

International Secretariat 2016 Workplan

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International Secretariat
2016 Workplan

1 Summary

As the world enters a new era of lower commodity prices, the need for increased trust, better information, and good governance, is stronger. An effective EITI is a key tool in these efforts. In 2016, the EITI International Secretariat will focus on improving implementation to better maintain trust and inform public debate and reform in an uncertain environment. It will oversee the first set of Validations under the Standard. A successful EITI Global Conference in February that catalyses activity in the implementing countries and showcases progress will be the key event.

This workplan sets out the EITI International Secretariat's understanding of its priorities and activities for 2016 as established by the Board. Accordingly, four priority areas have been identified:

Priority 1: Implementing the EITI Standard

Priority 2: Strengthening the EITI Standard as a global standard

Priority 3: 2016 EITI Conference

Priority 4: Lean management and strong governance

To execute its tasks and responsibilities, and to meet the pressing business needs of its mandate, the International Secretariat considers it necessary to maintain staff and other resources in 2016 broadly on the same level as in 2015. With USD 0.5m of the core budget on the Global Conference, an increasing number of implementing countries, and some unavoidable increases associated with higher office rent and support to a new Chair, this would equate to an increase in financial resources to USD 5.5m in 2016, from a forecast of a USD 4.3m outturn for 2015 (note that the original budget set out in the 2015 workplan was for USD 5.2m). Since some of this increase is to pay for the 2016 Global Conference, it is foreseen that the budget will be able to fall to USD 5.3m in 2017. Pending the outcome of the Governance Review, further financial resources may be required. The Governance Committee is proposing actions and costs for each proposal to be approved by the Board. In addition, 32 validations foreseen in 2016 present a major financial challenge for the EITI if the World Bank's EGPS is unable to fund.

Proposals to significantly expand the work of the Secretariat are not presented since the Board has not indicated a desire to move in that direction. The proposed budget represents a best attempt to cost the core functions set out in the workplan, though a second scenario of no growth is presented to show the implications of less revenue than expected or other risks. Over time, it is envisaged that work on such issues as mainstreaming the EITI will reduce the needs and costs for the Secretariat.

Due to strengthening dollar over the past year and expected new contributions, it is not foreseen that either budget scenario will require an increase in any individual contributions in 2016¹, though the funding formula will come under renewed strain and the Board may wish to review it. The differences in the scenarios mainly relate to the risks in raising revenue and a falling dollar set out in section 8.

2 Explanation of the workplan

This workplan establishes the Board's instructions to the Secretariat on its priorities and actions for the year, in accordance with Article 13 of the Articles of Association, requiring the Board to agree the workplan and budget of the EITI.

Section 3 sets out the proposed priorities of the International Secretariat in 2016. Sections 4 and 5 cover other requirements of the Secretariat according to the Articles of Association: the support to the EITI Board, and the management, funding and monitoring of the International Secretariat respectively. Each section indicates the requested associated costs of the functions and actions outlined, with the requested budget found in Section 7. Annex 3c sets out the key indicators for the performance of the Secretariat against each of these functions. Section 8 outlines the key risks foreseen to the delivery of the workplan, including lower than expected revenue.

Section 6 sets out a multi-year outlook.

This workplan also serves to explain the key objectives, activities, and outcomes of the Secretariat to potential contributors and donors.

3 Priorities for 2016

The actions in the workplan 2016 reflect the lessons of the process so far, and the direction in which the Board has indicated that it wishes the EITI to go. Activities beyond these Board instructions or Secretariat mandate, like training for implementers, tends to be considered as additional project-specific funding.

Although the EITI has been operational for around ten years and has nearly 50 countries in membership, governance of the oil, gas and mining sectors remains an enormous challenge.

The EITI has made significant contributions to improved governance of the extractive sector in several countries around the world. In countries like the Democratic Republic of the Congo, the EITI has been central to many reforms of the sector. At the international level, debates on transparency in the sector are

¹ There is a separate discussion about the ICMM contribution for 2016. This workplan is based on an expected contribution of GBP 330,000 which has already been offered.

unrecognisable from ten years ago, and the EITI is seen as being at the forefront of many frontier debates including beneficial ownership, commodity trading, and artisanal and small-scale mining.

At the same time, the EITI has to adapt to the new reality of relatively low commodity prices. The new price levels are obviously bad for the extractives and it is a disaster for many resource-rich countries. Many countries have failed to benefit in the good time and have seen their tax and royalty incomes collapse and jobs being lost now with the lower price levels. Other countries, such as Guinea, have on top of Ebola seen huge mining projects being delayed or cancelled. So at a time when governments and citizens are seeing dwindling benefits, the EITI needs to do a better job at informing debate and on building trust about how the sector is governed.

Whilst the agenda gets bigger and more complicated, it has to be recognised that this is a time of severe belt-tightening in the sector. More needs to be done with less. The EITI is not immune to this and plans for the next few years need to be lean and smart. Yet it is also clear that the EITI process is one of the only *functioning* global mechanism to inform and channel debate in resource-rich countries in a way that includes all stakeholders - which meets an important need in this context.

Furthermore, as with so many major global challenges, it takes multiple efforts beyond just the EITI. These include better public financial management and improved enforcement both in rich consuming countries and poor producing ones. It takes greater openness and collaboration. The EITI can help, but is not an instant cure.

