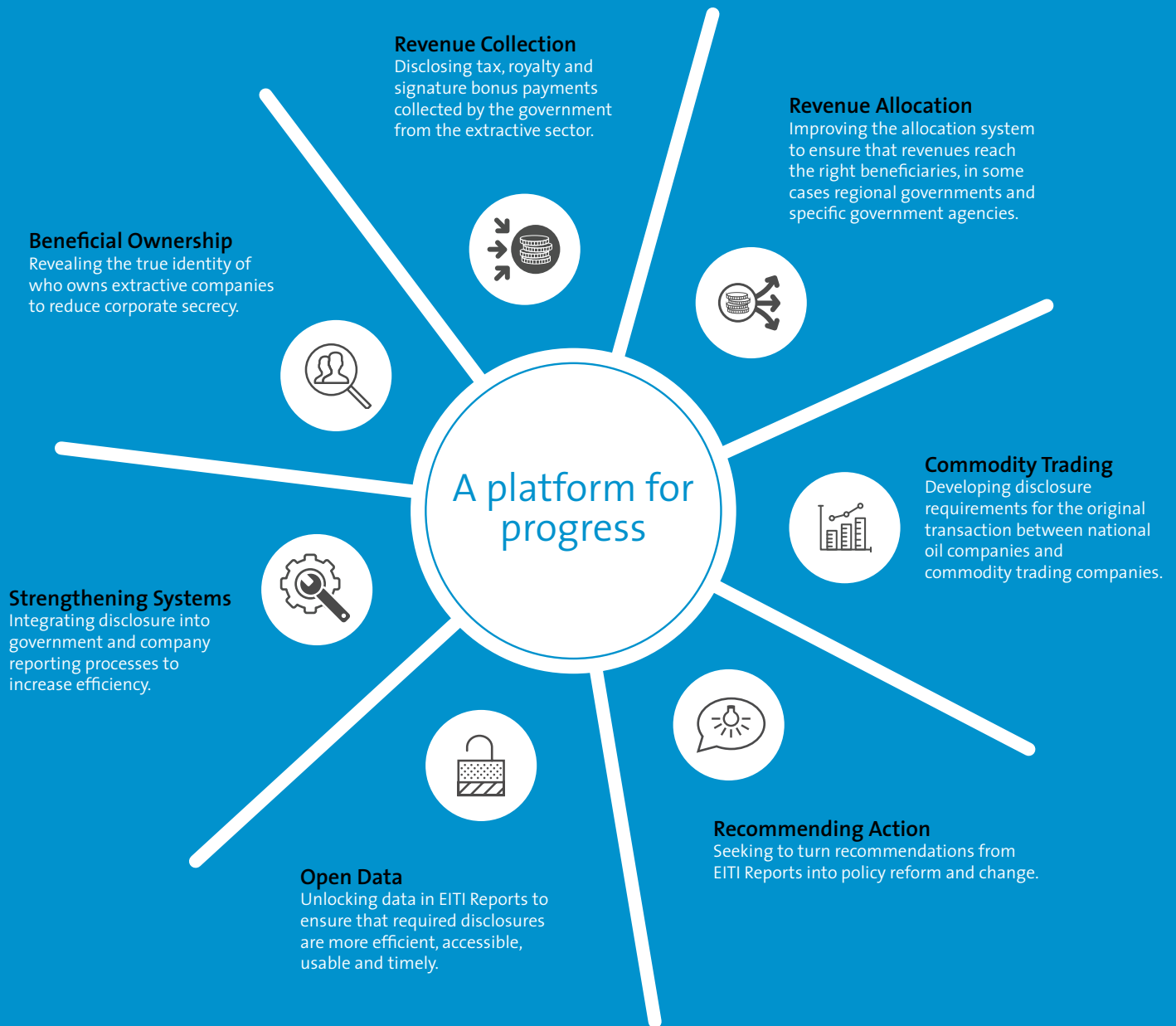


2016 Progress Report

From Reports to Results



A platform for progress



EITI Progress Report 2016

Edited by: **Kjerstin Andreasen & Victor Ponsford**, EITI International Secretariat

Design by: **Llanco Talamantes**, Development Gateway

Photographs: Detailed photo credits available at <http://progrep.eiti.org/2016/photo-credits>

All information here-in is from the EITI unless otherwise indicated, and is current as of 12 February 2016.

Table of contents

Message from the EITI Chair.....	4
Clare’s four challenges.....	5
Message from Head of the EITI International Secretariat.....	6
What the EITI does.....	7
How the EITI works.....	8
Where implementation happens.....	9
EITI country status 2007-2015.....	10
Better disclosure from the extractive sector.....	11
2015/2016 Timeline.....	12
<i>Platform for Progress</i>	
Strengthening government systems.....	14
Turning recommendations into reforms.....	16
Strengthening revenue collection.....	18
Following the money.....	19
Revealing who stands behind the companies.....	20
Bringing transparency to the “first trade”.....	21
Opening up extractives data.....	22
Bridging the information gap.....	24
<i>Country Focus</i>	
Peru: building transparency through trust in mine affected regions.....	25
Kazakhstan: leading to policy change on social payments.....	26
Mongolia: using online tools to streamline reporting.....	27
Nigeria: recovering revenues and informing extractive sector reforms.....	28
Democratic Republic of the Congo: harnessing the EITI to inform debate.....	30
<i>Working Together</i>	
Working together.....	32
Training and capacity building.....	36
Funding.....	37
EITI Board.....	38
Committees.....	39



Welcome to the EITI Progress Report 2016, drawing together data and experiences from the 49 implementing countries.

As I step down from five years as EITI Chair, I reflect on what has been achieved and set four challenges for the incoming Board.

In that time, the EITI has evolved into a more useful, relevant and robust effort. The scope has widened from a narrow set of rules focused on revenue reconciliation to a standard covering the wider governance of extractive resources. Attitudes and practices on issues such as disclosing payments broken down by company, contract transparency, beneficial ownership and commodity trading, have rapidly evolved, and trust continues to be built between stakeholders.

My tenure as Chair has coincided with a period of high growth for the extractive sector. This drove a determination to confront the challenges of the sector. As I leave, the climate is different. In an era of low commodity prices, the need for good governance is stronger than before, as are the challenges. As well as avoiding economic meltdown in this period, resource rich countries need to be in better shape to take full advantage of the next commodity boom.

I commend the EITI Board and committees for all their efforts and hard work, and the continued commitment of the International Secretariat. I am proud to pass the mantle to Fredrik Reinfeldt. As Prime Minister of a Swedish coalition government during the financial crisis and chair of the European Council during some tough negotiations, he is more than equipped to meet these challenges.

A handwritten signature in black ink that reads "Clare Short".

Clare Short
Chair of the EITI Board



Clare's four challenges for the future

Along with the many of the achievements and impacts, the Progress Report 2016 highlights four challenges that the EITI will have to address in the near future.

① Integrate the EITI into government systems.

Requiring that EITI Reports duplicate information that is readily available elsewhere is indefensible. In Timor-Leste, the government makes monthly disclosures online on the website of the National Petroleum Authorities (<http://www.anp-tl.org/>). It therefore makes no sense to produce an EITI Report repeating the figures at a later date. Other countries have made progress in developing online repositories of data, publishing the required information in a more timely, accessible, and attractive manner. The changes to the Standard to shift the focus from EITI Reports to reporting are steps in the right direction. The EITI must go further, reducing the bureaucracy and cost of implementation.

② Use information to turn recommendations into reforms.

Publishing reports is one thing. Using the information is another. Using the information to change policy and improve the lives of citizens is surely our ultimate goal. Recommendations in EITI Reports often guide policy makers on how to make improvements to extractive sector management. Experiences from Ghana and the Philippines show the impact that the EITI can have when the process does not stop at the publication stage. The EITI needs to focus more on turning reports into results.

③ Identify who owns companies and who benefits.

In December 2015, the EITI Board decided to make beneficial ownership disclosure mandatory. The Democratic Republic of the Congo and other countries have already worked to identify the real owners – the 'beneficial owners' – of the companies that have acquired rights to extract oil, gas and minerals, who are often unknown and hidden behind a chain of corporate entities. Other countries must follow.

④ Ensure better participation by implementing governments and its citizens.

A significant strength of the EITI is the emphasis it puts on implementing country ownership. The implementing country voice is essential to how the EITI is shaped, governed and used, and the citizens themselves must speak louder. The EITI should go further in strengthening implementing country ownership. The EITI must also ensure that it has the funding needed to deliver the support it has committed to.



EITI Reports should be less about compiling data and more about making recommendations for improved governance of the extractive sector.



Since the last Progress Report, EITI implementation has come a long way. Across the world in the 49 implementing countries over 400 people work full time on the EITI and 1200 serve on EITI national commissions. These people are the core of a growing movement which is increasingly knowledgeable about how to make transparency meaningful. At the Secretariat, our foremost job is to support this movement in serving their communities.

When I look at the information generated in the reports published in 2015, I am more confident than ever of the EITI's value in improving the governance of the sector. Conversations in implementing countries are now less about events and technical processes, and more about what the EITI reveals about improving the extractive sector and making suggestions about policy.

These conversations increasingly relate to beneficial ownership, contract transparency, opening up commodity trading and artisanal and small scale mining. These issues could not have been foreseen under the EITI five years ago and are reflected in this Progress Report.

The EITI Board and its committees have done much to monitor progress in implementing countries, refine the EITI Standard, develop a new Validation process, and nominate a new Chair. Much of this was gruelling and took tough negotiation.

We must continue to foster the energy and commitment of all EITI stakeholders – especially those in implementing countries - to make better use of transparency and to make the EITI more effective and integrated into government systems.

From the office in Oslo, I wish to thank the EITI Board for its tremendous efforts during the past three years and to welcome the new Board members who will continue the legacy. I express my gratitude in particular to the EITI's outgoing chair, Clare Short, whose energy and vision have carried the EITI through its adolescence. Finally, I wish to extend a thank you to all of our stakeholders, whose input has strengthened the EITI's impact and made its processes dynamic.

A handwritten signature in black ink that reads "Jonas Moberg". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jonas Moberg
Head of the EITI International Secretariat

[EITI Board 2013-2016](#)
[Sydney, May 2013](#)



What the EITI does

building trust through transparency

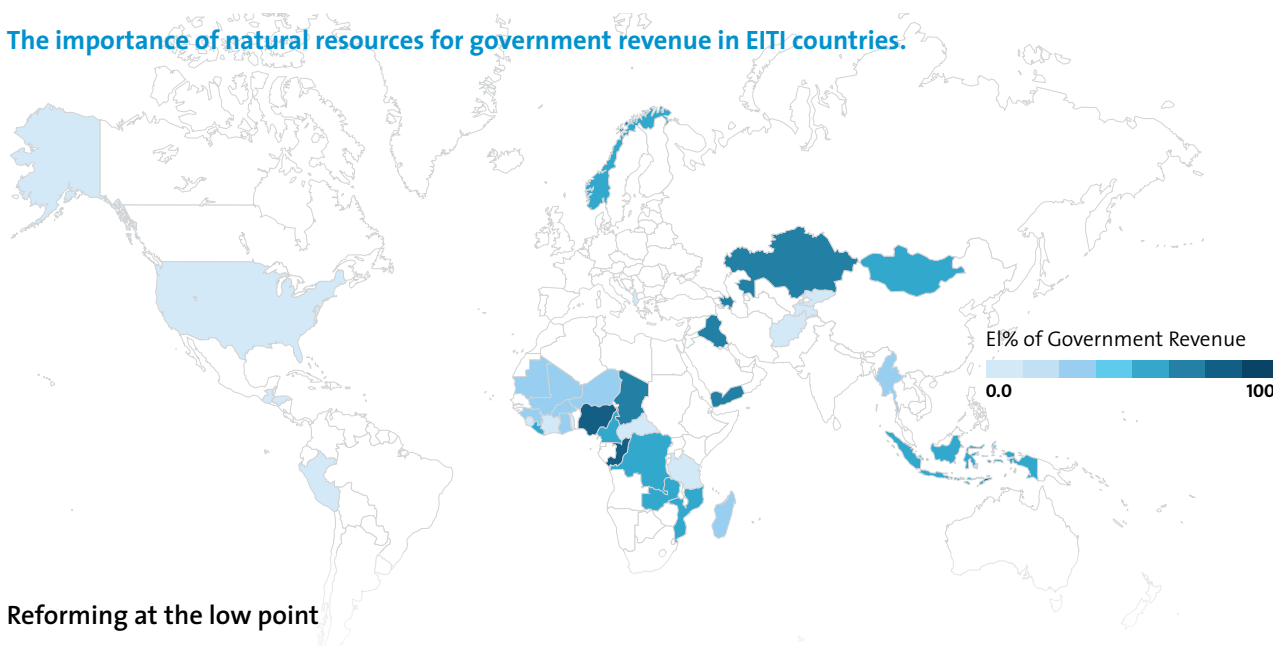
A country’s natural resources, such as oil, gas, metals and minerals, belong to its citizens. Extraction of these resources can lead to economic growth and social development. However, poor natural resource governance has often led to corruption and conflict. More openness and public scrutiny of how wealth from a country’s extractive sector is used and managed is necessary to ensure that natural resources benefit all.

