

# Secretariat Workplan 2008

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## 1 Introduction

EITI is entering a new phase: implementing countries will, for the first time, be validated. EITI candidate countries will thus have their progress independently measured. 2008 will be the first full year of the international Secretariat. New implementing countries and supporters – be they Governments, companies and investors or civil society representatives – are coming on board. Technical support to implementing countries is diversifying – not only the World Bank administered Multi-donor Trust Fund, but also the African Development Bank, bilateral development agencies, and, most excitingly, other implementing countries. Also, organisations such as the Revenue Watch Institute and the Publish What You Pay coalition have been doing much to provide technical support to civil society in implementing countries. Companies are completing their validation forms and will, for the first time, have specific implementation guidance, through the new guide for business managers being launched in April 2008. Investors will continue to break new ground by exploring the complex relationships between EITI and Sovereign Credit Ratings and Sovereign Wealth Funds. It is hoped that the EITI will be endorsed by a UN Resolution. As in 2007, outreach to emerging

economies will dominate much of the agenda and will be one of the main themes of the 2008 Conference.

The Secretariat will work with the Chairman, the Board, and all the other relevant institutions to ensure that these efforts are coordinated, thereby ensuring that the EITI Principles and Criteria become the internationally accepted standard for transparency. This continues to require a twin-track approach:

1. **Support to and validation of EITI implementation.** An effective introduction of the EITI's validation policy is of particular importance. Close collaboration with all the other organisations contributing to the advocacy and implementation of the EITI is essential.
2. **Strategic policy work to increase understanding of, and engagement in, the EITI.** The priority remains to make progress in engagement of key emerging economies.

The purpose of this workplan is to identify the EITI Secretariat's main priorities and activities for 2008. To draw on opportunities that arise, flexibility is also required and this workplan should be regarded as indicative. Each section includes key action items and indicative resource requirements. The annexes to the workplan include:

- The Secretariat organisational diagram at Annex A
- Key Performance Indicators at Annex B
- Action Items at Annex C
- Summary of Allocation of Staff Time at Annex D
- Draft Budget for EITI's activities for 2008 in line with that agreed at the Board meeting in Berlin in April 2007 and confirmed in Oslo in September 2007 at Annex E
- An EITI Communications Strategy for the next three years at Annex F.

## 2 Support to Implementing Countries

The Secretariat's support to EITI Implementing Countries has three elements: 1) admission of candidate countries, including pre-validation, 2) support to candidate countries in EITI implementation, and 3) oversight of the EITI validation process.

### 2.1 Admission of candidate countries

EITI Candidate status is contingent upon an implementing country meeting four 'sign up' indicators. In preparation for the 3rd EITI Board meeting in Oslo in September 2007, the Board commissioned a pre-validation assessment by external consultants. On the basis of this assessment and further discussion of progress at the Board meeting, 15 countries were formally admitted as EITI candidate countries. For a further 9 countries, the Board asked for additional information by the end of 2007 before a decision about their candidate status can be considered.

Once the pre-validation exercise has come to an end at the Board meeting in February, the Secretariat will focus on encouraging and reviewing the admission of candidate countries (see Outreach, section 3). Prospective candidate countries will be asked to prepare an application to join the EITI, with supporting evidence to demonstrate their achievement of the four 'sign up' indicators.

The Secretariat will:

Action 1 - Prepare a pre-validation assessment for the nine 'indeterminate' countries for consideration at the February 2008 Board Meeting.

Action 2 - Publish a guide on "*Joining the EITI*", and will make this available on the website in English, French, Russian and Spanish (and other languages as required).

Action 3 - Assess applications from prospective Candidate countries and provide recommendations to the EITI Board regarding the admission of new Candidates.

Resource Requirements: Admission of candidate countries is anticipated to require ~25% of one staff member's time.

## 2.2 Supporting candidate countries in EITI implementation

The 15 candidate countries are at very different stages of EITI implementation. Several candidate countries have made considerable progress and are preparing to undertake EITI validation (see section 2.3, below). Other candidates have only recently achieved the four sign-up indicators, and will require support and technical assistance as they work through the various preparation, disclosure and dissemination process. The implementation schedules are outlined in country workplans developed in fulfilment of indicator 4 in the sign up phase.

Technical support to implementing countries is available through a range of channels, including the World Bank administered Multi-Donor Trust Fund, and technical assistance projects administered by regional development banks, bilateral aid agencies, and other non-governmental organisations (see Figure 1 below). Increasingly, and encouragingly, EITI-implementing countries are providing support to one another by exchanging lessons learned in EITI implementation. There are also cases of companies supporting implementing countries with technical assistance.

The EITI secretariat has a key role to play in supporting this capacity building, particularly in terms of coordinating capacity building activities where other organisations are not active.

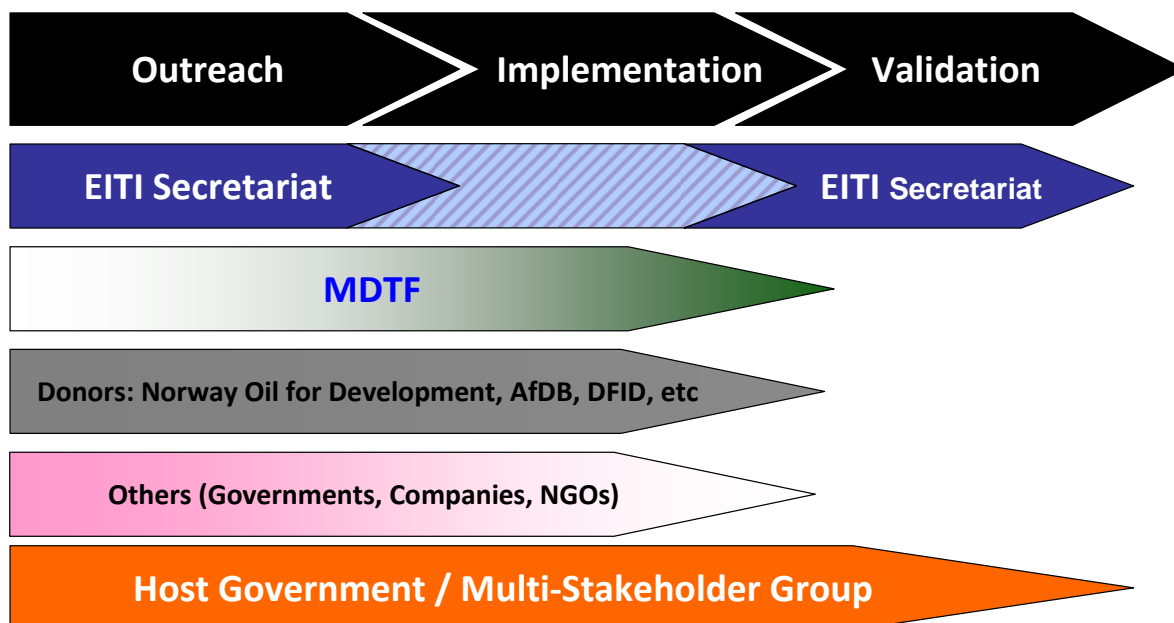
The Secretariat will:

Action 4 - Monitor implementation in candidate countries, and work with supporting organisations to coordinate technical assistance, and, in particular, to promote information exchange among implementing countries.