The next EITI Global Conference will take place early in 2016 in Lima, Peru. By 2016, most countries will have produced at least two years of reports under the EITI Standard. These reports are already becoming easier to use and providing more meaning. Whilst previous EITI Reports mainly disclosed revenues from oil, gas and mining, the recent EITI Reports provide information on how the extractive sector is governed, including explanations of contractual regimes and licencing procedures, production data and revenue allocations. There is an urgent need to continue efforts to make it a better instrument for those wishing to use it for reforming their countries. More must be done to: integrate the EITI into government systems; make reporting more timely and useful; present the data in more accessible forms; and make validation a smarter quality assurance mechanism.

In 2016, the Secretariat will continue to support countries to develop their processes towards these results. The EITI Standard itself will be refined so it contributes more to significant reform, better helps to tackle the curse of corruption and ensures that natural resources are better managed for the benefit of their people.

The Conference presents a platform for countries to showcase how they have used the EITI to inform public debate and drive reform. It will also appoint a new Board with a new Chair and establish some new governance arrangements. Most of all, it will set a course for the EITI over the next few years with a stronger focus on strengthening government and corporate systems, mainstreaming the EITI, informing public debate and driving reform.

3.1 Implementing the EITI Standard

3.1.1 Support to implementing countries

In 2016, the International Secretariat will provide support, as needed, to all implementing countries. Support to implementation will focus on ensuring that implementing countries meet the EITI Standard and harness the EITI as a tool to improve the governance of their natural resources.

Specifically, support to implementation will focus on ensuring that the following objectives are achieved:

- Each implementing country has a coherent workplan² that addresses key governance challenges.
- Each implementing country has a well-functioning multi-stakeholder group³ to ensure effective participation of relevant state and non-state actors.
- Each implementing country has published comprehensive⁴, relevant, reliable⁵ and accessible data, in a timely⁶ manner to inform public debate⁷ and increase the public understanding of how their natural resources are managed.
- EITI reporting is embedded in government agencies managing the sector to build strong, transparent and resilient government systems.
- Each MSGs continues to promote innovative approaches to improving the governance of the sector.
- Each implementing country has reviewed the outcomes and impact of EITI implementation and published its findings in the MSG Annual Activity Report.

To deliver the required support, the International Secretariat will undertake a wide range of activities.

For each country, the Secretariat identifies key issues and develops detailed strategies and action plans on how to support countries to address these issues. Progress of implementation is monitored through Implementation Progress Reports Internal (IPRI), Implementation Progress Reports (IPR) and regular regional team meetings.

The intensity of the support will vary from country-to-country, depending on the size of the sector covered, the quality of its institutions and stakeholder's commitments to use the EITI to improve the governance of their natural resources. Countries with a weak institutional environment tend to face greater challenges in implementing the Standard. These countries tend to have weaker capacities, but generally stand to benefit

² Requirement 1.4

³ Requirement 1.3

⁴ Requirement 3 and 4

⁵ Requirement 5

⁶ Requirement 2

⁷ Requirement 7

the most from implementing the EITI Standard. Demand for direct support depends also on where countries are in the implementation cycle. More than 30 countries have produced at least one report under the EITI Standard and 32 countries have Validation deadlines in 2016. By the end of the year, all 48 implementing countries are expected to adopt a workplan, publish an EITI Report and review the outcome and impact of EITI implementation in their annual activity report.

An important element of the Secretariat support to countries and multi-stakeholder groups will be provided through the Implementers' Portal, an EITI-developed website that assembles all existing guidance material, templates, best practice examples and links to resources from partners. This portal will be available in at least five languages and will improve the accessibility and searchability of guidance materials.

Actions

1. Analyse terms of reference (TORs) for Independent Administrators, scoping studies, reporting templates, draft and final EITI reports, workplans and Annual Activity Reports to provide comments and feedback to MSGs.
2. Developing and sharing guidance notes and EITI briefs on thematic issues, overseen by the Implementation Committee.
3. Provide access to the new implementers portal (guide.eiti.org) as part of the EITI website containing all guidance notes, examples and templates, as well as links to partners' materials.
4. Facilitating peer learning between implementing countries.
5. Monitoring progress in EITI implementation and coordinating support with partners and technical assistance providers.
6. Identifying linkages and sharing good practice.
7. Working closely with national coordinators to ensure effective functioning of MSGs.

3.1.2 Building on experience and best practice

The International Secretariat will continue to provide training and guidance on explaining the EITI Standard and relevant disclosures along the extractive industry value chain. As in previous years, the International Secretariat will seek to tailor training materials according to thematic interests and needs in implementing countries, such as beneficial ownership, artisanal mining, revenue allocations, commodity trading, communications and open data, etc.

The International Secretariat anticipates a great demand for support to the pre-validation self-assessments. There will also be continued emphasis on linking workplans to broader country priorities for the extractive sector, and increased focus on topics such as mainstreaming transparency, implementing recommendations from EITI Reports and documenting impact.

As usual, the International Secretariat will engage key partners such as DFID, GIZ, NREGI, PWYP, World Bank and others in training events, to provide expertise and technical assistance.

Implementing countries are at the forefront of using the EITI to deliver transparency, accountability, debate and reform. Sharing good practices through peer learning workshops, staff exchanges, virtual communities of practice, case studies of good practice, etc., will remain important in order to inspire better implementation. The Secretariat will continue to facilitate such sharing of experience both participating in-

person at events and through online platforms such as webinars, e-forums like yammer, the EITI implementer's portal, etc.

