

INTERNATIONAL SECRETARIAT 2019 WORK PLAN

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Executive summary

This work plan establishes the Board's instructions to the EITI International Secretariat on actions for 2019 in order to achieve a more efficient, relevant and effective EITI. This work plan also explains the key objectives, activities, and outcomes of the Secretariat to supporting organisations and donors.

With 25 full-time staff from 23 different countries, the EITI International Secretariat (hereafter "the Secretariat") serves 51 implementing countries, the EITI Board with 21 members plus alternates, and its eight committees. In addition, the Secretariat will, in 2019 bring together hundreds of stakeholders at the Members' Meeting and the 8th EITI Global Conference.

While the number of implementing countries has remained relatively stable over the past year, the *depth* of implementation has increased. This is, in part, due to the broadening of the EITI Requirements under the 2013 Standard, the addition of beneficial ownership reporting in 2016, and the decisions by the Board on some key policy questions in 2017 and 2018 (such as project-level reporting and systematic disclosure). Implementing countries and the Secretariat are deepening their knowledge and expertise on a wide range of areas. The Secretariat re-organised itself in 2018 to respond to the need for greater specialisation¹.

This work plan structure is a reflection of the organisation of the Secretariat – country and technical work, policy, communications and finance. It sets out the key ways the Secretariat wishes to meet the mandate for support and expertise to the countries, the Board, and to some extent, the international community.

Sections 2-5 set out the proposed tasks of Secretariat in 2019 with indications in boxes of key action items, and how much of the budget is suggested to be allocated to these tasks. Some indicate what could be accomplished with additional resources, including project-specific funding.

Sections 1, 6 and 7 cover other requirements of the Secretariat under the Articles of Association: organising the Global Conference and the Members' Meeting, support to the EITI Board, and the management, funding and monitoring of the International Secretariat, respectively. Each section indicates the associated costs of the functions and actions outlined. The budget and related risks is addressed in Section 9.

The annexes provide a summary of the Secretariat's performance in 2018, as well as a summary of the actions proposed here.

¹ See Annex A - EITI International Secretariat organisational diagram

1. Delivering the Global Conference and EITI Governance

1.1 Organise and deliver the Global Conference

In accordance with the Articles and Association, the International Secretariat will organise 8th Global Conference in mid-2019. The venue and dates of the Conference are subject to confirmation.

As with previous Global Conferences, a wide range of side events will be convened.

Actions

1. Organise the 2019 EITI Global Conference and the EITI National Expo in such a way that they meet the objectives agreed by the Board. This includes covering the travel of around 200 participants, securing a venue, developing the programme, organising the speakers, establishing the website and registration, working with partners on side events, security, and catering.

Budget allocation – Global conference

The budget for the 2019 Global Conference is USD 1,500,000 (including 7% of staff cost. Funding of USD 1,000,000 is expected as project specific funding.

1.2 Appointment of a new EITI Chair and EITI Board

The Secretariat will support the current Board to oversee the nominations for the Chair via the Nominations Committee for election by the EITI Members' Meeting. The Secretariat will also support the constituencies via the Governance and Oversight Committee in updating their guidelines to ensure that they are in accordance with the Articles of Association. Where requested to do so, the Secretariat will support constituencies in carrying out the procedures to nominate new members to the EITI Board for election by the Members' Meeting. The Secretariat expects to provide substantial support to the implementing country sub-constituency group in this process as part of its mandate of country support.

Article 8 of the EITI Articles of Association says that the EITI Members' Meeting shall "ii) elect the Members, and Alternates for each Member, of the EITI Board on nomination from the constituencies" and "iii) Elect the Chair, on proposal of the EITI Board".

Actions

2. The Secretariat will support the Nominations Committee to nominate a Chair for election by the EITI Members' Meeting.
3. The Secretariat will support the implementing country constituency in nominating its members to the EITI Board for election by the Members' Meeting. Where requested to do so, the Secretariat will also support other constituencies in executing their nominations procedures.

1.3 Organise and deliver the Members' Meeting

The Members' Meeting is the governing body of the EITI Association (Article 7.1 of the EITI Articles of Association²). A successful Members' Meeting requires important preparations. The International Secretariat will support the Board via the Governance and Oversight Committee in organising and delivering the Members' Meeting, learning from past experiences and ensuring a smooth process. The Secretariat will also work to ensure that the members' registry is up-to-date. Finally, the Secretariat will support the Board via the Governance and Oversight Committee to propose any changes to the Articles of Association to the Members of the EITI Association.

The Articles of Association establish that the ordinary Members' Meeting should 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" (Article 7.3). Besides serving to elect the Board (on nomination by the constituencies) and the Chair (on nomination by the EITI Board), the Members' meeting shall also "approve the activities report, the accounts and the activity plan of the EITI Board" (Article 8.1(i)) and "Consider any other matters pursuant to requests from a Member" (Article 8.1(iv)). The international Secretariat "shall keep an updated Members' registry at all times" (Article 15.3) and is also tasked with keeping and publishing minutes of the Members' Meeting (Article 15.5).

Actions

4. Support the Board through the Governance and Oversight Committee to organise the Members' Meeting in connection with the EITI Global Conference, including keeping an updated Members' registry.
5. Support the Board through the Governance and Oversight Committee in proposing any amendments to the Articles of Association for decision by the Members

1.4 Strengthening systems for addressing concerns

The International Secretariat is supporting the Board's review of its systems for addressing concerns through the Governance and Oversight Committee. The review has already led to a better understanding of the different ways in which the EITI addresses concerns including the role of Validation in addressing concerns in implementing countries. It has also led to the development of an online form where stakeholders can anonymously voice their concerns. Pending final recommendations from the Committee to the Board, it is expected that the review will also lead to the creation of an EITI Policy on addressing concerns. In 2019, the Secretariat will:

Actions

6. Help finalise the Board's policy on addressing concerns and follow through on any concerns that may be raised through the online form or through other channels.

² <https://eiti.org/document/eiti-articles-of-association#Article7>

2. Supporting implementing countries

Support to implementing countries remains the core activity of the Secretariat, in response to demands from government, industry and civil society stakeholders. In 2019, the Secretariat will continue to provide support, as resources allow to differing extents, to all implementing countries. The work with countries, organised by region, is outlined below.

In more general terms, support to implementation will follow these objectives:

- Each implementing country has a well-functioning multi-stakeholder group (MSG) that comprises the relevant state and non-state actors to ensure transparent and accountable governance of the national EITI process.
- Addressing national priorities. Each implementing country sets EITI implementation objectives “that are linked to the EITI Principles and reflect national priorities for the extractive industries” (requirement 1.4). Multi-stakeholder groups “are encouraged to explore innovative approaches to extending EITI implementation to increase the comprehensiveness of EITI reporting and public understanding of revenues and encourage high standards of transparency and accountability in public life, government operations and in business”. Each implementing country has a work plan that addresses these opportunities. The International Secretariat will support the development and implementation of these work plans.
- Each implementing country has published comprehensive, relevant, reliable and accessible data, in a timely manner, to inform public debate and increase the public’s understanding of how their natural resources are managed. In accordance with the EITI Board’s strategy to encourage systematic disclosure³, to encourage implementing countries to disclose the information required by the EITI Standard through routine government and corporate reporting, and consultation systems such as websites, annual reports etc, with EITI Reports used to address any gaps and concerns about data quality.
- Each implementing country is making progress on key EITI policy areas, such as contract transparency, disclosure of revenues by project, institutionalising beneficial ownership transparency and commencing publication of beneficial ownership data.
- EITI reporting is embedded in government agencies managing the sector to build strong, transparent and resilient government systems.
- Each MSG continues to promote innovative approaches to improving the governance of the sector, including by implementing recommendations emerging from EITI reporting and Validation.
- Each implementing country has reviewed the outcomes and impact of EITI implementation and published its findings in the Annual Progress Report.

³ <https://eiti.org/document/encouraging-systematic-disclosure>

For each country, the Secretariat identifies key issues and develops detailed strategies and action plans on how to support countries in addressing these issues. Progress on implementation is monitored through Implementation Progress Reports (IPR) and shared with the Board ahead of every Board meeting.

Actions

7. Support MSGs and national secretariats to meet the EITI Standard and make it as relevant and effective as possible, particularly by reviewing terms of reference (ToRs) for Independent Administrators, scoping studies, reporting templates, draft and final EITI Reports, work plans, Annual Progress Reports and documentation on governance of MSGs. Support countries with implementing the recommendations from EITI Reports and Validation, including addressing corrective actions from Validation through implementation.
8. Update the implementers portal (guide.eiti.org) as part of the EITI website containing all guidance notes, examples and templates, as well as links to partners' materials. Send the National Secretariat Circular in four languages.
9. Monitor progress and funding gaps in EITI implementation and coordinate support with partners and technical assistance providers. Identify linkages with other efforts promoting good governance and sharing good practice.
10. Support Board members representing implementing countries.

Budget allocation – Supporting implementing countries

It is foreseen that USD 2.0 m of the budget (of which USD 1.4m are allocated staff costs) is spent on support to implementing countries. In terms of understanding the full support given to a country, this should be read alongside Validation costs as much of that work involves intense technical support. It is expected that support to implementing countries will equate to around 38% of total staff time (weighted with salary) and training a further 3%. Thus, almost half of all staff time is spent on support to implementing countries.

2.1 Africa

The Secretariat will provide support to implementation to 24 EITI member countries in Africa in 2019, with a view of contributing to improved domestic resource mobilisation (DRM), improved revenue distribution mechanisms to benefit local communities, anti-corruption and improved investment climate. To achieve this, the Secretariat will develop and implement a country strategy for the following countries: The Democratic Republic of the Congo, Ghana, Guinea and Nigeria. Depending on the availability of resources, the Secretariat will consider including the Republic of Congo and Zambia for more in-depth support.

The Secretariat will also provide targeted support on a select priority issues to maximise impact of EITI implementation. These thematic issues will include: project-level reporting of production and payment data and clarification of fiscal regimes applicable to large projects; transparency of licensing procedures to help mitigate the risk of corruption and improve the business environment; contracts and beneficial

ownership disclosure to mitigate risks of conflict of interest and tax evasion; transparency and accountability of SOEs to improve their performance and increase the share of revenues transferred to the treasury; and finally artisanal mining and local revenue management to ensure that revenues benefit local communities.

The Secretariat will support the more than 200 staff in EITI national secretariats in Africa to build their capacities in promoting mainstreaming transparency in government systems. Over 400 members of multi-stakeholders' groups will receive trainings to improve the functioning of the MSG as a space for dialogue, public debate and accountability in 2019. The Secretariat will provide regular feedback in the preparation of work plans, scoping studies, including the evaluation of the quality of publicly available information to encourage systematic disclosure, EITI Reports and annual progress reports.

2.2 Middle East

In the Middle East region most efforts continue to be channelled towards Iraq and, although not strictly part of the region, Afghanistan. Both countries share somewhat similar challenges in terms of security but are otherwise very different in terms of the sector, politics and languages, making a regional approach particularly challenging. National ownership over natural resources in Iraq means that commodity trading is the key issue in the country, while establishing and implementing systems to manage the sector remains a priority in Afghanistan. In both countries, additional work on improving transparency and good governance of state-owned enterprises could go a long way towards strengthening revenue generation from the sector.

2.3 Asia and Pacific

In 2019, five Validations will take place in the region. Armenia will undergo its first Validation, whereas Albania, Kazakhstan, Kyrgyz Republic and Ukraine will be assessed for the second time. Indonesia, Myanmar and PNG's Validation processes are ongoing.

The International Secretariat, with support from the European Bank of Reconstruction and Development (EBRD), will continue supporting beneficial ownership reforms across Central Asia. Establishing a beneficial ownership register in the Kyrgyz Republic and ensuring timely and comprehensive beneficial ownership disclosures in Kazakhstan are among activities planned for 2019. The International Secretariat, together with Asian Development Bank (ADB), will hold a regional peer learning event on beneficial ownership for Southeast and Central Asia in Tokyo in February 2019. The Secretariat is supporting Indonesia and Myanmar to institutionalise beneficial ownership reforms through company registers and mining cadastres.

In 2019, the International Secretariat will focus on supporting Armenia, Kazakhstan, Kyrgyz Republic, Mongolia, Philippines and Timor Leste in their transition to systematic disclosures; publishing the first commodity trading report in Albania and second in Indonesia; reforms of the state-owned enterprises (SOEs) in Indonesia, Mongolia, Myanmar and Ukraine; and further advocacy for contract transparency in the region. Myanmar is currently revising its gemstone policy which includes reforms on SOE Myanmar Gemstone Enterprise, and the secretariat will continue to provide support to these reform process.

2.4 Latin America and the Caribbean

Support in the region is in a large part geared to countries undergoing Validation. Six countries in Latin America and the Caribbean will either start and or complete their Validation processes in 2019. Guatemala and Trinidad and Tobago's Validations are expected to be completed in the first quarter of 2019. Dominican Republic has its first Validation starting on 1 January 2019 and Suriname on 24 October 2019. The second Validations of Honduras and Peru will also be completed in the first quarter of 2019.

In Peru, the Secretariat will focus on systematic disclosure and subnational impact. It will also conduct a case study about subnational work.

In Mexico, the Secretariat will support implementation of systematic disclosures; environmental and social reporting; beneficial ownership disclosures in the hydrocarbon sector and a national Petroleum register. The Secretariat will work with local stakeholders to pilot subnational implementation in one region. It will engage the national oil company PEMEX to recognise current good transparency practices.

