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International Secretariat 2020 Work Plan

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
Address: Rådhusgata 26, 0151 Oslo, Norway • P.O. Box: Postboks 340 Sentrum, 0101 Oslo, Norway

International Secretariat 2020 Work Plan

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Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
Address: Rådhusgata 26, 0151 Oslo, Norway

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Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
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Executive summary

This work plan sets out the EITI International Secretariat's priorities for 2020 following the key decisions the Board took in 2019, in particular with the adoption of the 2019 EITI Standard. It establishes how the EITI International Secretariat (hereafter "the Secretariat") will use its staff and financial resources to support an efficient, relevant and effective EITI to produce tangible improvements in extractive industry governance. The work plan also explains the key objectives, activities, and outcomes of the Secretariat to supporting governments, companies and civil society organisations.

While the number of implementing countries has remained relatively stable over the past year, the *depth and breadth*[1] of implementation has increased. With the adoption of the 2019 Standard the nature of implementation support is changing. Clarifications to the requirements on commodity trading, contract transparency, along with new provisions on gender and environmental reporting require further guidance and support. These accompany a more concerted move towards systematic disclosure, increasingly relying on data reported by government and companies rather than reporting alone. Validation is a critical element of the EITI's work, providing a rigorous approach to assessing progress on implementation of the Standard. With the majority of implementing countries having undertaken their first Validation in 2017<-2019, a substantial number of second Validations are planned for 2020. The EITI Board has also agreed to undertake a review of the Validation procedure. The Secretariat also intends to dedicate more effort to documenting the impact of EITI's activities and to communicating this more convincingly to our stakeholders through a new communications strategy.

Implementing countries and the Secretariat are deepening their knowledge and expertise on a wide range of areas. In response to growing demands for technical support the Secretariat is placing more emphasis on capacity development and peer-to-peer learning in the 2020 work plan.

The Secretariat re-organised itself in 2018 to respond to the need for greater specialisation[2]. With 35 full-time staff from 21 different countries, the Secretariat serves 52 implementing countries, the EITI Board with 21 members and their alternates, and its eight committees. We propose a modest increase in staffing to deliver on implementation support, policy development and human resources management.

This work plan structure reflects the organisation of the Secretariat – Board support, 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 implementing countries, the Board, and to the wider international community.

Sections 2-4 set out the proposed tasks of Secretariat in 2020 with indications in boxes of key action items, and the proposed budget allocation. Note that the budget allocation figures under policy are part of implementation support, training, Validation, communications and stakeholder relations budgets. Policy is thus not a separate budget category but integrated as part of the other expenditure

[1] An overview of the adjustments to the Standard can be found here: https://eiti.org/board-decision/2019-25
[2] See Annex A - EITI International Secretariat organogram

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functions, as it informs all those functions.

Sections 1 and 5 cover other functions of the Secretariat under the Articles of Association: 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 6. Section 7 provides a multi-year outlook.

The Annexes provide a summary of the Secretariat's performance in 2019, as well as a summary of the actions proposed here.

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1. Supporting the EITI Board and its 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 three EITI Board meetings in 2020 with at least one of them taking place in Oslo. A significant number of committee meetings are expected, given the significant Validation workload and the importance of a proper onboarding of new Board members.

The International 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 work in two languages, English and French, with some limited Russian and Spanish support provided. The register of Board decisions will be made available from 2020[3] in French. The EITI is also tasked with providing civil society Board members and alternates from non-OECD countries with communication support[4] to enable them to participate effectively in the work of the Board. There are currently three Board members and alternates who receive this support.

The Secretariat will work with the Chair and the Board, mostly through its committees[5], to develop policy proposals and recommendations. Board committees will prepare the working documents for the Board.

Actions

1. Organise at least three Board meetings.
2. Facilitate and document regular committee meetings and ensure a smooth flow of work between the committees and the Board.
3. Document Board decisions in French and English online.

Budget allocation – Support to the EITI Board

The budget for Board support is USD 0.9m (including 6% of staff cost). Costs to support the chair amount to USD 0.2m in the budget. It is expected that support to the Board and Chair will equate to 7% of total staff time (weighted with salary).

[3] See https://eiti.org/register-of-board-decisions
[4] Summarising discussions led by email in their language, for example
[5] The list of committees can be found on www.eiti.org/board-committees.

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 2020, 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. Progress on implementation is monitored through Implementation Progress Reports (IPR) and shared with the Board ahead of every Board meeting. To further strengthen the voice of implementing countries the Secretariat seeks to increase its support to implementing country representatives on the Board, while continuing to engage and support all constituencies.

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

- **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.

- **Strengthening systematic disclosure.** EITI reporting is **embedded in government agencies** managing the sector to build strong, transparent and resilient government systems. Each implementing country has published **comprehensive, relevant, reliable and accessible data, in a timely manner**, to inform policy debate and increase the public's understanding of how their natural resources are managed. The Secretariat will also support implementing and outreach countries in ensuring that EITI implementation is proportionate, cost-efficient and gender-sensitive.

- **Supporting implementation of the 2019 Standard**. Some requirements have changed, and some new ones have been introduced, including related to contract transparency, environment and gender considerations. The Secretariat will work with the national secretariats and multi-stakeholder groups to ensure a solid understanding of the relevance of these changes, and support on implementing them **through training and peer-learning**.

- Each implementing country has a **well-functioning multi-stakeholder group** (MSG) that comprises the relevant state, industry and civil society stakeholders to ensure transparent and accountable governance of the national EITI process.

- 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.

- Each MSG continues to **promote innovative approaches** to improving the governance of the

sector, including by **analysing and disseminating the findings from EITI reporting**, implementing recommendations emerging from EITI reporting and Validation, and monitoring reform efforts.

- Each implementing country has **reviewed the outcomes and impact of EITI** implementation and published its findings.

- For each country, the Secretariat identifies key issues and develops detailed strategies and action plans on how to support countries in addressing these issues.

Actions

4. Support MSGs and national secretariats to meet the EITI Standard and make it as relevant and effective as possible. This is done by highlighting opportunities for systematic disclosure of EITI reporting through government and company system. Further by reviewing terms of reference (ToRs) for Independent Administrators, scoping studies, reporting templates, draft and final EITI Reports, work plans, documentation on governance of MSGs. Support countries with analysing the findings and implementing the recommendations from EITI Reports and Validation, including addressing corrective actions from Validation through implementation.
5. Develop and execute a training strategy for implementing countries to ensure a systematic approach to capacity building for national stakeholders that addresses their priorities.
6. Update the implementers portal (eiti.org/guide) in view of the changes to the Standard as part of the EITI website containing all guidance notes, examples and templates, as well as links to partners' materials, in four languages Send the National Secretariat Circular in four languages.
7. Monitor progress in EITI implementation and coordinate support with partners and technical assistance providers. Identify linkages with other efforts promoting good governance and sharing good practice.
8. Support Board members representing implementing countries.

Budget allocation – Support to Implementing countries

It is foreseen that USD 1.9m 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 involves significant technical support. It is expected that support to implementing countries will equate to around 30% of total staff time (weighted with salary) and training a further 5%. Thus, almost half of all staff time is spent on support to implementing countries.

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
Address: Rådhusgata 26, 0151 Oslo, Norway

2.1 Africa

The Secretariat will provide support to implementation to 24 EITI member countries in Africa in 2020, with a view of ensuring that the national EITI contributes to national priorities, such as 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, Nigeria, the Republic of Congo and Zambia**. In addition to priority countries, the Secretariat will also provide targeted support to implementation to tier one[6] and tier two[7] countries imitated engagement to maximise impact based EITI potential in various countries. Peer learning and country exchanges will be encouraged.

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; commodity trading 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-stakeholder groups will receive trainings to improve the functioning of the MSG as a space for dialogue, public debate and accountability in 2020. 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.

As it relates to Validation, the Secretariat will complete nine ongoing Validations[8] that began in 2019 and undertake an additional seven second Validations in 2020: Ghana, Mauritania and Seychelles in Q1, Mali in Q2, Guinea, Ethiopia, and Malawi in Q3.

2.3 Asia, Pacific and Middle East

Indonesia and Myanmar's Validation processes are ongoing. Papua New Guinea (PNG) will undergo a second Validation in April 2020, while the Philippines' revalidation commences in October 2020. Kazakhstan and Tajikistan will most likely have their third Validation in 2020.

The priority themes for Asia until the end of 2020 are beneficial ownership, mainstreaming, contract transparency and anti-corruption. Implementation support will ensure that stakeholders have the

[6] Tier one: Chad, Cameroon, Côte d'Ivoire, Tanzania, Mali, Mozambique, Mauritania, Burkina Faso, Senegal, Ethiopia, Liberia and Madagascar.
[7] Central African Republic, Malawi, Sierra Leone, São Tomé and Príncipe, Seychelles and Togo.
[8] Burkina Faso, Cameroon, Republic of Congo, Cote d'Ivoire, Liberia, Madagascar, Sao Tome and Principe, Tanzania and Togo.

capacity to implement the 2019 EITI Standard. Regional workshops on the 2019 EITI Standard, beneficial ownership and contract transparency are planned for Q1-2 2020. Although not the focus, the Asia team also intends to dedicate time during these workshops to discuss the new requirements on SOEs, environment and gender, regional networking, peer learning and country exchanges will be encouraged. The International Secretariat plans to conduct, with possible support from the Asian Development Bank (ADB), a regional peer learning event on government accountability (beneficial ownership, SOEs and contract transparency) for Southeast and Central Asia in February 2020.

Until April 2020, 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 Mongolia are among activities planned for 2020. The Secretariat is supporting Indonesia, Myanmar, Philippines and PNG to institutionalise beneficial ownership reforms through company registers and mining cadastres.

Transitioning to mainstreaming will be priority for seven countries, to include Armenia, Indonesia, Kazakhstan, Kyrgyz Republic, Mongolia, Philippines and Timor-Leste.

In the Middle East sub-region, most efforts continue to be channelled towards Iraq and, although not strictly part of the region, Afghanistan. Both countries share challenges in terms of security but are otherwise very different in terms of the sector, politics and languages, making a regional approach difficult to implement. 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. Suspension has catalysed significant progress in both countries over the last year, with corrective actions increasingly being addressed through the systematic disclosure of information through government systems. This will continue to be a priority for the region in 2020.

2.4 Latin America and the Caribbean

In addition to core support for on implementation of the 2019 Standard, including the key new provisions, targeted support in the region will be in a large part geared to countries undergoing Validation. Seven countries in Latin America and the Caribbean will either start and or complete their Validation in 2020. Suriname's Validation is expected to be completed in the first semester of 2020. Guyana and Mexico will have its first Validation starting on 24 April 2020. Peru will have its third Validation in June 2020. Trinidad and Tobago will have second Validation on August 2020. Dominican Republic, Honduras and Guatemala will undergo third and second Validations in 2020.

Since progress on delivering the beneficial ownership roadmaps has been limited, countries in the region will need support to ensure BO disclosures are delivered as expected. The Secretariat will also work with countries with more potential to make progress on systematic disclosure (Colombia, Dominican Republic, Peru, Trinidad and Tobago and Mexico). They will be supported to make progress in exploiting opportunities in increasingly reporting through regular government systems. The Secretariat will assist countries to maximising disclosures made through government systems including support from partner organisations.

Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
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In countries with significant state-owned enterprises (Argentina, Colombia, Mexico, Suriname and Trinidad and Tobago) the Secretariat will offer support for working on developing disclosure modules at the source (SOEs) as way to ensure that requirements 4.2, 2.6 and others are systematically disclosed.

Following subnational implementation in Peru, the Secretariat will work with Colombia and Mexico to ensure two pilots in subnational reporting and engagement are completed. Similarly, the Secretariat will engage with development partners to develop guidance based on the experience from these three countries, including a capacity building event in Peru. Building on early experience in Mexico, Colombia, Peru, and Dominican Republic on including social and environmental related information in EITI disclosures, the Secretariat will engage with development partners to develop guidance based on the experience from these three countries, including a capacity building event in Mexico. We will seek all opportunities for peer learning in these two areas.

In 2020, the Secretariat will continue exploring opportunities to recalibrate EITI processes in countries with small extractive sectors (Honduras and Guatemala). The Secretariat will discuss collaboration with partners like the OECD and Colombia to explore how the EITI could contribute to tackle illegal gold mining.

2.5 Europe

Germany, Norway and the United Kingdom have made good progress with EITI implementation and Validation. The Netherlands, which joined in June 2018, will produce its first Report in late 2019. In each case, the priority is to ensure a cost-effective approach to EITI implementation that focusses on systematic disclosure, such as company reporting in accordance with the EU transparency and accounting directives and using EITI reporting to address any gaps in disclosure and/or stakeholder concerns regarding data quality. Progress on beneficial ownership reporting will depend on national plans to implement the 5th Anti-Money Laundering Directive[9].

