Extractive Industries Transparency Initiative

EITI International Secretariat Workplan 2011

EITI International Secretariat Oslo, 4 October 2010

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EITI INTERNATIONAL SECRETARIAT WORKPLAN 2011

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Executive Summary

For the EITI, 2011 will be focused on deepening implementation and continued oversight of validations. A successful global conference in March will be the key priority event.

This workplan sets out the EITI International Secretariat's priorities and activities for 2011. 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 continued focus on providing technical assistance and guidance to implementing countries to achieve compliance and strengthen EITI implementation in Compliant countries;
2. EITI Global Conference; the hosting of a successful global conference and national exhibition; and
3. Outreach activities: targeted outreach activities to countries, companies and investors.

The workplan is structured according to these priorities.

The main difference in priorities for 2011 will be the early focus on the Global Conference. In addition, much of the support to implementing countries will be more intensely focused around completion of compliance and reporting.

The International Secretariat concludes that it will require staff and other resources in 2011 broadly on the same level as in 2010, though the new Board appointed in Paris may wish to review this. Due mainly to the Global Conference in 2011, the International Secretariat considers it necessary to seek slightly increased financial resources in order to fulfil its mandate.

1 Key priorities: implementation, conference and outreach

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 found in the EITI Articles of Association (Articles of Association Article 16(2)).

This workplan sets out the International Secretariat's priorities and activities for 2011. It was submitted to the EITI Board for review at its meeting in October 2010 and approved. 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.

The role of the International Secretariat is to support the EITI Board; act as the custodian of the EITI's 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 small organisation, it is essential that the International Secretariat's activities are sharply focused.

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 continues to be **strengthening EITI implementation** and effectiveness in the 31 implementing countries, and to **increase the number of Compliant countries**. 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[1]. 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.

There may well be other countries that have completed validation or which the Board designated as candidates that are "close to Compliant". These countries will be given a timeline to undertake corrective actions to be reviewed by the International Secretariat. Finally, countries that have completed validation and found to have made meaningful progress

[1] The EITI international management is the official term for the EITI Conference, Board and International Secretariat.

(without achieving compliance) may be expected to undergo a second validation in 2011. In addition, staff time will be allocated to ensure that high standards are maintained in Compliant countries and that implementation there is strengthened. This work will account for at least 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.

The second priority in 2011 is to ensure that a successful EITI **Global Conference** and national EITI exhibition takes place in Paris on 2-3 March. In addition to the preparations and administration that comes with hosting a large conference, it is important that the International Secretariat works to ensure that the conference becomes an opportunity for implementing countries to learn from each other, share their experiences and gain recognition for effective and innovative implementation. The conference is an opportunity to reach out to stakeholders and countries that are not yet implementing the EITI. Lastly, the conference and the members' meeting have critical governance functions for the EITI. Preparing and following up from these, including developing new policy and guidance, and providing support to the new EITI Board, will be a key task. This Conference will require a moderate increase in **financial resources for the EITI international management in 2011**.

The third main priority of the International Secretariat's 2011 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 Brazil and South Africa as 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. As before, much of the outreach activities are done by EITI stakeholders, with the International Secretariat having a coordinating and supportive role. It is important to recognise that the success of outreach work often is dependent on long-term relationship building.

Underpinning all of this is the need at the International Secretariat for strong **communications, office management, funding, and monitoring**. These activities are covered in the workplan.

The workplan is structured according to the priorities set out above. Additional sections address other essential tasks such as stakeholder communications, management, funding, EITI 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 Support to implementing countries

As of September 2010, there are 31 EITI implementing countries, with three having achieved Compliant status. Twenty-two had published EITI Reports by August 2010. Many Candidate countries are preparing to complete validation. Other Candidate countries 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, and some are experiencing political instability. As in previous years, 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 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 EITI 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 Supporting EITI implementation

EITI implementing countries can now broadly be categorised into three 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 include 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 provides support to Compliant countries to deliver the recommendations of the validation report, to maintain compliance and to deepen implementation. Facilitating the sharing of experiences and good practices from different implementing countries forms an important part of the support to Compliant countries.

The International Secretariat will:

Action 1 – Provide technical and organisational support to the national coordinators and wider multi-stakeholder groups in all Compliant countries in continuing EITI implementation, especially ensuring regular and improved reporting.

2.1.2 Countries that are close to compliance or that have made meaningful progress

It is expected that many Candidate countries in 2010 will be completing their validations or acting on validation recommendations prior to compliance. Countries that are close to compliance need to be assessed by the International Secretariat before the Board can consider a review of their status. It is anticipated that these assessments will be time and resource-consuming for the International Secretariat in 2011.