In Colombia, there will be further work on systematic disclosure, furthering transparency in the national oil company Ecopetrol, subnational implementation and contributing to tackle illegal gold mining. In Guyana, the Secretariat will provide additional support for enacting legislation on beneficial ownership disclosures in the extractive sector. In 2019, the Secretariat will continue exploring opportunities to recalibrate EITI processes in countries with small extractive sectors (e.g. Honduras and Guatemala).

2.5 Europe

Germany, Norway and the United Kingdom have made good progress with EITI implementation and will have all completed their first Validations by early 2019. The Netherlands, which joined in June 2018, will produce its first Report in 2019. In each case, a priority is to support MSGs to develop a cost-effective approach to EITI implementation that builds on existing disclosures, such as company reporting in accordance with the EU transparency and accounting directives. Progress on beneficial ownership reporting will depend on national plans to implement the 5th Anti-Money Laundering Directive.

2.6 Validation

Three countries are scheduled to be validated in 2019 for the first time: Armenia, the Dominican Republic and Suriname. In addition, the Secretariat expects to undertake at least 14 second Validations⁴. This will require further detailed desk reviews, stakeholder consultations and possibly country visits from the Secretariat. The time and costs required should be lower compared to first Validations, although the preparations for second Validations often leads to substantial demands for technical support.

It is likely that some countries will request early Validations. Such requests are at the Board's discretion, and the financial implications of these requests can be considered on a case-by-case basis. It is anticipated that the Validation Committee will consider the findings of the review of Validations in early 2019.

The Validation Committee would plan to meet face-to-face once in 2019 to discuss the Validation cases.

⁴ The Validation schedule is available under <https://eiti.org/document/validation-schedule-decisions#upcoming>

Actions

11. In accordance with the Validation schedule and procedures established by the Board, review the relevant documentation, visit the country and consult stakeholders. Support and facilitate pre-Validation self-assessments where requested, viable, appropriate and funded.
12. Procure and fund a consultant to act a Validator in 2019 in accordance with the Validation procedures.

Budget allocation – Validation

It is foreseen that USD 0.8 m of the budget (of which USD 0.6m are allocated staff costs) is spent on Validation. It is expected that Validation will equate to around 16% of total staff time (weighted with salary).

2.7 Outreach

The Board approved the 2018-2019 Outreach Strategy in Berlin in June 2018⁵. Following the practice of previous years, outreach activities has been limited and mainly focus on a number of priority countries. These are: Angola, Argentina, Australia, Brazil, Chile, Ecuador, Lebanon, South Africa, Thailand, Tunisia, and Zimbabwe. The strategy also recommends limited efforts in China and recognises the intentions of Niger to re-join the EITI. It The 2019 EITI Global Conference will provide a unique occasion to engage priority outreach countries and, opportunistically, other countries.

The Secretariat will continue to rely to a great extent on collaboration with partners, Board members and other stakeholders. This includes collaboration among peer countries and support among companies, investors and civil society organisations. Secretariat's outreach priorities do not always bring additional costs. It often requires more involvement of the EITI Chair, the Executive Director and other senior representatives. It can mean adding a visit to a priority country during a mission to an implementing country. It can sometimes entail use of conferences and bilateral opportunities. The budgetary implications of the outreach strategy include limited staff time, travel, communications and other administrative costs for the International Secretariat.

Actions

13. Support outreach efforts in accordance with the EITI's 2018-2019 Outreach Strategy.

Budget allocation – Outreach

It is foreseen that less than USD 0.1m of the budget is spent on Outreach. It is expected that Outreach will equate to around 2% of total staff time (weighted with salary).

⁵ See decision nr 2018-41/BM-40/BP-40-5-A at <https://eiti.org/BD/2018-41>

3. Developing policy, improving disclosures

The International Secretariat has identified areas with high potential to improve domestic resource mobilisation, anti-corruption and improved investment climate.

The Secretariat proposes to deepen its work in these areas, focusing on beneficial ownership, contract transparency, commodity trading, state-owned enterprises, project-level reporting and subnational contributions. These relate to specific EITI Requirements. Cross cutting themes are systematic disclosure and open data, gender and improving MSG governance. Responding to demand from EITI implementing countries, further limited guidance is also proposed on ASM and environmental reporting.

3.1 High-priority policy areas

The high priority policy areas identified below are aimed at helping countries generate revenues, combat corruption and improve the investment climate. EITI reporting can be used to suggest remedies to improve revenue collection. Strong, rule-based practice attracts business. Greater transparency also enables citizens to hold the government to account for how they administer collection of tax and other revenues.

3.1.1 Beneficial ownership disclosure

The EITI Standard requires that, as of 1 January 2020, all member countries must ensure that the beneficial owners of the oil, gas and mining companies operating in their countries publicly disclose the identity of their beneficial owners.⁶

In countries where the political commitment was matched with substantial technical and financial support, including from partners like DFID, EBRD and NRGI, good progress was made in 2018. In some countries there is high political commitment but limited progress in developing the necessary institutional frameworks to disclose comprehensive beneficial ownership information. Most other countries are still working to identify the institutional home for beneficial ownership reporting, revising their roadmaps and searching for technical and financial assistance to support the necessary reforms.

The implementation of the beneficial ownership roadmaps will continue to require intensive support from the Secretariat in 2019 as well as further financial and technical support.

In 2019, the Secretariat will:

Actions

14. Support the EITI Board to oversee the implementation of the beneficial ownership requirements by providing support and guidance to implementing countries on how to implement the roadmaps, including legal approaches to beneficial ownership disclosure, developing company guidance and reporting templates, and verifying and publishing beneficial ownership information.

15. Highlight to the Board funding gaps and capacity constraints in achieving beneficial ownership disclosure, and to the extent possible, mobilise support from partners and assist countries in obtaining technical and financial assistance.
16. Provide support to countries by sharing practices and exchanges among implementing countries on how to implement policy reforms related to beneficial ownership transparency. Support those that have expressed a desire to also apply beneficial ownership transparency beyond upstream reporting, including commodity traders and sub-contractors.
17. Organise a regional meeting of Asian implementing countries in February 2019 to share lessons learned so far from implementing their roadmap.
18. Continue the networking efforts and collaboration with institutions like the EU, the Financial Action Task Force, the Global Forum, Stolen Asset Recovery mechanism, and GFI in order to learn and coordinate. Publish communication materials and knowledge products to increase awareness on beneficial ownership globally and assist communication efforts at the international level.

3.1.2 Contract transparency

Contracts, licenses and associated agreements are crucial parts of the legal framework which establish many of the commitments between government and companies in the extractive industries.

Understanding how such contracts and licenses are allocated as well as the terms of the agreements between companies and the government allows government and civil society to monitor if the commitments are being kept between the parties.

The EITI encourages implementing countries to publish contracts and license agreements governing oil, gas and mining operations⁷. More than half of EITI member countries have disclosed extractive industry contracts and 16 EITI supporting companies have made statements supporting publication in some form.

In 2019, the Secretariat will:

Actions

19. Develop and publish additional guidance to address issues related to contract transparency.
20. Identify priority countries where there are demands for more targeted support and additional guidance on contract transparency and highlight progress at the Global Conference in 2019. Create a network of government representatives who will champion contract transparency, provide expertise and share experiences with other EITI countries.

3.1.3 Engagement with State-owned enterprises

Financial reporting by SOEs vary greatly and they are usually less transparent and less openly governed than publicly listed companies. There is a demand for setting and encouraging high standards amongst

SOEs, and there are opportunities for EITI to together with partners support SOEs leading the transparency agenda and help incentivise more regular disclosures.

The EITI Board addressed SOE engagement during their strategy discussion in Oslo in May 2017⁸. It was agreed to further explore opportunities to better engage with SOEs, which has been done with the working group throughout 2018.

In 2019, the Secretariat will:

Actions

21. Continue convening the network of state-owned enterprises and leading organisations to create a leadership group of open and transparent SOEs following up the recommendations from the mapping of SOE governance risks and frameworks.
22. Encourage mainstreaming of SOE disclosures by encouraging strengthened SOE reporting, and, subject to funding, consider initiating a targeted effort on improved SOE disclosures.
23. Update the guidance on disclosures related to SOEs and share of good practice examples of SOE disclosures.
24. Subject to funding, convene a roundtable for SOEs leading on the transparency agenda ahead of the Global Conference.

3.1.4 Commodity trading transparency

In May 2016 the Board recommended to move ahead with a pilot project on transparency on commodity trading, carried out by the working group on commodity trading⁹. In 2017, the EITI issued a guidance note on reporting on first trades in oil¹⁰. This includes a model reporting template that is now being used by EITI countries. With the support of DFID and the Swiss government (SECO), five countries are currently part of the targeted effort on commodity trading transparency and are working on producing their first or second commodity trading report. Others have expressed interest in joining, but project specific funding for their participation has not yet been identified.

The currently available project specific funding for this work expires in December 2018. Further efforts will however be required to encourage state-owned enterprises and trading companies to begin to publish this information on a regular basis. Some trading companies have also started complementing these disclosures by publishing information on the payments they make to governments for purchase of oil, gas and minerals.

⁸ See Board paper 37-2-A, <https://eiti.org/BP37>

⁹ <https://eiti.org/document/terms-of-reference-for-working-group-on-transparency-in-commodity-trading>

In 2019, the Secretariat will:

Actions

25. Oversee, with the working group on commodity trading, the implementation of the targeted effort on commodity trading, including providing support and guidance to existing and new countries joining the effort (subject to funding). Undertake a review of the effectiveness and lessons learnt from the targeted effort. Convene a multi-stakeholder roundtable on commodity trading transparency in Switzerland to present the outcomes of the targeted efforts.
26. Continue to seek support for commodity trading transparency and contribute to complementary efforts, such as the OECD's work on this issue.
27. Continue outreach to commodity traders and contribute to complementary efforts by other organisations.

3.1.5 Project-level reporting

According to research undertaken by the Secretariat in mid-2017¹¹, Further support will be needed for MSGs to develop definitions of what project-level reporting should constitute and identify which payments lend themselves to project-level reporting. The Secretariat will support work that utilises the data resulting from project-level reporting such as financial modelling of project data in order to illustrate the potential benefits of such reporting.

In 2018, the European Commission consulted the Secretariat as part of its review of the implementation of the European Union Accounting and Transparency Directives. The Secretariat will keep monitoring developments related to mandatory reporting requirements in other jurisdictions, to ensure that the EITI's approach is aligned with emerging global standards and norms, while contributing with experiences from implementing countries.

In 2019, the Secretariat will:

Actions

28. Update the review of project-level practices in EITI implementing countries and share the lessons learned so far. Building on that, improve guidance and support implementing countries in preparing to transition to project-level reporting.
29. Contribute to ongoing global discussions and development regarding project-level reporting, including sharing lessons learned from the EITI experience.

¹¹ EITI (2018), *'Project-level reporting practices in the EITI'*, access here: <https://eiti.org/document/projectlevel-reporting-practices-in-eiti>

3.1.6 Subnational reporting

While revenues at the local level represent only a portion of total extractive revenues in a country, they play a significant role in discussions regarding the impact of oil, gas and mining projects on local communities. Reporting on subnational revenues aims to ensure that local governments receive the share. Results from Validations under the 2016 Standard show that there is potential for the EITI to expand its role in improving the governance of the extractive sector at a local level. This includes encouraging countries to report on how revenues are allocated and spent by local governments and strengthening multi-stakeholder dialogue at the subnational level.

In 2019, the Secretariat will:

Actions

30. Document the impact of EITI implementation at the subnational level and improve support and guidance to implementing countries on subnational reporting.
31. In collaboration with partners, identify opportunities to encourage systematic disclosures by companies, central governments and local governments to strengthen public debate about the impact of the extractive industries at the local level.

3.2 Cross-cutting policy areas

3.2.1 Systematic disclosure and open data

Following a review¹², the EITI Board has agreed that systematic disclosure should be the default expectation, with EITI Reports used to address gaps and concerns about data quality.

The EITI has made progress on ensuring open data policies and publications are increasingly occurring at a national level. The focus continues to be on low-cost solutions that can be quickly and cheaply implemented by national secretariats and multi-stakeholder groups, while systematic disclosures are sought for more long-term solutions in collaboration with reporting entities in government and companies.

Actions

32. Support multi-stakeholder groups to consider their mainstreaming options through feasibility studies and wider stakeholder engagement.
33. Support implementing countries' work on open data in accordance with the EITI's open data

¹² EITI (2018), 'Encouraging systematic disclosure', access here: <https://eiti.org/document/encouraging-systematic-disclosure>

policies, with a focus on low-cost solutions that reinforce the trend toward systematic disclosure.

3.2.2 Summary data 2.0

The EITI collects summary data from all EITI Reports, using a template developed in association with the IMF, and makes this data available online¹³. In 2019, the Secretariat will refine the template to improve the consistency and usefulness of EITI data.

Actions

34. Review and improve the EITI's approach to collecting, publishing and utilising summary data.

3.2.3 Improving MSG governance

Validation results show that multi-stakeholder oversight is an area where many countries struggle. In 2019, the International Secretariat will help implementing countries improve MSG governance by helping governments ensure that MSGs have robust procedures in place to provide adequate oversight. The Secretariat will help implementing countries update and follow their MSG terms of reference and address any corrective actions from Validation. Recognising that implementing countries are best suited to find adequate solutions for their particular circumstances and the range of options for multi-stakeholder oversight, the Secretariat will avoid prescriptive advice while continuing to share best practices through guidance notes, meetings with stakeholders and through other channels.

Actions

35. Compile and share good practices of stakeholder oversight of natural resource governance beyond the multi-stakeholder group, and update and distribute relevant guidance notes on multi-stakeholder oversight.

