

# EITI International Secretariat Workplan 2010

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# EITI INTERNATIONAL SECRETARIAT WORKPLAN 2010

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## Executive Summary

For the EITI 2010 will be focused on Validation. 22 countries have Validation deadlines in 2010. At the global level, the Validation process will be scrutinised as stakeholders assess the EITI's true meaning and impact.

The role of the EITI International Secretariat is to support the EITI Board; act as the custodian of the methodology; and coordinate support for the EITI process in implementing countries. The International Secretariat operates in a complex and changing environment and interacts and collaborates with a wide range of actors. As a relatively small organisation, it is essential that the International Secretariat's activities are sharply focused. This 2010 Workplan is based on three priorities established by the EITI Board.

The EITI is becoming a platform and an instrument for champions of reform and transparency in governments around the world. The first priority for the International Secretariat is therefore to work to strengthen EITI implementation and effectiveness in the 30 Candidate countries, of which a number will become Compliant in 2010. This work will account for nearly 60% of the International Secretariat's staff time in 2010. Much of this is carried out in close collaboration with host governments and national multi-stakeholder groups in-country, as well as with various organisations that are also providing political, technical or financial support to EITI programmes.

A key focus of attention of the International Secretariat in 2010 will be to ensure that as many of the countries as possible complete an EITI Validation ahead of the deadlines established by the Board. As the EITI's quality assurance mechanism, Validation is enhancing transparency efforts and can lead towards corrective actions in the implementation of the EITI. Furthermore, the Validation process heightens the domestic profile of the EITI. However, experience shows it to be a time-consuming process both for the national stakeholders and for EITI international management. Once countries have completed Validation, whether or not they are deemed Compliant, the International Secretariat will provide in-country and organisational support in implementing the recommendations of the Validation and deepening the process.

The second priority area for the International Secretariat in 2010 will be to develop policy and guidance to ensure that the implementation continues to promote the principles and criteria of the initiative and protects the integrity of the EITI. Countries that become Compliant will require guidance in how their implementation can lead to continuous improvement. The Validation process has proven robust but has highlighted a few ambiguities and gaps in the policy and guidance. For example, more guidance is required on producing EITI reports, clarity about multi-stakeholder engagement, full sector and material coverage, auditing standards, etc. Therefore, 2010 will also be a year of further policy developments. Some of the identified issues are being addressed through the Governance and Validation Committee with background work by the International Secretariat.

The third priority of the International Secretariat's 2010 work programme will be to continue targeted outreach activities. There are still many countries of significant political, resource-endowed or fragile status yet to join the process. The Board and International Secretariat have identified Indonesia and Iraq as high-level outreach targets. The International Secretariat will also work to encourage companies, investors and international development agencies to formally endorse the EITI, and to provide political, financial and technical support.

Underpinning all of this, of course, is the need at the International Secretariat for strong communications, office management, funding, and monitoring. These activities are covered in the workplan. Some additional significant International Secretariat resources will be required throughout the second half of 2010 for the organisation of the next Global Conference to be held in 2011.

All the above will require a moderate increase in human and financial resources. The draft workplan proposes the recruitment of a fifth Regional Director and a temporary Conference Manager and an increase in budget to around £4m per year.

By the end of 2010, the International Secretariat will have been successful if the first wave of EITI Validation processes have demonstrated the value of the process and enhanced its brand.

## 1 Introduction

The EITI International Secretariat is accountable to the EITI Board and is responsible for the day-to-day running of the EITI. The International Secretariat's mandate is set out in the EITI Articles of Association (Articles of Association Article 16(2)).

The EITI International Secretariat was established in Oslo in the autumn of 2007 and is operating efficiently and to good effect. The International Secretariat currently has 7 full time policy staff and 2 full time administrative staff, with additional temporary support, including from interns (see organisation chart at Annex A). The Secretariat has contributed towards several important achievements in 2009:

- 30 countries<sup>1</sup> are now implementing the EITI Board. Six new countries became Candidates in 2009: Albania, Burkina Faso, Mozambique, Norway, Tanzania and Zambia. An application was also received from Ethiopia. Several other countries are expected to apply in 2010, including Indonesia, Iraq and Togo.
- Azerbaijan became the first country to achieve Compliant status.
- Azerbaijan, Central African Republic, Republic of the Congo, Kazakhstan, Kyrgyzstan, Liberia, and Nigeria published EITI Reports in 2009 (by October – another 5-6 countries are also expected to complete reports by the end of the year). Twelve countries have now published EITI Reports. Some Candidate countries have completed several reporting cycles.
- The EITI has been endorsed by a growing number of governments, companies, investors and civil society organisations. Finland, Japan, and Switzerland joined the list of supporting countries. The G8 and the G20 again expressed support for the EITI. The Inter-American Development Bank endorsed the EITI. The number of supporting companies, investors and civil society organisations continues to grow.
- The 4th EITI Global Conference in Doha, Qatar, on 16-18 February marked an important moment for the EITI, with over 500 participants from 80 countries, 70 high-level speakers, and with countless meetings taking place on the sidelines.
- At the Conference, Liberia was presented with an award for the rapid progress the country has made towards implementation of the EITI. Azerbaijan received an award for becoming the first EITI Compliant country. Kazakhstan received a special prize for its efforts to raise awareness of the EITI across their huge country.
- The EITI Members' Association was established under Norwegian law, thereby incorporating the whole EITI global structure, including the Board and International Secretariat. Under the new Articles of Association, a new Board was elected for two years.
- The EITI Progress Report for 2007-2009 was presented to the Conference outlining the developments of the initiative since the last Conference. Publications on the EITI Rules, Advancing the EITI in the Mining Sector, Communicating the EITI, a Guide for Parliamentarians, and an EITI video were also launched at the Conference. In addition, an evaluation of the EITI was conducted with a positive appraisal on progress made with the initiative, but highlighting that it was too early to make strong conclusions. Detailed studies and reports were also published by the EITI International Secretariat on EITI Reporting and on EITI Impact.

<sup>1</sup> Albania, Azerbaijan, Burkina Faso, Cameroon, Central African Republic, Côte d'Ivoire, Democratic Republic of Congo, Equatorial Guinea, Gabon, Ghana, Guinea, Kazakhstan, Kyrgyzstan, Liberia, Madagascar, Mali, Mauritania, Mongolia, Mozambique, Norway, Niger, Nigeria, Peru, Republic of the Congo, São Tomé e Príncipe, Sierra Leone, Tanzania, Timor-Leste, Yemen, Zambia.

- Board meetings in 2009 were held in Doha, Washington and Baku. Board Circulars have continued as the communication and decision mechanism between Board meetings. The Board Committees on Governance, Validation, Nominations, Finance, Rapid Response, and Audit, and a Communications Advisory Group all meet regularly to make recommendations to the Board.
- A meeting of National Coordinators from 28 countries was held in Washington in May 2009, to discuss and share experiences of Validation, communications and funding. A survey of all National Coordinators undertaken before the meeting highlighted some key points of concern including financing and unstable political environments.

This workplan sets out the EITI International Secretariat's priorities and activities for 2010. The International Secretariat will continue its work with the Board, its Chairman and all the other relevant institutions to ensure that the EITI Principles and Criteria become the internationally accepted standard for resource revenue transparency. In consultation with the Board, three priority areas have been identified:

1. Support to implementing countries: with a particular focus on providing technical assistance and guidance to implementing countries to meet their Validation deadlines and strengthen the overall EITI process in-country;
2. Policy Development: Developing new draft policy and guidance to ensure that EITI implementation promotes the principles and criteria of the initiative and protects the brand; and
3. Outreach Activities: Targeted outreach activities to new countries, companies and investors.

The workplan is structured according to the priorities set out above. Additional sections address other essential tasks such as stakeholder communications, management, funding, Global Conference, and monitoring. Each section of the workplan includes key action items and indicative resource requirements. The annexes to the workplan include:

- The International Secretariat organisational diagram at Annex A
- Updated Key Performance Indicators at Annex B
- Action items at Annex C
- Summary of allocation of staff time at Annex D
- Summary of country support for 2010 at Annex E

## 2 Implementing countries

As of September 2009, there were 30 EITI implementing countries, with one having passed Validation. Twelve had published EITI reports by October 2009. Many candidates are preparing to undertake EITI Validation. Others Candidates are still working through the implementation phases (e.g. agreeing reporting templates and appointing a firm to reconcile disclosed payments and receipts). Others are newer to the process, some are experiencing political instability. All countries will require support and technical assistance as they work their way through the implementation process. The International Secretariat provides guidance on the EITI requirements, coordinates and participates in technical assistance delivery, and collates lessons learned and best practices. The International Secretariat also plays an essential and mandated oversight role in the Validation process.

The International Secretariat does not provide financial support to implementing countries. Technical support from the International Secretariat augments technical assistance 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 development agencies and non-governmental organisations. The International

Secretariat also has an important role in liaising with the Board, the World Bank and other supporting countries and organisations to ensure that countries in need of technical assistance are receiving it expeditiously.