**Action 5** – in collaboration with other supporting organisations, document lessons learned on EITI implementation.

Resource Requirements: Support to candidate countries in EITI implementation is anticipated to require ≈75% of one staff member's time.

**Figure 1 – Overview of Actors involved in EITI Outreach, Implementation and Validation.**



### 2.3 EITI Validation

Several candidate countries have expressed an interest in undertaking EITI validation in 2008. The successful introduction of EITI validation is high priority for the Secretariat. The first priority in 2008 is to issue clear guidance to implementing countries on procuring an EITI Validator. It has been proposed that the validation contract be between the implementing Government and the Validator, through a procurement process at the country level approved by the Secretariat. The EITI Board and Secretariat will retain oversight through a number of mechanisms:

- The Board (through the Validation Committee) approves the list of validators;
- The Secretariat will set out templates for the ToRs and contract;
- The Secretariat will have to endorse not only the final TORs and contract, but also the process of tendering, selection and procurement;
- The Secretariat will have to endorse any changes in personnel used by the validators in-country from the 'panel' approved in the Framework Agreement process;

- The Secretariat will approve that the final report meets the ToRs.

In addition to fulfilling this oversight role, the Secretariat will closely follow the validation process, and work to resolve any technical issues that arise.

Several policy issues relating to EITI validation will need to be examined by the Secretariat, the Validation Committee and the Board. For example, the Board has specified that two years is the maximum length of time before or between validations for Candidate and Compliant countries. This may require further clarification. The performance thresholds for retaining candidate status also need to be examined.

#### The Secretariat will:

Action 6 - Publish a *Guidance Note to Implementing Countries on Procuring an EITI Validator* and provide further guidance and support to candidate countries, including draft terms of reference, contracts, and other guidance as required.

Action 7 - Review each validation process (including the tendering, selection and procurement of the Validator, and the terms of reference and contract for the assignment) and issue a “no objection” (i.e., sanction the validation exercise), or recommend remedial actions and modifications to ensure the quality, independence and transparency of the validation process.

Action 8 - Work closely with the Validation Committee to review draft validation reports, provide comments to Validators and implementing countries, and regularly update the Board on the findings from validation studies.

Action 9 – Prepare and present a report on EITI validation at the 2008 Conference, highlighting lessons learned and priorities for further refinement of the Validation Guide, and Policy.

Resource Requirements: Validation is anticipated to require ≈75% of one staff member’s time.

### 3 Outreach

The EITI has widespread support, but its implementers still only account for 7.6% of proven oil reserves and even less for gas. The vast majority of mineral production is also not from these 15 countries. 47 of the 62 countries on the IMF’s Hydrocarbon-rich and Mineral-Rich Countries are not yet implementers. The focus of our outreach and advocacy work will be to bring more of these countries into the EITI through:

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

In reaching out to countries that are not yet committed, a great number of actors are involved in promoting the EITI. The Secretariat considers it to be one of its main tasks to coordinate these efforts. The EITI network would benefit from an increased number of advisors and ‘ambassadors’ to support the Secretariat in outreach and assistance efforts in specific countries or regions. In setting priorities for its outreach work, the Secretariat asks itself the following questions:

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

At all times, the Secretariat will respond to opportunities as they arise. The following sections explore these activities in more detail.

The Secretariat will:

Action 10 – Identifying persons, possibly recently retired, ideally nationals of implementing countries and that have extensive experience from government or industry, to act as “EITI ambassadors”.

### 3.1 Emerging Economies

As in 2007, a key focus for the Secretariat in 2008 will be engaging key emerging economies, particularly China, Brazil, India, Russia, South Africa, Mexico and Indonesia.

#### 3.1.1 CHINA

The Secretariat, with the assistance of former UNDP Resident Representative in China, Kerstin Leitner, has initiated a coordinated outreach effort in China. The Secretariat plans to work with three groups in the first semester of 2008: Chinese oil, gas and mining companies; government agencies; and academia and civil society organisations. Workshops to raise awareness and understanding of the EITI are scheduled with EXIM Bank for the second quarter of 2008. The Secretariat will continue to engage with government agencies such as the National Development Reform Commission (NDRC), Ministry of Commerce and, possibly, a new Ministry of Energy. In preparation for the 2008 Conference, the Secretariat will during the third quarter of 2008 prepare a document outlining the role of China and other major emerging economies and companies from these countries in assuming a more active role in furthering the EITI.

The Secretariat will:

Action 11 – Based on scoping work and consultations, develop a workplan for enhancing Chinese participation and engagement in EITI.

Action 12 – Organise, with the collaboration of EXIM Bank, a workshop targeted to the Chinese authorities and companies in the first quarter. Follow up the workshop with a visit by the EITI Chairman.

### 3.1.2 BRAZIL and MEXICO

The Secretariat will continue to engage with the Brazilian authorities building on the support of Petrobras. Similar outreach efforts will be made with Mexican authorities.

The Secretariat will:

Action 13 – Prepare for the EITI Chairman’s planned meeting with the President of Mexico in March and contribution to the Second Conference of Africa-Latin America and the Caribbean Energy Ministers (Afrolac) Building on correspondence with a number of government institutions, the Secretariat plans for a visit to Brasilia during the second quarter.

### 3.1.3 INDIA

In 2008, the Secretariat will renew outreach efforts in India, with a focus on identifying potential champions among Indian organisations and companies.

The Secretariat will:

Action 14 – Prepare a scoping paper on India’s engagement with EITI and undertake a scoping mission in 2008.

### 3.1.4 RUSSIA

Russia participated in the G8 Heiligendamm Summit in 2007, where the final declaration included a strong endorsement of EITI. However, at this time, there appears to be limited support within the Russian Government for implementing EITI. In the short term, the role of Russian companies in candidate countries (both current and prospective) requires close attention. The Secretariat will continue to respond to opportunities to promote the EITI in Russia. One example is contact with the Moscow office of the Carnegie Foundation, which is committed to supporting the implementation of the EITI in Russia. An emerging opportunity is Gasprom’s activities in Nigeria.

The Secretariat will:

Action 15 – Maintain a watching brief, and respond to emerging opportunities to engage the Russian government and companies in the EITI.

### 3.1.5 SOUTH AFRICA

Discussions will continue in earnest on engaging South Africa in the EITI. As well as being major mineral exporter, South Africa is the home of a number of major mining companies. Building on relationships with the Chamber of Mines, Treasury and large companies such as Anglo Gold Ashanti, additional work is needed to attain formal commitment to implement the EITI.

The Secretariat will:

Action 16 - building on previous discussions, secure a public declaration of support for the EITI. Continue exploring the possibility of holding the Conference in South Africa.

