Summary of the 2023 EITI Key Performance Indicators (KPIs)

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1. Summary

This paper summarises the KPI data collected in 2023, following the Board approved framework, while also setting out considerations regarding some aspects of the KPI framework. The KPIs underwent revision and approval by the EITI Board in 2023, following an extensive review process conducted by a dedicated working group. To balance cost and demands associated with maintaining data, it was agreed to report 2023 KPI data to the EITI Board in Q1 2024. This timing aligns with the annual work planning cycle and with financial reporting for the previous year. In March 2024, the Board agreed to maintain this reporting cycle going forward, ensuring alignment with objectives and activities in the three-year outlook for 2024 – 2026.

To assess whether the KPI framework adequately captures the impact and effectiveness of the EITI, the Board agreed in March 2024 that the International Secretariat arrange for consultations with Board constituencies, with the intention of reviewing Category 3 – Global Performance Indicators. Particular areas of interest include Domestic Resource Mobilisation (DRM), and Environmental, Social and Governance (ESG), Foreign Direct Investment (FDI), focused on a discussion on exploring potential viable substitutes or additions for the monitoring and measurements of these indicators to ensure they convey a picture for EITI impact and effectiveness.

In March 2024, the Board also agreed on the next steps and timeframe for a light touch partial review of the KPIs, focusing on the Global performance Indicators as outlined below.

Step 1:

- The GOC gathers comments and feedback from the Board members during Board meeting in Toronto.
- Depending on the nature of the comments received, the Board may task the Secretariat to explore additional sets of indicators that could address the identified areas for improvement.

Step 2:

- Subject to the outcome of the Board discussion, the GOC, supported by the Secretariat, could proceed with a light touch review of the third category of KPIs to assess their suitability for the intended purpose.
- In carrying out this task, the Secretariat should address the overarching question: "Do these indicators provide the right framework to help the EITI document its impact and communicate its contribution to global issues?

Key questions for considerations during these consultations might include the following:

- What value and impact does the EITI contribute through the Global Performance Indicators?
- What internationally comparable and regularly updated data sets are available for considering substitutes or additional indicators?

Additionally, minor updates were also agreed for Category 1 and 2, primary concerning data quality and collection. Internal tracking mechanisms aimed at presenting trends and establishing baseline measurements will be further developed, as outlined in Annex 1.

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2. Background

The EITI's key performance indicators (KPIs) were revised and approved by the EITI Board in April 2023, replacing the previous key performance indicators from 2018. The aim of the revised KPIs was to have a set of indicators that was fit for purpose as an accountability and oversight tool. The result was a reduction and simplification of the number and type of KPIs reducing these from 92 to 48 indicators, with reporting moving from summary tables to more graphic and text-based presentation. The EITI Board approved the revised KPIs (Board approval 2023-17/BC-334) via Board Circular BC 334.[1]

The current framework developed for 2023 KPI reporting was designed to provide an oversight and accountability tool. The 2023 KPI data presented in this paper is based on the 2023 International Secretariat work plan. Data are also drawn from Outreach Progress Reports (OPR) and Implementation Progress Reports (IPR) produced throughout 2023. Many of the KPIs are new, and due their complexity, the International Secretariat has invested time and resources on data collection by designing internal tracking mechanisms and extracting data from the new website tool which has also allowed for data visualisation.

3. Structure for the reporting of the 2023 KPIs

This report uses the KPI framework developed for 2023, drawing on data collected as of 31 December. Many of the KPIs are new and are reported for the first time. Existing KPIs are presented as trends using data collected over time and where comparison is useful. Not all KPIs will be analysed and in some cases the data is reported for information only. The paper also refers to other International Secretariat papers and reports where detailed analysis of individual KPIs can be found.

The KPIs are organised and presented based on three main categories:

1. **Secretariat effectiveness indicators:** These track how the International Secretariat operates and provides critical support services to the EITI Board and to implementing countries.
2. **Country outcome and context indicators**: These track country performance on implementing the EITI Standard and the national context within which implementation takes place.
3. **Global performance indicators:** These track the EITI as an international initiative and its wider significance.

4. Key Performance Indicator results 2023

In 2023, the EITI Secretariat acheived efficient and prudent financial management by maintaining expenditures significantly below budget and in line with revenues. Efforts were made to adhere to target levels for management and overhead costs, and cost cutting measures were implemented

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[1] The Board decision is available on the EITI website https://eiti.org/documents/eiti-key-performance-indicators

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while preserving the quality of the work, both on Validation and support to implementation. The Secretariat effectively leveraged the Global Conference for maximum stakeholder engagement, capacity building and peer learning. Staff retention rates showed improvement from 2022, and there was a positive trend in gender balance across Secretariat staffing.

The EITI Board and its Committees demonstrated effective functioning throughout 2023, making timely decisions, particularly on the revision to the Standard. The various committees were actively engaged, evident in the number of meetings and papers reviewed in line with their respective mandates. The Secretariat highlights substantial progress in strategic priorities, particularly in areas such as anti-corruption and revenue mobilisation, which are now fully embedded in the Standard. However, there's a challenge in measuring the level of activity impact—whether to track Secretariat inputs or to assess the adoption and progress of implementing countries in line with these priorities.

The National Coordinator Survey underscored a generally high satisfaction level with the support provided by the International Secretariat, particularly in responsiveness and guidance. Nevertheless, the Secretariat acknowledges the need for improvements, specifically in capacity building across thematic and policy priorities, reporting and work planning as shown in the feedback from the survey. Overall, while successes in financial management, gender balance, and decision-making effectiveness are evident, the Secretariat is mindful of areas that require focused attention to improve its effectiveness.

The data presented is based on 31 December 2023.

4.1 Category 1 - Secretariat effectiveness indicators (16 KPIs)

Finance and Management	Revenue	*Figure 1 - 2*
	Expenditure	
	Management support to International Secretariat	*Table 1*
	Staff retention	*Table 1*
	Gender balance	*Figure 3*
Board support	Meetings	*Table 2*
	Papers submitted	
	Effectiveness	*Table 2*
	Board satisfaction by EITI Board and Committee	NA*
	Board Satisfaction by constituency.	
Country support	Number of International Secretariat support activities	*Table 3*
	Papers and briefs	
	Countries supported	
	Satisfaction	*Figure 4*
	Areas of country satisfaction	
	Areas for improvement	

* The Board Survey was conducted in 2022 and is executed on an 18 month cycle. No survey was performed in 2023.