In 2020, Ukraine and Albania will have their second and third Validations respectively. Implementation support for Ukraine, as a priority country, will focus on facilitating mainstreaming efforts, verification procedures for beneficial ownership disclosure and SOE transparency. Securing sustainable government funding for the EITI process will be key for Ukraine and Albania in 2020 and onwards.

Peer learning and country exchanges in this region will be encouraged.

2.6 Validation

A substantial proportion of staff time is dedicated to Validation. Validation is carried out in accordance with the Validation procedures and schedule established by the EITI Board. The procedure, agreed in 2016, combines in-country preparation, initial data and stakeholder consultation by the International Secretariat, quality assurance by an Independent Validator, comments from the multi-stakeholder

[9] Note: EU Member States are required to transpose the 6th Anti-Money Laundering Directive (AMLD) into national law by 3 December 2020. Relevant regulations must be implemented by firms within Member States by 3 June 2021.

group, and EITI Board Review. The approach seeks to incentivise thorough preparations by multi-stakeholder groups, leverage (and improve) the International Secretariat's knowledge base, and ensure credibility and independence through independent quality assurance and Board review..

At the time of writing (September 2019), the EITI Board had processed 42 first Validations and ten second Validations[10]. Fourteen Validations are currently underway, with an additional 11 Validations to commence in late 2019[11]. In 2020, a further 14 second and third Validations are scheduled. This number is likely to increase depending on the outcome of the Validations currently underway. In addition, two countries – Guyana and Mexico – will be validated for the first time. Finally, the Philippines will be the first country to be re-validated, having achieved "satisfactory progress" overall in October 2017.

Adherence to this schedule requires extensive desk reviews, stakeholder consultations and (in most cases) country visits. The Secretariat also supports the Validation Committee in overseeing this process, and in preparing recommendations for Board consideration. The time and costs required for second and subsequent Validations are typically lower compared to first Validations, although the preparations for second Validations often leads to substantial demands for technical support.

In June 2019, the EITI Board agreed to undertake a review of the Validation procedure[12]. Validation is generally considered to be successful and central to the EITI's credibility. However, stakeholders have highlighted a number of challenges. The Validation process (and the corrective actions agreed by the EITI Board) have typically emphasized technical aspects of compliance rather than exploring wider opportunities for EITI implementation to add value. Validation is also taking too long. Some cases have taken more than 18 months from the commencement of Validation until the final Board decision. As noted above, the International Secretariat is often working on up to 25 Validations simultaneously, which has caused delays and diverted attention from implementation support. Consistent approaches to considering new information and to the application of the civil society protocol are also under review.

The Board's review is expected to consider alternative approaches to assessing progress with EITI implementation drawing on lessons learned from other transparency and accountability initiatives. This could include putting a greater focus on progress with systematic disclosure, expanding opportunities for industry and civil society engagement beyond the MSG platform, and assessing the extent to which EITI implementation (and Validation) is relevant and effective in the national context.

Actions

9. Carry out Validations in accordance with the Validation schedule and procedures established by the Board.
10. Procure and fund a consultant to act a Validator in 2020 in accordance with the Validation

[10] https://eiti.org/document/validation-schedule-decisions#validationdata
[11] See https://eiti.org/document/validation-schedule-decisions
[12] https://eiti.org/BD/2019-48

procedures.

11. Support the EITI Board in undertaking a review of the Validation model, including updates to the Validation Guide and procedure.

Budget allocation – Validation

It is foreseen that USD 1.2 m of the budget (of which USD 0.9m are allocated staff costs) is spent on Validation. It is expected that Validation will equate to around 24% of total staff time (weighted with salary).

2.7 Outreach

The Board is expected to agree a 2020-2021 Outreach Strategy in October 2019. As in previous years, it is expected that outreach activities will be limited and focussed on several priority countries that are resource dependent and where there is high potential for achieving impact. Pending finalisation of the strategy, this are expected to include: Angola, Australia, Brazil, Chile, Ecuador, Lebanon, South Africa, Tunisia, Uganda and Zimbabwe. The strategy is expected to recognise the intentions of Equatorial Guinea and Niger to re-join the EITI. Outreach to companies, and in particular state owned enterprises (SOEs) is expected to play a more significant role under the new strategy, given the broader work that the EITI is carrying out on SOEs, their importance to the governance of the sector, the possible financial contribution that they can provide to the EITI and their potential as a platform for outreach to priority countries. Outreach to companies will also target new oil and gas and mining companies, financial institutions and commodity traders concerning financial contribution to the EITI, furtherance of the EITI supporting company expectations and support for high-priority policy areas and improved company disclosures.

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. The 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, including the Country Outreach Manager and Legal and Corporate Engagement Manager. It can mean adding a visit to a priority country as part of a mission to an implementing country. It can entail use of conferences, bilateral opportunities and targeted meetings with potential supporters. The budgetary implications of the outreach strategy include staff time, travel, presentations, communications and other administrative costs for the International Secretariat.

Actions

12. Support outreach efforts in accordance with the EITI's 2020-2021 Outreach Strategy.

13. Conduct outreach to companies, including oil and gas and mining companies, financial

institutions, commodity traders and SOEs, concerning support for the EITI and furtherance of the supporting company expectations and core EITI policy areas.

Budget allocation – Outreach

It is foreseen that USD 0.2m of the budget is spent on outreach. It is expected that outreach will equate to around 4% of total staff time (weighted with salary).

3. Improving disclosures across policy areas

The International Secretariat has identified areas with high potential to increase domestic resource mobilisation, prevent corruption, and improve civic participation and the investment climate in the extractive industries. EITI disclosures allow for these objectives to be met by providing the necessary information basis.

The Secretariat proposes to deepen its work on beneficial ownership, contract transparency, commodity trading, state-owned enterprises, revenue collection and subnational contributions. These relate to specific EITI Requirements. Much of this work will be conducted in collaboration with partners with the appropriate expertise and capacity. Cross cutting themes are systematic disclosure and open data, improving MSG governance and gender. On emerging areas, the Secretariat proposes to support countries that wish to use the EITI reporting mechanism to addressing artisanal and small-scale mining (ASM). Based on demand from implementing countries and other stakeholders, the Secretariat proposes to address how the Standard contributes to broader policy discussions on the implications of the energy transition on extractive sector governance and accountability.

The work on policy draws from lessons from Validation, implementation, and work with partners, and feeds back into implementation support to improve the quality and use of the published data.

Each of the policy areas has a proposed budget allocation reflecting the costs anticipated in dealing with these topics **as part of implementation support, training, Validation, communications and stakeholder relations budgets**. Policy is thus not a separate budget category but integrated as part of the other expenditure functions.

3.1 High-priority policy areas

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. In June 2019, the EITI Board agreed a framework for how Requirement 2.5 will be assessed in Validation from 2020 onwards[13]. While some countries are making progress with establishing legal frameworks mandating disclosure of beneficial ownership and developing processes for collecting, verifying and publishing the data, many are lagging in meeting the EITI Requirement. The implementation of the beneficial ownership roadmaps will continue to require intensive support from the Secretariat in 2020 as well as further financial and technical support.

Actions

14. Support the EITI Board to oversee the implementation of the beneficial ownership requirements by providing support and guidance to implementing countries.
15. Provide targeted support to countries by giving legal and technical guidance based on demand

[13] See https://eiti.org/board-decision/2019-48

and facilitate exchanges among implementing countries on how to implement policy reforms related to beneficial ownership transparency, and how to verify the quality of the data.

16. Continue working with key partners such as Open Government Partnership, OpenOwnership, NRGI and Transparency International with broader efforts to improve ownership transparency globally.
17. Undertake research on good practices and impact of beneficial ownership transparency and publish communication materials to increase awareness on beneficial ownership globally.

Budget allocation – Beneficial ownership disclosure

It is foreseen that USD 0.5m, of which USD 0.2m are allocated to staff costs, is used to support implementation of beneficial ownership disclosures.

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. The 2019 EITI Standard requires implementing countries to publish contracts and license agreements governing oil, gas and mining operations that are entered or amended from 2021

To further provide support to countries on their efforts to implement contract transparency, the implementing country constituency agreed to establish a network of governments to provide a forum for governments to share experiences to enable adherence to the new requirement on contract transparency under the 2019 EITI Standard. The members of the network include Armenia, Cameroon, Chad, DRC, Ghana, Guinea, Guyana, Indonesia, Malawi, Mexico, Mongolia, Mozambique, Nigeria, Philippines, Senegal, São Tomé and Príncipe, Tanzania and Zambia.

Actions

18. Revise and publish a new guidance to address issues related to contract transparency to help countries in meeting the requirements by 2021. Conduct capacity building activities with national stakeholders to increase understanding of the benefits of and approaches contract transparency as well as use of contractual information.
19. Mobilise further government support and commitment to contract transparency through the contract transparency network. Use this network to share experiences, address barriers, and undergo consultations to inform the EITI's policy on contract transparency.
20. Follow-up with companies that commitments on contract transparency made at the global level, so that these are translated at the national level.

Budget allocation – Contract transparency

It is foreseen that USD 0.1m (of which half are allocated to staff costs) is used on contract transparency.

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.

Actions

21. Provide targeted support to implementing countries and state-owned enterprises, facilitate peer exchanges through the network of state-owned enterprise and encourage mainstreaming of SOE disclosures and strengthened SOE reporting.
22. Develop and update guidance on SOE transparency to reflect changes to the 2019 Standard and emerging good practice. Collaborate with key partners in providing capacity building to multi-stakeholder groups and stakeholders in implementing countries in analysis and use of SOE disclosures.
23. Conduct outreach to and engage with SOEs concerning support for the EITI and furtherance of SOE transparency.

Budget allocation – Engagement with state-owned enterprises

It is foreseen that USD 0.1m of the implementation and training budgets (of which half are allocated staff costs) is spent on engagement with state-owned enterprises.

3.1.4 Commodity trading transparency

Building on the working group's mandate[14], the Secretariat is preparing project proposal to mobilise further financial support for the commodity trading transparency efforts, as the available project specific funding expired in December 2018. Such resources will be required to help encourage state-owned enterprises and trading companies to begin to publish this information on first trades on a regular basis, and to build capacity of relevant stakeholders to analyse and use the data.

Actions

24. 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

[14] See Board Paper 34-4-B Annex B: TOR for the working group on transparency in commodity trading.

countries joining the effort.

25. Undertake an analysis of the disclosures to date, focussing on the results and findings of the reports and how the data can be used and analysed by stakeholders.
26. Outreach to buying companies, upstream companies with trading desks and trading hubs, in collaboration with key partners. The Secretariat will develop reporting guidelines for buying companies and work with industry champions to mobilise transparency of payments to governments for purchases of oil, gas and minerals from resource-rich countries.
27. Contribute to shaping global policy on commodity trading transparency and complementary efforts by other organisations such as the OECD.

Budget allocation – Commodity trading transparency

It is foreseen that USD 0.4m (of which USD 0.2m are allocated staff costs) is used on Commodity trading transparency.

3.1.5 Revenue collection and tax policies

Transparency of revenues from the extractive industries has been at the core of the mandate of the EITI since its inception. Greater revenue transparency enables citizens to hold the government to account for how they administer collection of taxes and other revenues. Building on the experiences with disclosing company payments and revenues from the extractive sector, it is proposed that the Secretariat supports implementing countries in using EITI reporting to help inform debates on how to improve revenue collection and develop sound and stable tax policies. The work will build on emerging practices in implementing countries and the expertise of partner organisations on identifying and addressing revenue loss risks in the extractive sector, such as IGF[15] and OECD. This involves supporting MSGs in strengthening inter-agency cooperation and informing public debate on extractives taxation.

Actions

28. Strengthen engagement with partners working on domestic resource mobilisation to ensure information sharing.
29. Based on demand, provide support to implementing countries in identifying and addressing revenue loss risks in the extractive sector, develop guidance and facilitate peer learning on using EITI data and complementary tool to help inform debates on revenue collection and tax policy.

Budget allocation – Revenue collection and tax policies

It is foreseen that USD 0.1m (of which half are allocated staff costs) is used on Revenue collection

[15] Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF)

and tax policies.

3.1.6 Subnational contributions

While revenues at the local level represent only a portion of total extractive revenues in a country, they play a significant role in considering the impact of oil, gas and mining projects on local communities. There is great potential for EITI can work closely with partners to help communities hold central and local governments and companies accountable for the management of extractive resources. This includes supporting timely and reliable data disclosures by governments (both central and local) and companies on areas such as subnational payments, subnational transfers, social expenditures, environmental monitoring, production, local content, gender equality and social inclusion. It also requires encouraging dialogue and debate at the subnational level through information that is tailored to audiences and demand-driven, and inclusive and participatory activities.

Actions

30. Document the impact of EITI implementation at the subnational level and improve guidance to implementing countries on subnational reporting and multi-stakeholder dialogue at the local level.
31. In collaboration with partners identify opportunities for systematic disclosures by companies, central governments and local governments and building capacity on analysis and communication of data by local actors.

