Secretariat Workplan 2009

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SECRETARIAT WORKPLAN 2009

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Executive Summary

2009 will be a pivotal year for the EITI. There are strong indications that EITI is having a positive impact in implementing countries. From Nigeria and Liberia to Azerbaijan and Timor-Leste the EITI's domestic profile is growing. It is becoming a platform and tool for those striving to reform and modernise their governments. Implementation of the EITI is increasingly referred to as part of an attractive investment climate and there are indications of how EITI implementation has helped countries improving their credit ratings. As outreach efforts

continue, the EITI is consolidating its position as a robust and flexible global standard for resource revenue management. Globally, the EITI's focus continues to shift from "design and development" toward "implementation and validation". In 2009, EITI validation commissioned by multi-stakeholder groups in implementing countries will reveal how the EITI is having an impact on ordinary people. A Global Evaluation of the Initiative is being commissioned, and will be presented at the EITI International Conference in Doha. The Doha Conference will be an important catalyst for further strengthening the EITI. It will also see the appointment of a new EITI Board.

The role of the EITI International Secretariat is to support the EITI Board and to oversee the day-to-day running of EITI. The EITI Secretariat operates in a complex and changing environment and interacts and collaborates with a wide range of actors. As a relatively small organisation, it is essential that the Secretariat's activities are sharply focussed. This 2009 Workplan is based on the priorities established by the EITI Board, namely:

1. Providing support to implementing countries – with a particular focus on encouraging countries to undertake validation;

2. Targeted outreach activities to emerging economies, resource rich countries, companies and investors; and

3. Executing a EITI Conference to promote and develop the EITI concept.

The Secretariat also needs to retain the flexibility to respond to new circumstances and opportunities, while exercising the highest levels of professionalism, integrity and transparency in its work.

The first priority for the EITI International Secretariat is to work to strengthen EITI implementation and effectiveness in the 23 candidate countries. This work is carried out in close collaboration with host governments, national multi-stakeholder groups, and the various organizations that provide political, technical and financial support to the EITI. A key focus of attention of the Secretariat is ensuring that all 23 countries complete an EITI validation ahead of the deadlines established by the Board. By the end of 2009, validations should be complete or well underway in all 23 candidate countries.

The second priority of the Secretariat's 2009 work programme is continuing targeted outreach activities. The Secretariat will work to encourage more resource-rich countries to implement the EITI. The business case for EITI in resource rich countries is strong. However, the advocacy and outreach strategy needs to be adapted to reflect local conditions and concerns. High volatility of commodity prices and financial markets will also have an impact on the interest to implement the EITI. The Secretariat will work with local champions and other supporters to highlight the benefits of EITI implementation. The EITI Secretariat's primary role in this regard is to provide "coordinating energy" and to mobilise support from governments, companies, investors and civil society organisations that support the EITI. The Secretariat will provide advice and support to countries as they take steps towards EITI candidature. The Secretariat will work to encourage other countries, companies, investors and civil society organisations to formally endorse the EITI, and to provide political, financial and technical support to the initiative.

The third priority area for the EITI Secretariat in 2009 is to organise the 4th EITI International Conference in Doha, Qatar to be held in February 2009. It will be preceded by a Members' Meeting which will appoint a new Board following the nominations from all constituencies (Implementing and Supporting Governments, Companies and Investors, and Civil Society). The conference also provides an opportunity to take stock of the progress and future of the EITI.

1 Introduction

The EITI Secretariat is accountable to the EITI Board and is responsible for the day-to-day running of the EITI. The Secretariat's mandate is set out in the Report of the International Advisory Group (see Box 1).

Box 1 – The EITI Secretariat's Mandate

> **4.39** The Secretariat should be accountable to the Board. It will be responsible for the day-to-day running of EITI. Its role will include: communicating with stakeholders; sharing any lessons learned or other pertinent information; managing the list of approved Validators; and helping the host government organise the EITI Conference.
>
> **4.40** The Secretariat should also play a role in supporting implementation. It should not need to provide direct support, as this will be undertaken by other organisations, including the World Bank and supporting countries. However, the Secretariat will have the important role of liaising with the Board, the World Bank and other supporting countries and organisations, to ensure countries in need of support are receiving it. This could involve the Secretariat encouraging supporting countries and institutions to focus on particular areas, or to take into account the findings of validation reports.
>
> **4.41** The Secretariat will also play a role in conducting EITI outreach and advocacy.
>
> *Report of the International Advisory Group* (Page 42-43)

The EITI Secretariat was established in Oslo in the autumn of 2007 and is operating efficiently and to good effect. The Secretariat currently has 7 full time policy staff and 2 full time administrative staff, with additional temporary support, including from interns (see organisation chart at Annex A). There have been several important achievements in 2008 (a more detailed account of the EITI International Secretariat's activities in 2008 will be made in the EITI Annual Report 2008, to be published in time of the Doha conference):

- 23 countries[1] have been designated as EITI Candidate Countries by the EITI Board.
- Azerbaijan, Gabon, Ghana, Kazakhstan, and Mongolia published EITI Reports in 2008. Ten countries have now published EITI Reports. Some candidate countries have completed several reporting cycles.
- The validation procedures and deadlines have been established for all 23 candidate countries. Several countries have indicated that they intend to complete validation in the first half of 2009.
- The Central African Republic has recently submitted a candidate application. Applications from several other countries are expected from in the coming months, including Norway, Burkina Faso, Mozambique, and Zambia. Over a dozen other counties – including Botswana, Indonesia, Iraq, Papua New Guinea, Tanzania and Uganda are conducting EITI scoping studies or consultations with stakeholders, and are actively considering committing to EITI implementation.
- The EITI has been endorsed by a growing number of governments, companies, investors and civil society organisations. Spain, Sweden and the Netherlands joined the list of supporting countries. The G8 again expressed support for the EITI, including a strategically significant statement from Energy Ministers of the G8 plus China, India and Korea. The United Nations General Assembly also recognised the EITI in 2008 with the unanimous adoption of a resolution backing the EITI in September 2008. The European Investment Bank and the Asian Development Bank endorsed the EITI. The number of supporting companies, investors and civil society organisations continues to grow.
- There has been some success in engaging key emerging economies in the EITI (as illustrated in the UNGA and G8 statements noted above). Further work and targeted outreach is required building on this foundation.

[1] Azerbaijan, Cameroon, Côte d´Ivoire, Democratic Republic of Congo, Equatorial Guinea, Gabon, Ghana, Guinea, Kazakhstan, Kyrgyzstan, Liberia, Madagascar, Mali, Mauritania, Mongolia, Niger, Nigeria, Peru, Republic of the Congo, São Tomé e Príncipe, Sierra Leone, Timor-Leste, Yemen.