Training activities will target national secretariats, National Coordinators and MSG members, as well as other actors such as legislators and media.

Actions

8. Develop and implement a 2016 Training Plan, including funding sources and working with partners, to cover workshops implementation and further thematic issues.

Budget allocation – implementation support and training

It is foreseen that USD 1,875,000 of the budget (including staff costs) is spent on support to implementing countries, with a further USD 860,000 on support to training work. We foresee most of the latter (though not staff time) to be covered by project-specific funding and thus not part of the core budget.

It is expected that support to implementing countries will equate to around 43% of total staff time (weighted with salary) and training for a further 3%. Thus, almost half of all staff time is spent on support to implementing countries.

In addition, up to USD 2,400,000 will be spent on validation. Funding for validation is being considered by the Board with the intention of it being raised from project-specific costs and thus not affect the core budget. In any case, it is envisaged that it will require at least 3% of staff time.

3.2 Strengthening the EITI Standard as a global standard

3.2.1 Strategy positioning

The International Secretariat is expected to provide support to the Board's efforts to agree refinements to the EITI Standard and potentially Validation to be presented at the 2016 EITI Global Conference. Building on the 3-5 year strategy developed in 2015, a longer-term multi-year strategy for the 2016-18/19 may be developed for the 2016-2018/19 Board to consider.

While EITI Reports will continue to fill transparency gaps in many countries, a key focus will be on encouraging implementing countries to consider what information about the extractive sector is currently available in government systems and taking steps towards mainstreaming transparency. The International Secretariat will emphasise efforts to increase timeliness, openness and accessibility of EITI data in order to increase the relevance and usefulness of the information generated by the EITI for wider policy dialogues and debates.

Another key focus will be on making sure that recommendations from EITI reporting are better oriented towards strengthening auditing practices and legal, regulatory and administrative systems for managing the extractive sector; and that recommendations from EITI reporting are adequately considered and, where relevant, followed up. This, alongside further emphasis on setting clear national objectives for implementation and documenting the progress and results related to these, should contribute to better documentation of the overall impact of the EITI through 2016.

The International Secretariat will give priority to deepening implementation by continuing its focus on thematic issues such as beneficial ownership, contract transparency, subnational implementation, artisanal and small-scale mining, state-owned enterprises and commodity trading. Any refinements to the EITI Standard agreed by the 2016 Global Conference will subsequently require the development of further guidance and support to implementation in 2016.

The International Secretariat will use the EITI's global profile to forge linkages with relevant international processes, such as the Open Government Partnership, the World Economic Forum, the G8 and G20 processes. With more OECD countries implementing the EITI and enacting their own listing requirements, there is a major opportunity to ensure that EITI processes are embedded in global and national systems with strong read-across and interoperability.

The costs associated with this priority area are included in section 4 below on the Support to the EITI Board.

Actions

9. Provide support to the EITI Board's work on a 3-5 year strategy, including revisions to the 2013 EITI Standard and Validation.
10. Oversee the implementation of the mainstreaming pilot, including support to countries with feasibility work.
11. Strengthen the linkages between EITI implementation and wider extractive sector reforms, including by providing guidance to ensure that EITI reporting contributes to appropriate and useful recommendations for reform.

3.2.2 Outreach

The objectives, strategies and priorities for the Secretariat's work on outreach are set out in the *Outreach Strategy*, as approved by the EITI Board in July 2015. The strategy reflects the significantly altered environment for the EITI due to lower commodity prices. It addresses the costs and benefits of EITI implementation in prospective candidate countries and the cost implications for the International EITI Secretariat. Parallel outreach efforts will be provided to prospective supporting countries, companies, investors and civil society organisations.

The International Secretariat will utilise the guidance materials that have been developed to support outreach activities. This includes [guidance on how to become a candidate country](#), and on [developing a workplan and establishing an MSG](#). This guidance will often be supplemented with materials that address the circumstances in prospective implementing countries.

The 2016 Global Conference will be an important focal point for outreach efforts, particularly for countries in the immediate region.

Actions

12. Coordinate EITI outreach in accordance with the Board's outreach strategy and support preparations for implementation in countries that commit to EITI implementation.
13. Review and update guidance materials for prospective implementing countries, supporting countries, companies and civil society organisations.

Budget allocation - outreach

It is foreseen that USD 405,000 of the budget (including 8% of staff costs) is spent on outreach activities.

3.2.3 Communication

The International Secretariat will continue its communications programme with particular focus on how each country's EITI process is leading to change. The International Secretariat will oversee the production of the following core products:

- **New website & data portal:** the EITI website has not been updated since the EITI Standard was launched. With almost all implementing countries having published at least two reports under the Standard by the end of 2015, it is proposed to make the data the central feature of the website. The aim is that the website not only explains the Standard and guides the implementers on delivering it, but also focuses more on in-country issues and the visualisation of EITI data. Thematic pages will also draw more on EITI data to better illustrate and explain how the EITI has contributed to issues such as beneficial ownership and contract transparency. The World Bank has indicated its willingness to fund much of this redesign.
- **Engaging with the media:** the International Secretariat will continue to strengthen its engagement with the media, both at the international and national levels, including by targeting media in-country with news items on EITI country reports.
- **Progress Report 2016:** to coincide with the Conference, the 2016 EITI Progress Report will be published. The Progress Report will highlight the key achievements of the EITI in the past year and show examples of how countries are using the EITI to improve their sector governance.
- **News items, newsletter and other social media:** these products highlight the core features of countries' EITI Reports and important developments in countries. Information is communicated the EITI monthly newsletter to 7000 subscribers and on social media.