### 3.1.6 INDONESIA

The EITI Chairman met with Indonesia's President and several senior Government Ministers in October, 2007. The President and several of his ministers expressed a strong interest in Indonesia participating in the EITI. However, additional work is required to consolidate this expression of interest into a formal commitment to implement EITI. The Secretariat is continuing to work with local stakeholder and international organisations active in Indonesia. DFID have financed a consultant based in Jakarta to promote the EITI. The World Bank MDTF has also dedicated substantial resources to EITI outreach in FY 2008 and 2009.

The Secretariat will:

Action 17 – The Secretariat will collaborate with the World Bank MDTF and the local consultant to secure Indonesia's participation as an implementing country.

Resource Requirements: Outreach to Emerging Economies is anticipated to require ≈100% of one staff member's time.

## 3.2 Resource-Rich Countries

16 of the present 24 candidate countries (including those with indeterminate status) are in **sub-Saharan Africa**: Cameroon, Chad, Democratic Republic of Congo, Equatorial Guinea, Gabon, Ghana, Guinea, Liberia, Madagascar, Mali, Mauritania, Niger, Nigeria, Republic of Congo, Sao Tome e Principe, and Sierra Leone. Six of them have already produced fully audited reports – Cameroon, Gabon, Ghana, Guinea, Mauritania, and Nigeria. Assisting the implementation and overseeing the validation in these countries will be of priority for the Secretariat. However, we also hope to see progress in other countries in the region that have shown an interest in the initiative: Botswana (announced its intention to implement the EITI), Central African Republic, Côte d'Ivoire, Sudan, Uganda, Tanzania, Angola, Zambia, and Mozambique. The Secretariat will also intensify outreach to North African resource-rich countries. In reaching out to these countries we will work closely with the MDTF, the African Development Bank, the Bank of Central African States, the Economic and Monetary Community of Central Africa, bi-lateral development agencies, civil society organisations, and existing implementing countries in the region.

The Secretariat will:

Action 18 - Conduct targeted outreach activities in Africa, e.g., Sudan.



Implementation support in **Asia** will focus on supporting EITI the candidate countries – Azerbaijan, Kazakhstan, Kyrgyz Republic and Mongolia to initiate validation in 2008. It is anticipated that Timor Leste will join EITI as a Candidate early in 2008. Outreach priorities include Papua New Guinea, Cambodia, Viet Nam, Malaysia and Brunei Darussalam. Increased engagement from Australia and Japan and the Asian Development Bank are also key priorities.

The Secretariat will:

Action 19 – support the preparation of the ADB’s endorsement of the EITI, and mainstream the EITI in ADB’s operations.

Action 20 - Conduct targeted outreach activities. Likely focal points are: Papua New Guinea, Cambodia, Viet Nam, Afghanistan.

In **Latin America and the Caribbean**, Peru has already reached candidate status. We will make every effort to help advancing in its validation process. The Secretariat has initiated contacts with authorities in Trinidad and Tobago and Bolivia to promote progress toward candidacy. Other resource-rich countries, Chile, Colombia and Ecuador, remain target countries for Secretariat outreach.

The Secretariat will:

Action 21 - Jointly with other organisations, organise a workshop in Bolivia.

Action 22 – Engage the new administration in Trinidad and Tobago.

Action 23 - The Secretariat will visit Chile, Ecuador and Colombia in the second quarter.

Today, 66% of global oil reserves are in the **Middle East and North Africa**: Saudi Arabia (25%), Iraq (11%), Iran (8%), UAE (9%), Kuwait (9%), and Libya (2%) and this percentage is rising. This alone would be a compelling argument to promote the EITI there. Coupled with the efforts in the region to improve security, increase transparency, and to open up markets for inward and outward investment, the Secretariat believes that the EITI can make progress, building on the Yemen which is already a candidate country. 2008 will see the Secretariat focusing efforts on Iraq, Egypt and some of the smaller Middle Eastern states and emirates.

The Secretariat will:

Action 24 - Together with the Africa Development Bank, jointly host a Conference for Mediterranean and North African countries in the 2<sup>nd</sup> Quarter.

Action 25 – Conduct targeted outreach in the Middle East.

Despite the September announcement that Norway will implement the EITI, there remain several other **resource-rich OECD countries** which are yet to announce their implementation – including the United States, Canada, Australia, and the United Kingdom. All of these countries support the EITI.

Implementation by these countries will greatly enhance the international reputation of the EITI, especially amongst emerging economies.

The Secretariat will:

Action 26 – Support Norwegian efforts to become an EITI candidate country.

Resource Requirements: Outreach to Resource-Rich Countries is anticipated to require ≈100% of one staff member's time.

## 4 Policy Issues

### 4.1 UN General Assembly Resolution

The Secretariat and the EITI Chairman have been supporting the efforts of the Government of Azerbaijan to obtain a UN General Assembly Resolution expressing support for the EITI. A draft resolution has been distributed for comments. The EITI chairman and Head of the Secretariat have held meetings in New York in late 2007 and early 2008 and will continue to seek support for this effort.

The Secretariat will:

Action 27 - Continue to provide input to the process of drafting the resolution in close collaboration with the Government of Azerbaijan and of the friends of the EITI in New York.

### 4.2 EITI in the Mining Sector

At present, considering EITI candidates and countries under pre-validation, mining is being covered in 15 countries (18 in oil & gas). We also have targeted 10 mineral-rich countries for our outreach priority in 2008. The current EITI methodology is adequate for the mining sector. However, it is important to improve the understanding of some specific issues related to mining such the link to sustainable mining, the practical implications and benefits to local communities and the significance of revenue flows at sub-national levels (see 4.3 below).

The Secretariat will:

Action 28 – In collaboration with supporting organisations, produce a publication addressing mining-specific issues in the EITI.

### 4.3 EITI and Sub-national Issues

The issue of the distribution of revenues (i.e. taxes, royalties and similar payments) between the national (or federal) level and the sub-national levels continues to require further analysis and

lessons need to be drawn from EITI-implementation in countries such as Nigeria, from the experience with developed federal-sub national systems such as Canada and from the IMF's expertise on fiscal decentralisation.

The Secretariat will:

Action 29 - Publish a Guidance note on sub-national flows within a national EITI programme.

#### **4.4 Revenue disclosure standards in financial reporting and credit assessments**

The Secretariat will continue to engage with key players in the international financial markets - multilateral lending organisations, investment guarantee and protection bodies, Export Credit Agencies, institutional investors, Credit Rating agencies and Reporting and Accounting standards bodies - to encourage the adoption of revenue disclosure standards in their requirements and/or guidelines.

The Secretariat will:

Action 30 - Develop a workplan aimed at encouraging the adoption of revenue disclosure standards.

#### **4.5 Sovereign Wealth Funds**

In the past couple of years the activities of sovereign wealth funds (SWF), which often arise from natural resource revenues, have raised profound questions about the stability of the international financial system and have been berated for lack of transparency. However, they also offer an opportunity for engaging emerging economies in the EITI.

