

Draft Agenda

6th EITI Members' Meeting

For approval

12 June 2023 (all timings shown in Dakar time)

- 16:00** **6-1 Welcome from Chair and adoption of agenda**
EITI Members' Meeting Paper 6-1
- 16:10** **6-2 Approve the activities report, the accounts, and the action plan for the EITI Board**
Members' Meeting Paper 6-2 (The 2023 EITI Anniversary Report, 2022 Accounts and 2023 Workplan)
- 16:20** **6-3 Adoption of amendments to the EITI Articles of Association**
Members Meeting Paper 6-3 Adoption of amendments to the EITI Articles of Association
- 16:40** **6-4 Elect the EITI Chair and the EITI Board**
Members' Meeting Paper 6-4 Board Nominees
Elect the EITI Chair, on proposal from the Board
Elect the Members, and Alternates for each member of the EITI Board on nomination from the constituencies
- 16:50** **6-5 Briefing on the Refinements to the EITI Standard**
Members Meeting Paper 6-5 (The 2023 EITI Standard)
- 17:00** **Meeting ends**

Annual Report 2022 for The Association For The Extractive Industries Transparency Initiative

Revenue statement
Balance sheet
Notes to the Accounts
Audit opinion

Prepared by:

ecit

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Revenue statement

The Association For The Extractive Industries Transparency Initiative

Operating income and operating expenses	Note	2022	2021
Other income		83 000 601	75 205 858
Total income		<u>83 000 601</u>	<u>75 205 858</u>
Employee benefits expense	2	34 919 853	34 968 505
Depreciation and amortisation expenses	4	1 397 117	609 527
Other expenses	3	55 500 709	31 981 552
Total expenses		<u>91 817 680</u>	<u>67 559 584</u>
Operating profit		<u>-8 817 079</u>	<u>7 646 274</u>
Financial income and expenses			
Other interest income		399 680	28 619
Other financial income	5	11 804 861	780 112
Other interest expenses		28 827	734
Other financial expenses	5	7 074 445	796 026
Net financial items		<u>5 101 269</u>	<u>11 971</u>
Net profit before tax	6	<u>-3 715 810</u>	<u>7 658 245</u>
Net profit after tax		<u>-3 715 810</u>	<u>7 658 245</u>
Net profit or loss		<u><u>-3 715 810</u></u>	<u><u>7 658 245</u></u>
Attributable to			
Other equity		<u>-3 715 810</u>	<u>7 658 244</u>
Total		<u>-3 715 810</u>	<u>7 658 244</u>

Balance sheet

The Association For The Extractive Industries Transparency Initiative

Assets	Note	2022	2021
Non-current assets			
Intangible assets			
Concessions, patents, trademarks, and similar rights	4	3 257 150	2 412 022
Total intangible assets		<u>3 257 150</u>	<u>2 412 022</u>
Property, plant and equipment			
Equipment and other movables	4	761 622	927 394
Total property, plant and equipment	4	<u>761 622</u>	<u>927 394</u>
Total non-current assets		<u>4 018 772</u>	<u>3 339 416</u>
Current assets			
Debtors			
Accounts receivables		12 454 948	6 169 119
Other short-term receivables		4 457 344	857 204
Total receivables		<u>16 912 292</u>	<u>7 026 323</u>
Cash and cash equivalents	7	47 403 658	46 960 792
Total current assets		<u>64 315 949</u>	<u>53 987 114</u>
Total assets		<u>68 334 722</u>	<u>57 326 531</u>

Balance sheet

The Association For The Extractive Industries Transparency Initiative

Equity and liabilities	Note	2022	2021
Retained earnings			
Other equity	6	30 131 957	33 847 767
Total retained earnings		<u>30 131 957</u>	<u>33 847 767</u>
 Total equity	 6	 <u>30 131 957</u>	 <u>33 847 767</u>
 Liabilities			
Provisions			
 Current liabilities			
Trade payables		8 531 783	2 089 821
Public duties payable		1 921 478	2 298 001
Other current liabilities		27 749 504	19 090 942
Total current liabilities		<u>38 202 765</u>	<u>23 478 764</u>
 Total liabilities		 <u>38 202 765</u>	 <u>23 478 764</u>
 Total equity and liabilities		 <u>68 334 722</u>	 <u>57 326 532</u>

Balance sheet

The Association For The Extractive Industries Transparency Initiative

10.02.2023

The board of The Association For The Extractive Industries Transparency Initiative

Helen Elizabeth Clark
chairman of the board

Chitumba Ian Mwiinga
member of the board

Awa Marie Coll Seck
member of the board

Oleksiy Orlovsky
member of the board

James Nicholson
member of the board

Alan Daniel Mclean
member of the board

Erik Ivo Nürnberg
member of the board

Lawrence Dechambenoit
member of the board

Christine Irene E Detaille
member of the board

Rinaldo Jeanty
member of the board

Sherwin Quasi Long
member of the board

Sampe Lopokan Purba
member of the board

Agnes Ondigui Owona
member of the board

Cesar Gamboa
member of the board

Brice Mackosso
member of the board

François Gave
member of the board

Diana El Kaissy
member of the board

Daniel Kaufmann
member of the board

Mathew Gobush
member of the board

Mark Ashley Robinson
member of the board

Viktoria Gnatovska
member of the board

James Marshall Ensor

Accounting principles

The financial statements have been prepared in accordance with the Norwegian Accounting Act and generally accepted accounting principles for small entities.

Foreign currency

The accounts of the EITI Secretariat are kept in NOK.

Contributions to the secretariat are recognised as income using the exchange rate to NOK realised in the bank upon reception of payment. Expenses in foreign currency are converted to NOK using the exchange rate at the date of expense. Balances are converted with the valid rate at the statement date. Income and expenses are converted at the average exchange rate for the year.

Revenues

Funds received are recognised as revenue in the period for which the funds are given. Project specific grants with a repayment clause are recognised as income when the organisation has a legal right to the funds, i.e., when activities are implemented and expenses incurred related to the project.

Accrued revenue recognised as such, but not yet received in the bank – is included in the balance sheet as receivables under current assets. Deferred revenue – received in the bank, but not yet recognised as such – is included in the balance sheet as other short-term liabilities.

Tax

In accordance with Norwegian Tax Law, the EITI Secretariat is not considered taxable..

Classification and valuation of fixed assets

Fixed assets are comprised of assets intended for long term ownership and use. Fixed assets are valued at cost, recorded in the balance sheet and depreciated over the estimated useful economic life. Fixed assets are written down to recoverable amounts when decreases in value are expected to be permanent. The recoverable amount is the greater of the net selling price and value in use. Impairment losses recognised are reversed when the basis for the impairment loss is no longer evident.

The exception to this rule is fixed assets belonging to specific, donor-funded projects with a limited project period. These assets are expensed at the time of purchase.

Current assets and liabilities are comprised of items receivable/due within one year and valued at cost.

Receivables from customers and other receivables are entered at par value after deducting a provision for expected losses. The provision for losses is made on the basis of an individual assessment of the respective receivables.

Pension liabilities

The EITI Secretariat has no unfunded pension obligations. Funded pension liabilities are not recognised in the balance sheet. The premium paid is regarded as pension cost for the period concerned and classified as wage cost in the income and expenditure statement..

Note 1 - Income recognised 2022

Contributor	Currency	Amount in currency	Amount booked in NOK
Implementing countries			
Armenia	USD	10 000	99 629
Burkina Faso	USD	10 000	99 269
Cote d'Ivoire	USD	10 000	99 629
Democratic Republic of Congo	USD	10 000	99 629
Dominican Republic	USD	10 000	99 629
Guyana	USD	10 000	99 629
Mauritania	USD	10 000	99 629
Mongolia	USD	10 000	99 629
Papua New Guinea	USD	20 000	179 267
Senegal	USD	10 000	99 629
Total revenues from Implementing countries			1 075 568
Supporting countries			
Australia	AUD	400 000	2 560 400
FCDO UK	GBP	200 000	2 310 520
MFA Belgium	EUR	220 000	2 088 306
MFA Canada	CAD	0	16 512
MFA Denmark	DKK	2 000 000	2 557 400
MFA Finland	EUR	233 000	2 216 366
MFA France	EUR	100 000	1 012 560
MFA Germany	EUR	250 000	2 378 075
MFA Netherlands	EUR	300 000	2 602 320
MFA Norway	NOK	4 000 000	4 000 000
MFA Sweden	SEK	3 000 000	2 885 100
State Secretariat for Economic Affairs (SECO)	CHF	250 000	2 318 500
Total revenues from Supporting countries			26 946 059
Project - Specific funding			
BHP Foundation	USD	1 683 443	17 029 025
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	EUR	45 000	450 774
European Commission-EU	EUR	564 965	5 646 949
Ford Foundation	USD	125 000	1 124 700
MFA Belgium	EUR	500 000	4 901 412
MFA Norway	NOK	500 000	500 000
State Secretariat for Economic Affairs (SECO)	CHF	300 000	3 172 970
USAID - Project	USD	645 651	6 406 518
Total revenues from Project specific funding			39 232 348
Oil and Gas			
BP International Limited	USD	60 000	523 434
Capricorn Energy PLC	USD	20 000	199 152
Chevron	USD	60 000	523 434
ENI Spa	USD	60 000	523 434
Equinor ASA	USD	60 000	523 434
FAR Limited	USD	10 000	76 443
Hess Corporation	USD	60 000	523 434
Inpex Corporation	USD	60 000	523 434
Kosmos Energy Ltd	USD	20 000	174 478
Nigerian National Petroleum Company Limited (NNPC)	USD	60 000	523 434
Petronor E&P	USD	20 000	174 478
Qatar Petroleum	USD	60 000	523 434
Repsol Exploracion S.a.	USD	60 000	523 434
Royal Dutch Shell	USD	60 000	523 434
Staatsolie Maatschappij Suriname NV	USD	20 000	174 478
TotalEnergies	USD	60 000	523 434
Tullow Oil plc	USD	20 000	174 478
Woodside Energy Ltd.	USD	60 000	523 434
Total revenues from Oil and Gas			7 254 715

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Mining and Minerals			
Advanced Metallurgical Group (AMG)	USD	15 000	130 858
ArcelorMittal Long Products Canada	USD	-30 000	-317 220
Base Titanium Ltd.	USD	15 000	130 859
Compañía Minera Poderosa SA	USD	15 000	146 198
Dundee Precious Metals Inc.	USD	15 000	130 859
Eramet group	USD	15 000	157 030
International Council on Mining and Metals (ICMM)	GBP	470 000	5 620 495
Ivanhoe	USD	15 000	145 640
Kinross Gold Corporation	USD	-10 000	-98 269
Pertamina	USD	60 000	584 790
Southern Peru Copper Corporation, Sucursal del Perú	USD	15 000	130 859
Vale	USD	40 000	348 956
Total revenues from Mining and Minerals			7 111 053
Financial Institutions			
KfW group	USD	9 950	83 676
Lundin Foundation	USD	9 950	87 239
NBIM	USD	9 950	86 803
Total revenues from Financial Institutions			257 718
Non-extractives			
Gunvor Group	USD	60 000	600 540
Trafigura Pte Ltd	USD	60 000	523 434
Total revenues from Non-extractives			1 123 974
Total 2022 revenue			83 000 601

Note 2 - Salary costs and benefits, remuneration to the chief executive, board and auditor

Salary costs	2022	2021
Salaries	27 491 720	27 198 507
Employment tax	4 135 636	3 983 387
Pension costs	2 260 821	2 189 643
Other benefits	1 031 677	1 596 968
Total	34 919 853	34 968 505

The organisation has employed 34 full time equivalents (FTE) in 2022

Pension liabilities

The organisations is liable to maintain an occupational pension scheme under the Mandatory Occupational Pensions Act. The company's pension schemes satisfy the requirements of this Act.

Remuneration to leading personnel	Chief Executive	Board
Salaries	1 813 636	606 484
Pension costs	92 467	
Other remuneration	4 744	
Total	1 910 847	606 484

Auditor

Audit fees expensed for 2022 amount to 253 374.

In addition there is a fee for other services of NOK 128 343.

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Note 3 Specification of operating costs by type

	2022	2021
Office, travel and translations	19 807 103	12 866 852
Other expenses	267 104	159 080
Project costs	35 426 502	18 955 621
Total operating costs	55 500 709	31 981 552

Note 4 Non-current assets

	Intangible assets	Equipment and other movables	Total
Purchase cost as of 01.01.22	2 412 022	2 726 440	5 138 462
+ Inflow purchased fixed assets	2 471 544	435 912	2 907 456
- Outflow this year	830 981		830 981
= Acquisition cost 31.12.22	4 052 585	3 162 352	7 214 937
Accumulated depreciation 31.12.22	795 435	2 400 731	3 196 166
= Book value 31.12.22	3 257 150	761 622	4 018 771
This year's ordinary depreciations	795 435	601 684	1 397 120
Economic life		3 years	
Depreciation plan		3 years	

Note 5 - Financial items

Other financial income and other financial expenses are related to currency differences.

Note 6 - Funds

	Funds	Sum
Funds 01.01.2022	33 847 767	33 847 767
Net profit	-3 715 810	0
As at 31.12.2022	30 131 957	33 847 767

Note 7 - Bank deposits

Restricted funds related to employee as at 31.12.2022 is 1 182 917. Withholding employee tax payable as of 31.12.2022 is (1 223 792). The difference is mainly due to wage cuts that were created for period 12 2022 after the turn of the year. The deficient amount is transferred to the account in January 2023.