Actions

14. Produce regularly website content that documents how the EITI leads to change in countries, including the findings from EITI Reports, a 2016 EITI Progress Report, and EITI Briefs.
15. Redesign the EITI website, including a data portal.
16. Produce and distribute news items, newsletters and social media updates.

3.2.4 Promoting open data, integration with government systems and public dialogue

Subject to further discussions regarding the open data policy to be adopted at the Global Conference, the International Secretariat anticipates four areas of work on open data in 2016:

1. **Raising awareness on open data.** The focus on open data is a relatively new issue in many implementing countries. The Secretariat will support countries to explore options to make EITI data more accessible, while recognising resource and capacity constraints.
2. **Enhancing the consistency and usefulness of EITI data.** Together with supporting organisations and building on international best practice, the International Secretariat will work with implementing countries to improve the consistency of EITI data, including the elaboration of EITI data standards.

3. **Improving the accessibility of EITI data.** The International Secretariat will provide advice and support to implementing countries, document best practices and contribute to the development of open data applications.
4. **Encouraging greater utilisation of EITI data.** The International Secretariat plans to update its website to enhance access to summary data from EITI Reports and to showcase the results from EITI reporting. This will include the development of an **EITI Data Portal** as well as tools that stakeholders can use to present and analyse EITI data.

Actions

17. Support implementing countries, in accordance with the open data policy (TBC) to: (1) raise awareness on open data; (2) improve the consistency of EITI data; (3) improve the accessibility of EITI data, and (4) encouraging greater utilisation of EITI data.

Budget allocation - communications and data

It is foreseen that USD 800,000 of the budget (including 16% of staff costs) is spent on communications and data.

In addition, it is foreseen that USD 150,000 of the budget (including 4% of staff costs) is spent on **stakeholder relations and advocacy**.

3.3 2016 EITI Conference

3.3.1 Activities surrounding EITI Conference

The International Secretariat will organise the Global Conference in collaboration with the Ministry of Mines and Energy of Peru and other partners. A wide range of side events will be coordinated.

Actions

18. Organise the 2016 EITI Global Conference and the EITI National Expo in such a way that they meet the objectives agreed by the Board. This includes covering the travel of around 200 participants, hiring of the venue, developing the programme, organising the speakers, establishing the website and registration, working with partners on side events, security, and catering.
19. The International Secretariat will implement a communications plan for the EITI Global Conference. This includes launching the 2016 Progress Report and the revised EITI website.

Budget allocation – Global Conference

The budget for the 2016 Global Conference is USD 1,450,000 (including 5% of staff costs).

Funding of USD 1,100,000 (of which at least USD 250,000 in kind) is expected from partners and the Government of Peru.

4 Support to the EITI Board

The International Secretariat will work with the Chair and the Board to prepare agendas, provide activity reports, oversee translation of documents and make other practical arrangements for Board meetings. The International Secretariat will organise at least three EITI Board meetings in 2016 and provide the Board with the necessary support and documentation for decisions taken both in Board meetings and through Board circulars. Depending on the composition of the current EITI Board and its Committees, this support will need to be provided in three or four languages (English, French, Russian, Spanish). Depending on the conclusions of the governance review, the International Secretariat will be available to assist implementing country constituencies as needed, in particular to strengthen their internal coordination to ensure that their voice is adequately represented.

The International Secretariat will work with the Chair and the Board – mostly through its Committees and Working Groups⁸ – to develop policy proposals and recommendations. For 2016, the Secretariat will work with Board Committees on a number of tasks on their respective agendas:

- Finance and Audit Committees: strategically manages the EITI's financial resources and monitors the budget, as well as reviewing the 2015 audit report.
- Governance Committee: addresses issues relating to the governance of the EITI, including implementation of recommendations from the governance review.
- Implementation Committee: oversees EITI policy and progress with implementation of the EITI Standard, including reviewing Implementation Progress Reports, EITI Reports, and the impact of the EITI.
- Outreach and Candidature Committee: defines priority outreach countries, and elaborates and refines strategies for outreach to specific countries. Assess candidature applications (including applications expected from Chile, Equatorial Guinea, France, Germany, Mexico, the Netherlands, and Tunisia).
- Rapid Response Committee: monitors events that could put EITI stakeholders or processes in EITI implementing countries at risk, and makes recommendations to the Board for possible responses.

⁸ The Audit Committee, the Finance Committee, the Governance Committee, the Implementation Committee, the Nominations Committee, Outreach and Candidature Committee, the Rapid Response Committee, the Validation Committee. More information on the Committees can be found in their ToRs.

- Validation Committee: reviews Validation reports. Validations are expected in 2016 for up to 32 countries.

In 2016, the International Secretariat will provide support to the Nominations Committee's main task of supporting the transition to a new Chair and Board for 2016-2019. The new Board will be provided with a Board manual, a code of conduct, and a structured induction.

The governance review is currently under discussion. Recommendations still have to be discussed by the Governance Committee and approved by the EITI Board. The International Secretariat will assist the Governance Committee in the implementation of the recommendations in the time and manner agreed by the Board. The Board will consider whether a review of management is required following the governance review.