The EITI is a global standard to promote transparent and accountable management of natural resources. It seeks to strengthen government and company systems, inform public debate and promote understanding. In each of the 49 implementing countries, the EITI is supported by a coalition of government, companies, and civil society.

The information found in EITI Reports helps governments monitor and forecast revenues from their extractive sector. Countries can use this information to verify that they are receiving the amount due to them. The EITI alone does not enable such verification. EITI Reports must be comprehensible, actively promoted, publicly accessible, and contribute to public debate. Implementing countries are also required to publish “electronic data files” and are encouraged to move towards online disclosure of payments and income. More and more EITI Reports also include information on how revenues are distributed nationally, including in budgets and sovereign wealth funds, which have a vital role to play in supporting any fluctuation in the budgets and currencies of resource-rich countries.

The impact of the EITI is evident when governments decide to implement the recommendations that have emerged from EITI reporting. In some countries, EITI Reports have been a useful tool highlighting weaknesses in government systems. In other cases, the report recommendations have been aimed at addressing such weaknesses and improving sector management, thus making an important contribution to policy reform and change.

The importance of natural resources for government revenue in EITI countries.



Reforming at the low point

The recent fall in commodity prices has highlighted the key role that the extractive sector plays in the economies of many countries. The sector not only provides revenue, but also employment, and creates extra demand for goods and services from other sectors. During this era, the need for increased trust, better information and good policies is stronger.

How the EITI works

seeing results from natural resources



1 A national **multi-stakeholder group** (government, industry and civil society) decides how their EITI process should work.



2 Government revenue and company payments are **disclosed** together with other information about the extractive sector.



3 The findings are communicated to create **public awareness and debate** about how the country should manage its resources.

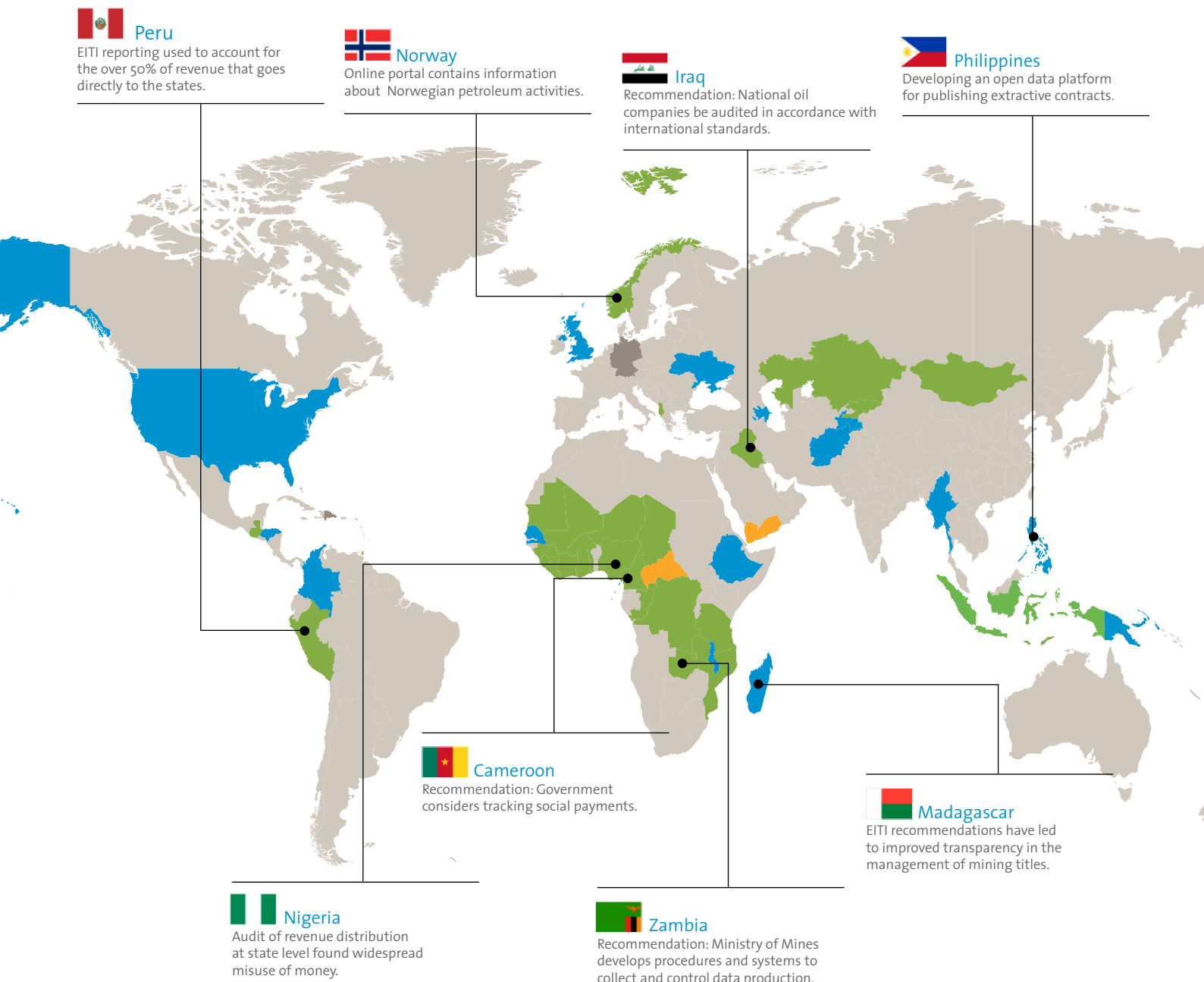


Where implementation happens

impacting 49 EITI countries

EITI matters. Implementing countries disclose information on tax payments, licenses, contracts, production and other key elements around resource extraction. Most of these countries use the EITI to inform their extractive sector policies.

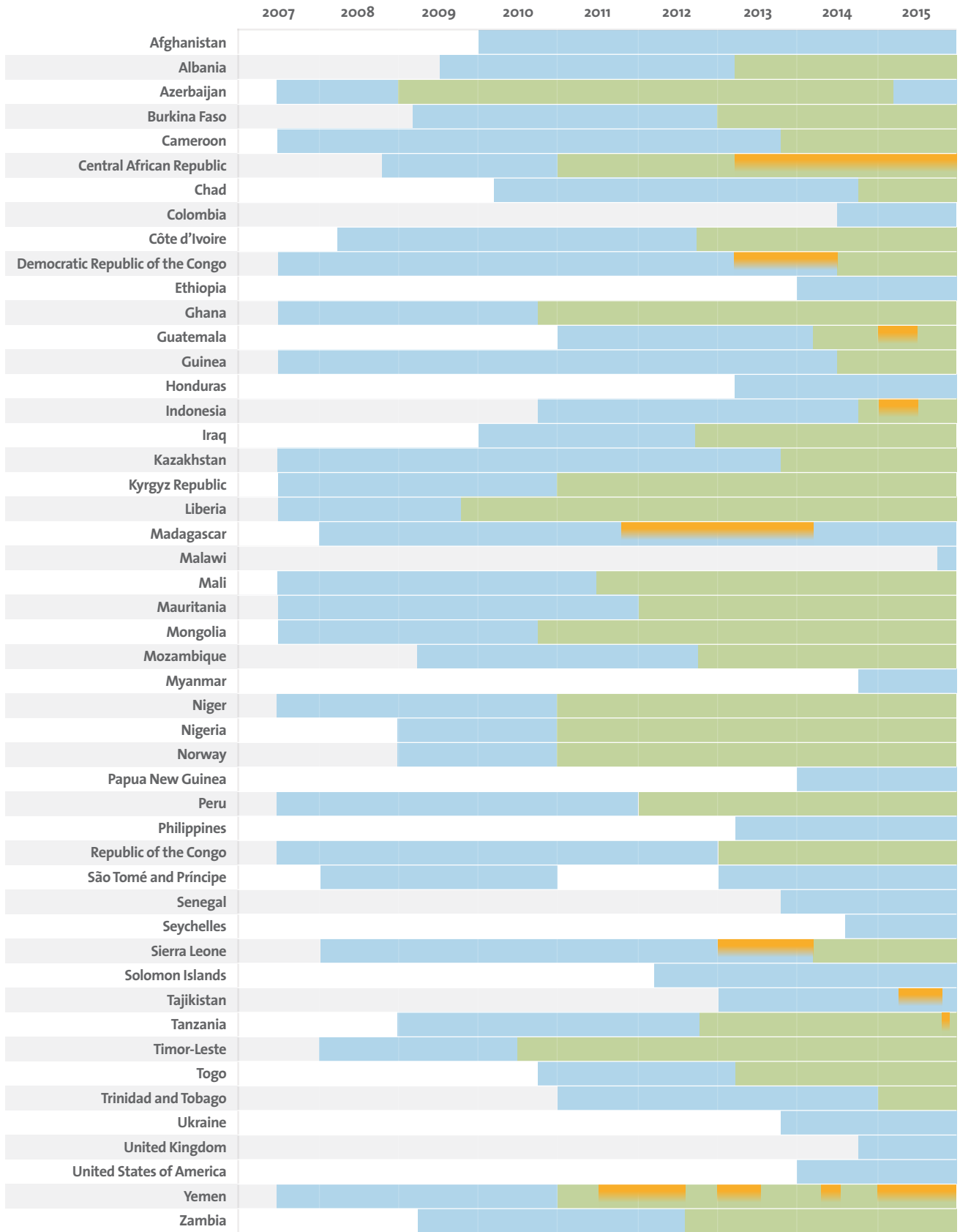
■ Candidate ■ Compliant ■ Suspended ■ Submitted candidature



EITI country status 2007-2015

31 countries are EITI compliant*

■ Candidate ■ Compliant ■ Suspended



* with the 2011 Rules

Better disclosure from the extractive sector

showing who discloses what

y Yes p Partial NA Non-Applicable Y / P / NA Capital letters and colour indicate changes in disclosure from previous years