Note 8 - Loans and guarantees to senior executives
No loans or guarantees have been given to senior executives.

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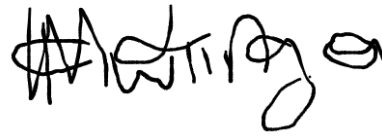
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Diana Kaissy	2023-03-15

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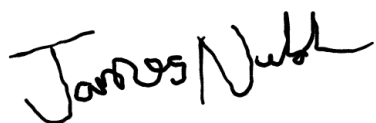


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Oleksiy Orlovsky	2023-03-15

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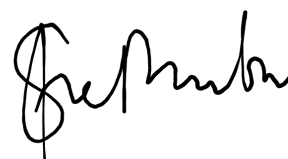
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Alan McLean	2023-03-16

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James Ensor	2023-03-17

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Sampe Purba	2023-03-21

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Rinaldo Jeanty

~~*[Signature]*~~

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Daniel Kaufmann	2023-03-30

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Christine Detaille

Sherwin Long

Name	Date
Christine Detaille	2023-03-24

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Sherwin Long	2023-03-17

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Mark Robinson	2023-03-20

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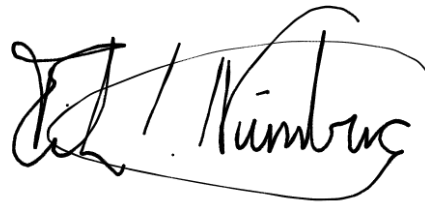
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Matthew N. Gobush

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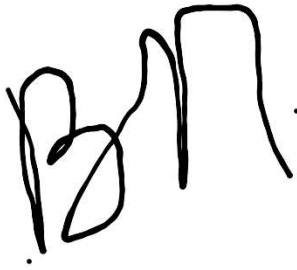
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Professeur Awa Marie Coll Seck	2023-03-24

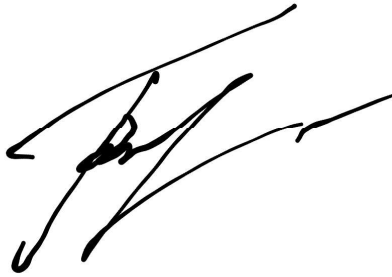
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International Secretariat 2023 Work Plan

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Executive summary

The EITI International Secretariat's 2023 Work Plan is a **planning tool to ensure efficient use of resources to achieve goals and priorities** in the coming year. It is also an accountability tool for the EITI Board and supporting partners, outlining priorities for Board Committees and the Secretariat and providing a mechanism for the Board to approve the Secretariat's budget and planned activities.

The four main priorities for the EITI Secretariat in 2023 include the following: (i) successful planning and delivery of the **Global Conference** in June 2023; (ii) completing the process of revisions of the EITI Standard for Board approval, (iii) maintaining the quality assurance of the EITI Standard through **Validations**; and (iv) providing **support to implementation**, mainly through technical assistance and ongoing projects managed by the International Secretariat.

As part of the preparation for the **Members' Meeting and the Global Conference**, support to the EITI Board and stakeholders' consultations on the **refinements to the EITI Standard, and assessment of companies' expectations** will remain high priorities in the first half of 2023.

This work plan is situated within a **dynamic global context**, marked by several novel trends and challenges facing the extractives sector. Efforts to strengthen resource governance in 2023 will face headwinds such as the continuing effects of the COVID-19 pandemic, volatile commodity prices and the implications of the energy transition for resource rich countries. These pose considerable challenges to EITI stakeholders and implementing countries, but also to the EITI Secretariat's mandate to support country implementation.

At the same time, there are several opportunities for the EITI to play a critical role in the energy transition and deepen its role in tackling corruption, as identified in **EITI's Strategic Priorities** approved by the Board and where the EITI offers clear added value. These activities, approved by the Board in October 2020, include helping implementing countries navigate the **energy transition** through multi-stakeholder engagement and support policy making, as well as renewed emphasis on **anti-corruption efforts** and their renewed importance in light of the accelerating demand for critical minerals.¹ Continued efforts to **strengthen systematic disclosures through a refreshed data strategy** are key for maximising the use and uptake of EITI data, increasing the potential impact in countries struggling to address resource governance challenges while addressing energy security.

In regard to **country implementation support**, the work plan identifies several shared priorities and objectives across regions, including **revitalised stakeholder engagement**, in line with the recommendations from the independent evaluation, **alignment with national priorities, and accelerated systematic disclosure**. The key challenges, opportunities and planned activities emphasise how regional support will adapt to the changing global circumstances and emerging policy areas distinct to each region. The new Validation model will be leveraged to maintain robust quality assurance of EITI implementation, while also strengthening technical capacities in implementing countries and capturing lessons learned in order to strengthen implementation across country contexts.

In regard to **global policy and partnerships**, the work plan identifies key priority areas, building on EITI's strategic priorities and recommendations from the independent evaluation, Key objectives

¹ [Board Paper 48-4-B Energy transition and EITI - Priorities and next steps.pdf](#)

and activities are identified for each of these, spanning work at both the national and global levels. Nationally, this involves the provision of high-quality technical support and guidance for more active engagement of companies and civil society in EITI implementation, as well as efforts to inform and support national policy debates concerning novel policy challenges and issues. At the global level, this involves providing support to companies to adopt and adhere to the EITI company expectations and deepening collaboration with international partners such as, the World Bank, the European Commission and the IMF.

Efforts to **strengthen communications** will focus on the 2023 Global Conference as a major deliverable for the Secretariat. In preparation for **the Members' Meeting** in conjunction with the Global Conference, the Secretariat will seek to mobilise support for the EITI's mandate, grow the EITI's reach, and strengthen communications capacity of national secretariats, with an emphasis on activities aligned with the six shifts set out in the Board paper on Strategic Priorities.²

In regard to **global governance and outreach**, planned activities will aim to strengthen trust and accountability between constituencies, while reflecting the diversity of stakeholders in a changing global environment, to address some of the challenges posed by virtual Board meetings during the COVID-19 pandemic. This section also sets out fresh opportunities for outreach efforts to potential implementing countries as preparations for the Global Conference get underway.

Management of the EITI International Secretariat in 2023 will focus on strengthening systems for resource tracking, financial management, procurement and project reporting. This is complemented by growing emphasis on **monitoring, evaluation and learning** in EITI implementation. Building on the results of the independent evaluation, the Secretariat plans to strengthen internal monitoring and learning processes and invest more in capacity development efforts to improve monitoring and evaluation in implementing countries. Internal processes for results-based planning have been strengthened, as part of the International Secretariat's efforts to improve its **operational efficiency and outcomes**.

The work plan closes with a provisional **budget**, presenting income, expenditure, and risks to implementation of the work plan. While the presentation of the budget remains consistent with previous years for ease of comparison over time, the Secretariat proposed a two-step process for the development of the 2023 budget. First, preliminary aggregate figures were presented to the Board for discussion in October. A more detailed budget is submitted to the Board for decision by Circular in December to be endorsed by the Board at its meeting in March 2023.

Expected income of USD 10.8m compares to projected expenditures of USD 11.4m, including funding and expenditure for the Global Conference. This would result in a projected deficit of USD 0.56m, could lead to dipping into the reserve fund (which was increased to USD 2.4m in 2021 to guard against this risk). This highlights the importance of ensuring that future revenue streams take into account inflation-related increases that affect salaries and travel in particular. Successful planning and delivery of the Global Conference in June will be a central focus on the 2023 workplan supported by earmarked funding. The Secretariat will continue to rigorously prioritise support to implementing countries and Validation while focusing on efforts to advance progress on EITI's strategic priorities. The Secretariat is exploring a potential increase in core funding contributions from governments and companies to mitigate inflation-related cost

² The Board agreed its strategic priorities for 2021-2022 through Board Circular 24 December 2020. Full Board decision is available on the EITI website [here](#).

increases. The Secretariat will also be pursuing additional opportunities to mobilise project fundraising for work on the energy transition and the new data strategy.

On expenditure, the Secretariat will continue to explore the potential to realise cost savings as it further prioritises planned activities for the year. It will prioritise project-related travel to ensure that deliverables are on track while ensuring that travel for implementation, Validation, and outreach continues to receive priority. It is undertaking value for money reviews of travel and language services to ensure the Secretariat receives high quality support with the potential to realise cost savings.

1. Supporting country implementation

As resource-rich countries adapt to the changing global conditions, it will be critical to ensure that national EITI processes are results-driven, effective and aligned with the priorities of national stakeholders. There continues to be a demand to **demonstrate impactful implementation** beyond regular disclosures. There are opportunities to strengthen results-based implementation and robust impact analysis and communication. In addition, more intensive efforts **on domestic resource mobilisation, energy transition, anti-corruption**, open data and accelerating progress on systematic disclosures will remain a high priority for the EITI. Proactive disclosures founded on timely, usable and accessible data will gradually replace retrospective reporting to inform decision making, foster independent analysis, and promote public debate.

In support to implementing countries in maximising the benefits of implementing the EITI Standard, the Secretariat will focus on the following **objectives**:

- Drawing on the recommendations of the independent evaluation, **revitalise stakeholder engagement**, for civil society, companies, and governments for a more effective functioning of MSGs as a platform for dialogue. This will be done through a combination of in-person and virtual missions, targeted engagement with key stakeholder groups and facilitation of policy dialogues focused on issues of national relevance.
- **Align EITI implementation with national reform priorities** by working with stakeholders to identify complementarity. Ensuring work plan objectives are aligned with national priorities and that planning is results-based and geared towards generating impact will receive priority. Subject to funding and where there are demands, the Secretariat will collaborate with the OECD and IGF to provide support to countries where ASM is highly relevant.
- In collaboration with GIZ, the World Bank and USAID, advance **systematic disclosures** through capacity building, technical assistance and peer learning, making optimal use of EITI data.
- **Focus implementation support on tasks that achieve greater impact** by applying learning from stakeholder engagement and realigning priorities to identify higher-value work.
- **Contribute to policy development in the extractive sector** and identify opportunities for stakeholders to use EITI data in ongoing policy and debate on natural resource governance.
- **Support multi-stakeholder groups to focus increasingly on data, analysis and policy relevance** and less on commissioning and producing reports.
- **Facilitate peer learning and knowledge sharing** across regions and themes.
- **Leveraging the new Validation model**, provide technical advice to current and prospective implementing countries on mapping systematic disclosures through completion of transparency templates and preparation and submission of Summary Data.
- Drawing on lessons learned from the EITI pilot on **alternative approaches to reporting**, provide guidance to MSGs' planning of EITI disclosure cycles to ensure disclosure of timely, reliable and relevant information in a cost-effective manner.

International Secretariat implementation support will include efforts to mobilise political support for country implementation, facilitate the development of results-oriented work plans in line with national objectives, support for effective governance of MSGs, assist timely and relevant reporting, and provide advice on systematic disclosure and data dissemination efforts, tailored to regional and national priorities

A. Anglophone and Lusophone Africa

The Anglophone and Lusophone region comprises 13 countries in West, East and Southern Africa.³ The macro-economic and political outlook for the region is uncertain as several countries have elections in the coming year. While recovery is forecast for 2023, economic growth will remain slow. Commodity price volatility has been acute in the last two years as a result of the COVID-19 pandemic and Russia's continued invasion of Ukraine. The oil price shock at the height of the pandemic resulted in a severe strain on government public spending, particularly for oil dependent countries. Uncertain government revenues as a result of commodity price volatility have been compounded by debt crises. Ghana, Mozambique and Zambia have negotiated IMF programmes to address debt challenges. The main priority for countries in the region is to mobilise domestic resources to finance public spending.

An overarching objective for the Secretariat in the region is to **improve the quality of EITI disclosures and demonstrate impact**. This will build on progress made through flexible reporting and systematic disclosures in the region. It is expected that EITI reporting in the region will be more analytical and will influence government decision making and public debate on **domestic resource mobilisation**. **Validations** of Ghana, Uganda and Nigeria will be used to encourage further reform and demonstrate impact.

A key priority in the region is to mitigate against the risk of corruption, while improving **disclosures by State-Owned Enterprises (SOEs)**. Those of the Nigerian SOE NNPC, Ghana's GNPC, Angola's Sonangol and Mozambique's ENH are expected to contribute to **anti-corruption efforts**. The Secretariat will support participation of these SOEs within the SOE network and outreach efforts for them to consider becoming EITI supporting companies. Support will be given to Malawi and Uganda to conduct a diagnostic of vulnerabilities in the award of mineral rights to help manage corruption risks. As part of the Validation of Nigeria, the Secretariat will investigate allegations of corruption involving government agencies and make recommendations of corrective actions for the EITI Board to consider.

The Secretariat will also support public debate, legal reform and practice with respect to **contract disclosures**. The focus will be on countries that do not currently disclose contracts and where there is huge public interest in disclosures, notably Angola, Nigeria, Tanzania and Uganda. In countries like Ghana and Mozambique, where disclosures are already made, efforts will be focused on supporting MSGs to consider the analysis of contracts disclosed.

Several countries in the region, including Ghana, Liberia, Nigeria and Zambia, are part of the Opening Extractives Programme. The Secretariat will work with these countries to make progress on **beneficial ownership (BO) disclosures**, as several of these countries transition from a focus on the legal and policy framework to dealing with challenging bottlenecks in data collection, data verification and the use of data. The Secretariat will also work with Malawi, Uganda and Sierra Leone to advance BO disclosures. The Secretariat aims to integrate BO data analysis with data on licensing and contracts.