Finances and management 2023

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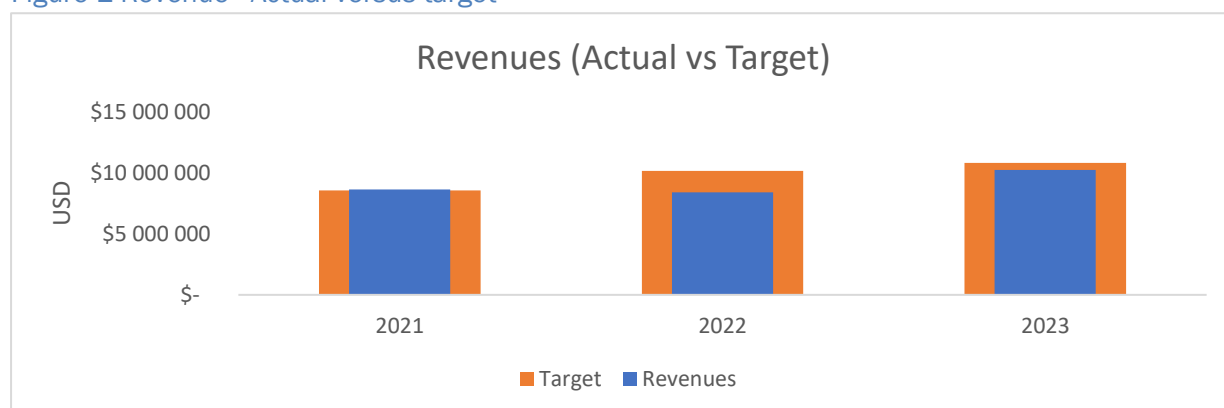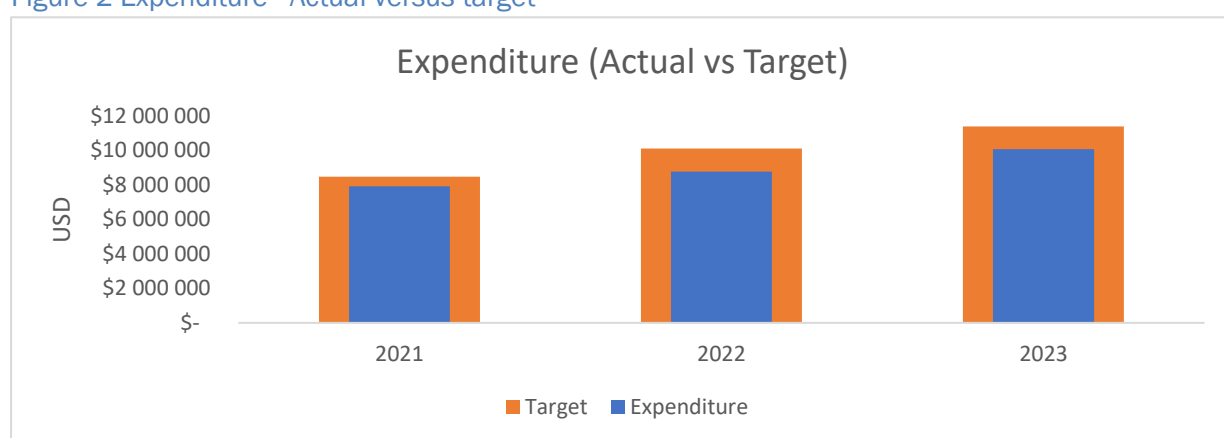Figure 1 Revenue - Actual versus target

Figure 2 Expenditure - Actual versus target

The blue colour represents actual revenue and expenditure, and orange represents budget. Actual revenue in 2021 exceeded the budget, whereas in the 2022 and 2023 actual revenue was lower than budget. Expenditures in all three years presented are lower than budget.

The data presented is from management annual accounts reports. Raw data for Figures 1 and 2 can be found under Annex 1. Detailed assessment of Revenue and Expenditure development is in the Board paper 52–6 2021 EITI Annual Accounts, KPIs and 2022 Forecast and Board Paper 55-6-A 2022 EITI Annual Accounts and KPIs.

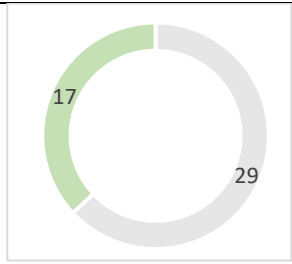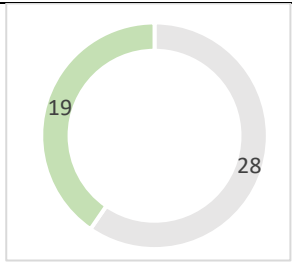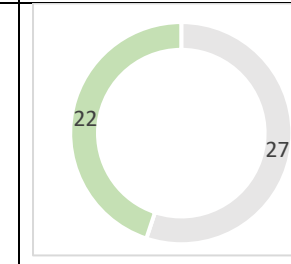Table 1 – Management support to the International Secretariat and staff retention

	2021		2022		2023	
	Target	Actuals	Target	Actuals	Target	Actuals
Management support	17.1%	16.5%	12%	16.9%	14%	13.2%
Staff retention	NA	14.6%	NA	8.5% (4)*	NA	12.3% (6)*

*Number of staff offboarding. More detailed analysis is available in the 2023 EITI Annual Accounts.

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Gender balance

Figure 3 – presentation of gender balance based on total number of staff (2021 – 2023)

Female		Male			
	2021		**2022**		**2023**
All Secretariat Staff	17 / 29		19 / 28		22 / 27

	Male			Female		
	2021	2022	2023	2021	2022	2023
Director*	60%	57%	62%	40%	43%	38%
Manager	29%	40%	43%	71%	60%	57%
Officer	27%	29%	33%	73%	71%	67%
Assistant/intern			0%	100%	100%	100%

*Includes Executive Director/Deputy Executive Director.

The percentages are calculated based on total number of staff at each level. Please see Annex 1 for raw data. The 2024 workplan (Board paper 54-5) refers to concrete actions related staff retention and gender balance such as executing Diversity, Equity, Inclusion and Belonging training which will lead to updated policy and a review of other HR policies.

Support to EITI Board and Chair

Table 2 – Board and Committee effectiveness

	Board	FC	GOC	IC	OCC	RRC	VC
Year	2023	2023	2023	2023	2023	2023	2023
# Meetings	5*	8	12	13	4	2	11
Effectiveness	42 %	30 %	54 %	42 %	41 %	100 %	55 %

*Extraordinary Board meeting in 2023.