## 2.1 What the International Secretariat will do to support countries' implementation progress

EITI implementing countries can broadly be categorised into six groups.

### 2.1.1 Compliant Countries

The status of EITI compliance marks an important stage in the EITI implementation process, not the end. The Validation reports have to make recommendations for the continuation and improvement of the process in each country. There are also ample opportunities for Compliant countries to advance innovations in their national process beyond the EITI core (see section 4.5 below). The International Secretariat will monitor and provide support to Compliant countries to deliver the recommendations of the Validation report, to maintain compliance and to improve implementation.

### 2.1.2 Countries that are close to compliance

It is expected that many Candidates countries in 2010 will be completing their Validations or acting on Validation recommendations prior to full compliance. The International Secretariat will liaise with the Validation Committee, the Validators, the National Coordinator and stakeholders in these countries to assist the completion of the process, including providing advice on technical, political or financial support needed.

### 2.1.3 Countries in the process of reporting

Most new implementing countries in 2010 are expected to produce an EITI report during the year. The International Secretariat will provide advice on the reporting process, ensure stakeholder dialogue and help coordinate technical assistance inputs. It will also continue to focus the countries on the need to undertake Validation within the deadlines.

### 2.1.4 New Candidate countries

In 2009, 6 countries became new EITI Candidates. A slightly lower number is expected for 2010 and there is a healthy pipeline of countries that have made clear commitments. These countries need in-country and organisational support in establishing their governance arrangements to deliver the EITI. This might include establishing the multi-stakeholder group, establishing a dedicated secretariat, building awareness amongst the stakeholders, identifying funding, setting up a website, etc. The International Secretariat will advise on this process, participating in and helping coordinate technical assistance inputs.

### 2.1.5 Countries in political crisis

Some of the implementing countries are in fragile political situations. At least three EITI countries experienced forced regime changes in 2008/09, and others have had considerable political unrest. In some cases, this has caused a significant stalling of the EITI process. The role of the International Secretariat in these situations can be varied. In cases in which the progress completely stalls, where there is no clear political authority and funding is frozen, there is little that the International Secretariat can reasonably do. However, in cases in which the EITI continues despite a difficult and dangerous environment, the support role of the International Secretariat can be more active and intense.

### 2.1.6 Delisted countries

2010 is likely to see the first EITI Candidate countries to be delisted from the EITI. In some cases these countries will be keen to be readmitted as soon as possible. In these cases, the International Secretariat will need to consider working intensely with the countries to re-establish their sign-up criteria.

## 2.2 National Coordinator meetings

The International Secretariat plays a key role in collating lessons learned and promoting peer learning. Representatives from 28 Candidate countries met in Washington on 13-14 May 2009 for the second EITI National

Coordinator meeting. The International Secretariat will examine options for convening a third meeting of EITI National Coordinators in 2010, possibly back-to-back with an EITI Board meeting.

The International Secretariat will:

Action 1 – Provide technical and organisational support the National Coordinators and wider multi-stakeholder groups in all implementing countries in delivering the EITI.

Action 2 - Convene a third meeting of EITI National Coordinators.

### 2.3 EITI Seminars (InWEnt/International Secretariat)

The International Secretariat will continue its partnership with the German training provider InWEnt to implement the four-year training cycle for EITI countries (2008-2011). In 2010, InWEnt and the International Secretariat will continue offering courses on implementation for newcomers as well as on Validation for countries preparing for the process. Specialised courses will be added on key emerging issues such as communications and dissemination strategies, capacity-building and monitoring and evaluation approaches.

The International Secretariat will:

Action 3 – Provide support to InWEnt and participate in courses on EITI Validation, communication and dissemination strategies, etc. for implementing and outreach countries.

### 2.4 Rapid Response Committee

Since its inception at the Accra Board meeting on 22 February 2008, the Board's Rapid Response Committee (RRC) has proven to be important for the EITI's rapid responses to political developments. Facilitated and chaired by the International Secretariat, it is foreseen that the RRC will also in 2010 have to respond quickly to cases in which civil society or other stakeholders in Candidate countries were excluded from playing a fully active role in participating in the national EITI processes.

Resource Requirements: Support to EITI implementing countries is anticipated to require 250% of one policy staff member's time and 70% of one "Administrative + Interns" staff member's time.

## 3 Validation

Validation is the EITI's quality assurance mechanism and an essential feature of the EITI methodology. It supports continuous improvement in EITI implementation and safeguards the EITI by verifying that EITI implementation adheres to the agreed standards. Countries have two years from when they become Candidate countries to complete Validation. The EITI Board uses the Validation reports to determine whether a country has become EITI Compliant.

24 countries have Validation deadlines in 2010:

- 9 March 2010 Azerbaijan<sup>^</sup>, Cameroon, Gabon\*, Guinea\*, Kazakhstan\*, Kyrgyzstan, Liberia\*, Mali, Mauritania, Mongolia\*, Niger, Nigeria\*, Peru, Yemen, Republic of the Congo\*, Democratic Republic of Congo, Equatorial Guinea, Madagascar, Sao Tome and Principe, Sierra Leone, Timor-Leste\*. (<sup>^</sup> Validation Complete; \*Validation Underway).
- 11 May 2010 Côte d'Ivoire.
- 20 November 2010 Central African Republic.

A further six countries have Validation deadlines in 2011: Norway (10 February 2011), Tanzania (15 February 2011), Albania, Burkina Faso, Mozambique and Zambia (14 May 2011).

The Validation process is set out in detail in the EITI Rules including the Validation Guide. This includes the policy notes on procuring a Validator (policy note #2), Validation deadlines (policy note #3) and financing Validation (policy note #4).

The EITI International Secretariat's work on Validation in 2010 will include the following elements:

- Close liaison and in-country visits with EITI National Coordinators, multi-stakeholder groups and stakeholders in implementing countries to ensure that all parties have a clear understanding of the Validation requirements and procedures.
- Collaborating with supporting organisations (e.g., WB-MDTF, Revenue Watch Institute) to promote support to Validation in their work.
- Supporting the Validation procurement process, including reviewing draft terms of reference, contracts, etc, "no objection" reviews as required in policy note #2, and liaison with the accredited Validators.
- Monitoring and facilitating the Validation process, including providing advice on Validation methodology, and reviewing draft and final Validation reports.
- Convening the Validation Committee to review draft and final Validation reports and discuss policy issues relating to Validation.

The International Secretariat will:

Action 4 – Provide an oversight role for countries going through Validation.

It is expected that there will be several policy issues relating to Validation that will require close scrutiny by International Secretariat and the Validation Committee:

- Application of the agreed policy regarding Validation deadlines, including requests for extension of Validation deadline and extension of candidature (following Validation).
- Incremental implementation – how to treat countries which have not yet covered all oil, gas and mining sectors throughout the country in their EITI implementation.
- The development of a temporary suspension mechanism.
- Monitoring implementation in Compliant countries.

The International Secretariat will:

Action 5 – propose EITI policy changes to the Board based on experience of Validation and emerging scenarios.

### 3.1 Reviewing Validation Experience and updating the Sourcebook and Validation Guide

Following the March 2010 deadline, the International Secretariat will conduct a review of all the Validations conducted in 2009 and 2010 with a view to identifying trends and lessons learned. The International Secretariat will prepare an assessment for review by the Board, including recommendations to strengthen the Validation process. It is expected that this will lead to refinements to the EITI Sourcebook and EITI Rules including the Validation Guide.

At least nineteen out of the 30 EITI implementing countries are including, or plan to include, mining activities in their reports. Although EITI reporting guidance is suitable for the mining sector as well as for oil and gas, some mining-specific improvements have been identified. These will be considered in the refined EITI Sourcebook.

Similarly, payments to sub national governments represent a significant part of the revenue flows in many EITI countries. In consultation with partners, refinements to the EITI methodology and guidance on direct payments and transfers to sub national governments, in-kind payments and other social investments, will be considered in the refined Sourcebook.

The International Secretariat will:

Action 6 – prepare an assessment of the Sourcebook and Rules Book for review by the Board.

Resource Requirements: Promoting and supporting Validation is anticipated to require 180% of one policy staff member's time and 20% of one "Administrative + Interns" staff member's time. (If necessary the International Secretariat will reallocate resources and increase the staff time for Validation.)

## 4 Outreach and Communications

### 4.1 Efforts to attract new Candidate countries

The EITI is being implemented in six regions (Africa, Asia, Latin America, Europe, and the Middle East). The focus should be on ensuring that this existing implementation is meaningful. However, many key countries are still not part of the EITI. Implementation also in committed countries depends on that the EITI continues to grow. Outreach to more countries is time-consuming for the International Secretariat. A great number of actors are involved in promoting the EITI in these countries and the International Secretariat will usually be expected to provide direct and usually high level, advocacy; coordinate the efforts of others, especially their diplomatic and commercial leverage; and encourage more peer and regional pressure. The International Secretariat has therefore developed a set of criteria for assessing the prioritisation of its limited outreach activity:

- risk of the resource curse – potentially high numbers of negatively affected people;
- strategic importance for the EITI e.g. major emerging economy or particularly significant for the scope of the EITI;
- government commitment to the initiative - likelihood of effective implementation; and
- comparative advantage of the International Secretariat over other partner institutions.