	Latest report	Oil	Gas	Mining	Other sectors	Licence register	Production volumes	Beneficial ownership	Sub-national reconciliation	Disaggregated by company	Disaggregated by company & revenue stream	Social payments	Project by project reporting	Disclosure a electronic file	Received by the government, US\$
Afghanistan	2011		y	y						y	y				101,776,401
Albania	2014	y	Y	y	Y	y	y			y	y	p			17,398,069
Azerbaijan	2013	y	y	y			y		NA	Y	Y	NA			19,581,000
Burkina Faso	2012			y		y	y	p		y	y	y			358,092,143
Cameroon	2013	y	y	y		y	y	P	y	y	y	y			1,597,000,000
Central African Republic	2010			y						y	y				347,000,000
Chad	2013	Y	Y	Y	Y		Y			Y	Y			Y	1,700,000,000
Côte d'Ivoire	2013	y	y	y		y	y			y	y	p			687,088,090
Colombia	2013	Y	Y	Y		P	Y			Y	P	P			18,123,000,000
Democratic Republic of the Congo	2014	y	y	y		y	y	p	y	y	y	y		p	2,083,244,893
Ghana	2014	y	y	y		p	y	p	y	y	y	Y	y		1,623,108,899
Guatemala	2013	y		y		p	y			y	y				182,468,408
Guinea	2013			y		p	y			y	y	y			293,764,326
Honduras	2013	Y		y		p	y		p	y	NA			y	10,602,263
Indonesia	2013	y	y	y			y			y	y	Y	y		33,591,429,421
Iraq	2013	y	y	p		P	Y			y	y				81,166,908,244
Kazakhstan	2014	y	y	y		p	Y		NA	y	y	y		y	26,885,161,002
Kyrgyz Republic	2014	y	y	y			y	p	p	y	y	Y			181,000,000
Liberia	2013	y	y	y	y	P	y			y	y			y	197,530,000
Madagascar	2013	y	y	y		y	P		y	y	y	P			193,790,760
Mali	2013	Y	Y	y		P	y	p	NA	y	y	y			448,997,391
Mauritania	2013	y	y	y		y	y		y	y	y	y			362,821,460
Mongolia	2014	y	Y	y		p	y		y	y	y	y		y	1,065,401,000
Mozambique	2014	y	y	y		y	y			y	y	y	Y	y	1,053,599,553
Myanmar	2013	Y	Y	Y	Y	Y	Y		NA	Y	P	Y		Y	3,135,080,755
Niger	2013	y	y	y		p	p			y	y		P		440,603,229
Nigeria (only mining)	2012			y		y	y	p		y	y				177,501,388
Norway	2013	y	y			y	y		NA	y	y	NA		y	56,137,148,644
Peru	2013	y	y	y		y	p			y	y			y	5,511,486,805
Philippines	2013	y	y	y		p	y		Y	y	y	y		y	982,102,816
Republic of the Congo	2012	y	y	y			y			y	y				3,087,343,000
São Tomé and Príncipe	2013	y	y			p				y	y	p		Y	1,280,006
Senegal	2013	Y	Y	Y	Y	p				Y					82,183,000
Seychelles	2014	Y	Y			Y		P		Y	Y	Y			299,879
Sierra Leone	2013	y	y	y		y	y		y	y	y	y			60,366,417
Solomon Islands	2014			y			y			p		p			334,953
Tajikistan	2014	Y	Y	Y		P	Y	P		Y	Y	Y			424,463,257
Tanzania	2014	y	y	y		P				y	y				754,302,420
Timor-Leste	2013	y	y	p		P	p			y	p	y	NA		3,054,000,000
Togo	2013	NA		y	y	y	y		y	y	y	y			22,272,506,709
Trinidad and Tobago	2013	y	y			p	Y		P	y	y	y			3,305,270,000
Ukraine	2013	Y	Y				Y	P							3,354,625,000
United States of America	2013	y	y	y	y	y	y			y	y			y	24,440,000,000
Zambia	2014	y	y	y		p	y	p	p	y	y	P		y	1,544,031,692

2015/2016 Timeline

2015



January 2015

Trinidad and Tobago EITI compliant

“The EITI process has provided an independent review of government revenue collection systems which will allow us to better monitor revenues from the sector.” **Kevin Ramnarine**, Minister of Energy



March 2015

Sharing experiences on beneficial ownership

13 countries met in London to discuss how to reduce corporate secrecy by publishing who owns and controls extractive companies.



April 2015

EITI week in the Congos

Brazzaville hosted the 29th EITI Board meeting. Stakeholders gathered in Kinshasa for the first regional discussion on EITI and artisanal and small scale mining.



June 2015

EITI third regional conference in the Americas

Stakeholders from the region came together and concluded that the EITI could build trust and enable dialogue at all levels.



September 2015

Tanzania enacted an EITI law

This legislation requires extractive companies to disclose their beneficial owners.



October 2015

Malawi becomes the 49th implementing country

Plans to produce a checklist to ensure that agencies awarding licenses and contracts perform due diligence of investors.



EITI dialogue on commodity trading

Stakeholders met in Switzerland and agreed to establish a working group to consider ways to take transparency in commodity trading forward.



Senegal improves government reporting

“The first report is part of the normal order of things. It simply corrects a flaw in the government reporting system.”

HE Abdullah Mahammed Boun Dionne,
Prime Minister of Senegal

2016



December 2015

Fredrik Reinfeldt, former Swedish Prime Minister, nominated as next EITI Chair.



United States's citizens can track their dollars in first EITI Report

"This is the public's money. To have a process that is very transparent and open with how that money comes in and how it's dispersed is critical to all of us." **Greg Gould**, Director, United States Office of Natural Resource Revenue



Ukraine moving towards greater transparency

"The EITI Report opens a way to a greater transparency where all players have to work in transparent and unifies rules." **Volodymyr Demchshyn**, Minister of Energy and Coal Industry



Myanmar strengthens its democratic process

"This EITI Report is a driving force for strengthening democratic process and building trust among stakeholders." **HE Dr Maung Maung Thein**, Union Deputy Minister, Ministry of Finance



January 2016

Colombia embeds transparency

"EITI ensures that transparency and accountability are embedded in the way we manage our extractive industries. The first EITI Report, accounting for USD 18bn of government income, is a step forward." **Maria Isabel Ulloa**, Deputy Ministry of Mining

The 2016 EITI Global Conference will take place on 24-25 February in Lima, Peru



Strengthening government systems

entrenching transparency

Extractive industry transparency should not be confined to EITI Reports; it should become an integral feature of how governments manage the sector, and of how companies ensure accountability to their shareholders and host communities.

Increasingly, EITI implementing countries are addressing EITI disclosure requirements through publicly accessible databases, websites, annual reports and data portals. This ensures that the latest information is readily available, compared to the two year time lag that is typical in conventional EITI reporting. It is also cheaper.

The EITI Board examined opportunities to recognise and encourage this work, while ensuring that data remained accessible, reliable and comprehensive. The 2016 EITI Standard now enables countries with robust extractive sector management and auditing systems to disclose data at source rather than through EITI Reports.

Honduras

EITI reporting deadlines put pressure on the Honduran Institute for Geology and Mines to clean up the mining license register. The register went from a single database that merged active, expired, awarded and revoked mining rights along with other administrative data, to a system that produced clearer, categorised and complete data.



Honduras is now getting quality licensing data



← Mining operations in Honduras date back to the 19th century.



← Gold is the mineral with largest production in Honduras.



Kazakhstan

Kazakhstan has shown the way for mainstreaming EITI reporting by requesting that companies file their EITI data as part of other mandatory reporting for subsoil license holders, using an existing online platform in the Ministry of Energy.

We are now working on improving our electronic reporting system that was launched for collecting data for EITI Reports. This system proved to be successful during the data collection process for the 2012, 2013 and 2014 EITI Reports though it still needs some improvement. We now hope to develop it further to allow us to reconcile data automatically.

Bazarbai Nurabaev, Chairman of the Committee of Geology and Subsoil Use

Sierra Leone

The Government of Sierra Leone has reformed the administration of its mining sector by implementing an electronic mining cadaster system. Government revenue from the sector has increased, regulation of the sector has become more consistent and efficient, and stakeholders now have access to timely and accurate data. The system has been used to compile EITI data since 2013.

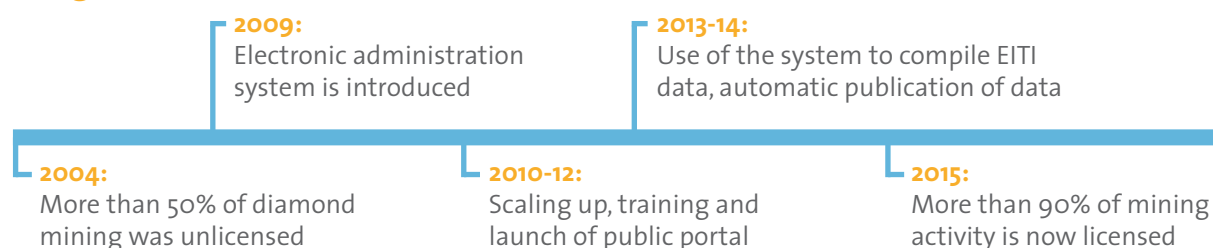
Benefits include:

1. Decreased number of outstanding payments.
2. Improved monitoring of the extractive sector.
3. Reduced waiting time for companies applying for licenses.
4. More accurate and auditable data.
5. Increased data transparency.

“With increasing awareness on transparency of revenues created by the EITI, the public now turns to the Online Repository to get up to date information that can only be found in EITI Reports at a much later date.”

Mina Horace, Sierra Leone EITI National Coordinator

Progress in Sierra Leone



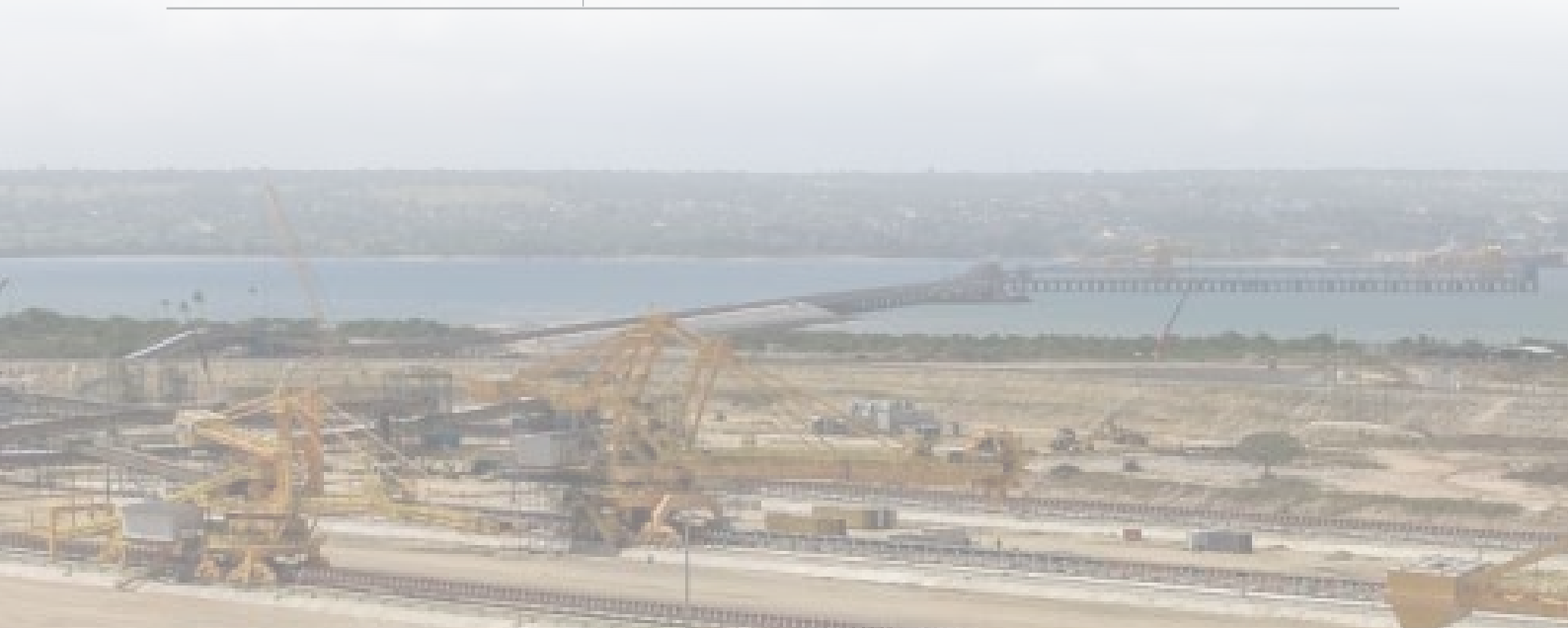
Turning recommendations into reforms

guiding policy change

Recommendations in EITI Reports often guide a country on how to improve extractive sector management. They can make an important contribution to policy reform and change. The extent to which the recommendations are followed up can significantly influence the impact of EITI implementation on extractive sector reforms. In many countries EITI Reports have been a useful diagnostic tool to highlight weaknesses in government systems.

Examples of recommendations from EITI Reports

<p>Making data accessible. Recommendations related to making data more available and/or accessible.</p>	<ul style="list-style-type: none"> • Government declarations on projects in which it participates should be broken down by company (The Philippines 2012 EITI Report). • The online cadaster should be improved to make the license information more available (DRC 2011 EITI Mining Report). • The MSG should consider including contracts and beneficial ownership in the next report (Kazakhstan 2012-13 EITI Report).
<p>Improving government/company audit practices. Recommendations related to strengthening government and/or company audit practices.</p>	<ul style="list-style-type: none"> • Government revenue collection monitoring systems should be centralised (Mozambique 2011 EITI Report). • Company payments made directly to the Central Bank should be monitored by the Supreme Audit Institution (DRC 2011 EITI Oil&Gas Report). • Categorisation of payments to government should be consistent to avoid inaccurate recording of payments (Trinidad and Tobago 2011 EITI Report).
<p>Improving extractive sector governance. Recommendations focused on legislative, regulatory and administrative reforms.</p>	<ul style="list-style-type: none"> • Open licensing rounds should be introduced to make bidding competitive (Ghana 2012-13 EITI Reports). • The Government and Revenue Authority should ensure that royalty receipts are transferred to local government on time and in accordance with the fiscal framework (Ghana 2011-12 Mining Report). • Consistent formula for calculating mineral royalty payments should be established (Nigeria 2007-10 EITI Mining Report).