Budget allocation – Subnational contributions

It is foreseen that USD 0.1m (of which half are allocated staff costs) is used on subnational reporting.

3.2 Cross-cutting policy areas

3.2.1 Advancing systematic disclosure and open data

The 2019 EITI Standard emphasizes that systematic disclosure is the default expectation, with EITI Reports used to address any disclosure gaps and concerns about data quality.

The EITI has made progress in changing its implementation guidance and the way it validates countries, prioritising disclosure directly by the reporting entities.“at the source”. More countries publishing data required by the Standard online. The Secretariat is adopting support tools to evaluate the state of systematic disclosures across countries, as well as sharing experience on what systems are being used. More work needs to be done in streamlining and making guidance more actionable. The work on systematic disclosure is closely linked with the EITI’s open data work in implementing countries. As countries consider publishing information online, they should, as part of their open data policy, consider if the information can be made available in an open format.

The Secretariat will use the revised open data policy[16] and summary data templates to support countries when they are considering publishing data relevant for the EITI in an open format. The Secretariat will also engage with other knowledge groups to sharing experiences and improve guidance.

Actions

32. Improve the Secretariat's guidance on systematic disclosure, open data and how to analyse data.
33. Support multi-stakeholder groups to consider options for systematic disclosure through systematic disclosure analysis, feasibility studies and wider stakeholder engagement.
34. 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.
35. Engage with working groups on e-governance and open data to collect best practice and improve guidance to countries.
36. Support MSG and independent administrators (IAs) in summary data submissions, feasibility studies and wider stakeholder engagement.

Budget allocation – Systematic disclosure and open data

It is foreseen that USD 0.5m (of which USD 0.3m are allocated to staff costs) is used on systematic disclosure and open data.

3.2.2 Publishing EITI's data in open format, support on summary data 2.0

The EITI collects contextual and revenue data from EITI Reports through a reporting template[17] which was developed in association with the IMF. The data is uploaded to the database and made available through country pages, the eiti.org/data page and the EITI's API[18].

In April 2019 the Board adopted an revised summary data template[19], responding to demands of data users, and the revisions of the EITI Standard including general developments such as systematic disclosure and project-level reporting.

In 2020 the Secretariat intends to provide implementation support to countries in the use of the

[16] See https://eiti.org/document/eiti-open-data-policy
[17] Called summary data template. Usually Independent Administrators submit the reporting template alongside the EITI Report.
[18] application program interface (API), which publishes EITI data as machine readable data. It is also the foundation for the website's visual elements and any more intermediate data query tools can be developed based on it.
[19] See https://eiti.org/BD/2019-33

summary data for data analysis and open data publication. To be able to publish the new summary data files in the API the Secretariat will need to adapt its data import. This relates in particular to project-level data, which is now part of the summary data file. It is also considering offering e-reporting for countries to submit their summary data (as alternative to the excel sheet). Outstanding data issues need to be addressed (such as the duplication of company records).

Lastly, research and analysis of EITI data is still limited. The Secretariat intends to improve access and dissemination of the data.

Actions

37. Develop guidance and training materials for the adoption of the new template. Provide training to implementing countries and Independent Administrators on how to use the template.
38. Improve collection and publication of project-level data at the national and international level through introduction of the new Summary data template 2.0
39. Adjust the import of data and display of data through the API to enable the import of summary data 2.0.
40. Engage multilateral partners, such as United Nations and multilateral development banks, OECD and others to ensure improved dissemination of EITI data through existing and recognised databases and outlets.

Budget allocation – Summary data 2.0

It is foreseen that USD 0.2m of the budget (of which 70% are allocated staff costs) is spent on publishing EITI's data in open format and support on summary data 2.0

3.2.3 Improving multi-stakeholder performance and governance

With the shift to systematic disclosures the Secretariat proposes to encourage multi-stakeholder groups (MSGs) to allocate more attention to strengthening government systems, analysing the data from reporting and formulating recommendations that have an impact on the countries' policies, in line with national objectives.

Besides a stronger focus on identifying governance risks, including closing civic space, the Secretariat proposes to follow-up on the identified governance challenges in some EITI countries[20]. In 2020, the International Secretariat will follow-up on the Board's expectations towards implementing countries' MSG governance.

Actions

41. Support MSGs in aligning the EITI with national objectives and encourage data analysis and

[20] See Board paper 38-7-B Common governance challenges in EITI Implementing countries - update and proposed next steps; Board decision: https://eiti.org/BD/2017-58.

meaningful recommendations.

42. Follow-up on the Board's recommendations with regards to governance challenges in implementing countries, including 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.

Budget allocation – MSG Governance

It is foreseen that USD 50,000 (of which all are allocated to staff costs) is used on MSG Governance.

3.2.4 Gender

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. The 2019 EITI Standard includes provisions aiming to improve women's representation and participation in the oversight of the sector, as well as encourage disclosures of gender-disaggregated data.

Actions

43. Provide support and guidance to countries in implementing provisions of the Standard on gender, including through disseminating relevant guidance notes, and encouraging innovative reporting and inclusive activities led by MSGs. Document case studies demonstrating how the EITI has had an impact on gender equality.
44. Facilitate dialogue between stakeholders including women's organisations and networks to share experience on implementing requirements related to gender.

Budget allocation – Gender

It is foreseen that USD 0.1m (of which half are allocated staff costs) is used on gender.

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 Artisanal and small-scale mining

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. Reviews to date of the impact of ASM reporting in EITI countries[21] showed that the EITI can play a role in supporting partners and organisations working on ASM at the national and international level. The EITI can contribute to enabling policy discussions and reforms towards the formalisation of the sector through providing relevant information to target audiences, engaging key actors in public debate and building the capacity of government agencies. The EITI can also help strength mineral traceability and compliance with existing due-diligence mechanisms by providing data to inform adherence with existing mechanisms and encouraging best practices.

Actions

45. 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. This will include priority countries such as the DRC and Myanmar.
46. Contribute to ongoing global discussions led by partners such as the OECD regarding addressing ASM data gaps and strengthening global frameworks for ensuring responsible sourcing of minerals. This includes pursuing the collaboration with OECD's efforts on responsible sourcing of minerals and providing input to the LME's due diligence framework.

Budget allocation – ASM

It is foreseen that USD 50,000 (of which all are allocated staff costs) is used on ASM.

3.3.2 Environment and energy transition

In response to growing interest about environmental impact and risks from implementing countries, the 2019 EITI Standard has reiterated that the EITI should cover material environmental payments by companies to governments and encouraged disclosures of contextual information related to environmental monitoring. There are also growing demands for the EITI to improve its communication about how the Standard contributes to broader policy discussions on the implications of the energy transition on extractive sector governance.

Actions

47. Develop guidance on environmental reporting as well as highlight and disseminate innovative ways of environmental reporting and further investigate possible linkages to other existing reporting mechanisms such as the Global Reporting Initiative (GRI)

[21] The results can be accessed under https://eiti.org/document/panning-for-data

framework.

48. Prepare a brief on how the EITI contributes to policy discussions on the implications of the energy transition on extractive sector governance and accountability. This could be undertaken in coordination with partners such as Chatham House.

Budget allocation – Environment and energy transition

It is foreseen that USD 50,000 (of which all are allocated to staff costs) is used on Environment and energy transition.

4. Strengthening communications and stakeholder relations

The Secretariat will design and implement a refreshed communications strategy in 2020, with a focus on generating a narrative that brings together the EITI's mandate, mission, strategy and impact.

A rolling communications plan will deliver targeted support for EITI's organisational objectives, including initiatives to:

- Inspire reform and engage stakeholders through impact stories from implementing countries.
- Raise awareness and understanding of the EITI and its impact on extractive resource governance.
- Promote the understanding and use of systematic disclosure and open data.
- Support the dissemination and promote the use of EITI data and research.
- Provide guidance, support and training on communications to national EITIs.
- Strengthen the communications skills and capacities of EITI staff, including on gender-based analysis.
- Although the strategy will be reviewed annually, it is anticipated that it will serve a longer timeframe, covering the mandate of the current board and potentially beyond.

As part of the strategy development process, the Secretariat will evaluate the number and type of EITI publications produced to ensure 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 2020 and plans to do a significant upgrade, in the software, content and functionality of the site. This will allow to showcase the new data on project-level that is being collected from countries and allows to align the website with the impact narrative the Board is defining. The data services will be reviewed in view of catering better to researchers, media and implementing countries. The information and guidance available online is regularly updated. News items, blogs, newsletters, social media posts, opinion editorials and media interviews will highlight the core features of individual countries' EITI reporting, Validation results, developments in implementing countries, key policy topics, as well as impact stories related to the EITI's and significant work by partners and supporting companies. The EITI monthly newsletter counts over 9,000 subscribers today (up from 7,500 last year), whilst the website receives on average 15,000 visitors per month. EITI's followers on social media is steadily increasing, with over 14,000 followers on Twitter, over 6,000 on Facebook and 4,500 on LinkedIn. 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.

Actions

49. Produce and distribute regular content (news items, newsletters, audio-visuals, opinion

editorials, social media updates) and deliver key products for EITI-led events.

50. Produce a 2020 EITI Progress Report that documents how the EITI leads to change in countries, including the findings from implementation and thematic issues.
51. Upgrade the EITI website to increase accessibility to the EITI summary data on the EITI's data portal and usability of the website. Continue to improve and disseminate the EITI's application program interface (API) to the investment and data communities.
52. Support countries in their communications strategies.
53. Profile and communicate the benefits of upholding the EITI company expectations among the constituency of supporting companies 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 0.7m of the budget (of which USD 0.5m are allocated staff costs) is spent on communications. It is expected that communications will equate to around 14% of total staff time (weighted with salary).

In addition, it is foreseen that USD 0.25m 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 5% of total staff time (weighted with salary).

5. Finance and management

5.1 Management of the Secretariat

To undertake the 2020 work plan and to maintain an increasing level of on-going implementation support and Validation activities, two to three additional staff will be required in 2020.

Full time permanent staffing towards the end of 2019 is 33, which is a net addition of 7 staff from 2018. (see Annex A - EITI International Secretariat and

4. Strengthening communications and stakeholder relation	
49	Produce and distribute regular content (news items, newsletters, audio-visuals, opinion editorials, social media updates) and deliver key products for EITI-led events.
50	Produce a 2020 EITI Progress Report that documents how the EITI leads to change in countries, including the findings from implementation and thematic issues.
51	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.
52	Support countries in their communications strategies.
53	Profile and communicate the benefits of upholding the EITI company expectations among the constituency of supporting companies 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 0.7m of the budget (of which USD 0.5m are allocated staff costs) is spent on communications. It is expected that communications will equate to around 14% of total staff time (weighted with salary). In addition, it is foreseen that USD 0.25m 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 5% of total staff time (weighted with salary).

5. Finance and management	
5.1 Management of the Secretariat	
54	Recruit new staff members, with an expected increase of two to three, whilst continuing to provide assistance to existing staff to deliver on their objectives.
55	Assess performance of staff following procedures outlined in the staff manual.
	Budget allocation – Management of the Secretariat It is foreseen that USD 1.0m of the budget (of which USD 0.4m are allocated staff costs or 11% of staff time) is spent on management and administration of the Secretariat.
5.1 Monitoring and evaluation	
56	Report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.
57	Explore with the Board options for directing the EITI's work towards more impact on improving extractives governance.
	Budget allocation – Monitoring and evaluation

It is foreseen that USD 0.03m of the budget is spent on impact work.

Annex D - Summary of allocation of staff time for 2020 . Again, delivery of the 2019 work plan involved long hours particularly in connection with the 8th Global Conference in Paris. 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 sound financial status and outlook, recruitment of additional staff will be on-going throughout 2020 so long as revenue forecasts are met.
Staff development is key in building internal capacity, especially in a diverse team. The on-going training process needs to be strengthened. We will be rolling out a more structured approach to training and staff development in 2020 to reflect individual needs and organisational priorities. Developing communication, writing and presentation skills, analytical skills related to Validation, and line management training are among these priorities. Programmes to exchange staff with other institutions for shorter periods of time will also be continued. The Secretariat will also be considering the appropriate mix of skills and experience it requires among staff in delivering the work plan.

The Secretariat will also continue to seek fundraising opportunities beyond current commitments. It has hired a manager to increase 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.

Actions

54. Recruit new staff members, with an expected increase of two new staff, whilst continuing to provide assistance to existing staff to deliver on their objectives.
55. Assess performance of staff following procedures outlined in the staff manual.

Budget allocation – Management of the Secretariat

It is foreseen that USD 1.0m of the budget (of which USD 0.4m are allocated staff costs or 11% of staff time) is spent on management and administration of the Secretariat.