The **energy transition** offers opportunities and risks for countries in the region that host critical minerals and/or are heavily dependent on oil and gas. Countries in the region are focused on the link between energy access and the energy transition. The Secretariat will continue efforts in Ghana, Nigeria, Sierra Leone, and Zambia to support government decision-making within this

³ EITI Countries: <https://eiti.org/countries>

context. Efforts will primarily be put towards influencing national policies to help countries manage the impact of the energy transition.

B. Francophone Africa and MENA

The Francophone Africa and MENA region comprises of 16 implementing countries, both in West and Central Africa, North Africa and the Middle East. **Senegal** will host the **EITI Global Conference in June 2023**.

Several countries in the region are facing **political instability**, with notable recent military coups in Burkina Faso, Guinea and Mali, and political transition following the brutal death of Chadian president. These countries face significant security and socioeconomic challenges. A **lack of EITI funding** is also a concern in many countries. The EITI continues to offer a platform for **dialogue with local civil society** organisations who sometimes operate in challenging environments in the region. In this context the International Secretariat plans to organise a regional workshop to strengthen civil society engagement in EITI implementation.

Furthermore, the Francophone Africa team plans to support interested countries in three key shifts by providing technical and coordination assistance.

The Secretariat will promote regional engagement on **domestic resource mobilisation**, building on initial work in the Republic of Congo. Scaled up work on DRM will focus on opportunities in the Democratic Republic of Congo (DRC), Gabon, Niger, Republic of Congo and Senegal.

The Secretariat will continue to support countries in understanding the impact of **energy transition** on their extractive sectors, critical minerals, opportunities in renewables, and forestry where this reflects national priorities. Mauritania is already leading a project on energy transition and fresh opportunities are being discussed with DRC and Gabon.

The Secretariat plans to strengthen outreach to **anti-corruption** entities in Francophone Africa and to provide further support to countries involved in recent scandals such as Cameroon, Cote d'Ivoire and the DRC. Further support opportunities are also being discussed in Gabon.

The Secretariat will support multi-stakeholder groups (MSGs) overcome challenges to **contract disclosure** including legal and infrastructural barriers in countries such as Cameroon, Central African Republic, Côte d'Ivoire, Gabon, Madagascar, Mali and Niger.

The Secretariat will provide targeted support to countries where **artisanal and small-scale mining (ASM)** is a priority, notably Burkina Faso, Chad, the DRC, Mali and Niger, including efforts to address related gender issues. The Secretariat will continue its collaboration with the OECD on the implementation of the OECD Due Diligence on Responsible Mineral Supply chains, through technical assistance and capacity building. The Secretariat aims plans to provide tailored support on **subnational payments and transfers** to Burkina Faso, Chad, Cote d'Ivoire, DRC, Mali and Niger.

The Secretariat will provide guidance and input to countries struggling with **MSG governance** and will support initiatives for **systematic disclosures and alternative reporting**, such as the pilot initiative in Mauritania.

The first half of the year will also be dedicated to supporting countries prepare to showcase their work at the **Global Conference**. Additionally, the Secretariat intends to hold three **regional capacity building workshops** on **beneficial ownership, SOE governance**, as well as supporting the

monitoring of **EITI impact** in countries.

C. Asia-Pacific

There are three sub-regions that are included in the Secretariat's Asia Team, with each sub-region having distinct political and economic context. These sub-regions include Eurasia (Central Asia, Caucasus and Europe), Southeast Asia and the Pacific.

Asia accounts for 75% of global demand for coal and has four of the leading coal producers in the world (China, India, Indonesia, and Kazakhstan), making the discourse on **energy transition** especially relevant in the region. **Afghanistan's suspension** from the EITI is raising concerns around the opacity of production and revenues especially on critical minerals. **Myanmar** remains suspended with little prospect of progress on extractives governance. The Secretariat will continue to raise awareness on energy transition, specifically on critical minerals in 2023. This includes a regional forum on the energy transition planned in Q4. Targeted support on addressing governance risks in critical minerals and facilitating community dialogues on just transition will be provided for MSGs in Indonesia and the Philippines. A regional workshop on the 2023 EITI Standard is planned to coincide with the regional forum on energy transition.

Four countries, Armenia, Indonesia, Mongolia and the Philippines, are implementing the Opening Extractives Programme. The Secretariat will continue to provide technical support to these countries on **beneficial ownership** data verification, data collection, improvement of BO registers and data use. The Secretariat will also ramp up support on BO in other countries, including Kyrgyz Republic and Papua New Guinea (PNG), where there are opportunities to strengthen policy frameworks and data collection procedures. In Iraq, the Secretariat will support the MSG's planned scoping exercise to improve data collection on beneficial ownership.

Countries including Armenia, Mongolia, Philippines and Timor Leste are already **disclosing contracts**. However, other countries in the region continue to face legal and administrative obstacles. The Secretariat will support Indonesia and PNG in addressing legal barriers, drawing from recommendations from legal reviews and scoping studies funded by the USAID in 2022. The Secretariat plans to support Kazakhstan and Kyrgyzstan in publishing mining contracts. As part of regular implementation support and addressing corrective actions from Validation, the Secretariat will support Armenia, Albania, the Philippines, Mongolia and Timor Leste in strengthening their implementation of Requirement 2.4 on contract disclosure.

Several countries in the region have started partially disclosing EITI data through government portals. The Secretariat will provide targeted support on **systematic disclosures** to Indonesia, the Kyrgyz Republic, Mongolia, and the Philippines to build on the reforms that these countries have started to implement on systematic disclosure.

The Secretariat will continue to provide technical support to MSGs in Armenia, Indonesia, Mongolia, and the Philippines which have started incorporating **anti-corruption** work in their EITI processes. Depending on availability of resources, the Secretariat will consider support on a corruption diagnostic in the Kyrgyz Republic.

The Asia team will support preparations for Validation in Indonesia, Iraq, Kazakhstan, Kyrgyz Republic, and Tajikistan, as well as conduct regular technical sessions with countries that were validated in 2021 and 2022 including Albania, Armenia, Mongolia, the Philippines, PNG, and Timor Leste.

On regional engagement, the Asia team will strengthen collaboration with the ASEAN on data sharing with the ASEAN Minerals data base and will continue engagement with the Open Government Partnership and EBRD. Sustained engagement with the Asian Development Bank on the energy transition and beneficial ownership will also be explored.

D. Latin America and the Caribbean

The 11 countries in the region will continue to face slow growth following the COVID-19 pandemic, high inflation rates, social tensions, and political instability in 2023. Resource-rich countries like Colombia and Chile will need to balance development of their extractive resources with ambitious environmental and energy transition goals. Other countries such those in the Caribbean will need to ensure that the revenues from the extractive sector continue to address developmental goals. Countries with small extractive sectors, such as the Dominican Republic, Guatemala and Honduras, are seeking to continue ensuring their relatively small sectors contribute to economic development at the local level.

The Secretariat will give priority to five thematic areas namely **systematic disclosure, environmental transparency, subnational implementation, beneficial ownership** and **SOEs**. Opportunities for engagement include the planned Board meeting in Buenos Aires in early March, the Global Conference in June and pre-Validation support missions. The International Secretariat will continue its engagement with regional CSOs on EITI implementation issues and challenges.

Building on the support provided to Argentina, the Dominican Republic, Ecuador, Guatemala and Trinidad and Tobago in 2022, the Secretariat will continue to work with these countries, as well as Mexico and Peru to advance **systematic disclosures**. The region has relatively well-developed government systems and the Secretariat aims to promote smarter EITI implementation through improved use of EITI data and findings.

Environmental transparency is important to many countries in the region. The Secretariat will work with countries like Colombia, Guatemala, Mexico and Peru on sharing regional experiences in advancing transparency of environmental issues and impact. This will include addressing emerging opportunities to contribute to governance risks around **energy transition** efforts in key countries in the region.

Subnational implementation of the EITI, including engaging extractive communities, is a salient issue for extractive governance and development impact of extractives activities. The Secretariat will work with countries like Argentina, Colombia, the Dominican Republic, and Peru to ensure lessons and good practices are shared across regions. In particular, the Secretariat will support the expansion of EITI coverage beyond the federal level in Argentina.

While many countries in the region are implementing **beneficial ownership** disclosures as part of the Financial Action Task Force (FATF) commitments, further progress is needed in most countries to ensure that countries are meeting the EITI requirement on beneficial ownership. The Secretariat, together with the Opening Extractives programme, will continue supporting Argentina and other countries across the region such as Colombia, Ecuador, Mexico and Peru in advancing towards their BO's goals.

SOEs such as the Mexican PEMEX, Colombian Ecopetrol and Petro Ecuador are key national champions in transiting toward sustainable extraction. Mexico is starting to develop its national lithium industry. The Secretariat will seek opportunities to contribute to these companies' efforts on transparency and good governance.

The International Secretariat will prioritise outreach to Chile and will continue strengthening engagement with Jamaica based on outreach efforts in 2022. The International Secretariat will begin exploring opportunities for EITI implementation in Panama.

E. Europe

European countries have made steady progress on EITI implementation. The strategic objective for the region is to ensure a cost-effective approach to EITI implementation that adds value to national policy and debates. Common themes include open government, promoting trade and investment, energy transition, structural adjustment and decommissioning. Energy and raw material supply chain security is high up the European agenda following disruption in trade relations with Russia.

The Secretariat will encourage Europe regional collaboration to explore how the EITI process can contribute to public debate on the **energy transition**, particularly on areas of common interest such as North Sea decommissioning and new business models for carbon capture and storage. The Secretariat will focus increasingly on supporting national efforts to use EITI data to inform policy on critical mineral supply chains. Following the Global Conference and revisions to the Standard, the Secretariat will discuss how the UK EITI process can add value to the national debate on energy transition.

Adherence to the EITI Standard in Europe is increasingly focused on **systematic disclosure**, such as company reporting in accordance with the EU transparency and accounting directives. The Secretariat will follow up with Norway to encourage sharing of best practice in systematic disclosure including examples of how the use of data underpins public debate, drawing on the example of Germany. The Secretariat will continue to build civil society awareness of the EITI and its relevance for national priorities, including the expansion of mining in the country.

Prior to 2022, Ukraine had significant hydrocarbon transportation and extractive activities (4.5% GDP). However, **Russia's military assault on Ukraine** has destabilised the country and led to suspension of most of the extractive activities. The war in Ukraine has posed challenges on economy and energy security globally and more specifically in the region. In response to these exceptional and difficult circumstances, the Secretariat will work closely with partners to **provide targeted assistance for continued EITI implementation in Ukraine with dedicated support for this purpose**.

Germany aims to leverage progress in its pilot reporting to champion a new model for **data quality assurance** through risk-based reconciliation. This approach will build awareness of how EITI data can be used for analysis of national priorities issues such as raw material security of supply.

The Secretariat will explore the interest of business associations, CSOs and MSGs in the European Union and United Kingdom in using EITI disclosures in enhancing **commodity trading transparency**.

The Secretariat will provide technical support to the United Kingdom on **contract disclosure**. It will also encourage greater UK stakeholder use of EITI data and reporting, as well as sharing with the global EITI network about the UK experience in data timeliness. Following the Global Conference and revisions to the Standard, the Secretariat will discuss how the UK EITI process can add value to the national debate on energy transition.

The Secretariat will deepen engagement with the **European Union** including through engagement

of the diplomatic community to explore areas where the EITI can connect with national and regional priorities. It will also follow up a fresh opportunity for a candidature application from Romania.

F. Validation

The Validation model incentivises sustainable and effective country EITI implementation and stronger involvement of national stakeholders. Validation aims to provide strategic recommendations for future areas of priority, while upholding the robust quality assurance of the EITI Standard across all implementing countries.

To continue safeguarding the quality of the EITI implementation in member countries, the Secretariat will aim to:

- Ensure effective and inclusive Validation processes in member countries.
- Build capacity of EITI stakeholders and International Secretariat staff to participate in and implement the Validation model.
- Document and communicate lessons learned from the results of Validations.
- Review lessons learned from Validations of Requirement 1.3 and Adherence to the EITI protocol: Participation of civil society with a view to strengthening implementation of this provision of the EITI Standard.
- Adjust the Validation model in light of agreed refinements to the EITI Requirements and develop transitional arrangements to the 2023 EITI Standard.
- To achieve its objectives, the Secretariat will undertake Validations in 17 countries and support MSGs in preparing for Validation in 22 countries. The Secretariat will further explore how Validation is contributing to systematic disclosures. Finally, the Secretariat will report to the Board on progress and challenges and facilitating Validation Committee discussions on the lessons learned from Validation.

The 2021 Validation model provides opportunities for identifying and rewarding innovative approaches to implementation and impact. The focus on systematic disclosures of EITI data provides a robust foundation for identifying and popularising country examples of cost-effective implementation and alternatives to traditional EITI reporting. The refinements to the EITI Requirements present an opportunity to further refine the Validation model to further incentivise cost-effective and impactful implementation ahead of the next Global Conference.

The COVID-19 pandemic has had a negative impact on the capacity of MSGs and implementing countries to prepare and support Validation. There will continue to be challenges in adhering to the agreed Validation schedule while optimising the increased MSG ownership of the Validation process if the impacts of COVID-19 persist or if political instability increases in specific countries.