The Secretariat will:

Action 31 - Prepare a brief Board Paper on SWFs and their potential engagement with the EITI, with a view to publishing a policy statement.

Resource Requirements Policy Issues are anticipated to require ≈100% of one staff member's time.

## **5 Communications and Stakeholder Relations**

### **5.1 Communication Strategy**

External communication is critical for widening and deepening the support for the EITI internationally. The Secretariat has developed an EITI Communications Strategy for 2008-2010 (Annex F). From that strategy arise 10 priorities for 2008:

1. Production of **background papers for 2008 Board meetings and Conference**.
2. Continuously update and further develop the EITI **website** including Global Calendar, news items and press releases, research page, and country pages.
3. Keep stakeholders informed of key EITI developments.
4. Development of other communication materials: **fact sheets**, specific fact sheets for priority countries/hot topics, newsletters, and press releases.
5. Publication of a **2007-08 Annual Report**.
6. Publication of the **EITI Business Guide**.
7. Arranging of **targeted communication materials** for conferences and seminars, especially for our Chairman and Board members and other EITI 'Ambassadors'.
8. Develop an EITI 'Style Guide' with advice on the style to be used for publications, correspondence, website, and all external communications.
9. Development of the **EITI Blog**.
10. If resources allow and need clearly identified, commission an **EITI Video**.

The Secretariat will:

Action 32 – Implement the actions that follow from the Communication Strategy as listed above.

Resource Requirements Communications is anticipated to require ≈100% of one staff member's time.

## 5.2 Stakeholder Relations

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

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

Many of the **supporting companies** are giving priority to support the implementation and promotion of the EITI both internationally and at the country-level. Others, however, could do more or do not know what to do. The Secretariat has therefore commissioned the International Business Leaders Forum to write an easy-to-use EITI Guide to Business Managers.

**Non-extractive companies** are increasingly expressing an interest in the EITI and there is a growing understanding amongst suppliers and customers that they too benefit from the successful implementation of the EITI. For example, *upstream service companies* that provide hardware and logistics to help extract oil, gas and minerals; *downstream manufacturing companies*, such as steel

and other industrial and commercial mineral manufacturers, who have supply agreements with the extractive sector; and *ancillary companies* along the value chain, including logistical, human resource, information service, transportation, security, management, accountancy and auditing companies.

**Institutional investors** have provided excellent support to the initiative and more could be done to make best use of their support. For example, deeper engagement with implementing companies to get EITI better implemented, more engagement with non-implementing companies to get them engaged, and tackling some policy issues such as engaging with sovereign wealth funds, the bond markets and credit rating agencies.

The EITI continues to rely on support from **supporting countries and NGOs**, both internationally and within countries. Building on this support and in order to fully benefit from the offers of support, the Secretariat agreed to develop a ‘comparative advantage’ questionnaire for some stakeholders at the Roundtable Meeting *Promoting Revenue Transparency* in Oslo in September 2007. We have received information from most agencies, from which we are beginning to build up a picture of where each agency sees itself as having the comparative advantage geographically and functionally in furthering the EITI.

The Secretariat and World Bank have negotiated a Memorandum of Understanding regarding the relationship between the Secretariat and the Multi-Donor Trust Fund. This will be submitted to the Board in February. In addition, the Secretariat holds fortnightly telephone conferences with the Bank to ensure coordination, plus regular exchanges with the Norwegian Oil for Development and the Revenue Watch Institute, and others as appropriate.

The Revenue Watch Institute and National Democratic Institute have begun to explore the role of legislatures in monitoring the use of extractive industry resources. This is an area of potential for the EITI. Legislators will need support to build appropriate structures and techniques for overseeing these revenues and to build networks across countries and with other EITI stakeholders. The Secretariat is willing to contribute to further engage legislators.

Finally, the EITI has grown to a stage where some of the supporters, both on the company and country side, feel that there needs to be a reconsideration of how their constituencies are organised and how their views are represented on the Board.

The Secretariat will:

Action 33 – Launch an EITI Guide for Business Managers by the end of March.

Action 34 – Consult and develop a policy on how to better engage and use the support of non-extractive companies.

Action 35 – Hold a workshop with the institutional investor constituency to explore how to extend their engagement and to encourage their peers to sign the Investor Statement.

Action 36 - Complete the 'Comparative Advantage' Survey and organise a Roundtable in second quarter to discuss implications for evolving division of labour. A further Roundtable meeting will take place in the margins of the 2008 Conference.

Action 37 – Conclude discussions on the Memorandum of Understanding with the World Bank-administered Multi-Donor Trust Fund in February and initiative fortnightly telephone conferences. The Secretariat will observe the MDTF Management Committee.

Action 38 – Host constituency meetings with both company supporters and with country supporters in the Spring to discuss enhancing the role of the constituencies and ensuring that their views are adequately represented on the Board.

Resource Requirements: Stakeholder Relations is anticipated to require ≈50% of one staff member's time.

## 6 Research and Evaluation

Transparency in the extractive industry, challenges to development as the so-called resource curse and sustainable mining have received growing attention in research and policy circles. The Secretariat has commissioned limited research papers on issues such as disclosure in the oil and gas sector, IFC lending policies and the EITI, Mining in the Niger delta and links between the EITI and promoting energy security. The Secretariat will continue to collaborate with partners and other organizations to encourage research on EITI related issues.

In 2008 the Secretariat will continue to devote our limited resources to task similar research on key issues aimed at reinforcing the case for the EITI:

- Emphasizing those arguments to respond to the challenge of ensuring that new players do not see the global EITI standard as a ready-made or worse, western-imposed, initiative.
- Reviewing that the EITI process and methodology function effectively as a principled but flexible mechanism for promoting resource revenue transparency globally.
- Identifying those enabling actions and policies that contribute to successful EITI adoption and implementation.

The monitoring and evaluating of the effectiveness and impact of EITI in implementing countries is also important (see section 8, below).

The Secretariat will:

Action 39 – Develop a research work plan which outlines targeted research projects to be commissioned, and strategic collaboration with other research bodies.

Resource Requirements: Research and Evaluation is anticipated to require ≈25% of one staff member's time.

## 7 Governance, Management and Administration

### 7.1 Legal Entity

Following the Berlin Board meeting in April 2007, Tormod Endresen (Norwegian Ministry of Foreign Affairs) and EITI Chairman Peter Eigen constituted the EITI interim legal entity as a not-for-profit association under Norwegian law. Draft articles of association for the comprehensive legal entity were presented to the Board in September 2007. It was agreed that the Government of Norway will seek further legal advice, consult with board members and identify options for a comprehensive legal entity.

The Secretariat will:

Action 40 – Support the Board in establishing the appropriate legal status for the EITI.

Resource Requirements: Clarification of the Legal Entity issue is anticipated to require ≈10% of one staff member's time.