### 4.2 Priority outreach countries

A great proportion of the International Secretariat's outreach efforts in 2010 will be focused on in particular two countries, Indonesia and Iraq.

- Indonesia: Indonesia is a significant oil, gas and mining country, and it's participation in the EITI would be an important breakthrough in Asia. The Indonesian Government has committed to implement the EITI. A "coordination team for the preparation of the implementation of extractive industries revenue transparency" was established in early 2009. The coordination team has drafted a Presidential regulation, which has been strengthened through consultation with industry and civil society. It is expected that the regulation will be approved in late 2009. A Candidate application is expected in early 2010. The International Secretariat will work closely with supporting organisations (particularly DFID, the World Bank MDTF, the Revenue Watch Institute and other supporting governments) to support Indonesia's work towards becoming a Candidate country.
- Iraq: The Government of Iraq is strongly committed to implement and intense discussions with the National Coordinator have taken place. As the country with the third highest level of proven oil reserves and also third

from bottom on the Corruption Perception Index, Iraq will continue to be a particular focus of the International Secretariat's support. The key obstacles are gaining agreement across the large government, establishing an appropriate reporting system in an entirely nationally-owned system, raising sufficient awareness and participation in civil society, and logistic access to government. The International Secretariat will focus its efforts on bringing Iraq to Candidate status.

The International Secretariat will:

Action 7 – Coordinate efforts to support Indonesia and Iraq in submitting their candidacy applications.

The International Secretariat also expects to be engaged in outreach activities in several other countries which meet the criteria above and others, particularly committed governments seek our support. Based on existing dialogue, the countries in which we expect to provide this more limited support include: Afghanistan, Brazil, Chad, Colombia, Ethiopia, Papua New Guinea, Philippines, Senegal, South Africa, Togo and Uganda.

The International Secretariat will:

Action 8 – Coordinate efforts to support other target outreach countries to submit their candidacy applications.

Resource Requirements: Outreach activities to target countries are anticipated to require 60% of one policy staff member's time and 10% of one "Administrative + Interns" staff member's time. (Much of the outreach work in Africa is done by our pro-bono senior advisers who are not included in these figures).

### 4.3 Outreach and relations with stakeholders

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

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

The International Secretariat will be responsible for facilitating the above.

#### 4.3.1 Supporting governments, international agencies and civil society organisations

The EITI continues to rely on support from supporting countries, international agencies, and NGOs, both internationally and within countries. Internationally, engagement with these groups will take a number of forms: EITI materials, e-mails, telephone conversations and conferences, and face-to-face meetings. The International Secretariat will engage with key agencies regularly – specifically the World Bank, Publish What You Pay, the Revenue Watch Institute, and the Norwegian Oil for Development.

At the national level, most of the engagement will take place in the capitals, but the International Secretariat will use its networks and know-how to bring these agencies together and bring coordinating energy to the activities. In order to understand who to talk to in each country, the International Secretariat developed a "who's where in EITI" table of which donors are providing technical assistance on EITI in countries. In 2010, the Roundtable of EITI technical assistance providers will meet around the Oslo Board meeting to ensure that all is being done by partners to promote Validation. The Roundtable will also help to keep other stakeholders informed, build networks, and come to an increasing joint understanding of each agency's comparative advantage.

The International Secretariat will:

Action 9 – Engage with key international stakeholders to coordinate country activity and ensure that all countries are being given all reasonable support.

Action 10 - Organise a Roundtable to enhance information sharing, networks and better division of labour amongst agencies providing technical assistance on EITI matters.

#### 4.3.2 Supporting companies and investors

In 2009 increased guidance from the International Secretariat to supporting companies has helped to outline more clearly what practical steps companies can take to support EITI implementation at the country level. Efforts need to continue to ensure that companies understand the importance and value of their support, in particular at implementing country level. The International Secretariat will facilitate more peer discussion, support, training and best practice activities with supporting companies in 2010.

Institutional investors have provided excellent support to the initiative in 2009, encouraging new companies and investors to support the initiative and deepening engagement with existing ones. In 2010, more work will need to be done to enlist many of the small- and medium-sized companies operating in EITI countries. The International Secretariat has started to identify these companies in an effort to make it easier for investors to focus their outreach and recruitment efforts. The International Secretariat will continue with this work in 2010 and will seek collaboration on identifying new institutional investors for targeted outreach that have not yet become supporters of the initiative.

The International Secretariat will:

Action 11 – Facilitate more peer discussion, support, training and best practice activities with supporting companies in 2010

Action 12 – Continue to update institutional investors on EITI research and experience of company operations in implementing countries.

#### 4.3.3 Engaging with China

China continues to play a significant role in energy markets. China has generally followed a “non intervention” policy in its dealings with the providers of energy raw materials, although there is increasingly recognition of the need for better governance in unstable countries. Similarly, as Chinese companies have accumulated experience of operating in other countries, they have become aware of the need to engage more with local stakeholders (eg. the Chinese government has issued corporate social responsibility directives to Chinese companies). The International Secretariat has worked with partners such as UK’s DFID and the Revenue Watch Institute in promoting a dialogue about the EITI and its potential benefits for China’s energy policy.

The International Secretariat will:

Action 13 – Co-organise together with the Chinese Academy of Social Science (CASS), DFID-Beijing and other partner a conference to raise awareness about the EITI in the first semester of 2010.

### 4.4 Communications Plan

The EITI International Secretariat has developed a new EITI Communications Strategy 2010-2011 drawn from consultation with key stakeholders and communications experts. According to the strategy, the International Secretariat will undertake the following four key strategic priorities:

1. keep stakeholders updated and informed, and explain the EITI;
2. support implementation and increase the effectiveness of the EITI reports;
3. demonstrate impact and present the case for the EITI; and
4. increase the EITI’s profile.

The following ten action points for 2010 derive from those key strategic priorities:

#### 4.4.1 Keeping stakeholders updated and informed, and explaining the EITI

The International Secretariat will continue to develop existing materials. Priority will be given to improving accessibility for all stakeholders, taking into account technical limitations of target audiences in a range of regions. Work will also continue on creating targeted messages to each stakeholder group and developing tools to easily and effectively organise and deliver these messages.

The International Secretariat will continue its role as a resource centre about transparency of natural resource revenues, by handling incoming queries from media, actively engaging with targeted media, issuing press releases on important news from the EITI, as well as contributing articles to publications.

The International Secretariat will develop and implement a communications and media strategy in the run up to the next EITI Global Conference. It will also include a strategy for developing the EITI brand.

##### The International Secretariat will:

Action 14 – Update website, newsletter, board papers, and targeted materials.

Action 15 - Respond to media queries, engage with media, issue press releases, and write articles.

Action 16 - Develop a communications strategy for the next EITI Global Conference.

#### 4.4.2 Supporting implementation and increasing the effectiveness of the EITI reports

The International Secretariat will follow up and encourage the use of the EITI Communications guide with training activities, documents and toolkits. The International Secretariat will facilitate peer-learning by creating a network for national EITI communications managers in collaboration with efforts to better connect National Coordinators. These efforts will centre on best practice in reaching stakeholders, especially citizens and communities with information.

Following the Validations in 2010, the International Secretariat will develop a new version of the Source Book and EITI Rules.

##### The International Secretariat will:

Action 17 - Improve national EITI communications by developing tools and by creating a network for national EITI communication managers.

Action 18 - Create an updated version of the Source Book, and the EITI Rules.

#### 4.4.3 Demonstrating impact and presenting the case for the EITI

The International Secretariat will collect, document, and present stories, studies and other evidence of impact from the EITI. These efforts will become a core activity for the International Secretariat and will build on the 'EITI Impact' publication to be published in late 2009.

##### The International Secretariat will:

Action 19 - Develop materials demonstrating impact and plan for communicating these.

#### 4.4.4 Increasing profile

The International Secretariat will create and implement a plan to improve its brand and visibility in the social media space, by linking the EITI Blog up with other partner institutions, as well as improving its presence in places such as Wikipedia, YouTube, Twitter, Facebook, Flickr and SlideShare.

In coordination with partners, the International Secretariat will consider launching a campaign to raise awareness about the EITI and improving management of resource revenues.

Since the Chairman is the official voice of EITI, the International Secretariat will support him to play this role effectively. In order to promote EITI's profile and more high-level advocacy, the International Secretariat will organise meetings and briefings with media as well as targeting high profile and credible potential advocates for the EITI.

The International Secretariat will:

Action 20 - Broaden EITI's visibility in social media, and create partnerships with other institutions.

Action 21 - Coordinate an awareness raising campaign about the EITI.