With a majority of implementing countries undergoing their third or fourth Validation under the EITI Standard, there is a risk of MSGs facing increasing 'Validation fatigue'. The new Validation model seeks to integrate Validation preparations into the routine implementation cycle, although MSG capacity may be constrained by budget limitations and competing priorities. The Validation schedule for 2023 is ambitious, particularly in a Global Conference year, with the potential for

capacity constraints in adhering to the schedule. Further strengthening Secretariat capacity and drawing on consultancy support and staff peer review will be essential to enable the Secretariat to effectively deliver on 2023 Validations. Adjustments to the Validation schedule in light of implementing country extension requests as well as International Secretariat and Board capacity constraints may be required.

G. Outreach

Outreach to stakeholders is key to enabling resource-rich, non-implementing countries to join the EITI and to encourage new companies to support the EITI. With the resumption of international travel the Secretariat will aim to:

- Engage resource-rich, non-implementing countries to encourage them to join the EITI.
- Mobilise industry support from the oil, gas, energy, mining and commodity trading sectors, as well as support from financial institutions involved in these sectors.

Consistent with the Board-approved EITI Outreach Strategy, activities will include targeted outreach to priority resource-rich countries, such as **Australia, Brazil, Chile and South Africa**, as well as demand-driven engagement with other countries that have committed to EITI implementation such as **Lebanon, Jamaica and Tunisia**. The Secretariat will also respond to interest from other countries and assist them with implementation upon request, as in the case of **Equatorial Guinea, Namibia, Romania, Serbia, South Sudan and United States**.

Activities will also include the participation of outreach companies at the global Conference, targeted engagement with investors and financial institutions, and communicating the importance of the EITI, particularly with regard to commodity trading, energy transition, ESG, investing and lending, responsible sourcing and state-owned enterprises.

2. Global Policy and partnerships

The EITI continues to operate in a dynamic global context with uncertainties linked to the Russian continued invasion of Ukraine. Ongoing volatility in the oil and gas sectors, buoyant demand for strategic minerals, and diversification of energy companies is increasing the prominence of policy priorities related to the energy transition and anti-corruption. The EITI will continue to work on the six priority strategic areas for the EITI in 2023, which were set out in the EITI's Strategic Priorities paper approved by the Board in October 2020.⁴ The Secretariat will engage with these policy areas by supporting national implementers and collaborating with international partners. It also aims to ensure that the priorities of stakeholders are reflected in EITI Board discussions on a revised EITI Standard that is coherent, relevant, cost-effective and in line with national ownership.

H. Country engagement and support

As member countries have aligned the implementation of the EITI to their national policy priorities, the demand for technical assistance and EITI data to inform key policy issues has increased. The International Secretariat builds on expertise and experience across teams to provide high-quality support and guidance to implementing country stakeholders. In some cases,

⁴ EITI's Strategic Priorities: <https://eiti.org/documents/eiti-strategic-priorities-2021-2023>

it entails close collaboration and engagement with reformers, technocrats and advocacy leaders and demand-driven capacity building efforts for MSGs and constituency representatives, and efforts to deepen the participation of civil society organisations.

I. Policy development and international partnerships

Building on the lessons learned from the country-level engagements and support, the Secretariat develops guidance and engages with global partners to contribute to norm-setting in extractives transparency. In 2023, the Secretariat will continue engaging in multilateral fora, international organisations and working groups focused on transparency and accountability standards. The Secretariat will leverage these networks and partnerships to support member countries on policy issues that are outside of the expertise of the International Secretariat. The Secretariat will also facilitate Board-level discussions and consultations with stakeholders on refinements to the Standard ahead of the 2023 Global Conference and consider the way in which the Standard is presented to ensure greater accessibility and understanding of the requirements. The Secretariat also notes that recommendations from the Independent Evaluation are likely to have an impact on our policy work in the coming year, notably the implications for sub-national implementation.

J. Overview of strategic priorities, objectives and activities

Strategic area	Objectives	Activities
Anti-corruption	<ul style="list-style-type: none"> Ensure a clearer articulation of the role of the EITI in addressing corruption risks at the national and local level. 	<ul style="list-style-type: none"> Global and regional trainings and awareness raising to explain anti-corruption provisions in the EITI Standard. Engagement with anti-corruption actors and partners, including the OECD-NRGI-EITI expert group on critical minerals. Updating of guidance note on anti-corruption based on refinements to the Standard. Strengthen advocacy on the role of EITI in addressing corruption risks in energy transition
Energy transition	<ul style="list-style-type: none"> Support national stakeholders in using EITI data and multi-stakeholder platform to contribute to policy dialogue on the energy transition. Subject to the outcome of the refinement to the Standard, strengthen the profile of the EITI's mandate and value-added on energy transition. issues. 	<ul style="list-style-type: none"> Support the use of EITI data, tools, guidance and analysis with stakeholders in selected EITI countries. Support development of guidance on energy transition and the impact of the transition on oil, gas and mining revenues. Deepen partnerships and engagement with key actors working on global energy transition and climate change policy. Ramp up engagement to share lessons learned on transparency and multi-stakeholder dialogue with the renewable energy sector. Ensure policy alignment and coherence with existing initiatives.
Multi-stakeholder governance and civil society engagement	<ul style="list-style-type: none"> More effective MSG processes in implementing countries. Stronger participation of civil society in extractive sector governance. 	<ul style="list-style-type: none"> Develop mechanisms for monitoring civic space and addressing concerns in selected countries experiencing civic space challenges. Facilitate capacity-building activities on the civil society protocol where there is need and demand.

	<ul style="list-style-type: none"> Global industry support for the EITI is translated to transparent and accountable industry engagement in MSGs. 	
Beneficial ownership	<ul style="list-style-type: none"> Sustain political support and deliver enhanced technical assistance to develop public registers with high quality data. Build capacity for use of BO data to improve resource governance. Share knowledge at regional levels. Leverage the Opening Extractives OE) programme to demonstrate impact and mobilise global support for BO transparency. 	<ul style="list-style-type: none"> Maintain political support from Opening Extractives governments through high-level events and strategic communications. Deepen technical assistance on beneficial ownership and capacity building for data use. Hold regional and global peer exchange events and forums/communities of practice. Conduct research and global advocacy on the impact of beneficial ownership transparency. Support international extractive companies to adhere to expectations for supporting companies on beneficial ownership transparency, work with professional services firms to develop a BO transparency statement, work with OE countries to build capacity of companies at a national level. Update guidance on implementing Requirement 2.5 based on the 2023 EITI Standard
Contract transparency	<ul style="list-style-type: none"> Mobilise country leadership and catalyse global discussions to sustain momentum for contract transparency reforms. Increase stakeholder capacity to strengthen country adherence with Requirement 2.4. Document use cases and demonstrate relevance of contract transparency to strategic priorities, 	<ul style="list-style-type: none"> Conduct research and global advocacy on the importance of contract transparency in strengthening extractive sector governance. Country/regional level technical studies and capacity building on contract transparency and use of contracts. Support for the contract transparency network for governments. Update guidance on implementing Requirement 2.4 based on the 2023 EITI Standard
Revenue collection and tax analysis	<ul style="list-style-type: none"> Improve domestic resource mobilization through transparency around how taxes are decided, 	<ul style="list-style-type: none"> Provide support to improving disclosures that are relevant for fiscal analysis.

	<p>calculated and paid to facilitate informed debate on the fiscal regime in the extractive sector.</p> <ul style="list-style-type: none"> Document the impact of the EITI on domestic resource mobilization. 	<ul style="list-style-type: none"> Update guidance note(s) on production and exports Conduct a gap analysis of existing disclosures in selected countries. Develop guidance and/or policy briefs on the EITI and domestic resource mobilization
SOE and Commodity trading	<ul style="list-style-type: none"> Advance systematic disclosures related to state participation by governments and SOEs and strengthen capacity to use the data. Demonstrate and communicate the impact of the EITI on SOE and commodity trading transparency. Contribute to a global norm of commodity trading transparency by governments and companies. 	<ul style="list-style-type: none"> Facilitate the SOE network and Commodity Trading Working Group meetings. Refine the guidelines for disclosure of minerals and metals sales. Update disclosure template for state-owned enterprises. Facilitate capacity building for CSOs in producer countries on commodity trading. Co-host a roundtable with the European Commission on commodity trading.
Gender, social and environmental impact	<ul style="list-style-type: none"> Increase the participation of women and diverse groups of citizens in EITI implementation. Support implementing countries' efforts to assess the rules and practices related to management and monitoring of the environmental impact of extractive industries. 	<ul style="list-style-type: none"> Analyse Validation results to deepen implementing support on gender-related requirements. Facilitate training sessions for new MSG members on oversight of gender provisions in the EITI Standard. Incorporate documentation of country stories and best practices on gender and artisanal and small-scale mining.
Subnational implementation	<ul style="list-style-type: none"> Support local actors in shaping disclosures and dialogue on the energy transition through the EITI. Develop understanding of the criteria that lead to effective subnational implementation. 	<ul style="list-style-type: none"> Disseminate lessons learned on the impacts of the energy transition on local communities at the local, national and global level. Provide regional support to implementing countries interested in subnational implementation on an ad-hoc basis.
Corporate engagement	<ul style="list-style-type: none"> Measure and improve EITI related corporate disclosures and accountability. Better establish EITI's role and relevance in ESG through further work on scoping and 	<ul style="list-style-type: none"> Assessment of company progress under Expectations for EITI supporting companies.

	<p>communicating the contribution of existing EITI data metrics.</p> <ul style="list-style-type: none"> • Improve relevance of EITI and increase incentives for companies. 	<ul style="list-style-type: none"> • Promote adherence to the company expectations through capacity building activities and guidance to companies. • Map existing EITI data relevant to ESG metrics and communicate relevance to ensure that company disclosures at the national and international levels are understood by investors, ESG ratings agencies and other stakeholders. • Conduct outreach activities to grow companies' membership. • Due diligence on new companies and completion of initial reviews.
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K. Data strategy

Building on the EITI Board-approved [EITI Strategic Priorities](#) on supporting open data, a 2023-25 EITI Data Strategy is expected to be adopted in March 2023 that will be based on the mapping of key audience data needs and access preferences. The Secretariat will make progress in implementing activities aligned with the three inter-related objectives of data generation, accessibility and use under the rubric of promoting a digital transformation of the EITI.

The Secretariat will make progress in catalysing the regular use of EITI data by target stakeholder groups for strategic activities, aligned with the EITI's strategic priorities. There is significant scope for the use of extractive data disclosed through the EITI to support progress on the EITI's strategic priorities with a view to strengthening revenue mobilisation, supporting anti-corruption efforts and measuring impact. Empowering key audiences' use of EITI data to achieve their strategic objectives can be advanced through the development of standard data analysis tools, data analyses that support the EITI's Strategic Priorities and capacity building for key audiences.

The Secretariat will seek to improve the quality and public availability of structured open data that meets key audiences' needs and access preferences. Aggregating open-format, machine-readable and inter-operable extractive data in accessible databases that meet the needs of key target stakeholder groups at the national and international levels is key to promoting the use of EITI data in conjunction with other data sources. The Secretariat will build on the EITI's existing structured database of disaggregated government revenue data and Validation results to develop datasets and access tools aligned with key audiences' data needs and access preferences.

The Secretariat will strengthen its efforts to catalyse the transition to timely systematic disclosure of information required by the EITI in policy and practice, aligned with national priorities. The current share of data required by the EITI that is systematically disclosed in implementing countries stands in the 24%-26% range. The Secretariat will undertake targeted support for implementing countries, including building MSGs' capacity to identify existing systems that could be tailored to strengthen systematic disclosures and developing actionable plans to accelerate the transition to systematic disclosure of information in line with countries' respective national priorities. The Secretariat will improve the sharing of good practices in systematic disclosures across regions by developing a global repository of good practices in government and company disclosure systems, and launching a public systematic disclosure dashboard that provides a gateway to country-level disclosure portals of information required by the EITI Standard. The Secretariat will provide support to the development of national systematic disclosure policies in order to increase the share of EITI data that is systematically disclosed. The Secretariat will also seek to leverage opportunities for the EITI to strengthen the use of consistent data standards in implementing countries' systematic disclosures of data required by the EITI.

The 2023 Global Conference offers an opportunity to demonstrate early progress on these three work streams.

3. Strengthening communications

During the first half of 2023, communications resources will largely be focused on preparations for the Global Conference, including the generation of publications to be showcased at the event

and communications products connected with the staging of the conference itself. During the second half of the year, attention will shift to maintaining momentum on EITI's strategic priorities, for example by developing publications and videos which leverage commitments made at the conference. The communications team will also dedicate resources to the production and/or updates of guidance notes on the 2023 EITI Standard and to laying out the 2023 Standard so that it is more accessible.

Throughout the year, the communications team will continue to support project communications, notably on the Opening Extractives programme and the Ford Foundation project on local governance, both of which have strong communications components. The communications team will also continue to support EITI events and EITI participation in major external events in a way that builds the organisational profile and engages stakeholders on key topics.

Key priorities will include:

- Developing and executing a communications strategy for the Global Conference, to include promotion of the event, generating communications assets (programme, video and publications), and ensuring media engagement. A flagship 20th anniversary edition of the EITI Progress Report for the Global Conference will be an opportunity to build on lessons from the independent evaluation of the EITI to strengthen the EITI's narrative on impact.
- Supporting the process of refining the EITI Standard by exploring ways in which the EITI Standard can be presented in a more accessible format. Production of explanatory materials on the 2023 EITI Standard, including the EITI Standard itself and associated webpage updates. Updating and publishing guidance on the 2023 EITI Standard.
- Undertaking any necessary refinements to the EITI website to accommodate a seamless user experience to conference registration and participation.
- Ensuring follow up to the Global Conference by developing publications and videos which leverage commitments made and themes discussed.
- Continuing to provide ad hoc support for country communications strategies, where this is requested. Guidance on national communications strategies is outdated. We will explore the scope for greater exchange of ideas between implementing countries on communications strategies used in country, and for updated guidance on demand.
- Offering support on country-level branding where required, to ensure greater consistency among countries on application of the EITI brand.
- Investigating options for updating the EITI's branding and rolling out any update of the brand and visual identity that might be agreed by the Board.