### 7.2 EITI Conference

The EITI Conference is the highest governance body of the EITI and meets every two years. It is due to meet in November 2008. The 2008 Conference seek to expand the number of countries participating in the process especially in emerging economies; improve EITI implementation, by building on experiences gained so far and reasserting the importance of strong country ownership; endorse the recommendations of the EITI Board on key policy issues for the initiative; and appoint a new Board following the proposal of all constituencies. It will be held in a resource-rich or emerging economy.

The Secretariat will:

Action 41 – Organise the 2008 Conference.

Resource Requirements Conference: ≈50% of one staff member's time.

### 7.3 Board Support

The Secretariat will work with the Chairman and Board to develop policy, draft papers, prepare agendas, oversee translation of documents and make other practical arrangements for Board

meetings, The Secretariat also plays a key role in convening and supporting the deliberations of Board sub-committees and working groups, and ensuring effective communication and information exchange via Board Circulars.

The Secretariat will:

Action 42 – Organise Board Meetings, prepare Board Circulars and convene sub committees and working groups.

Resource Requirements: Board Support is anticipated to require ≈25% of one staff member's time.

## 7.4 Management of the Secretariat

The Secretariat has 7 staff spread over 2 locations. The Secretariat has no plans at present to replace the communications manager, preferring to rely on a more technical Communications and IT Officer and to spread this wider communications work across the team. Much of the initial work of the Secretariat was focused on establishing office systems, hardware, and recruitment. This is mostly now in place and though effective management is still a high priority it will require a far smaller input over 2008.

To achieve all the objectives and actions of the workplan on lean human resources, the Secretariat will work on three key principles:

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

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

The Secretariat will:

Action 43 - Implement a Staff Performance Appraisal System, including training and capacity development.

Action 44 - Secure outsourced solutions for: translation, IT support, accounting, auditing and legal services.

Action 45 - Develop a comprehensive set of SOPs (e.g., intellectual property, conflicts of interest, travel routines, safety and security).



Resource Requirements: Management of the Secretariat is anticipated to require ≈40% of one staff member's time.

## 7.5 Funding-related Activities

Funding for the activities of the Board and Secretariat comes from all our stakeholder groups. A considerable effort has gone into widening the funding base for this workplan's activities but more needs to be done (see details of the budget in Accra Board paper 4-5). The following commitments for 2008 have already been made (the 2007 figures only relate to funding requirements between June and December):

- 16 international and state-owned oil companies will provide \$40,000 each (up from 14 providing \$20,000 each in 2007).
- the International Commission on Mining and Minerals, which represents nine major mining companies will provide almost \$260,000.
- financial support from four mining supporters who are not members of ICMM (up from zero in 2007).
- as well as hosting the Secretariat, the Government of Norway will provide \$470,000.
- support from two other Governments (up from no other agencies in 2007).
- NGOs will provide \$125,000 (up from zero).
- Investors will provide \$50,000 (up from \$20,000) and from a wider number of investment companies.

However, the Secretariat estimates that they will receive and spend more in 2008 than in any other year since they still have delayed receipts and spending from 2007, some lingering set-up costs and organisation of the EITI Conference. The above commitments alone will therefore not be sufficient. Fundraising efforts should focus on:

- supporting governments – four more funders are required to meet the requirements. The Secretariat has received strong indications of further support from two other Governments and one international development agency. A strategy will be developed with the existing supporters to widen the base still further.
- oil and gas companies – support has now increased 17 companies, but there is potential for more national oil companies, medium-sized corporations, and non-extractive companies. Depending on size, 6-10 new companies this year would be sufficient. Again, a strategy is being developed with the supporting companies.
- minerals and mining – for the first time, contributions are being sought from non-ICMM members. 4-6 new companies are needed to meet funding requirements alongside a consideration of whether the requested contributions per company should be raised. A strategy is being considered with the supporting companies.

- institutional investors – for the first time, direct contributions will be sought from over 70 signatory investor institutions of the Investor Statement. A strategy is to be developed with the institutional investors on how this can be done.

As the time of writing and allowing for verbal commitments not listed above, the Secretariat still had a funding gap of around 15%, and 11 months left to fill this gap. The Secretariat is confident that its funding requirements will be met subject to exchange rate vagaries and no significant unforeseen expenses.

The Secretariat will:

Action 46 - Develop, consult on and propose a fundraising strategy for the key stakeholder groups including consideration of a tiered contribution system for companies.

Resource Requirements: Funding-related Activities are anticipated to require ≈15% of one staff member's time.

## 8 Monitoring and Evaluation

Effective monitoring and evaluation systems will provide the EITI with better means for learning from experience, improving our delivery, planning and allocating resources, and demonstrating results. There is a need to measure impact and for an improved understanding of the precise benefits of the EITI on expenditure transparency, the fight against corruption and, ultimately, on resource allocation.

The Secretariat has developed a set of key performance indicators to start this process, a list of action points from the workplan, and a set of management indicators (annexes B, C and D). Furthermore, the Secretariat needs to track trends in at the country-level, comparing implementing with non implementing countries, against indicators such as: (i) corruption perception index, ii) foreign direct investment, iii) Country Risk Assessments, iv) Credit Ratings, v) Economic Indicators (Growth, Stability and Inequality), vi) Poverty Reduction (MDGs).

The Conference should also be furnished with a professional and independent assessment of the EITI on which to base some of its decisions.