Actions

20. Organise at least three EITI Board meetings in 2016.
21. Facilitate regular Committee meetings and ensure a smooth flow of work between them and the Board.
22. Ensure that constituency guidelines are followed in the nomination of Board members, including facilitating the implementing country constituency nominations/elections process.
23. Develop an induction process and materials for the incoming Board.
24. Implement the recommendations of the governance review as agreed by the Board.

Budget allocation – Support to the EITI Board

It is foreseen that USD 840,000 of the budget (including 8% of staff costs) is spent on support to the Board.

It is difficult to foresee the costs of the implementation of the governance review. If they are substantial, it might require a new budget be proposed to the Board.

This budget foresees the costs to support the new Chair to be USD 150,000 of the budget (including at least 1% of staff time).

5 Management, funding and monitoring

5.1 Management of the International Secretariat

The Secretariat is requesting a similar level of staffing as in 2015. One senior and two junior staff members' contracts will come to end in the first half of 2016 and will need replacement; the Secretariat continues its search for a senior communications director; and additional staff to support the incoming Chair. On the other hand, from March 2016, the Conference manager will be absorbed back into the country staff, and the interns for the conference and for data scraping will no longer be required. Overall, this implies a net addition of one or two staff members.

By the end of 2015, the International Secretariat will have 23 full time staff. Three part-time staff members provide additional support: one assistant to the Chair (one day per week); one French language co-ordinator and one part time senior advisor (see organisational chart in Annex A and staff allocation to work areas in Annex D).

The EITI continues to enjoy a strong and diverse funding base that generally meets its financial needs. It is expected that there will be sufficient funding to support the EITI in 2016, though elements of the funding formula might be stretched. The International Secretariat remains a lean but growing organisation, with strong and robust financial, administrative and human resource systems. More broadly, support for the EITI in implementing countries will be dependent on a smooth transition from World Bank MDTF to the new EGPS.

The Oslo office will move to larger and more expensive premises in 2016. The EITI has been allowed to continue to rent its offices at USD 5,000 per month, which is well below market rate. The Ministry of Foreign Affairs and NORAD have made it clear that they consider it reasonable that the EITI has its own premises. The Secretariat agrees that, while hugely cost effective and efficient to be co-located with the Norwegian programme Oil for Development, it is a good time for the EITI to have its own office. As is further detailed in the attached budget, there will be an additional cost is likely to be for an office of similar standard and location in Oslo.

Actions

25. Recruit new staff members, with an expected new increase of two, whilst continuing to provide assistance to existing staff to deliver on their objectives.
26. Continue to develop staff policy and procedures, including the functioning of the Staff Committee and the development of the staff manual and office procedures.
27. Find suitable office accommodation and ensure a smooth relocation in 2016.

Budget allocation – Management of the International Secretariat

It is foreseen that USD 484,000 of the budget (including 9% of staff costs) is spent on management and administration of the Secretariat.

5.2 Monitoring and evaluation

The International Secretariat will continue to report to the Board on its own performance through annual activity and finance reporting. Performance of staff follows procedures agreed in the staff manual. Monitoring of EITI implementation in implementing countries will continue to be provided through the Implementation Progress Reports and Outreach Progress Reports regularly submitted to the Board. The monitoring of EITI impact is addressed in the communications section. Additionally, the Secretariat has revised the set of indicators that have been reported since 2010 as instructed by the Board (Board circular 75) and are detailed in Annex C.

6 2016-18 Multi-year outlook

Whilst the EITI has much to be proud of, the sector remains riddled with challenges. The EITI needs to do more and change itself if it is to have a greater impact and remain relevant in a new world of lower commodity prices. The Board has been discussing a 3-5 year strategy based on the following elements:

- **Increasing impact**
 - Mainstreaming the EITI in government systems and corporate reporting
 - Informing policy dialogue
- **Adjustments and clarifications**
 - Clarifying the EITI Standard
 - Validation
- **Improving procedures**
 - EITI governance
 - Support to EITI implementation

Increasing impact, informing policy and mainstreaming transparency are also the key themes of the 2016 Global Conference that will guide much of the direction of the EITI in the next few years.

The 2016 workplan seeks to build on the themes of this strategy. It includes specific actions for a pilot for mainstreaming data from the sector, opening data for more and easier use, revisions to the Standard and to Validation, and changes to the governance of the EITI itself. All of these actions will continue to be priority areas. Actions taken in 2016 will need rolling out, elaboration, further refinement, and adjusting in 2017 and 2018 in order to make the EITI a more useful and relevant tool for informing better governance. The objective will be for the International Secretariat to act increasingly as a facilitator of conversations between peer countries about how the Standard can best be used to strengthen government systems and inform public debate.

It is likely that the next three years will also see a sector beset by lower prices than in the previous decade. The case for implementation and use of the EITI in a low commodity price environment is just as strong, but different. The focus will need to be on how the process can inform the policy challenges of a squeezed sector. Once again, EITI implementation and messages will need to be carefully tailored to the various circumstances.

With a critical mass of countries compliant with the EITI Requirements, the focus will continue to move from the technical aspects of the Standard to highlighting how it can make a difference in diverse settings. This might be described as a move from how to do the EITI more to what to do with the EITI. Countries have emerged as leaders in different aspects of using the EITI to deliver transparency, accountability, debate and reform. The International Secretariat will continue to acknowledge, encourage and incentivise such actions and create the platform for these efforts to inform and inspire other countries. With more focus on enabling countries to use of the EITI to go beyond the Standard, the International Secretariat's role as convener, facilitator, and documenter, rather than a technical adviser, will continue to evolve at a gathering pace. Consequently, there are more peer learning workshops, staff exchanges, internet communities of practice, case studies of good practice, country news items, blogs, etc. If the EITI is increasingly embedded in government systems, the EITI's and the Secretariat's own roles should over time become smaller.