4. Global Governance of the EITI

A. Governance and Board support

Strong oversight at the global Board level is critical to accountable and effective management of

the EITI. The objectives for the Secretariat in the aftermath of the COVID-19 pandemic are to ensure:

- Effective global management of the EITI and strengthen trust between constituencies.
- Inclusive and responsive global governance processes with strong involvement of key constituencies.
- Governance mechanisms and processes that reflect the diversity of stakeholders in a changing global environment.

Activities will include regular and efficient convening of virtual and in-person Board and Committee meetings, support to the EITI Chair, support to the constituencies to engage effectively in the global management of the EITI, and dissemination and application of EITI policies, including addressing concerns voiced through a fair, timely and transparent process. Activities also include those in Governance and Oversight Committee 2023 work plan, which will prioritize assessment of progress against the Expectations for EITI supporting companies and the review of the Articles of Association. The Secretariat will also facilitate the review process for the 2023 EITI Standard and support constituencies with the Members' Meeting and nomination of their representatives.

B. 2023 Global Conference

The EITI Global Conference will be hosted by the Government of Senegal and will take place in Dakar in June 2023 with expected attendance of 1,200 participants. The Conference is a unique event, which allows governments, companies and civil society to meet on an equal footing to further the objectives of the EITI and to express their views on its policies, strategies and governance. The spirit of the Global Conference is to ensure that the EITI remains responsive to stakeholder perspectives. This inclusive, multi-stakeholder approach has fostered vibrant side events around previous conferences and served to have a significant catalysing effect not only on the EITI but also on extractives transparency.

In planning for the Global Conference, the International Secretariat will prioritise the following objectives:

- Re-affirm relevance of the EITI's mandate and priorities.
- Share and celebrate achievements in country level implementation.
- Create learning and peer exchange opportunities to strengthen implementation further.
- Forge strong connections among existing and new stakeholders.
- Create momentum on existing commitments and a platform to discuss new commitments and emerging themes.
- Raise visibility of the EITI, creating a platform for growth, outreach and continued financial sustainability.

The following activities will be required to ensure good conference planning and an event that meets these objectives:

- Ensuring Board input to the Global Conference by coordinating Board Working Group meetings and gathering input on key aspects from group members
- Concluding the fundraising campaign and ensuring all financial commitments are secured.

- Outreach and invitations to senior stakeholders from governments, supporting companies and CSOs
- Coordinating with the Government of Senegal on matters relating to the Conference, including logistics, high-level attendance and in-kind contributions.
- Producing guidance to support country delegations and assisting in travel arrangements
- Developing a Global Conference programme and content in line with the event objectives
- Developing and implementing a multi-channel communications strategy
- Organisation and execution of a National Innovation exchange and pitch corner to showcase work from each of EITI's implementing countries.

C. Managing the EITI International Secretariat

Strengthening systems and policies is an ongoing focus area for the Secretariat as it aims to continuously improve its operational efficiency. Further development will continue in 2023 with an emphasis on “How we Work”, with the aim of balancing greater efficiency with attention to staff well-being. This will be based on the following priorities:

- Develop lean operating processes and create internal monitoring tools that together support the Secretariat's learning culture, staff well-being and improve the effectiveness of the Secretariat management.
- Strengthening the Secretariat's project management structure focusing on tools and internal capacity development.
- Combining the Secretariat's values with a learning culture that rewards, values and prioritises the sharing of knowledge with a specific focus on Diversity, Inclusion, Equity and Belonging (DEIB).
- In the support of the Global Conference and project management, the Secretariat will continue to develop the financial management structure with a focus on lean processes and efficiency and addressing long-term funding requirements.

D. Monitoring and learning in the EITI

The International Secretariat's approach to monitoring and learning has made significant strides in 2022, through dedicated investments of time and resources.

In 2023, the International Secretariat will continue to strengthen its approach to monitoring, evaluation and learning (MEL) across the EITI. This work will continue to build on the recommendations of the 2020 independent review of best practice in results measurement, as well as the Independent Evaluation conducted in 2022. These efforts will focus on four interrelated work streams and outcome areas:

- **Tools and resources for country planning, learning and adaptation:** Support to implementing countries in 2023 will emphasize operationalizing updated guidance on national work plans and country-sensitive approaches to measurement and progress reviews. By supporting MSG use of these guidance notes to build closer links between planning and review, the Secretariat will help implementing countries strengthen how they measure, document, and achieve results.
- **Leveraging global learning and insights for stronger country implementation:** Investments in MEL processes, the independent evaluation, and outcome studies strengthen understanding of the impact pathways through which countries can achieve key results and governance. In 2023, the Secretariat will prioritize activities to share these insights and their implications with implementing countries.
- **Continuing to refine monitoring and learning in the International Secretariat:** 2023 will see a continued refinement of how the International Secretariat monitors, evaluates, and learns from its own activities. Diagnostic, design and prototyping work completed in 2022 will allow for piloting and refinement of internal tracking and monitoring platforms, as well as efforts to develop a standardized approach to project MEL, to reduce inefficiencies and strengthen learning across teams. In line with a recommendation from the independent evaluation, operationalization of the revised EITI KPIs will contribute to a more consistent impact narrative to guide the Secretariat's internal planning and external communications.
- **Documenting and communicating results:** In 2023, the Secretariat will consolidate early experimentation with different methods for researching and documenting the results and impacts of EITI. Important processes such as the Independent Evaluation of the EITI, dedicated research on constituency benefits, and the consolidation of results and country outcomes will be consolidated into a series of evidence briefs that document and clearly communicate the difference that EITI makes.

The International Secretariat's approach to monitoring and learning has made significant strides in 2022, through dedicated investments of time and resources. 2023 will build on these gains with a focus on meeting the needs and demands of implementing countries and key stakeholders. This principle will continue to guide the Secretariat's adaptive approach to monitoring and learning through ongoing dialogue with countries and target audiences.

5. EITI 2023 Budget

Overview and historical figures

The budget and related risks is addressed in this section. The provisional 2023 budget figures presented to the Board in October 2022 have been updated, with more detailed cost and higher degree of certainty on projected revenues. The work plan sets out a proposed budget of USD 11.4m including the Global Conference. The proposed budget will enable the Secretariat to continue its core activities of support to implementation through ongoing projects and Validation, while delivering a high-quality Global Conference. It is foreseen that that Secretariat will realise a deficit of USD 0.56m in 2023 or 5% of the budget, which is in line with the results in the most recent conference year in 2019.

Table 1 below provides a historical context of income, expenditure and results over the last 10 years.

Table 1: EITI historic budget outcomes 2012 – 2022

INCOME	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
Implementing countries						105	120	98	67	60	111
International development partners, including donors, NGO's and foundations	3.019	3.656	3.108	2.708	3.104	4.685	4.783	4.277	4.282	6.682	6.713
Project - Specific funding								52		1.719	3.752
Supporting governments and IFIs	3.019	3.656	3.108	2.708	3.104	4.685	4.783	4.225	4.282	4.963	2.961
Private sector											
Oil and Gas	1.254	1.205	1.263	1.110	1.522	1.130	1.052	1.426	1.093	1.154	740
Mining and Minerals	635	904	634	575	867	716	706	901	744	762	736
Financial Institutions	13	10	10	9	7	20	29	15	17	28	20
Non-extractives		10	16	10	56	74	70	31	14	59	100
Total Revenues	4.920	5.784	5.031	4.411	5.557	6.731	6.760	6.748	6.217	8.745	8.420
Total Costs incl currency effect	4.017	6.512	5.026	5.080	5.280	5.541	5.589	7.150	5.625	7.933	8.788
Result	903	- 728	5	- 669	277	1.190	1.171	- 402	592	812	- 368

2023 Budget

Based on the outcome of a successful fundraising effort for the Global Conference and negotiations for multi-year funding agreements with supporting countries, the Secretariat is confident that the estimated revenues of USD 10.9m is realistic and reasonable in the context of the Global Conference. 70% of projected revenues are already secured or highly anticipated, meaning that there is a contractual basis or written confirmation for invoicing. Confirmed funding also includes the Secretariat use of its own accumulated surplus, mostly to complement the fundraising effort for the Global Conference. 22% of projected revenues is anticipated based on reoccurring contributions or proposals submitted to donors, pending negotiation and signature. Planned proposals that are yet to be submitted to donors represent less than 10% of projected revenues.

Table 2: Projected funding 2023

Row Labels	Core funding	Project funding	Global Conference	Grand Total	
Secured Funding	1 745 770	2 523 570	590 500	4 859 840	45 %
Secretariat use of surplus	100 000		400 000	500 000	5 %
Highly Anticipated Funding	1 367 492	728 000		2 095 492	19 %
Anticipated funding	1 517 850		604 000	2 121 850	20 %
Planned Proposal	510 000	750 000		1 260 000	12 %
Grand Total	5 241 112	4 001 570	1 594 500	10 837 182	
	48 %	37 %	15 %		
Funding excluding Global Conference	9 242 682				

The Secretariat has updated the 2022 forecast, which provides a baseline for the 2023 budget. Table 3 below present the full overview of the 2023 budget broken down by sources of funding and expenditure by type and by function. Core funding is expected to grow mostly through contribution from implementing countries and slightly higher multi-year contributions from supporting countries. Project specific funding, which accounts for 37% of the projected funding in

2023, will grow slightly to reflect modest growth in the OE programme in particular. Support from companies, including confirmed funding to the Global conference, is expected to increase substantially in 2023 and beyond.

Table 3: 2022 Forecast and 2023 Budget

INCOME	2022 Actual	2023 Budget	% Change
<u>Secretariat use of surplus</u>		100	
<u>Implementing countries</u>			
Implementing countries	111	190	71 %
<u>International development partners, including donors, NGO's and foundations</u>	6.713	6.999	4 %
Project - Specific funding	3.752	4.002	7 %
Supporting governments and IFI's	2.961	2.998	1 %
<u>Private sector</u>			
Oil and Gas	803	960	20 %
Mining and Minerals	675	844	25 %
Financial Institutions	17	30	73 %
Non-extractives (commodity traders)	100	120	20 %
<u>Global Conference</u>		1.600	
Global conference funding - from fundraising		1.200	
Global conference funding -from Secretariat cumulative surplus		400	
Total Revenues	8.419	10.843	29 %
EXPENDITURE	2022 Actual	2023 Budget	% Change
<u>Cost by function</u>			
Support to the EITI Chair and Board	903	912	1 %
Global conference	0	1.600	N/A
Implementation	2.077	2.167	4 %
Implementation through subgrant	917	1.310	43 %
Capacity building	451	456	1 %
Validation	1.445	1.597	10 %
Outreach	451	411	-9 %
Communications	1.264	1.355	7 %
Management and administration	1.522	1.597	5 %
Total Costs by function	9.030	11.405	26 %
<u>Costs by type</u>			
Salaries	2.461	2.789	13 %
Other staff costs	1.133	1.294	14 %
EITI Contract staff (outside Norway)	1.267	1.303	3 %
Office expenses	899	947	5 %
Travel and accomodation	664	802	21 %
Translation and interpretation	445	401	-10 %
Project consultants	1.220	813	-33 %
Other charges	23	0	-100 %
Sub Grant (Open Extractives and Ukraine)	917	1.310	43 %
Contingency (1.5%)		145	
Global Conference expenditure		1.600	
Total Costs by type	9.030	11.405	26 %
Result	- 611	- 562	
Currency effect	242	0	
Net result	- 369	- 562	

In terms of **expenditure**, estimated figures for 2023 show an increase of 29%, **including** the estimated cost for the Global Conference. Excluding this item, overall cost is expected to increase by 10%, which is mostly due to inflation adjustments as it relates to salaries and travel and increase in subgranting to Open Ownership and to Ukraine. The Secretariat and its partner Open Ownership are seeking fresh funding from the USAID to the OE programme. If this new funding is realised, the sub-grant to OO will grow proportionately. Targeted support to Ukraine to produce its next report, under exceedingly difficult circumstances will also be a sub-grant. Although this cost category is part of the Secretariat's support to implementation, it is shown separately for ease of reference. Similarly, capacity building is part of the Secretariat's support to implementing countries but shown separately for ease of reference. The use of project consultants will be scaled back in 2023 to prioritise the Global conference.

Budget for the Global Conference

The **estimated cost of the 2023 Global Conference** will be met through fundraising and through a drawdown on the accumulated surplus. The fundraising campaign was launched in September 2022 with a target of USD 1m. The response so far has been encouraging, and if the fundraising target is met, the drawdown on the surplus for this purpose is estimated to be approximately USD 0.4m, with the host Government of Senegal meeting the cost of the venue, some hospitality, VIP transport and security. At this stage, the overall budget is indicative and is based on conference costs incurred in 2019, taking into account cost inflation and the potential for higher delegate numbers reflecting an overall increase in the number of EITI implementing countries and a focus on EITI's 20th anniversary.