5.2 Monitoring and evaluation

The Secretariat monitors its performance against the Key performance indicators (see Annex B) throughout the year. The Secretariat will publish the 2020 EITI Progress Report showcasing examples of impact from Validations, examples of systematic disclosure and other assessments in early 2020.

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

In 2020 there will be further exploration of the options available to the Board of enhancing knowledge

on the impact on governance reforms and development outcomes.

Actions

56. Report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.
57. Explore with the Board options for directing the EITI's work towards more impact on improving extractives governance.

Budget allocation – Monitoring and evaluation

It is foreseen that USD 0.03m of the budget is spent on impact work.

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
Address: Rådhusgata 26, 0151 Oslo, Norway

6. 2020 Budget

6.1 Revenue and expenditure overview

In terms of revenues, the work plan sets out a proposed budget of USD 7.0 m. With more long-term commitments and likely project-specific funding from private foundations and to support policy work and capacity building, we are confident that USD 7.0m represents a realistic estimate of revenue in 2020. This is to be compared against an estimated total cost of EITI implementation globally of around USD 43 m.

Whilst funding requirements are now in place for all constituencies except supporting countries, revenue predictability remains challenging. Existing multi-year agreements ensure close to USD 2.0m in revenue for 2020. As in 2019, spending will closely reflect revenues that are coming in. Whilst the USD 7.0 m budget is the plan, the low scenario of USD 6.0 m is a fall-back plan should a significant and unexpected shortfall in revenue occur. In such a case, regional training plans and work on emerging policy areas would have to be scaled down and the number of Board meetings could be reduced from three to two.

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 0.6 m (NOK 4.8 m), 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 8.50 NOK/USD which is an increase from 8.00 NOK/USD used in the 2019 budget. The increased rate reflects a strengthening dollar which on the whole is positive for the Secretariat budget.

In terms of expenditure, USD 7.0 m is an increase of USD 1.0 m compared to the 2019 budget of USD 7.5m adjusting for USD 1.5 m for the Global Conference. The Secretariat foresees modest increased expenditure on salaries, offices and translation compared to 2019. Overall salaries, the most significant type of expenditure, are expected to increase by 11% due to a combination of inflation (2.5%), performance-related salary increases (around 2%), and new staff (6%). Office expenses are expected to go down to around USD 0.8m in 2020 as a result of most investments in the new office having been completed. Travel and accommodation expenses are expected to decrease from USD 2.1 m to USD 1.6 m in 2020 due primarily to the high Global Conference costs in 2019.

Validation costs will increase. Two countries are expected to undertake their first Validation in 2020. In addition, there will 17 be second or third Validations. These are expected to take up 16% of staff time and USD 1.0m 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 in Table 1 while the 2019 forecast and 2020 budget is presented in Table 2.

Table 1: EITI historic figures 2010-2018

All figures in USD thousands

Item	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015* Actual	2016* Actual	2017* Actual	2018* Actual
Implementing countries									
Implementing countries								105	120
International development partners, including donors, NGO's and foundat									
Supporting countries and IFI's NGO's and foundations	1,931	2,987	3,019	3,656	3,108	2,708	3,104	4,685	4,783
Private sector (approximately 50% of remaining requirement)									
Investors	4	14	13	10	10	9	7	20	29
Oil and Gas	749	1,003	1,254	1,205	1,263	1,110	1,522	1,130	1,052
Mining and Minerals	130	816	635	904	634	575	867	716	706
Non-extractives	0	0	0	10	16	10	56	74	70
Total Revenues	**2,814**	**4,821**	**4,920**	**5,784**	**5,031**	**4,411**	**5,557**	**6,731**	**6,761**
Costs									
Implementation	207	162	200	706	471	1,602	1,225	1,549	1,690
Outreach	105	151	169	212	214	263	114	63	71
Board meetings	458	428	496	605	559	959	518	772	577
Communications	95	226	173	461	536	546	600	432	436
Chair's support	154	86	35	35	50	33	164	165	175
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	433
Shareholder rel. /Int. advocacy						219	117	141	157
Management & Admin						619	685	766	872
Validation						239	506	995	1,178
Total Expenditure	**3,020**	**4,672**	**4,017**	**6,512**	**5,026**	**5,080**	**5,280**	**5,541**	**5,589**
Net result	**(206)**	**149**	**904**	**(728)**	**5**	**(669)**	**277**	**1,190**	**1,172**

*2015-2018 figures include an allocation of staff costs to each function

Table 2: EITI 2019 and 2020 forecast and budget

All figures in USD thousands

Item	2019 Forecast	2019 Budget	2020 Budget	2018 Actual	% increase vs 2019 Budget	% increase vs 2019 Forecast
Implementing countries						
Implementing countries*	80	100	100	120	0%	25%
International development partners, including donors, NGO's and foundations						
Supporting governments and IFI's	4,500	5,400	4,800	4,783	-11%	7%
NGO's and foundations	50	35	35	-		
Private sector						
Oil and Gas	1,405	1,050	1,100	1,052	5%	-22%
Mining and Minerals	930	850	900	706	6%	-3%
Financial Institutions	20	50	50	29	0%	150%
Non-extractives	15	15	15	70	0%	0%
Total Revenues	**7,000**	**7,500**	**7,000**	**6,760**	**-7%**	**0%**
Costs by function						
Implementation	1,557	1,800	1,900	1,690	6%	22%
Outreach	100	70	200	71	186%	100%
Board meetings	639	800	850	577	6%	33%
Communications	583	640	700	436	9%	20%
Chair's support	180	200	200	175	0%	11%
Training	365	400	700	433	75%	92%
Stakeholder rel./Int. advocacy	240	240	250	157	4%	4%
Management & Admin	954	850	1,000	872	18%	5%
Global Conference**	1,331	1,500	-			
Validation	1,070	1,000	1,200	1,178	20%	12%
Total Costs by function	**7,019**	**7,500**	**7,000**	**5,589**	**-7%**	**0%**
Costs by type						
Salary	3,235	3,580	3,600	3,115	1%	11%
Other staff expenses	117	50	75	128	50%	-36%
Office expenses	923	645	750	632	16%	-19%
Travel and accomodation**	2,100	2,300	1,600	930	-30%	-24%
Translation & Interpretation	295	450	500	358	11%	69%
Project consultants	273	400	400	340	0%	47%
Other expenses	76	75	75	86	0%	-1%
Total Costs by type	**7,019**	**7,500**	**7,000**	**5,589**	**-7%**	**0%**
Net result	**(19)**	-	-	**1,171**		

*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 52 implementing countries will make a contribution (each of USD 10k) in 2020.

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

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
Address: Rådhusgata 26, 0151 Oslo, Norway

6.2 Scenarios and outlook for the 2020 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.

6.2.1 Lower range scenario

The lower range scenario of USD 6.0m, would see a dramatic fall in revenue (around 20%). Most of planned new regional trainings would have to be scaled down and the number of Board meetings could be reduced from three to two. 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 2020-2022

Workplan scenario LOW

All figures in USD thousands

Item	2019 Forecast	2019 Budget	2020 Low	% increase vs 2019 Forecast	2021 Budget	% increase	2022 Budget	% increase	% increase 2019-2022
Implementing countries									
Implementing countries*	80	100	50	-38%	100	100%	150	50%	88%
International development partners, including donors, NGO's and foundations									
Supporting governments and IFI's	4,500	5,400	4,400	-2%	4,415	0%	5,240	19%	16%
NGO's and foundations	50	35	-		-		-		
Private sector									
Oil and Gas	1,405	1,050	800	-43%	900	13%	1,150	28%	-18%
Mining and Minerals	930	850	750	-19%	800	7%	925	16%	-1%
Financial Institutions	20	50	-	-100%	20		20	0%	0%
Non-extractives	15	15	-	-100%	15		15	0%	0%
Total Revenues	**7,000**	**7,500**	**6,000**	**-14%**	**6,250**	**4%**	**7,500**	**20%**	**7%**
Costs by function									
Implementation	1,557	1,800	1,650	6%	2,000	21%	2,100	5%	35%
Outreach	100	70	50	-50%	60	20%	65	8%	-35%
Board meetings	639	800	700	10%	700	0%	685	-2%	7%
Communications	583	640	640	10%	650	2%	600	-8%	3%
Chair's support	180	200	200	11%	200	0%	200	0%	11%
Training	365	400	320	-12%	400	25%	300	-25%	-18%
Stakeholder rel./Int. advocac	240	240	240	0%	240	0%	250	4%	4%
Management & Admin	954	850	1,000	5%	1,000	0%	1,000	0%	5%
Global conference**	1,331	1,500	-				1,300		-2%
Validation	1,070	1,000	1,200	12%	1,000	-17%	1,000	0%	-7%
Total Costs by function	**7,019**	**7,500**	**6,000**	**-15%**	**6,250**	**4%**	**7,500**	**20%**	**7%**
Costs by type									
Salary	3,235	3,580	3,380	4%	3,500	4%	3,650	4%	13%
Other staff expenses	117	50	50	-57%	50	0%	50	0%	-57%
Office expenses	923	645	725	-21%	750	3%	775	3%	-16%
Travel and accomodation**	2,100	2,300	1,200	-43%	1,225	2%	2,250	84%	7%
Translation & Interpretation	295	450	320	8%	350	9%	350	0%	19%
Project consultants	273	400	250	-8%	300	20%	350	17%	28%
Other expenses	76	75	75	-1%	75	0%	75	0%	-1%
Total Costs by type	**7,019**	**7,500**	**6,000**	**-15%**	**6,250**	**4%**	**7,500**	**20%**	**7%**
Net result	**(19)**	-	-		-		-		

2020 A flat budget compared to 2018 adjusted for the global conference notconsidering staff increases.
Reduction in implementation activity other than validation.
2,5% inflation adjustment to salaries plus 2 % adjustment for performance and promotion.
Scaled down regional training with fewer sponsored participants, reduced program and less costly venue.

2021 4% overall increase.

2022 4% overall increase.

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

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Address: Rådhusgata 26, 0151 Oslo, Norway

6.2.2 Expected scenario

The expected case scenario of USD 7.0m seeks to show how the expected revenue will be used to deliver the work plan. Two to three new staff would be added for implementation support activities in the Africa and LAC regions. 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 and work towards systematic disclosure and open data.

Table 4: Expected scenario, budget

EITI Budget years 2020-2022

Workplan scenario EXPECTED

All figures in USD thousands

Item	2019 Forecast	2019 Budget	2020 Budget	% increase vs 2019 Forecast	2021 Budget	% increase	2022 Budget	% increase	% increase 2019-2022
Implementing countries									
Implementing countries*	80	100	100	25%	150	50%	150	0%	88%
			-						
International development partners, including donors, NGO's and foundations									
			-						
Supporting governments and	4,500	5,400	4,800	7%	5,000	4%	5,800	16%	29%
NGO's and foundations	50	35	35		50	43%	85	70%	
			-						
Private sector									
Oil and Gas	1,405	1,050	1,100	-22%	1,150	5%	1,400	22%	0%
Mining and Minerals	930	850	900	-3%	950	6%	1,200	26%	29%
Financial Institutions	20	50	50	150%	50	0%	100	100%	400%
Non-extractives	15	15	15	0%	15	0%	15	0%	0%
Total Revenues	**7,000**	**7,500**	**7,000**	**0%**	**7,365**	**5%**	**8,750**	**19%**	**25%**
Costs by function									
Implementation	1,557	1,800	1,900	22%	2,400	26%	2,600	8%	67%
Outreach	100	70	200	100%	100	-50%	50	-50%	-50%
Board meetings	639	800	850	33%	850	0%	700	-18%	10%
Communications	583	640	700	20%	750	7%	700	-7%	20%
Chair's support	180	200	200	11%	225	13%	240	7%	33%
Training	365	400	700	92%	730	4%	600	-18%	64%
Stakeholder rel./Int. advocacy	240	240	250	4%	260	4%	260	0%	8%
Management & Admin	954	850	1,000	5%	1,050	5%	1,100	5%	15%
Global conference**	1,331	1,500	-		-		1,500		13%
Validation	1,070	1,000	1,200	12%	1,000	-17%	1,000	0%	-7%
Total Costs by function	**7,019**	**7,500**	**7,000**	**0%**	**7,365**	**5%**	**8,750**	**19%**	**25%**
Costs by type									
Salary	3,235	3,580	3,600	11%	3,800	6%	4,050	7%	25%
Other staff expenses	117	50	75	-36%	90	20%	100	11%	-15%
Office expenses	923	645	750	-19%	800	7%	825	3%	-11%
Travel and accomodation**	2,100	2,300	1,600	-24%	1,700	6%	2,735	61%	30%
Translation & Interpretation	295	450	500	69%	500	0%	525	5%	78%
Project consultants	273	400	400	47%	400	0%	435	9%	59%
Other expenses	76	75	75	-1%	75	0%	80	7%	5%
Total Costs by type	**7,019**	**7,500**	**7,000**	**0%**	**7,365**	**5%**	**8,750**	**19%**	**25%**
Net result	**(19)**	-	-		-				

2020 20% increase in Implementation and a signficant increase in regional training.
2,5% inflation adjustment to salaries plus 2 % adjustment for performance and promotion and another 6% for two to three new staff.
2021 5% overall increase.
2022 5% overall increase.