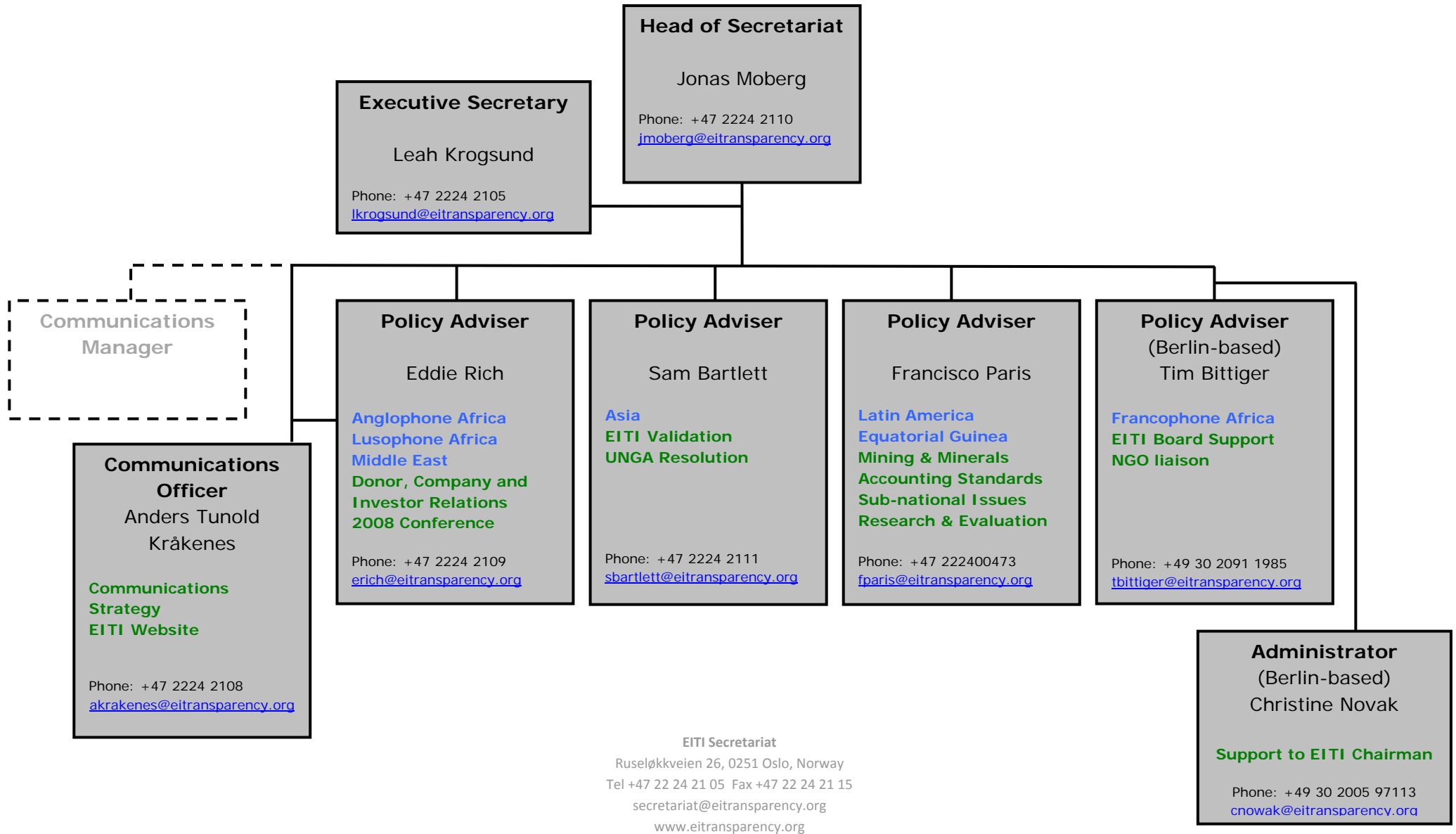
The Secretariat will:

Action 47 – Track its performance against the key performance indicators (see Annex 2) and the list of action points from the workplan (see Annex 3).

Action 48 – Commission an independent evaluation of the EITI in time for the Conference.

Resource Requirements: Monitoring and Evaluation is anticipated to require ≈10% of one staff member's time.

## Annex A: EITI Secretariat Organisational Diagram



## Annex B: EITI Secretariat Key Performance Indicators

These KPIs have been developed for internal discussion and review. The targets are indicative - not formal benchmarks for assessing effectiveness. The EITI Board may wish to consider developing formal KPIs.

Outcome Indicators	Baseline (end 2007)	End-2008 Target	End-2009 Target
<u>Support for EITI</u>			
Number of Supporting Countries	10 <sup>a</sup>	13	15
Number of Supporting Countries from Emerging Markets <sup>b</sup>	0 / 25	2 / 25	5 / 25
<u>Implementation of EITI</u>			
Number of EITI Candidate Countries	15	22	25
Number of EITI Implementing Countries that have completed validation	0	4	15
Number of EITI Compliant Countries	0	2	5
<u>Coverage</u>			
% Proved Oil Reserves in EITI Candidate or Compliant Countries <sup>c</sup>	7.6%	10%	15%
% 2006 Oil production by EITI Candidate or Compliant Countries <sup>c</sup>	6.4%	10%	15%
% Proved Gas Reserves in EITI Candidate or Compliant Countries <sup>c</sup>	5.5%	8%	12%
% 2006 Gas production by EITI Candidate or Compliant Countries <sup>c</sup>	2%	4%	6%
<u>Awareness Raising</u>			
Unique Users of <a href="http://www.eitransparency.org">www.eitransparency.org</a> per month	5300	7500	1000
References to EITI in <i>The Financial Times</i> <sup>d</sup>	10 in 2007	15	15

<sup>a</sup> Australia, Belgium, Canada, France, Germany, Italy, The Netherlands, Norway, The United States of America, The United Kingdom. The G8 has also endorsed the EITI.

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

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

<sup>d</sup> The Secretariat also monitors references to EITI in a broad range of publications via *factiva*. The references to EITI in the *FT* has, to date, proven to be a useful proxy for attention among influential business and political leaders.

## Annex C: Summary of Action Items

		Key													
		P													
		M													
Workplan Elements															
#	Action Items	LEAD	Q1	Q2	Q3	Q4									
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<b>2. Support to Implementing Countries</b>															
<b>2.1 Admission of candidate countries</b>															
1	Prevalidation assessment for 'indeterminate' countries	Bartlett	P												
2	Publish a guide on <i>Joining the EITI</i>	Bartlett	P												
3	Assess applications from prospective Candidate Countries and fwd to Board	Bartlett													
<b>2.2 Supporting candidate countries in EITI implementation</b>															
4	Monitor implementation in candidate countries	Paris													
5	Document lessons learned on EITI implementation.	Paris										P			
<b>2.3 EITI Validation</b>															
6	Publish a Guidance Note on Procuring an EITI Validator, Draft ToR, Contract, etc	Bartlett	P	P	P										
7	Review each validator procurement process	Bartlett													
8	Review validation reports	Bartlett													
9	Report on EITI validation at the 2008 conference	Bartlett										P			
<b>3. Outreach</b>															
10	Recruit and mobilize "EITI ambassadors".	Moberg													
<b>3.1 Emerging Economies</b>															
11	China Scoping	Paris													
12	China workshop, Chairman visit & Follow-up	Paris			M										
13	EITI Chairman to Mexico, Secretariat to Brasilia + follow-up	Paris			M				M						
14	India Scoping Paper, Mission + Follow-up	Bartlett							M						
15	Russia watch Brief	Bartlett													
16	Secure South Africa Support	Rich													
17	Secure Indonesia's participation as an implementing country	Bartlett							M						
<b>3.2 Resource-Rich Countries</b>															
18	Conduct targeted outreach activities in Africa, e.g., Sudan.	Rich	M						M						
19	Secure the ADB's endorsement & mainstreaming	Bartlett						M							
20	Outreach Papua New Guinea, Cambodia, Viet Nam, Afghanistan	Bartlett						M					M		
21	Workshop in Bolivia	Paris			M										
22	Secure the Candidature of Trinidad and Tobago	Paris													
23	Visit Chile, Ecuador and Colombia	Paris													
24	w/ AfDB host a Conference for Mediterranean and North African countries	Bittiger					M								
25	Conduct targeted outreach in the Middle East	Rich			M			M					M		
26	Secure Norway's candidature	Bartlett	M												
<b>4. Policy Issues</b>															
<b>4.1 UN General Assembly Resolution</b>															
27	Provide input to drafting and consultation	Moberg													
<b>4.2 EITI in the Mining Sector</b>															
28	Produce a publication addressing mining-specific issues in the EITI.	Paris								P					
<b>4.3 EITI and Sub-national Issues</b>															
29	Publish a Guidance note on sub-national flows	Paris											P		
<b>4.4 Revenue disclosure standards in financial reporting and credit assessments</b>															
30	Workplan + targeted outreach events	Paris		P			M			M				M	
<b>4.5 Sovereign Wealth Funds</b>															
31	Board Paper and policy statement of SWFs	Rich						P					P		
<b>5. Communications and Stakeholder Relations</b>															
<b>5.1 Communication Strategy</b>															
32	Various Actions	Rich													
<b>5.2 Stakeholder Relations</b>															
33	Launch an EITI Guide for Business Managers	Rich			P										
34	Develop policy on engagement of non-extractive companies.	Rich						P							
35	Hold a workshop with the institutional investor constituency + follow up	Rich				M									
36	Complete the 'Comparative Advantage' Survey and organise a Roundtable	Rich			P		M								
37	Conclude discussions on MoU with MDTF + fortnightly telephone conferences	Rich													
38	Host constituency meetings	Rich						M	M						
<b>6. Research and Evaluation</b>															
39	Develop and Implement research work plan	Paris				P									
<b>7. Governance, Management and Administration</b>															
<b>7.1 Legal Entity</b>															
40	Establish the appropriate legal status for the EITI	Moberg													
<b>7.2 EITI Conference</b>															
41	Prepare and organise EITI conference	Rich											M		
<b>7.3 Board Support</b>															
42	Board Meetings, Board Circulars + convene sub committees, working groups	Bittiger	M					M					M		
<b>7.4 Management of the Secretariat</b>															
43	Staff Performance Appraisal System	Moberg													
44	Outsource: translation, IT support, accounting, auditing and legal services.	Moberg													
45	Develop a comprehensive set of SOPs	Moberg													
<b>7.5 Funding-related Activities</b>															
46	Develop, consult on and propose a tiered contribution system for companies	Rich													
<b>8. Monitoring and Evaluation</b>															
47	Track performance against the key performance indicators	Paris													
48	Commission an independent evaluation of the EITI	Moberg										P			