From recommendations to action in the Philippines

In the Philippines, the Mining Industry Coordinating Council, a high-level body tasked to implement reforms in the mining sector, has directed government agencies to develop concrete action plans based on EITI recommendations. The recommendations relate to improving the EITI process and natural resource governance, including giving local government units a clearer picture of how much they receive from extractive companies and eliminating delays in transfers.

“*The goal should be transparency that translates to accountability and drives reform: the starting point towards that goal is to address gaps in existing systems that the report has identified.*”

Alessandra Gay Ordenes, The Philippines EITI National Coordinator



From recommendations to action in Ghana

EITI Reports in Ghana covering the years 2004 to 2011 revealed that extractive sector revenues earmarked for sharing between various national regulatory and oversight bodies, local government authorities, traditional land-owning authorities and communities affected by mining activities did not reach the intended beneficiaries. This was due to a misapplication of these funds, lack of proper accounting for and reporting of the use of these resources, and irregular transfers. Implementing recommendations on timely, regular and full transfers of the funds has resulted in increased accountability at subnational levels, dedicated accounts set up for local governments and guidelines developed by the Minerals Commission for the use of mineral revenues at subnational levels.



Aubrey@AubreyMenard Nov 3

#EITI is not just process of writing reports. It's implementing recommendations.
#mining #Mongolia #transparency @EITlorg

“*Many of the present reforms in the Nigerian oil sector – including the discontinuation of the oil swap arrangements, the review of fuel subsidies, the restructuring of the national oil company, the review of contracts and the management of the joint ventures – are recommendations from the NEITI reports. As well as the recovery of USD 2.4bn of unpaid taxes and royalties, NEITI's operations are on course to save Nigerians tens of billions of dollars through better management of the oil and gas sector.*”

Orji Ogonnaya Orji, Acting Executive Secretary Nigeria EITI



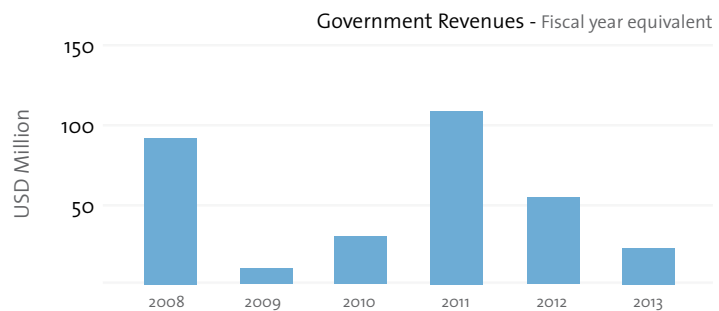
Strengthening revenue collection

using EITI as a diagnostic tool

Afghanistan EITI (AEITI) helped the Government of Afghanistan identify what could potentially be millions of dollars of lost revenue from the extractive sector every year. This followed the discovery that six regional directorates of the Ministry of Finance were not receiving any revenues from extractive companies.

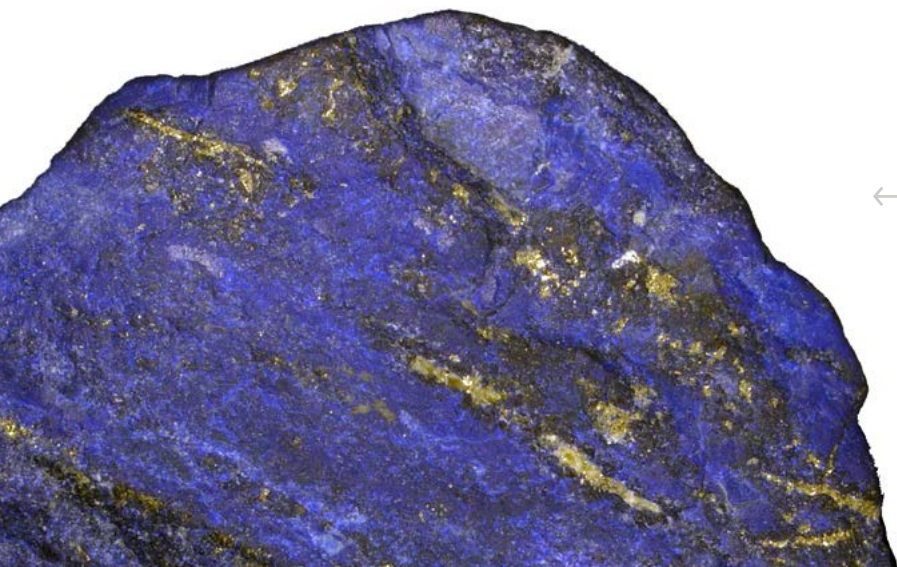


AEITI dug deeper and, using data from the Ministry of Mines and Petroleum on production and royalties, estimated that uncollected income tax alone could amount to losses of tens of thousands of dollars per company. Multiplied by some 330 registered companies in the six regions, annual missing revenue could amount to millions of dollars.



The Directorate General of Revenue at the Ministry of Finance then set up a joint Task Force with representatives from the Ministry of Mines and Petroleum with the aim to:

1. Determine which extractive companies have valid licenses to operate.
2. Collect copies of the mining contracts.
3. Enquire about the tax payments of the companies throughout their activity period.
4. Assess whether operations are active or inactive.
5. Determine the total tax revenue companies have paid to the government to date.
6. Determine the arrears of the companies and establish a mechanism to collect those arrears, including enforcement measures on non-compliant extractive companies.
7. Determine pending payments of extractive industries in the cadastre department.



← Afghanistan is the world's largest exporter of lapis lazuli. Improving revenue from the sector is a government priority.

Following the money

disclosing allocation of revenues

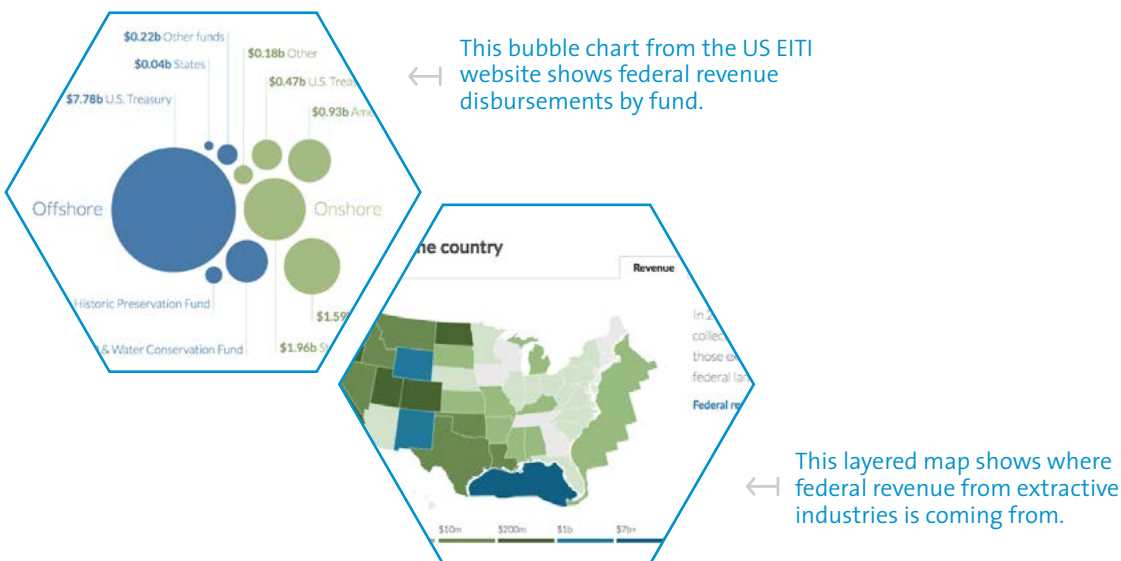
Transparency in revenue allocations enables citizens to track whether the money from the extractive sector ends up in the national budget or is distributed to other funds or government entities.



As part of its commitment to EITI implementation, the United States Department of the Interior has created a public data portal “to tell the story of natural resource revenues from Federal lands”. The portal includes detailed information on taxes collected from the oil, gas, coal, wind and geothermal industries and how these revenues are distributed.

“ Providing data in an open and accessible format will empower citizens, inform public discussions, and expand the scope of future revenue reporting to ensure the American people receive a fair return for the extraction of oil, gas, minerals and renewable energy on public lands and waters.

US Secretary of the Interior Sally Jewell



Correcting misallocated revenue flow in Tanzania

“The disclosure of extractive industries payments and revenues through EITI has helped to improve revenue collection and accountability. Kilwa district council is the case example. The 2009/10 TEITI Report revealed that the service levy paid by PanAfrican Energy Tanzania Limited from Songo Songo field in Kilwa region were wrongly paid to Ilala Municipality in Dar es Salaam where the company’s main office is located as opposed to paying the levy to Kilwa district council which hosts extraction of the gas. Since that revelation, the Kilwa district council receives around **TzS 110,000 million (USD 61,000)** on every quarter of the year.”

Source: Ministry of Energy and Minerals booklet

Revealing who stands behind the companies

identifying beneficial owners

The identity of the real owners – the ‘beneficial owners’ – of the companies that have acquired rights to extract oil, gas and minerals is often unknown, hidden behind a chain of corporate entities. This opacity can contribute to corruption, money laundering and tax evasion in the extractive sector.

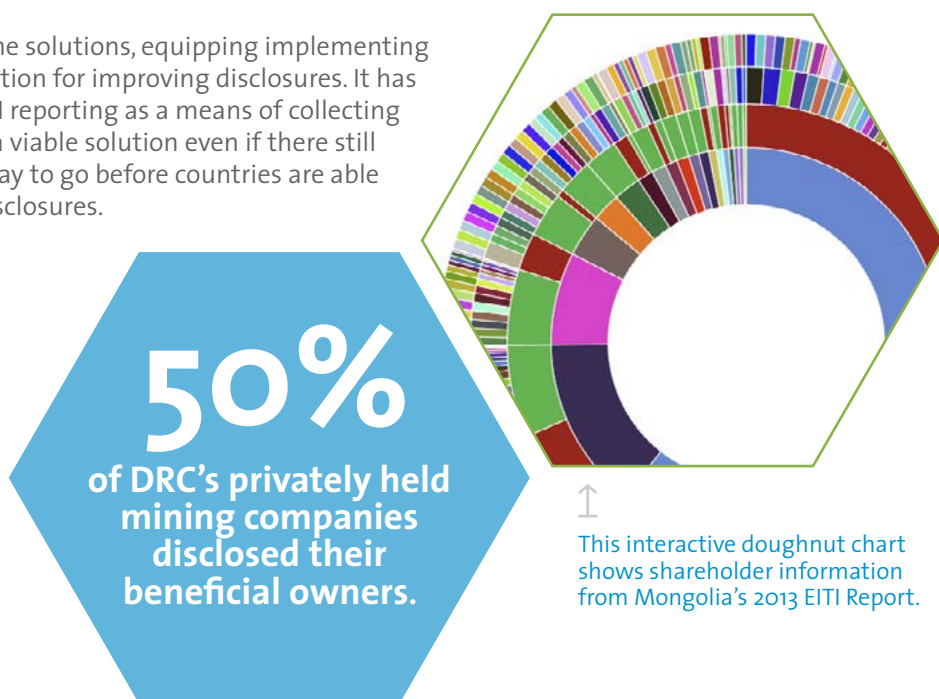
With the adoption of the 2016 EITI Standard, EITI Board decided that beneficial ownership disclosure would be mandatory for implementing countries. All companies operating in EITI countries would now have to disclose the name and identity of the owners. As a first step, countries need to develop a roadmap for making this happen. At the Global Conference in Lima, the EITI Board looks set to decide that the requirements on beneficial ownership will take effect on 1 January 2020.

Eleven EITI countries have attempted to address the challenge of identifying the real owners. Burkina Faso, the Democratic Republic of the Congo (DRC), Honduras, Kyrgyz Republic, Liberia, Niger, Nigeria, Tajikistan, Tanzania and Zambia piloted beneficial ownership disclosure.