Action 22 - Organise targeted meetings with media and high-level stakeholders.

#### 4.4.5 Monitoring and Evaluation of Communications

The International Secretariat will perform a survey of its communications efforts with its stakeholders, the results of which will serve as background for drafting the 2011 Communications Plan.

The International Secretariat will:

Action 23 - Perform an Annual Survey of communications amongst stakeholders.

### 4.5 EITI Good Practice

The EITI could conceivably cover other sectors, require more detailed reporting, be implemented in more countries and be expanded along the extractive industry value chain. Some implementing governments, in collaboration with their stakeholders, have agreed to cover other sectors in their national implementation of the EITI (eg. Liberia's coverage of the forestry, agricultural and rubber sectors). Several countries involved in energy transit have expressed an interest in applying the EITI principles. The International Secretariat will share lessons learned in EITI implementation with others initiatives that seek to enhance transparency and accountability. The Board's recently concluded efforts to agree a governance structure for the EITI is, for example, of particular interest to other organisations.

The International Secretariat considers that there is an opportunity to do more to highlight examples where implementing countries are exceeding the minimum requirements of the EITI. Examples include the report dissemination being undertaken in Liberia and work underway in Timor Leste to ensure that the EITI figures are consistent with disclosures from the petroleum fund (and subsequently with the national budget). Nigeria is publishing production volumes in addition to revenues. These innovations are emerging organically at the national level, and demonstrate that the EITI can act as a platform for other reform efforts. The International Secretariat will publish a series of these, including identifying opportunities for mainstreaming innovative practices.

The International Secretariat will:

Action 24 – share lessons learned in EITI implementation with others initiatives that seek to enhance transparency and accountability.

Action 25 – publish a new 'Good Practice' publication series, including identifying opportunities for countries to implement innovative EITI practices.

### 4.6 EITI Reporting

Since 2003 a total of 25 EITI Reports have been produced by countries implementing the EITI. Based on EITI's rules, the scope and structure of EITI Reports are determined by the national EITI Multi-Stakeholder Group (MSG) to ensure local ownership of the EITI process. As a result, EITI Reports between countries can vary in terms of the sectors covered, aggregated or disaggregated data, regularity of the reporting cycle and the reporting currencies. Timely reporting is also varied due to a lack of EITI guidance. In late-2009 and 2010, the total number of EITI Reports produced by implementing countries is set to nearly double, as countries completing Validation submit a first report, new countries produce a first report and other countries continue their reporting cycles. As the EITI process moves forward, the International Secretariat will provide more detailed guidance to countries on how to

present EITI Reports findings in a clear and consistent manner, in an attempt to improve the accessibility of reports and make comparisons between EITI Reports easier for all stakeholders.

The International Secretariat will:

Action 26 – give more detailed guidance to countries on how to present EITI Reports findings in a clear and consistent manner.

#### 4.6.1 Compiling EITI Reports

In August 2009 the International Secretariat produced its first "Overview of EITI Reports" paper. The paper provides a country by country summary in US dollars of the total revenues reported by companies and governments in the most recently published EITI Reports. Key facts regarding each country's EITI Report such as the largest categories of revenue payments, sectors covered and year of reporting were also highlighted. The primary aim of the report was to illustrate the total revenue flows being covered by the EITI process. The expected increase in the number of EITI Reports in 2010 will provide another opportunity to compile the data collected during the EITI reporting process and evaluate if the comprehensiveness of EITI reporting is improving.

The International Secretariat will:

Action 27 – publish an updated overview of EITI reports.

Resource Requirements: Communications and stakeholder relations are anticipated to require 120% of one policy staff member's time and 70% of one "Administrative + Interns" staff member's time.

## 5 Governance, Management and Conference

### 5.1 Board Support

The International 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 International Secretariat also plays a key role in convening and supporting the deliberations of the Board Committees and working groups, and ensuring effective communication and information exchange via Board circulars.

The International Secretariat will:

Action 28 – Organise Board Meetings, prepare Board circulars and convene Committees and working groups.

#### 5.1.1 Nominations Committee

In 2010, the Secretariat will need to provide support to the Nominations Committee's main task of searching for a Chair of the EITI from 2011-2013.

#### 5.1.2 Finance Committee

In 2010, the Secretariat will need to support the Committee in ensuring implementation of the recommendations of the 2009 Expenditure Review and in the monitoring of the 2010 budget.

#### 5.1.3 Governance Committee

In 2010, it is foreseen that the Secretariat will support the Committee in developing a number of policy papers on the process for delisting, suspending, and generally ensuring the EITI principles and criteria.

#### 5.1.4 Audit Committee

In 2010, the Secretariat needs to convene the Audit Committee and ensure that it can review the 2009 audit report and recommend any appropriate corrective actions.

The International Secretariat will:

Action 29– provide full Secretariat support to the Board Committees and working groups as requested and required.

## 5.2 Management of the International Secretariat

The International Secretariat currently has 8 full time staff spread over two locations, with additional support from interns and a part-time special advisor (see organisation chart at Annex A and staff allocation to work areas at Annex D). In addition, valuable support is provided by 3 pro-bono “special advisers” - Jürgen Reitmaier, Reza Vaeh-Zadeh, and Mike Wilkinson. The International Secretariat has established strong internal routines for accounting, human resource management and staff performance appraisal. The accounting principles have been reviewed with the Finance Committee.

Following a brief benchmarking review undertaken for the Finance Committee Expenditure Review, the International Secretariat appears to be a relatively lean organisation in comparison to its peers. It is the International Secretariat’s assessment that with the current number of staff and with the International Secretariat being based in Oslo, costs could not be lower without adverse consequences for the performance of the International Secretariat. The International Secretariat has been able to keep its headcount and costs down by:

- Ruthless focus on workplan priorities;
- Working through partners, with an emphasis on coordination and stakeholder management as well as use of advisers, consultants and researchers; and
- Capacity-building of the team through appraisal, training and improved office systems.

The International Secretariat also uses rigorous management systems to ensure that it delivers the action items of the workplan and the Board minutes (see Annex C).

The staffing of the EITI was established at a time when there were far fewer implementing countries and has not grown since. Not only are there more countries now, but some newly committed ones are very time consuming, e.g. Iraq and Indonesia, as is the Validation process. Furthermore, the International Secretariat has to plan for likely turnover in its senior staff. Therefore, without a modest increase in staff, it is probable that the effectiveness of the EITI will suffer. It is proposed that the International Secretariat increase its staff temporarily by one senior staff member and, as with the last Conference, there will be a need for a full time temporary Conference Manager.

The International Secretariat will:

Action 30 – Recruit for a Regional Director and for a temporary Conference Manager.

## 5.3 2011 EITI Global Conference

The EITI Conference is the highest governance body of the EITI and is due to meet by February 2011. Experience shows that preparations need to begin at least one year in advance and should start with options to the Board on potential venues. Following these discussions, there will need to be intensive discussions with potential hosts and further recommendations to the Board.

The International Secretariat will:

Action 31 – Identify venues and prepare for the 2011 Conference.

Resource Requirements: Governance, Management and Administration is anticipated to require 100% of one policy staff member’s time and 200% of one “Administrative + Interns” staff member’s time.

## 6 Finance

### 6.1 Budget 2010-2012

The 2007-2010 budget was established by the EITI Board in April 2007 in Berlin. For 2010, a budget of \$3,245,000 was agreed.

Estimated costs	2007 (Budget)	2007 (Actual)	2008 (Budget)	2008 (Actual)	2009 (Budget)	2010 (Budget)
Staff related costs						
Salaries - International Secretariat Staff	470 000	457 808	150 000	1 499 147	1 500 000	1 500 000
Other staff expenses		19 800	200 000	228 914	102 000	50 000
Travel costs Chairman and International Secretariat staff	50 000	34 162	50 000	51 433	200 000	200 000
Administration costs						
One-off establishing costs	400 000	41 563	40 000	44 327		
Board meetings	40 000	51 525	150 000	167 661	200 000	150 000
Office costs – Oslo	100 000	43 999	100 000	128 886	150 000	100 000
Chairman's support	50 000	50 436	120 000	159 499	170 000	120 000
Projects/consultants	100 000	108 467	150 000	162 391	150 000	150 000
Outreach costs						
Conferences	50 000	-	100 000	35 126	500 000	500 000
Communications materials, website	60 000	10 282	100 000	93 834	150 000	100 000
Outreach travel	130 000	97 376	200 000	211 899	200 000	200 000
Outreach meeting costs			100 000	125 365	150 000	100 000
Contingency	50 000		75 000	2 955	75 000	75 000
<b>Total</b>	<b>1 500 000</b>	<b>915 418</b>	<b>2 885 000</b>	<b>2 911 437</b>	<b>3 547 000</b>	<b>3 245 000</b>

The International Secretariat has managed its overall expenses broadly in line with this budget. For 2010, the International Secretariat proposes an increase in funding to enable the team to expand moderately. The Validation process has proven heavier on staff time than originally envisaged, and has led to a considerable amount of policy development. Furthermore, not only are there more EITI implementing countries now, but the value of International Secretariat staff visiting these countries as well as bringing the National Coordinators together for training and lesson-learning, has become evident. But these activities are expensive in both time and money. Without an increase in senior staff, the effectiveness of the EITI will suffer. With all costs reflected, one more internationally-based Regional Director and a Conference Manager will increase Secretariat expenditure by about \$500,000.