- Board meetings were in 2008 held in Accra, Madrid and Athens. Board Circulars have been established as an effective communication mechanism between Board meetings. Efforts to establish legal entity for the EITI are well advanced and are expected to be concluded by the end of 2008.

- Preparations for the EITI Conference in Doha in February are underway.

This workplan sets out the EITI Secretariat's priorities and activities for 2009. In 2009, the Secretariat will continue its work with the Chairman, the Board, and all the other relevant institutions to ensure that the EITI Principles and Criteria become the internationally accepted standard for resource revenue transparency. In consultation with the Board, three priority areas have been identified:

1. Support to implementing countries. An effective introduction of the EITI's validation policy is of particular importance. Close collaboration with all the other organisations contributing to the advocacy and implementation of the EITI is essential;

2. Outreach Activities Strategic policy work to increase understanding of, and engagement in, the EITI. Targeted outreach activities to emerging economies, resource rich countries, companies and investors;

3. EITI Conference. The EITI conference is an opportunity to advance both EITI implementation and outreach. The conference will take stock of progress achieved in implementing countries, and the opportunities to strengthen EITI effectiveness. The conference will also see the appointment of a new EITI Board.

The workplan is structured according to the priorities set out above. Additional sections address other essential tasks such as EITI policy development, stakeholder communications, monitoring and evaluation, and Governance, Management and Administration. Each section of the workplan includes key action items and indicative resource requirements. The annexes to the workplan include:

- The Secretariat organisational diagram at Annex A
- Updated Key Performance Indicators at Annex B
- Action items at Annex C
- Summary of allocation of staff time at Annex D
- Draft budget for EITI's activities for 2009 at Annex E

2 Support to implementing countries

There are currently 23 candidate countries at different stages of EITI implementation. Ten candidates have published EITI reports. Several Candidates are preparing to undertake EITI validation. Others candidates are still working through the preparation phases (e.g., agreeing reporting templates and appointing a firm to reconcile disclosed payments and receipts). Candidates require support and technical assistance as they work through the implementation process. The Secretariat provides guidance on the EITI requirements, and collates lessons learned and best practices. The Secretariat also plays an essential role in the validation process.

2.1 Supporting candidate countries in EITI implementation

The Secretariat does not provide financial support to implementing countries. Technical support to implementing countries is available through a range of channels, including the World Bank administered Multi-Donor Trust Fund, and technical assistance projects administered by regional development banks, bilateral aid agencies, and other non-governmental organisations. However, the Secretariat has an important role in liaising with the Board, the World Bank and other supporting countries and organisations to ensure countries in need of technical assistance are receiving it expeditiously. The Secretariat also provides – almost on a daily basis – detailed guidance

to implementing countries on the global EITI requirements as set out in the EITI Sourcebook and Validation Guide. The EITI Sourcebook is now somewhat dated, and an updated version incorporating recent board decisions is needed, with appropriate cross-referencing to the Validation guide. The Secretariat will prepare a consolidated policy document in 2009.

The Secretariat plays a key role in collating lessons learned and promoting peer learning. Representatives from 21 candidate countries met in Oslo 6-9 October for the first EITI national coordinator meeting. The meeting was organised to promote information exchange among candidate countries. A core focus was to accelerate activities with respect to the EITI's validation requirements (see below). Another key theme of the meeting was to review opportunities to strengthen EITI Communications, so that the information generated by the EITI process is accessible and comprehensible to a wide audience. The meeting also addressed implementing country constituency issues ahead of the forthcoming EITI Conference in Doha. The Secretariat will examine options for convening a second meeting of EITI national coordinators in 2009, possibly back-to-back with an EITI Board meeting.

The Secretariat will:

Action 1 – Publish a consolidated policy guide for implementing countries.

Action 2 – Explore opportunities to convening a second meeting of EITI national coordinators.

Resource Requirements: Support to candidate countries in EITI implementation is anticipated to require ≈150% of one policy staff member's time and 70% of one "Administrative+Interns" staff member's time.

2.2 Validation

Validation is the EITI's quality assurance mechanism and an essential feature of the EITI methodology. It promotes dialogue and learning at the country level and it safeguards the EITI brand by holding all EITI implementing countries to the same global standard. The EITI Board will use validation reports to determine a country's candidate or compliant status.

Decisions by the EITI Board in 2008 have clarified the EITI's validation requirements. However, the awareness of the validation rules and requirements in candidate countries is not sufficient. The time and resources required to complete the validation process are often not well understood. Securing timely financing for validation is likely to prove challenging in some candidate countries. Difficulties with local procurement requirements must be expected. Achieving a successful outcome will require a range of outreach and technical assistance activities. Accordingly, the EITI Secretariat's validation work will include the following elements:

- Communication materials to ensure candidate countries have a clear understanding of the validation requirements and procedures.
- Validation events including a national coordinators meeting in Oslo in October 2008 and in-country presentations to lead government agencies and multi-stakeholder groups (MSGs) in all 23 Candidate Countries.
- The Secretariat is encouraging early validation in selected countries.
- Mobilising supporting organisations (e.g., WB-MDTF, Revenue Watch Institute) to promote validation support in their work.
- Utilising the EITI Conference to raise the profile of validation.

The Secretariat will:

Action 3 – Conduct targeted communication and capacity building activities to encourage and facilitate validation in EITI candidate countries.

Action 4 – Provide regular updates to the EITI Board on validation progress.

Action 5 – Work to ensure that validations are complete or well underway in all 23 candidate countries by year end.

Resource Requirements: Promoting and supporting validation is anticipated to require ≈160% of one policy staff member's time and 20% of one "Administrative+Interns" staff member's time. (If necessary the Secretariat will reallocate resource and increase the staff time for validation.)

2.3 Admission of candidate countries

Several countries have declared an intention to implement the EITI. When a country has completed the "sign-up" steps and wishes to be recognised as an EITI candidate country, the senior individual appointed to lead on EITI implementation will be directed to formally lodge a candidate application in writing to the EITI Chairman. The candidate application should describe the activities undertaken to date and provide evidence demonstrating that each of the four sign up indicators have been met. The application should include contact details for government, civil society and private sector stakeholders involved in the sign-up process. The EITI International Secretariat, on behalf of the EITI Board, will assess the applications. The Secretariat will contact stakeholders at the national level to ascertain their views on the sign-up process. The Secretariat will also liaise with supporting governments, international civil society groups, supporting companies and supporting organisations and investors. The Secretariat will work closely with the senior individual appointed to lead on EITI implementation in order to clarify any outstanding issues. Based on these consultations, the Secretariat will make a recommendation to the EITI Board. The Board has stated a preference to make decisions on admitting new candidate country at the regular EITI Board Meetings. Where there is a long period between meetings, the Board will consider making a decision via Board circular.

The Secretariat will:

Action 6 – Assess candidate applications and make recommendations to the Board regarding the admission of new candidate countries.