Effectiveness is calculated for the Board and by Committee. Papers are submitted to the Board and Committee for information, discussion and for decision. The effectiveness indicator is calculated based on number of papers for decision by dividing total number of papers submitted

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to Board or Committee/ number of papers submitted for decision. No data was collected for 2022 in terms of number of meetings and paper submitted.

Country support

Table 3 - Work plan objectives and progress towards strategic priorities for 2023

| Indicator	Targets	Major area of focus activity
Countries targeted	47	
Support activities	133	Energy transition (13%) Corruption risk (41%) Revenue mobilization (12%) Open data, use and analysis (13%) Measuring impact (22%)
Papers and briefs	19	Energy transition (5%) Corruption risk (58%) Revenue mobilization (37%)

The aim of this KPI is to provide a metrix for linking country support and strategic priorities. Country support is one of many areas that will support progress on strategic priorities. The overall progress on strategic priorities can be seen in IC paper 04-01 : Strategic priorities refresh 2023_2026_Scope and process and in the EITI International Secretariat Annual Progress Report.

The data is collected from the International Secretariat 2023 Work Plan. Implementation support from regional departments is demand driven and when activities are executed it covers more than one strategic priority. Where possible, the International Secretariat plans for regional activities with the scope of peer learning and cost efficiency. To be able to present data with a focus on country support, the data is presented per number of countries supported, activités performed and papers and briefs.

NC survey

The aim of the survey to the National Coordinators is to check overall satisfaction. 8 questions were asked, and the result is summarised in Figure 4. In total 43 out 57 Implementing countries responded. The survey was conducted in January 2024.

Figure 4 – Overall satisfaction feedback.

National Coordinator Satisfaction Survey 2023
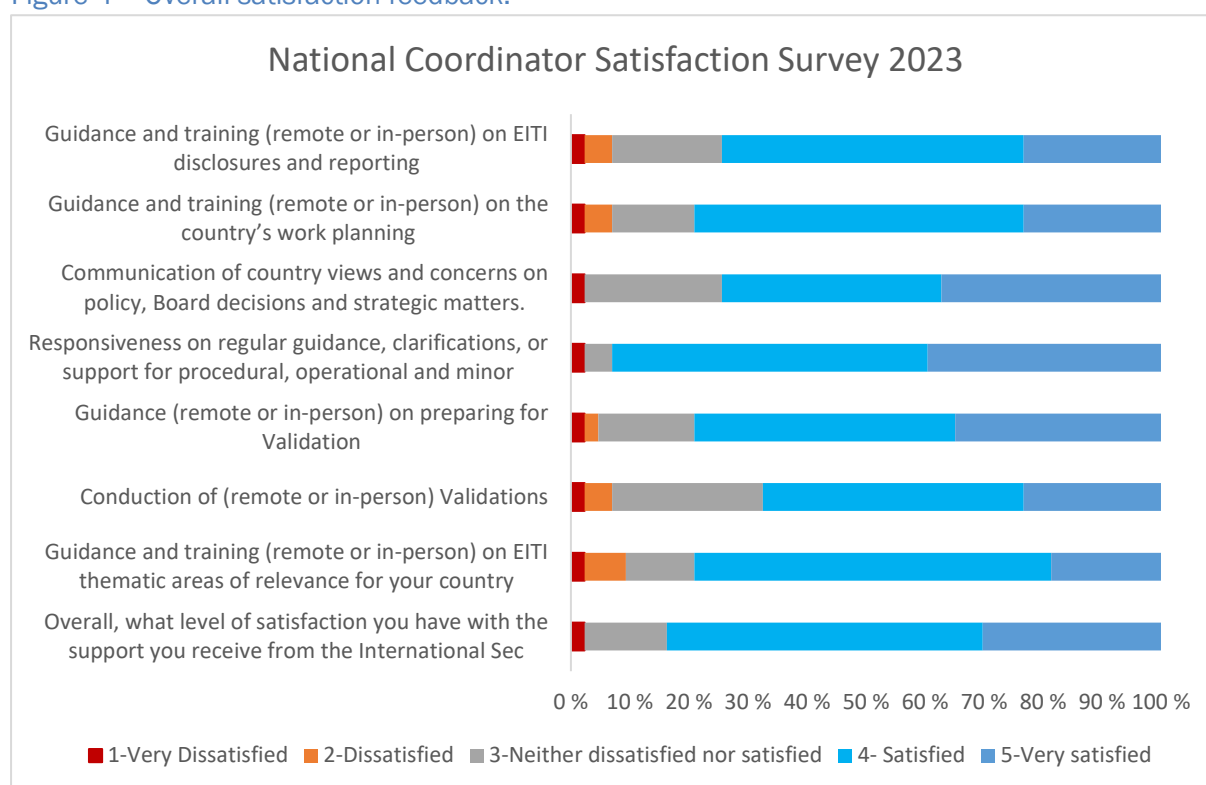
Question	Average Satisfaction	Lowest score	Highest score
Overall, what level of satisfaction you have with the support you receive from the International Sec	4.09 (82%)	1 (20%)	5 (100%)
Responsiveness on regular guidance, clarifications, or support for procedural, operational and minor	4.28 (86%)	1 (20%)	5 (100%)
Guidance (remote or in-person) on preparing for Validation	4.07 (81%)	1 (20%)	5 (100%)
Communication of country views and concerns on policy, Board decisions and strategic matters.	4.07 (81%)	1 (20%)	5 (100%)
Guidance and training (remote or in-person) on the country's work planning	3.86 (79%)	1 (20%)	5 (100%)
Guidance and training (remote or in-person) on EITI disclosures and reporting	3.88 (78%)	1 (20%)	5 (100%)
Guidance and training (remote or in-person) on EITI thematic areas of relevance for your country	3.86 (77%)	1 (20%)	5 (100%)
Conduction of (remote or in-person) Validations	3.81 (76%)	1 (20%)	5 (100%)

*% satisfaction scores are calculated by using the score/total score (5)

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The questions focused on satisfaction level on implementation support, including validation, provided by the International Secretariat. The overall satisfaction level was 4.1/5 or slightly above "satisfied" with Secretariat support and responsiveness. The survey allowed for comments to be included. Feedback received refers to more capacity building across thematic areas, reporting and work planning.