3.2.4 Gender and extractives

Efforts to enhance women's participation in decision-making around the management, development and use of those resources is part of a wider agenda to ensure that extractive resources are managed fairly and in the best interest of all citizens. EITI stakeholders and Board members have expressed an interest to continue the discussion on how EITI implementation relates to gender beyond reflecting gender issues in EITI guidance.

In 2019, the Secretariat will:

¹³ <https://eiti.org/explore-data-portal>

Actions

36. Based on demand from implementing countries, provide support to national multi-stakeholder groups to include gender-specific issues in their work plans and other opportunities for the EITI to promote gender equality.
37. Document case studies demonstrating how the EITI implementation has contributed positively to advance gender equality. Share lessons learned from the EITI experience with partners involved in ongoing global discussions about gender equality. .

3.3 Emerging policy areas

In response to demands for guidance from implementing countries and EITI stakeholders, the Secretariat will continue to a limited extent and subject to additional funds, to explore how countries can use the EITI Standard to cover artisanal and small-scale mining (ASM) and environmental reporting. This is done by sharing innovative examples of EITI reporting based on practices in implementing countries.

3.3.1 ASM

ASM does not typically generate material revenues at national level and is thus often excluded from EITI reporting. However, many countries have expressed an interest in further guidance on how the EITI can be a tool for addressing ASM challenges.

A compilation of the impact of ASM reporting in EITI countries undertaken by the Secretariat in 2018 highlighted the opportunities for EITI to help address data gaps on ASM and be a platform for debating ASM challenges¹⁴.

In 2019, the Secretariat will:

Actions

38. Subject to demand and funding, continue to provide support to countries with ASM challenges, including providing guidance on reporting on production and export data, and explore opportunities for piloting ASM disclosures in EITI countries that have agreed ASM-related objectives in their EITI work plans.
39. Disseminate examples of ASM reporting through EITI from implementing countries, with a possibility of convening representatives from these countries around the Global Conference in 2019. Contribute to the ongoing global discussions regarding covering ASM data gaps and strengthening global frameworks for ensuring responsible sourcing of minerals. This includes exploring collaboration with OECD's efforts on responsible sourcing of minerals and how it can be linked with ongoing efforts in priority countries such as DRC and Myanmar.

¹⁴ The results can be accessed under <https://eiti.org/document/panning-for-data>

3.3.2 Environment

The EITI Principles emphasise that natural resource wealth should be an engine for sustainable economic growth. Although the EITI Standard does not directly require disclosures of environmental management, at least 24 countries have decided to cover aspects of environmental policy, management and practices as part of their EITI reporting.

In response to growing interest about environmental impact and risks from implementing countries, the Board will consider whether the International Secretariat will conduct consultations with relevant stakeholders. This would seek to further investigate the linkages between the EITI reporting and environmental policies and analyse whether and how environmental reporting can complement existing EITI disclosures.

In 2019, the EITI Secretariat will:

Actions

40. Subject to funding and where there are demands, provide support to countries who wish to use the EITI process to disclose environmental data, including an analysis of their practices on environmental reporting and how data on environmental impact and risks might be relevant to achieve the objectives of the MSG.
41. Highlight and disseminate innovative ways of environmental reporting through case studies and impact stories in blogs and other publications, with the aim of presenting outcomes at the Global Conference. Investigate possible linkages to other existing reporting mechanisms such as the Global Reporting Initiative (GRI) framework.

4. Strengthening communications and stakeholder engagement

The Secretariat will update its communications strategy to implement the following objectives:

- Raise public awareness and understanding of the EITI and natural resource governance.
- Support the dissemination and promote the use of EITI data and research.
- Inspire reform and engage stakeholders through impact stories from implementing countries.
- Provide guidance, support and training on communications to the national EITIs.
- Strengthen the communications skills and capacities of EITI staff.
- Create a strategic narrative that weaves together the EITI's mandate, mission, strategy and impact.

The streamlining efforts will focus on evaluating the amount of EITI publications produced and ensuring that these meet their target audience; optimising the use of different communications channels (e.g. traditional media, social media, website, events, publications); and incorporating communications into the EITI's country strategies and Validation work.

The Secretariat will continue to improve its website in 2019 and update the information and guidance available online. News items, blogs, newsletters, social media posts, opinion editorials and media interviews will highlight the core features of individual countries' EITI Reports, developments in implementing countries, key policy topics, as well as impact stories related to the EITI's and significant work by partners. The EITI monthly newsletter counts over 7,500 subscribers today, whilst the website receives on average 14,400 visitors per day. EITI's followers on social media is steadily increasing, with over 11,600 followers on Twitter and over 5,300 on Facebook page. The Secretariat will actively work on growing the reach of its communications channels, notably by further diversifying its news products and stepping up its outreach and engagement efforts.

The Secretariat has MoUs and close working relationship arrangements with many partners including the World Bank, ICM, NREGI, PWYP, OGP and many bilateral partners. We will carry out these plans.

As a follow-up to the approval of the expectations for companies supporting the EITI by the Board in June 2018, the Secretariat will work on strengthening its corporate engagement. The purpose is to expand the EITI's constituency of supporting companies and financial investors, and help companies make progress on their transparency commitments, notably on disclosing taxes and payments to all governments, beneficial ownership transparency, and support of contract disclosure.

In 2019, the Secretariat will:

Actions

42. Produce and distribute regular content (news items, newsletters, audio-visuals, opinion editorials, social media updates) and deliver key products for the Global Conference and other large EITI-led events.
43. Produce a 2019 EITI Progress Report that documents how the EITI leads to change in countries, including the findings from implementation and thematic issues.
44. Increase user-accessibility to the EITI summary data on the EITI's data portal. Continue to improve and disseminate the EITI's application program interface (API) to the investment and data communities.
45. Support countries in their communications strategies.
46. Profile and communicate the benefits of upholding the EITI company expectations among the constituency to solidify commitment to the EITI's Principles and work. Showcase company leadership in promoting transparency, facilitate peer learning and help disseminate information on company declarations and actions in support of disclosures.

Budget allocation – Communications

It is foreseen that USD 0.6m of the budget (of which USD 0.4m are allocated staff costs) is spent on communications. It is expected that communications will equate to around 12% of total staff time (weighted with salary).

In addition, it is foreseen that USD 0.2m of the budget (of which USD 0.2m are allocated costs) is spent on stakeholder relations and advocacy. It is expected that stakeholder relations and advocacy will equate to around 6% of total staff time (weighted with salary).

5. Supporting the EITI Board and Committees

The Secretariat will work with the Chair and the Board to prepare agendas, provide progress reports, oversee translation of documents and make other practical arrangements for Board meetings. The International Secretariat will organise at least four EITI Board meetings in 2019 including two to take place in connection with the Conference. A significant number of committee meetings are expected ahead of the Global Conference to address possible changes to the Standard and to the Articles of Association. The Secretariat will provide the Board and its committees with the necessary support and documentation for decisions taken both in Board meetings and through Board circulars.

The current EITI Board and its committees will continue to work in two languages, English and French. Support for Russian and Spanish will be available as required.

There are currently seven civil society organisations (CSO) Board members and alternates from non-OECD countries on the EITI Board. Apart from providing support, the EITI is mandated to provide them with communication support to enable them to participate effectively in the work of the Board. The objective with the communications support is to facilitate the active roles and participation of Board members and their alternates.

The Secretariat will work with the chair and the Board – mostly through its committees¹⁵ – to develop policy proposals and recommendations. The Board committees will prepare the working documents for the Board.

In 2019, the Secretariat will:

Actions

47. Organise at least four EITI Board meetings in 2019.
48. Facilitate regular committee meetings and ensure a smooth flow of work between them and the Board. Document all the committee meetings on the EITI's internal webpages¹⁶.

Budget allocation – Support to the EITI Board

It is foreseen that USD 0.8m of the budget (of which USD 0.2m are allocated staff costs) is spent on support to the Board, plus costs to support the chair of USD 0.2m of the budget. It is expected that support to the board and chair will equate to 6% of total staff time (weighted with salary).

¹⁵ The list of committees can be found on <https://eiti.org/board-committees>.

¹⁶ Accessible to Board members via <https://eiti.org/internal>

6. Finance and management

6.1 Management of the Secretariat

To undertake the 2019 work plan, and to maintain an increasing level of on-going implementation support as well as delivering a Global Conference, three to five additional staff will be required in 2019.

Despite seeking three additional senior staff in the 2018 work plan, the net addition of senior staff was only one in 2018. Full time permanent staffing towards the end of 2018 is 26 (see [Annex A - EITI International Secretariat organisational](#) and [Annex D - Summary of allocation of staff time](#)). Again, delivery of the 2018 work plan involved long hours. Whilst it is acknowledged that recruitment is a long-term commitment, given the mix of on-going staff departures that any organisation would expect and the expected significant financial surplus from 2018, recruitment of additional staff will be on-going throughout 2019 so long as revenue forecasts are met.

The Secretariat will also continue to seek fundraising opportunities beyond current commitments. It will review the engagement towards companies including financial institutions and investors. The funding model, with more minimum contributions, has broadly been successful in raising more money. However, contributions from the implementing countries are still limited and a few companies have lowered their contributions to the minimum required level. In addition, more time is now taken in raising and accounting for project-specific funding. This has placed a considerable additional burden on EITI staff. For example, the administrative tasks associated with reporting for project-specific funding for beneficial ownership received from DFID and EBRD continue to take up a significant amount of staff time. Core funding is much more efficient and predictable than piecemeal fundraising. The increased support from supporting countries is encouraging but a minimum contribution for supporting countries is yet to be agreed.

The Oslo office is becoming too small for the growing number of staff and additional space will be rented for USD 3,000 per month from 1 January 2019.

Actions

49. Recruit new staff members, with an expected increase of three to five, whilst continuing to provide assistance to existing staff to deliver on their objectives.

Budget allocation - Management of the Secretariat

It is foreseen that USD 0.9m of the budget (of which USD 0.4m are allocated staff costs or 9% of staff time) is spent on management and administration of the Secretariat.

6.2 Monitoring and evaluation

In 2018, the Board adopted new key performance indicators (see [Annex B - Key Performance Indicators \(KPIs\)](#))**Error! Reference source not found.** The Secretariat will continue to monitor its performance throughout the year.

The Secretariat will publish the 2019 EITI Progress Report showcasing examples of impact from Validations, examples of systematic disclosure and other assessments.

The Secretariat regularly updates the Board on its performance through implementation, outreach and finance reporting and at Board meetings.

In 2019, the Secretariat will

Actions

50. Report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.
51. Assess performance of staff following procedures outlined in the staff manual.

7. 2019 Budget

7.1 Overview

7.1.1 Revenue

The work plan sets out a proposed budget of USD 7.5m. With a number of long-term commitments and likely project-specific funding especially for the Global Conference, we are confident that USD 7.5m represents a realistic estimate of revenue in 2019. This is to be compared against an estimated total cost of EITI implementation globally of around USD 55m.

Whilst funding requirements are now in place for all constituencies except supporting countries, revenue predictability remains challenging. Several multi-year agreements have been entered into in 2017 ensuring close to USD 2.0m in revenue for 2019. As in 2018, spending will closely reflect revenues that are coming in. Whilst the USD 7.5m budget is the plan, the low scenario of USD 5.5m is a fall-back plan should a significant and unexpected shortfall in revenue occur. In such a case, the Global Conference would have to be scaled down to the size of an enhanced Board meeting.

Whilst funding at the international level is in a better state than in the past few years, funding for implementation in countries faces significant challenges. There is a need for a collective push to improve funding if the EITI is going to be sustained at the country level. This will have no impact on the Secretariat's budget.

The reserve of USD 0.6m (NOK 4.8m), which can be called upon when needed, contributes towards financial sustainability. Since the Secretariat obtains most revenue in US dollars but pays more than half of its costs in NOK, there is always unpredictability due to currency fluctuations. The rate used in the budget is 8.00 NOK/USD which is unchanged from the 2018 budget.

7.1.2 Expenditure

USD 7.5m is the same as the 2018 budget of USD 6.0m with addition of USD 1.5m for the Global Conference. The Secretariat foresees increased expenditure on salaries, offices, travel and translation compared to 2018. Overall salaries, the most significant type of expenditure, are expected to increase by 15.5% due to a combination of inflation (2.5%), performance-related salary increases (around 2%), and new staff (13%). Office expenses are expected to stay at around USD 0.6m in 2019 as a result of moderate growth in the same office building. Travel and accommodation expenses are expected to increase from USD 0.9m to USD 2.2m in 2019 due primarily to the Global Conference costs.

Validation costs will fall. Only three first Validations are expected in 2019 plus at least 14 second Validations. These are expected to take up 16% of staff time and USD 0.8m in costs.

The support to beneficial ownership disclosure will remain high. With one year until full disclosure becomes the requirement for implementing countries, there is still extensive support needed for roadmap implementation. This work is expected to cost USD 0.5m in staff, consultation and travel costs.