In 2016, it is likely that France, Germany and the Netherlands might join the increasing number of OECD countries implementing the EITI. Australia also remains in the frame. These countries come to the table with different challenges which will test the robustness of the above strategy and technical changes to the Standard.

The International Secretariat will develop a Training Plan for 2016 to cover regional workshops on the Standard. As in 2015, a proposal for parallel funding of around USD 350,000 will be sought from the World Bank EGPS to cover these.

7 2016 Budget

7.1 Summary

The Secretariat continues to strive to be cost efficient and lean. It considers a core budget of USD 5.5m as necessary to deliver the 2016 Workplan. This is a 26% increase on the 2015 forecasted outturn, but is actually the same as the 2014 outturn (if the Conference line is removed), and less than the 2013 outturn (the last year of a Conference). **Under this long term low growth scenario, the Secretariat will not be seeking an increase from individual contributors for 2016⁹.** This is because of three reasons:

- As noted above, the *underlying* growth (ie. removing its own funding of the triennial Global Conference of USD 0.5m), is flat: the budget of USD 5.0m is the same as the 2014 outturn.
- 2015 was an atypical year. The relative strength of the dollar worked in favour of the Secretariat that has more than half of its costs in NOK. Therefore, the final forecasted outturn is considerably less than was the budget originally sought. The amount requested from partners in 2016 is actually only 5% more than what was originally sought in 2015. If the Global Conference budget line is removed, the amount sought has actually gone down from USD 5.2m in 2015 to USD 5.0m in 2016.
- Whilst the Secretariat was unsuccessful in its original fundraising plans in 2014, it was saved by a strong dollar and cost-cutting. The Secretariat's fundraising was constrained by a funding formula which will be subject to review in 2016.

A second scenario of no growth is also presented in case the expected revenue is not received. The risks to the expected revenue are set out in section 8. The implications of this scenario are in this section.

The budget is presented in a new reporting format which separates the core budget from project specific activities and also presents the budget by cost functions and types. Whilst this makes comparison with

⁹ There are separate discussions on-going with ICMM about the 2016 contributions from its members.

previous years difficult, the new format is expected to help to create a better understanding of the use of funds by the Secretariat, and give a more accurate outline of the funding arrangements.

A three year outlook is included. The three year outlook is based on gradual growth in addition to special events such as the 2016 global conference as well as the need for new offices by the summer of 2016.

The reserve of USD 0.5m (agreed to be increased to NOK 4.8m from 2016) that can be called upon when needed, contributes towards financial sustainability. With the Secretariat obtaining most revenue in US dollars and with more than half of its costs in NOK, there is always unpredictability due to currency fluctuations.

7.2 2016 Budget

A core budget of USD 5.5m is proposed. This includes USD 0.5m funding of the Global Conference. In addition to the core budget there is a budget for project specific funded activities of USD 4.0m. The project specific funded activities include estimates of USD 0.8m for training, USD 0.9m for Global Conference and USD 2.4m for Validation. The Secretariat foresees increased core expenditure on salaries, office, and travel and accommodation costs related to the Global Conference expenses.

Overall **salaries**, the most significant type of expenditure, are expected to increase by 5% due to a combination of inflation (2.5%)¹⁰, performance-related salary increases (around 2%), and new staff (around 0.5%). **Office expenses** are expected to increase from USD 0.3m to USD 0.4m in 2016 to cover a relocation in the first half of the year and increased office rent. **Travel and accommodation expenses** are expected to increase from USD 1.1m to USD 2.5m in 2016 mainly to cover significant costs related to the Global conference.

Most significantly, the EITI Board agreed that the EITI International Management¹¹ should finance and procure EITI **Validation**. 32 Validations are expected in 2016. These are expected to cost in the order of US \$75k each, leading to an increased budget line in the 2016 accounts of US \$2.4m. This will be sought from the World Bank's EGPS. If successful, this will not affect the core budget as costs will be repaid on a cost recovery basis.

Finally, it should be noted that the outgoing **Chair** of the EITI executes her function pro bono and is only compensated for actual costs covering, for example, travel. The budget line 'Chair Support' refers to the cost for running the support to her and Eddie Rich (Deputy Head of Secretariat) in London – this consists of a PA who works 20% of the time, telecommunications, visas, office and IT costs, and incidentals. She

¹⁰ This inflation rate is based on the Norges Bank's inflation rate of 2.0%

(<http://www.norgesbank.no/en/Statistics/Inflation/>) plus 0.5% to allow a cushion.

¹¹ EITI International Management refers to the International Secretariat, Board and Conference.

provides a room in her house as an office for Eddie and the PA at no cost to the EITI. This budget foresees a increase of the costs to support the new Chair to USD 150,000 of the budget (including at least 1% of staff time).

With the new reporting format having been established in 2015, historic figures are presented separately in table 1, while the 2015 and 2016 forecast and budget is presented in table 2.