Countries that have completed validation and have been designated as candidates that have made meaningful progress will also require guidance and encouragement by the International Secretariat. The second validations that these countries are required to conduct will also demand resources from the International Secretariat.

The International Secretariat will:

Action 2 – Provide technical and organisational support to the national coordinators and wider multi-stakeholder groups in all Candidate countries that have undergone validation, especially by conducting a review of remedial actions recommended by the Board.

2.1.3 New EITI Candidate countries or countries in the process of reporting

Most new implementing countries are expected to produce an EITI Report during the year. The International Secretariat will provide advice on the reporting process, promote stakeholder dialogue and coordinate technical assistance inputs. The International Secretariat will also continue to encourage countries to undertake validation within the agreed deadlines. A number of countries in this group are likely to require relatively extensive support from the International Secretariat, including Afghanistan, Iraq and Indonesia.

Countries that relatively recently have achieved Candidate status 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 national 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.

The International Secretariat will:

Action 3 – Provide technical and organisational support to the national coordinators and wider multi-stakeholder groups in all Candidate countries that have not undergone validation, especially by producing high quality reconciliation reports and undergoing validation.

2.2 Training for implementing countries (Inwent/International Secretariat seminars)

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 2011, 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 on key emerging issues such as communications and dissemination strategies and country-specific courses will continue.

The International Secretariat will:

Action 4 – Provide support to Inwent and other tailored courses on EITI implementation and communication, for implementing and outreach countries.

2.3 Sharing experiences with national coordinators

Ensuring peer to peer learning and sharing of experiences in EITI implementation continues to be a key element of ensuring improved implementation and strengthening the EITI brand.

The International Secretariat will:

Action 5 – Gather EITI national coordinators together to share experiences in EITI implementation

2.4 EITI reporting

As of September 2010, a total of 47 EITI Reports have been produced by countries implementing the EITI. In accordance with the EITI's rules, the scope and structure of EITI Reports are largely determined by the national EITI Multi-Stakeholder Group (MSG) to ensure local ownership of the EITI process. As a result, EITI Reports vary widely in terms of the sectors covered, aggregated or disaggregated data, regularity of the reporting cycle and the reporting currencies. The regularity of reporting also varies widely. In 2011, almost all the EITI implementing countries are scheduled to produce an EITI report. The International Secretariat will provide more detailed guidance and good practice to countries on how to present the finding of EITI Reports in a clear and consistent manner, seeking to improve the accessibility of reports and make comparisons between EITI Reports easier for all stakeholders.

The International Secretariat will:

Action 6 – Provide more detailed guidance to countries on how to present EITI Reports findings in a clear and consistent manner.

Compiling EITI Reports

Building on the two papers "Overview of EITI Reports", the International Secretariat will in 2011 provide a third such paper, seeking to draw on good practice in recently published reports.

The International Secretariat will:

Action 7 – Publish an updated overview of EITI Reports.

Resource Requirements: Support to EITI implementing countries is anticipated to require ≈250% of one policy staff member's time and 90% of one "administrative and 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.

Eight countries have their first validation deadlines in 2011:

Norway	10 Feb 2011
Tanzania	15 Feb 2011
Madagascar	9 Mar 2011
Yemen	9 Mar 2011
Albania	14 May 2011
Burkina Faso	14 May 2011
Mozambique	14 May 2011
Zambia	14 May 2011

It is also expected that several countries that have completed validation in 2010 will be required to undergo a review by the International Secretariat, or complete a second validation.

The EITI International Secretariat's work on validation in 2011 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.
- Conducting "secretariat reviews" in Candidate countries deemed to be close to compliance.

The International Secretariat will:

Action 8 – Provide an oversight role for countries going through validation.

Resource Requirements: Promoting and supporting validation is anticipated to require ≈150% of one policy staff member's time and 10% of one "administrative and interns" staff member's time. If necessary, the International Secretariat will reallocate resources and increase the staff time for validation.

4 5th EITI Global Conference

The biannual EITI Global Conference is the global forum of the EITI and the associated Members Meeting is the highest governing body of the EITI, and is due to meet on 2-3 March 2011 in Paris. Although the conference has the support of the French Ministry of Foreign Affairs and the Organisation for Economic Cooperation and Development (OECD), it is expected that preparation for this event will take up the majority of international secretariat resources in the first two months of 2011. In addition to the practical preparations and execution, the International Secretariat has an important task in ensuring that the conference becomes an opportunity to communicate key messages to EITI stakeholders and to the broader international community.