## 9 Annex D: Summary of Allocation of Staff Time

Work Plan Element	Equiv. Staff Time
<b>2. Support to Implementing Countries</b>	
2.1 Admission of candidate countries	25 %
2.2 Supporting candidate countries in EITI implementation	75 %
2.3 EITI Validation	75 %
<b>3. Outreach</b>	
3.1 Emerging Economies	100 %
3.2 Resource-Rich Countries	100 %
<b>4. Policy Issues</b>	100 %
<b>5. Communications and Stakeholder Relations</b>	
5.1 Communication Strategy	100 %
5.2 Stakeholder Relations	50 %
<b>6. Research and Evaluation</b>	25 %
<b>7. Governance, Management and Administration</b>	
7.1 Legal Entity	10 %
7.2 EITI Conference	50 %
7.3 Board Support	25 %
7.4 Management of the Secretariat	40 %
7.5 Funding-related Activities	15 %
<b>8. Monitoring and Evaluation</b>	10 %
<b>TOTAL</b>	<b>800 %</b>

## 10 Annex E: 2008 Budget

Attached Separately.

## 11 Annex F: Communications Strategy

Attached Separately.

# Communications Strategy

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*Strategy for EITI External Communications 2008 – 2010*

1	The need for Strategic Communication .....	1
2	Key Messages .....	2
3	Stakeholders and Target Audiences .....	2
4	Communication Materials and Channels .....	3
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8	Conclusions and Monitoring .....	6
	Communications Matrix .....	7

This paper reflects the thinking of the Secretariat at and following a retreat in November 2007. It sets the platform for thinking about the audiences and instruments for EITI Communications. It establishes some broad priorities for EITI communications, but the specific annual action plans are integrated into the overall workplan.

## **The need for Strategic Communication**

Most people’s knowledge about EITI will not come directly from the EITI Secretariat, nor even from the EITI Board, nor the MDTF, nor any of the partners. Most potential implementers and supporters will read about it in the media, or in development or academic papers, or hear about it in conferences and seminars. They may then follow-up through the website, which receives over 1,000 visits every week from all over the world.

The goals of this strategy are to use external communication to:

- widen and deepen support for EITI internationally;
- keep stakeholders well informed; and
- share best practice.

Without a strategic framework to deliver these goals, EITI communications will be reactive and unfocused. This paper sets out who the target audiences for the EITI are, what the key messages are, what channels and resources to use, the risks and how these can be mitigated. Based on these, this paper establishes a set of strategic priorities for its external communications for the period 2008 – 2010. From it an annual communications workplan to accompany the EITI Secretariat Workplan, will be developed.

## Key messages

The key messages are:

- Many people are negatively affected by the resource curse.
- The EITI is a global standard for revenue transparency for the Extractive Industries.
- The EITI is implemented locally.
- The EITI is not a panacea for the resource curse, but it is making a difference.
- The EITI is a multi-stakeholder initiative.

These messages should be captured in standard text, to be used in communication materials:

*The Extractive Industries Transparency Initiative (EITI) is a globally developed standard that promotes revenue transparency at the local level.*

*3.5 billion people live in countries rich in oil, gas and minerals. With good governance the exploitation of these resources can generate large revenues to foster growth and reduce poverty. However when governance is weak, it may result in poverty, corruption, and conflict. The EITI aims to strengthen governance by improving transparency and accountability in the extractives sector. It is a coalition of governments, companies, civil society, investors and international organizations. It has developed a robust yet flexible methodology for monitoring and reconciling company payments and government revenues. Although the EITI Board and the international Secretariat are the guardians of the EITI process, implementation takes place at the country level, in a process that emphasises multi-stakeholder participation.*

## Stakeholders and Target Audiences

These are EITI's main international stakeholders: the EITI Board, the implementing countries, the outreach countries, supporting governments, companies, investors, civil society, the World Bank, regional bodies, the international media, and academia.

As well as different types of stakeholders, it is useful to think in terms of attitudes to EITI to determine how to nuance our communication materials. This paper refers to these attitudes as 'audiences'. The paper divides audiences for promoting and advocating into five broad groups. These are:

- a. **The engaged with power.** Stakeholders who already acknowledge a strong interest in EITI and can do much to strengthen it.

Example: Senior EITI champions in-country.

Approach: PARTNERSHIP.

Instruments: website, newsletter, media work and publicity, logo policy, blog, responding to correspondence, good management of Chairman's profile, global calendar.



- b. **The engaged with less power.** Stakeholders who already acknowledge a strong interest in EITI but can not do much to promote it.

Example: Often this can be supportive companies and civil society in resource- rich countries with an uncommitted Government.

Approach: CONSULT.

Instruments: website, blog, press releases, fact sheet, newsletter, FAQs, global calendar.

- c. **The disengaged with power.** Stakeholders who do not yet acknowledge a strong interest in EITI but could do much to strengthen it.

Example: Some uncommitted resource-rich country Governments.

Approach: PERSUADE.