With the new reporting format having been established in 2015, historic figures are presented separately in

Table 1: EITI historic figures while the 2018 and 2019 forecast and budget is presented in Table 2

Table 1: EITI historic figures

EITI reporting - Historic 2010-2017

All figures in **USD thousands**

Item	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015* Actual	2016* Actual	2017* Actual
<u>Implementing countries</u>								
Implementing countries								105
<u>International development partners, including donors, NGO's and foundations</u>								
Supporting countries and IFI's	1 931	2 987	3 019	3 656	3 108	2 708	3 104	4 685
NGO's and foundations								
<u>Private sector (approximately 50% of remaining requirement)</u>								
Investors	4	14	13	10	10	9	7	20
Oil and Gas	749	1 003	1 254	1 205	1 263	1 110	1 522	1 130
Mining and Minerals	130	816	635	904	634	575	867	716
Non-extractives	0	0	0	10	16	10	56	74
Total Revenues	2 814	4 821	4 920	5 784	5 031	4 411	5 557	6 731
<u>Costs</u>								
Implementation	207	162	200	706	471	1 602	1 225	1 549
Outreach	105	151	169	212	214	263	114	63
Board meetings	458	428	496	605	559	959	518	772
Communications	95	226	173	461	536	546	600	432
Chair's support	154	86	35	35	50	33	164	165
Project consultants	107	305	168	186	145			
Salary	1 403	1 922	1 779	2 260	2 363			
Other staff expenses	93	72	173	155	252			
Office expenses	179	363	562	452	381			
Conference	219	958	261	1 442	54	124	996	
Training						476	352	658
Shareholder rel. /Int. advocacy						219	117	141
Management & Admin						619	685	766
Validation						239	506	995
Total Expenditure	3 020	4 672	4 017	6 512	5 026	5 080	5 280	5 541
Net result	(206)	149	904	(728)	5	(669)	277	1 190

*2015-2017 figures includes an allocation of staff costs to each function

Table 2: EITI 2018 and 2019 forecast and budget**EITI Budget 2019**

All figures in USD thousands

Item	2018 Forecast	2018 Budget	2019 Budget	% increase vs 2018 Budget	% increase vs 2018 Forecast
Implementing countries					
Implementing countries*	69	200	100	-50 %	45 %
International development partners, including donors, NGO's and foundations					
Supporting governments and IFI's	4 525	3 785	5 400	43 %	19 %
NGO's and foundations		50	35		
Private sector					
Oil and Gas	1 006	1 000	1 050	5 %	4 %
Mining and Minerals	730	850	850	0 %	16 %
Financial Institutions	30	100	50	-50 %	67 %
Non-extractives	71	15	15	0 %	-79 %
Total Revenues	6 431	6 000	7 500	25 %	17 %
Costs by function					
Implementation	1 700	1 430	2 000	40 %	18 %
Outreach	60	70	70	0 %	17 %
Board meetings	600	780	800	3 %	33 %
Communications	450	500	640	28 %	42 %
Chair's support	165	185	200	8 %	21 %
Training	300	750	400	-47 %	33 %
Stakeholder rel./Int. advocacy	150	135	240	78 %	60 %
Management & Admin	825	800	850	6 %	3 %
Global Conference**		-	1 500		
Validation***	1 250	1 350	800	-41 %	-36 %
Total Costs by function	5 500	6 000	7 500	25 %	36 %
Costs by type					
Salary	3 100	3 075	3 640	18 %	17 %
Other staff expenses	50	100	50	-50 %	0 %
Office expenses	600	450	645	43 %	8 %
Travel and accomodation**	900	1 300	2 240	72 %	149 %
Translation & Interpretation	450	575	450	-22 %	0 %
Project consultants	350	400	400	0 %	14 %
Other expenses	50	100	75	-25 %	50 %
Total Costs by type	5 500	6 000	7 500	25 %	36 %
Net result	931	-	-		

*According to the funding requirements, implementing countries are requested to provide USD 10,000 a year. This figure is intended to partly cover the costs of their Validations every three years. Given the complexity of making such contributions for some countries, no sanction is proposed for non-contributing countries. It is foreseen that 10 out of 51 implementing countries will make a contribution (each of USD 10k) in 2019.

** In 2019 Global conference costs included as travel and accomodation. In previous years the conference has mostly been project-specific funded.

*** The fall in the Validation budget line is because only 3 countries are due to undertake first Validation this year as opposed to 15 in 2018. A further 10 countries will undertake a second Validation.

7.2 Scenarios and outlook for the 2019 Budget

The budget includes three scenarios: a low, expected and high range budget. Each scenario also outlines the three-year outlook for their respective budgets.

7.2.1 Lower range scenario

The lower range scenario of USD 5.5m, would see a dramatic fall in revenue (around 11%). Most of all, the Global Conference would have to be scaled down to the size of an enhanced Board meeting. Validation and beneficial ownership disclosure activities, some other implementation support and support to the Board would still have to continue. Most other activities would be squeezed.

Table 3: Low range scenario, budget

EITI Budget years 2019-2021

Workplan scenario LOW

All figures in USD thousands

Item	2018 Forecast	2018 Budget	2019 Low	% increase vs 2018 Forecast	2 020 Budget	% increase	2 021 Budget	% increase	% increase 2018-2021
Implementing countries									
Implementing countries*	69	200	50	-28 %	100	100 %	150	50 %	117 %
International development partners, including donors, NGO's and foundations									
Supporting governments and IFI's	4 525	3 785	3 940	-13 %	4 000	2 %	4 090	2 %	-10 %
NGO's and foundations	-	50	-	-	-	-	-	-	-
Private sector									
Oil and Gas	1 006	1 000	830	-17 %	900	8 %	950	6 %	-6 %
Mining and Minerals	730	850	650	-11 %	700	8 %	750	7 %	3 %
Financial Institutions	30	100	20	-33 %	40	100 %	50	25 %	67 %
Non-extractives	71	15	10	-86 %	10	0 %	10	0 %	-86 %
Total Revenues	6 431	6 000	5 500	-14 %	5 750	5 %	6 000	4 %	-7 %
Costs by function									
Implementation	1 700	1 430	1 270	-25 %	1 650	30 %	1 730	5 %	2 %
Outreach	60	70	50	-17 %	70	40 %	70	0 %	17 %
Board meetings	600	780	650	8 %	800	23 %	800	0 %	33 %
Communications	450	500	550	22 %	650	18 %	700	8 %	56 %
Chair's support	165	185	200	21 %	200	0 %	200	0 %	21 %
Training	300	750	300	0 %	400	33 %	400	0 %	33 %
Stakeholder rel./Int. advocacy	150	135	130	-13 %	230	77 %	200	-13 %	33 %
Management & Admin	825	800	800	-3 %	850	6 %	900	6 %	9 %
Global conference**	-	-	800	-	-	-	-	-	-
Validation***	1 250	1 350	750	-40 %	850	13 %	1 000	18 %	-20 %
Total Costs by function	5 500	6 000	5 500	0 %	5 700	4 %	6 000	5 %	9 %
Costs by type									
Salary	3 100	3 075	3 315	7 %	3 400	3 %	3 500	3 %	13 %
Other staff expenses	50	100	45	-10 %	50	11 %	50	0 %	0 %
Office expenses	600	450	600	0 %	625	4 %	625	0 %	4 %
Travel and accommodation**	900	1 300	1 040	16 %	850	-18 %	900	6 %	0 %
Translation & Interpretation	450	575	300	-33 %	400	33 %	450	13 %	0 %
Project consultants	350	400	150	-57 %	350	133 %	400	14 %	14 %
Other expenses	50	100	50	0 %	75	50 %	75	0 %	50 %
Total Costs by type	5 500	6 000	5 500	0 %	5 750	5 %	6 000	4 %	9 %
Net result	931	-	-	-	-	-	-	-	-

2019 25% decrease in Implementation.

2,5% inflation adjustment to salaries plus 4 % adjustment for performance and promotion.

A scaled down Global Conference with fewer sponsored participants, reduced program and less costly venue.

2020 22% overall increase adjusted for Global Conference budget.

2021 4% overall increase.

For elements marked with *, please see the footnotes for [Table 2](#)

7.2.2 Expected scenario

The expected case scenario of USD 7.5m seeks to show how the expected revenue will be used to deliver the work plan. Three to five new staff would be added for implementation support activities and data gathering for Validation. Such an increase would significantly strengthen the ability to deliver many of the work plan activities, including how much guidance information would be received by implementing countries and how much support the Secretariat could provide to implementing countries, particularly in assisting countries with roadmaps on beneficial ownership.

Table 4: Expected scenario, budget

EITI Budget years 2019-2021

Workplan scenario EXPECTED

All figures in USD thousands

Item	2018 Forecast	2018 Budget	2019 Budget	% increase vs 2018 Forecast	2 020 Budget	% increase	2 021 Budget	% increase	% increase 2018-2021
Implementing countries									
Implementing countries*	69	200	100	45 %	150	50 %	200	33 %	190 %
International development partners, including donors, NGO's and foundations									
Supporting governments and IFI's	4 525	3 785	5 400	19 %	4 255	-21 %	4 570	7 %	1 %
NGO's and foundations	-	50	35	-	50	43 %	100	100 %	-
Private sector									
Oil and Gas	1 006	1 000	1 050	4 %	1 100	5 %	1 150	5 %	14 %
Mining and Minerals	730	850	850	16 %	875	3 %	900	3 %	23 %
Financial Institutions	30	100	50	67 %	60	20 %	70	17 %	133 %
Non-extractives	71	15	15	-79 %	10	-33 %	10	0 %	-86 %
Total Revenues including project-specific	6 431	6 000	7 500	17 %	6 500	-13 %	7 000	8 %	9 %
Costs by function									
Implementation**	1 700	1 430	2 000	18 %	2 145	7 %	2 200	3 %	29 %
Outreach	60	70	70	17 %	80	14 %	80	0 %	33 %
Board meetings	600	780	800	33 %	800	0 %	850	6 %	42 %
Communications	450	500	640	42 %	700	9 %	750	7 %	67 %
Chair's support	165	185	200	21 %	200	0 %	200	0 %	21 %
Training	300	750	400	33 %	525	31 %	600	14 %	100 %
Stakeholder rel./Int. advocacy	150	135	240	60 %	250	4 %	270	8 %	80 %
Management & Admin	825	800	850	3 %	900	6 %	950	6 %	15 %
Global conference**	-	-	1 500	-	-	-	-	-	-
Validation***	1 250	1 350	800	-36 %	900	13 %	1 100	22 %	-12 %
Total Costs by function	5 500	6 000	7 500	36 %	6 500	-13 %	7 000	8 %	27 %
Costs by type									
Salary	3 100	3 075	3 640	17,4 %	3 775	4 %	4 000	6 %	29 %
Other staff expenses	50	100	50	0,0 %	60	20 %	80	33 %	60 %
Office expenses	600	450	645	7,5 %	675	5 %	700	4 %	17 %
Travel and accommodation**	900	1 300	2 240	148,9 %	900	-60 %	1 040	16 %	16 %
Translation & Interpretation	450	575	450	0,0 %	550	22 %	600	9 %	33 %
Project consultants	350	400	400	14,3 %	450	13 %	500	11 %	43 %
Other expenses	50	100	75	50,0 %	90	20 %	80	-11 %	60 %
Total Costs by type	5 500	6 000	7 500	36 %	6 500	-13 %	7 000	8 %	27 %
Net result	931	-	-	-	-	-	-	-	-

2019 20% increase in Implementation.

2,5% inflation adjustment to salaries plus 2 % adjustment for performance and promotion and another 13% for three to five new staff.

2020 8% overall increase adjusted for Global Conference budget.

2021 8% overall increase.

For elements marked with *, please see the footnotes for Table 2

7.2.3 Higher range scenario

The higher range scenario of USD 8.0m shows how any revenue beyond that expected would be used. Five staff would be added to support the plans for implementation support activities, commodity trading activities, engagement with state-owned companies SOE and capacity building workshops.

Table 5: High range scenario, budget

EITI Budget years 2019-2021

Work plan scenario HIGH

All figures in USD thousands

Item	2018 Forecast	2018 Budget	2019 Budget	% increase vs 2016 Forecast	2 020 Budget	% increase	2 021 Budget	% increase	% increase 2018-2021
Implementing countries									
Implementing countries*	69	200	150	117 %	150	0 %	200	33 %	190 %
International development partners, including donors, NGO's and foundations									
Supporting governments and IFI's	4 525	3 785	5 765	27 %	4 400	-24 %	4 700	7 %	4 %
NGO's and foundations		50	35		50	43 %	90	80 %	
Private sector									
Oil and Gas	1 006	1 000	1 100	9 %	1 160	5 %	1 200	3 %	19 %
Mining and Minerals	730	850	875	20 %	900	3 %	950	6 %	30 %
Financial Institutions	30	100	60	100 %	80	33 %	100	25 %	233 %
Non-extractives	71	15	15	-79 %	10	-33 %	10	0 %	-86 %
Total Revenues including project-specific funding	6 431	6 000	8 000	24 %	6 750	-16 %	7 250	7 %	13 %
Costs by function									
Implementation**	1 700	1 430	2 400	41 %	2 200	-8 %	2 300	5 %	35 %
Outreach	60	70	70	17 %	80	14 %	80	0 %	33 %
Board meetings	600	780	800	33 %	850	6 %	900	6 %	50 %
Communications	450	500	650	44 %	750	15 %	800	7 %	78 %
Chair's support	165	185	200	21 %	200	0 %	200	0 %	21 %
Training	300	750	430	43 %	550	28 %	620	13 %	107 %
Stakeholder rel./Int. advocacy	150	135	250	67 %	270	8 %	300	11 %	100 %
Management & Admin	825	800	850	3 %	900	6 %	950	6 %	15 %
Global conference**		-	1 500		-				
Validation***	1 250	1 350	850	-32 %	950	12 %	1 100	16 %	-12 %
Total Costs by function	5 500	6 000	8 000	45 %	6 750	-16 %	7 250	7 %	32 %
Costs by type									
Salary	3 100	3 075	3 680	19 %	3 825	4 %	4 100	7 %	32 %
Other staff expenses	50	100	50	0 %	60	20 %	70	17 %	40 %
Office expenses	600	450	645	8 %	675	5 %	700	4 %	17 %
Travel and accomodation**	900	1 300	2 400	167 %	1 100	-54 %	1 200	9 %	33 %
Translation & Interpretation	450	575	500	11 %	550	10 %	590	7 %	31 %
Project consultants	350	400	650	86 %	450	-31 %	500	11 %	43 %
Other expenses	50	100	75	50 %	90	20 %	90	0 %	80 %
Total Costs by type	5 500	6 000	8 000	45 %	6 750	-16 %	7 250	7 %	32 %
Net result	931	-	-		-		-		

2019 50% decrease in Implementation.