Table 4: Global conference budget - details

Global Conference	2023 Budget
-	
Income	<u>1 600</u>
Global conference funding - from fundraising	1 200
Global conference funding - from surplus	400
-	
Expenditure	<u>1 600</u>
Publications	100
Software	10
Project consultant	353
Travel	862
Translations	200
Contingencies	75

For more information on the budget, see Tables 5 and 6 in Annex A, which provide a detailed breakdown of funding.

Risks to the Work Plan

The Secretariat foresees four key risks to the execution of the work plan, namely political instability, resurgence of the COVID-19 pandemic, judicial actions on beneficial ownership disclosure and human and financial resources.

Firstly, a growing number of EITI implementing countries (Afghanistan, Burkina Faso, Chad, Guinea, Mali and Myanmar) are experiencing **political instability and conflict**. If this trend continues, Secretariat staff will spend more time attending to urgent tasks that were not foreseen in the work plan and this can affect the Validation schedule and other ongoing projects. To mitigate against these risks, the Secretariat has established a consultant roster to mobilise technical capacities on a short notice and respond to sudden increase in workload, and the Board has clarified policy and procedures in cases of political instability.

Secondly, there is **risk of a resurgence of the COVID-19 pandemic**, which would pose fresh challenges for EITI implementation and the Global Conference. An uneven recovery from the pandemic could mean that the effects of the pandemic will persist in many EITI member countries with weak capacities. These countries could be forced to prioritise a fresh response to the pandemic and government funding for EITI implementation would remain limited. The shift towards systematic disclosure should help reduce the cost of EITI implementation in the long run. However, such changes often require substantial technical and financial support. Virtual missions helped mitigate against this risk somewhat in the past two years, but this approach has also shown its limits. The outlook for EGPS support from the World Bank to implementing countries has improved with fresh donor commitments though disbursement delays persist. A major fundraising effort for EITI implementation in selected EITI countries may be necessary to maintain momentum.

Thirdly, a ruling by the European Union Court of Justice (CJEU) has resulted in the temporary suspension of public beneficial ownership registers in several EU member countries. It is our expectation that EITI implementing countries outside the EU will continue progress on collecting and disclosing beneficial ownership data as required by the EITI Standard. However, given the influence of EU policy around the world, this ruling is assessed as moderate risk to the work plan, particularly as it relate to the OE programme. To mitigate against this risk the Secretariat will work closely with its partners to seek clarity from the EU Commission and the EU Parliament on how the CJEU ruling can be implemented without undermining progress on beneficial ownership disclosure to mitigate against risk of corruption and money laundering. The Secretariat will also intensify its efforts to convey the benefits of open registers in line with EITI Requirement 2.5.

Fourthly, there are risks posed to delivery in the 2023 Work Plan, related to both **human and financial resources**. In regard to staff capacities, the work plan is ambitious and staff turnover or capacity limitations could impact on the ability to deliver. The Secretariat is taking steps to mitigate these risks by maintaining staff retention, investing in training for new staff, and drawing on short-term consultants for implementation support. Salary and travel cost inflation exert continued pressure on expenditure and present ongoing risk and uncertainty.

In regard to **financial resources**, inflation arising in large part from the energy crisis is a factor which creates uncertainty regarding financial contributions from supporting governments and implementing countries. Unsecured funding, such as projects under development, might not fully materialise under such circumstances. Expected minimum contributions from implementing countries might also not materialise in full. The implementation of some projects could also be delayed due to external factors beyond the control of the Secretariat. For these reasons the Secretariat has included a contingency in projected expenditure.

Currency fluctuations could also increase the projected deficit if the Norwegian Kroner (NOK) were to further depreciate against the USD and EURO. The exchange rate of the NOK to the US dollar has depreciated over the past year, while the exchange rate relative to Euro has been relatively stable. As most of the contributions to the budget are made in US dollars and Euros, and more than half of the spending (including staff costs) are made in NOK, the stronger the dollar or the Euro the lower the contribution in NOK. The Secretariat has taken a combination of measures to mitigate against this risk. The most important measure is to maintain two operating accounts in NOK and in USD. This allows the Secretariat to cover expenses in foreign currencies from a dollar denominated account and expenses in NOK from the NOK account. The anticipated exchange rate of 1USD = 10 NOK is assessed as medium risk based on current trends in view of continued volatility in the exchange rate.

For all these reasons, the Secretariat could realise a deficit of USD 0.56m in 2023, which could lead to dipping into the reserve fund (which was increased to USD 2.4m in 2021 to guard against this risk). The Secretariat is exploring an increase in core funding contributions from governments and companies to mitigate inflation-related cost increases. The Secretariat will also be pursuing additional opportunities to mobilise project fundraising for work on the energy transition and the new data strategy.

On expenditure, the Secretariat will continue to explore the potential to realise cost savings as it further prioritises planned activities for the year. It will prioritise project-related travel to ensure that deliverables are on track while ensuring that travel for implementation, validation, and outreach continue to receive priority. It is undertaking value for money reviews of travel and language services to ensure the Secretariat receives high quality support with the potential to realise cost savings.

ANNEX A

Table 5: Funding 2023 - details

Sum of Amount in USD		Column Labels		
Funding Status		Core funding	Project funding	Grand Total
<input type="checkbox"/> Secured Funding		1.745.770	2.523.570	4.269.340
Equinor			115.000	115.000
Ford Foundation			125.000	125.000
Government of Canada		118.400		118.400
ICMM		625.570		625.570
MFA - Belgium		228.800		228.800
MFA - Germany		208.000		208.000
MFA - The Netherlands		300.000		300.000
SECO - Switzerland		265.000		265.000
SECO - Switzerland (project)			324.360	324.360
OE BHP Foundation			1.847.210	1.847.210
USAID -US (current grant)			112.000	112.000
<input type="checkbox"/> Secretariat use of surplus		100.000		100.000
EITI		100.000		100.000
<input type="checkbox"/> Highly Anticipated Funding		1.367.492	728.000	2.095.492
European Commission-EU			624.000	624.000
MFA - Denmark		280.000		280.000
MFA - Finland		242.320		242.320
MFA - France		104.000		104.000
MFA - Norway		453.172		453.172
MFA - Sweden		288.000		288.000
EBRD			104.000	104.000
<input type="checkbox"/> Anticipated funding		1.517.850		1.517.850
<input type="checkbox"/> Company		1.327.850		1.327.850
<input type="checkbox"/> Country		190.000		190.000
<input type="checkbox"/> Planned Proposal		510.000	750.000	1.260.000
<input type="checkbox"/> Country		510.000	750.000	1.260.000
Grand Total		5.241.112	4.001.570	9.242.682

Table 6: Funding for the Global Conference

Funding for Global Conference				
Amount in USD		Income Category		
Funding classification	Name of Donor	Anticipated funding	Secured Funding	Grand Total
Supporting governments, IFIs, NGOs	European Commission-EU	104.000		104.000
	MFA - Finland	50.000		50.000
	MFA - France	100.000		100.000
	MFA - Germany	50.000		50.000
	MFA - Norway	50.000		50.000
	SECO - Switzerland		53.000	53.000
	Canada	37.295		37.295
Supporting governments, IFIs, NGOs Total		391.295	53.000	444.295
Oil and Gas	Chevron		50.000	50.000
	Equinor		50.000	50.000
	Inpex Corporation	25.000		25.000
	Kosmos Energy		50.000	50.000
	NNPC		25.000	25.000
	Bp		100.000	100.000
	Shell		50.000	50.000
	Staatsolie Maatschappij Suriname NV		7.500	7.500
TotalEnergies	50.000		50.000	
Oil and Gas Total		75.000	332.500	407.500
Mining and Minerals	Anglo American		50.000	50.000
	BHP	50.000		50.000
	OCP SA		25.000	25.000
	Rio Tinto		30.000	30.000
	Vale	30.000		30.000
	Newmont Corporation		50.000	50.000
	Glencore		50.000	50.000
Freeport-McMoRan		10.000	10.000	
Mining and Minerals Total		80.000	215.000	295.000
Non-Extractives	Trafigura		50.000	50.000
Non-Extractives Total			50.000	50.000
Grand Total		546.295	650.500	1.196.795

Adoption of Amendments to the EITI Articles of Association

For adoption

The EITI International Board recommends that the EITI Members' Meeting approve the amendments to the EITI Articles of Association agreed by the Board and presented in this paper.

Adoption of Amendments to the EITI Articles of Association

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Has the EITI competence for any proposed actions been considered?

The Governance and Oversight Committee (GOC) 2023 Work Plan included "Review of EITI Articles of Association" as a "spotlight issue."

Supporting documentation (available via <https://eiti.org/board-committees>).

EITI Articles of Association (available [here](#)).

Financial implications of any actions

The recommendations from the EITI International Secretariat required a modest amount of staff time and review by outside legal counsel. This cost can be accommodated within 2023 work plan and budget.

Document history

Submitted to the Governance and Oversight Committee	19 Jan. 2023
Discussed by the Governance and Oversight Committee	25 Jan. 2023
Discussed by the Governance and Oversight Committee	8 Feb. 2023
Submitted to the EITI Board	15 Feb. 2023
Discussed by the EITI Board	2 Mar. 2023
Discussed by the Governance and Oversight Committee	5 Apr. 2023
Approved by the Governance and Oversight Committee	5 Apr. 2023
Submitted to the EITI Board	18 Apr. 2023
Approved by the EITI Board	5 May 2023
Submitted to the EITI Members' Meeting	22 May 2023

1. Summary and Recommendations

Ahead of the EITI Extraordinary Members' Meeting in June 2022, the EITI International Board's Governance and Oversight Committee ("GOC") reviewed the EITI Articles of Association (available [here](#)). Pursuant to Article 19 of the EITI Articles of Association, the Articles may be amended by the EITI Members' Meeting. Considering there were Members' Meetings scheduled in 2022 and in 2023, the EITI Board approved a two-phase approach to amending the Articles.

In "Phase 1," the EITI Board recommended that the EITI 2022 Extraordinary Members' Meeting approve certain less substantive amendments to the Articles. These were approved by the Extraordinary Members' Meeting in June 2022 and are reflected in the text of the Articles below.

In "Phase 2," the EITI Board recommended that the EITI 2023 Members' Meeting approve further amendments to the Articles at the ordinary Members' Meeting scheduled in conjunction with the EITI 2023 Global Conference in June 2023. Over the course of several meetings, the GOC discussed "Phase 2" amendments to the following articles:

- Article 1(1) – name of the EITI Association;
- Article 2(2) – objective of the EITI Association;
- Article 5(3) – authority of Constituencies to decide termination of Members;
- Article 5(5) – termination process for Members by the EITI Board;
- Article 12(1)(xii) – enforcement of the Code of Conduct; and
- Article 14(5) – voting process of EITI Board.

Following discussion of recommended amendments by the EITI Board at the 1-2 March Board meeting in Buenos Aires and further refinements before the GOC, the EITI Board agreed the amendments to the Articles presented in this paper at the virtual Board meeting on 5 May 2023. **The EITI Board now recommends that the EITI 2023 Members' Meeting on 12 June 2023 approve the Board-agreed amendments to the EITI Articles of Association presented in this paper.**

2. Background

Ahead of the EITI 2023 Extraordinary Members' Meeting and pursuant to the GOC 2023 Work Plan, in Q1 2023 the GOC is scheduled to undertake a "Phase 2" review of the EITI Articles of Association and to recommend changes to the EITI Board to ensure the Articles are up-to-date and fit for purpose prior to the EITI 2023 Global Conference.

Prior to the GOC's Phase 1 review of the EITI Articles of Association in 2022, the Articles were last reviewed ahead of the EITI 2019 Global Conference and adopted by the EITI Members' Meeting in Paris on 17 June 2019.

Article 19(1) of the EITI Articles of Association states:

These Articles of Association may be amended by the EITI Members' Meeting convened and held, pursuant to Article 8 by approval of at least two-thirds of the Members present.

A proposal for an amendment shall be communicated in writing to all EITI Members four weeks in advance of the relevant resolution.

Thus, the Members' Meeting is the appropriate governing body to decide amendments to the EITI Articles of Association.

3. Recommended Amendments of the EITI Articles of Association

The EITI Articles of Association are presented in full below, including the revisions approved by the EITI 2022 Extraordinary Members' Meeting. Recommended Phase 2 changes are shown in blue below. The reasoning for changes is briefly presented in *italics* after the bullet points below.

ARTICLE 1 NAME

1) The name of the association shall be "The Association for the Extractive Industries Transparency Initiative (EITI)" (hereinafter referred to as "the EITI Association").

- **Phase 2:** *the GOC is to consider whether the name of the Association should be changed to reflect an updated objective of the EITI Association (Article 2).*

Recommendation: *the Secretariat does not recommend that the GOC change the name of the Association, as such a change is not deemed warranted at this time, would be costly to implement, and may undermine the EITI's long-standing and well-recognised identity.*

ARTICLE 2 BACKGROUND AND OBJECTIVE

1) The EITI Association is an international multi-stakeholder initiative with participation of representatives from governments and their agencies; companies and financial institutions engaged in the energy and extractives sectors; and local civil society groups, international non-governmental organisations, global action networks and coalitions.

2) The objective of the EITI Association is to **uphold** ~~make~~ the EITI Principles and the EITI Requirements as the internationally accepted standard for transparency in the oil, gas and mining sectors. **This objective is pursued** recognising that strengthened transparency **along the extractive industry value chain** ~~of natural resource revenues~~ can reduce corruption; **improve natural resource management; contribute to responsible energy transition;** and **enable** the revenue from extractive industries **to** ~~can~~ transform economies, reduce poverty, and raise the living standards of **citizens** ~~entire populations~~ in resource-rich countries.