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

6.2.3 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 2020-2022

Work plan scenario HIGH

All figures in USD thousands

Item	2019 Forecast	2019 Budget	2020 Budget	% increase vs 2016 Forecast	2021 Budget	% increase	2022 Budget	% increase	% increase 2019-2022
Implementing countries									
Implementing countries*	80	100	150	88%	150	0%	200	33%	150%
			-						
International development partners, including donors, NGO's and foundations									
Supporting governments and IFI's	4,500	5,400	5,450	21%	5,650	4%	6,500	15%	44%
NGO's and foundations	50	35	35		50	43%	90	80%	
			-						
Private sector									
Oil and Gas	1,405	1,050	1,250	-11%	1,300	4%	1,510	16%	7%
Mining and Minerals	930	850	1,000	8%	1,050	5%	1,200	14%	29%
Financial Institutions	20	50	100	400%	150	50%	200	33%	900%
Non-extractives	15	15	15	0%	50	233%	50	0%	233%
Total Revenues including project-specfic funding	**7,000**	**7,500**	**8,000**	**14%**	**8,400**	**5%**	**9,750**	**16%**	**39%**
Costs by function									
Implementation**	1,557	1,800	2,400	54%	2,600	8%	2,750	6%	77%
Outreach	100	70	100	0%	100	0%	110	10%	10%
Board meetings	639	800	850	33%	875	3%	900	3%	41%
Communications	583	640	750	29%	800	7%	800	0%	37%
Chair's support	180	200	225	25%	225	0%	230	2%	28%
Training	365	400	1,125	208%	1,200	7%	760	-37%	108%
Stakeholder rel./Int. advocacy	240	240	250	4%	300	20%	300	0%	25%
Management & Admin	954	850	1,100	15%	1,200	9%	1,250	4%	31%
Global conference**	1,331	1,500	-		-		1,500		13%
Validation	1,070	1,000	1,200	12%	1,100	-8%	1,150	5%	7%
Total Costs by function	**7,019**	**7,500**	**8,000**	**14%**	**8,400**	**5%**	**9,750**	**16%**	**39%**
Costs by type									
Salary	3,235	3,580	3,700	14%	3,800	3%	3,950	4%	22%
Other staff expenses	117	50	100	-15%	100	0%	70	120%	-40%
Office expenses	923	645	850	-8%	900	6%	950	6%	3%
Travel and accomodation**	2,100	2,300	2,125	1%	2,200	4%	3,300	50%	57%
Translation & Interpretation	295	450	550	86%	600	9%	650	8%	120%
Project consultants	273	400	600	120%	700	17%	730	4%	167%
Other expenses	76	75	75	-1%	100	33%	100	0%	32%
Total Costs by type	**7,019**	**7,500**	**8,000**	**14%**	**8,400**	**5%**	**9,750**	**16%**	**39%**
Net result	**(19)**	-	-		-		-		

2020 36% increase in Implementation and a signficant increase in regional training.
2,5% inflation adjustment to salaries plus 2 % adjustment for performance and promotion and another 10% for three to four new staff.
2021 5% overall increase.
2022 5% overall increase.

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

6.3 Risks to the work plan

The Secretariat foresees four key 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. The shift towards encouraging systematic disclosure should reduce the cost of EITI implementation in the long run. However, the changes needed often require substantial technical and financial support. The outlook for EGPS support from the World Bank to implementing countries is uncertain. A major fundraising effort for EITI implementation through the EGPS or elsewhere may be necessary to maintain momentum.

Secondly, there is a concern that there is a move away from transparency in general and particularly within the extractives sector. 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, there is a risk that the focus on Validation of compliance with the Standard crowds out attention to wider opportunities for the EITI to add value. Validation has been more time consuming than anticipated. The secretariat strives to prioritise proactive implementation support that focusses on maximising impact, while also working to meet the deadlines set out in the Validation procedure. The Board's review of the Validation procedure will be an important opportunity to consider these challenges.

Fourthly, there is a risk that the Secretariat staff cannot deliver fully on the work plan. The work plan is ambitious and possible staff turnover or capacity limitations can impact on the ability to deliver. The Secretariat is taking steps to mitigate these risks. Ongoing recruitment, training for staff, and the use of consultants for implementation support will be pursued to mitigate this risk.

The Secretariat foresees two risks to the budget. First, that funding from partners falls and is not sufficient to meet the added needs related to training and capacity building. 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 reduce 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 Board will need to monitor the revenue closely and advise on how to deal with shortfalls. The Secretariat will address this risk through adjusting expenditures in line with available revenue. The risk of a shortfall on total revenue is assessed as low to medium.

Secondly, that the value of 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 costs) are made in NOK, the weaker the dollar the lower the contribution in NOK terms. If the rate drops in 2020, the budget will be squeezed.

The Board might, of course, wish to undertake other activities in the course of 2020 that are not foreseen in this budget. The Secretariat will spell out the cost implications of any new activities in papers to committees.

7. Multi-year outlook 2020-2022

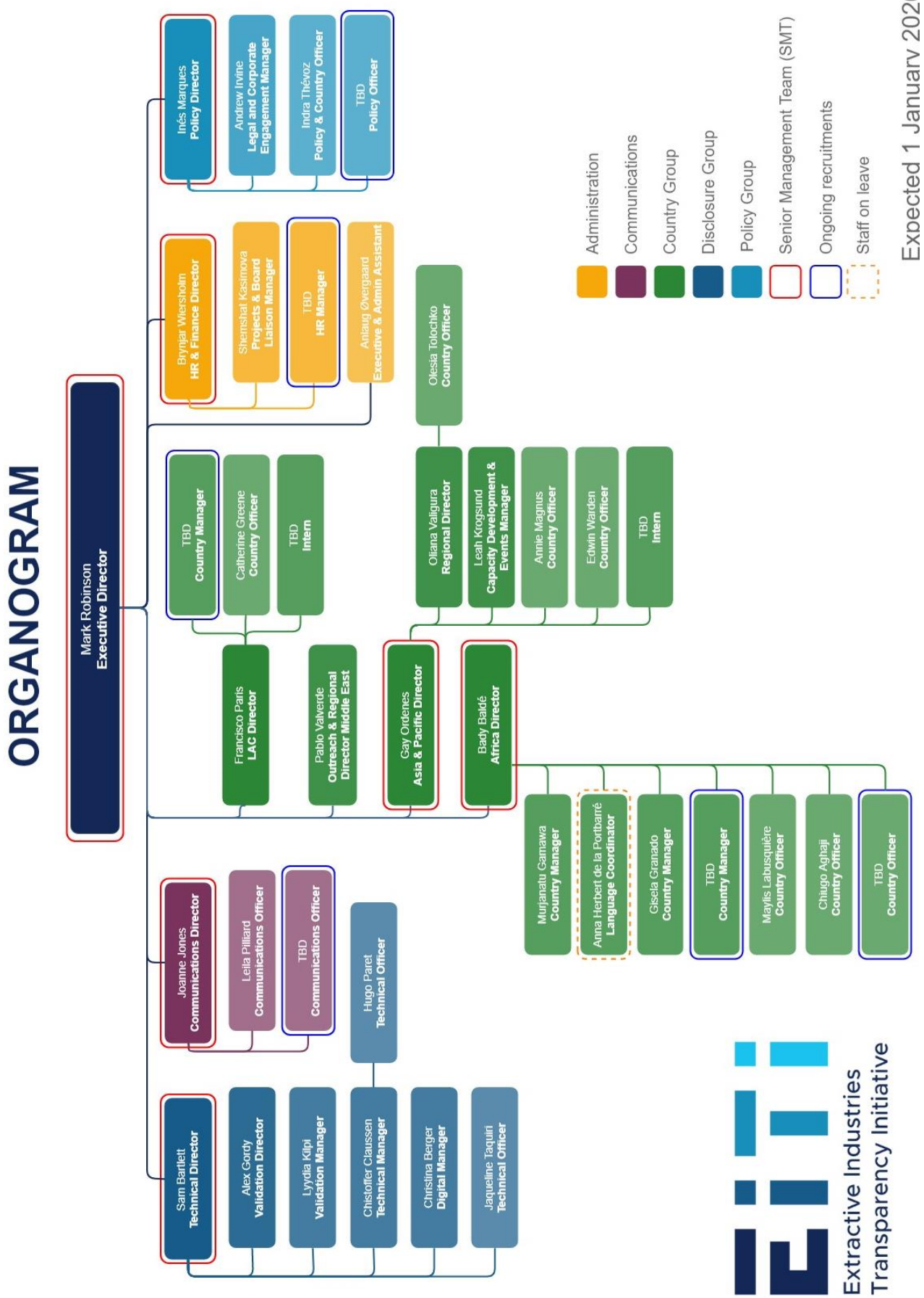
The 2020 work plan includes some long-term strategic plans that have been agreed by the Board. These include undertaking Validation, the mainstreaming action plan, beneficial ownership disclosure, commodity trading transparency, support for project-level reporting and reviewing requirements for supporting 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.

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
Address: Rådhusgata 26, 0151 Oslo, Norway

Annex A - EITI International Secretariat organogram



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Address: Rådhusgata 26, 0151 Oslo, Norway

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 review[22] in 2017. In 2018, the Board adopted the revisions to the EITI key performance indicators (KPIs)[23].

The EITI's key performance indicators (KPI) are rooted in the organisation's theory of change (**Figure 3**) and measure the effectiveness of the EITI's international management[24]: on the International Secretariat and Board level, on implementing country[25] level and on the global 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 6: International Secretariat Management – Input and activities indicators.**

2. **Outcome indicators** count the number of countries with increasingly transparent systems. The Secretariat supports countries to meet the disclosure requirements. The quality of disclosures is measured through Validation. Outcome indicators measure the amount of countries that have achieved "**satisfactory progress" or "beyond**" on the related EITI sub-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 Tables 10 – 13, Country-level indicators

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 14: Big picture indicators.**

Overall, the **Secretariat's effectiveness indicators** show a shift of resources allocated towards the Global Conference. The conference took place in June 2019 and demanded 27% of the expenditures. Proportionally, less resources were spent on the other functions, in particular training was reduced. This is expected to increase again with the roll-out of the 2019 Standard.

As preparation for, and in follow-up to, Validation, some missions were undertaken in 2019 which fed

22 The previous KPIs date from July 2010: https://eiti.org/document/eiti-process-outcome-indicators.
23 See Board decision 2018-30/BM-40, https://eiti.org/BD/2018-30
24 The EITI Board and International Secretariat make up the EITI international management
25 For a list of implementing countries, see eiti.org/countries

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Address: Rådhusgata 26, 0151 Oslo, Norway

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 for the national context. Additionally, there has been a further increase in structured revenue data (EITI summary data) being made available through our data platform. Today, 92% of fiscal years of EITI reporting are available in open data format.

There has been **significant activity in the Committees**. In particular, the Implementation Committee (IC) and Validation Committee (VC) continue to be the main forums for discussion of key developments, lessons learned and reviews of practice in implementing countries. To date, the IC and VC submitted 106 papers in 2019. A working group on EITI Requirements was formed late 2018 to do some ground work on preparing suggestions to the Board for clarifications and new Requirements for the 2019 EITI Standard[26]. The Board has to date made 15 decisions on countries' progress towards the Standard (same as last year). The **Board delivered a revised Standard** in June 2019.

In terms of **outcome indicators**, the **EITI has now measured progress in 42 of 52 countries** (up from 34). Three more countries have been found to have made satisfactory progress, and four more have achieved meaningful progress. Some countries have been suspended to issues unrelated to Validation (missing deadlines) and are not listed in Table 10. More countries that have been validated are performing better across all requirements – see Table 12 and Table 13. The Progress Report 2019[27] has highlighted this for data up to April 2019.

The performance of countries has also largely stayed the same or improved slightly in the **big picture indicators,** Table 14 – except for the WEF global competitiveness score from the WEF (slight decline). At the same time, we see a slight improvement of the doing business index for EITI countries.

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 and gear the EITI towards pursuing national objectives. The Board's decision to strengthen systematic disclosure is also expected to reinforce the focus on analysis and impact. The Board is expected to review how the EITI can have impact in 2020.