4.2 Category 2 - Country implementation and context indicators (9 KPIs)

Validation scores	Number of validations completed	*Table 4*
	Distributions of scores for validations last year	
	Distributions of scores all countries most recent validations	
	Improvements in validations	
Country Implementation status	Systematic disclosure	*Figure 5*
	EITI report quality	
	Work plan quality	
	Stakeholder engagement per constituency	
	EITI embedded through law or policy framework	

These KPIs align with the International Secretariat's work plan targets, offering a comprehensive snapshot of progress and challenges in country implementation. Ongoing efforts by the Secretariat aim to refine these measures for consistent tracking and improve country support between Vlidations.

The KPIs primarily focus on monitoring country implementation, offering valuable insights into areas for improvement, drawing on the Secretariat's implementation tracker. In 2023, systematic disclosure stands at 31%, with 55% of data disclosed through EITI reports and 14% data not available. The quality of EITI reports varies widely across regions and countries. Overall, the Secretariat assessed 36.7% of all reports as high quality, with 57.1% assessed as medium quality and only 6.1% assessed as low quality. The quality of national work plans also varies, with 29.8% assessed as high quality, indicating they are up-to-date, comprehensive, and aligned with national priorities. Meanwhile, 28.1% are assessed as medium quality, and 42.1% of published national work plans are assessed as low quality. Regarding EITI being nationally embedded, 37% of countries have incorporated it into national legislation or policy frameworks, although the majority of national EITI processes are outlined in government degrees and executive orders.

In 2023, 11 countries that completed validation achieved an average overall score of 77.9, with component scores indicating strengths in Transparency and on Outcomes and Impact. For all 52 countries validated to date, the overall average score is 76.8.

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Table 4 - Validation scores

Low	Fairly low	Moderate	High	Very High

	Stakeholder engagement	Transparency	Outcomes and impact
Validation board decisions in 2023 (Countries, n=11)			
Average Component score in 2023	75.7	78.7	79.3
Average Overall score in 2023	77.9		
Countries validated to date (n=52)			
Average Component score to date	76.3	76.4	77.8
Average Overall score to date	76.8		
Average change since previous Validations *	-4.6 pts†	-1.9 pts†	-3.3 pts†

*= Average change in scores from previous Validation, applies to 27 countries. To apply categories from the new Validation model to prior Validations, assessments of individual requirements were converted into numerical scores, which were then aggregated into an overall score and category for each component.

The KPIs do not present average Validation scores for each Requirement or provide scores for past years, but present Validation scores graphically and in aggregate for each of the three components of the new Validation model (Stakeholder Engagement, Transparency and Impact, Transparency, Outcomes and impact). Additionally, the metric is presented to indicate changes in the scores of countries' successive Validations, such that improvements from the first to the

second or second to third Validation can be captured. Validation scores are set by the International Secretariat wand part of a validation is how a country performs. The KPI is presented for monitoring only to mitigate the risk of the International Secretariat of being in a conflict of interest situation, as a result, the KPIs are grouped with country implementation and context rather than Secretariat Effectiveness or Global Performance.

Figure 5 - Country implementation status 2023

Systematic disclosure (% of EITI data that is available in implementing countries)	31% through systematic disclosure	55% through EITI reporting	14% not available
EITI report quality*(IS assessment of most recent report)	36.7% high	57.1% medium	6.1% low
Work plan status & quality*(IS assessment of work plan published and covering past year)	29.8% high quality	28.1% medium	42.1% not published
EITI is nationally embedded* (through reference in legislation or policy framework)	37% Yes	63% No	

Previous practice was to report KPIs on country implementation status using data over several years to look at the trend. The 2023 KPIs focused on alignment with the target set in the International Secretariat annual workplan.

Several of the Country Performance KPIs are drawn from internal performance tracking metrics by the International Secretariat. This includes assessments of the quality of countries' annual work plans, EITI Reports, and the engagement of each constituency in national implementation, as assessed by country managers at the International Secretariat. This does not include a measure of gender equality in multi-stakeholder groups, due to a lack of comparable data. These internal tracking measures are subjective and duplicate some aspects of Validation scores. The Secretariat continues work to ensure consistency in these measures and has introduced more regular monitoring to strengthen country support, in between Validations every third year.

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4.3 Category 3 - Global performance indicators (19 KPIs)

Governance and investment climate	Government effectiveness	*Figure 6 – 7*
	Control of Corruption	
	Voice and Accountability	
	FDI (inflows as % of GDP)	
	Tax efficiency (as % of GDP)	*Figure 7*
	Countries with overall high score on most recent Validation	*Figure 8.*
	Countries supported for outreach	*Annex 2*
	Countries independently accessing international secretariat guidance online	*Table 5.*
	Civil society organisational members	*Table 6.*
	Supporting countries	*Figure 9 - 10*
	Financial contributions from supporting countries	
	Supporting companies	
	Financial contributions from companies	
	Countries implementing the EITI standard	
	Financial contributions from ICs	
	Supporting companies' adherence to expectations	*Figure 11 Table 7*
Communications and contribution to global debate	Newsletters & recipients	*Table 8*
	Website content & traffic	
	Data access	

Investment and governance climate

The Worldwide Governance Indicators (WGI) project reports aggregate and individual governance indicators for over 200 countries and territories for six dimensions of governance. The WGI are intended for general cross-country comparisons and for evaluating broad trends over time. Estimate of governance (ranges from approximately -2.5 (weak) to 2.5 (strong) governance performance.

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Figure 6 and 7 – WGI Global Performance Indicators