The International Secretariat therefore proposes that the 2010 expenditure be increased to \$3.9m. It is also proposed that \$4.2m be budgeted for 2011 (to include the Conference) and \$3.9m for 2012.

Based on the recommendations of the Finance Committee and with the aim of providing an improved overview of the EITI's expenditure, the International Secretariat proposes the following budget lines/codes for 2010-12.

Title	Acc. Code	Description	2008 (actual) USD	2009 (forecast)	2009 (actual Jan to Aug) USD	2010	2011	2012
<i>Implementation</i>	7336	Travel costs	92 875		30 561,16			
	7300	Other Implementations cost	119 024		14 974,59			
		<b>Total Implementation costs</b>	<b>211 899</b>	<b>150 000</b>	<b>45 536</b>	<b>150 000</b>	<b>175 000</b>	<b>175 000</b>
<i>Outreach</i>	7325	Travel costs	100 146		28 486,03			
	7125	Other Outreach costs	25 220		19 131,95			
		<b>Total Outreach costs</b>	<b>125 366</b>	<b>100 000</b>	<b>47 618</b>	<b>100 000</b>	<b>75 000</b>	<b>75 000</b>

<i>Board Meetings</i>	7334	Travel costs			28 842,91			
	7312	Printing costs			3 130,99			
	7337	Translation costs			18 675,81			
	7310	Postage			1 161,77			
	7700	Other Board Meeting costs	167 661		30 654,17			
		Total Board Meeting costs	167 661	150 000	82 466	100 000	100 000	100 000
<i>Conferences</i>	7134	Other Conference costs	35 126		156 653,48			
	7335	Travel costs			40 854,84			
	7339	Translation costs			29 041,38			
	7338	Printing costs			16 343,87			
	7311	Postage			2 910,28			
	7313	Publications & Editing (incl video)			54 168,03			
	7708	National Coordinators meetings + sponsored participants			227 315,51			
	5960	Gifts at Conferences, Board Meetings etc			308,39			
		Total Conference Costs	35 126	500 000	527 596	100 000	400 000	100 000
<i>Communications</i>	6820	Non-Board/Conference related printing costs	24 802		14 642,02			
	6825	Design of EITI publications	27 603		7 669,60			
	6730	Non-Board/Conference related translation costs	42 914		9 471,64			
	6940	Non-Board/Conference related postage costs	9 020		3 150,04			
		Total Communications Costs	104 339	72 000	34 933	100 000	100 000	100 000
<i>Chairman's Support</i>	7100	Salaries & taxes	100 946		65 913,00			
	7101	Rent	34 768		17 422,15			
	7102	Telephone	14 166		4 921,01			
	7103	Postage	2 164		1 215,59			
	7104	Printing	66 832					
	7106	Stationery	6 803		3 037,56			
	7107	Accounting costs	3 126		1 404,43			
	6782	Other office expenses	71 555		3 976,32			
		Total Chairman's Support Costs	300 360	150 000	97 890	170 000	170 000	200 000
<i>Project consultants</i>	6740	Main expenses (remuneration etc.)	162 391		70 227,37			
	7133	Travel related costs						
		Total Project Consultants Costs	162 391	100 000	70 227	170 000	180 000	200 000
<i>Staff related costs</i>								
<i>Salary costs</i>	5010	Salaries - permanent employees	719 355		596 479,68			
	5012	Wages - (interns)	282 970		32 206,45			
	5190	<a href="#">Holiday pay - ferie penger[1]</a>	73 374		61 539,69			
	5410	Employers tax (arbeidsgiveravgift)	131 312		283 241,61			
	5411	Tax on holiday money	10 346					
	7610	<a href="#">Tim Bittiger[2]</a>	59 369		84 900,75			
	2910	Salary advances						
		Total Salary Costs	1 276 726	2 000 000	1 058 368	2 500 000	2 500 000	2 500 000
<i>Other staff expenses</i>	5011	Housing contribution	125 343		95 231,94			
	5220	Mobile telephone costs incl. office calls	6 923		30 515,36			
	5237	Insurance – pension	25 325		7 729,36			
	5422	Moving costs						
	5426	School fees	54 346		60 612,90			
	5430	<a href="#">Statutory pension premium[3]</a>	25 325		5 376,59			
	5510	Overtime costs						
	5520	<a href="#">Canteen expenses[4]</a>	7 695					
	5920	Insurance – injury						
	5950	Insurance – travel	1 437		1 405,65			
	1392	Travel advances etc.			1 363,71			
	6860	Staff courses/training expenses	2 827		5 279,04			
		Total Other Staff Costs	249 221	250 000	207 515	350 000	350 000	350 000
<i>Office Expenses</i>	6300	Office rent, heating etc.	33 788		24 670,97			
	6430	Rental - office equipment	34 741		172,58			
	6360	Cleaning expenses						
	6430	Inventory	7 361		1 054,84			
	6541	Establishment costs						
	6700	Accounting costs	18 245		7 242,90			
	6780	Miscellaneous costs			4 201,13			
	6800	Stationery	11 969		2 349,60			
	6840	Newspapers, books etc	16 500		6 277,13			
	6900	Telephone	52 721		11 872,92			
	5910	Entertainment expenses	1 560		195,74			
	6960	Internet costs	93 834		31 334,68			
	7600	Licences and royalties	4 672					

		Total Office Expenses	275 391	150 000	89 372	150 000	150 000	150 000
		Contingency	2 955	75 000		75 000	75 000	75 000
		Total Budgeted Expenses	2 911 435	3 547 000	2 241 012	3 895 000	4 205 000	3 925 000

Exchange rates: 2008: 1 USD = 5,2 NOK 2009: 1USD = 6,2 USD

#### Notes:

<sup>1</sup> Holiday pay – Statutory pay linked to the employee's entitlement five weeks (25 days) annual leave. Entitlement to holiday pay is earned in the calendar year preceding the holiday year. Holiday pay equals 12% of last years' salary. Holiday pay is settled in June, replacing salary, regardless of when employees actually take their holiday. It usually is slightly higher than the salary would have been.

<sup>2</sup> Tim Bittiger - EITI International Secretariat staff based in Berlin. His salary cannot be included together with EITI Oslo staff due to control by the Norwegian tax office.

<sup>3</sup> This is a statutory insurance payment paid in advance and as a deposit that will ensure that the payments towards the pension scheme continue should the employee become invalid and unable to continue working. In the first year, the payments will be withdrawn from these funds. The insurers take over the payments after a year of the employee becoming invalid.

<sup>4</sup> Employees using the facilities at the staff canteen are invoiced on a monthly basis. The bill is sent to the International Secretariat who pays the bill and deducts the same from the employees' salary each month. This account should balance out at the end of the year.

## 6.2 Funding-related Activities

Funding for the activities of the Board and International Secretariat comes from all our stakeholder groups. A considerable effort has gone into widening the funding base for this workplan's activities and has been successful. In 2009, so far:

- 14 international and state-owned oil and gas companies provided \$50,000 each (up from providing \$40,000 each in 2008).
- The International Council on Mining and Metals, which represents 18 major mining companies provided \$300,000 (up from almost \$260,000 in 2008).
- Financial support was provided from six mining supporters who are not members of ICMM (up from one in 2008).
- As well as hosting the International Secretariat, the Government of Norway has provided \$210,000 (a further \$390,000 is expected).
- Support from six other Governments (up from two in 2008).
- Investors provided \$7,000 (down from \$20,000 in 2008) from four investment companies (down from five in 2008).

The International Secretariat has therefore both received more and is due to spend more in 2009 than previous years. It also received some separate funding for specific projects such as much of the Conference costs, the National Coordinators meeting in Washington, the InWEnt organised EITI training courses, the EITI Parliamentary Guide, etc. These funds therefore proved sufficient. However, if the same contributors continued to fund at the same level as in 2009, there would be a shortfall of funds for 2010. Furthermore, early indications suggest that more money in 2009 will come in from supporting countries than from supporting companies – though the funding formula required that they be equal. It was hoped that more companies would come on board in 2008 and 2009. The International Secretariat will therefore need to do two actions to redress these issues. Firstly, it will need to continue to attract more supporters, and secondly it will have to seek a minor increase in the contributions requested from the supporting companies.

The International Secretariat will:

Action 32 – Seek continued funding from all contributors.

Resource Requirements: Finance and funding-related Activities are anticipated to require 15% of one policy staff member's time, and 25% of one "Administrative + Interns" staff member's time.

## 7 Monitoring and Evaluation

Effective monitoring and evaluation systems will provide the EITI with better means for learning from experience, improving 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 poverty reduction.