2,5% inflation adjustment to salaries plus 2 % adjustment for performance and promotion and another 14,5% for three to five new staff.

2020 4% overall increase adjusted for Global Conference budget.

2021 7% overall increase.

For elements marked with *, please see the footnotes for **Table 2**

7.3 Risks to work plan

The Secretariat foresees four risks to the execution of the work plan. Firstly, and most significantly, there is a concern that there will not be sufficient funding for EITI implementation. One reason for this is that the World Bank has indicated that the EGPS is likely to not be able to fund activities to the extent done under the previous Multi-Donor Trust Fund. A major fundraising effort for EITI implementation through the EGPS or elsewhere will be necessary for sustained momentum.

Secondly, there is a concern that there is a move away from transparency in general. The Board and Secretariat will continue to make the case for the EITI in different and changing environments, especially resource nationalism, and to be opportunistic to link the EITI with wider political agendas. Furthermore, the Standard will need to adapt to diverse circumstances.

Thirdly, the Chair and the Board will be refreshed alongside a new Executive Director. There will be a loss of significant institutional knowledge and momentum. On the other hand, this can be an opportunity for fresh thinking and better linkages with other organisations. The Board and Secretariat will need to manage the selection and transition actively and carefully.

Finally, as indicated in Board paper 40-4-B¹⁷, there is a reasonable chance that none or very few of the implementing countries will meet all of the requirements of beneficial ownership transparency by 1 January 2020, not least due to lack of financial and technical support. The Board will need to assess the implications in terms of the requirement wording, the consequences and the next steps.

The Secretariat foresees two risks to this budget. First, that funding from partners falls and is not sufficient to meet the added needs related to the Global Conference. Apart from implementing countries, no (sub)constituency has suggested an increase in the 'recommended' contribution and some organisations provide only the 'required' minimum contribution. The biggest risk is that a few supporting countries start to drop off their support. Most of these have established multi-year funding arrangements and are setting up new and, in most cases, more generous funding arrangements. Others are still not providing support at the recommended amount. The global economy and commodity prices may fall and make company funding more vulnerable. The Global Conference will require significant additional funding. The Board will need to monitor the revenue closely and advise on how to deal with shortfalls. The risk of a shortfall on total revenue is assessed as medium.

The Global Conference would be scaled down if project funding efforts are unsuccessful. Funding for the conference is a combination of project funding, core funding and in-kind funding by the host country. As in earlier years, recruitment would be staggered throughout the year as evidence of sufficient sustained funding becomes clear. If there is not sufficient funding, not all the recruitments will proceed. Other activities, such as Board meetings, might then be proposed to be cut. The Board, through its Finance Committee, will continue to monitor the accounts on a quarterly basis.

Secondly, that the dollar falls. The dollar has been stable within the past year. As most of the contributions to the budget are made in US dollars and more than half of the spending (including staff

¹⁷ Paper is available under <https://eiti.org/BP40> - login is required.

costs) are made in NOK, the weaker the dollar the lower the contribution in NOK terms. If the rate drops in 2019, the budget will be squeezed.

The Board might, of course, wish to undertake other activities in the course of 2019 that is not foreseen in this budget. The Secretariat will spell out the cost implications of any new activities in papers to committees.

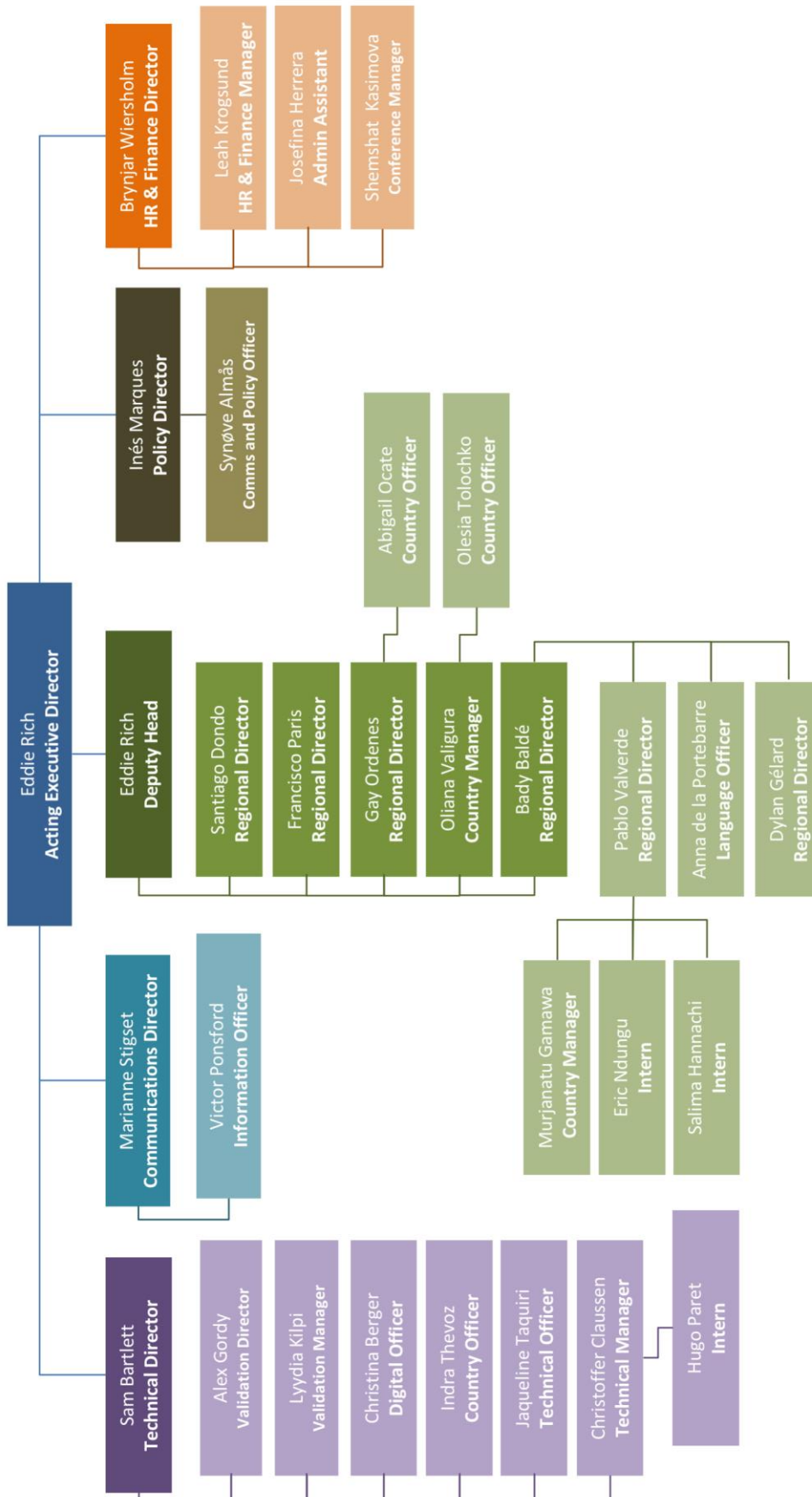
8. Multi-year outlook 2019-2021

The 2019 work plan includes some long term strategic plans that have been agreed by the Board. These include undertaking Validation, the mainstreaming action plan, beneficial ownership disclosure, commodity trading transparency, support for project-level reporting and reviewing requirements for supporting countries and companies. Validations alone have required significant follow-up support for corrective actions and recommendations. The roadmaps on beneficial ownership, plans on mainstreaming and pilots on commodity trading all require a high level of support as well. The International Secretariat is increasingly able to act as a facilitator of conversations between peer countries about how the Standard can best be used to strengthen government systems and inform public debate. By 2020, it is foreseen that EITI processes will be significantly less about reporting and increasingly about systematic disclosure in government and corporate systems, and the implementation of reforms identified by the process.

Whilst supporting countries to deliver their corrective actions and the technical aspects of the Standard, the bigger prize of highlighting how the EITI can make a difference in diverse settings must be the ultimate focus. This might be described as a move from how to do the EITI to what to do with the EITI. Countries have emerged as leaders in different aspects of using the EITI to deliver transparency, accountability, debate and reform. The International Secretariat will continue to acknowledge, encourage and incentivise such actions and create the platform for these efforts to inform and inspire other countries. With more focus on enabling countries to use the EITI to go beyond the Standard, the International Secretariat's role as convener, facilitator, and documenter, rather than as technical adviser, will continue to evolve at a gathering pace. Consequently, to make multiplicative progress will require more peer learning workshops, staff exchanges, more use of high quality guidance, case studies of good practice, country news items, blogs, etc. If the EITI is increasingly embedded in government systems, the EITI's and the Secretariat's own roles should, over time, become smaller. In the meantime, these roles will still require significant resources.

A major challenge for the Secretariat continues to be how to engage with countries with either a nascent or small extractives sector and also those with well-developed sectors with strong systems of disclosure. The development and implementation of an appropriate engagement strategy will be critical in managing the demand for Secretariat services over the next three years.

Annex A - EITI International Secretariat organisational diagram



Annex B - Key Performance Indicators (KPIs)

This annex presents a number of indicators following the International Secretariat's commitment to continually track a set of key performance indicators – KPIs – that allow continued assessment of the “value for money” provided by the Secretariat, as well as opportunities to learn from experience and to further improve the delivery, planning, and allocation of resources. It also aims to identify and demonstrate the results obtained through the EITI implementation. These KPIs are the result of a review¹⁸ in 2017. In 2018, the Board adopted the revisions to the EITI key performance indicators (KPIs)¹⁹.

The EITI's key performance indicators (KPI) are rooted in the organisation's theory of change (**Figure 1**) and measure the effectiveness of the EITI's international management²⁰: on the International Secretariat and Board level, on implementing country²¹ level and on the international level.

1. **Secretariat's effectiveness indicators** monitor value for money. These can be directly linked to the International Secretariat's and EITI Board's activity: input and output in relationship to the allocation of budget and staff time. See table **Table 6: International Secretariat Management - Input, activities and output indicators**.
2. **Outcome indicators** count the number of countries with increasingly transparent systems. These are based on the *outcomes of Validation*, the quality assurance mechanism of EITI implementation. It measures the amount of countries that have achieved “satisfactory progress” or “beyond” on the related EITI Requirements.

The level of transparency can partly be attributed to EITI implementation. Other factors, such as political will and opportunity, as well as work by other development partners contribute to country performance. See

3. **Impact indicators**, or “big picture” indicators, measure the direction of travel of EITI countries in indexes that measure quality governance. Although not attributable to any single organisation (not least, to the EITI International Management), selected proxy indicators in areas such as investment climate, human capital spending, corruption, poverty are all relevant to goals sought by the EITI. If the EITI is doing its job well, countries should score better every year on those selected indexes.. See **Table 9: Big picture indicators**.

The **Secretariat's effectiveness indicators** show a slight shift towards more implementation support and Validation. Both areas reinforce each other. As preparation for, and in follow-up to, Validation, more missions were undertaken in 2018 which fed in directly to implementation support. The investment of time and expertise are expected to be reflected in better Validation results, and a more relevant EITI in the near future. Additionally, there has been a significant increase in historical EITI summary data being made available through our data platform (82% increase from 2017).

¹⁸ The previous KPIs date from July 2010: <https://eiti.org/document/eiti-process-outcome-indicators>.

¹⁹ See Board decision 2018-30/BM-40/BP-40-4-C, <https://eiti.org/BD/2018-30>

²⁰ The EITI Board and International Secretariat make up the EITI international management

²¹ For a list of implementing countries, see eiti.org/countries

There has been significant activity in the Committees. In particular, the Implementation Committee and Validation Committee continue to be the main forums for discussion of key developments, lessons learned and reviews of practice in implementing countries.

As highlighted in [Annex F – Main achievements in 2018](#), the Board has taken two key decisions so far related to policy and country implementation (on civil society and systematic disclosure). The Board has to date made 14 decisions on countries' performance (comparable to 12 around the same time last year).

In terms of **outcome indicators**, the EITI has now measured progress in 35 of 51 countries (up from 24). Four more countries have been found to have made satisfactory progress, and seven have achieved meaningful progress. Some countries have been suspended to issues unrelated to Validation (missing deadlines). More countries that have been validated are performing better across all requirements. The Progress Report 2019 will highlight achievements in countries.

The performance of countries has also largely improved in the **big picture indicators** – with the exception of the competitiveness index score (World Bank) and Freedom House scores. This is visible in [Table 9: Big picture indicators](#). The Secretariat has added averages from the world for comparison. On most of these, the direction of travel has been positive. As the EITI has highlighted in the past years²², for the EITI to have an impact on big picture indicators, EITI reporting needs to highlight more potential in sector reform than reporting process issues. The Secretariat continues to highlight opportunities to use the EITI to inform sector reform. The Board's decision to strengthen systematic disclosure is also expected to reinforce the focus on sector reform.