Resource Requirements: Promoting and supporting admission of candidate countries is anticipated to require ≈20% of one policy staff member's time.

3 EITI Conference

The EITI International Conference should meet every two years. It will next meet in Doha, Qatar, in February 2009. Although there will be strong partnership with the Government of Qatar, it is expected that preparation for this event will take up the majority of Secretariat time in the first two months of the year.

The Conference will provide an opportunity to take stock of the benefits and progress of the EITI, find common solutions for challenges and chart next steps for advancing this growing global initiative. It will seek to achieve the following objectives:

- Expand the number of countries participating in the initiative, especially emerging economies;
- Improve EITI implementation, by offering international recognition of good implementation and, by building on experiences gained so far, reassert the importance of strong country ownership; and
- Endorse the recommendations of the EITI Board on key policy issues for the initiative.

As with all international EITI meetings, attendance at the conference will reflect the initiative's multi-stakeholder nature, and assemble representatives from national governments, the extractive industries, investors, intergovernmental institutions, international organisations, international civil society organisations and local community groups. We expect attendance of around 600 people.

For the first time, the Conference will be preceded by a Members' Meeting which will appoint a new Board following the nominations from all constituencies (Implementing and Supporting Governments, Companies, Investors, and Civil Society). An important discussion has begun amongst the EITI stakeholders on how they can be better organised and how their views are represented on the Board. Establishing better structures for this will be an important stream of work for the Secretariat in the run-up to the Conference.

The Secretariat will:

Action 7 – Organise a successful EITI Conference which meets the above objectives.

Action 8 – Assist Board constituencies to define clear systems of representation, including engaging new supporters of the initiative.

Resource Requirements: The EITI Conference is anticipated to require ≈50% of one policy staff member's time and 75% of one "Administrative+Interns" staff member's time.

4 Outreach

The EITI has broad support, but implementing countries account for <10% of oil, gas and mineral production (and reserves). The IMF[2] has defined 38 hydrocarbon-rich countries. 11 of these are EITI candidate countries. The IMF has also defined 18 mineral-rich countries. 9 are EITI candidate countries. The objective of the Secretariat's outreach and advocacy work is to bring more of these and other strategically important countries into the EITI through:

- Direct, and usually high level, advocacy;
- Encouraging supporters to use more of their diplomatic and commercial leverage; and
- Encouraging more peer and regional pressure;

In reaching out to countries that are not yet committed, a great number of actors are involved in promoting the EITI. The Secretariat considers it to be one of its main tasks to coordinate these efforts. In setting priorities for its outreach work, the Secretariat asks itself the following questions:

- Is the country at risk of the resource curse? Will large numbers of people potentially be negatively affected?
- What is the likelihood that the country will support or implement the EITI effectively?
- Are other partners actively reaching out to this country and/or does the EITI Secretariat have a comparative advantage over other institutions?
- Is this country strategically important for the EITI (major emerging economy or particularly significant for the EITI scope)?

[2] International Monetary Fund (2007) *Guide on Resource Revenue Transparency* http://www.imf.org/external/np/pp/2007/eng/101907g.pdf

At all times, the Secretariat will respond to opportunities as they arise. The following sections explore the activities in emerging markets and resource-rich countries in more detail.

4.1 Emerging Economies

A key focus for the Secretariat in 2009 will be engaging key emerging economies, particularly China and Indonesia, and actively look for opportunities to engage with Brazil, Mexico, South Africa and India. Clearly, the hosting of the EITI International Conference by the Government of Qatar presents an excellent opportunity to engage with them. The immediate aim with some of these emerging markets will be to get these countries to become supporters of the EITI.

4.1.1 China

The Secretariat will continue to actively engage with potential stakeholders in China such as the National Development Reform Commission and the recently created National Energy Administration, the major oil state-owned companies and state think-tanks. The Secretariat will build on the recognition by China of the efforts made by the EITI contained in the Declaration of the G8, India, Korea and China Ministers of Energy in Aomori, Japan in June 2008. Additionally, the Secretariat will engage with the main companies that are implementing the CSR directives issued by the Central Government. The Secretariat will continue to work with supporting countries and partner organisations including the Revenue Watch Institute, DFID, Government of Norway, UNDP and the World Bank in reaching out to Chinese stakeholders.

The Secretariat will:

Action 9 – Work with Chinese stakeholders and partner organizations to secure China's support to the EITI.

4.1.2 Indonesia

Indonesia is a significant oil, gas and mining country, and it's participation in the EITI would be an important breakthrough in Asia. In recent years there have been extensive outreach and advocacy activities. The Indonesian Government has examined the case for implementing EITI in some detail. Working with supporting organisations (particularly DFID, the World Bank MDTF, and other supporting governments), the Secretariat will work to bring Indonesia on board as a candidate country.

The Secretariat will:

Action 10 – Work with Indonesian stakeholders and international actors to secure Indonesia's commitment to implement the EITI.

Resource Requirements: Outreach activities in emerging markets are anticipated to require ≈40% of one policy staff member's time and 10% of one "Administrative+Interns" staff member's time.

4.2 Resource-Rich Countries

4.2.1 Africa

16 of the present 23 candidate countries are in **Africa**: Cameroon, Cote d'Ivoire, Democratic Republic of Congo, Equatorial Guinea, Gabon, Ghana, Guinea, Liberia, Madagascar, Mali, Mauritania, Niger, Nigeria, Republic of Congo, Sao Tome e Principe, and Sierra Leone. Six of them have already produced fully audited reports – Cameroon, Gabon, Ghana, Guinea, Mauritania, and Nigeria. Assisting the implementation and overseeing the validation in these 16 countries will be of priority for the Secretariat in 2009. However, we also hope to see progress in other countries in the region that have committed to the initiative: Botswana, Burkina Faso, Central African Republic, Mozambique, Tanzania, and Zambia. The Secretariat will provide support to countries that show interest in the initiative – we expect such interest over the next year from Burundi, Ethiopia, Malawi, Namibia, Sudan, and Uganda. The Secretariat will co-operate with the African Development Bank in outreach efforts in North African resource-rich countries. The Secretariat will continue dialogue with the African Union to attain more formal AU endorsement.

In both implementation efforts and outreach to these countries we will work closely with the World Bank MDTF, the African Development Bank, the Bank of Central African States, the Economic and Monetary Community of Central Africa, the Economic Community of West African States, bilateral development agencies, civil society organisations, and existing implementing countries in the region.

The Secretariat will:

Action 11 – Assist three additional African countries to achieve candidate status in 2009

4.2.2 Asia

In addition to Indonesia, the outreach priorities in **Asia** include Cambodia, Laos PDR, Malaysia, Papua New Guinea, the Philippines and Viet Nam. In Central Asia, Uzbekistan and Turkmenistan are resource-rich countries that would benefit greatly from implementing the EITI. While the current political environment is not amenable to EITI implementation, the Secretariat will work with supporting government and organisations to identify opportunities to promote improved resource revenue governance. The Asian Development Bank (ADB) endorsed the EITI in 2008, and the Secretariat will work to increase the ADB's involvement in EITI technical assistance and outreach. The Secretariat will also encourage India and Japan to become EITI supporting countries.