The International Secretariat has developed a set of key performance indicators to start this process, and a list of action points from the workplan (annexes B and C). Furthermore, the International 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). We will establish a working group to develop these outcome indicators.

The 2011 Conference will also be furnished with a professional and independent assessment of the EITI on which to base some of its decisions.

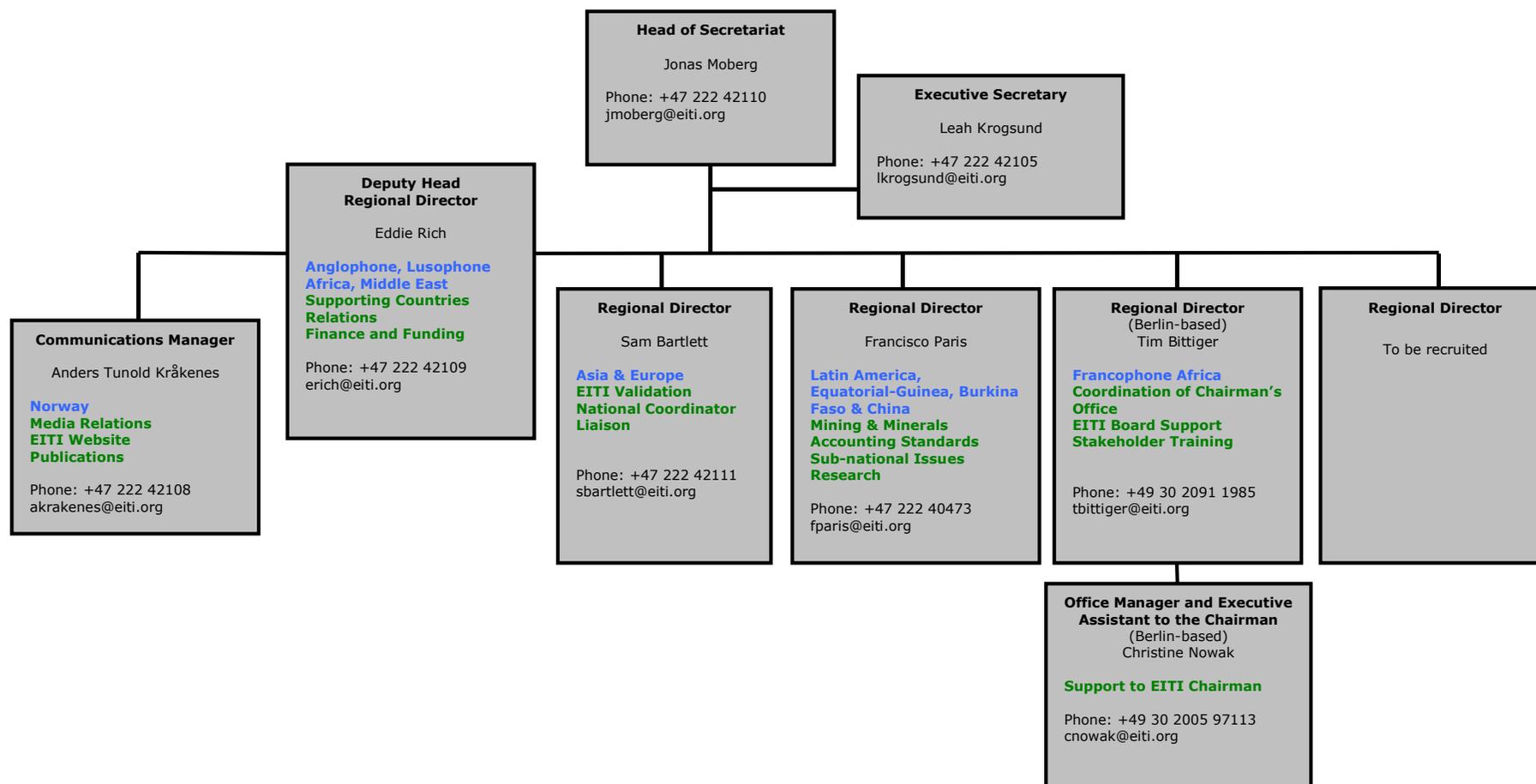
The International Secretariat will:

Action 33 – Establish a working group to develop EITI outcome indicators.

Action 34 - Commission an independent evaluation of the EITI in time for the 2011 Conference.

Resource Requirements: Monitoring and Evaluation is anticipated to require 5% of one policy staff member's time, and 5% of one "Administrative + Interns" staff member's time.

## Annex A - EITI International Secretariat Organisational Diagram



### Interns

**Intern**  
Dyveke Rogan  
**Information Management**  
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**Intern**  
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**Senior Adviser**  
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**Company and Investor Relations**  
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**Conference Manager**  
To be recruited

**Jürgen Reitmaier**  
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**Reza Vaez-Zadeh**  
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**Mike Wilkinson**  
(UK-based)  
**Validation support**  
Phone: +44 7876 034740  
mike.wilkinson09@gmail.com

### Special advisers

## Annex B - EITI International Secretariat Key Performance Indicators

Outcome Indicators	Baseline (end 2007)	End- 2008 Actual	1 Oct 2009 Actual	End-2009 Target	End-2010 Target
<u>Support for EITI</u>					
Number of Supporting Countries	10	12	16	15	18
Number of Supporting Companies <sup>1</sup>	N/A	37	41	N/A	45
Total assets under management of Supporting Investors <sup>1</sup>	N/A	US\$14trn	US\$16trn	N/A	US\$17trn
<u>Implementation of EITI</u>					
Number of EITI Candidate Countries	15	23	29	27	20
Number of EITI Implementing Countries that have completed Validation	0	0	1	15	15
Number of EITI Compliant Countries	0	0	1	3	8
<u>Coverage</u>					
% Proved Oil Reserves in EITI Candidate or Compliant Countries <sup>2</sup>	7.6%	7.6%	TBA	15%	15%
% 2006 Oil production by EITI Candidate or Compliant Countries <sup>2</sup>	6.4%	7.7%	TBA	15%	15%
% Proved Gas Reserves in EITI Candidate or Compliant Countries <sup>2</sup>	5.5%	4.9%	TBA	12%	12%
% 2006 Gas production by EITI Candidate or Compliant Countries <sup>2</sup>	2%	2.6%	TBA	6%	6%
<u>Awareness Raising</u>					
Unique Users of <a href="http://www.eiti.org">www.eiti.org</a> per month	5300	6000	8000	8000	11000
Percentage of users of <a href="http://www.eiti.org">www.eiti.org</a> from EITI countries (minus Norway) <sup>1</sup>	N/A	N/A	10%	10%	14%
Subscribers to the EITI Newsletter <sup>1</sup>	N/A	N/A	1700	1800	2500
Articles mentioning EITI in Factiva.com <sup>1</sup>	438	573	400	600	650
Articles mentioning EITI in AllAfrica.com <sup>1,3</sup>	N/A	N/A	N/A	N/A	N/A
References to EITI in The Financial Times	5	10	7	9	12
References to EITI in The Economist	4	4	5	6	7

<sup>1</sup> New KPIs developed for the 2010 workplan

<sup>2</sup> These benchmarks for oil and gas are calculated using the BP Statistical Review Workbook 2009. The secretariat is seeking to develop a similar indicator for coverage within the mining and minerals sector.

<sup>3</sup> Data to measure the KPI is not available until Nov 2009



## Annex D - Summary of Allocation of Staff Time

Work Plan Element	Policy staff	Admin/Intern	Total
<b>2. Support to Implementing Countries</b>	250 %	70 %	320 %
<b>3. Validation</b>	180 %	20 %	200 %
<b>4. Outreach and communications</b>			
4.2 Priority outreach countries	60 %	10 %	70 %
4.3 Outreach and relations with stakeholders	120 %	70 %	190 %
<b>5. Governance, Management and Administration</b>	110 %	200 %	310 %
<b>6. Finance</b>			
6.2 Funding-related activities	15 %	25 %	40 %
<b>7. Monitoring and evaluations</b>	5 %	5 %	10 %
<b>Total</b>	<b>740 %</b>	<b>400 %</b>	<b>1140 %</b>

Policy staff	Admin/intern staff
<u>Oslo</u>	<u>Oslo</u>
JM 100 %	LK 100 %
ER 100 %	DR 100 %
SB 100 %	<u>Berlin</u>
FP 100 %	CN 100 %
ATK 100 %	CI 100 %
RD 100 %	
CM 25 %	
CE 15 %	
<u>Berlin</u>	-
TB 100 %	
<b>Total 740 %</b>	<b>Total 400 %</b>

Note	
% Policy staff time on implementation support	33 %
% Policy staff time on Validation	24 %
% Policy staff time on outreach and communications	24 %
	<b>81 %</b>