Beneficial ownership is now successfully placed on many national EITI agendas and the pilot exercise contributed to the global momentum of tackling hidden ownership. It has led to discussions about legal and regulatory changes aimed at mandating the filing and disclosure of beneficial ownership information, identified gaps in government’s regulatory and monitoring capacities, and recommended the establishment or integration of beneficial ownership data in public registers.

The pilot exercise revealed the difficulties in obtaining reliable and comprehensive beneficial ownership information. Some of the difficulty is due to confusion surrounding the concept of beneficial ownership versus legal ownership and insufficient outreach, guidance and time to complete declaration forms. However, many countries lack an enabling legal framework for beneficial ownership disclosures and the pilot exercise shed light on the challenges countries face when company ownership is structured across multiple jurisdictions.

The pilot exercise offered some solutions, equipping implementing countries with a good foundation for improving disclosures. It has also confirmed that using EITI reporting as a means of collecting beneficial ownership data is a viable solution even if there still seems to be a considerable way to go before countries are able to provide comprehensive disclosures.



Bringing transparency to the “first trade”

beginning to shine a light on commodity trading

Governments of several resource-rich countries derive their largest revenue from their share of oil, gas, minerals and metals production received “in-kind” rather than as cash payments.

These “in-kind” revenues are often managed by state-owned enterprises (SOEs) that, in many cases, act simultaneously as commercial operators, holders of government equity stakes, regulators and providers of social goods like subsidised oil products.

Amidst growing calls for greater transparency and accountability in oil trading between SOEs and commodity trading companies, the EITI has emerged as a practical, flexible and cost effective response.

While the EITI does not comprehensively address commodity trading, SOEs, through EITI Reports, bring more openness to the “first trade”, the original transaction between a state-owned oil company and an oil trader.



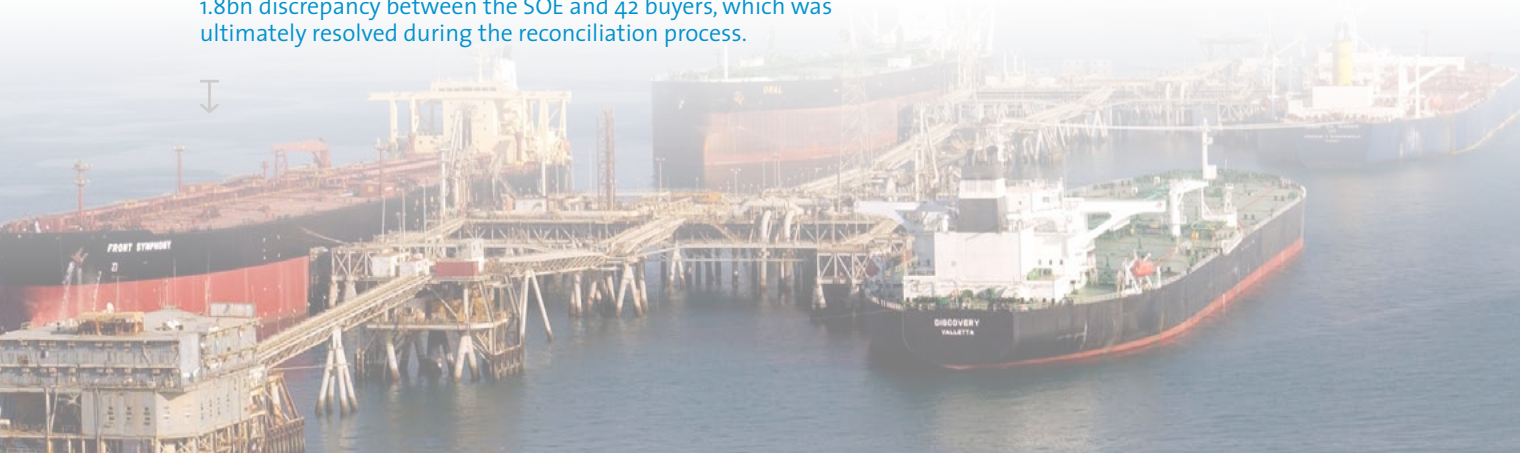
EITI Reports in Iraq not only reconcile revenues between the SOE and its buyers, but between the Ministry of Finance and the distribution companies of oil products on the domestic market.

In addition to SOEs reporting in Albania, Ghana, Indonesia, Iraq, Nigeria, Norway and the Republic of the Congo, major trading companies, including BP, Shell, Trafigura and Vitol recently agreed to establish a working group to consider ways to improve transparency in commodity trading.

“ We believe we can make an important contribution to transparency as a whole by working with other companies and the EITI itself to develop a workable standard for trading companies’ disclosures within the existing, legitimate and multi-stakeholder structures.

–Trafigura Responsibility Report 2015, p 17

Iraq’s 2013 EITI Report reconciled USD 80 bn and identified a USD 1.8bn discrepancy between the SOE and 42 buyers, which was ultimately resolved during the reconciliation process.



Opening up extractives data

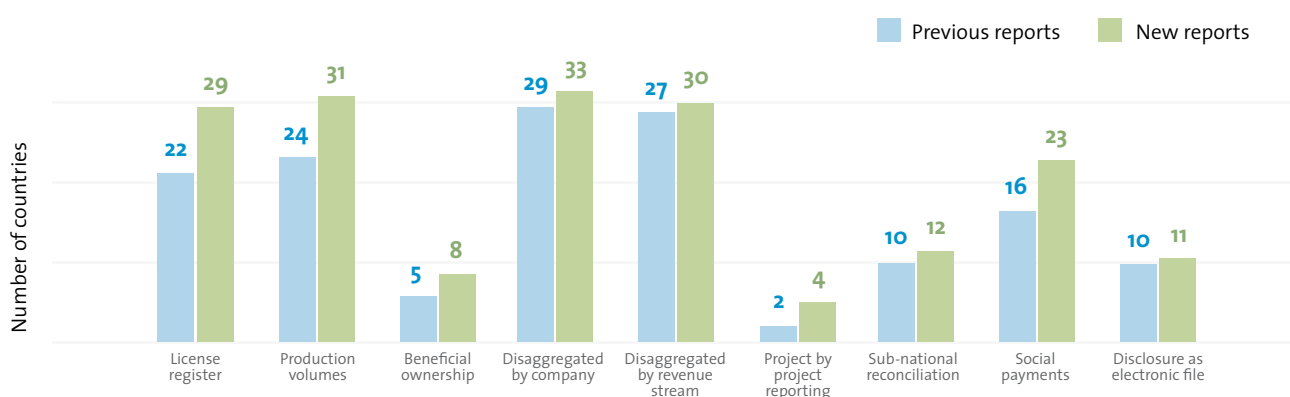
improving data accessibility, coverage and timeliness

EITI countries have together published data on the extractive sector covering 282 fiscal years. Until recently, this data was not very accessible or useable, contained only in paper reports and pdf files. Disclosing it as ‘open data’ online enables users to make better use of EITI data to inform public debate about the extractive industries.

The EITI Standard adopted in 2013 included several provisions on publishing data in an electronic and ‘machine-readable’ format. In advance of the Global Conference in Lima, the EITI Board has agreed an open data policy and further refinements to the Standard to encourage countries to move towards ‘open data’. Each multi-stakeholder group will have to agree a clear policy on the access, release and re-use of EITI data. Implementing countries are encouraged to publish EITI data under an open license and to make users aware that information can be reused without prior consent. The Board will also form a working group to develop open data standards.

Improved disclosure

The EITI Standard introduced a range of new reporting requirements. Some requirements – such as coverage of production volumes - are required in every country. Others – like coverage of social payments – are only applicable where they are part of the country’s legal and fiscal regime. Overall, the comprehensiveness of EITI reporting is improving. The graph below compares the published reports in 2015 from 34 countries with their previous reports. The overall trend of improved coverage is clear.



Improvements in 2015 reports:

- Almost all of the reporting countries have disclosed information about payments disaggregated by company and revenue streams.
- The majority of the countries provide information on production and licenses.
- There is a growing interest in addressing beneficial ownership.
- Electronic disclosure has improved, making extractive industry data available for further analysis.

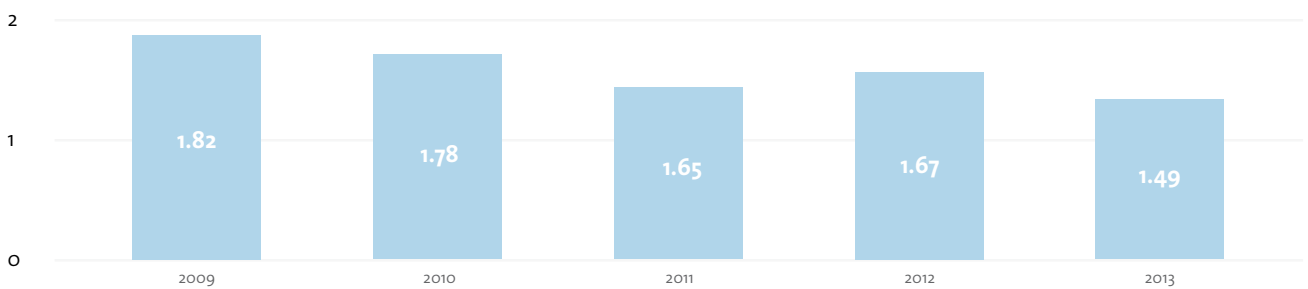
Ensuring timely data

EITI Reports are most useful and relevant when published regularly and contain timely data. Timely data is essential if the EITI is to contribute to meaningful and informed public debate. The EITI Standard requires that implementing countries publish their first EITI Report within 18 months. Thereafter, implementing countries are expected to produce EITI Reports on an annual basis and no later than two years from the end of the financial period.

The graph below shows that over the previous five years, the timeliness of EITI Reports has improved by 17.5%. Reports covering fiscal year 2013 were issued on average 1.5 years after the end of the financial year. There are continued efforts towards real time data.

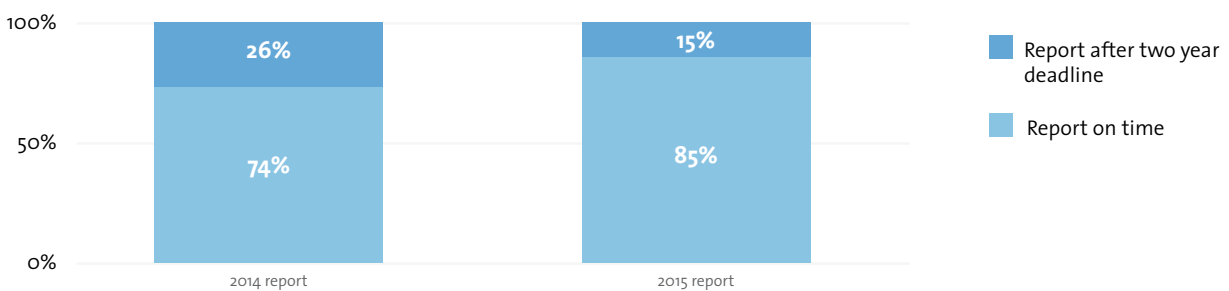
Timeliness of EITI reporting improved by 17.5% between 2009 and 2013

■ Years between end of fiscal year and publication of report



Among the reports published in 2015, the share of those that did not meet the two year deadline has dropped from 26% to 15%.

Timeliness structure of 2014 and 2015 reports



12 countries have published 2014 EITI Reports



Bridging the information gap

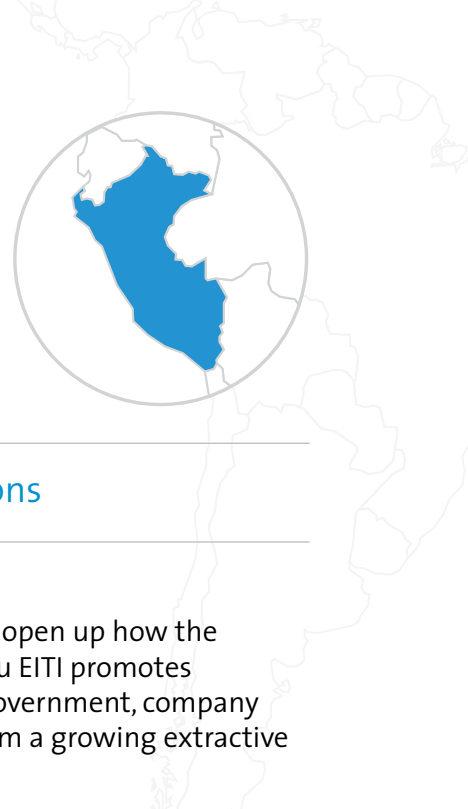
reaching the wider audience

How can the geographic, educational and rural-urban divide in a country as vast and diverse as Indonesia - a 5000km-long archipelago of over 240 million people - be bridged? How can the technical findings of over 300 pages of an EITI Report be effectively communicated to communities living near mines and oilfields?