The Secretariat will:

Action 12 – Assist two additional Asian countries to achieve Candidate status in 2009

Action 13 – Encourage two Asian countries to become EITI Supporting Countries

4.2.3 Latin America and the Caribbean

In 2008, Peru has progressed toward producing its first report and preparing for validation. In 2009, the Secretariat will continue to give support to both processes. There is need to widen EITI scope in the region. Three resource-rich countries remain primary targets for the Secretariat: Colombia, Bolivia and Trinidad and Tobago.

In 2008, the Secretariat, in collaboration with the World Bank and Norad, has continued to promote the EITI in Colombia and Bolivia. Additionally, it has maintained a watching brief on Trinidad and Tobago and expect to renew contact with its authorities in the last quarter. In 2009 the Secretariat will put emphasis in securing applications for candidacy in all these countries.

The Secretariat has held several meetings with the Inter-American Development Bank (IADB) in 2008, which has been considering how to best incorporate support for the EITI within its internal policies.

The Secretariat will:

Action 14 –Support Bolivia and Trinidad and Tobago to renew their application for EITI candidacy

Action 15- Support Colombia in its process to commit to the EITI and to apply for EITI candidacy.

Action 16- Support the IADB in its process of incorporating support for the EITI in its internal policies.

4.2.4 Middle East and North Africa

66% of global oil reserves are in the **Middle East and North Africa**. There are considerable efforts in the region to improve security of energy supplies, increase transparency, and to open up markets for inward and outward investment. The International Secretariat will support where it furthers the initiative's principles. So far, only Yemen is a candidate country and Iraq has committed to implement. As the country with the third highest level of oil proven oil reserves and also third from bottom on the Corruption Perception Index, Iraq will be a particular focus of the Secretariat's support. The Secretariat also expects the Doha Conference to stimulate awareness of the initiative throughout the region. The Secretariat will focus its efforts on bringing Iraq to candidate status.

The Secretariat will:

Action 17 – Coordinate efforts to support Iraq submitting its candidacy application.

Resource Requirements: Outreach activities in resource rich countries are anticipated to require ≈40% of one policy staff member's time and 10% of one "Administrative+Interns" staff member's time.

5 Policy Issues

5.1 EITI Policy Development

The Secretariat provides guidance to implementing countries on the requirements set out in the EITI Sourcebook and Validation Guide. As noted above, the Secretariat will publish a consolidated policy document in 2009, updating the Sourcebook in light of recent Board decisions, and including cross-references to the Validation Guide. As new questions on EITI policy emerges, the Secretariat will refer them to the EITI Board for decision. Board decisions will be published as EITI Policy Notes.

The EITI Secretariat will continue to argue that the EITI is best served by a focused and strict adherence to the agreed principles and criteria. The Word Bank, through what originally had the working name "EITI++", is amongst a number of organisations involved in exploring and developing policies seeking to ensure better global resource management. Communicating the EITI – explaining what it is and what it is not – will continue to be an important part of the Secretariat's responsibility.

The Secretariat will:

Action 18 – Draft policy notes as required and for consideration by the Board. Bring Board decisions to the attention of implementing countries.

5.2 EITI in the mining Sector

Many implementing countries will focus their efforts in the Mining sector. Additionally, several of those countries are paying special attention to sub-national flow. There is need to address specific mining issues that affect EITI implementation. In 2008 the Secretariat chose to approach the issue by collecting experiences from the ground and debating them through the production of the Mining Publication (Advancing the EITI in the Mining Sector) to which more than 20 mining stakeholders have made contributions.

In 2009 the Secretariat will evaluate the findings of this publication and will produce any necessary guidelines.

The Secretariat will:

Action 19 – Publish the report "Advancing the EITI in the Mining sector" and produce guidelines for specific issues relating to implementation including reporting in mining countries and sub national flows

5.3 Revenue disclosure standards in financial reporting and credit assessments

As part of its outreach efforts, the Secretariat have engaged with institutional investors, major multi-lateral lending institutions and international standard-setting organisations to encourage the adoption of revenue disclosure rules as part of their lending requirements. The Secretariat convened a workshop with the international financial institutions to steer this debate and inform lending policy in these organisations.

The Secretariat will:

Action 20 –Produce a paper documenting the current practices and efforts to include revenue disclosure standards as part of financial reporting and credit assessments.

Resource Requirements: Policy issues are anticipated to require ≈50% of one staff member's time.

6 Communications and Stakeholder Relations

6.1 Communication Strategy

The EITI Secretariat has throughout 2008 followed the priorities outlined in the 2008 Workplan and strengthened its strategic communication. In highlights, it has in 2008:

- Produced and launched the EITI Business Guide, developed targeted materials for companies, for countries and for the Conference; and produced a brief catalogue with endorsements of the EITI.
- Partnered with others to create implementation guides for countries and civil society.
- Launched the bimonthly EITI Newsletter that has increased its subscriber base by 700 in 2008.
- Updated and refreshed the EITI Website launched October 2007 and launched a Conference website.
- Initiated the development of an EITI Communications Guide (to be completed this year), an EITI Parliamentarian Guide, and an EITI Multimedia Presentation.
- Convened an EITI Communications Advisory Group, consisting of 8 communications professionals that advise the EITI on strategic communications matters.

External communication is critical for widening and deepening the support for the EITI internationally. The Secretariat has updated and revised the EITI Communications Strategy for 2009-2010. From that strategy arise 10 point Communication Strategic Action Plan for 2009:

1. Production of background papers for 2009 Board meetings and the Conference.
2. Continuously update and further develop the EITI website including the global calendar, news items and press releases, research page, blog, and country pages.
3. Partner with stakeholders and institutions to produce new communication materials as needed.
4. Keep stakeholders informed of key EITI developments through the EITI Newsletter.
5. Engage with relevant media through press releases and the arranging of interviews.
6. Development of targeted communication materials: e.g. specific fact sheets for priority countries and topics.
7. Publication of the first public EITI Annual Report.
8. Publication of the EITI Parliamentarian Guide.
9. Arranging of targeted communication materials for conferences and seminars, especially for our Chairman and board members.
10. Complete the production of the EITI Multimedia Presentation.

The Secretariat will:

Action 21 – Implement the ten points from the communication action plan

6.2 Stakeholder Relations

While governments are primarily responsible for implementation, the success of the EITI also relies on the engagement of all the other stakeholders – supporting government, companies and civil society. For all these stakeholders to work most effectively for the objectives of the EITI will require:

- a shared vision and understanding of the principles of the EITI;
- a clear division of responsibilities of each organisation based on comparative advantage; and
- excellent sharing of information.