The Paris conference will be a forum for discussing the impact of the EITI, sharing lessons learned and addressing future challenges for the EITI. It will seek to achieve the following objectives:

- Convey the impact that the EITI has in implementing countries through a strong focus on sharing experiences and demonstrating how revenue transparency and the EITI multi-stakeholder process changes countries.
- Give momentum to policy debates that will shape the future of the EITI such as how Compliant countries should be given incentives to improve their EITI processes, how EITI reporting can be strengthened and addressing policy issues that have emerged as a result of experiences gained so far.
- Increase commitment and level of engagement in key outreach countries.
- Endorse the recommendations of the EITI Board on key policy issues for the EITI including revisions to the EITI Rules and Articles of Association.

During the conference, an EITI Members' Meeting with the three constituency groups will appoint the 2011-2013 Board following nominations from all constituencies. The International Secretariat will continue to assist Board constituencies with constituency organisation and Board representation in the run-up to the conference. The Members' Meeting will also appoint a new Board, including the next EITI Chair.

As with all international EITI meetings, attendance at the conference will reflect the multi-stakeholder nature of the EITI and assemble representatives from governments, the extractive industries, investors, intergovernmental institutions, international organisations, civil society organisations and local community groups. We are expecting that 600-800 people will attend.

The EITI Global Conference also provides an ideal opportunity to showcase the EITI. Communicating the EITI will focus on the EITI's impact in implementing countries, on resource revenue transparency, as well as on raising the EITI's brand and profile. The International Secretariat will implement its communications plan for the EITI Global Conference in March 2011, which includes an exhibition of national EITI implementers, launching a series of EITI short videos, and the EITI Progress Report 2009-2011.

The International Secretariat will:

Action 9 – Organise the 5th EITI Global Conference which meets the agreed objectives.

Action 10 - Assist Board constituencies with constituency organisation and Board representation 2011-2013.

Action 11 - Implement the conference communications plan, including the national exhibition, the launch of the EITI videos, and the EITI Progress Report 2009-2011

Resource Requirements: Organisation of the 5th EITI Global Conference is anticipated to require ≈120% of one policy staff member's time and 100% of one "administrative and interns" staff member's time.

5 Outreach activities

5.1 Efforts to attract new candidate countries

The EITI is being implemented in six regions (Africa, Asia, Latin America, Europe, and the Middle East). However, many key resource-rich countries are still not part of the EITI. Outreach 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 need to provide direct and usually high level, advocacy; coordinate the efforts of others; and encourage more peer and regional pressure.

The International Secretariat has therefore developed a set of criteria for prioritising 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.

Based on these criteria, the International Secretariat has identified the following outreach priorities: Brazil, Colombia, Papua New Guinea, Philippines, South Africa, and Uganda.

The International Secretariat will continue its efforts to encourage China and India to become supporting countries, and to engage Chinese and Indian companies, particularly those with activities in implementing countries. The International Secretariat will:

Action 12 - Coordinate efforts to encourage resource rich countries to implement the EITI.

5.2 Outreach and relations with stakeholders

The EITI is a movement and while governments are primarily responsible for implementation, the success of the EITI 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 support these activities internationally and, where needed, within implementing countries.

5.2.1 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, presentations 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 2011 another Roundtable of EITI technical assistance providers will be held. As before, 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.

Several countries involved in energy transit have expressed an interest in applying the EITI principles. The International Secretariat will continue to share lessons learned in EITI implementation with other initiatives that seek to enhance transparency and accountability.

The International Secretariat will:

Action 13 - Engage with key international stakeholders to coordinate country activity and ensure that all countries are being given all reasonable support. Organise a Roundtable to enhance information sharing, networks and better division of labour amongst agencies providing technical assistance on EITI matters.

Action 14 - share lessons learned in EITI implementation with other initiatives that seek to enhance transparency and accountability.

5.2.2 Supporting companies and investors

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 2011.

Institutional investors have provided support to the initiative from the beginning, encouraging new companies and investors to support the initiative and deepen engagement with existing ones. In 2011, 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 to make it easier for investors to focus their outreach and recruitment efforts. The International Secretariat will continue with this work in 2011 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 15 - Facilitate more peer discussion, support, training and best practice activities with supporting companies in 2011.

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

6 Communications

The International Secretariat will continue to implement the EITI Communications Strategy 2010-2011. As stated in the strategy, the International Secretariat commits to the following four key strategic priorities for its communications in 2011: 1) keep stakeholders updated and informed, and explain the EITI; 2) support implementation and increase the effectiveness of EITI Reports; 3) demonstrate impact and present the case for the EITI; and 4) increase the EITI's profile. In addition, the

International Secretariat sees it as a strategic priority to facilitate sharing of best practices between EITI countries and to other initiatives.

