Limited	Ugandan with local ownership
New Vision Printing & Publishing Company (Rupiny FM)	Ugandan with local ownership
NewPlan Limited	Ugandan with Foreign Ownership
NFT Consult (U) Limited	Ugandan with local ownership
Nina Interiors Ltd	Ugandan with local ownership
OGAS Services Uganda Limited	Ugandan with local ownership
Ortus Advocates	Ugandan with local ownership
PAKWACH FM LIMITED	Ugandan with local ownership
PAULINE BYAKIKA-KIBWIKA	Ugandan with local ownership
PDM Uganda Ltd	Ugandan with Foreign Ownership
Prime Impex	Ugandan with local ownership
PRIVATE SECTOR FOUNDATION UGANDA	Not on NSD
Proclean Services Limited	Ugandan with local ownership
Profiles International (U) Ltd	Ugandan with local ownership
Property Services Ltd	Not on NSD
PROTEA HOTEL ENTEBBE T/A VICTORIA	Ugandan with local ownership
Q-Sourcing Limited	Ugandan with local ownership
Q-TRAINING LIMITED	Ugandan with local ownership
Queensland & Leeds Consulting Eng	Ugandan with local ownership
RCS-Radio & Satellite Communication	Ugandan with Foreign Ownership
Robert Kayonjo	Ugandan with local ownership
Robert Mukitale Muhemba	Not on NSD
Rohi Investment Ltd	Ugandan with local ownership
Rwenzori Bottling Co.Ltd	Not on NSD
Safe Way Right Way	Ugandan with Foreign Ownership
SAFI CLEANING SERVICES	Ugandan with local ownership
SANLAM GENERAL INSURANCE UGANDA	Ugandan with Foreign Ownership
Saracen Uganda Ltd	Ugandan with local ownership
SBS Systems Uganda Limited	Ugandan with local ownership
SCHECHEM & CANNAN INVESTMENT LIMITE	Ugandan with local ownership

Schlumberger Oilfield Eastern Limited	Foreign company
Securi Plex Limited	Ugandan with Foreign Ownership
Security Group Uganda Ltd	Ugandan with local ownership
Service & Computer Industries (U) Ltd	Ugandan with Foreign Ownership
Shafranto (U) Ltd	Ugandan with local ownership
SHERATON KAMPALA HOTEL	Not on NSD
SHREEJI PHARMACEUTICALS LIMITED	Ugandan with Foreign Ownership
Simba Telecom Limited	Ugandan with local ownership
Solid Rock Life & Business Servive	Ugandan with Foreign Ownership
Soni Gardening Services	Ugandan with local ownership
Sophy NANTONGO	Ugandan with local ownership
Spedag Interfreight Uganda Ltd	Ugandan with local ownership
Speke Hotel (1996) Limited	Ugandan with local ownership
SPICE MEDIA SERVICES	Ugandan with local ownership
STRATUM RESERVOIR LLC	Not on NSD
Sunmaker Energy (U) Ltd	Ugandan with local ownership
SURGIPHARM UGANDA LIMITED	Ugandan with Foreign Ownership
Survesis	Ugandan with local ownership
SWITCH MEDIA LIMITED	Ugandan with local ownership
Sybyl Ltd	Ugandan with local ownership
Taibu NAKUIERA	Ugandan with local ownership
Teclab	Ugandan with local ownership
Teltec Investments Limited	Ugandan with local ownership
THE CIVIL AVIATION AUTHORITY	Not on NSD
The Motorcenter EA Ltd	Ugandan with local ownership
Total Uganda	Ugandan with local ownership
Toyota Uganda Limited	Ugandan with Foreign Ownership
UAP Old Mutual General Insurance Uganda Ltd	Ugandan with local ownership
UGANDA CHAMBER OF MINES & PETROLEUM	Not on NSD
UGANDA ELECTRICITY DISTRIBUTION COMPANY LIMITED	Not on NSD
UGANDA LAW SOCIETY	Not on NSD
UNITEDHEALTHCARE GLOBAL MEDICAL (UK	Foreign Company
Various	Not specified
Vital Protection Uganda Limited	Ugandan with local ownership
Willington Agro Solutions & Logistics Limited	Ugandan with local ownership
WIM Services Limited	Ugandan with local ownership
X-DRIVE COMPUTING LIMITED	Not on NSD
Yamasec Limited	Ugandan with local ownership