

Report from the Secretariat: *Findings and recommendations from the Independent Evaluation*

For information

The independent evaluation of the EITI has concluded and final outputs are scheduled for release at the October Board meeting, where the evaluation team will also present results and recommendations to the EITI Board.

Findings from the evaluation reinforce key aspects of the EITI's multistakeholder model and implicit theory of change, and find that the EITI is widely regarded as both effective and impactful in implementing countries. The evaluation also identifies areas where EITI can be further strengthened, and highlights national relevance as a key factor shaping EITI's potential for effectiveness, sustainability, and impact. This gives rise to four key recommendations, focusing on a modular approach to the EITI Standard, strengthening subnational aspects of EITI implementation, ensuring strong MSGs, and further developing monitoring and evaluation practices.

The full scope of evaluation outputs are summarized in the Evaluation Summary report, included in the Board papers for the 54th Board meeting.



Results of the Independent Evaluation of the EITI

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Has the EITI competence for any proposed actions been considered?

The EITI Board directed the Implementation Committee and the International Secretariat to procure and oversee an independent evaluation of the EITI with Board decision 2020-36.

Supporting documentation

The summary evaluation report is circulated together with this cover letter, and the TOR for the evaluation may be accessed on the EITI website.¹

Additional outputs and report details will be finalized in the time leading up to the October Board meeting, and made available at <https://www.eitipenevaluation.org/evaluation-outputs/> (password: #eitipen24744), including the following:

- Main evaluation report
- Country case study report
- Policy case study report
- Multi-media outputs, including video-logs from country case research
- Open data dashboard for the quantitative evaluation data
- ToR for the independent evaluation

Financial implications of any actions

Review of the results of the independent evaluation of the EITI have no financial implications.

¹ <https://eiti.org/offers/request-expressions-interest-independent-evaluation-eiti>

1. Background and context

1.1. General approach

The independent evaluation has been marked by a highly **collaborative and consultative** approach. This began with a collaborative design phase in which the Secretariat was consulted on the general methodology and selection of case studies in order to assure high relevance and utility of evaluation outputs. The evaluation has also been guided by a Project Steering Group composed of 13 representatives of implementing countries, supporting countries, companies and civil society, including both Board members, national coordinators and external stakeholders. Draft findings and recommendations have been subjected to multiple consultative processes, and refined in response to feedback.

This has been coupled by a uniquely **open approach** to the evaluation, including the regular publication of methodologies, field notes, and data on <https://www.eitiopenevaluation.org/the-latest-on-the-eiti-evaluation/>. Notwithstanding this open and collaborative approach, the evaluation has been decidedly **independent**, and the evaluation team has established clear boundaries on points where analysis and interpretations differ from those of consulted stakeholders.

The principle of **useful and actionable evaluation** has been prominent since the inception phase, and in the concluding stage the evaluation team will work closely with the Secretariat, Board, and other stakeholders to facilitate learning and application of lessons from the evaluation. The presentation and discussion the Oslo Board meeting are the first step in this regard, along with constituency presentations during the Oslo Board week. Following these activities, the Secretariat will revert to the relevant committees with proposed next steps to be considered by the Board on the basis of report recommendations.

1.2. Design and scope

The evaluation was organized around four Evaluation Questions, designed to assess whether the EITI is **effective, relevant, sustainable**, and what kinds of **impacts** (intended and unintended) the EITI contributes to.

This was pursued through a mixed methods approach, leveraging desk review of literature and documents, expert and stakeholder interviews, and quantitative data collected through online survey instruments. The resulting data base was analysed according to a combination of qualitative and quantitative methods to produce a variety of outputs with different levels of detail, in order to increase accessibility and uptake.