WGI Global Performance Indicators - EITI Implementing Countries

World Bank Global Performance Indicators - EITI Implementing Countries
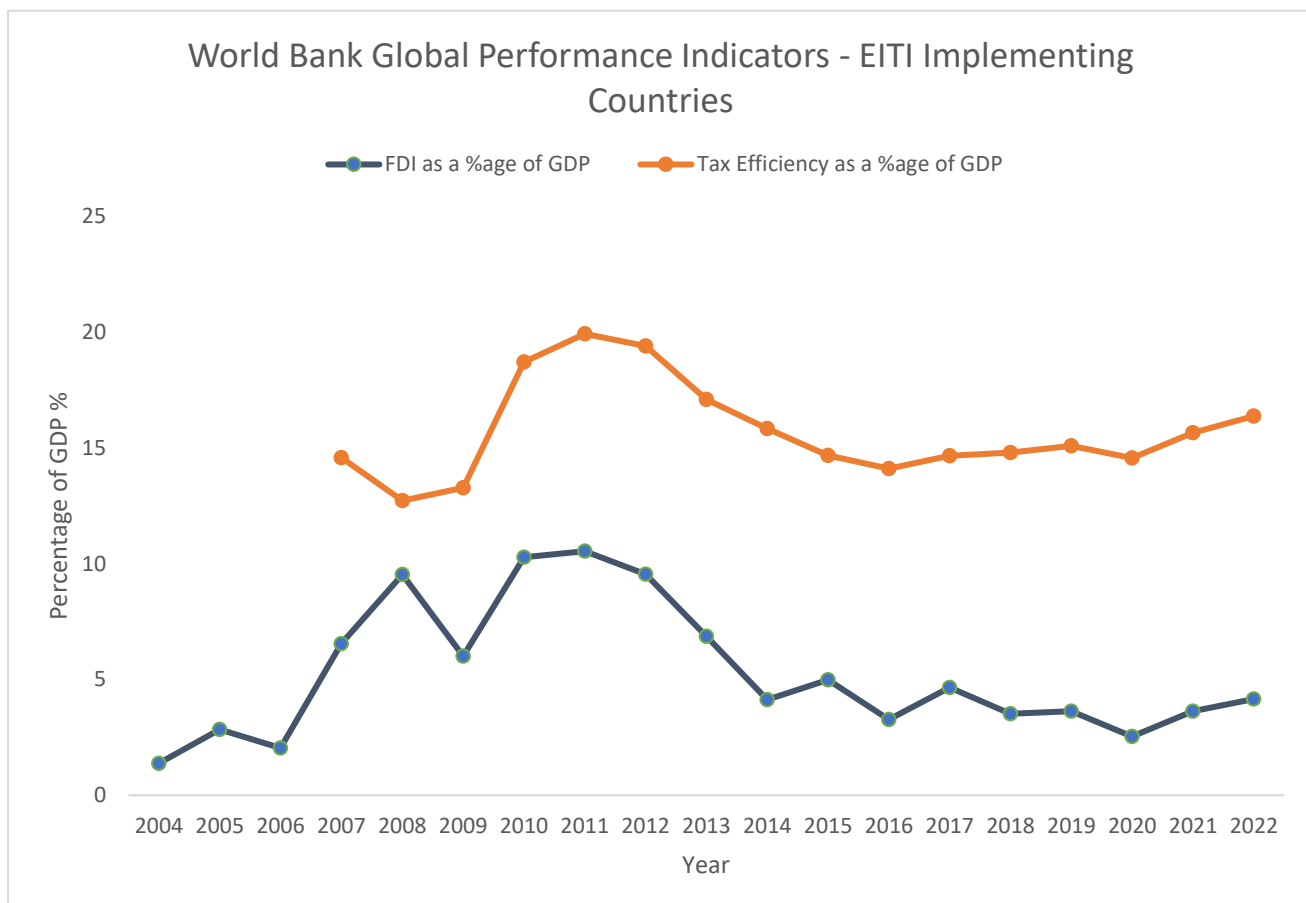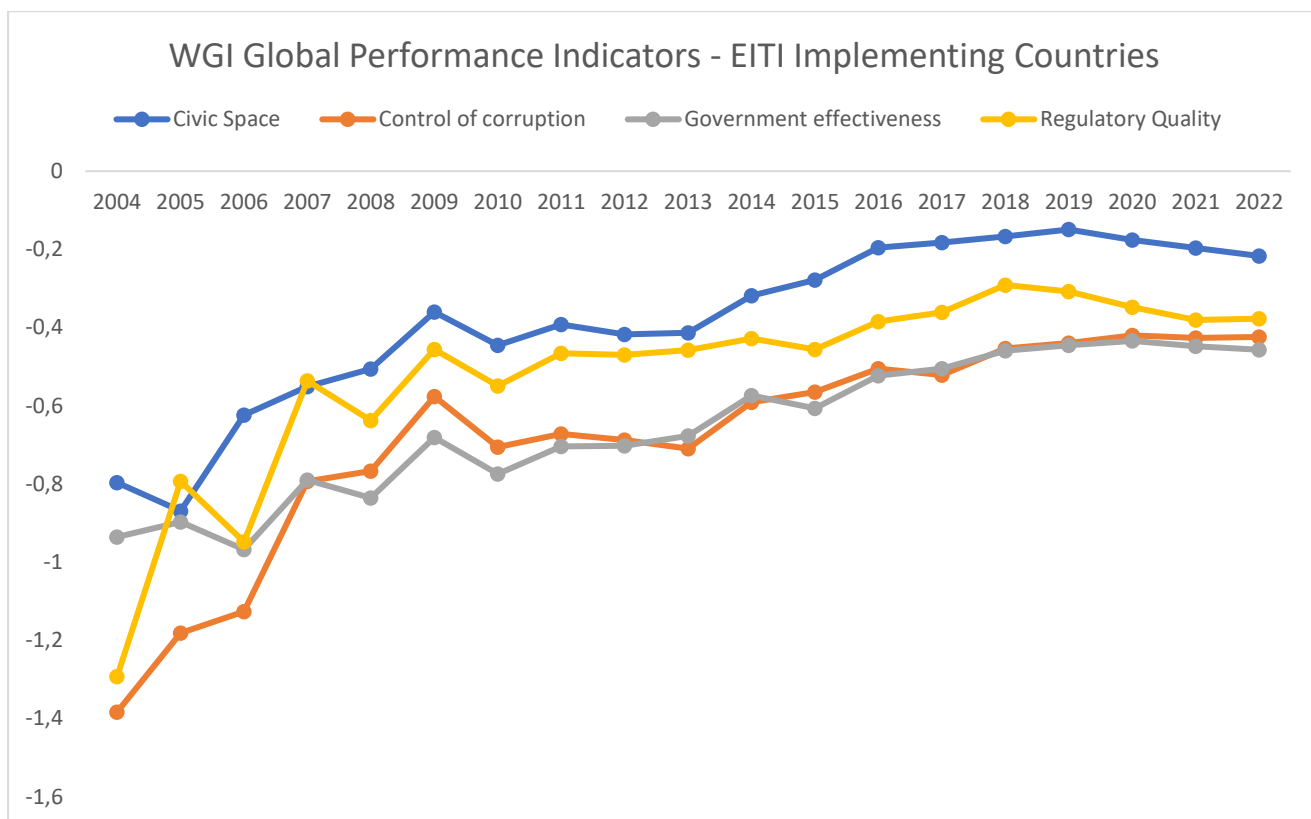
Previous KPI reporting included 10 "big picture" global indicators, primarily drawn from global comparative governance and development indices. Noting the discontinuation of some indices and general lack of clear causal links with EITI implementation, these indicators have been reduced to focus on countries' investment and governance contexts. This includes the WGI measure of voice and accountability, as a proxy for civic space in implementing countries, noting that this cannot be attributed to EITI implementation, and in the belief that an aggregate measure is nevertheless relevant to the KPIs. In addition to simple average scores of EITI countries that have undergone validation and where country information is available. These KPIs present an average of countries' scores since beginning EITI implementation.