Table 1: EITI historic figures

EITI Reporting - Historic 2010-2014

All figures in **USD thousands**

Item	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual
Core contribution, Government of Norway					
Government of Norway	603	669	583	0	714
Supporting countries, International Development Agencies (IDAs) and NGOs (approximately 50% of remaining requirement)					
Civil Society					-
Supporting countries and IDA's	1 328	2 317	2 436	3 656	2 394
Private sector (approximately 50% of remaining requirement)					
Investors	4	14	13	10	10
Oil and Gas	749	1 003	1 254	1 205	1 263
Mining and Minerals	130	816	635	904	634
Non-extractives	0	0	0	10	16
Total Revenues	2 814	4 821	4 921	5 784	5 031
Costs					
Implementation	207	162	200	706	471
Outreach	105	151	169	212	214
Board meetings	458	428	496	605	559
Communications	95	226	173	461	536
Chair's support	154	86	35	35	50
Project consultants	107	305	168	186	145
Salary	1 403	1 922	1 779	2 260	2 363
Other staff expenses	93	72	173	155	252
Office expenses	179	363	562	452	381
Conference	219	958	261	1 442	54
Total Expenditure	3 020	4 672	4 017	6 512	5 026
Net result	(206)	149	904	(728)	5

Table 2: EITI 2015/2016 forecast and budget

EITI Budget 2016

All figures in USD thousands

Item	2015 Forecast	2015 Budget	2016 Budget	%increase vs 2015 Budget	%increase vs 2015 Forecast
Core contribution, Government of Norway					
Government of Norway	316	394	325	-17,5 %	2,8 %
Supporting countries, Int. Development Agencies (IDAs) and NGOs (approximately 50% of remaining requirement)					
Civil Society	-	10	10	0,0 %	
Supporting countries and IDA's	2 043	2 404	2 555	6,3 %	25,1 %
Private sector (approximately 50% of remaining requirement)					
Investors	16	10	10	0,0 %	-37,5 %
Oil and Gas	1 283	1 598	1 700	6,4 %	32,5 %
Mining and Minerals	651	800	850	6,3 %	30,7 %
Non-extractives	10	5	5	0,0 %	-47,4 %
Total Revenues Core	4 318	5 220	5 455	4,5 %	26,3 %
Project-specific funding					
Training, assessments, Global Conference*	696	-	1 610		131,3 %
Validation	108	600	2 400	300,0 %	2122,2 %
Total Revenues	5 122	5 820	9 464	62,6 %	84,8 %
Costs by function					
Implementation	1 588	2 088	1 875	-10,2 %	18,1 %
Outreach	261	530	405	-23,6 %	55,2 %
Board meetings	869	680	840	23,5 %	-3,3 %
Communications	782	899	800	-11,0 %	2,3 %
Chair's support	30	86	100	16,1 %	233,3 %
Training*	543	102	860	740,8 %	58,4 %
Stakeholder rel./Int. advocacy	241	141	150	6,4 %	-37,8 %
Management & Admin	593	468	484	3,4 %	-18,4 %
Global conference	109	123	1 450	1076,8 %	1230,3 %
Validation	187	702	2 500	256,0 %	1236,9 %
Total Costs by function	5 203	5 820	9 464	62,6 %	81,9 %
Costs by type					
Salary	2 543	2 725	2 778	1,9 %	9,2 %
Other staff expenses	85	240	155	-35,4 %	82,4 %
Office expenses	300	365	380	4,1 %	26,7 %
Travel and accomodation	1 145	900	2 526	180,7 %	120,6 %
Translation & Interpretation	450	600	725	20,8 %	61,1 %
Project consultants	555	900	2 750	205,6 %	395,5 %
Other expenses	125	90	150	66,7 %	20,0 %
Total Costs by type	5 203	5 820	9 464	62,6 %	81,9 %
Net result	(81)	-	-		

*Training is foreseen to significantly increase in 2016 to take advantage of the Global Conference bringing so many stakeholders place. For example, it is seen as a rare opportunity to draw in journalists, parliamentarians and graphic data users into one place and engage in specific EITI country data. Several ideas are being developed in a separate training plan for 2016

EITI Budget 2016

All figures in USD thousands

Item	2015 Forecast	2015 Budget	2016 Budget	%increase vs 2015 Budget	%increase vs 2015 Forecast
Core contribution, Government of Norway					
Government of Norway	316	394	325	-17,5 %	2,8 %
Supporting countries, Int. Development Agencies (IDAs) and NGOs					
Civil Society	-	10	10	0,0 %	
Supporting countries and IDA's	2 043	2 404	2 705	12,5 %	32,4 %
Private sector					
Investors	16	10	10	0,0 %	-37,5 %
Oil and Gas	1 283	1 598	1 600	0,1 %	24,7 %
Mining and Minerals	651	800	800	0,0 %	23,0 %
Non-extractives	10	5	5	0,0 %	-47,4 %
Total Revenues Core *	4 318	5 220	5 455	4,5 %	26,3 %
Project-specific funding					
Training, assessments, Global Conference**	696	-	1 610		131,3 %
Validation	108	600	2 400	300,0 %	2122,2 %
Total Revenues	5 122	5 820	9 464	62,6 %	84,8 %
Costs by function					
Implementation	1 588	2 088	1 825	-12,6 %	14,9 %
Outreach	261	530	405	-23,6 %	55,2 %
Board meetings	869	680	840	23,5 %	-3,3 %
Communications	782	899	800	-11,0 %	2,3 %
Chair's support	30	86	150	74,2 %	400,0 %
Training**	543	102	860	740,8 %	58,4 %
Stakeholder rel./Int. advocacy	241	141	150	6,4 %	-37,8 %
Management & Admin	593	468	484	3,4 %	-18,4 %
Global conference	109	123	1 450	1076,8 %	1230,3 %
Validation	187	702	2 500	256,0 %	1236,9 %
Total Costs by function	5 203	5 820	9 464	62,6 %	81,9 %
Costs by type					
Salary	2 543	2 725	2 778	1,9 %	9,2 %
Other staff expenses	85	240	155	-35,4 %	82,4 %
Office expenses	300	365	380	4,1 %	26,7 %
Travel and accommodation	1 145	900	2 526	180,7 %	120,6 %
Translation & Interpretation	450	600	725	20,8 %	61,1 %
Project consultants	555	900	2 750	205,6 %	395,5 %
Other expenses	125	90	150	66,7 %	20,0 %
Total Costs by type	5 203	5 820	9 464	62,6 %	81,9 %
Net result	(81)	-	-		