## Annex E – International Secretariat Implementation Activities 2010

EITI Countries	LEAD	Proposed Secretariat activities in 2010
Albania	Bartlett	Support reporting template design and production of first report. Promote CSO engagement and effective MSG oversight.
Azerbaijan	Bartlett	Monitor MSG deliberations and implementation of workplan, and promote emerging best practice
Burkina Faso	Paris	Support capacity building for MSG. Encourage production of first report and preparations for Validation.
Cameroon	Paris	Support completion of validation and help address recommendations. Encourage extensive dissemination of 3rd Report.
Central African Republic	Bittiger	Support completion of Validation. Build capacity to better capture ASM in second and third reports.
Congo	Bittiger	Ensure continued momentum once compliant with EITI and HIPC. Focus on including mining.
Côte d'Ivoire	Bittiger	Support completion of Validation. Ensure political momentum in election aftermath. Advise on inclusion of mining sector in reporting.
DR Congo	Bittiger	Continue donor coordination to ensure progress. Support completion of Validation. Advise on inclusion of non-industrial mining sectors.
Equatorial Guinea	Paris	Support completion of validation and help address recommendations. Encourage extensive dissemination of 1st Report.
Gabon	Bittiger	Work with Interest Group to lead with examples of regional best practice.
Ghana	Rich	Support completion of Validation and help address recommendations. Support to reform of Steering Committee to broaden GHEITI scope to oil and gas.
Guinea	Bittiger	Support completion of Validation. Ensure continuity after the January and March 2010 elections.
Kazakhstan	Bartlett	Support completion of Validation and ongoing efforts to increase company participation
Kyrgyzstan	Bartlett	Support Validation, improved communication and data quality (auditing)
Liberia	Rich	Follow-up on Validation recommendations and ensure momentum.
Madagascar	Rich	Work with interim or full government on restarting EITI process.
Mali	Bittiger	Support completion of Validation. Continue capacity-building efforts.
Mauritania	Bittiger	Support completion of Validation and assist with the 2008 and 2009 reports.
Mongolia	Bartlett	Support Validation and publication of second EITI report.
Mozambique	Rich	Ensure appointment of MSG, Secretariat and reconciler. Begin Validation process.
Niger	Bittiger	Support completion of Validation. Assist with the second and third reports.
Nigeria	Rich	Ensure Validation is completed and recommendations followed up. Encourage timely progress and follow-up on 2006-08 report, and on first mining report.
Norway	Kråkenes	Monitor the Validation process and publication of second EITI report. Promote emerging best practices.
Peru	Paris	Support completion of validation and help address recommendations. Support production of 2nd report.
Sao Tome And Principe	Rich	Encourage production of first report and Validation. Begin discussions on coverage of Exclusive Development Zone.
Sierra Leone	Rich	Encourage completion of Validation. Follow-up on recommendations.
Tanzania	Rich	Ensure appointment of MSG, Secretariat and reconciler. Begin Validation process.
Timor-Leste	Bartlett	Support Validation and publication of second EITI report.
Yemen	Rich	Seek a solution to the dispute over scope and then encourage fast progress to first report.
Zambia	Rich	Encourage production of first report and Validation.

# Communications Strategy 2010-2011

EITI International Secretariat Oslo, 30 September 2009

## 1 Summary

The EITI is striving to be the global standard for transparency of natural resource revenues. In order to achieve this, the International Secretariat needs to: support implementation; reach out to potential EITI countries; and engage with the public and policy makers in supporting, implementing and non-EITI countries. The purpose of this Communications Strategy is to outline the communications activities the International Secretariat will need to prioritise in order to reach the EITI's goal of being a global standard.

In summary, the Communications Strategy for 2008-2009 was focused on explaining the EITI and developing a website and a critical mass of materials and guidance documents. The Communications Strategy 2010-2011, adopted by the Secretariat, will focus on demonstrating the EITI's impact, raising its public profile and supporting implementation of the guidance materials that have been developed. Recognising the EITI Chairman's role as the public voice of EITI, s/he will be central to the delivery of this strategy.

## 2 Background

This paper reflects the experiences of the International Secretariat after the first two years of its operation, and following a consultative process during third quarter 2009. It builds on the platform for thinking about the audiences and instruments for EITI Communications that was set out in the Communications Strategy 2008-2010, agreed at the Meeting of the EITI Board in Accra, February 2008.

In the Secretariat's early days in Oslo, there were few EITI materials and they were centred on a few key messages. Since 2007 the Secretariat has increasingly seen the need to target its approach and its messages to each unique stakeholder group. Moreover, it has learned that as global conditions change, the case for the EITI needs to be made in different ways. This flexible and targeted approach towards EITI's messages will be extended over the next two years.

Moreover, over the last two years the Secretariat has increasingly recognised that much of the value from the EITI processes comes from effective communications in the implementing countries. Countries that give priority to communicating the results of the reports are more likely to have a successful EITI process. Therefore more implementation support has been targeted towards improving communications at the country level. This focus on improving communications is likely to increase further as more countries issue EITI Reports.

In 2008 and 2009, the Secretariat prioritised the development of materials to explain the EITI: a multi-lingual website; guidance materials for implementers of the EITI (including a Communications Guide, a Business Guide and a Legislators' Guide); a Newsletter; and a suite of short, targeted fact sheets.

In 2010 and 2011, especially following more countries becoming EITI Compliant, the EITI will have to do more to demonstrate the impact of the EITI process in implementing countries and manage expectations about what Compliance signifies. Also, a concerted and targeted effort to raise the public profile of the EITI is likely to be needed to reach out beyond its existing partners.

To achieve this, the Secretariat will give priority to the following four activities.

### 3 Four strategic priorities

#### 3.1 Keeping stakeholders updated and informed, and explaining the EITI

EITI's stakeholders will be informed and equipped with the tools to implement and promote the EITI within their role and mandate. This is done through the use of the website, guidance materials, newsletters, other information materials and training sessions that the International Secretariat will continue to deliver and develop. Materials will be available in English, French and Russian, but also other languages where demanded.

#### 3.2 Supporting implementation and increasing the effectiveness of the EITI reports

The EITI Reports are the most tangible outcome of the EITI process. For the EITI to matter, it is important that the information and presentation of the reports are clear and accessible. It is therefore crucial to facilitate efforts to make reports available and comprehensible and to ensure that national EITI secretariats effectively communicate them. However, the International Secretariat's ability to reach the operational levels of the national EITI secretariats and MSGs needs to be improved. In turn, national EITI stakeholders need improved assistance to enhance their capacity to reach citizens with their communication and dissemination efforts. The International Secretariat will give priority to efforts to facilitate better communications programmes in implementing countries.

#### 3.3 Demonstrating impact and enhancing the case for the EITI

As more countries are moving towards EITI Compliance, the need to show that the process has had a positive and tangible impact increases. The International Secretariat will prioritise collecting, documenting, and presenting stories, studies and other evidence of impact from the EITI. Also, as more countries become EITI Compliant, the International Secretariat will emphasise that Compliance is the starting point of a successful EITI process and does not signify an end point in the countries' efforts to improve resource revenue management.

#### 3.4 Increasing profile

Over the last few years, the EITI has become well known within an expanding community of EITI supporters and partners. There is also some evidence that the EITI is becoming better known and understood by the public in implementing and supporting countries. However, greater awareness of the EITI among the more general public is needed. To this end, the International Secretariat will, especially through its support to the EITI Chair, undertake concerted and targeted efforts to enhance its profile through developing its brand, expanding its visibility on new channels, and carrying out targeted media efforts.

## 4 Resources

Implementing this Communications Strategy will be a high priority of the International Secretariat and considerable human and financial resources will be dedicated to ensuring that communications objectives are met. On the human resource side, this will mean:

- continued strengthening of the communication skills of the team;

- increased engagement by the team with National Coordinators and technical assistance providers to try to push communications up the EITI agenda at the national level;
- inputs from and strategic cooperation with partner organisations, academia and the media on better evidence for EITI impact, with in-country stories to illustrate what is being achieved;
- inputs from the EITI Communications Advisory Group (a group of communication professionals in partner institutions) on strategic communication advice; and
- potential additional external media/PR agency inputs for an EITI branding/profile campaign.

All of these activities will be coordinated by the Communications Manager at the International Secretariat, with support from interns at the International Secretariat.

US\$100,000 a year has been put aside for communication activities. While in the past this has been used primarily for the production of written materials, in 2010 and 2011, a growing proportion will be used for multimedia products.

## 5 Monitoring and evaluation

The Communications Strategy will be monitored alongside the rest of the International Secretariat Workplan. The performance will be measured against a set of Key Performance Indicators (see Annex 4). Stakeholder satisfaction with its communications will be evaluated through annual surveys with EITI stakeholders in 2010 and 2011. The Communications Advisory Group will be involved in the on-going evaluation.

## 6 Conclusion

This strategy sets the platform for the annual Communications Plan which is part of the EITI International Secretariat 2010 and 2011 Work plan.