Global stakeholder engagement

Figure 8 – Countries with overall high scores on recent validations

Countries with overall high score on most recent validations

Overall scores on most recent validations

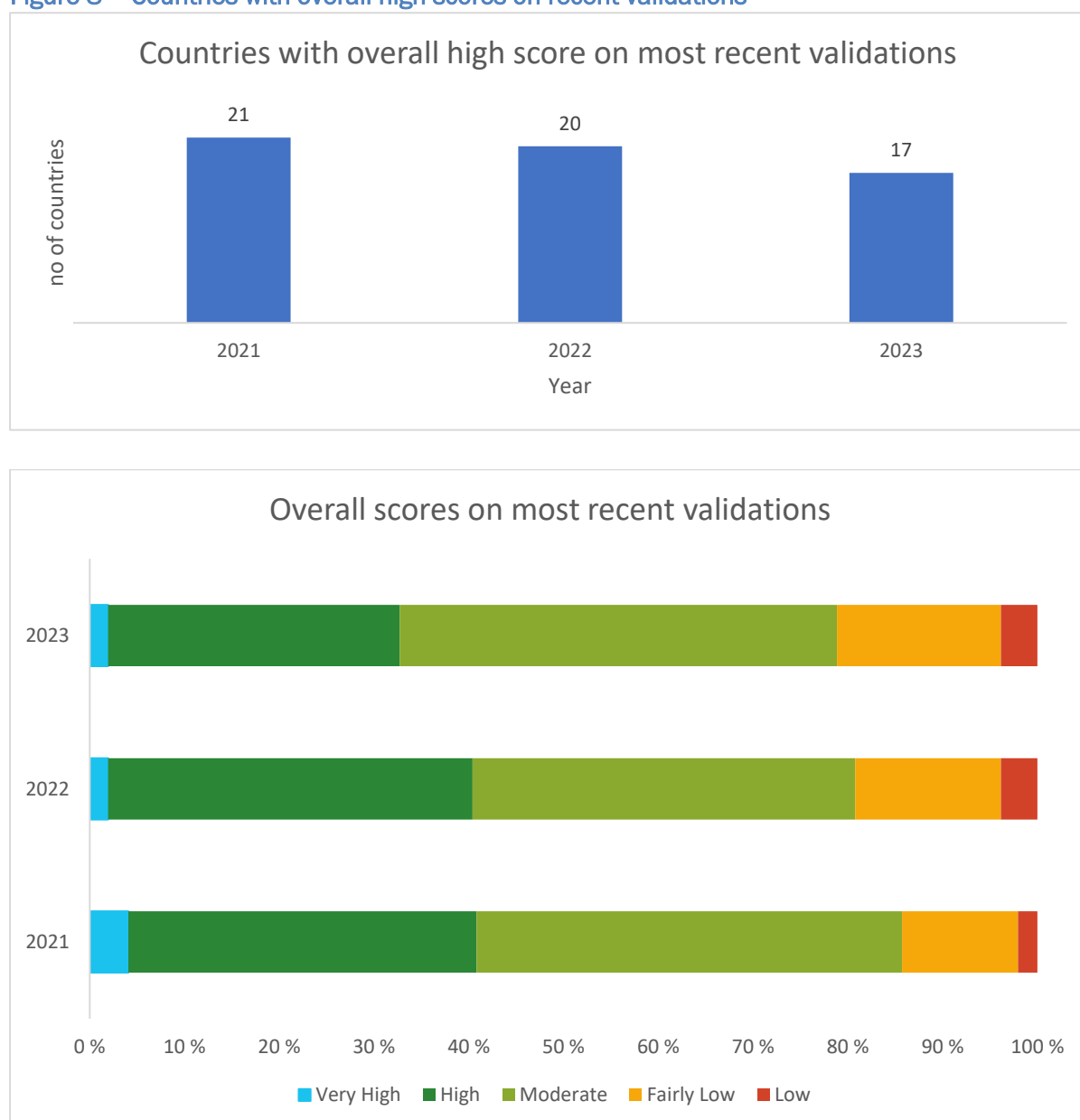Figure 8 shows the number of current validations where countries have an overall score of high or greater. This represents the change in overall scores on a year on year basis as new validations

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are completed. Figure 8 (b) shows the distribution of overall scores over the same three year period represented as a percentage of all current validations at that year.

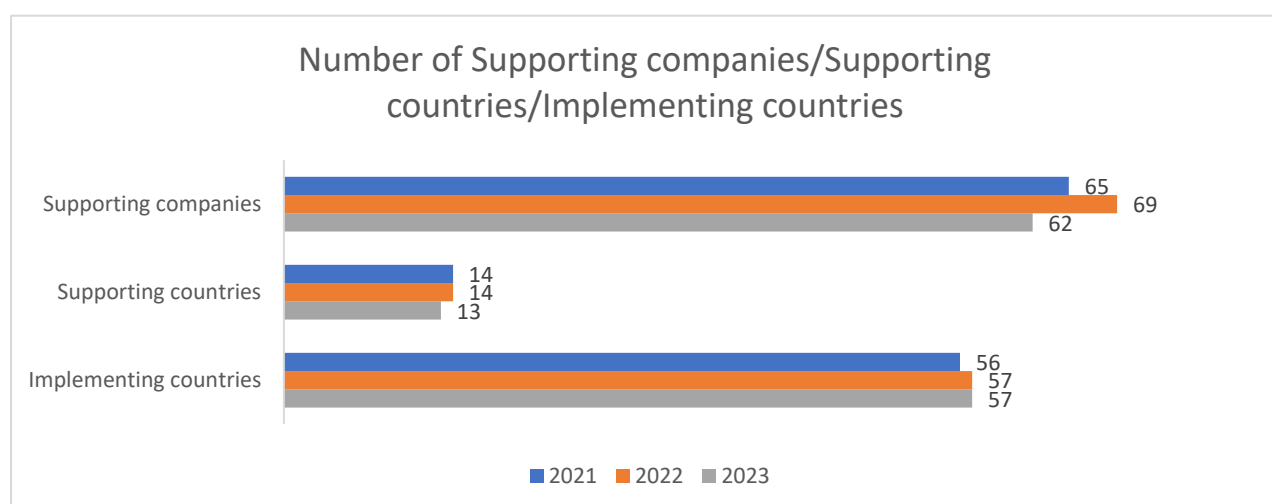Table 5– Total number of countries assessing guidance online

	2021 - 2022	2023
Countries accessing International Secretariat guidance online* Top five EITI implementing countries accessing guidance online:	Not measured	• Mexico 5% (1,444 views) • UK 5% (1,418) • Nigeria 2.8% (827) • Peru 2.4% (695) • DRC 2.3% (676) Total number of views of guidance section of website: 31,000

*Slight modification of the original indicator to show more relevant data.