With the publication of the EITI Business Guide and intense correspondence between the Secretariat and investors and the **supporting companies,** there appears to be more collective understanding about how the companies can support the EITI both internationally and at the country-level. Yet more needs to be done to spread the message through these companies. Furthermore, following an EITI company recruitment campaign in late 2008, we expect more companies with little experience of the initiative to support it, including, for the first time, non-extractive companies. 2009 will therefore see the Secretariat develop a regular correspondence with the companies and invite more peer discussion, support, training and best practice.

Institutional investors have provided excellent support to the initiative in 2008 especially in pushing for new companies and deepening engagement with existing ones. In 2009, there will be considerable follow-on work from this.

The EITI continues to rely on support from **supporting countries and NGOs,** both internationally and within countries. In order to fully benefit from the offers of support, the Secretariat developed a 'who's where in EITI' table to inform those providing technical assistance on EITI in countries with whom they should be engaging and to avoid duplication of work. In 2009, the Roundtable Meetings will continue in Doha and in later in the year. The objectives of these Roundtables will just as before be to keep each other informed, to build networks, and to come to an increasing joint understanding of each agency's comparative advantage.

The Secretariat will engage with certain agencies on a more regular basis than the Roundtable – specifically the World Bank, with whom they will continue to hold telephone conferences, the Norwegian Oil for Development and the Revenue Watch Institute.

The Secretariat will:

Action 22 – Continue to reach out to institutional investors to encourage them to consider EITI implementation and support as key factors in their investment strategy.

Action 23 – Develop a regular 'circular' and peer learning mechanisms for supporting companies and investors.

Action 24 – Organise two Roundtables to enhance information sharing, networks and better division of labour amongst agencies providing technical assistance on EITI matters.

Resource Requirements: Communications and stakeholder relations are anticipated to require ≈50% of one policy staff member's time and 10% of one "Administrative+Interns" staff member's time.

7 Research, Monitoring and evaluation

7.1 Research

In 2008 the Secretariat put emphasis on using existing research and work produced by partner organisations in supporting its outreach, advocacy and policy guidelines efforts to continue making the case for the EITI and supporting implementation. The EITI commissioned limited number of projects that were linked to particular areas, such as engaging with China.

In 2009 the Secretariat's limited resources for research will be focused on supporting EITI implementation directly. As a considerable number of EITI reports are expected and on-going validation processes across candidate countries will produce valuable evidence from the ground, there will be important input for documenting lessons

of EITI implementation. The Secretariat will take advantage of this input to compile those lessons, analyze findings and produce necessary guidelines for improved EITI implementation.

The Secretariat will:

Action 25 –Compile lessons learnt from implementation and validation processes and will commission necessary research to document and produce necessary policy guidelines for future EITI implementation

7.2 Monitoring and Evaluation

The Secretariat has developed a set of key performance indicators as a basis for monitoring progress in achieving its mandate (see annex B). The Secretariat also tracks results at the country-level, comparing implementing with non-implementing countries, against indicators such as: (i) corruption perception index, ii) foreign direct investment, iii) Country Risk Assessments, iv) Credit Ratings, v) Economic Indicators (growth, stability and inequality), vi) Poverty Reduction (Millennium Development Goals, MDGs).

The Board asked that the Conference be presented with a professional and independent evaluation to assess the impact of the EITI, especially on expenditure transparency, the fight against corruption and, ultimately, on resource allocation. This will be undertaken by an independent consultant, hopefully working pro-bono. It is planned that the findings will be presented alongside the Annual Report at the EITI Conference.

The Secretariat will:

Action 26 – Oversee the completion and publication of the independent evaluation of the EITI in time for the Conference in February.

Resource Requirements: Research and Evaluation are anticipated to require ≈25% of one policy staff member's time and 50% of one "Administrative+Interns" staff member's time.

8 Governance, Management and Administration

8.1 Management of the Secretariat

The Secretariat currently has 8 full time staff spread over 2 locations, with additional temporary full-time conference support and part-time support from interns (see organisation chart at Annex A and staff allocation to work areas at Annex D). The Secretariat has established strong internal routines for accounting, human resource management and staff performance appraisal. The Secretariat will continue to operate on three key principles:

- Good coordination and relationship management as outlined above as well as astute use of external consultants and researchers;
- Ruthless focus on workplan priorities; and
- Increasing capacity of the team through appraisal, training and improved office systems.

The Secretariat will continue to develop administrative and management systems that underpin the delivery of the action items (see Annex C).

The Secretariat will:

Action 27 – Continued implementation of the Staff Performance Appraisal System, including training and capacity development.

Action 28 – Maintain outsourced solutions for: translation, IT support, accounting, auditing and legal services.

Action 29 – Update SOPs (including: intellectual property, conflicts of interest, travel routines, safety and security).

Resource Requirements: Management of the Secretariat is anticipated to require ≈30% of one policy staff member's time and 80% of one "Administrative+Interns" staff member's time.

8.2 Board Support

The Secretariat will work with the Chairman and Board to develop policy, draft papers, prepare agendas, oversee translation of documents and make other practical arrangements for Board meetings. The Secretariat also plays a key role in convening and supporting the deliberations of Board sub-committees and working groups, and ensuring effective communication and information exchange via Board circulars.

The Secretariat will:

Action 30 – Organise Board Meetings, prepare Board circulars and convene sub-committees and working groups.

Resource Requirements: Board Support is anticipated to require ≈25% of one policy staff member's time and 15% of one "Administrative+Interns" staff member's time.

8.3 Funding-related Activities

Funding for the activities of the Board and Secretariat comes from all of the EITI's stakeholder groups. A considerable effort went into widening the funding base in 2008 (we received funding from 32 organisations, up from 18 in 2007). Further widening is planned for 2009. By the end of 2008, it is estimated that we will both underspend the agreed budget by 15% and fall short of our fundraising targets by about 20%. The underspend and the under-receipt are broadly in line meaning that we were not out of pocket. However, the smaller-than-expected budget was in part due to:

- Reduced requirements due to Conference being held in 2009 and not 2008;
- Difficulty of securing funding from supporting countries;
- Fewer than expected new companies – although a joint EITI-supporting investors campaign in September is expected to bear fruit for 2009.

On the positive side:

- The Secretariat has received considerable off-budget support (e.g., National Coordinators meeting, translations of the Business Guide, Berlin training seminars, Board receptions);
- Supporting countries who make a contribution to the Secretariat now include for the first time the Governments of Germany (funding through Transparency International), Canada, France (committed), and Netherlands(committed), as well as the European Investment Bank;
- Supporting companies now include ENI, Areva, Hydro, Katanga Mining Ltd, Repsol YPF and Barrick Gold Corporation for the first time.
- Also institutional investor contributions in 2007 came from F&C Asset Management. In 2008, Standard Life Investments, Scottish Equitable plc, Canada Pension Plan Investment Board, CA Asset Management, Ethos Foundation Suisse, and Wolverhampton CC Payments joined this group.