²² For example, the 2016 Global Conference "From Reports to Reforms"

Table 6: International Secretariat Management - Input, activities and output indicators

Category	Input and activity indicators	2018, Q1 - Q2	2017
Training and Support to implementing countries	Budget allocation (% of total), implementation support	30 %	28 %
	% of staff time, implementation support	38 %	34 %
	Budget allocation (% of total), training	6 %	12 %
	% of staff time, training	4 %	5 %
Outreach	Budget allocation (% of total)	1 %	1 %
	% of staff time	1 %	1 %
Board and Chair support	Budget allocation (% of total)	13 %	17 %
	% of staff time	5 %	6 %
Relation with stakeholders	Budget allocation (% of total)	2 %	3 %
	% of staff time	3 %	4 %
Global Conference	Budget allocation (% of total)	-	-
	% of staff time	-	-
Communication	Budget allocation (% of total)	8 %	8 %
	% of staff time	13 %	17 %
Validation	Budget allocation (% of total)	23 %	18 %
	% of staff time allocated	28 %	24 %
Management and administration	Budget allocation (% of total)	16 %	14 %
	% of staff time allocated	8 %	8 %

Category	Output indicators	2018	2017	2017
EITI International Management		Financial data (Jan-Jun), all figures in USD	Financial data, all figures in USD	Financial data (Jan-Jun), all figures in USD
-	-	Indicators (Jan-Aug)	Indicators	Indicators (Jan-Aug)
Training and Support to implementing countries	National Secretariats circulars issued	4	4	3
	Missions to implementing countries	46	38	28
	Fiscal years covered by EITI Reports	394	364	344*
	Fiscal years covered by EITI Summary data	338	274	186*

* As of 30 June 2018

Category	Output indicators	2018	2017	2017
EITI International Management		Financial data (Jan-Jun), all figures in USD	Financial data, all figures in USD	Financial data (Jan-Jun), all figures in USD
-	-	Indicators (Jan-Aug)	Indicators	Indicators (Jan-Aug)
Outreach	Missions to outreach countries	2	3	3
Board and Chair support	Board meetings held	2	3	2
	Participants in Board meetings (incl. observers)	269	335	219
	Board decisions made (incl. by circular)	56	65	38
	Board papers submitted	46	62	39
	Committee meetings held	44	47	31
	Committee papers submitted	106	90	68
Relation with stakeholders	Number of supporting companies	60	88	88
	Financial contributions from supporting companies	1 148 723	1 940 962	1 257 133
	Number of supporting financial institutions	2	2	2
	Financial contributions from financial institutions	30 204	20 383	19 854
	Number of supporting countries	16	13	13
	Financial contributions from supporting countries	2 970 372	4 684 847	2 712 144
	Number of implementing countries	51	51	51
	Financial contributions from implementing countries	19 460	105 419	55 082
Global Conference	Participants, broken down by gender and constituency	-	-	-
Communication	Mentions in media (Factiva)	1443	3 044	1 995
	Social media (Facebook, tweeters) items	220	173	341
	Original publications by EITI	14	17	18
	Sessions on EITI website	167 903	250 144	167 149
Validation	Validation decisions	14	12	20
	Initial assessments conducted	7	17	9

Level	Figures as of 09.2017			Figures as of 09.2018		
	2017 By Level	Female	Male	2018 By Level	Female	Male
Deputy Head	1	-	1	1	-	1
Director	8	2	6	11	3	8
Manager	6	5	1	6	5	1
Officer	6	4	2	7	6	1
Part-time Officer	2	2	-	2	2	-
Intern	5	3	2	4	1	3
TOTAL	28	16	12	31	17	14

Staff Retention		Average staff hours worked beyond normal working hours
2017	82 %	73
2018	90 %	84

Table 7: Country-level indicators - outcome level 1

Indicator	2018	2017
	up to Aug	up to Dec
Overall country performance against the EITI Standard		
No. of countries with overall assessment:	35	24
- Satisfactory progress	5	1
- Meaningful progress	25	18
- Inadequate progress	5	5
- No progress	0	0
- Yet to be assessed	21	27

National process indicators		2018	2017
	SP or Beyond on requirement:	up to Aug	up to Dec
Countries with fully* engaged governments	1.1 - Government engagement	25	15
Countries with fully engaged company-stakeholders	1.2 - Industry engagement	26	14
Countries with fully and freely engaged civil society	1.3 - Civil society engagement	21	13
Countries with fully functional platforms for implementing the EITI Standard	1.4 - MSG governance	12	6
	1.5 - Work plan	17	9

* fully referring to reaching satisfactory progress or beyond

Table 8: Country-level indicators - outcome level 2

Transparency indicators	SP or Beyond on requirement:	2018	2017
		up to Aug	up to Dec
Countries with transparent legal and fiscal frameworks commensurate	2.1 - Legal framework	29	18
Countries with transparent licensing systems	2.2 - License allocations	13	6
	2.3 - License register	13	7
Countries with clear policies on contract disclosure	2.4 - Policy on contract disclosure	19	12
Countries with full disclosure of the state's participation in extractive sectors	2.6 - State participation	8	5
Countries with information on exploration activities	3.1 - Exploration data	32	20
Countries with full disclosure of production and exports	3.2 - Production data	18	11
	3.3 - Export data	25	14
Countries disclosing comprehensive revenue-data in accordance with the EITI Standard	4.1 - Comprehensiveness	18	9
Countries disclosing in-kind revenues	4.2 - In-kind revenues	7	4
Countries disclosing information on infrastructure and barter arrangements	4.3 - Barter agreements	1	0
Countries disclosing transport revenues	4.4 - Transportation revenues	6	3
Countries disclosing state-owned enterprises' transactions	4.5 - SOE transactions	14	9
Countries disclosing subnational payments	4.6 - Direct subnational payments	7	5
Countries with sufficient disaggregation of data	4.7 - Disaggregation	28	17
Countries with timely data	4.8 - Data timeliness	31	20
Countries with comprehensive assessment of data quality in accordance with the EITI Standard	4.9 - Data quality	14	6
Countries disclosing distribution of revenues	5.1 - Distribution of revenues	20	14
Countries disclosing subnational transfers	5.2 - Subnational transfers	8	3
Countries disclosing social expenditures	6.1 - Mandatory social expenditures	13	2
Countries disclosing quasi-fiscal expenditures	6.2 - SOE quasi-fiscal expenditures	1	0
Countries disclosing macroeconomic data	6.3 - Economic contribution	20	12

Number of transparency requirements that are mainstreamed*		54	21
* Fully mainstreamed requirements would be assessed as 'beyond' in Validation. There may also be other reasons for such Validation results other than mainstreaming. Nonetheless the indicator is the most systematic form of measurement			
National level impact indicators	SP or Beyond on requirement:	2018	2017
		Jan-Aug	Jan-Dec
Countries that ensure EITI data is comprehensible, promoted, publicly accessible and contributes to public debate.	7.1 - Public debate	20	11
Countries that follow up on recommendations	7.3 - Follow up on recommendations	20	10
Countries that actively assesses outcomes and impact in accordance with the EITI Standard	7.4 - Outcomes and impact of implementation	16	6

Table 9: Big picture indicators

Category	Indicator	2017	2016	2015
<i>Comparison to previous year - – direction of travel of EITI countries</i>				
Growth, poverty reduction	Human Development Index (HDI) score ⁽¹⁾	0,623	0,620	0,616
	HDI (w/o Very High Human Development countries) ⁽²⁾	0,596	0,593	0,590
	World Average HDI	0,728	0,726	0,722
Investment climate	WEF Global Competitiveness Index score ⁽³⁾	3,970	3,944	3,905
	World Bank's Doing Business index EITI ⁽⁴⁾	55,973	55,668	56,342
	World Bank's Doing Business index World	60,789	60,472	61,091
	Net FDI (% of GDP) EITI	5,381	4,987	6,374
	Net FDI (% of GDP) World	2,443	3,119	3,124
Governance	Freedom house EITI ⁽⁵⁾	55,392	55,462	55,154
	Freedom house World	58,193	58,865	59,192
	Transparency International Corruption perception score EITI ⁽⁶⁾	35,941	35,372	35,423
	Transparency International Corruption perception score World	43,072	42,949	42,595
	World Governance Indicator: Control of Corruption EITI ⁽⁷⁾	34,37	34,237	34,04
	World Governance Indicator: Control of Corruption World	50,02	50,02	50,02
	World Governance Indicator: Voice and Accountability EITI	42,89	43,054	42,192

Word Governance Indicator: Voice and Accountability World	50,02	50,02	50,01
Word Governance Indicator: Political Stability and Absence of Violence EITI	32,32	32,694	32,915
Word Governance Indicator: Political Stability and Absence of Violence World	50,04	50,04	50,04
NRGI Resource Governance Index EITI ⁽⁸⁾	49,529	n/a	n/a
NRGI Resource Governance Index average (81 countries)	48	n/a	n/a

(1) Average score of all implementing countries (from 0 to 1, 1 being best)

(2) Very High Human Development countries are Norway, Netherlands, Germany, United Kingdom. Kazakhstan entered the category in 2017 and was therefore not counted in this category for this overview.

(3) Scale ranges from 1 to 7, 7 being best. The World Economic Forum (WEF) Global Competitiveness survey does not include following EITI countries: Afghanistan, Burkina Faso, Central African Republic, Iraq, Papua New Guinea, Republic of the Congo, Sao Tome and Principe, Suriname, Timor-Leste, Togo. Highest ranked is Switzerland with 5,9, and lowest ranked is Yemen, with 2,9 (2017).

(4) Scale ranges from 0 to 100, 100 being best. Lowest is 30,93, highest is 86,53.

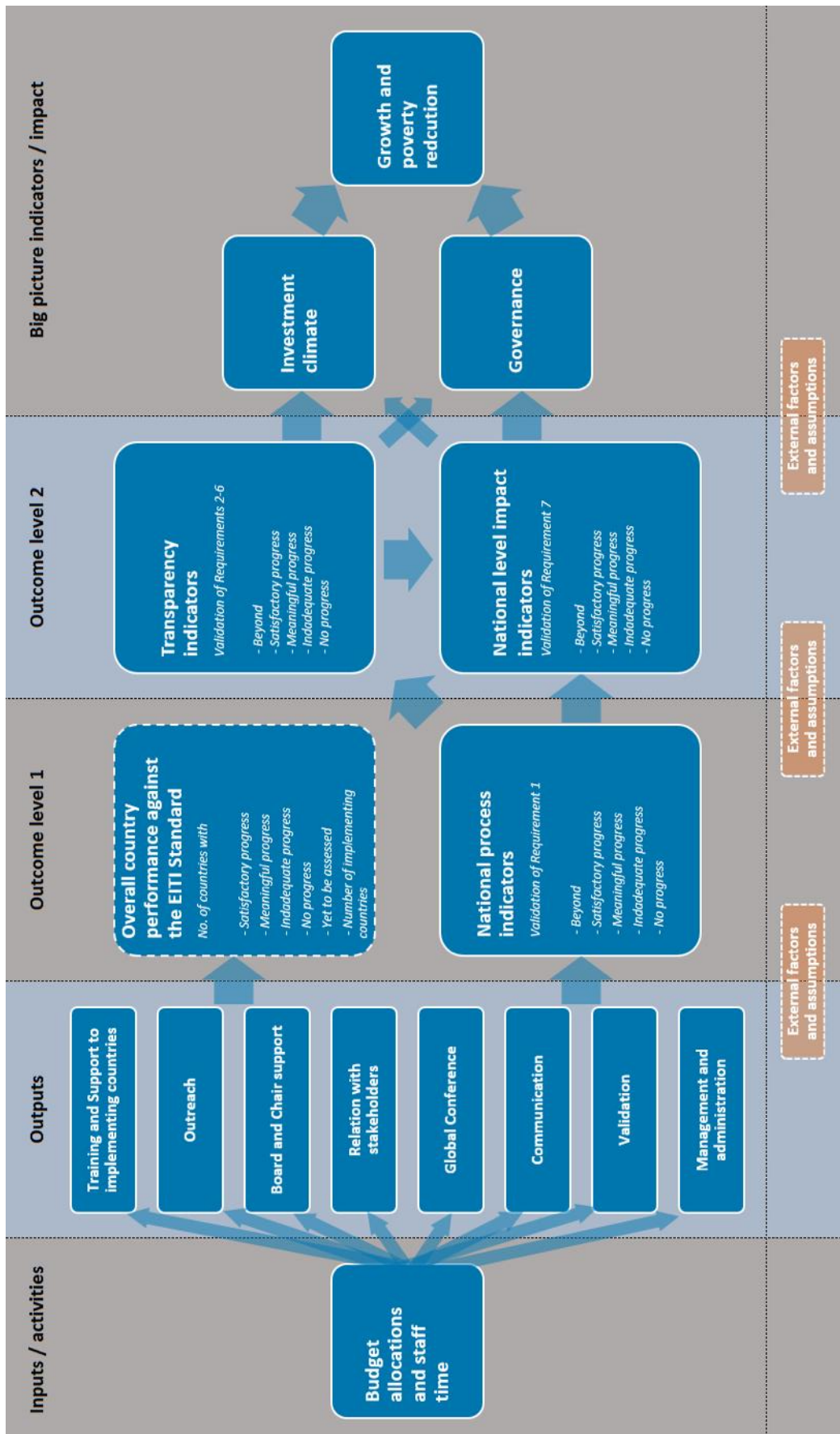
(5) Scale ranges from 0 to 100, lowest being Syria with 0, and highest being Norway with 100 (2018).

(6) From 0 to 100, 100 being best. Highest ranked was New Zealand with 89, and lowest ranked was Somalia with 9.

(7) Percentile rank among all countries (ranges from 0 (lowest) to 100 (highest) rank).

(8) From 0 to 100, 100 being best. Not to be compared with the 2013 Index, due to methodology and scope discrepancies.