EITI Indonesia has embraced these challenges and brought the EITI to local communities through different media. Interactive maps allow users to visualise concession data and to check how much companies in their region have paid in taxes and other payments. Radio and TV talk shows discussing EITI, transparency and the extractive industries are broadcast nationwide.

The comic book “We want to know”, aimed at a young audience in resource-rich districts, describes a fictitious corruption scandal. It shows transparency mechanisms that are tools to monitor company activities. It shares ideas about how people might use such data as a means of tracking payments, uncovering any irregularities and for advocacy with government officials.





Peru

building trust through transparency in mine affected regions

Peru EITI committed to bring transparency to subnational transfers and to open up how the country's hydrocarbons and mining regions spend extractive revenues. Peru EITI promotes subnational implementation as a way to continue building trust among government, company representatives and communities, and help ease the tensions resulting from a growing extractive industry.

In 2015, the regions of Piura and Moquegua piloted EITI implementation. Both regions formed multi-stakeholder groups and commissioned, together with Peru EITI, pilot EITI Reports. These reports feature reconciled transfers from the central government to regions and municipalities and, more crucial to building trust, disclosed information on how these subnational governments have used extractive revenues. The two reports also contained historical data on revenue and expenditures dating back to 2007.

The EITI Reports highlighted that, only about 15% of revenues from the mining and hydrocarbon sector has been used for developmental spending, such as infrastructure or economic diversification. The rest has been spent on current expenditures such as salaries and servicing debts. Local citizens are using this information to engage with their regional authorities on alternative ways to spend these resources.

“ *EITI Piura has opened doors for us to engage in truly informed dialogue with our regional government on the use of the money received from our hydrocarbons.* ”

Francisco Córdova Sánchez, CSO activist in Piura



Peru is the second largest exporter of copper in the world. →





Kazakhstan

leading to policy change on social payments

Kazakh law requires all extractive companies to make annual payments aimed at the development of the extractive regions. However, the affected communities faced challenges in verifying that companies paid what they ought to pay and in holding local authorities to account. Social payments were classified as “other non-tax revenues” and were paid directly to local governments without involving the central government.

In the 2010 and 2011 EITI Reports, information on social payments, including the amount, the purpose, and beneficiary region was disclosed for the first time. The reports also revealed the need for improving the current system.

Following the recommendations, the government made amendments to Decree #71 on “Clarifications on unified budget classification of the Republic of Kazakhstan” in July 2014. The decree now includes a budget classification code and ensures that companies transfer social payments to the budget. Both local and central governments can now easily track the payments. This leaves no room for closed decision-making on social projects. The EITI reporting process has provided a framework for the calculation of the total social payments, which amounted to USD 215 million in 2014.

“ *Now the new system ensures greater transparency of revenues and accountability of local governments on social investment payments from oil, gas and mining companies. It is fascinating to see how the EITI reporting affected change in bringing more responsible management of the extractive sector in Kazakhstan beyond mere compliance to the requirements of the Standard.* ”

Ruslan Baimishev, National Coordinator

Kazakhstan has one of the largest recoverable crude oil reserves in the Caspian region and has diverted income into its USD 100 bn sovereign wealth fund.





Mongolia

using online tools to streamline reporting

Mongolia is at the forefront of using eReporting to gather, reconcile and communicate extractive industries payments. The eReporting system, launched in 2014, streamlines disclosures by companies and government agencies. The website is rendering the information available in a timelier manner, but also allows interactive online tools to facilitate access to the information in a more user-friendly way.

Companies can now file their EITI reporting templates and their digital certification of the figures directly online. Government agencies use the system to report the 55 revenue streams the state collects from the extractive industries – 42 to the central government and 13 to provinces and districts - with the figures immediately available to public once filed.

By 31 March 2015, 988 companies in Mongolia had reported their 2014 payments using this system.

The website contains tools to visualise figures, ranging from interactive infographics that map the ownership of mining licenses and petroleum production sharing agreements to cadastral maps that allow users to track government payments by companies by geographical location. In time, users will be able to overlay EITI data with other datasets including employment, social infrastructure and water resources.

The eReporting system gathers additional data in line with the EITI Standard. Figures for environmental payments are now available for public scrutiny. The next phase of development involves connections to government agencies to allow data such as cadastral information and tax figures to be pulled automatically, while these agencies will be able to draw upon EITI information in their daily work. EITI Mongolia will complete the picture by uploading the previous eight years of EITI disclosures and add a function to generate machine-readable data files.

Finally, EITI Mongolia is working to develop additional functions and products, like mobile applications, that support greater accessibility by end-users as diverse as parliamentarians and local mine-affected communities.

“ *Mongolia’s entire 1.5 million adult population is able to analyse any developments in the mining sector with a fine comb.* ”

HE Chimed Saikhanbileg, Prime Minister of Mongolia



Nigeria

recovering revenue and informing extractive sector reforms

Nigeria's oil sector is made up of a labyrinthine institutional system. There are reports of massive oil theft, allegations of conflicts of interest in the ownership of companies by politically exposed persons, poor record-keeping and registers, complex upstream and downstream subsidies, a mixture of regulatory and operational functions by the state owned companies, a sluggish legislative debate, reports of major misuse of revenues and underassessment of taxes.

Tackling corruption and implementing the wide-ranging recommendations from the NEITI Reports were high amongst the priorities President Muhammadu Buhari campaigned on.

The last NEITI Report highlighted the following:

- The **national oil company owed the government** over USD 7bn for domestic crude.
- The government spent over USD 4bn on **fuel subsidies**.
- Domestic crude losses due to **oil theft** estimated at USD 305m.
- **Royalty and Petroleum Profit Tax** was under-assessed by over USD 200m and USD 400m respectively.
- Poor performance of **local refineries** (operating at 21% of capacity).

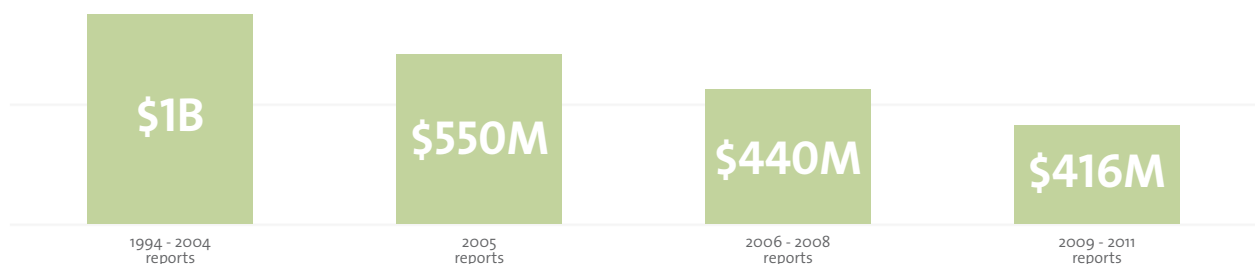
In September 2015, the President appointed himself as the Minister of Petroleum Resources and announced his intention to oversee the recovery of the revenue stolen from the oil sector over the years. In November, President Buhari appointed Emmanuel Ibe Kachikwu, a lawyer with 30-year-experience in energy as Head of Nigeria National Petroleum Corporation (NNPC) for the next five years. There have been several reforms at NNPC.

President Buhari has initiated major reforms in the oil sector, starting with restructuring the national oil company, a review of oil contracts, an end of the notorious oil swap deals, and a review of subsidy arrangements. These were all recommendations from NEITI reports.

“ *What's the point of an oil price of USD 110 if only USD 20 comes into the government coffers? If we block the loopholes, we can end up in the same position with an oil price of USD 30.* ”

Abubakar Bukola Saraki, President of the Nigerian Senate

Revenue recovered by NEITI (USD)



77%

of total revenue to the federal government is from oil and gas sector accounts

Faces of transparency

In November 2015, Zainab Shamsuna Ahmed was appointed State Minister Budget and Planning. Prior to this, Mrs Ahmed held the position of Executive Secretary of the Nigeria Extractive Industries Transparency Initiative (NEITI). **With aspirations as a young woman to one day become the Accountant General of her state and possibly of her country, Mrs Ahmed began a career in public service.** She served in several accounting and public finance management positions in the Nigerian economy.

A new opportunity arose for Zainab Ahmed in 2010. Her appointment as Executive Secretary of NEITI allowed her to work on issues that were not foreign to her. She had lived in Kaduna and Zaria, home to one of Nigeria's refineries and mining base in the North.



Zainab Shamsuna Ahmed,
State Minister Budget and Planning and
former NEITI National Coordinator.

When asked about the impact of the EITI in Nigeria, Mrs Ahmed responded “the enactment of the NEITI Act 2007 is the singular most enduring impact. This legislation is leading other reforms in the sector, such as the Petroleum Industry Bill awaiting passage into Law by the National Assembly. NEITI is encouraged that the draft legislation provides for sound policy road map, legal and regulatory frameworks upon which the reforms initiatives in Nigeria’s petroleum industry will be driven.”

Mrs Ahmed highlighted impacts and reforms that have been implemented from NEITI Report recommendations.

“Under my tenure NEITI Reports became a reference material for public demand for transparency, accountability and reforms of the oil and gas as well as the mining sectors. In addition, the on-going reforms in the NNPC are largely informed by the recommendations contained in NEITI audit reports. This includes the review of the crude oil swaps and oil processing agreements, on-going debate on the subsidy regime, the new directive on Nigerian Liquefied Natural Gas remittances to the federation account.

So far, measurable impacts such as regular reporting, recovery of huge revenues to the tune of over USD 2.4 billion into the Federation account. This was as a result of cases of under-assessment and under-payment in taxes, royalties, signature bonuses, etc. Other impacts include improved stakeholders engagement, effective dissemination of audit reports, gradual implementation of remedial issues, staff trainings and development.”

“ We are delighted that the much needed political will required to boldly implement the NEITI recommended reforms is now provided, available and accessible under the leadership of President Muhammadu Buhari.

NEITI press release, August 2015

Democratic Republic of the Congo

harnessing the EITI to inform debate

The Democratic Republic of the Congo (DRC) exemplifies the strong ownership of the EITI by implementing countries. The routine participation of six ministers in multi-stakeholder group deliberations has raised the profile and mandate of the EITI to tackle the country's enormous challenges in improving natural resource governance. Strong participation of various stakeholders, including companies and civil society representatives (over 800 civil society organisations and 200 oil, gas and mining companies) has led to robust debate about the management of the oil, gas and mining sectors.

Beyond the minimum requirements

A pioneer in beneficial ownership disclosure: One of the first EITI implementing countries to disclose the identity of the beneficial owners of mining companies, including politically exposed persons, and flagged risks of conflicts of interests, making it harder for companies to hide behind tax havens. This also brought accountability in how licenses are issued.

Contract transparency: The government has adopted a policy stating that “any cession, sale or rental of the state's natural resources is made public within 60 days of their execution”. EITI Reports now monitor the implementation of this policy that has led to the publication of more than 130 contracts between the government and oil, gas and mining companies.

Disclosure of social payments: Mining companies make substantial social payments to local communities. EITI Reports include information on both mandatory and voluntary social payments with a clear distinction between the two.

Extending the scope of EITI reporting to artisanal and small scale mining (ASM) and forestry: The DRC published two scoping studies on ASM and forestry sectors in September 2015. These two reports map out for the first time the stakeholders involved and various revenues streams paid by informal and semi-formal actors to local and central authorities.