Instruments: Long-term media and other work to build awareness, fact sheet, tailored briefings, dialogue, local 'EITI Ambassadors', high-level (eg. Chair) missions, offers to host conferences/workshops, research, third-party endorsement of EITI (eg. academics, companies, human interest stories, case studies, etc.), FAQs.

- d. **The disengaged with less power.** Stakeholders who do not yet acknowledge a strong interest in EITI but cannot do much to weaken it.

Example: The poor in resource-rich countries.

Approach: INFORM.

Instruments: human interest stories, media work, in-country work with civil society partners, appropriate branding.

## Communication Materials and Channels

The above analysis suggests the development of the following materials:

- a. **Website.** This is the principle source of information for the majority of our stakeholders and audiences. It needs to be encyclopaedic. The work on design and launch of this has been completed. Now it needs to be maintained with a website manager (the communications officer) and individual staff members trained to upload information.
- b. **Fact sheets.** Key brief document on essential facts on EITI. Will be maintained by the communications officer. Fact sheets are being developed for some outreach countries and on specific hot topics by individual staff officers as part of the PERSUADE approach.
- c. **Newsletters.** The "EITI in the news" and "EITI Newsletter". Updates on EITI progress for subscribers. Part of the CONSULT approach.
- d. **Global calendar.** Update on EITI-related events. Part of website and of interest to all engaged audiences.
- e. **EITI Publications, Annual Reports, and Official Announcements.** Official EITI implementation strategy, policy or guidance. Of use to all implementers.

- f. **Press Release.** A focused single story. Useful for INFORM, CONTROL and PERSUADE approach.
- g. **EITI Video/multimedia presentation.** A short documentary explanation of EITI. Should include human interest stories and case studies. Useful for PERSUADE approach.
- h. **Granting of Logo.** A sign of EITI endorsement. Should be used carefully – can help our PARTNERSHIP approach but could undermine our CONTROL approach.

Furthermore the following channels of communications are available to us:

- i. **Chairman’s visit.** Can be very useful for supporting progress and champions and for PERSUADE approach.
- j. **EITI ‘Ambassadors’.** EITI champions particularly located in outreach countries. Critical players in ensuring continuous dialogue on PERSUADE approach.
- k. **Bilateral meetings and field visits.** By Board members or Secretariat staff. Can be useful for supporting progress and champions and for PERSUADE approach.
- l. **Conferences and workshops.** There is the formal biennial EITI Conference, the 2-3 times a year Board meetings, as well as numerous workshop and seminars either organised by the EITI to which the EITI is invited in some form. The risk here is to always to be speaking amongst the same supporting people or distracting from other key activities. If used skilfully, offers to host EITI Conferences or Board meetings can be a critical part of the PARTNERSHIP and PERSUADE approach. It will also be a necessary element of the CONSULT, INFORM and CONTROL approaches.

These materials are mapped out against our key stakeholders in the Communications Matrix at the end of this document. This helps us to determine the key priority materials and channels, keeping mind the need to reach all the targeted audiences outlined in 3 above.

## Resources

The Secretariat will need to continue to strengthen the professional skills of the team and to direct some staff time away from immediate, responsive work to longer run strategic work that reaches beyond the actively engaged. In particular, the Secretariat has appointed a Communications Officer focussed particularly on the website and the development of the other priority communication materials.

In addition, the Secretariat will build the communication skills of all its staff, and improve co-ordination with key stakeholders with in-country activities to ensure more consistency in EITI messages. It will also work with partnering organisations, academia and the media to get better evidence for EITI impact, with human stories to illustrate what is being achieved.

## Risks/Mitigation

The key risks are:

- Lack of resources in Secretariat would mean dropping some of the proactive work (medium impact/low probability).  
**Mitigation:** HR planning and regularly monitored results-focused action plan.
- Lack of support from key stakeholder partners (high impact/medium probability).  
**Mitigation:** continued dialogue and roundtables.
- That our brand is tarnished through inappropriate use (medium impact/medium probability).  
**Mitigation:** strict and well applied logo policy.

## Priority areas

The Secretariat has four levels of priority for its external communications.

- a. Our **paramount priorities** arise from the EITI's 'constitution' i.e. the need for biennial Conferences and Board meetings 2-3 times a year. These also determine some other high priority communication materials: EITI Publications and Announcements.
- b. The need for an up-to-date website is a secondary level priority of **essential importance** given that it is demand driven and hits all our stakeholders and all our approaches. This would include the Global Calendar.
- c. Then come many **important** materials: fact sheets, country-specific fact sheets for priority countries/hot topics, newsletters, and press releases; as well as our push to find EITI Ambassadors, make bilateral meetings and visit, make strategic use of our Chairman, and arrange and attend specialised conferences and seminars.
- d. It would also be **useful** to commission an EITI video/multimedia presentation, attend other related conferences and seminars, undertake more intensive dialogue on the PERSUADE approach alongside our 'Ambassadors', work more on partnership communications, commissioning the guest blog, etc.

Finally, there are **reactive** communication activities such as granting of logos, responding to correspondence, etc.

## Conclusions and Monitoring

External communications is not an addition to the work of the Secretariat. It is an essential ingredient in making all our work more effective. A well developed, pro-active and strategic approach to communications should ensure that our stakeholders feel well informed and equipped with the tools to deliver EITI within their role and mandate. This strategy sets the platform for our annual communications action plan which is an element of the annual EITI Secretariat workplan. This communications workplan will be monitored alongside the rest of the wider workplan. Stakeholder satisfaction with our communications will be evaluated through a survey in 2009.

# Communications Matrix

## Channels

Stakeholders	Channels																
	Board Circulars	Website	Fact Sheet	Newsletter	Global Calendar	EITI Publications	EITI Announcements	Annual report	Press releases	Blog	EITI Video	Granting of logo	Chairman's visit	EITI Ambassadors	Bilaterals/Field visits	Conference/Workshops	Board meeting
Board	Primary	Secondary		Secondary		Primary	Primary	Primary								Primary	Primary
Implementing countries	Secondary	Primary		Secondary		Primary	Primary			Secondary	Secondary	Secondary				Primary	Primary
Outreach countries		Primary	Primary			Secondary				Secondary	Primary		Primary	Primary	Primary	Primary	
Supporting governments	Secondary	Primary		Secondary		Primary	Primary	Primary			Secondary	Secondary				Primary	Primary
Companies	Secondary	Primary		Secondary		Primary	Primary				Secondary	Primary				Primary	Primary
Investors	Secondary	Primary		Secondary		Primary	Primary				Secondary	Secondary				Primary	Primary
Civil Society	Secondary	Primary		Secondary		Primary	Primary			Secondary	Secondary	Secondary				Primary	Primary
World Bank		Secondary		Secondary		Primary	Primary				Secondary					Primary	Primary
Regional bodies		Secondary				Secondary	Secondary				Secondary					Secondary	
International media		Primary	Primary					Secondary	Primary		Primary		Primary	Secondary			
Academia, research		Secondary			Secondary					Primary	Secondary						

Primary  
 Secondary  
 Less relevant