In addition to summary and synthesis reports, evaluation outputs include multi-media documentation, and open access to quantitative data for stakeholders and secondary researchers. Country and policy case reports have also been produced, leveraging the following case studies, which are summarised following a common format:

Country case studies	
Deep Dive methodologies (travel and extensive interviews)	Rapid Scan methodologies (primarily desk research)
<ol style="list-style-type: none"> 1. Zambia 2. DRC 3. Indonesia 4. Philippines 5. Kyrgyz Republic 6. Argentina 	<ol style="list-style-type: none"> 7. Colombia 8. Guyana 9. Nigeria 10. Guinea 11. United Kingdom
Policy case studies	
1. Global	Beneficial ownership
2. National/local	Subnational transfers and expenditures
3. Counterfactual	Case study research on resource rich countries which have not joined the EITI
Policies tested in every country case study and via the Global Survey Instrument #1 (Insiders)	Civic space and multi-stakeholder governance Tax transparency and domestic resource mobilization

2. Findings and recommendations

The evaluation findings are generally positive and reaffirm key aspects of the EITI’s implicit theory of change and contribution to strengthening extractives sector governance. In particular, the evaluation found that “EITI has been effective in contributing to transparency, increasing civic space and participation, and in promoting accountability in government, companies, and civil society – albeit with significant ongoing challenges.” The evaluation also found that the multi-stakeholder model was widely seen as delivering significant value and that the “existence of the EITI is of significant value in and of itself.”

The question of relevance features prominently in the evaluation report, and is described as “key to [EITI’s] effectiveness, impact and sustainability.” The evaluation also notes that these are complex relationships, as EITI’s relevance is widely seen as enhanced by the MSG model, but also shaped by national drivers, and in turn determines EITI’s potential impact, effectiveness and sustainability. In regard to sustainability, the evaluation found “a high level of national ownership of the EITI in case study countries” which it also described as driven by EITI relevance.

The evaluation also identified aspects of the EITI that could be strengthened, including weakness in company engagement in implementing countries, and “[limited] evidence of impact at the subnational and local levels (although this depends on the country).” Further detail and implications can be found in the summary report.

2.1. Recommendations

After several weeks of consultation with stakeholders on draft recommendations, the evaluation report proposes four key recommendations. These are very briefly summarized below, and elaborated in greater detail in the summary report.

- i. A modular approach to the EITI Standard
The evaluation suggests that structuring the EITI into “core” and “additional” modules could strengthen national relevance and impact, while retaining the value associated with a global standard. A process is proposed for defining and developing modules over time, and several specific “additional” modules are suggested within the context of the new Validation model and recent updates to the Validation Guide.
- ii. Making the EITI ‘real’ at the subnational and local levels
The evaluation suggests strategic approaches through which EITI’s subnational impact and relevance can be strengthened through expanded (a) scope of reporting, (b) MSG platforms, and (c) stakeholder engagement. A general model is outlined, though this lacks operational details, and is proposed for elaboration as an “additional” module in regard to the first recommendation.
- iii. Reinvesting in the multi-stakeholder model
The evaluation suggests three necessary conditions for an effective multi-stakeholder group: capacity (largely associated with national secretariats, but also MSGs generally and civil society in particular), space to effectively participate (largely associated with civic space), and drivers or incentives (largely associated with companies operating in implementing countries). The evaluation recommends that these dynamics be more closely monitored through regular “check ins” with MSGs, followed by strategic discussions with stakeholders and dedicated support where appropriate.
- iv. Measuring what matters
The evaluation argues that there are inherent limits to how large and comprehensive evaluations (such as this evaluation) can help to strengthen EITI, and encourages a greater focus on adaptive monitoring that is focused on, and sensitive to, country contexts. The evaluation recommends supporting and expecting all implementing countries to elaborate theories of change with which they can better monitor their impact. At the global level, the evaluation recommends several approaches to revising the EITI’s KPIs, and how surveys might be used to better understand stakeholder perspectives on a running basis.

These recommendations are described in greater detail in the summary report, and will be presented and discussed at the Board meeting session on October 12.