The Secretariat estimates that they will receive and spend more in 2009 than in 2008 and from a wider base. The Secretariat believes that the original 2007-2010 is still accurate with some minor adjustments (for example, there was no set-up costs, some of the conference costs are being covered by the government of Qatar and individual contributions).

The Secretariat does not envisage using significant human resources in fundraising efforts in 2009, rather than wider stakeholder engagement of which financing may be an element. Its fundraising efforts will focus on:

- supporting governments – aim: two more funders in 2009. The Secretariat has received strong indications of further support from two other Governments and progress will be easier once the EITI's legal entity is established sustainably.

- oil and gas companies – support has deepened, but there is potential for more national oil companies, medium-sized corporations, and non-extractive companies. We expect 5 new companies to make contributions in 2009.

- minerals and mining – for the first time in 2008 contributions were sought from non-ICMM members. 2 new companies are needed to meet funding requirements in 2009.

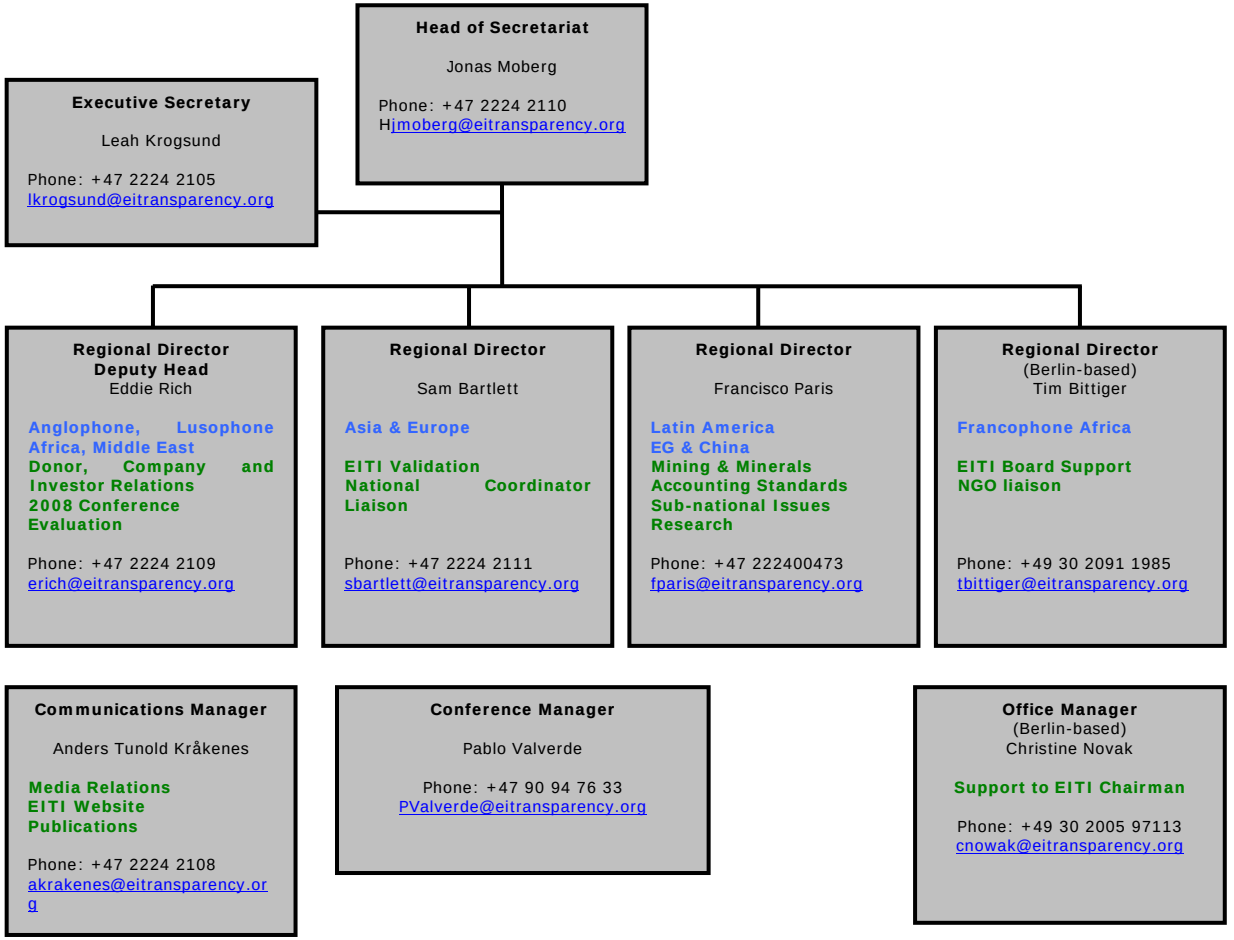
- institutional investors – for the first time, direct contributions were sought from the 80 signatory investor institutions of the investor statement. Although the financial take-up was not good, there has been a considerable deepening of the relationship between investors and the Secretariat and the financial request will be repeated this year.

The Secretariat will:

Action 31 – Undertake the above fundraising strategy and targets.

Resource Requirements: Funding-related activities is anticipated to require ≈10% of one policy staff member's time and 10% of one "Administrative+Interns" staff member's time

Annex A - EITI Secretariat Organisational Diagram



Annex B - EITI Secretariat Key Performance Indicators

These KPIs were developed for the 2008 workplan as a basis for internal discussion and review. The targets are indicative - not formal benchmarks for assessing effectiveness.

Outcome Indicators	Baseline (end 2007)	End-2008 Target	Oct 2008 Actual	End-2009 Target[3]
Support for EITI				
Number of Supporting Countries	10 [4]	13	12	15
Number of Supporting Countries from Emerging Markets[5]	0 / 25	2 / 25	0 / 25	3 / 25
Implementation of EITI				
Number of EITI Candidate Countries	15	22	23	27
Number of EITI Implementing Countries that have completed validation	0	4	0	15
Number of EITI Compliant Countries	0	2	0	3
Coverage				
% Proved Oil Reserves in EITI Candidate or Compliant Countries [c]	7.6%	10%	TBA	15%
% 2006 Oil production by EITI Candidate or Compliant Countries [c]	6.4%	10%	TBA	15%
% Proved Gas Reserves in EITI Candidate or Compliant Countries [c]	5.5%	8%	TBA	12%
% 2006 Gas production by EITI Candidate or Compliant Countries [c]	2%	4%	TBA	6%
Awareness Raising				
Unique Users of www.eitransparency.org per month	5300	7500	6000	9000
References to EITI in *The Financial Times* [d]	10 in 2007	15	10 to date	15

[3] As agreed in 2008 Workplan

[4] Australia, Belgium, Canada, France, Germany, Italy, The Netherlands, Norway, The United States of America, The United Kingdom. The G8 has also endorsed the EITI.