Phase 2: *the GOC is to consider an update to the objective of the EITI Association, including the definition of "extractive industries" and whether that should be expanded, and the scope of stakeholders participating in the EITI Association.*

Recommendation: *the Secretariat recommends the above-indicated changes to the objective*

of the EITI Association to recognise the EITI's current mandate. Since the EITI Association was formed, the EITI Requirements have evolved significantly to address transparency and governance issues along the entire extractive industry value chain. Data generated through the EITI is relevant to a broad range of stakeholders. The purpose of updating the objective is to recognise this expanded mandate and increased relevance of the EITI, while not losing sight of the EITI Association's original goals.

The objective maintains the original goals of the EITI Association to help transform economies through natural resource revenues, to reduce poverty and raise the living standards of citizens in resource rich countries. The objective as amended, however, recognises the importance of transparency along the entire extractive industry value chain, including transparency in areas such as beneficial ownership, contracts and licenses and commodity trading. The objective as amended also recognises EITI's roles in improving natural resource management, through use of EITI data and other means, and in contributing to a responsible energy transition.

ARTICLE 3 LEGAL PERSON, LIMITED LIABILITY

- 1) The EITI Association is a non-profit association organised under Norwegian law ("forening").
- 2) The Members of the EITI Association shall not be responsible, individually or collectively, for any of the EITI Association's debts, liabilities or obligations.

ARTICLE 4 ORGANISATION

- 1) The permanent institutional bodies of the EITI Association are:
 - i) The EITI Members' Meeting, which is held in connection with the EITI Conference;
 - ii) The EITI Board led by the EITI Chair;
 - iii) The EITI Secretariat led by the Executive Director;
- 2) The EITI Board may establish committees in accordance with Article 13;
- 3) The EITI Association's organisation operates transparently and encourages diversity in terms of gender, nationalities and culture.

ARTICLE 5 MEMBERSHIP AND CONSTITUENCIES

- 1) A Member of the EITI Association is a personal representative of a country (meaning state), company, organisation or legal entity that is appointed by a Constituency as set out in Articles 5 (2) and (3).
- 2) The Members are organised in three Constituencies which are:

i) The Constituency of Countries, which comprise:

a) Implementing Countries, meaning states, that have been classified by the EITI Board as such; and

b) Supporting Countries, meaning states or union of states, that support the objective of the EITI Association as defined by the EITI Board.

ii) The Constituency of Companies, which comprise companies, financial institutions, foundations and associations engaged in the energy and extractives sectors that have committed to support the objective of the EITI Association as defined by the EITI Board.

iii) The Constituency of Civil Society Organisations, which comprise local civil society groups, non-governmental organisations, global action networks and coalitions that support the objective of the EITI Association as defined by the EITI Board.

3) Each Constituency decides on its rules governing appointments of Members of the EITI Association. The Membership shall be limited to the following:

i) From the Constituency of Countries, up to one representative from each Implementing Country and each Supporting Country (or their unions);

ii) From the Constituency of Companies, up to one representative from each company, financial institution, foundation and association;

iii) From the Constituency of Civil Society Organisations, up to one representative from each Civil Society Organisation.

- **Phase 2:** *the GOC is to consider whether each Constituency should decide on its rules governing terminations of Members of the EITI Association.*

Recommendation: *see new Article 5(5) below.*

4) A Constituency may replace any of its own appointed Members at any time. The Constituency shall inform the EITI Secretariat of any changes to appointed Members so the Secretariat can keep an updated Members' Registry.

5) A Member's Membership of the EITI Association shall be terminated upon death, dissolution of the entity the Member represents, delisting of the implementing country the Member represents, failure to pay membership fees where required by a Constituency, and failure to register as a Member where required by a Constituency.

Recommendation: *the Secretariat recommends that the above-indicated, basic reasons for termination of membership be added to the Articles as they are currently absent. The Secretariat, however, does not recommend that individual constituencies be authorized to*

terminate members as that was deemed a Board responsibility and could lead to internal conflicts within individual constituencies, which could be problematic. Note that under Article 20 below, “[a]ny Member may withdraw from the EITI Association at any time.” Also note under Article 5(4) above, “[a] Constituency may replace any of its own appointed Members at any time.” Common circumstances of a Member retiring from the entity the Member represents or a Member changing jobs (to a new entity or to an implementing country, for example) can be addressed through these articles on withdrawal and replacement.

6) The EITI Board may terminate any Member’s Membership of the EITI Association, [remove any EITI Office Holder](#), or [adopt a resolution condemning the conduct of a Member or EITI Office Holder](#), or the country or other entity the Member or EITI Office Holder represents, if:

i) The Member, or the country or other entity the Member represents, [commits a serious breach of](#) ~~does not comply with~~ these Articles of Association; or

ii) The Member, or the country or other entity the Member represents, has conducted his/her/its affairs in a way considered [seriously](#) prejudicial or contrary to the EITI Principles; or

iii) [The EITI Office Holder commits a serious breach of the EITI Code of Conduct.](#)

- **Phase 2:** the GOC is to consider the process for termination of members of the Association.

Recommendation: the Secretariat recommends the above-indicated changes to address serious breaches of the EITI Articles of Association and the EITI Code of Conduct as well as to indicate the Board’s authority to adopt resolutions short of termination to sanction certain conduct in breach of the Articles of Association, contrary to the EITI Principles or in breach of the Code of Conduct.

7) A resolution by the EITI Board in accordance with Article 5(5) may be appealed by any Member to the Members’ Meeting for final decision through written notice to the EITI Chair within four weeks of the resolution.

ARTICLE 6 THE EITI CONFERENCE

1) An EITI Conference shall be held at least every three years in order to provide a forum for EITI stakeholders, being all with an interest in the EITI Association, to further the objective of the EITI Association and to express their views on the policies and strategies of the EITI Association. The EITI Chair shall act as chairperson for the Conference. The EITI Conference is a non-governing body of the EITI Association.

2) The EITI Members, the EITI Board and the EITI Secretariat have the right to attend or be represented at the EITI Conference. Other EITI stakeholders should also be invited, in each case, to the extent that it is reasonably practical to make arrangements in order to do so as decided by the EITI Board.

3) The EITI Conference shall be summoned by the EITI Board on the EITI website and by written notice to the Members and Constituencies with at least four weeks' notice. The written notice shall include the **programme agenda** of the EITI Conference.

4) The EITI Conference shall:

i) Provide an important and visible platform for debate, advocacy, continued fund raising, and inclusion of new EITI stakeholders;

ii) Review progress based on the activity report for the period since the preceding ordinary Members' Meeting;

iii) Provide suggestions to the EITI Board as to the activities of the EITI Association until the next ordinary Members' Meeting;

iv) Mobilise and sustain high level coordination, political commitment and momentum to achieve the objective of the EITI Association; and

v) Provide an informal communication channel for those EITI stakeholders who are not formally represented elsewhere in the governance structure of the EITI Association.

ARTICLE 7 THE EITI MEMBERS' MEETING

1) The governing body of the EITI Association is the EITI Members' Meeting.

2) The EITI Members' Meeting is comprised of the Members of the EITI Association.

3) The ordinary EITI Members' Meeting shall be held at least every three years in connection with the EITI Conference. The ordinary EITI Members' Meeting shall be summoned by the EITI Board to the Members with at least four weeks written notice.

4) An Extraordinary Members' Meeting may be summoned by the EITI Board to the Members with at least three weeks written notice. The EITI Board shall ensure that an Extraordinary Members' Meeting shall be held within eight weeks of the receipt by the EITI Chair of a request to hold an Extraordinary Members' Meeting.

5) Members who wish to take part in an EITI Members' Meeting, must give notice to the EITI Secretariat by the date stated in the summons. A Member may be represented in the EITI Members' Meeting by written proxy. The proxy may also include specific voting instructions.

A duly signed proxy must be received by the EITI Secretariat by the date stated in the summons.

6) The EITI Chair shall act as chairperson for the EITI Members' Meeting.

7) The quorum of a Members' Meeting shall be a minimum of one third of the Members, and

must include at least one third of the Members from each Constituency.

8) The Members' Meeting shall make every effort to adopt resolutions by consensus. If a vote is required, resolutions are adopted by qualified majority requiring the support of at least two thirds of the total votes cast and must include the support of at least one third of the votes cast by the Members representing each Constituency. The total number of votes for the Members of each Constituency shall be equal and be determined as follows:

- i) Members from the Constituency of Countries shall have one vote each; and
- ii) The votes for Members from the Constituency of Companies and the Constituency of Civil Society Organisations shall be proportional to the votes from Members of the Constituency of Countries, so that each constituency has equal representation at the Members' Meeting.
- iii) The EITI Chair shall announce the number of votes for each Member from the different Constituencies prior to voting.

ARTICLE 8 THE FUNCTIONS OF THE EITI MEMBERS' MEETING

1) The EITI Members' Meeting shall:

- i) Approve the activity report and the ~~work~~activity plan of the EITI Board, and the annual accounts and audit reports since the last ordinary EITI Members' Meeting;
- ii) Elect the Members, and Alternates for each Member, of the EITI Board, on nomination from the Constituencies;
- iii) Elect the EITI Chair, on proposal of the EITI Board and;
- v) Consider any other matters pursuant to requests from a Member. Such requests shall be submitted in writing to the EITI Chair in time for any such matters to be included in the agenda for the EITI Members' Meeting stated in the summons.

***Recommendation:** the Secretariat recommends the term "activity plan" be updated to "work plan" to align with current practice. This update is made throughout.*

ARTICLE 9 THE EITI BOARD

1) The executive body of the EITI Association is the EITI Board, elected by the EITI Members' Meeting and operating under the guidance from the EITI Members' Meeting.

2) In order to reflect the multi-stakeholder nature of the EITI Association, the EITI Board shall consist of 21 EITI Board Members ("Board Members") and shall be made up as follows:

- i) A Chair;
- ii) 9 Board Members being Members of the EITI Association from the Constituency of Countries, of which a maximum of 3 Board Members should represent Supporting Countries and the remainder should represent Implementing Countries.
- iii) 6 Board Members being Members of the EITI Association from the Constituency of Companies, of which a maximum of 1 should represent financial institutions.
- iv) 5 Board Members being Members of the EITI Association from the Constituency of Civil Society Organisations.

3) All Board Members retire with effect from the conclusion of the ordinary EITI Members' Meeting held subsequent to their nomination, but shall be eligible for re-nomination at that EITI Members' Meeting.

4) The Constituencies may nominate, and the EITI Members' Meeting may elect, one alternate Board Member (an "Alternate") for each Board Member that the Constituency has nominated. An Alternate may deputise for the Board Member. If there is no Alternate, the relevant Constituency shall nominate a new Alternate.

5) If a Board Member is absent from a Board Meeting, that Board Member's Alternate may attend, participate in discussions, vote and generally perform all the functions of that Board Member in the Board Meeting.

Should a Board Member or Alternate fail to attend two consecutive Board Meetings or half of the relevant committee meetings in a year, the EITI Board may, after consultation with [the Chair and](#) his or her Constituency, require the Constituency to replace the Board Member or Alternate.

6) In the case of a vacancy on the EITI Board between two EITI Members' Meetings, this vacancy shall be filled by the resigning Board Member's Alternate, with the concerned Constituency nominating a new Alternate to be elected by the Board. Alternatively, the concerned Constituency may nominate a new Board Member to be elected by the Board.

7) The EITI Association shall obtain liability insurance for Board Members. The terms and conditions should be approved by the EITI Board [and communicated to Members of the EITI Association](#).

8) The EITI Board shall require the Constituency of Countries to replace a Board Member or Alternate representing an implementing country that withdraws or is delisted from the EITI. A Board Member or Alternate representing an implementing country that is suspended during [his or her](#) the tenure shall be suspended during the country's period of suspension. A Board Member shall be replaced by the Alternate or a new Board Member nominated by the Constituency of Countries. An Alternate may be replaced by a new Alternate nominated by the Constituency of Countries. Should the suspension be in force for more than a year, the EITI Board may decide that the Board membership of the suspended Board Member or Alternate should be terminated.

ARTICLE 10 EITI OBSERVERS

1) Representatives from relevant international organisations and other stakeholders, such as the World Bank and the International Monetary Fund, may be invited by the EITI Board or may request to attend EITI Board Meetings and Members' Meetings as observers, when this can be practically accommodated. They have no voting rights, but may be invited to express their views on specific matters. The EITI Board may decide that certain items should be discussed without observers present.

ARTICLE 11 THE EITI CHAIR

1) The EITI Chair shall be elected at the ordinary EITI Members' Meeting. The EITI Board shall, prior to each ordinary EITI Members' Meeting, recommend a candidate for the EITI Chair for the period following that EITI Members' Meeting. The term of an EITI Chair may be renewed once.

2) The EITI Chair shall:

- i) Act as chairperson of the EITI Members' Meeting;
- ii) Act as chairperson of the EITI Board Meeting;
- iii) Present the EITI Board report to the EITI Conference and the EITI Members' Meeting;
- iv) Represent the EITI Board in external matters;
- v) Follow-up with the EITI Secretariat regarding the implementation of the resolutions of the EITI Board; and
- vi) Seek to foster collaborative relationships between EITI stakeholders.

3) If the EITI Chair is unable to preside over a Board Meeting, the Board Members present may appoint another Board Member to chair that Meeting.