[26] The records of the working group meetings can be found on internal. Log in is required (available to Board members and observers). https://eiti.org/internal/implementation-committee#meetings-of-the-working-group-on-eiti-requirements. The outcome of the working group can be found here: https://eiti.org/document/overview-of-proposed-changes-to-eiti-requirements (public record).
[27] See https://eiti.org/progress-report-2019/measuring-eiti-impact

Table 6: International Secretariat Management – Input and activities indicators

Category	Input and activity indicators	2019, Q1 - Q3	2018	2017
Training and Support to implementing countries	Budget allocation (% of total), implementation support	18 %	30 %	28%
	% of staff time, implementation support	25 %	34 %	35%
	Budget allocation (% of total), training	3 %	8 %	12%
	% of staff time, training	3 %	5 %	4%
Outreach	Budget allocation (% of total)	1 %	1 %	1%
	% of staff time	2 %	1 %	2%
Board and Chair support	Budget allocation (% of total)	10 %	17 %	17%
	% of staff time	9 %	6 %	7%
Relation with stakeholders	Budget allocation (% of total)	3 %	3 %	3%
	% of staff time	6 %	4 %	4%
Global Conference	Budget allocation (% of total)	27%-	-	-
	% of staff time	10%-	-	-
Communication	Budget allocation (% of total)	9 %	8 %	8%
	% of staff time	11 %	17 %	9%
Validation	Budget allocation (% of total)	14 %	18 %	18%
	% of staff time allocated	25 %	24 %	31%
Management and administration	Budget allocation (% of total)	15 %	16 %	14%
	% of staff time allocated	9 %	8 %	9

Figure 1: Expenditure allocations by function per year, 2017-2019

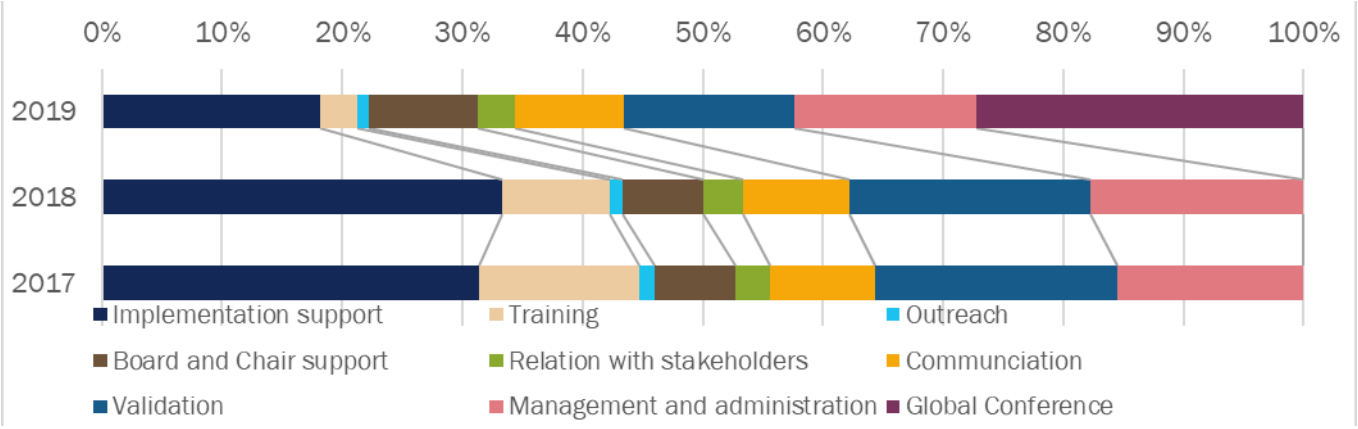

Table 7: International Secretariat Management - output indicators

Category	Output indicators	2019	2018	2018	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	Financial data, all figures in USD
-	-	Indicators (Jan-Aug)	Indicators	Indicators (Jan-Aug)	Indicators
Training and Support to implementing countries	National Secretariats circulars issued	7	6	4	4
	Missions to implementing countries	21	58	46	38
	Fiscal years covered by EITI Reports	439	397	394	364
	Fiscal years covered by EITI Summary data	403	358	338	274
Outreach	Missions to outreach countries	2	6	2	3
Board and Chair support	Board meetings held	3	3	2	3
	Participants in Board meetings (incl. observers)	379	366	243	335
	Board decisions made (incl. by circular)	48	68	56	65
	Board papers submitted	17	44	33	49
	Committee meetings held	37		44	47
	Committee papers submitted	113	121	106	90

Category	Output indicators	2019	2018	2018	2017
EITI International Management (continued)		Financial data (Jan-Jun), all figures in USD	Financial data, all figures in USD	Financial data (Jan-Jun), all figures in USD	Financial data, all figures in USD
-	-	Indicators (Jan-Aug)	Indicators	Indicators (Jan-Aug)	Indicators
Relation with stakeholders	Number of supporting companies	55	61	46	65
	Financial contributions from supporting companies	1 636 436	1 828 221	1 148 723	1 940 962
	Number of supporting financial institutions	0	2	2	2
	Financial contributions from financial institutions	0	29 424	30 204	20 383
	Number of supporting countries	13	15	9	13
	Financial contributions from supporting countries	2 716 028	4 782 607	2 970 372	4 684 847
	Number of implementing countries	52	51	51	51
	Financial contributions from implementing countries	38 957	119 713	19 460	105 419
Global Conference	Participants, broken down by gender and constituency	**1118** Female: 422 (38%) Male: 693 (62%) N/A: 3		-	-
Communication	Mentions in media (Meltwater)	1535	2886	1443	
	Social media posts (Twitter, Facebook, LinkedIn)	483	329	220	
	Original publications by EITI	13	27	14	27
	Sessions on EITI website	216 728	280 541	167 903	280 541
Validation	Validation decisions	15	16	14	12
	Initial assessments conducted	6	9	7	17

* As of 30 June 2019

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
Address: Rådhusgata 26, 0151 Oslo, Norway

Table 8: Secretariat staff by level and gender

Level	Figures as of 09.2017			Figures as of 09.2018			Figures as of 09.2019		
	2017			2018			2019		
	By Level	Female	Male	By Level	Female	Male	By Level	Female	Male
Executive Director	1	-	1	-	-	-	1	-	1
Deputy Head	1	-	1	1	-	1	-	-	-
Director	8	2	6	11	3	8	10	4	6
Manager	6	5	1	6	5	1	9	7	2
Officer	7	5	2	8	7	1	11	9	2
Assistant	1	1	-	1	1	-	1	1	-
Intern	5	3	2	4	1	3	2	2	-
TOTAL	29	16	13	31	17	14	34	23	11

Table 9: Staff retention and figures on working hours

Staff Retention		Average staff hours worked beyond normal working hours
2017	82 %	73
2018	90 %	84
2019	76 %	128

Table 10: Country-level indicators - outcome level 1- overall performance

		2019	2018	2018	2017
	Indicator	up to Aug	up to Dec	up to Aug	up to Dec
Overall country performance against the EITI Standard	No. of countries with overall assessment:	42	34	32	24
	- Satisfactory progress	8	5	5	1
	- Meaningful progress	28	24	22	18
	- Inadequate progress	6	5	5	5
	- No progress	0	0	0	0
	- Yet to be assessed	13	22	21	27

Figure 2: Share of countries with satisfactory progress, 2017-2019

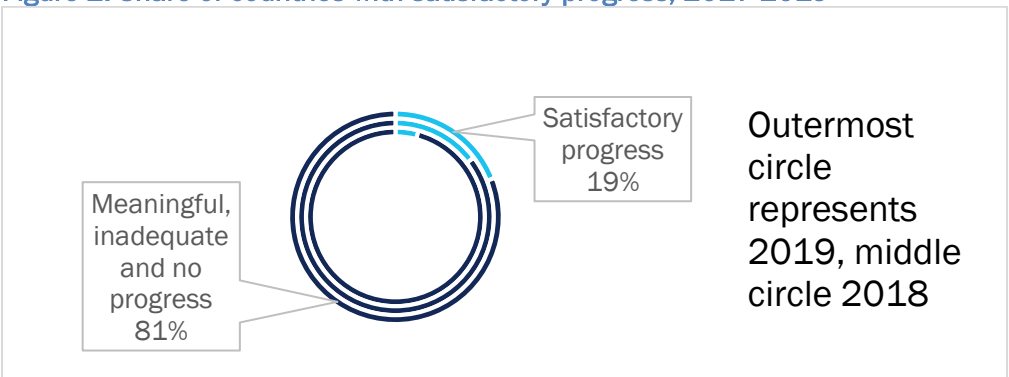

Table 11: country level indicators - outcome level 1 - process

National process indicators		2019	2018	2018	2017
	SP or Beyond on requirement:	Up to Aug	up to Dec	Up to Aug	up to Dec
Countries with fully* engaged governments	1.1 - Government engagement	34	27	25	15
Countries with fully engaged company-stakeholders	1.2 - Industry engagement	33	27	26	14
Countries with fully and freely engaged civil society	1.3 - Civil society engagement	30	22	21	13
Countries with fully functional platforms for implementing the EITI Standard	1.4 - MSG governance	18	10	12	6
	1.5 - Work plan	27	17	17	9

* fully referring to reaching satisfactory progress or beyond

Table 12: Country-level indicators - outcome level 2, disclosures

Transparency indicators	SP or Beyond on requirement:	2019	2018	2018	2017
		up to Aug	up to Dec	up to Aug	up to Dec
Countries with transparent legal and fiscal frameworks commensurate	2.1 - Legal framework	39	31	29	18
Countries with transparent licensing systems	2.2 - License allocations	20	12	11	6
	2.3 - License register	16	12	10	7
Countries with clear policies on contract disclosure	2.4 - Policy on contract disclosure	31	21	19	12
Countries with full disclosure of the state's participation in extractive sectors	2.6 - State participation	14	7	6	5
Countries with information on exploration activities	3.1 - Exploration data	42	33	32	20
Countries with full disclosure of production and exports	3.2 - Production data	25	18	18	11
	3.3 - Export data	32	25	25	14
Countries disclosing comprehensive revenue-data in accordance with the EITI Standard	4.1 - Comprehensiveness	24	19	18	9
Countries disclosing in-kind revenues	4.2 - In-kind revenues	9	7	7	4

Transparency indicators	SP or Beyond on requirement:	2019	2018	2018	2017
		up to Aug	up to Dec	up to Aug	up to Dec
Countries disclosing information on infrastructure and barter arrangements	4.3 - Barter agreements	2	1	1	0
Countries disclosing transport revenues	4.4 - Transportation revenues	9	6	6	3
Countries disclosing state-owned enterprises' transactions	4.5 - SOE transactions	19	14	14	9
Countries disclosing subnational payments	4.6 - Direct sub-national payments	9	7	7	5
Countries with sufficient disaggregation of data	4.7 - Disaggregation	38	29	28	17
Countries with timely data	4.8 - Data timeliness	42	33	31	20
Countries with com-prehensive assessment of data quality in accordance with the EITI Standard	4.9 - Data quality	21	12	12	6
Countries disclosing distribution of revenues	5.1 - Distribution of revenues	29	21	20	14
Countries disclosing subnational transfers	5.2 - Subnational transfers	11	7	7	3
Countries disclosing social expenditures	6.1 - Mandatory social expenditures	15	10	10	2
Countries disclosing quasi-fiscal expenditures	6.2 - SOE quasi-fiscal expenditures	2	0	0	0
Countries disclosing macroeconomic data	6.3 - Economic contribution	30	22	20	12
Number of transparency requirements that are mainstreamed*		65	56	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*

Table 13: Country-level indicators - outcome level 2, impact

National level impact indicators	SP or Beyond on requirement:	2019	2018	2018	2017
		Jan-Aug	Jan-Dec	Jan-Aug	Jan-Dec
Countries that ensure EITI data is comprehensible, promoted, publicly accessible and contributes to public debate.	7.1 - Public debate	29	22	20	11
Countries that follow up on recommendations	7.3 - Follow up on recommendations	30	22	20	10
Countries that actively assesses outcomes and	7.4 - Outcomes and impact of	21	13	11	6

impact in accordance with the EITI Standard	implementation

Table 14: Big picture indicators

Category	Indicator	2018	2017	2016	2015
	Comparison to previous year - – direction of travel of EITI countries				
Growth, poverty reduction	Human Development Index (HDI) score (1)	n/a	0,623	0,620	0,616
	HDI (w/o Very High Human Development countries) (2)	n/a	0,596	0,593	0,590
	World Average HDI	n/a	0,728	0,726	0,722
Investment climate	WEF Global Competitiveness Index score (3)	3.774	3,970	3,944	3,905
	World Bank's Doing Business index EITI (4)	56.726	55,973	55,668	56,342
	World Bank's Doing Business index World	60.566	60,789	60,472	61,091
	Net FDI (% of GDP) EITI	4.135	5,381	4,987	6,374
	Net FDI (% of GDP) World	2.236	2,443	3,119	3,124
Governance	Freedom house EITI (5)	55.396	55,392	55,462	55,154
	Freedom house World	57.622	58,193	58,865	59,192
	Transparency International Corruption perception score EITI (6)	35.943	35,941	35,372	35,423
	Transparency International Corruption perception score World	43.116	43,072	42,949	42,595
	Word Governance Indicator: Control of Corruption EITI (7)	34.516	34,37	34,237	34,04
	World Governance Indicator: Control of Corruption World	50.02	50,02	50,02	50,02
	Word Governance Indicator: Voice and Accountability EITI	43.145	42,89	43,054	42,192
	Word Governance Indicator: Voice and Accountability World	50.02	50,02	50,02	50,01
	Word Governance Indicator: Political Stability and Absence of Violence EITI	32.300	32,32	32,694	32,915
	Word Governance Indicator: Political Stability and Absence of Violence World	50.02	50,04	50,04	50,04
	NRGI Resource Governance Index EITI (8)	N/A	49,529	n/a	n/a

	NRGI Resource Governance Index average (81 countries)	N/A	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.