Financial contributions

Figures 9 and 10 show the number and financial contribution from Supporting Companies, Supporting Countries and Implementing Countries.

Figure 9 and 10 – Number and Financial contribution

Financial contributions (USD '000) Supporting companies/Supporting countries/Implementing countries

Supporting companies	$2 003 / $1 595 / $2 821
Supporting countries	$4 461 / $4 851 / $4 655
Implementing countries	$60 / $110 / $333

Legend: ■ 2021 ■ 2022 ■ 2023

Number of Supporting companies/Supporting countries/Implementing countries

Supporting companies	65 / 69 / 62
Supporting countries	14 / 14 / 13
Implementing countries	56 / 57 / 57

Legend: ■ 2021 ■ 2022 ■ 2023

Detailed assessment of financial contributions is in the Board paper 52–6 2021 EITI Annual Accounts, KPIs and 2022 Forecast and Board Paper 55-6-A 2022 EITI Annual Accounts and KPIs.

Table 6: Number of Civil Society organisational members

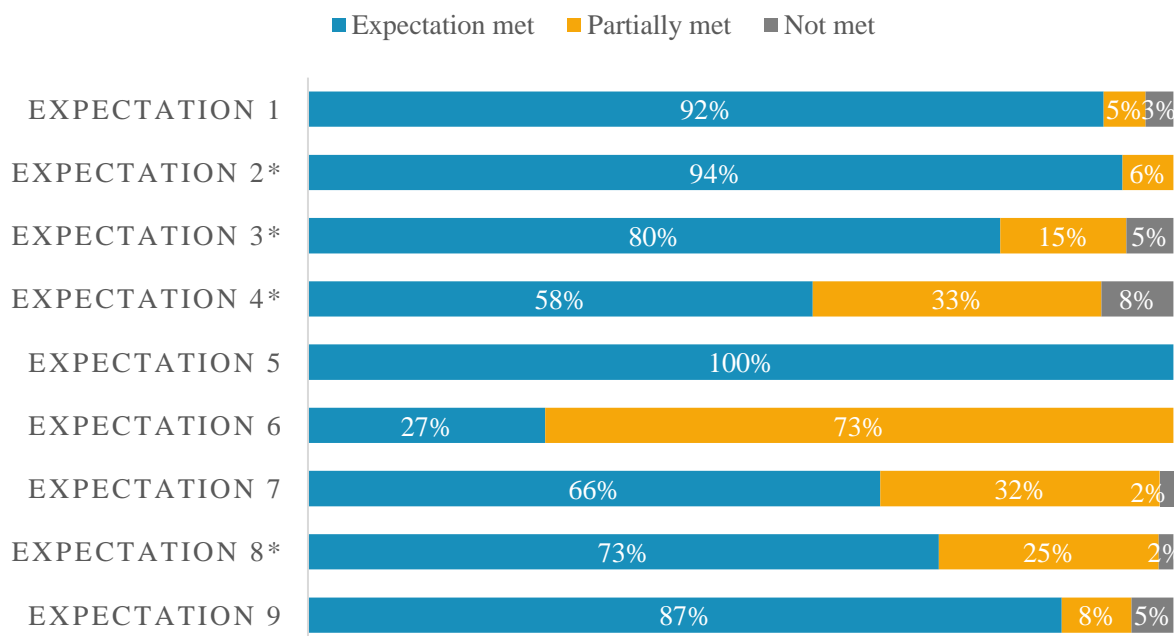| Civil Society organisational members	2021	2022	2023
Number*	NA	239	240

*Data collection from Members' Meeting in June 2022 and June 2023.

Company adherence to expectations

The KPI on supporting company progress in meeting the Expectations for EITI supporting companies was new for 2023. It reflects the results of the Secretariat's 2023 assessment of company progress in meeting the Expectations where 62 supporting companies were reviewed. The results of the Secretariat's assessment were presented in Board Paper 56-6: Assessment of Company Progress in Meeting the Expectations for EITI Supporting Companies. The aggregate and individual company results were presented and discussed on the EITI website, including in the recent EITI blog post "From expectations to ESG: Strengthening corporate accountability"

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Figure 11 – Company progress

COMPANY PROGRESS IN MEETING THE EXPECTATIONS

■ Expectation met   ■ Partially met   ■ Not met

EXPECTATION 1	92%	5% 3%
EXPECTATION 2*	94%	6%
EXPECTATION 3*	80%	15% 5%
EXPECTATION 4*	58%	33% 8%
EXPECTATION 5	100%	
EXPECTATION 6	27%	73%
EXPECTATION 7	66%	32% 2%
EXPECTATION 8*	73%	25% 2%
EXPECTATION 9	87%	8% 5%

*indicates where companies labelled as not applicable were removed

# of expectations adhered to	1	2	3	4	5	6	7	8	9
Expectation met	92%	94%	80%	58%	100%	27%	66%	73%	87%
Partially met	5%	6%	15%	33%		73%	32%	25%	8%
Not met	3%		5%	8%			2%	2%	5%

Table 7: EITI Company Expectations by Category

Expectation	Description
1	Supporting companies are expected to publicly declare and publish support for the EITI and the objective of the EITI Association.
2	Supporting companies are expected to make comprehensive disclosures in accordance with the EITI Standard in all EITI implementing countries where the company or its controlled subsidiaries operate.
3	Publicly disclose taxes and payments to governments at a project-level in line with the EITI Standard in all non-EITI implementing countries where the company operates
4	Companies buying oil, gas and/or mineral resources from the state in EITI implementing countries, disclose volumes received and payments made in line with the EITI Standard and the EITI reporting guidelines
5	Publicly disclose audited financial statements, or the main items (i.e. balance sheet, profit/loss statement, cash flows) where financial statement are not available
6	Publicly declare and publish support for beneficial ownership transparency and publicly disclose beneficial owners in line with the EITI Standard
7	Publish an anti-corruption policy setting out how the company manages corruption risk, including how the company collects and takes risk-based steps to use beneficial ownership data
8	Publicly declare and publish support for governments' efforts to publicly disclose contracts and licenses that govern the exploration and exploitation of oil, gas and minerals in line with the EITI Standard and contribute to public disclosure of contracts and licenses in EITI implementing countries
9	Publish a commitment and/or policy on gender diversity in the oil, gas or mining sectors and support reporting by EITI implementing countries

The Secretariat is in the process of following up with supporting companies concerning these and the other Expectations that were not fully met to encourage further progress, as recommended in Board Paper 58-6: Recommendations from the Assessment of Company Progress in Meeting the Expectations.