ARTICLE 12 FUNCTIONS OF THE EITI BOARD

1) The EITI Board shall act in the best interests of the EITI Association at all times. The EITI Board shall exercise the executive powers of the EITI Association subject to the resolutions of the EITI Members' Meeting, including the following key functions:

- i) Consider general and specific policy issues affecting the EITI Association;
- ii) Agree on the work plans and budget of the EITI Association;
- iii) Agree on the arrangements for the EITI Conferences and the EITI Members' Meetings;

iv) Present (through the EITI Chair) the activity report and the ~~work~~activity plan to the EITI Conference and obtain approval of the same from the EITI Members' Meeting;

v) Present (through the EITI Chair) the annual accounts and the audit reports for the accounting periods since the last ordinary EITI Members' Meeting;

vi) Engage the Executive Director;

vii) Oversee and direct (through the EITI Chair) the work of the EITI Secretariat;

viii) Ensure that the multi-stakeholder nature of the EITI Association is maintained and fully reflected in the EITI Association at all levels, including in its Committees;

ix) **Adopt and enforce the EITI Standard, including monitoring** and supporting implementation of the EITI **Standard** in implementing countries and establishing ~~its~~ procedures regarding the validation process, including complaints, resolving disagreements, the question of de-listing a country and appeal procedures;

x) Adopt more detailed procedures and rules for the management and operation of the EITI Association including the contents of country work plans and company **expectations** ~~work plans~~, the validation process, the management of funds, payments for projects, goods and services, auditing and reporting and the approval of projects;

xi) Recommend a candidate for the EITI Chair prior to each ordinary EITI Members' Meeting; and

xii) Adopt a code of conduct.

- **Phase 2:** the GOC is to consider whether the Board should have the authority to enforce the Code of Conduct.

Recommendation: the Secretariat recommends minor wording changes to this article to specify that the EITI Board has authority to adopt and enforce the EITI Standard in line with current practice. The Secretariat does not recommend changes to this article to address enforcement of the Code of Conduct. Instead, the Secretariat recommends that enforcement of the Code of Conduct be addressed in Article 5(6) above.

ARTICLE 13 COMMITTEES OF THE EITI BOARD

1) The EITI Board may create committees to further specific issues. Any such committee should include two or more Board Members or their Alternates, and its composition should, as far as is reasonable, reflect the multi-stakeholder nature of the EITI Association. The terms on which any such committee shall operate should be recorded in the Minute Book.

ARTICLE 14 EITI BOARD OPERATIONS AND PROCEEDINGS

1) The EITI Board should meet at least twice a year. At least one EITI Board Meeting per year shall be in person. If the circumstances so necessitate, EITI Board Meetings can be held virtually.

2) A Board Meeting shall be convened by written notification from the EITI Chair with at least 14 days' notice. Any shorter period of notice requires the written consent of all Board Members.

3) Board Members shall make every effort to adopt resolutions by consensus. Taking account of the view of the Board Members, the EITI Chair may decide that a vote is required. Every Member of the EITI Board has one vote. Voting can be done by written proxy.

4) No resolution may be made by a Board Meeting unless a quorum is present at the time of passing the resolution. At least two-thirds of the Board Members, with at least two Board Members from the Constituency of Countries (one Implementing Country and one Supporting Country), one Board Member from the Constituency of Civil Society Organisations and one Board Member from the Constituency of Companies, establish a quorum.

5) If a vote is required, resolutions are adopted by a qualified majority requiring 13 votes to be cast in favour of the resolution, and must include the support of at least one-third of the votes of the Board Members from each Constituency including one-third from the sub-constituency of implementing countries.

- **Phase 2:** the GOC is to consider whether the voting procedure should be changed to address potential deadlock on certain issues before the Board.

Recommendation: the Secretariat does not recommend changes to the voting procedure as such changes could undermine the Board's long-standing preference for adopting resolutions by consensus and could open the door to more voting and diminished support from individual constituencies for Board decisions. However, the Secretariat would recommend that it prepare guidance on the voting procedure, to be included in the Board manual, so the voting procedures is well-understood and spelled out in writing ahead of a vote to avoid any confusion. This guidance should be completed ahead of the EITI Members' Meeting in June 2023, to ensure procedures are clarified before the next election of the EITI Board.

6) A Board Member shall not vote in respect of any matter or arrangement in which he or she is directly and personally interested, or if there are any other special circumstances which could impair confidence in his or her impartiality. A Board Member shall declare such interests to the EITI Board as soon as possible after he or she becomes aware of the same and this will be recorded in the Board minutes. A Board Member shall not be counted in the quorum present when any resolution is made about a matter which that Board Member is not entitled to vote upon. This shall not prevent a Board Member's Alternate from voting on the matter.

7) The EITI Board may establish procedures regarding decision-making processes outside Board Meetings. Any decisions taken outside Board Meetings in accordance with such procedures should be recorded in the Minutes of the Board Meeting following when the decision was taken.

8) The EITI Association can be committed externally by the joint signature of all Board Members.

The EITI Board may elect the Chair or the Executive Director alone, or two or several Board Members to carry the right of signature, of which any two can sign jointly.

ARTICLE 15 THE EITI SECRETARIAT

- 1) The EITI Secretariat ("the Secretariat") shall consist of the Executive Director and other necessary staff, which are contracted directly, interns or consultants or other contractors hired in consultation with the Board.
- 2) The Secretariat shall be responsible for the day-to-day running of the EITI Association under the direction of the EITI Board through its Chair, including support to implementing countries, support to the Board, and monitoring and enforcement of the EITI Standard.
- 3) The Secretariat shall keep an updated Members' Registry at all times.
- 4) The Secretariat shall keep a record of these Articles of Association and any amendments thereto.
- 5) The Secretariat shall keep Minutes of all EITI Board Meetings, Members' Meetings and meetings of the EITI Conference in a Minute Book. All such Minutes shall be published on the EITI website. Such Minutes shall record the names of those present, the resolutions made at the meetings and, where appropriate, the reasons for the resolutions.

ARTICLE 16 THE EXECUTIVE DIRECTOR

- 1) The Secretariat shall be led by a full-time Executive Director who will manage the day-to-day running of the EITI Association, including the selection of necessary staff, oversee development of the EITI Association and provide support to the EITI Board. The Executive Director shall report to the EITI Board through the Chair and be responsible for the activities of the Secretariat.
- 2) The Executive Director, or his or her appointee from the Secretariat, shall serve as Secretary to all EITI Board Meetings, EITI Members' Meetings and EITI Conferences.
- 3) The Executive Director shall appoint a Deputy Executive Director to support in managing the day-to-day running of the EITI Association and who shall deputise in the absence of the Executive Director.

ARTICLE 17 FUNDING

- 1) The EITI Association is a non-profit association. Its funds consist of contributions from supporting countries, implementing countries, companies, financial institutions, and foundations; grants from bilateral and multilateral donors; and contributions from other agencies, organisations and entities as determined by the EITI Board. Funding may be core or project-specific.
- 2) The EITI Association may also operate through voluntary contributions in kind.

ARTICLE 18 EITI ACCOUNTS, FUND MANAGEMENT AND PAYMENTS

1) The EITI Association through the Secretariat holds multiple bank accounts in the name of the EITI. These accounts can be used for any activity falling within the objectives of the EITI Association and the work plans approved by the EITI Board. The funds may be applied to administration and governance costs, country-specific activities and multi-country activities.

2) The EITI Board shall appoint an external, independent auditor to annually audit the EITI accounts, and to present a written audit report to the EITI Board.

The EITI Board shall develop reporting and auditing arrangements with respect to the EITI accounts which shall be set forth in the supplementary operating rules and procedures of the EITI Association.

ARTICLE 19 AMENDMENTS

1) These Articles of Association may be amended by the EITI Members' Meeting convened and held, pursuant to Article 8 by approval of at least two-thirds of the Members present.

A proposal for an amendment shall be communicated in writing to all EITI Members four weeks in advance of the relevant resolution.

ARTICLE 20 WITHDRAWAL AND DISSOLUTION

1) Any Member may withdraw from the EITI Association at any time. Such withdrawal shall become effective upon receipt of a written notification of withdrawal by the Executive Director.

2) The EITI Association may be dissolved by the Members' Meeting in accordance with the provisions of Article 8. A proposal for dissolution shall be communicated in writing to all EITI Members four weeks in advance of the relevant resolution.

3) In the event of a dissolution, the assets of the EITI Association shall be applied to similar objectives to those of the EITI Association and as determined by the EITI Board subject to the approval of the EITI Members' Meeting.

ARTICLE 21 ENTRY INTO FORCE

1) These Articles of Association shall enter into force upon the constitution of the EITI Association and remain in force until dissolution of the EITI Association.

Nominees to the EITI International Board 2023 – 2026

For decision

This paper sets out the nominations received for Board Members to the EITI International Board for the period 2023 - 2026 in accordance with Article 9 of the EITI Articles of Association.

Chair

In accordance with Article 9 (2-a) the Board proposes **Rt Hon. Helen CLARK** as the EITI Chair.

Countries

The following nominations have been received for Board Members and Alternate Members representing countries. In accordance with Article 9 (2-b) the constituency of countries make the following nominations:

Implementing Countries	
Full Board Member	Alternate Board Member
Mr Mohamed Lemine AHMEDOU , EITI National Coordinator, Mauritania	Mr Samou SIDIBE , EITI Permanent Secretary, Mali
Ms Isabel CHUVAMBE , EITI National Coordinator, Mozambique	Ms Francesc Piagie ALGHALI , Minister of State, Office of the Vice-President, Sierra Leone
Mr Miguel Angel DÍAZ , Vice-Minister of Mines, Dominican Republic	Mr Gregory McGUIRE , Chairman of TTEITI Steering Committee, Trinidad and Tobago
Mr Jean-Jacques KAYEMBE , EITI National Coordinator, Democratic Republic of the Congo	Mr Florent Michel OKOKO , EITI National Coordinator, Republic of the Congo
Ms Cielo MAGNO , Undersecretary of the Department of Finance, Philippines	Mr Agus Cahyono ADI , EITI National Coordinator, Indonesia
Mr Genci TERPO , EITI National Coordinator, Albania	Ms Lusine TOVMASYAN , EITI National Coordinator, Armenia

Supporting Countries	
Full Board member	Alternate Board member
Ms Christine DETAILLE , Head of Unit Transitional Development and Governance, Ministry of Foreign Affairs, Foreign Trade and Development Cooperation, Belgium	Ms Melissa SÄILÄ , Programme Director, Taxation for Development Action, Unit for Development Finance and Private Sector Cooperation, Ministry of Foreign Affairs, Finland
Mr Rinaldo JEANTY , Director General and Chief Inspector of Explosives, Lands and Minerals Sector, Natural Resources, Canada	Mr Carl WATSON , Director, Office of Policy Analysis & Public Diplomacy (ENR/EGA/PAPD), Bureau of Energy Resources, U.S. Department of State, USA
Mr Jürg VOLLENWEIDER , Deputy Head, Macroeconomic Support Division, State Secretariat for Economic Affairs (SECO), Switzerland	Ms Katja POHLMANN , Head of Division Energy, Hydrogen, Raw Materials, Infrastructure, Ministry for Economic Development and Cooperation, Germany

Civil Society Organisations

The following nominations have been received for Board Members and Alternate Members representing civil society organisations. In accordance with 9 (2-d) the constituency of civil society make the following nominations:

Civil Society	
Full Board member	Alternate Board member
Mr Aliou Ba COULIBALY , President, Publish What You Pay (PWYP) Coalition, Mauritania	Mr Kossi KOUGBLENOU , Executive Director, ACOMB, Togo
Ms Vanessa CUETO LA ROSA , Environmental Lawyer, Derecho Ambiente y Recursos Naturales, Peru	Ms Yessica PRIETO RAMOS , Civil society Representative, Colombia
Ms Diana KAISSI , Programme Director, The International Republican Institute (IRI), Lebanon	Mr Matthieu SALOMON , Interim Governance Programs Director, Senior Governance Officer, NREGI, France
Ms Mariya LOBACHEVA , Executive Director, Echo - Public Association, Kazakhstan	Ms Olena PAVLENKO , President, DiXi Group, Ukraine
Mr Clancy MOORE , Chief Executive Officer, Transparency International, Australia	Ms Tamika HALWINDI , Environmental Governance Officer, Zambia

Supporting Companies and Institutional Investors

The following nominations have been received for Board Members and Alternate Members representing companies including institutional investors. In accordance with Article 9 (2-c) the constituency of companies make the following nominations:

Supporting Companies & Institutional Investors	
Full Board Member	Alternate Board Member
Ms Kathryn CASSON , Chief Adviser, Civil Society and Outreach, Rio Tinto	Mr Richard MORGAN , Head of Government Relations, Anglo American
Mr Chinonso EMEHELU , Director, Sub-Saharan Africa, International Government Relations, ExxonMobil	Mr Mike ANDERSON , Senior Vice President, Sustainability and External Affairs, Kosmos Energy
Mr James ENSOR , Chief Executive Officer, BHP Foundation	Mr Nick COTTS , Vice-President, Sustainability and External Relations, Newmont
Ms Nathalie MOGNETTI , Senior Vice President, Tax, TotalEnergies	Mr Roberto NARDI , Head for Consolidated Financial Statements and Reporting, Eni
Mr James NICHOLSON , Head of Corporate Responsibility, Trafigura	TBC
Mr Christopher RICE , Executive Vice President Tax, Shell International Limited	Ms Ivanka MAMIC , Senior Vice President, Sustainability, bp