The following action points for 2011 derive from those key strategic priorities:

6.1 Keeping stakeholders updated and informed, and explaining the EITI

The International Secretariat will develop its main communications channels including the EITI website, newsletter and fact sheets. 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 to implement its plan for improving 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.

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 targeted publications.

The International Secretariat will:

Action 16 - Update the EITI website, social media channels, issue newsletter every two months, and update fact sheets.

Action 17 - Engage with media, issue press releases, and write articles for targeted publications.

6.2 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 in the network for national EITI communications managers, and through training seminars in collaboration with Inwent. These efforts will centre on best practice in reaching stakeholders, especially citizens and communities with information.

The International Secretariat will:

Action 18 - Develop the network for national EITI communication managers and organise further training activities .

6.3 Demonstrating impact and presenting the case for the EITI

The International Secretariat will collect, document and present stories, studies and other evidence of the impact the EITI is making. These efforts will continue to be a core activity for the International Secretariat and will build on the 'Impact of EITI in Africa' publication that was published in 2010 and the EITI Progress Report 2011-2012 that is to be published at the 2011 EITI Global Conference.

The International Secretariat will:

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

6.4 Increasing profile

In the lead up to the EITI Global Conference, the International Secretariat is launching a campaign to raise awareness about the EITI. In coordination with partners, the International Secretariat will consider how this campaign to raise awareness about the EITI and improving management of resource revenues should be extended. The Chairman is the official voice of EITI, the International Secretariat will support him/her to play this role effectively. As part of such a campaign and in order to promote 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 - Coordinate an awareness raising campaign about the EITI.

6.5 Good practice

Some countries use their EITI process as a platform for wider dialogue and reforms. Some expand EITI to cover other sectors, or to undertake more detailed reporting, or expand the model to cover licenses, contracts or even spending. These

innovations are emerging at the national level. The International Secretariat has launched a publication series titled 'EITI Good Practice Notes', which provide examples of ways implementing countries can improve implementation. The EITI Good Practice Notes describe practices that go beyond the basic requirements for EITI compliance.

The International Secretariat will:

Action 21 - publish more 'Good Practice Notes' that highlight innovative EITI practices. Resource Requirements: Communications and stakeholder relations are anticipated to require ≈120% of one policy staff member's time and 50% of one "Administrative + Interns" staff member's time.

7 Governance, management and conference

7.1 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 key event in 2011 will be the appointment of a new Board at the EITI Global Conference in Paris. There will be considerable work required to ensure a smooth transition so that the new Chair and Board members can undertake their work effectively and fully immediately. Flexibility will be required as the new Board and Chair may wish to adapt working practices.

The key policy work of the Board in 2011 will be revision of the EITI Rules. This will draw on the work of a number of committees and working groups.

The International Secretariat will:

Action 22 - Facilitate the Board transition and necessary induction.

Action 23 - Organise Board meetings, prepare Board circulars and convene committees and working groups.

7.2 Committees support

7.2.1 Nominations Committee

In 2011, the International Secretariat will need to provide support to the Nominations Committee's main task of supporting the transition to a new Chair and Board for 2011-2013.

7.2.2 Rapid Response Committee

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 2011 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 national EITI processes.

7.2.3 Finance Committee

In 2011, the International Secretariat will need to support the committee in the strategic management of the EITI's financial resources and the monitoring of the 2011 budget.

7.2.4 Governance Committee

In 2011, it is foreseen that the International Secretariat will support the committee in developing a number of policy papers.

7.2.5 Audit Committee

In 2011, the Secretariat needs to convene the committee and ensure that it can review the 2010 audit report and recommend any appropriate corrective actions.

The International Secretariat will:

Action 24 - provide full International Secretariat support to the committees as requested and required.

7.3 Management of the International Secretariat

The International Secretariat currently has ten 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 two special advisers - Jürgen Reitmaier, 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.

Pending the results of the EITI evaluation, it is assessed that the International Secretariat is 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. The staffing arrangements of the International Secretariat will be reviewed by the new board.

It is envisaged that the chairman's office in Berlin will be closed in the first quarter of 2011. The International Secretariat will need to oversee the transfer of tasks.

The EITI has an internship programme which has successfully brought through a series of highly talented young professionals. This has proven both effective and useful for building the EITI's wider network. It is envisaged that the International Secretariat will continue to employ at least two interns at all times.

The International Secretariat will:

Action 25 –oversee the day-to-day management of the EITI Association.

Resource Requirements: Governance, management and administration is anticipated to require ≈100% of one policy staff member's time and 70% of one "administrative and interns" staff member's time.