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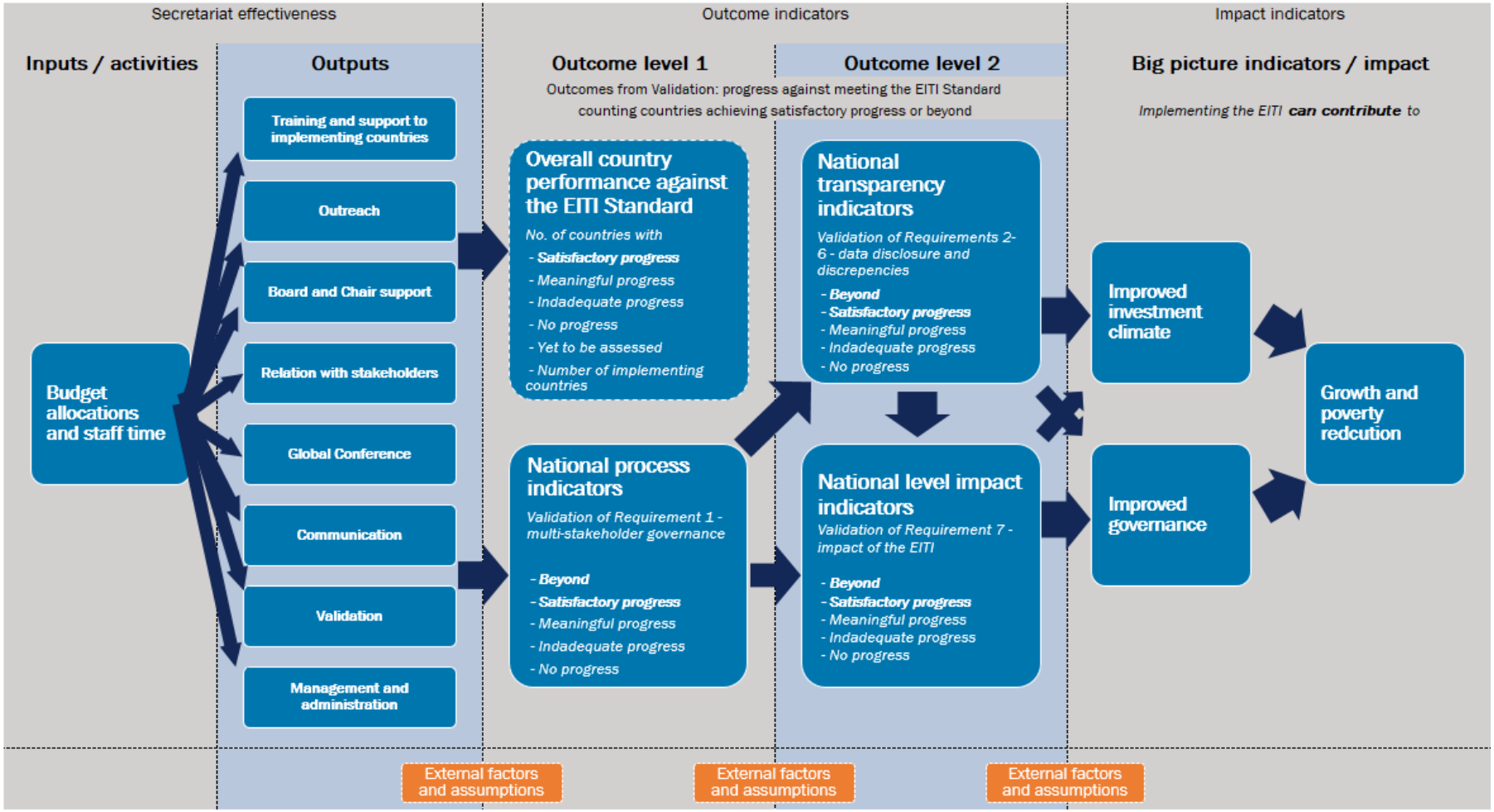
Figure 3: EITI Theory of Change



Annex C - Summary of action items and budget allocation, work plan 2020

1. Supporting the EITI Board and its Committees	
1	Organise at least three Board meetings.
2	Facilitate and document regular committee meetings and ensure a smooth flow of work between the committees and the Board.
3	Document Board decisions in French and English online.
	Budget allocation – Support to the EITI Board The budget for Board support is USD 0.9m (including 6% of staff cost). Costs to support the chair amount to USD 0.2m in the budget. It is expected that support to the Board and Chair will equate to 7% of total staff time (weighted with salary).
2. Supporting implementing countries	
4	Support MSGs and national secretariats to meet the EITI Standard and make it as relevant and effective as possible. This is done by highlighting opportunities for systematic disclosure of EITI reporting through government and company system. Further by reviewing terms of reference (ToRs) for Independent Administrators, scoping studies, reporting templates, draft and final EITI Reports, work plans, documentation on governance of MSGs. Support countries with analysing the findings and implementing the recommendations from EITI Reports and Validation, including addressing corrective actions from Validation through implementation.
5	Develop and execute a training strategy for implementing countries to ensure a systematic approach to capacity building for national stakeholders that addresses their priorities.
6	Update the implementers portal (eiti.org/guide) in view of the changes to the Standard as part of the EITI website containing all guidance notes, examples and templates, as well as links to partners' materials, in four languages Send the National Secretariat Circular in four languages.
7	Monitor progress in EITI implementation and coordinate support with partners and technical assistance providers. Identify linkages with other efforts promoting good governance and sharing good practice.
8	Support Board members representing implementing countries.
	Budget allocation – Support to implementing countries It is foreseen that USD 1.9m 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 involves significant technical support. It is expected that support to implementing countries will equate to around 30% of total staff time (weighted with salary) and training a further 5%. Thus, almost half of all staff time is spent on support to implementing countries.
2.6. Validation	
9	Carry out Validations in accordance with the Validation schedule and procedures established by the Board.
10	Procure and fund a consultant to act a Validator in 2020 in accordance with the Validation procedures.

11	Support the EITI Board in undertaking a review of the Validation model, including updates to the Validation Guide and procedure..

Budget allocation – Support to implementing countries – Validation

It is foreseen that USD 1.2 m of the budget (of which USD 0.9m are allocated staff costs) is spent on Validation. It is expected that Validation will equate to around 24% of total staff time (weighted with salary).

2.7. Outreach

12	Support outreach efforts in accordance with the EITI's 2020-2021 Outreach Strategy.
13	Conduct outreach to companies, including oil and gas and mining companies, financial institutions, commodity traders and SOEs, concerning support for the EITI and furtherance of the supporting company expectations and core EITI policy areas.

Budget allocation – Support to implementing countries – Outreach

It is foreseen that USD 0.2m of the budget is spent on outreach. It is expected that outreach will equate to around 4% of total staff time (weighted with salary).

3. Improving disclosures across policy areas

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.
15	Provide targeted support to countries by giving legal and technical guidance based on demand and facilitate exchanges among implementing countries on how to implement policy reforms related to beneficial ownership transparency, and how to verify the quality of the data..
16	Continue working with key partners such as Open Government Partnership, OpenOwnership, NRGI and Transparency International with broader efforts to improve ownership transparency globally.
17	Undertake research on good practices and impact of beneficial ownership transparency and publish communication materials to increase awareness on beneficial ownership globally.

Budget allocation – Improving disclosures – Beneficial ownership disclosure

It is foreseen that USD 0.5m, of which USD 0.2m are allocated to staff costs, is used to support implementation of beneficial ownership disclosures.

3.1.2 Contract transparency

18	Revise and publish a new guidance to address issues related to contract transparency to help countries in meeting the requirements by 2021. Conduct capacity building activities with national stakeholders to increase understanding of the benefits of and approaches contract transparency as well as use of contractual information.
19	Mobilise further government support and commitment to contract transparency through the contract transparency network. Use this network to share experiences, address barriers, and undergo consultations to inform the EITI's policy on contract transparency.
20	Follow-up with companies that commitments on contract transparency made at the global level, so that these are translated at the national level.

Budget allocation – Improving disclosures – Contract transparency

It is foreseen that USD 0.1m (of which half are allocated to staff costs) is used on contract transparency.

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3.1.3 Engagement with state-owned enterprises	
21	Provide targeted support to implementing countries and state-owned enterprises, facilitate peer exchanges through the network of state-owned enterprise and encourage mainstreaming of SOE disclosures and strengthened SOE reporting.
22	Develop and update guidance on SOE transparency to reflect changes to the 2019 Standard and emerging good practice. Collaborate with key partners in providing capacity building to multi-stakeholder groups and stakeholders in implementing countries in analysis and use of SOE disclosures.
23	Conduct outreach to and engage with SOEs concerning support for the EITI and furtherance of SOE transparency.
	Budget allocation – Improving disclosures – Engagement with state-owned enterprises It is foreseen that USD 0.1m of the implementation and training budgets (of which half are allocated staff costs) is spent on engagement with state-owned enterprises.
3.1.4 Commodity trading transparency	
24	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.
25	Undertake an analysis of the disclosures to date, focussing on the results and findings of the reports and how the data can be used and analysed by stakeholders.
26	Outreach to buying companies, upstream companies with trading desks and trading hubs, in collaboration with key partners. The Secretariat will develop reporting guidelines for buying companies and work with industry champions to mobilise transparency of payments to governments for purchases of oil, gas and minerals from resource-rich countries.
27	Contribute to shaping global policy on commodity trading transparency and complementary efforts by other organisations such as the OECD.
	Budget allocation – Improving disclosures – Commodity trading transparency It is foreseen that USD 0.4m (of which USD 0.2m are allocated staff costs) is used on Commodity trading transparency.
3.1.5 Revenue collection and tax policies	
28	Strengthen engagement with partners working on domestic resource mobilisation to ensure information sharing.
29	Based on demand, provide support to implementing countries in identifying and addressing revenue loss risks in the extractive sector, develop guidance and facilitate peer learning on using EITI data and complementary tool to help inform debates on revenue collection and tax policy.
	Budget allocation – Improving disclosures – Revenue collection and tax policies It is foreseen that USD 0.1m (of which half are allocated staff costs) is used on Revenue collection and tax policies.
3.1.6 Subnational contributions	
30	Document the impact of EITI implementation at the subnational level and improve guidance to implementing countries on subnational reporting and multi-stakeholder dialogue at the local level.
31	In collaboration with partners identify opportunities for systematic disclosures by companies, central governments and local governments and building capacity on analysis and communication of data by local actors.

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	Budget allocation – Improving disclosures – Subnational reporting It is foreseen that USD 0.1m (of which half are allocated staff costs) is used on subnational reporting.
3.2.1 Advancing systematic disclosure and open data	
32	Improve the Secretariat's guidance on systematic disclosure, open data and how to analyse data.
33	Support multi-stakeholder groups to consider options for systematic disclosure through systematic disclosure analysis, feasibility studies and wider stakeholder engagement.
34	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.
35	Engage with working groups on e-governance and open data to collect best practice and improve guidance to countries.
36	Support MSG and independent administrators (IAs) in summary data submissions, feasibility studies and wider stakeholder engagement.
	Budget allocation – Improving disclosures – Systematic disclosure and open data It is foreseen that USD 0.5m (of which USD 0.3m are allocated to staff costs) is used on systematic disclosure and open data.
3.2. 2 Publishing EITI's data in open format, support on summary data 2.0	
37	Develop guidance and training materials for the adoption of the new template. Provide training to implementing countries and Independent Administrators on how to use the template.
38	Improve collection and publication of project-level data at the national and international level through introduction of the new Summary data template 2.0
39	Adjust the import of data and display of data through the API to enable the import of summary data 2.0.
40	Engage multilateral partners, such as United Nations and multilateral development banks, OECD and others to ensure improved dissemination of EITI data through existing and recognised databases and outlets.
	Budget allocation – Improving disclosures – Summary data 2.0 It is foreseen that USD 0.2m of the budget (of which 70% are allocated staff costs) is spent on publishing EITI's data in open format and support on summary data 2.0
3.2.3 Improving multi-stakeholder performance and governance	
41	Support MSGs in aligning the EITI with national objectives and encourage data analysis and meaningful recommendations.
42	Follow-up on the Board's recommendations with regards to governance challenges in implementing countries, including 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.
	Budget allocation – Improving disclosures – MSG Governance It is foreseen that USD 50,000 (of which all are allocated to staff costs) is used on MSG Governance.