Figure 1: EITI Theory of Change



Annex C - Summary of action items and budget allocation, work plan 2019

1. Delivering the Global Conference and EITI Governance

- 1 Organise the 2019 EITI Global Conference and the EITI National Expo in such a way that they meet the objectives agreed by the Board. This includes covering the travel of around 200 participants, securing a venue, developing the programme, organising the speakers, establishing the website and registration, working with partners on side events, security, and catering
- 2 The Secretariat will support the Nominations Committee to nominate a Chair for election by the EITI Members' Meeting.
- 3 The Secretariat will support the implementing country constituency in nominating its members to the EITI Board for election by the Members' Meeting. Where requested to do so, the Secretariat will also support other constituencies in executing their nominations procedures.
- 4 Support the Board through the Governance and Oversight Committee to organise the Members' Meeting in connection with the EITI Global Conference, including keeping an updated Members' registry.
- 5 Support the Board through the Governance and Oversight Committee in proposing any amendments to the Articles of Association for decision by the Members.
- 6 Help finalise the Board's policy on addressing concerns and follow through on any concerns that may be raised through the online form or through other channels.

Budget allocation – Global Conference

The budget for the 2019 Global Conference is USD 1,500,00 (including 7% of staff cost.
Funding of USD 1,000,000 is expected as project specific funding

2. Supporting implementing countries

- 7 Support MSGs and national secretariats to meet the EITI Standard and make it as relevant and effective as possible, particularly by reviewing terms of reference (ToRs) for Independent Administrators, scoping studies, reporting templates, draft and final EITI Reports, work plans, Annual Progress Reports and documentation on governance of MSGs. Support countries with implementing the recommendations from EITI Reports and Validation, including addressing corrective actions from Validation through implementation.
- 8 Update the implementers portal (guide.eiti.org) as part of the EITI website containing all guidance notes, examples and templates, as well as links to partners' materials. Send the National Secretariat Circular in four languages.
- 9 Monitor progress and funding gaps in EITI implementation and coordinate support with partners and technical assistance providers. Identify linkages with other efforts promoting good governance and sharing good practice.
- 10 Support Board members representing implementing countries.

Budget allocation – Supporting implementing countries

It is foreseen that USD 2.0 m of the budget (of which USD 1.4m are allocated staff costs) is spent on support to implementing countries. In terms of understanding the full support given to a country, this should be read alongside Validation costs as much of that work involves intense technical support. It is expected that support to implementing countries will equate to around 38% of total staff time (weighted with salary) and training a further 3%. Thus, almost half of all staff time is spent on support to implementing countries.

2.6 Validation

- 11 In accordance with the Validation schedule and procedures established by the Board, review the relevant documentation, visit the country and consult stakeholders. Support and facilitate pre-Validation self-assessments where requested, viable, appropriate and funded.
- 12 Procure and fund a consultant to act a Validator in 2019 in accordance with the Validation procedures.

Budget allocation – Validation

It is foreseen that USD 0.8 m of the budget (of which USD 0.6m are allocated staff costs) is spent on Validation. It is expected that Validation will equate to around 16% of total staff time (weighted with salary).

2.7 Outreach

- 13 Support outreach efforts in accordance with the EITI's 2018-2019 Outreach Strategy.

Budget allocation – Outreach

It is foreseen that less than USD 0.1m of the budget is spent on Outreach. It is expected that Outreach will equate to around 2% of total staff time (weighted with salary).

3. Developing policy, improving disclosures**3.1.1 Beneficial ownership disclosure**

- 14 Support the EITI Board to oversee the implementation of the beneficial ownership requirements by providing support and guidance to implementing countries on how to implement the roadmaps, including legal approaches to beneficial ownership disclosure, developing company guidance and reporting templates, and verifying and publishing beneficial ownership information.
- 15 Highlight to the Board funding gaps and capacity constraints in achieving beneficial ownership disclosure, and to the extent possible, mobilise support from partners and assist countries in obtaining technical and financial assistance.

- 16 Provide support to countries by sharing practices and exchanges among implementing countries on how to implement policy reforms related to beneficial ownership transparency. Support those that have expressed a desire to also apply beneficial ownership transparency beyond upstream reporting, including commodity traders and sub-contractors.
- 17 Organise a regional meeting of Asian implementing countries in February 2019 to share lessons learned so far from implementing their roadmap.
- 18 Continue the networking efforts and collaboration with institutions like the EU, the Financial Action Task Force, the Global Forum, Stolen Asset Recovery mechanism, and GFI in order to learn and coordinate. Publish communication materials and knowledge products to increase awareness on beneficial ownership globally and assist communication efforts at the international level.

3.1.2 Contract transparency

- 19 Develop and publish additional guidance to address issues related to contract transparency.
- 20 Identify priority countries where there are demands for more targeted support and additional guidance on contract transparency and highlight progress at the Global Conference in 2019. Create a network of government representatives who will champion contract transparency, provide expertise and share experiences with other EITI countries.

3.1.3 Engagement with State-owned enterprises

- 21 Continue convening the network of state-owned enterprises and leading organisations to create a leadership group of open and transparent SOEs following up the recommendations from the mapping of SOE governance risks and frameworks.
- 22 Encourage mainstreaming of SOE disclosures by encouraging strengthened SOE reporting, and, subject to funding, consider initiating a targeted effort on improved SOE disclosures.
- 23 Update the guidance on disclosures related to SOEs and share of good practice examples of SOE disclosures.
- 24 Subject to funding, convene a roundtable for SOEs leading on the transparency agenda ahead of the Global Conference.

3.1.4 Commodity trading transparency

- 25 Oversee, with the working group on commodity trading, the implementation of the targeted effort on commodity trading, including providing support and guidance to existing and new countries joining the effort (subject to funding). Undertake a review of the effectiveness and lessons learnt from the targeted effort. Convene a multi-stakeholder roundtable on commodity trading transparency in Switzerland to present the outcomes of the targeted efforts.
- 26 Continue to seek support for commodity trading transparency and contribute to complementary efforts, such as the OECD's work on this issue.
- 27 Continue outreach to commodity traders and contribute to complementary efforts by other organisations.

3.1.5 Project-level reporting

- 28 Update the review of project-level practices in EITI implementing countries and share the lessons learned so far. Building on that, improve guidance and support implementing countries in preparing to transition to project-level reporting.
- 29 Contribute to ongoing global discussions and development regarding project-level reporting, including sharing lessons learned from the EITI experience.

3.1.6 Subnational reporting

- 30 Document the impact of EITI implementation at the subnational level and improve support and guidance to implementing countries on subnational reporting.
- 31 In collaboration with partners, identify opportunities to encourage systematic disclosures by companies, central governments and local governments to strengthen public debate about the impact of the extractive industries at the local level.

3.2.1 Systematic disclosure and open data

- 32 Support multi-stakeholder groups to consider their mainstreaming options through feasibility studies and wider stakeholder engagement.
- 33 Support implementing countries' work on open data in accordance with the EITI's open data policies, with a focus on low-cost solutions that reinforce the trend toward systematic disclosure.

3.2.2 Summary data 2.0

- 34 Review and improve the EITI's approach to collecting, publishing and utilising summary data.

3.2.3 Improving MSG governance

- 35 Compile and share good practices of stakeholder oversight of natural resource governance beyond the multi-stakeholder group, and update and distribute relevant guidance notes on multi-stakeholder oversight.

3.2.4 Gender

- 36 Based on demand from implementing countries, provide support to national multi-stakeholder groups to include gender specific issues in their work plans and other opportunities for the EITI to promote gender equality.
- 37 Document case studies demonstrating how EITI implementation has contributed positively to advance gender equality. Share lessons learned from the EITI experience with partners involved in ongoing global discussions about gender equality. .

3.3.1 ASM

- 38 Subject to demand and funding, continue to provide support to countries with ASM challenges, including providing guidance on reporting on production and export data, and explore opportunities for piloting ASM disclosures in EITI countries that have agreed ASM-related objectives in their EITI work plans.
- 39 Disseminate examples of ASM reporting through EITI from implementing countries, with a possibility of convening representatives from these countries around the Global Conference in 2019. Contribute to the ongoing global discussions regarding covering ASM data gaps and strengthening global frameworks for ensuring responsible sourcing of minerals. This includes exploring collaboration with OECD's efforts on responsible sourcing of minerals and how it can be linked with ongoing efforts in priority countries such as DRC and Myanmar.

3.3.2 Environment

- 40 Subject to funding and where there are demands, provide support to countries who wish to use the EITI process to disclose environmental data, including an analysis of their practises on environmental reporting and how data on environmental impact and risks might be relevant to achieve the objectives of the MSG.
- 41 Highlight and disseminate innovative ways of environmental reporting through case studies and impact stories in blogs and other publications, with the aim of presenting outcomes at the Global Conference. Investigate possible linkages to other existing reporting mechanisms such as the Global Reporting Initiative (GRI) framework.

4. Strengthening communications and stakeholder relations

- 42 Produce and distribute regular content (news items, newsletters, audio-visuials, opinion editorials, social media updates) and deliver key products for the Global Conference and other large EITI-led events.
- 43 Produce a 2019 EITI Progress Report that documents how the EITI leads to change in countries, including the findings from implementation and thematic issues.
- 44 Increase user-accessibility to the EITI summary data on the EITI's data portal. Continue to improve and disseminate the EITI's application program interface (API) to the investment and data communities.
- 45 Support countries in their communications strategies.
- 46 Profile and communicate the benefits of upholding the EITI company expectations among the constituency to solidify commitment to the EITI's Principles and work. Showcase company leadership in promoting transparency, facilitate peer learning and help disseminate information on company declarations and actions in support of disclosures.

Budget allocation – Communications

It is foreseen that USD 0.6m of the budget (of which USD 0.4m are allocated staff costs) is spent on communications. It is expected that communications will equate to around 12% of total staff time (weighted with salary).

In addition, it is foreseen that USD 0.2m of the budget (of which USD 0.2m are allocated costs) is spent on stakeholder relations and advocacy. It is expected that stakeholder relations and advocacy will equate to around 12% of total staff time (weighted with salary).

5. Supporting the EITI Board and Committees

47 Organise at least four EITI Board meetings in 2019.

48 Facilitate regular committee meetings and ensure a smooth flow of work between them and the Board. Document all the committee meetings on the EITI's internal webpages.

Budget allocation – Support to the EITI Board

It is foreseen that USD 0.8m of the budget (of which USD 0.2m are allocated staff costs) is spent on support to the Board, plus costs to support the chair of USD 0.2m of the budget. It is expected that support to the board and chair will equate to 7% of total staff time (weighted with salary).

6. Finance and management**6.1 Management of the Secretariat**

49 Recruit new staff members, with an expected new increase of three, whilst continuing to provide assistance to existing staff to deliver on their objectives.

Budget allocation – Management of the International Secretariat

It is foreseen that USD 0.9m of the budget (of which USD 0.4m are allocated staff costs or 9% of staff time) is spent on management and administration of the Secretariat.

6.2 Monitoring and evaluation

50 Report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.

51 Assess performance of staff following procedures outlined in the staff manual.

Annex D - Summary of allocation of staff time

Table 10: Overview of staff allocation of staff time

For 2019: (All based on % for the whole year- adjusted for part-timers to reflect yearly contribution)

Staff	Support to implementing countries	Outreach	Board support	Comms/ Data	Chair's support	Training	Stakeholder relations	Admin	Global Conference	Validation	%
New ED	25	5	30	5	5	2	15	5	5	3	100
Rich	35	5	15	5	5	5	10	10	5	5	100
Almaas	30	0	20	20	0	0	20	0	5	5	100
Balde	60	5	0	0	0	5	0	5	5	20	100
Bartlett	30	5	10	0	0	5	0	5	5	40	100
Berger	0	0	0	80	0	5	5	0	10	0	100
Claussen	10	0	0	75	0	0	5	0	0	10	100
Dondo	65	5	0	0	0	5	0	0	0	25	100
Gamawa	70	0	0	0	0	5	0	0	0	25	100
Gelard	50	0	10	0	0	5	5	0	5	25	100
Gordy	30	0	0	0	0	0	0	0	0	70	100
Granado	20	0	0	0	0	0	0	0	0	5	25
Herbert	10	0	10	15	0	0	0	0	10	5	50
Kasimova	5	0	0	0	0	0	5	15	75	0	100
Kilpi	30	0	10	0	0	0	0	0	5	55	100
Krogsund	0	0	0	0	0	0	10	80	10	0	100
Marques	50	0	20	0	0	0	10	5	5	10	100
Ordenes	60	5	0	0	0	5	0	0	0	30	100
Paris	60	5	0	0	0	5	0	0	0	30	100
Ponsford	0	0	0	90	0	0	0	0	10	0	100
Stigset	0	0	0	85	0	0	5	5	5	0	100
Thévoz	65	0	5	0	0	5	0	0	0	25	100
Tolochko	70	0	5	0	0	5	0	0	0	20	100
Valigura	75	0	0	0	0	5	0	0	0	20	100
Valverde	40	5	15	0	0	5	5	5	5	20	100
Wiersholm	0	0	20	0	0	0	0	75	5	0	100
Intern Technical - Paret	10	0	0	80	0	0	0	0	10	0	100
Intern/CO Anglophone - Ndungu	90	0	0	0	0	0	0	0	10	0	100
Country Officer SEA	90	0	0	0	0	0	0	0	10	0	100
Intern MENA - Hannachi	90	0	0	0	0	0	0	0	10	0	100
Short term Technical - Taquiri	50	0	0	0	0	0	0	0	0	0	50
Short term Admin - Herrera	0	0	0	0	0	0	0	90	10	0	100
Intern LAC	90	0	0	0	0	0	0	0	10	0	100
Intern Comms	0	0	0	0	75	0	0	0	25	0	100
New staff - Legal specialist	75	0	0	0	0	5	0	0	0	20	100
New staff - Company liaison	0	0	0	0	0	0	90	0	10	0	100
New staff - Intern/CO Francophor	70	0	5	0	0	5	0	0	10	10	100
Cumulative staff % per activity	1455	40	175	455	85	77	185	300	275	478	3 525
Percentage per activity	41 %	1 %	5 %	13 %	2 %	2 %	5 %	9 %	8 %	14 %	100 %