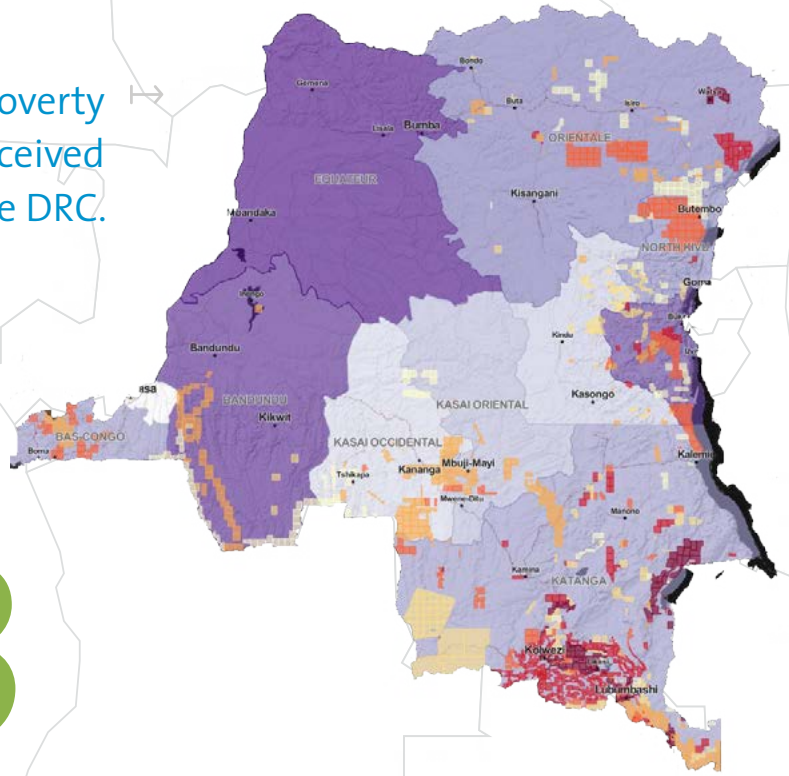
“ *We continue to suffer from the terrible reputation inherited from previous governments, but we hope that people and investors can see that we have made enormous progress in changing old practices.* ”

HE Matata Ponyo Prime Minister

“ *We have learned from the EITI to include civil society in the implementation of our reform agenda.* ”

HE Henri Yav Mulang, Minister of Finance

This layered map shows poverty rates and the total payments received by the government in the DRC.



\$2.1B

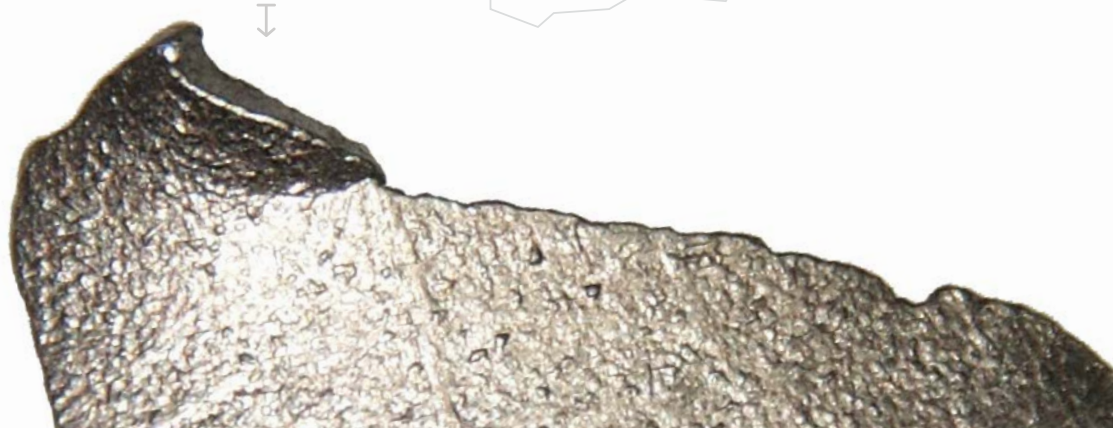
of government revenue from the extractive industries, up 5 fold from 2007.

Improving public financial management and embedding the EITI in government systems

Upon request from the Parliament, the DRC published its 2013 and 2014 Reports in 2015, bringing its reporting up-to-date and ensuring that EITI reporting contributes to harmonising and enforcing auditing practices across government agencies to improve public financial management. As part of EITI reporting, the auditor general office systematically audits all government agencies that are required to report.

The Ministry of Finance publishes quarterly reports of government revenues from the extractive sector, which are later reconciled with company data, broken down by company, and published on the EITI-DRC website. The MAP-X pilot project has the ambition to strengthen and integrate government record keeping systems, making them interoperable, robust and transparent, which in the long term will alleviate the burden of publishing extensive annual EITI Reports.

The DRC produces 50% of the world's cobalt. Demand is predicted to increase in the coming years as it is a key mineral in electric car production.



Working together

Companies

The EITI helps companies to better explain their contribution, create a level playing field and strengthen their own management and monitoring.

By participating in national EITI commissions, companies can help ensure that the information serves a purpose. Companies sit at the table when national work plans are decided and contribute to determining what information is collected and by whom to ensure that the reporting is relevant, understood and fair. The EITI can be a forum for stakeholders to agree on the kind of information required to build trust and ensure accountability.

Over 90 major companies involved in oil, gas, mining, and commodity trading, and institutional investors with total assets under management of more than USD 19 trillion support the EITI at the international level. These companies meet to discuss EITI policy and strategy.



Around 3,000 companies contributed to EITI reporting in the past year, disclosing information on taxes, royalties, in-kind payments and social payments. Among these are more than 130 Chinese state-owned behemoths, such as China National Offshore Oil Corporation (CNOOC), China National Petroleum Corporation (CNPC) and Sinopec.

“ Because EITI was built with time, in a collaborative manner, and was improved along the years, it offers today the best platform to promote transparency efficiently. The Initiative respects countries’ sovereignty, level playing field between companies and promotes the participation of civil society. The growing number of adhering countries underlines its success and I think its multi stakeholder organizational scheme should be used as a model for many more societal issues.

Patrick Pouyanné, CEO, Total

“ Our member companies see the benefits of involvement in EITI at a country level through increases in trust and a growth in dialogue between governments, civil society and business.

International Council on Mining and Metals

Governments

Supporting governments have promoted extractive industry transparency across the world.

Countries directly support the EITI in a number of ways:

- Support and promote the EITI in international and multilateral forums.
- Encourage own companies to become EITI supporters.
- Undertake outreach events to promote awareness of the EITI domestically especially with companies and civil society.
- Encourage resource-rich countries, through diplomatic and commercial channels, to implement the EITI.
- Consider providing technical support in resource management to implementing countries with low technical capacity. Where the supporting country is comparatively well placed to provide this assistance, ensure that this technical support is coordinated with other efforts.
- Commit to high standards of transparency in domestic extractive sector.
- Finance the international management of the EITI and the World Bank administered Extractives Global Programmatic Support (EGPS).

In 2015, funding was received from: Australia, Canada, Denmark, Germany, the Netherlands, Norway, Sweden, Switzerland and United Kingdom. In addition to the core funds received to support the EITI international management, the World

Bank's Multi Donor Trust Fund (MDTF) and UK's Department for International Development (DFID) chose to provide project-specific targeted financial support to events and activities in the 2015 EITI Workplan.

“ With regard to financial flows between extractive industry companies and governments, the Federal Council welcomes greater transparency. For this reason, it actively participates in the Extractive Industries Transparency Initiative (EITI), and in this way promotes the disclosure of such payments.

Federal Council of Switzerland Commodity Report, 2015

International organisations

All major international financial institutions (IFI) support the EITI. They are key suppliers of technical and financial support in many countries implementing the EITI and serve to promote the EITI Principles in their project financing and wider country programmes. Several IFIs have committed to integrate the EITI in their lending and technical assistance activities, while some have adopted compulsory disclosure requirements for projects in the extractive industries. The World Bank is the main technical assistance provider to implementing countries through the multi-donor funded Extractives Global Programmatic Support (EGPS). A number of other international organisations collaborate with the EITI.

Civil society organisations

The participation of civil society is key to ensure that the transparency created by the EITI leads to better informed debate and greater accountability. Citizens working actively together to make use of the information generated by the EITI is critical to establishing links with wider reforms in the governance of the extractive sector.



EITI Principle Four

“Public understanding of government revenues and expenditure over time could help public debate and inform choice of appropriate and realistic options for sustainable development”.

Civil society participation in EITI processes is formally assessed by the EITI Board using the following criteria: expression, operation, association, engagement, access to public decision making. Space for civil society participation is an important pre-condition for a successful process and the EITI can give civil society a platform and greater voice in extractive sector governance.

Networking to advance the EITI agenda

Networks of civil society organisations (CSOs) to advocate and make use of EITI data have been established in all implementing countries, often under the global Publish What You Pay umbrella.

In **Indonesia**, this has resulted in a better understanding of subnational transfers, means of accessing information on mining permits and environmental impact assessments connected to licenses, and the structure of cost recovery in the oil and gas sector. They have assessed what should have been paid in mining revenues according to the fiscal, legal and contractual conditions, and what had in fact been paid.

More than 800 CSOs in the **Democratic Republic of the Congo (DRC)** are represented in the multi-stakeholder group (MSG). CSOs actively monitor and evaluate progress of EITI implementation. With support from GIZ (Germany), Publish What You Pay DRC published an impact evaluation study of nine years of EITI implementation. The report, including a number of policy recommendations, concluded that EITI compliance is not an end in itself, but rather an opportunity to secure the reforms to improve the governance of the sector.

CSOs in **Colombia** use the EITI as a platform to advocate for higher transparency levels and policy reforms. “La mesa para la transparencia en las industrias extractivas” brings together a network of organisations at the national and regional levels that work for good governance in the extractive sector. This structure also serves as a consultative mechanism among EITI MSGs members and their wider constituency. The model has been replicated in Honduras and the Dominican Republic.

“ Civil society engaged in the EITI is at a critical juncture. The EITI Standard allows us to move to accountability and hence civil society needs to go broader and deeper at the same time in working with a diverse set of groups – internationally, nationally and locally. Only through a diverse yet united and creative approach will we ensure the EITI principles are achieved.

Marinke van Riet, International Director, Publish What You Pay

“ The most rewarding aspect of our work has been to see the awakening of civil society from its slumber of many years to assume its role as a partner in the governance of the country’s resources and so protect the wealth of the extractive sectors, the people’s patrimony and our children’s inheritance.

Victor Hart, Chair of the EITI multi-stakeholder group Steering Committee, Trinidad and Tobago



A voice heard in Mozambique

Based on the revenue information disclosed in EITI Reports, civil society actors in Mozambique argued that the state was not capturing as much revenue from the growing sector as it should or could. The civil society platform for extractive industries used this information when lobbying for a revision of the legal and fiscal framework. The revised sector laws were passed in 2014.

The new legislation requires the publication of mining contracts and the main terms of oil and gas contracts. According to local civil society, the EITI helped civil society organisations advocate for the disclosure of contracts by putting contract transparency on the agenda. This helped civil society convince the government that it should address the issue. Now civil society is making use of EITI’s provisions to ensure that practices are in line with policies and that the full text of contracts is made public.

200
fold increase in
government revenue
between 2008 and 2014

EITI dissemination activities in Moatize, Tete province



Training and capacity building

EITI learning by doing and exchanging knowledge

EITI capacity building activities make use of the extensive knowledge and experience of implementing country representatives by encouraging peer learning and exchanges. In 2015, almost 500 participants attended EITI training activities in five continents. At these events, participants broached various themes from implementing workplans, acting on report recommendations, integrating the process in government systems, and communicating the data.

Participants came from multi-stakeholder groups, national secretariats, government, civil society, industry, parliament, stated-owned enterprises and national audit institutions. These stakeholders benefitted from lessons learnt in other countries, and from an increasing body of information and documentation on a wide range of practices. During all of the workshops, there was discussion about how workplans can be a powerful tool to link the EITI to countries' national priorities, going well beyond simply complying with the EITI Requirements.

“ Sharing experiences with other EITI countries, discussing common challenges with our peers, helps us feel part of a global community and get a better understanding of what the EITI Standard is really about.

Mahmood Anwari, Afghanistan National Coordinator



“ Besides the exchange of always rewarding experiences, this workshop was an opportunity for participants to discuss the strategic vision of the EITI to strengthen its impact.

Agnès Solange Ondigui Owona, Cameroon EITI National Coordinator

“ Through this training we realized how we could work together with the government to increase the efficiency of the public processes.

Casimiro Pixcar, CSO representative to the Guatemala MSG

“ Having face-to-face discussion lends more value than reading guidance notes.