8 Finance

8.1 Budget 2010-2011

The 2007-2010 budget was agreed by the EITI Board in April 2007 in Berlin. For 2011, the International Secretariat considers a budget of $4.32m as necessary and adequate to execute its mandate as defined in the EITI Articles of Association and to carry out this workplan. This is a minor increase (2%) on 2010 mainly to cover costs associated with the EITI Global Conference. It is envisaged that a reserve fund of $500,000 will be introduced into the 2011 budget to contribute towards financial sustainability based on recognition that fluctuations in both exchange rates and ongoing contributions may undermine organisational stability unless a reserve fund is put in place.

An additional reason is to ensure that legal obligations to staff and service providers can be met in the event of an emergency change in financial conditions.

The proposed level of $500,000 USD represents 13% of the proposed 2011 Budget. It will be drawn from un-tied revenues carried forward from 2010.

A contingency will remain in place for unforeseen expenditures.

The International Secretariat is seeking contributions from a wide range of sources for the conference as it has done in the past, though it is likely to spend most or all of the $500,000 allocated to this line-item as plans for the conference are ambitious. The other elements of projected 2011 expenditure are expected to remain relatively stable, though some contingency and flexibility will likely be required for the outcomes of:

1. the various assessment and evaluation processes;
2. actual conference costs;
3. any changes emerging from actions of the new Board;
4. unforeseen International Secretariat resources required for making final assessments of 'close to compliance' countries.

Any of these factors could lead to a need for adjustments to the workplan and a request to amend the budget.

Table 1: Expenditures ($USD)

Description	2008	2009	2010	2011
	Actuals		Forecast	
Implementation	211 899	167 449	200 000	200 000
Outreach	125 366	103 034	200 000	150 000
Board Meeting	167 661	152 696	200 000	200 000
Conference	35 126	401 829	250 000	500 000
Communications	104 339	77 375	92 000	100 000
Chairman's support	300 360	147 093	200 000	170 000
Project consultants	162 391	131 697	200 000	150 000
Salary	1 276 726	1 266 475	2 000 000	2 000 000
Other staff	249 221	49 708	200 000	100 000
Office expenses	275 391	166 576	200 000	200 000
Reserve	--	--	--	500 000
Contingency	--	--	75 000	50 000
TOTAL EXPENDITURES	**2 911 435**	**2 663 932**	**3 817 000**	**4 320 000**

8.2 Funding-related activities

Following the practice established by the EITI Board, revenues will be sought guided by the following formula:

1. Core contribution from the Government of Norway.
2. Of the remaining requirement:
   - 2.1 50% from supporting countries and civil societies;
   - 2.2 50% from the private sector including investors with a target of 2/3 from the oil industry and 1/3 from the mining and minerals industry.

Table 2: Revenues ($USD)

Source	2007	2008	2009	2010	2011
		Actuals			Forecast
Projected Carry Forward from 2010 to 2011					
1. Carry Forward from 2010 to 2011		--	--	--	--	500,000
Core contribution, Government of Norway					

2. Government of Norway	425 926	500 000	560 000	600 000	600 000
Supporting countries and NGOs (approximately 50% of remaining requirement)					
3. Civil society	--	130 109	--	75 000	75 000
4. Supporting countries	--	939 018	2 034 945	1 533 500	1 535 000
Private sector (approximately 50% of remaining requirement)					
5. Investors	20 000	10 942	9 763	50 000	50 000
6. Oil and gas (2/3 after investors)	199 969	755 562	882 879	1 039 000	1 040000
7. Mining and minerals (1/3 after investors)	246 927	274 436	441 440	519 500	520 000
TOTAL REVENUES	**892 822**	**2 610 067**	**3 929 027**	**3 817 000**	**4 320 000**

The International Secretariat will:

Action 26 - 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 and interns" staff member's time.

9 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 outcome indicators working group has developed a set of key performance indicators to start this process, and these will be assessed alongside qualitative evaluation by independent evaluators who will deliver their initial findings in time for the EITI Global Conference. This will allow the 2011 conference to be furnished with a professional and independent assessment of the EITI on which to base some of its decisions.

The International Secretariat will:

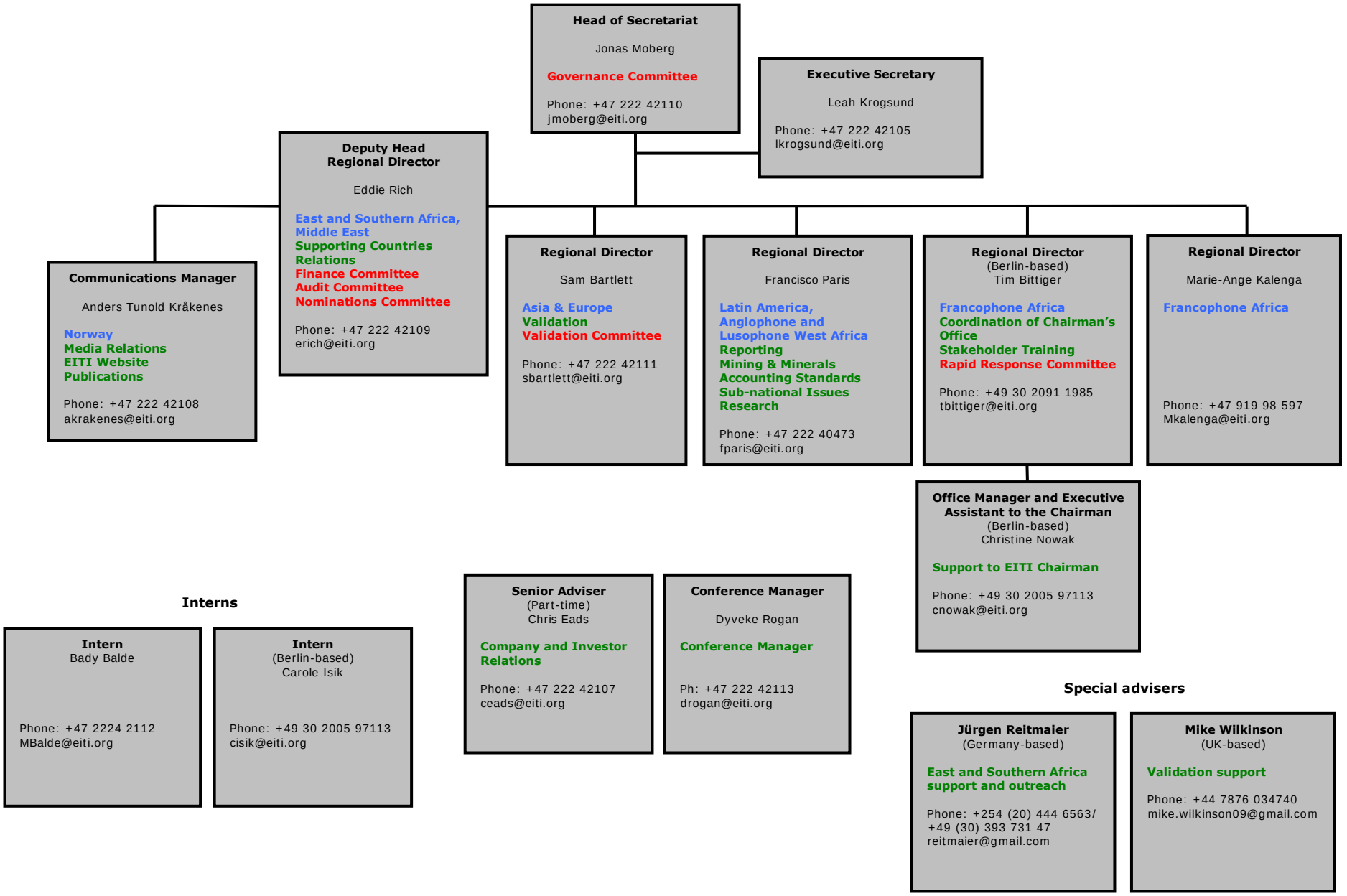
Action 27 – Present an independent evaluation of the EITI in the 2011 Global Conference.

Action 28 – Monitor the outcome indicators set out by the Board in 2010.

Resource Requirements: Monitoring and evaluation is anticipated to require ≈10% of one policy staff member's time, and 5% of one administrative and interns staff member's time.

Extractive Industries Transparency Initiative

Annex A - EITI International Secretariat Organisational Diagram



Annex B - EITI International Secretariat Key Performance Indicators

	Outcome Indicators	2007 Actual	2008 Actual	2009 Actual	2010 Actual(1)	2010 Target(2)	2011 Target
1)	No. of compliant countries(2)	N/A	N/A	1	4	8	15
2)	No. of implementing countries(3)	15	23	29	31	31	33
3)	No. of supporting companies(3)	37	37	41	52	45	55
4)	No. of supporting investors(3) (before 2010 measured in assets under management)	N/A	USD14trm	USD16trm	84	85	85
5)	No. of supporting countries(3)	10	12	16	17	18	18
6)	No. of countries that have submitted final validation reports(3)	N/A	N/A	2	17	17	26
7)	Communication and awareness raising						
	• Users of EITI website (*per month*)	5300	6000	8700	10000	1100019	12000
	• Articles published about the EITI (*per year*) (4)	9	14	12	25	2250	30
	• References of EITI in articles, news items and blogs (*per year*) (5)	1031	1231	1532	2200		2500
	• Subscribers to EITI 's newsletter	N/A	N/A	1700	2000	2500	2500
8)	Reporting						
	• No. of EITI reports	19(6)	7	17	5	10	25
	• Percentage of implementing countries reporting	41%	31%	60%	16%	N/A	75%
	• Companies participation (7)	N/A	N/A	N/A	N/A	N/A	85%