Weighted with salary - 35.25 full time positions

Support Impl.Ctries	Outreach	Board support	Comms/ Data	Chair's support	Training	Stakeholder relations	Admin	Global Conference	Validation	Total
38 %	2 %	7 %	12 %	2 %	3 %	6 %	9 %	7 %	16 %	100 %

Annex E - Summary of action items work plan 2018

Work plan elements 2018		Q1		Q2		Q3		Q4					
#	Action items	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
4.1 Implementation													
1	Where possible, analyse terms of reference (ToRs) for Independent Administrators, scoping studies, reporting templates, draft and final EITI Reports, work plans and Annual Progress Reports to provide comments and feedback to MSGs.												
2	Develop and share guidance notes and EITI briefs on thematic issues, overseen by the Implementation Committee.												
3	Update the implementers portal (guide.eiti.org) as part of the EITI website containing all guidance notes, examples and templates, as well as links to partners' materials.												
4	Monitor progress in EITI implementation and coordinate support with partners and technical assistance providers.												
5	Identify linkages with other efforts promoting good governance and sharing good practice.												
6	Work closely with National Coordinators and other stakeholders in-country to ensure effective functioning of MSGs.												
7	Support countries with implementing the recommendations from EITI Reports and Validation, including addressing corrective actions from validation through implementation.												
8	Support Board members representing implementing countries.												
9	Facilitate the sharing of experience through in-person meetings and through online platforms such as webinars, e-forums, the EITI implementer's portal, etc.												
10	Develop a 2018 training plan including funding sources. Training activities will target national secretariats, National Coordinators and MSG members, as well as other actors such as legislators and media. This is expected to be financed on an a la carte basis through project specific funding.												
Budget allocation – Implementation support													
It is foreseen that USD 1.4m of the budget (of which USD 1.1m are allocated staff costs) is spent on support to implementing countries. In terms of understanding the full support given to a country, this should be read alongside Validation costs as much of that work, especially around second Validations, involves intense technical support. It is expected that support to implementing countries will equate to around 35% of total staff time (weighted with salary) and training a further 4%. Thus, almost half of all staff time is spent on support to implementing countries.													
4.2 Undertaking Validation													
11	Support and facilitate pre-Validation self-assessments where requested, viable, appropriate and funded.												
12	In accordance with the Validation schedule established by the Board, review the relevant documentation, visit the country and consult stakeholders in accordance with the Validation procedures.												
13	Procure and fund a consultant to act a Validator in 2018 in accordance with the Validation procedures.												
14	Support and facilitate efforts by countries to address corrective actions identified in Validation reports.												
15	In accordance with the Validation schedule, undertake second Validations (previously called secretariat reviews) to assess corrective actions from the 2016 and 2017 Validations.												
16	Support the Validation Committee in considering the lessons from the first Validations conducted under the EITI Standard and through the revised Validation model.												
Budget allocation – Validation													
It is foreseen that USD 1.4m of the budget (of which USD 1.0m are allocated staff costs) is spent on validation. It is expected that validation will equate to around 31% of total staff time (weighted with salary).													
4.3 Mainstreaming and Open Data													
17	Implement the (revised) mainstreaming action plan, including efforts to raise awareness regarding the opportunities associated with mainstreaming, and supporting multi-stakeholder groups in considering their options so that this can be incorporated in EITI work plans and mainstreaming proposals for EITI Board consideration.												
18	Support implementing countries' work on open data in accordance with the EITI's open data policies, with a focus on low-cost solutions that reinforce the trend toward mainstreaming.												
Budget allocation – Mainstreaming													
It is foreseen that USD 0.2m of the implementation budget (of which USD 0.1m are allocated staff costs) is spent on supporting mainstreaming feasibility assessments and open data. It is expected that supporting these mainstreaming efforts will equate to around 3% of total staff time (weighted with salary).													
4.4 Beneficial ownership disclosure													
19	Support the EITI Board with overseeing the implementation of the beneficial ownership requirements, including by providing support and guidance to implementing countries on how to implement the roadmaps.												
20	Continue networking and collaboration with partners, including by convening the BO advisory group.												
21	Facilitate an African peer learning workshop on beneficial ownership in May/June funded by the Government of Denmark.												
22	Undertake a review of the quality of beneficial ownership reporting, with a view to identify good practices and address common obstacles to reporting.												
Budget allocation – Beneficial ownership disclosure													
It is foreseen that USD 0.5m of the implementation budget (of which USD 0.2m are allocated staff costs) is spent on support to beneficial ownership disclosure. It is expected that beneficial ownership disclosure will equate to around 6% of total staff time (weighted with salary).													
4.5 Commodity trading transparency													
23	Oversee the implementation of the targeted effort on commodity trading, including providing support to existing and new countries joining the effort (subject to funding).												
24	Support the working group on commodity trading with producing further guidance.												
25	Continue outreach to commodity traders and contribute to complementary efforts by other organisations.												
26	Undertake a review of the effectiveness and lessons learnt from the targeted effort.												
Budget allocation – Commodity trading transparency													
It is foreseen that USD 0.3m of the implementation budget (of which USD 0.1m are allocated staff costs) is spent on commodity trading transparency. It is expected that commodity trading transparency will equate to around 3% of total staff time (weighted with salary).													

4.6 Project level reporting				
27	Produce guidance and support implementing countries in preparing to transition to project-level reporting.			
28	Contribute to ongoing global discussions and development regarding project-level reporting, including sharing lessons learned from the EITI experience.			
29	Support the EITI Board with further refinements to requirement 4.7 of the EITI Standard, including transitions.			
Budget allocation – Project level reporting				
It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on project level reporting.				
It is expected that project level reporting will equate to around 1% of total staff time (weighted with salary).				
4.7 Contract transparency				
30	Continue to support countries in implementing the EITI Requirements related to contract transparency, including considering lessons learnt and corrective actions from validation.			
Budget allocation – Contract transparency				
It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on project level reporting.				
It is expected that project level reporting will equate to around 1% of total staff time (weighted with salary).				
4.8 Artisanal and Small scale mining				
31	Continue to provide support to countries with ASM challenges, including providing guidance on reporting on production and export data.			
32	Compile a publication on impact of ASM reporting in EITI countries so far.			
Budget allocation – Artisanal and Small Scale Mining				
It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on artisanal and small scale mining.				
It is expected that artisanal and small scale mining will equate to around 1% of total staff time (weighted with salary).				
4.9 Engagement with State-owned enterprises				
33	Strengthen engagement with SOEs at a global level, including through building and convening regional networks.			
34	Compile reporting practices on SOEs so far with a view to update guidance.			
35	Review engagement of SOEs at a local level, including through mapping of SOE participation in MSGs and EITI processes.			
Budget allocation – Engagement with State-owned enterprises				
It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on engagement with state-owned enterprises.				
It is expected that engagement with state-owned enterprises will equate to around 1% of total staff time (weighted with salary).				
4.10 Gender				
36	Establish a working group on gender equality to make proposals to the Board through the Implementation Committee to consider issues as defined in action point 36.			
Budget allocation – Gender				
It is foreseen that USD 50,000 of the implementation and communication budget (of which USD 35,000 are allocated staff costs) is spent on gender.				
It is expected that gender will equate to around 1% of total staff time (weighted with salary).				
4.11 Outreach				
37	Support outreach efforts in accordance with the EITI's 2018 Outreach Strategy.			
Budget allocation – Outreach				
It is foreseen that USD 70,000 of the budget (of which USD 60,000 are allocated staff costs) is spent on outreach.				
It is expected that outreach will equate to around 2% of total staff time (weighted with salary).				
4.12 Communication and public dialogue				
38	Produce regular website content, including a complete EITI data portal, and a 2018 EITI Progress Report that documents how the EITI leads to change in countries, including the findings from EITI Reports and thematic issues.			
39	Produce and distribute news items, newsletters and social media updates.			
40	Support implementing countries, in accordance with the open data policy to promote and develop open data, draw on international data codes and standards and encourage all stakeholder to make better use of EITI data.			
41	Develop an online tool for training on use of data and opportunities for countries.			
42	Develop online tools increasing user-accessibility to the EITI summary data database.			
Budget allocation – Communication				
It is foreseen that USD 0.5m of the budget (of which USD 0.3m are allocated staff costs) is spent on communications. It is expected that communications will equate to around 9% of total staff time (weighted with salary).				
Costs other than staff time are spent on translations (10%), website and data portal development (25%) and videos and printed materials (10%).				
In addition, it is foreseen that USD 135,000 of the budget (of which USD 125,000 are allocated costs) is spent on stakeholder relations and advocacy. It is expected that stakeholder relations and advocacy will equate to around 3% of total staff time (weighted with salary).				

5 Support to the EITI Board, Committees and Global Conference				
5.1 Support to the EITI Board and Committees				
43	Organise at least three EITI Board meetings in 2018.			
44	Facilitate regular Committee meetings and ensure a smooth flow of work between them and the Board.			
Budget allocation – Support to the EITI Board				
It is foreseen that USD 0.8m of the budget (of which USD 0.2m are allocated staff costs) or 7% of staff time is spent on support to the Board, plus costs to support the Chair of USD 185,000 of the budget (of which USD 25,000 are allocated staff costs or at least 1% of staff time).				
5.2 Preparing for the 2019 Global Conference				
45	Propose options for location and dates of the 2019 Global Conference.			
46	Develop the fundraising and communications plans for the 2019 Global Conference.			
47	Begin preparations for the Members' Meeting.			
Budget allocation – preparing for the 2019 Global Conference				
It is foreseen that USD 35,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on preparations for the 2019 Global Conference. It is expected that preparations for the Conference will equate to around 1% of total staff time (weighted with salary).				
6 Management, funding and monitoring				
6.1 Management of the Secretariat				
48	Recruit new staff members, with an expected new increase of three, whilst continuing to provide assistance to existing staff to deliver on their objectives.			
49	Facilitate regular Committee meetings and ensure a smooth flow of work between them and the Board.			
Budget allocation – Management of the International Secretariat				
It is foreseen that USD 0.8m of the budget (of which USD 0.3m are allocated staff costs or 9% of staff time) is spent on management and administration of the Secretariat.				
6.2 Recruitment of an Executive Director of the EITI and establishing a Nominations Committee for the EITI Chair				
50	The Secretariat will support the Finance Committee to review the remuneration package of Secretariat staff including the proposed offer to the Executive Director.			
51	Engage a recruitment agency to assist in the identification of Executive Director candidates;			
52	Ensure that the job posting is shared widely within the networks of the EITI;			
53	Review potential candidates and arrange interview for finalists;			
54	Make a recommendation of candidate(s) to the Board.			
55	Support the Board with the nominations process of a Board Chair.			
Budget allocation - Recruitment of an Executive Director of the EITI and establishing a Nominations Committee for the EITI Chair				
It is foreseen that USD 150,000 of the budget (of which USD 30,000 are allocated staff costs) is spent on recruitment of a ED. It is expected that this recruitment and support of the Nominations Committee will equate to around 1% of total staff time (weighted with salary). Costs other than staff time are spent on the recruitment agency (USD 0.1m, advertisements USD 0.02m).				
6.3 Monitoring and evaluation				
56	Support the Board to develop new KPIs through a working group.			
57	Publish the 2018 EITI Progress Report showcasing examples from Validations and other assessments.			
58	Draw Attention to good quality case studies and solid research, whether it demonstrates impact or not.			
59	Report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.			
60	Assess performance of staff following procedures outlined in the staff manual.			
Budget allocation – Monitoring and evaluation				
It is foreseen that USD 35,000 of the communication and administration budget (of which USD 35,000 are allocated staff costs) is spent on monitoring and evaluation.				

Annex F – Main achievements in 2018

From January to September 2018, the Secretariat has facilitated 42 Committee meetings, two Board meetings (with a third to be held in Q4) and has sent 12 circulars on behalf of the EITI Chair. To date, the Board has taken 56 decisions²³. 18 have dealt with EITI governance and 35 with EITI implementing country matters (Validation, extension requests, etc).

In 2018, the Board has assessed fourteen Validation cases. Some of these cases have been contentious, especially where the findings suggest that the country should be suspended. This work has also raised a number of questions regarding interpretation and clarification of the Standard. In February 2018, the Board took an important decision to encourage systematic disclosure, which has the potential to make EITI implementation more effective. In Berlin (40th meeting) the Board clarified the application of requirement 8.3.c.i on civil society engagement²⁴ and formulated expectations towards supporting companies²⁵. All of these decisions required extensive preparation and stakeholder consultation.

The Board, through its Committees, has also identified several issues where further work is needed, such as beneficial ownership, clarifying disclosure requirements on commodity trading and state-owned enterprises, as well as project-level reporting.

The Secretariat has convened trainings workshops in Central Asia, East Asia, Africa and Europe on beneficial ownership and commodity trading.

The 2019 Progress Report will be published in early 2019.

²³ Decisions are documented on <https://eiti.org/board-decisions>

²⁴ Decision 2018-39/BM-40/BP-40-4-A, <https://eiti.org/BD/2018-39>

²⁵ Decision 2018-40/BM-40/BP-40-7-A, <http://eiti.org/BD/2018-40>