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	3.2.4 Gender
43	Provide support and guidance to countries in implementing provisions of the Standard on gender and encouraging innovative reporting and inclusive activities led by MSGs. Document case studies demonstrating how the EITI has had an impact on gender equality.
44	Facilitate dialogue between stakeholders including women's organisations and networks to share experience on implementing requirements related to gender.
	Budget allocation – Improving disclosures – Gender It is foreseen that USD 0.1m (of which half are allocated staff costs) is used on gender.
	3.3.1 Artisanal and small-scale mining
45	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. This will include priority countries such as the DRC and Myanmar.
46	Contribute to ongoing global discussions led by partners such as the OECD regarding addressing ASM data gaps and strengthening global frameworks for ensuring responsible sourcing of minerals. This includes pursuing the collaboration with OECD's efforts on responsible sourcing of minerals and providing input to the LME's due diligence framework.
	Budget allocation – Improving disclosures – ASM It is foreseen that USD 50,000 (of which all are allocated staff costs) is used on ASM.
	3.3.2 2 Environment and energy transition
47	Develop guidance on environmental reporting as well as highlight and disseminate innovative ways of environmental reporting and further investigate possible linkages to other existing reporting mechanisms such as the Global Reporting Initiative (GRI) framework.
48	Prepare a brief on how the EITI contributes to policy discussions on the implications of the energy transition on extractive sector governance and accountability. This could be undertaken in coordination with partners such as Chatham House.
	Budget allocation – Improving disclosures – Environment and energy transition It is foreseen that USD 50,000 (of which all are allocated to staff costs) is used on Environment and energy transition.
	4. Strengthening communications and stakeholder relation
49	Produce and distribute regular content (news items, newsletters, audio-visuals, opinion editorials, social media updates) and deliver key products for EITI-led events.
50	Produce a 2020 EITI Progress Report that documents how the EITI leads to change in countries, including the findings from implementation and thematic issues.
51	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.
52	Support countries in their communications strategies.
53	Profile and communicate the benefits of upholding the EITI company expectations among the constituency of supporting companies 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.

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Budget allocation – Communications

It is foreseen that USD 0.7m of the budget (of which USD 0.5m are allocated staff costs) is spent on communications. It is expected that communications will equate to around 14% of total staff time (weighted with salary).

In addition, it is foreseen that USD 0.25m 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 5% of total staff time (weighted with salary).

5. Finance and management

5.1 Management of the Secretariat

54	Recruit new staff members, with an expected increase of two to three, whilst continuing to provide assistance to existing staff to deliver on their objectives.
55	Assess performance of staff following procedures outlined in the staff manual.

Budget allocation – Management of the Secretariat

It is foreseen that USD 1.0m of the budget (of which USD 0.4m are allocated staff costs or 11% of staff time) is spent on management and administration of the Secretariat.

5.1 Monitoring and evaluation

56	Report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.
57	Explore with the Board options for directing the EITI's work towards more impact on improving extractives governance.

Budget allocation – Monitoring and evaluation

It is foreseen that USD 0.03m of the budget is spent on impact work.

Annex D - Summary of allocation of staff time for 2020

Table 15: Overview of staff allocation of staff time

For 2020: (All based on % for the whole year- adjusted for part-timers to reflect yearly contribution)

#	Staff	Support Impl.Ctries	Outreach	Board support	Comms/ Data	Chair's support	Training	Stakeholders relations	Admin	Validation	%
1	Robinson	20	5	25	5	5	2	15	20	3	100
2	Aghaji	45	0	0	0	0	5	0	0	50	100
3	Balde	30	5	0	0	0	5	0	15	45	100
4	Bartlett	20	5	20	0	0	5	0	10	40	100
5	Berger	10	0	5	60	0	5	5	5	10	100
6	Claussen	25	0	0	50	0	0	5	0	20	100
7	Gamawa	50	0	0	0	0	5	0	0	45	100
8	Gordy	30	0	0	0	0	0	0	0	70	100
9	Granado	50	0	0	0	0	5	0	0	45	100
10	Greene	50	0	0	0	0	5	0	0	45	100
11	Hollars	0	0	0	90	0	0	10	0	0	100
12	Irvine	30	20	10	0	0	0	40	0	0	100
13	Jones	0	0	0	90	0	0	0	10	0	100
14	Kasimova	0	0	20	0	10	0	10	60	0	100
15	Kilpi	30	0	10	0	0	0	0	0	60	100
16	Krogsund	10	0	20	0	0	55	0	15	0	100
17	Labusquière	35	5	0	0	0	5	0	0	30	75
18	Magnus	90	0	0	5	0	5	0	0	0	100
19	Marques	50	0	25	0	0	0	10	10	5	100
20	Ordenes	60	5	0	0	0	15	0	0	20	100
21	Paret	15	0	0	60	0	0	5	0	20	100
22	Paris	45	5	5	0	0	5	0	0	40	100
23	Pilliard	0	0	0	90	0	0	10	0	0	100
24	Taquiri	25	0	0	0	0	0	0	0	35	60
25	Thévoz	50	0	20	0	0	5	10	0	15	100
26	Tolochko	50	0	5	0	0	5	0	0	40	100
27	Valigura	50	0	0	0	0	20	0	0	30	100
28	Warden	60	0	0	5	0	5	0	15	15	100
29	Wiersholm	0	0	10	0	0	0	0	90	0	100
30	Øvergaard	0	0	10	0	10	0	0	80	0	100
31	New staff - Africa Manager	50	10	0	0	0	0	0	10	30	100
32	New staff - Policy Officer	85	5	5	0	0	0	5	0	0	100
33	New staff - HR Manager	0	0	0	0	0	10	0	90	0	100
34	New staff - Africa Country Officer	50	10	0	0	0	0	0	10	30	100
35	New staff - Admin Asia/LAC	15	0	10	25	0	0	0	50	0	100
36	New staff - Admin Africa/Policy	15	0	10	25	0	0	0	50	0	100
37	Intern	25	0	25	25	0	0	0	0	25	100
38	Intern	25	0	25	25	0	0	0	0	25	100
	Cumulative staff % per activity	1195	75	260	555	25	167	125	540	793	3,735
	Percentage per function	32%	2%	7%	15%	1%	4%	3%	14%	21%	100%
	Percentage per function, weighed by salary	31%	2%	8%	14%	1%	5%	4%	15%	21%	100%

Annex E - Summary and status of action items work plan 2019

Or: Completed, Ongoing, Not yet started, Abandoned

1. Delivering the Global Conference and EITI Governance		Status as of Q3 2019
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	Completed
2	The Secretariat will support the Nominations Committee to nominate a Chair for election by the EITI Members' Meeting.	Completed
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.	Completed
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.	Completed
5	Support the Board through the Governance and Oversight Committee in proposing any amendments to the Articles of Association for decision by the Members.	Completed
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.	Ongoing
2. Supporting implementing countries		**Status as of Q3 2019**
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.	Ongoing
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.	Ongoing
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.	Ongoing
10	Support Board members representing implementing countries.	Ongoing
2.6 Validation		**Status as of Q3 2019**
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.	Ongoing
12	Procure and fund a consultant to act as Validator in 2019 in accordance with the Validation procedures.	Completed
2.7 Outreach		**Status as of Q3 2019**
13	Support outreach efforts in accordance with the EITI's 2018-2019 Outreach Strategy.	Ongoing

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg • www.eiti.org
Address: Rådhusgata 26, 0151 Oslo, Norway

3. Developing policy, improving disclosures		
3.1.1 Beneficial ownership disclosure		Status as of Q3 2019
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.	Ongoing
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.	Ongoing
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.	Ongoing
17	Organise a regional meeting of Asian implementing countries in February 2019 to share lessons learned so far from implementing their roadmap.	Completed
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.	Ongoing
3.1.2 Contract transparency		Status as of Q3 2019
19	Develop and publish additional guidance to address issues related to contract transparency.	Ongoing
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.	Completed
3.1.3 Engagement with State-owned enterprises		Status as of Q3 2019
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.	Completed
22	Encourage mainstreaming of SOE disclosures by encouraging strengthened SOE reporting, and, subject to funding, consider initiating a targeted effort on improved SOE disclosures.	Completed
23	Update the guidance on disclosures related to SOEs and share of good practice examples of SOE disclosures.	Ongoing
24	Subject to funding, convene a roundtable for SOEs leading on the transparency agenda ahead of the Global Conference.	Completed
3.1.4 Commodity trading transparency		Status as of Q3 2019
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.	Completed
26	Continue to seek support for commodity trading transparency and contribute to complementary efforts, such as the OECD's work on this issue.	Ongoing
27	Continue outreach to commodity traders and contribute to complementary efforts by other organisations.	Ongoing
3.1.5 Project-level reporting		Status as of Q3 2019

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.	Completed
29	Contribute to ongoing global discussions and development regarding project-level reporting.	Ongoing
3.1.6 Subnational reporting		Status as of Q3 2019
30	Document the impact of EITI implementation at the subnational level and improve support and guidance to implementing countries on subnational reporting.	Completed
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.	Ongoing
3.2.1 Systematic disclosure and open data		Status as of Q3 2019
32	Support multi-stakeholder groups to consider their options for systematic disclosure through summary data submissions, feasibility studies and wider stakeholder engagement.	Ongoing
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.	Ongoing
3.2.2 Summary data 2.0		Status as of Q3 2019
34	Develop guidance and training materials for roll-out of the new template. Provide training to implementing countries and Independent Administrators in using the template.	Ongoing
3.2.3 Improving MSG governance		Status as of Q3 2019
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.	Not yet started
3.2.4 Gender		Status as of Q3 2019
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.	Ongoing
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. .	Completed
3.3.1 ASM		Status as of Q3 2019
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.	Ongoing
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.	Completed
3.3.2 Environment		Status as of Q3 2019
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.	Ongoing

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.	Completed

4. Strengthening communications and stakeholder relations		Status as of Q3 2019
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.	Ongoing
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.	Completed
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.	Ongoing
45	Support countries in their communications strategies.	Not yet started
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.	Completed

5. Supporting the EITI Board and Committees		Status as of Q3 2019
47	Organise at least four EITI Board meetings in 2019.	Ongoing
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.	Ongoing

6. Finance and management		Status as of Q3 2019
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.	Ongoing
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.	Ongoing
51	Assess performance of staff following procedures outlined in the staff manual.	Ongoing

Annex F – Main achievements in 2019

The Secretariat provides a brief overview of the main achievements of 2019 below (up to end of August). In early 2020, the Secretariat will publish the 2020 Progress Report, which highlights the key achievements of the International Management of the EITI, as well as progress achieved in implementing countries.

The main achievement for the period January to September 2019 was the delivery of the 8th EITI Global Conference, including two Board meetings and the Members' Meeting[28]. Both the 2019 Standard and 2019 Progress Report were launched on that occasion.

Hosted by the Government of France on 18-19 June 2019 in Paris, the 8th EITI Global Conference gathered more than 1000 stakeholders from around the globe to take stock of progress and priorities in extractives transparency. Centred around the theme "Open Data, Build Trust", the EITI Global Conference addressed how extractives governance can be harnessed for inclusive development. More than 30 speakers presented on more than 30 sessions and partner events. The National Innovation exchange saw 38 pitches being held from implementing countries and partners, and 48 countries exhibited the progress and challenges at their country stands.

The other key achievement of the Secretariat of the current year is facilitating the committee and Board meetings to ensure the delivery of an ambitious and relevant revised Standard that draws on the lessons learned from implementation over the past three years. This demanded an important amount of coordination with stakeholders, organisation of several working groups that saw both at the participation of Board members and key players in the areas under review.

Partnerships with organisations such as Open Government Partnership were strengthened, leading to opportunities to present at each other's events.

From January to August 2019, the Secretariat has facilitated 37 Committee meetings, three Board meetings (with a fourth to be held in Q4) and has sent 14 circulars on behalf of the EITI Chair. To date, the Board has taken 48 decisions. Seven have dealt with policy decisions, six have with EITI governance and 34 with EITI implementing country matters (Validation, extension requests, etc).

In addition to organising the Global Conference, which represented a significant work load on all members of the Secretariat, staff have also conducted six initial assessments. These assessments for the basis for the Validation Report and the Board's assessment.

To date in 2019, the Board has assessed fifteen Validation cases. Some of these cases have been contentious, especially where the findings suggest that the country should be suspended. This work, also from the previous years, has also raised a number of clarifications and strengthening of the requirements of the Standard, ensuring that the EITI's disclosure demands

[28] The conference is documented on our website: https://eiti.org/conference/2019-paris

are at the forefront of transparency work and contributing to informing public decision-making, preventing corruption and improving tax collection.

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