(1) Until 4 October 2010
(2) As set in 2010 Workplan
(3) Cumulative
(4) Include FT,The Economist, Le Monde, Le Figaro
(5) Include references to "EITI" in english sites and "ITIE" in french sites
(6) Cumulative 2003-2007
(7) Percentage of target companies that actual report in individual reconciliation reports

Annex C - Summary of Action Items

Key: M Key Meeting / Mission; P Publication

Workplan Elements #	Action Items	LEAD	Q1 Jan	Feb	Mar	Q2 Apr	May	Jun	Q3 Jul	Aug	Sep	Q4 Oct	Nov	Dec
2. Support to Implementing Countries														
1	Provide technical and organisational support to the National Coordinators and wider multi-stakeholder groups in all compliant countries in continuing EITI implementation, especially ensuring regular and improved reporting.	RDs												
2	Provide technical and organisational support to the National Coordinators and wider multi-stakeholder groups in all candidate countries that have undergone validation, especially by conducting a review of remedial actions recommended by the Board.	RDs												
3	Provide technical and organisational support to the National Coordinators and wider multi-stakeholder groups in all candidate countries that have not undergone validation, especially by producing high quality reconciliation reports and undergoing validation.	RDs												
4	Provide support to InWEnt and other tailored courses on EITI implementation and communication, for implementing and outreach countries.	RDs					M			M			M	
5	Convene a fourth meeting of EITI National Coordinators.	RDs											M	
6	Provide more detailed guidance to countries on how to present EITI Reports findings in a clear and consistent manner.	Paris						P						
7	Publish an updated overview of EITI reports.	Paris					P						P	
3. Validation														
8	Provide an oversight role for countries going through Validation.	Bartlett												
4. 5th Global Conference														
9	Organise the 5th Global Conference which meets the agreed objectives.	All												
10	Assist Board constituencies with constituency organisation and Board representation 2011-2013.	Rich												
11	Implement the conference communications plan, including the launch of the EITI videos, and the EITI Progress Report 2009-2011.	Kråkenes												
5. Outreach Activities														
12	Coordinate efforts to encourage resource rich countries to implement the EITI.	RDs												
13	Engage with key international stakeholders to coordinate country activity and ensure that all countries are being given all reasonable support.	RDs												
14	Share lessons learned in EITI implementation with others initiatives that seek to enhance transparency and accountability.													
15	Facilitate more peer discussion, support, training and best practice activities with supporting companies in 2011.	Rich												
6. Communications														
16	Update the EITI website, social media channels, issue newsletter every two months, and update fact sheets and other materials.	Kråkenes	P		P		P		P		P		P	
17	Engage with media, issue press releases, and write articles for targeted publications.	Kråkenes												
18	Develop the network for national EITI communication managers, and organise further training activities.	Kråkenes	TBA											
19	Develop materials demonstrating impact and plan for communicating these.	Kråkenes	TBA											
20	Coordinate an awareness raising campaign about the EITI.	Kråkenes	TBA											
21	Publish more 'Good Practice Notes' that highlight innovative EITI practices.	Eads												
7. Governance, management and conference														
22	Facilitate the Board transition and necessary induction.	Moberg												
23	Organise Board Meetings, prepare Board circulars and convene Committees and working groups.	Moberg												
24	Provide full Secretariat support to the Committees as requested and required.	RDs												
25	The new board will review the EITI international staffing arrangements.	Moberg												
8. Finance														
26	Seek continued funding from all contributors.	Rich												
9. Monitoring and Evaluation														
27	Present an independent evaluation of the EITI in the 2011 Global Conference.	Paris												
28	Monitor the outcome indicators set out by the Board in 2010	Paris												

Annex D - Summary of allocation of staff time

Work Plan Element	Policy staff	Admin/Intern	Total
2. Support to Implementing Countries	250%	90%	340%
3. Validation	150%	10%	160%
4. 5th Global Conference	120%	100%	220%
5. Outreach Activities	60%	10%	70%
6. Communications	120%	50%	170%
7 Governance, management and conference	100%	70%	170%
8. Finance	15%	25%	40%
9. Monitoring and evaluation	10%	5%	15%
Total	**825%**	360%	1185%

Senior Policy Staff		Admin / Interns	
Moberg	100%	Krogsund	100%
Rich	100%	Nowak ^	35%
Bartlett	100%	Balde *	25%
Paris	100%	Interns	200%
Kalenga	100%		
Kråkenes	100%		
Bittiger	100%		
Eads	15%		
TBA ^^	50%		
Policy Staff			
Isik ^	35%		
Rogan *	25%		
Total			
(Staff years)	**8.25**		**3.60**
			11.85

* Employment contract concludes end March

^ Berlin office to close effective end April.