[5] As of November 2007, the Morgan Stanley Capital International (MSCI) Emerging Markets Index includes 25 countries: Argentina, Brazil, Chile, China, Colombia, Czech Republic, Egypt, Hungary, India, Indonesia, Israel, Jordan, Korea, Malaysia, Mexico, Morocco, Pakistan, Peru, Philippines, Poland, Russia, South Africa, Taiwan, Thailand, Turkey.

[c] These benchmarks for oil and gas are calculated using the BP Statistical Review Workbook 2007. The secretariat is seeking to develop a similar indicator for coverage within the mining and minerals sector.

[d] The Secretariat also monitors references to EITI is a broad range of publications via *Factiva*. The references to EITI in the *FT* have, to date, proven to be a useful proxy for attention among influential business and political leaders.

Extractive Industries Transparency Initiative

Annex C - Summary of Action Items

Key	
P	Publication
M	Key Meeting / Mission

Workplan Elements			Q1			Q2			Q3			Q4		
#	Action Items	LEAD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2. Support to Implementing Countries														
2.1 Supporting candidate countries in EITI implementation														
1	Publish a consolidated policy guide for implementing countries	Bartlett		P										
2	Explore opportunities to convening a 2nd meeting of EITI national coordinators	Bartlett											M	
2.2 Validation														
3	Conduct targeted communication and capacity building activities	Bartlett												
4	Provide regular updates to the EITI Board on validation progress	Bartlett												
5	Ensure that validations are complete or well underway in all 23 candidates countries	Bartlett												
2.3 Admission of candidate countries														
6	Assess candidate applications and make recommendations to the Board	Bartlett												
3 EITI Conference														
7	Organise a successful EITI Conference which meets the above objectives	Valverde		M										
8	Assist Board constituencies to define clear systems of representation	Rich												
4 Outreach														
4.1 Emerging Economies														
9	Work with Chinese stakeholders and partner organizations to secure China's support	Paris												
10	Secure Indonesia's commitment to implement the EITI.	Bartlett												
4.2 Resource-Rich Countries														
11	Assist three additional African countries to achieve candidate status in 2009	Rich												
12	Assist two additional Asian countries to achieve Candidate status in 2009	Bartlett												
13	Encourage two Asian countries to become EITI Supporting Countries	Bartlett												
14	Support Bolivia and Trinidad and Tobago to renew their application for EITI candidacy	Paris												
15	Support Colombia in its process to commit to the EITI and to apply for EITI candidacy	Paris												
16	Support the IADB in incorporating support for the EITI in its internal policies	Bartlett												
17	Coordinate efforts to support Iraq submitting its candidacy application.	Rich												
5. Policy Issues														
5.1 EITI Policy Development														
18	Draft policy notes as required and for consideration by the Board	Bartlett												
5.2 EITI in the mining Sector														
19	Publish the report "Advancing the EITI in the Mining sector"	Paris		P										
5.3 Revenue disclosure standards in financial reporting and credit assessments														
20	Publish a paper on revenue disclosure standards	Paris						P						
6 Communications and Stakeholder Relations														
6.1 Communication Strategy														
21	Implement the ten points from the communication action plan	Kråkenes												
6.2 Stakeholder Relations														
22	Outreach to institutional investors	Rich												
23	Develop a regular 'circular' and peer learning mechanisms.	Rich												
24	Organise two Roundtables to enhance information sharing	Rich						M					M	
7 Research, Monitoring and evaluation														
25	Compile lessons learnt from implementation and validation processes	Paris												
26	Oversee the completion and publication of the independent evaluation of the EITI	Rich		P										
8. Governance, Management and Administration														
8.1 Management of the Secretariat														
27	Continued implementation of the Staff Performance Appraisal System	Moberg												
28	Maintain outsourced solutions	Moberg												
29	Update SOPs	Moberg												
8.2 Board Support														
30	Organise Board Meetings, prepare Board circulars and convene sub-committees	Moberg		M				M					M	
8.3 Funding-related Activities														
31	Undertake fundraising strategy and targets.	Rich												

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Annex D - Summary of Allocation of Staff Time

Work Plan Element	Policy Staff	Admin	Interns	Total
2. Support to Implementing Countries				
2.1 Supporting candidate countries in EITI implementation	150 %	20 %	50 %	220 %
2.2 EITI Validation	160 %	20 %		180 %
2.3 Admission of candidate countries	20 %			20 %
3. Conference	50 %	25 %	50 %	125 %
4. Outreach				
4.1 Emerging Economies	40 %	10 %		50 %
4.2 Resource-Rich Countries	40 %	10 %		50 %
5. Policy Issues	50 %			50 %
6. Communications and Stakeholder Relations	50 %	10 %		60 %
7. Research, Monitoring & Evaluation	25 %		50 %	75 %
8. Governance, Management and Administration				0 %
8.1 Management of the Secretariat	30 %	80 %		110 %
8.2 Board Support	25 %	15 %		40 %
8.3 Funding-related Activities	10 %	10 %		20 %
TOTAL	**650 %**	**200 %**	**150 %**	**1000 %**

Policy Staff	
Oslo	
JM	100 %
ER	100 %
SB	100 %
FP	100 %
AK	100 %
PV	50 %
Berlin	
TB	100 %
	650 %

Admin	
Oslo	
LK	100 %
Berlin	
CN	100 %
	200 %

Interns	
Oslo	
Intern	50 %
Berlin	
Intern	100 %
	150 %

Note	
% Policy staff time on Implementation Support	51 %
% Policy staff time on Conference	8 %
% Policy staff time on Outreach	12 %
	71 %

Annex E - 2009 Budget

EITI International Management - Funding

Summary of Accounts 01 Jan – 30 Sept 2008, Budget 2009

EITI International Secretariat Oslo, 7 November 2008

1 Summary of Accounts 01 Jan – 30 Sept 2008

The Secretariat presents below the Board with a set of unaudited accounts for the period 1 January 2008 to 30 September 2008.

2008 expenditure is estimated to be about 15 % below the approved budget. However, received funding is also expected to be below the requested amount, also with some 15%. That expenditure is below the requested amount is in part due to that most of the Conference costs will be in 2009 and not as planned in 2008. Financial contributions from supporting countries have been slower than expected to materialise, in one case due to difficulties with supporting an NGO in a foreign country.

The Secretariat has been able to arrange off-budget support to offset some costs e.g. for the National Coordinators meeting, translation of the Business Guide, the Berlin Training Seminars and Board Receptions.