Participant from Anglophone and Lusophone African EITI Training 2015

Funding

The EITI International Secretariat

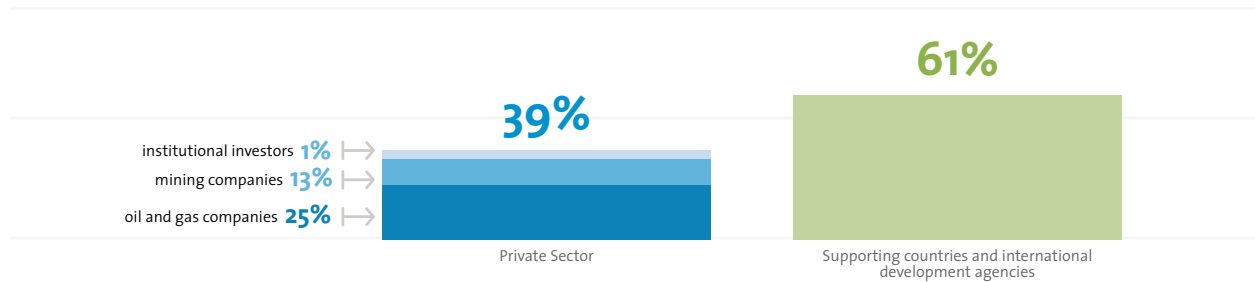
The Secretariat is responsible for the day-to-day running of the EITI in line with the decisions made by the Board. Its role includes: servicing the Board, supporting implementation, outreach and advocacy, communicating and sharing lessons learned with stakeholders and oversight of the Validation process.

The Secretariat is funded by supporting governments and companies.

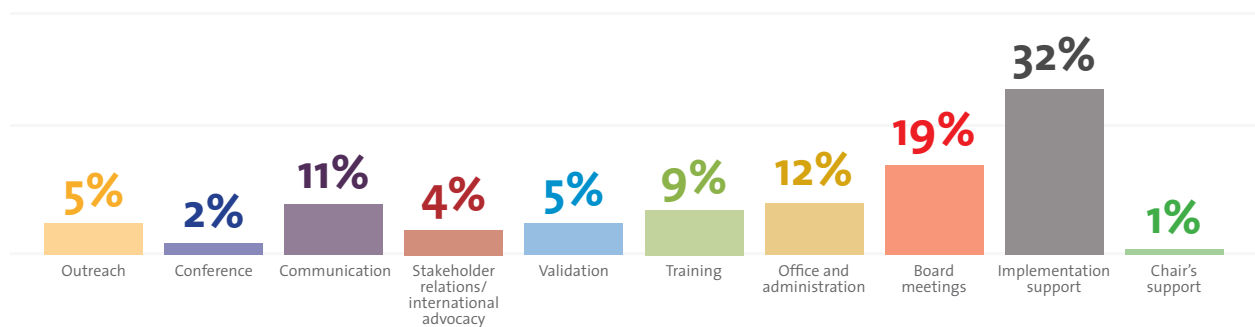
Funding

The funding of the international management of the EITI reflects its multi-stakeholder support. In 2015, almost USD 5m was spent on implementation, outreach and board meeting activities with related travel and translation costs, in addition to the salaries and associated costs for around 20 staff.

Sources of funding 2015



Allocation of funding 2015



EITI Board 2013 - 2016

Chair

The Rt Hon Clare SHORT

Countries

Implementing Countries

Abdoul Aziz ASKIA, Permanent Secretary, Niger

Alt: **Didier Vincent Kokou AGBEMADON**, EITI National Coordinator, Togo

Florent Michel OKOKO, Chairman of the Executive Committee, Republic of the Congo

Alt: **Jeremy Mack DUMBA**, EITI National Coordinator, Democratic Republic of the Congo

Gbehzohngar M FINDLEY, Chair, Board of Directors, Liberia Airport Authority, Liberia

Alt: **Seth TERKPER**, Minister of Finance, Ghana

Fernando CASTILLO TORRES, EITI National Coordinator, Peru

Alt: **Alfredo PIRES**, Secretary of State for Natural Resources, Timor-Leste

Shahmar MOVSUMOV, Executive Director, State Oil Fund, Azerbaijan

Alt: **Bazarbaj NURABAEV**, Chairman, Committee of Geology and Subsoil Use, Ministry of Industry and New Technologies, Kazakhstan

Supporting Countries

Mark PEARSON, Director General, External Relations, Natural Resources Canada, Canada

Alt: **Mary WARLICK**, State Department, USA

Robert CEKUTA, State Department, USA (Mar 2013 – Jul 2014)

Nico VAN DIJCK, DG Bilateral Affairs, Ministry of Foreign Affairs, Belgium

Kåre STORMARK, Deputy Director General, Ministry of Foreign Affairs, Norway (Mar 2013 – 2014)

Pekka HUKKA, Ambassador, Ministry of Foreign Affairs, Finland (Mar 2013 – May 2015)

Alt: **Catarina HEDLUND**, Deputy Director, Department for International Trade Policy, Ministry for Foreign Affairs, Sweden

Annemie WITTOCKX, Ministry of Foreign Affairs, Belgium (Aug 2014 – Dec 2014)

Nils Hedberg GRIMLUND, Desk Officer, Ministry for Foreign Affairs, Sweden (June 2015 – Sept 2015)

Maria Inmaculada MONTERO-LUQUE, Policy Officer, European Commission (Mar 2013 – Oct 2015)

Olivier BOVET, Senior Programme Manager, State Secretariat for Economic Affairs (SECO), Switzerland (2013 – 2014)

Alt: **Marine de Carne DE TRÉCESSON**, Ambassador, CSR, Ministry of Foreign Affairs, France

Francisco BATALLER-MARTIN, Team Leader, European Commission (Mar 2013 – May 2014)

Uwe WOLFF, Desk Officer, BMZ, Germany (Feb 2014 – July 2014)

Civil Society Organisations

Gubad IBADOGLU, Senior Researcher, Economic Research Center, Azerbaijan

Alt: **Natalia YANTSEN**, Director, PA “Tax Standards Formation”, Kazakhstan

Faith NWADISHI, Executive Director, Koyenum Immalah Foundation/National Coordinator Publish What You Pay, Nigeria

Alt: **Brendan O’DONNELL**, Oil Campaign Leader, Global Witness
Corinna GILFILLAN, Head, Global Witness, USA (Mar 2013 – Jun 2014)

Ali IDRISSE, Coordinateur National du ROTAB PCQVP, Niger

Alt: **Jean Claude KATENDE**, Président National de l’ASADHO, Association Africaine de Défense des Droits de l’Homme, coordinateur PCQVP, DRC

Daniel KAUFMANN, President, Natural Resource Governance Institute

Eelco DE GROOT, Senior Policy Officer, Cordaid, the Netherlands (Mar 2013 – May 2014)

Alt: **Fabby TUMIWA**, Executive Director, Institute for Essential Services Reform, Indonesia

Marinke van RIET, International Director, Publish What You Pay

Alt: **Matthew BLISS**, Director Extractives, Cordaid, the Netherlands

Companies including Investors

Jean-François LASSALLE, Directeur Affaires publiques, Total

Alt: **Carine Smith IHENACHO**, Vice President Legal, Statoil

Stuart BROOKS, Manager, International Relations, Chevron

Alt: **Guillermo GARCIA**, Head of Revenue Transparency, ExxonMobil

Jim MILLER, Vice President, Environmental Affairs, Freeport-McMoRan, Copper&Gold Inc.

Alt: **Ian WOOD**, VP Sustainable Development, BHP Billiton

Laurel GREEN, Group Executive, Legal & External Affairs, Rio Tinto

Debra VALENTINE, Group Executive, Legal & External Affairs, Rio Tinto (Mar 2013 – Apr 2015)

Alt: **Alan KNIGHT**, General Manager, Social Responsibility, ArcelorMittal

Suresh RAJAPASKSE, VP Health and Safety, Environment, ArcelorMittal (Mar 2013- Oct 2014)

Alan McLEAN, Executive Vice President, Tax and Corporate Structure, Royal Dutch Shell

Alt: **Dominic EMERY**, Vice-President, Long-Term Planning, BP

Elodie GRANT GOODEY, Head of Societal Issues and Relationships, BP (Mar 2013 – Jan 2015)

David DIAMOND, Director Global Co-Head of ESG, Allianz GI Europe

Alt: **Manuel ADAMINI**, Head of ESG-research, SNS Asset Management

Board Secretary

Jonas MOBERG, Head, EITI International Secretariat

Committees (current members)

1. The Audit Committee is required to discharge the audit function of the international management of the EITI. The Committee reviews the audited accounts with the EITI's auditor once a year by telephone and presents the audited accounts to the Board.

Countries: Didier Vincent Kokou Agbemadon
Companies/Investors: **Dominic Emery** (Chair of the Committee)
Civil society: Gubad Ibadoghlu

2. The Finance Committee oversees financial operations of the International Secretariat and advises the EITI Board on strategic issues relating to the financing of the EITI International Management (Board and Secretariat). The Finance Committee also reviews the funding principles adopted by the Board and meets once a year with the Governance Committee to appraise the EITI Workplan.

Countries: Marine de Carne de Trécesson
Companies/Investors: **David Diamond** (Chair of the Committee)
Civil society: Ali Idrissa and Natalya Yantsen
Observers: Alan McLean, Anwar Ravat and Dylan Gelard

3. The Governance Committee, on behalf of the EITI Board, addresses issues relating to the governance of the EITI, including voting procedures. The Committee has been inclined not to deal with implementation aspects of EITI rules. In 2015, the Committee undertook a full review of the international governance and oversight of the EITI.

Countries: Michel Okoko, Nico Van Dijck and Marine de Carne De Trécesson
Companies/Investors: **Alan McLean** (Chair of the Committee), Carine Smith Ihenacho and Ian Wood
Civil society: Natalya Yantsen and Marinke van Riet
Observers: Manuel Adamini, David Diamond, Siri Farstad and Inmaculada Montero-Luque

4. The Implementation Committee oversees progress with implementation of the EITI Standard, including reviewing Implementation Progress Reports, EITI Reports, and the impact of the EITI.

Clare Short (Chair, EITI Board)
Countries: Abdoul Aziz Askia, Gbehzohngar M. Findley, Shahmar Movsumov and Mary Warlick
Companies/Investors: Manuel Adamini, Laurel Green and Stuart Brooks
Civil society: Jean Claude Katende, Daniel Kaufmann and Faith Nwadishi
Observers: Paolo de Sa

5. The Nominations Committee has overseen the process to nominate an EITI Chair to the EITI Members' Meeting 2016.

Countries: Marine de Carne, Gbehzohngar M. Findley, Alfredo Pires and Mary Warlick
Companies/Investors: **Stuart Brooks** (Chair of the Committee) and Laurel Green
Civil society: Faith Nwadishi and Marinke van Riet

6. The Outreach and Candidature Committee oversees the EITI Candidature application process. The Committee also serves as a focal point for the outreach of EITI stakeholders to new countries, ensuring that the EITI Board is informed on outreach activities and providing direction or support to these activities where necessary.

Countries: Didier Vincent Kokou Agbemadon and Mary Warlick
Companies/Investors: Guillermo Garcia and Manuel Adamini
Civil society: **Marinke van Riet** (Chair of the Committee) and Fabby Tumiwa
Observers: Monica Rubiolo and Thomas Benninger

7. The Rapid Response Committee addresses urgent issues related to in-country implementation of the EITI on behalf of the EITI Board. Meetings of this Committee can be at times time-consuming, short-noticed and unpredictable. Between 2013 and 2015 a number of meetings were held to discuss the cases of Azerbaijan, Central African Republic, Guinea, Niger and Ukraine.

Countries: Michel Okoko
Companies/Investors: Jean-François Lassalle and Ian Wood
Civil society: Ali Idrissa and Daniel Kaufmann

8. The Validation Committee plays a key role in safeguarding the quality and consistency of EITI Validation. In all decisions on Validation, the Board places priority on the need for comparable treatment between countries and the need to protect the integrity of the EITI brand.

Countries: Abdoul Aziz Askia, Bazarbai Nurabaev and **Mark Pearson** (Chair of the Committee)
Companies/Investors: David Diamond and Jim Miller
Civil society: Gubad Bayramov, Matthew Bliss and Brendan O'Donnell

49

implementing
countries

\$1.9

trillion extractive
revenue disclosed

282

years covered
in EITI Reports

Connect with us to see how natural resources are managed and used.

EITI International Secretariat
Ruseløkkveien 26, 0251 Oslo, Norway
+47 222 00 800
secretariat@eiti.org

www.eiti.org