

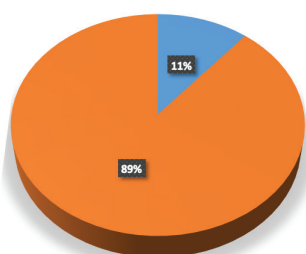


Edgar Mugisha,
Managing Partner - Atacama Consulting

Atacama Consulting is a leading environmental consultancy firm in Uganda that prides itself on its commitment to excellence in delivery, professionalism and the sustainable growth it has realised as a result. The firm is amongst the pioneer indigenous environmental consultancy firms to offer services to key players in Uganda's oil and gas sector. We take great pride in our ability to consistently deliver world-class services through local content.

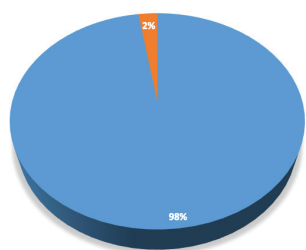
Atacama National and Community Content (Tilenga RAP Project).

a) Manpower



■ International Manpower
■ Local and National Manpower

b) Goods and Services



■ National goods and services
■ International goods and services

Navigating through Uganda's Oil & Gas sector: *The Atacama Consulting Story*

Getting involved in the oil and gas sector

Atacama's involvement in Uganda's oil and gas sector spans close to a decade. Its first engagement was the provision of Environmental and Social Impact Assessment (ESIA) services for Exploratory drilling activities in Exploration Area 4B (the current Ngaji Block), to Dominion Uganda, its operators at the time.

The perception then, was that such a service was best entrusted with international environmental consultancy firms, as the national capacity to undertake such work was deemed to be close to zero! Fueled by a determination to correct what was in fact a misconception, Atacama was able to take advantage of the opportunity and exceeded all expectations. The rest, as they say, is history.

Atacama's execution of the Dominion engagement has since paved the way for numerous assignments in the sector for all the key players including: Total E&P, Tullow and CNOOC. The services have included ESIA's, Environmental monitoring and audits, waste management specialist studies, and social & resettlement services. In the case of the latter, Atacama is the lead contractor for the Tilenga project that is spearheaded by Total E&P and Tullow. The project will lay the foundations for the commercialisation of Uganda's oil reserves.

Benefits of Participation in the Oil and Gas Sector

Atacama's active involvement in the sector has yielded a number of benefits, principal amongst which have been:

- Capacity building and skills transfer as a result of efforts by the relevant Government agencies, Development partners, oil companies, as well as through the international partners it has collaborated with in delivery of projects;
- Exposure to complex stretch assignments which has fostered professional growth among its staff;
- High quality project deliverables that are in tandem with internationally accepted standards, such as the International Finance Corporation (IFC) standards for environmental and social sustainability;
- Improved brand recognition, as well as number and quality of clientele; and
- Links to key networks such as the Society for Petroleum Engineers (SPE) that have provided a good international platform for Atacama to share its oil and gas experiences, as was the case at a conference in Quito – Ecuador in 2014.

What it takes to become a player in the sector

The ambiguity surrounding entry into Uganda's oil & gas sector has long gone, and the process has been simplified significantly. An entity must simply meet the requirements for registration on the Petroleum Authority of Uganda (PAU) National Supplier Database.

Nevertheless, the oil & gas sector calls for very high standards of its suppliers. It is therefore critical that potential players in the sector put in place the requisite management systems that satisfy all standards and requirements. An example of such a system is an integrated management system that encompasses quality, as well as environmental, health and safety aspects.

Partnerships are another factor to consider, as they are key in the mobilisation of resources; both human and financial. In the case of the latter, it's important to have good lines of credit from a lending institution or a partner that is financially sound.

Considering the dynamic nature of the sector, continuous professional development is also critical. Players must keep abreast with changes and innovations in the sector, and should ideally strive to be ahead of the curve. Anything short of that will soon put them on the path to being obsolete.

Needless to say, consistently high quality work lies at the heart of remaining relevant in the sector. A job well done will lead to more referrals for your services. There are no short-cuts when it comes to delivering good quality work in the oil & gas sector.

Gone are the days when the saying: "Ugandan's have no capacity" was first becoming a catch-phrase in the sector. An enabling legal & regulatory framework, together with the dedicated efforts of trailblazers in the sector who focused not only on meeting, but exceeding expectations, have made sure the phrase no longer has a place in our lexicon.