### Annex 1: 2010 Communication Plan

### Annex 2: Communication Materials and Channels

### Annex 3: Communications Matrix

### Annex 4: KPIs for Communications

# ANNEX 1: 2010 COMMUNICATIONS PLAN

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This communications plan contains 10 actions that the International Secretariat will undertake in 2010. These actions are also integrated into the International Secretariat Workplan 2010.

## 1 Keeping stakeholders updated and informed, and explaining the EITI

### I. Update website, newsletter, board papers, targeted materials

The International Secretariat will continue to develop existing materials. Priority will be given to improving accessibility for all stakeholders, taking into account technical limitations of target audiences in a range of regions. Work will also continue on creating targeted messages to each stakeholder group and developing tools to easily and effectively organise and deliver these messages.

### II. Respond to media queries, engage with media, issue press releases, write articles

The International Secretariat will continue its role as a resource centre about transparency of natural resource revenues, by handling incoming queries from media, actively engaging with targeted media, issuing press releases on important news from the EITI, as well as contributing articles to publications.

### III. Develop a communications strategy for the next EITI Global Conference

The International Secretariat will develop and implement a communications and media strategy in the run up to the next EITI Global Conference. It will also include a strategy for developing the EITI brand.

## 7 Supporting implementation and increasing the effectiveness of the EITI reports

### IV. Improve national EITI communications by developing tools and by creating a network for national EITI communication managers.

The International Secretariat will follow up and encourage the use of the EITI Communications guide with training activities, documents and toolkits. The International Secretariat will facilitate peer-learning by creating a network for national EITI communications managers in collaboration with efforts to better connect National Coordinators. These efforts will centre on best practice in reaching stakeholders, especially citizens and communities with information.

### V. Create an updated version of the Source Book, and the EITI Rules,

Following the country Validations in 2010, the International Secretariat will develop a new version of the Source Book and EITI Rules.

## 8 Demonstrating impact and presenting the case for the EITI

### VI. Develop materials demonstrating impact and plan for communicating these

The International Secretariat will collect, document, and present stories, studies and other evidence of impact from the EITI. These efforts will become a core activity for the International Secretariat and will build on the 'EITI Impact' publication to be published in late 2009.

## 9 Increasing profile

### VII. Broaden visibility in social media, and create partnerships with other institutions

The International Secretariat will create and implement a plan to improve its brand and visibility in the social media space, by linking the EITI Blog up with other partner institutions, as well as improving its presence in places such as Wikipedia, YouTube, Twitter, Facebook, Flickr and SlideShare.

### VIII. Coordinate an awareness raising campaign about the EITI

In coordination with partners, the International Secretariat will consider launching a campaign to raise awareness about the EITI and improving management of resource revenues.

### IX. Organise targeted meetings with media and high-level stakeholders

Since the Chairman is the official voice of EITI, the International Secretariat will support him to play this role effectively. In order to promote EITI's profile and more high-level advocacy, the International Secretariat will organise meetings and briefings with media as well as targeting high profile and credible potential advocates for the EITI.

## 10 Monitoring and Evaluation

### X. Perform an Annual Survey of communications amongst stakeholders

The International Secretariat will perform a survey of its communications efforts with its stakeholders, the results of which will serve as background for drafting the 2011 Communications Plan.

# ANNEX 2: COMMUNICATIONS MATERIALS

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Below is a brief overview of the channels and materials that the EITI employs to deliver its messages.

## 2 Communications Materials

### 10.1 Website

This is the principle source of information for the majority of EITI's stakeholders and audiences.

Over the years the EITI website has seen increasing traffic from all corners of the world. In 2008, the website had 60,000 unique visits. During the first seven months of 2009 the site has already had more visitors than the whole of last year. A growing proportion of these visitors come from developing countries. As well as reflecting the overall trends of improving internet access, it reflects a rising interest in transparency and in learning about the EITI.

To accommodate the increasing user base and incorporate user feedback the International Secretariat has received over the last year and a half, it launched an improved EITI website in May 2009 at the domain [www.eiti.org](http://www.eiti.org).

The main elements of the website are the News items, the Events calendar, a Resource centre with publications and reports from EITI and its partners, as well as the EITI Blog which is authored by members of the EITI Secretariat and key stakeholders.

### 10.2 Fact sheets

These brief documents contain essential facts about the EITI. Fact sheets are being developed for some outreach countries and on specific hot topics by individual staff members.

### 10.3 Newsletter

The current EITI Newsletter was launched in its current form in early 2008. It updates subscribers on EITI progress and related news. It has seen a sustained growth in its subscription base since its inception.

### 10.4 EITI Publications

The International Secretariat creates 2-3 publications every year. Some of the publications that have been created are EITI Progress Report, Legislator's Guide, Communications Guide, Business Guide, and the EITI Rules. These publications are mainly of use to all implementers and other interested stakeholders, and are translated in to relevant languages.

### 10.5 Press Release

The International Secretariat issues press releases on important and newsworthy developments in the EITI community.

### 10.6 EITI Video / multimedia presentation

The International Secretariat has created a video explaining the EITI that was launched at the Global Conference in Doha. It will seek opportunities to create more video and multimedia content in collaboration with its partners.

## 11 Other channels

### 11.1 Chairman's visit

A visit of the EITI Chairman is the most high-level and prestigious options at the EITI's disposal. It can be very useful for supporting progress and to manage a high-level dialogue with government and other stakeholders.

### 11.2 Engaging high-level individuals

The EITI has several advocates of the EITI, often located in outreach countries. They are critical players in ensuring continuous dialogue.

### 11.3 Bilateral meetings and field visits

By Board members or International Secretariat staff. Can be useful for supporting progress and to document stories of EITI's impact.

### 11.4 The EITI Global Conference

The EITI holds a Global Conference once every two years, bringing together all stakeholders of the EITI. The EITI Member's Meeting at the Conference is the highest governing body of the EITI. The Global Conference is an opportunity to garner high-level engagement from EITI's stakeholders around the world.

### 11.5 EITI Training seminars and Workshops

Facilitated by InWent, EITI has launched a set of training seminars for implementers. The seminars are often held in a regional context.

### 11.6 Social Media

The EITI has a growing online presence in online social media channels, including Wikipedia, YouTube, Twitter, Facebook.

### 11.7 Granting of Logo

EITI Secretariat occasionally grants its logo as a sign of EITI endorsement. The use of the EITI logo is governed by the EITI Logo Policy, available on the EITI website.

These materials are mapped out against the International Secretariat's key stakeholders in the Communications Matrix, Annex 3. This is a tool to check whether EITI's channels are fit to purpose to reach its stakeholders.

# ANNEX 3: COMMUNICATIONS MATRIX

## Channels

Stakeholders	Channels																
	Board Circulars	Website	Fact Sheets	Newsletter	Global Calendar	EITI Publications	News items	EITI Progress Report	Press Release	Blog	Multimedia	Granting of logo	Chairman's visit	EITI Advocates	Bilaterals and field visit	Training and Workshop	Board meeting
Board	Primary	Secondary		Primary	Primary	Primary											Primary
Implementing countries	Secondary	Primary		Secondary	Secondary	Primary			Secondary	Secondary		Primary		Primary	Primary	Primary	Primary
Outreach countries		Primary	Primary		Secondary	Primary			Secondary	Primary		Primary	Primary	Primary	Primary	Primary	
Supporting governments	Secondary	Primary		Secondary	Secondary	Primary	Primary		Secondary	Primary							Primary
Companies	Secondary	Primary		Secondary	Secondary	Primary			Secondary	Primary						Secondary	Primary
Investors	Secondary	Primary		Secondary	Secondary	Primary			Secondary	Primary							Primary
Civil Society	Secondary	Primary		Secondary	Secondary	Primary			Secondary	Primary						Primary	Primary
World Bank		Secondary		Secondary	Secondary	Primary			Secondary								Primary
Regional bodies		Secondary			Secondary	Primary			Secondary							Secondary	Primary
International media		Primary	Primary				Primary		Primary			Primary	Primary				
Academia, research	Secondary			Secondary					Primary	Secondary							

Primary  
 Secondary  
 N/A

## ANNEX 4: COMMUNICATIONS KPIS

The EITI Secretariat continues to develop indicators to measure its performance, and will in 2010 seek to add KPIs that measure coverage on radio and TV.

Outcome Indicators	2007	2008	Target 2009	Target 2010	Target 2011
<u>Awareness Raising</u>					
Unique Users of <a href="http://www.eiti.org">www.eiti.org</a> per month	5300	6000	8000	11000	15000
Percentage of users of <a href="http://www.eiti.org">www.eiti.org</a> from EITI countries (minus Norway)	N/A	N/A	10%	14%	18%
Subscribers to the EITI Newsletter	N/A	N/A	1500	2500	3500
Articles mentioning EITI in Factiva.com	438	573	600	650	700
Articles mentioning EITI in AllAfrica.com*	N/A	N/A	*	*	*
References to EITI in The Financial Times	5	10	7	9	12
References to EITI in The Economist	4	4	5	6	7

\* Data to measure the KPI is not available until Nov 2009