Figures in summary: 2008, in USD

Approved budget 2008	3 258 000
Actual contributions by September 2008	2 323 480
Actual spending by September 2008	1 792 197
Estimated total contributions 2008[1]	2 700 000
Estimated spending 2008 [2]	2 700 000

[1] This is the total of contributions already received (2 323 480) and contributions pledged but not yet received, including from France, Canada (MFA) and BG Group and Pemex.
[2] This is the total expenditure until September and including forecast expenditure during the remainder of the year.

1.1 Details as at 30 September 2008

In 2008, the Secretariat received funding as detailed below. Funding for the activities of the EITI International Management (Board and Secretariat) comes from all our stakeholder groups. A considerable effort went into widening the funding base in 2008. We received funding from 32 organisations and countries, up from 19 in 2007. Further widening is planned for 2009.

	Currency	Norwegian Kroner
Countries & NGOs		
Canada/Natural Resources Canada	USD 100 000	505 050,51
European Investment Bank	EUR 100 000	794 555,70
German Government	EUR 94 000	757 019,60
Ministry of Foreign Affairs - Norway	Kr 2 600 000	2 600 000,00
UK/DFID	USD 430 000	2 160 320,00
Revenue Watch Institute	USD 125000	676 568,79
Companies		
AREVA	USD 20 000	103 000,00
Barrick Gold Corporation	USD 10 000	50 878,97
BG Group	USD 20 000	108 200,00
BP International	USD 40 000	206 088,44
Chevron Policy Govt.	USD 40 000	221 564,57
ConocoPhillips	USD 40 000	207 808,01
ENI Spa	USD 40 000	206 000,00
Exxon Mobil Corporation	USD 40 000	218 485,34
Hess Corporation	USD 40 000	221 564,57
ICMM	USD 210 000	1 133 270,00
Katanga Mining	USD 5 000	25 470,00
Norsk Hydro ASA	USD 10 000	55 015,00
*Petrobras	USD 60 000	323 044,36
Repsol YPF S.A.	USD 40 000	203 960,04
Shell International	USD 40 000	215 260,00
*Statoil Hydro ASA	USD 60 000	303 600,00
Talisman Energy Inc.	USD 40 000	212 300,00
Total SA	USD 40 000	203 520,00
*Woodside Offshore Petroleum PTY Ltd	USD 60 000	312 571,79
Institutional Investors		
CA Asset Management	USD 1 500	7 578,00
Canada Pension Plan	USD 1 500	7 611,00
Ethos - foundation Suisse	USD 500	2 535,00
F & C Asset Management	USD 2 500	12 647,50
Scottish Equitable plc.	USD 1 000	5 054,00
Standard Life	USD 2 500	13 765,00
Wolverhampton C C Payments	USD 1 500	7 692,00
TOTAL		**12 081 998,19**

** Includes contributions from 2007 of USD 20 000*

1.2 Expenditure 1 January 2008 – 30 September 2008

Income and Expenditure 01 Jan to 30 September 2008

	Approved budgeted amount 2008		*Actual expenditure (Jan – Sept 08)*	
Expenditure	**USD**	**NOK**	**USD**	**NOK**
Staff Related costs				
Salaries + Taxes	1 500 000,00	7 800 000,00	894 213,73	4 649 911,40
Travel costs	200 000,00	1 040 000,00	63 953,72	332 559,34
Other staff Exps.	50 000,00	260 000,00	46 399,06	241 275,15
Administration costs				
One -off establishing costs	40 000,00	208 000,00	38, 619,20	200 819,89
Board Meeting	150 000,00	780 000,00	113 821,52	591 871,95
Office costs - Oslo	100 000,00	520 000,00	82 429,30	428 632,38
Chairman's support	120 000,00	624 000,00	84 567,96	439 753,34
Projects/Consultants	150 000,00	780 000,00	121 390,87	631 232,53
Outreach costs				
Conferences	500 000,00	2 600 000,00	11 005,76	57 230,00
Communication/website	100 000,00	520 000,00	83 304,58	433 183,84
Outreach meeting/travel costs	300 000,00	1 560 000,00	252 491,70	1 312 956,96
Contingency	75 000,00	390 000,00	-	-
TOTALS	**3 285 000,00**	**17 082 000,00**	**1 792 197,40**	**9 319 426,78**

1 NOK = 5.2 USD September 2008 rate

1.3 Comments

There were somewhat fewer than expected new companies contributing to the EITI.

The weakening dollar in comparison to the rate at the time the budget was approved affected some of the Secretariats' cost and income factors.

The Secretariat experienced some difficulties in securing funding from supporting countries. This has, in part, been due to legal entity issues.

2 Budget 2009

The Secretariat considers the already approved budget for 2009 to be adequate.

It is suggested that the recommended voluntary company contributions (at present on a sliding scale from $10,000 to $40,000) are raised to between $10,000 to $50,000, dependent on market capitalisation. This will be necessary to ensure that the agreed share of the EITI funding that falls to companies is adequately met. The increase is in part due to the weakening of the dollar compared to when the previous recommendation was made, and in part due to a somewhat slower than expected growth of the numbers of supporting companies. A joint EITI-supporting investors' campaign in September 2008 is expected to bear fruit for 2009, with some more companies declaring their support for the EITI.

2.1 Approved funding Revenue Statement

For your reference, you can below find the table included in the 2008 workplan on how the costs of the EITI International Management can be shared in line with the financing formula agreed at the Berlin Board meeting 2007.

	2007 Actual (USD)	2008 Forecast (USD)	2009 Forecast (USD)	2010 Forecast (USD)	Total (USD)	% of total
Revenue required						
less contribution from:						
Government of Norway	425,926	500,000	600,000	600,000	2,125,926	21 %
Total remaining	466,896	2,183,000	2,947,000	2,645,000	8,241,896	79 %
of which						
Supporting countries and NGOs (50%)	0	1,263,000	1,473,500	1,322,500	4,059,000	39 %
of which						
NGOs	0	125,000	75,000	75,000	275,000	3 %
Supporting Countries	0	1,138,000	1,398,500	1,197,500	3,734,000	36 %
Private sector (50%)	466,896	920,000	1,473,500	1,322,500	4,182,896	40 %
of which						
Investors	20,000	20,000	50,000	50,000	140,000	1 %
leaving	446,896	900,000	1,423,500	1,272,500	4,043,396	39 %
of which						
Oil and gas companies (2/3)	199,969	650,000	949,000	878,333	2,677,302	26 %
Mining and minerals (1/3)	246,927	250,000	474,500	394,167	1,365,594	13 %
Total	**892,822**	**2,683,000**	**3,547,000**	**3,245,000**	**10,367,822**	**100 %**

These contributions do not include in-kind contributions e.g. the Government of Norway hosting costs, the GTZ's IT contribution, time inputs from all stakeholders, etc.