^^ Recruitment to be considered following Paris Conf.

Note	
% Policy staff time on implementation support	33%
% Policy staff time on validation	24%
% Policy staff time on outreach and communications	24%
	81%

Annex E – International Secretariat implementation activities 2010

EITI Countries	LEAD	Proposed Secretariat activities in 2011
Afghanistan	Bartlett	Support capacity building for MSG, clarification of scope, and production of first report. Ensure timely preparations for validation.
Albania	Bittiger	Support completion of 1st EITI report in early 2011 and completion of validation by May. The 2nd report should be well underway by late 2011.
Azerbaijan	Bartlett	Promote opportunities to go "beyond compliance", e.g., improving dissemination and linkages to other public financial information
Burkina Faso	Kalenga	Support publication and dissemination of 1st EITI report and completion of validation by May. Monitor disseminaton and capacity-building efforts.
Cameroon	Bittiger	Support implementation of validation recommendations, improvement of reporting/scoping, full integration of mining sector
Central African Republic	Bittiger	Support (through donor group) implementation of validation recommendations, work for third report (inclusion of informal sector), support capacity building
Chad	Bittiger	Support (through donor group) work for 1st and 2nd reports, support validation process towards 15 April 2012, support capacity building for MSG
Congo	Bittiger	Support implementation of validation recommendations, reaching process sustainability (incl. financing), improving reconciliation and dissemination
Côte d'Ivoire	Bittiger	Support implementation of validation recommendations, improvement of reporting/scoping, full integration of mining sector
DR Congo	Bittiger	Support implementation of validation recommendations, full integration of relevant sectors, promote opportunities to go "beyond compliance"
Gabon	Bittiger	Support implementation of validation recommendations, improved reporting/scoping, integration of companies, promote going "beyond compliance"
Ghana	Paris	Ensure production and dissemination of report of 2009 data including, for the first time, oil data. Support implementation of validation recommendations.
Guinea	Bittiger	Supposing suspension is lifted: support validation towards new agreed date in 2011, ensure continuity in reporting, availability of financial and technical support
Iraq	Rich	Support capacity building for MSG, clarification of scope, and production of first report. Ensure timely preparations for validation.
Kazakhstan	Bartlett	Support follow-up of recommendations from the final validation report, including ongoing efforts to increase company participation
Kyrgyzstan	Bartlett	Close-to-compliant review, monitor implementation of recommendations from the validation report and preparation of the 2009 report
Liberia	Paris	Support production and dissemination of 3rd reconciliation report.
Madagascar	Rich	Ensure full awareness of validation deadline and support as appropriate.
Mali	Kalenga	Support implementation of validation recommendations. Monitor production of 2nd report and implementation of communications and capacity-buidling activities.
Mauritania	Kalenga	Support implementation of validation recommendations, including improving dissemination. Monitor production of 3rd report.
Mongolia	Bartlett	Monitor implementation of recommendations from the validation report & Secretariat review. Monitor preparation of the 2009 report
Mozambique	Rich	Support completion of 1st EITI report and completion of validation by May. The 2nd report should be well underway by late 2011.
Niger	Kalenga	Support implementation of validation recommendations, including increasing company participation and improving MSG governance. Monitor preparation of 2nd EITI Report.
Nigeria	Paris	Ensure production of report of 2009 data including, for the first time, minerals data. Support implementation of validation recommendations.
Norway	Kråkenes	Promote opportunities to go "beyond compliance", e.g., improving communication efforts. Sharing the experiences from Norwegian implementation to other countries.
Peru	Paris	Ensure production and dissemination of 2nd reconciliation report. Support implementation of validation recommendations.
Sierra Leone	Paris	Ensure production and dissemination of report of 2009 data including, for the first time, oil data. Support implementation of validation recommendations.
Tanzania	Rich	Support dissemination of 1st EITI report and completion of validation by February. The 2nd report should be well underway by late 2011.
Timor-Leste	Bartlett	Monitor implementation of recommendations from the validation report and preparation of the 2009 report
Yemen	Rich	Support dissemination of 1st EITI report and completion of validation by March. The 2nd report should be well underway by late 2011.
Zambia	Rich	Support completion of 1st EITI report and completion of validation by May. The 2nd report should be well underway by late 2011.