Communications and contribution to global debate

Table 8 presents web analytics split between web traffic and data access.

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Table 8: Web analytics

Website traffic		
Total web users	521,000	
Top countries by users*	#	% total users
1. USA	60,898	12%
2. UK	36,138	7%
3. France	23,738	5%
4. Senegal	18,579	4%
5. Nigeria	16,317	3%

Data access		
Total bulk data downloads	7,160	
Top countries by visit*	#	%
1. USA	1,030	14%
2. France	588	8%
3. UK	557	8%
4. China	259	4%
5. Germany	265	4%

*= Users in Norway excluded

Newsletters & recipients	10 newsletters sent to 17000 recipients, with a 30% open rate.
Contributions to global debate	**EITI events:** EITI events: 55th EITI Board meeting (Mar 2023); 2023 EITI Members' Meeting (Jun 2023); 57th EITI Board meeting (Jun 2023); 56th EITI Board meeting (Jun 2023); 2023 EITI Global Conference (Jun 2023); SOE Leaders' Summit (Jun 2023); Opening Extractives Global Peer Exchange (Nov 2023) **EITI publications:** 2023 EITI Standard and explainer on changes; 2023 EITI Anniversary Report; Policy brief: Gender and the energy transition; Policy brief: Navigating the energy transition; Report: Race to renewables; Report and photo exhibition: Engaging communities in a just transition; Call to action on strengthening transparency and accountability in the renewable energy sector. **External events:** Mining Indaba (Feb 2023); Oslo Energy Forum (Feb 2023); Madrid Energy Conference (Apr 2023); OECD Forum on Responsible Mineral Supply Chains (Apr 2023); African Conference on Debt and Development (Aug 2023); Africa Climate Summit (Sep 2023); OGP Summit (Sep 2023); IEA Critical Mineral and Clean Energy Summit (Sep 2023); IMARC 2023 (Nov 2023); COP28 (Dec 2023); CoSP 2023 (Dec 2023)

5. 2023 Global Conference: Survey results

The Secretariat undertook a survey following the Global Conference to gather data on participants' experience. Over 250 participants responded to the survey. While the survey data was not part of the agreed measurement framework, highlights are included here for completeness.

Table 9: Participants experience

Participants' rating of overall experience (1=poor, 5 =excellent)	4/5 – 93% 3 – 7% In addition, 83% of respondents agreed or strongly agreed that the objectives of the Global Conference had been fulfilled.
Participants' rating of quality and relevance of sessions (1=poor, 5=excellent)	4/5 – 77% 3 – 23%
Participants' rating of variety and effectiveness of the session formats (1=poor, 5=excellent)	4/5 – 77% 3 – 23%
Proportion of female delegates	33%
Proportion of female speakers	38%

ANNEX 1

Table 11 Summary of changes to the KPI Framework

Main Category	KPI	Change and recommendation
The Secretariat's effectiveness	Board Survey	The next Board survey will be executed in late 2024.
	Country support and strategic priorities	Country activites cover more than one strategic priority. The data has been restructured with a focus on country support. The recommendation that the change is implemented in the framework.
Country outcome and context indicators	No changes	

Summary of the 2023 EITI KPIs

Global performance indicators	The assessment of Company adherence	The assessment will be carried out in 2025/26.
	Total number of countries using guidance online	Minor adjustment on how data is presented. The recommendation is that the change is implemented in the framework.

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ANNEX 2

Table 12 – Raw data Revenues and Expenditure from 2022 and 2023

	2021		2022		2023	
	Target	Actual	Target	Actual	Target	Actual
Revenues (USD) *	8,562,000	8,664,000	10,166,000	8,420,000	10,843,000	10,257,000
Expenditure (USD)*	8,493,000	7,933,000	10,122,000	8,787,000	11,404,000	10,094,000

*Number presented are as per Annual Account Board Papers. Expenditure includes currency effect.

Table 13– Raw data Gender Balance

	2021			2022			2023		
Gender	F	M	Total	F	M	Total	F	M	Total
Executive Director		1	1		1	1		1	1
Deputy Executive Director		1	1		1	1		1	1
Director	6	7	13	6	6	12	5	6	11
Manager	10	4	14	9	6	15	8	6	14
Officer	11	4	15	12	5	17	14	7	21
Assistant			0			0	1		1
Intern	2		2	1		1			0
Total	29	17	46	28	19	47	27	22	49

Table 14 – Raw data effectiveness of the Board and Commitee

	Board	FC	GOC	IC	OCC	RRC	VC
Total # Papers	47	20	35	42	12	2	50
Total # Papers for decision	20	6	19	18	5	2	33

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ANNEX 3

Table 15 – Raw data Global Indicator

Global indicator	Average score at join date	2022 average	Difference
Government effectiveness (WGI) (no of countries = 49)	-0.462	-0.456	0.005
Regulatory quality (WGI) (no of countries = 49)	-0.324	-0.377	-0.052
Control of corruption (WGI) (no of countries = 49)	-0.495	-0.424	0.072
Civic Space (WGI Voice and Accountability) (no of countries = 49)	-0.233	-0.217	0.017
FDI (inflows as % of GDP, World Bank)** (no of countries = 51)	4.35%	4.15%	-0.19%
Tax Efficiency (Tax as % of GDP, World Bank) (no of countries = 51)	9.44%	16.37%	6.92%

Source: *Daniel Kaufmann and Aart Kraay (2023). Worldwide Governance Indicators, 2023 Update (www.govindicators.org), Accessed on 1/19/2024.**Foreign direct investment, net inflows (% of GDP). (n.d.) & Tax revenue (% of GDP) (in. Retrieved from https://data.worldbank.org/indicator/BX

Table 16 – Raw data on outreach and overall high score on validation

	2021	2022	2023
Countries with overall high score on most recent validations	21	20	17
Countries supported for outreach	*1	*4	16

*KPI in 2021 and 2022 refers to number of missions to outreach countries

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