*This revenue budget does not follow the funding formula in that the split between governments and companies is 56:44 as opposed to 50:50 in the funding formula. This is in recognition that keeping to a funding formula in a year in which the company funding is likely to be limited, would constrain the entire budget and make the core budget unworkable. This unsustainable funding formula issue is being considered in the funding review now underway

**Training is foreseen to significantly increase in 2016 to take advantage of the Global Conference bringing so many stakeholders into one place. For example, it is seen as a rare opportunity to draw in journalists, parliamentarians and graphic data users into one place to learn and engage in specific EITI country data. Several ideas are being developed in a separate training plan for 2016. Options for funding of USD1.2m for training and USD0.4m for the Conference have been shared with supporting countries and are available on request to Brynjar Wiersholm bwiersholm@eiti.org. In reality, the Secretariat does not expect all of these activities to be funded, so this budget only includes a best estimate on what might be covered through the budget. In addition, considerable in-kind costs are expected to be provided eg. hosting or direct funding of participation from country offices, etc

With its continued efforts to strengthen the EITI funding base, the Secretariat expects to be able to raise sufficient funding in 2016 to cover these costs. It helps that since 2010, financial support to the EITI has

been considered overseas development assistance by the OECD's Development Assistance Committee's working group on Statistics. This means that OECD countries that contribute financially towards the EITI management can be considered as development assistance.

This forecast is based on the expectation of a continued widening funding base:

- So far in 2015, one new supporting company has made a financial contribution to the EITI. With continued new companies in 2016, it is expected that changes in the requested contribution from companies can be avoided for the third year in a row. A proposed contribution of GBP 330,000 from ICMM on behalf of its members is being considered. However, raising sufficient funding from companies to meet the funding formula has been a challenge in 2015 and will continue to be in 2016. This issue will be considered in the funding review; and
- First time financial contributions are expected from supporting countries, including Belgium, the European Commission, and the United States, lead to the hope that significant increases in requests will not be required.

As before there is a continued need to focus on widening the funding bases and collecting contributions and pledges, in order to avoid increases in requested contributions.

7.3 Scenarios and outlook for the 2016 Budget

The budget includes two scenarios: a low growth and a no growth in the core budget. Each also outline the 3 year outlook for these scenarios.

Both scenarios assume increased rent for new offices of USD 0.12m.

1. Proposed low growth scenario

The low scenario of the core budget, proposed by the Secretariat responds to the delivery of the workplan with only modest increases in implementation support and other activities.

Table 3: Workplan scenario of Low growth

EITI Budget years 2016-2018**Low growth scenario**

All figures in USD thousands

Item	2015 Forecast	2015 Budget	2016 Budget	% increase vs 2015 Budget	2017 Budget	% increase	2018 Budget	% increase	% increase 2015-2018
Core contribution, Government of Norway									
Government of Norway	316	394	325	-17,5 %	325	0,0 %	325	0,0 %	-17,5 %
Supporting countries, Int. Development Agencies (IDAs) and NGOs									
Civil Society	-	10	10	0,0 %	11	10,0 %	11	0,0 %	10,0 %
Supporting countries and IDA's	2 043	2 404	2 705	12,5 %	2 590	-4,3 %	2 765	6,8 %	15,0 %
Private sector									
Investors	16	10	10	0,0 %	11	10,0 %	11	0,0 %	10,0 %
Oil and Gas	1 283	1 598	1 600	0,1 %	1 540	-3,8 %	1 640	6,5 %	2,6 %
Mining and Minerals	651	800	800	0,0 %	770	-3,8 %	820	6,5 %	2,5 %
Non-extractives	10	5	5	0,0 %	5	0,0 %	6	20,0 %	20,0 %
Total Revenues Core	4 318	5 220	5 455	4,5 %	5 252	-3,7 %	5 578	6,2 %	6,9 %
Project-specific funding									
Training, assessments, Global Conference	696	-	1 610		575	-64,3 %	590	2,6 %	
Validation	108	600	2 400	300,0 %	975	-59,4 %	975	0,0 %	62,5 %
Total Revenues	5 122	5 820	9 464	62,6 %	6 802	-28,1 %	7 143	5,0 %	22,7 %
Costs by function									
Implementation	1 588	2 088	1 825	-12,6 %	1 980	8,5 %	2 090	5,6 %	0,1 %
Outreach	261	530	405	-23,6 %	440	8,6 %	460	4,5 %	-13,3 %
Board meetings	869	680	840	23,5 %	900	7,1 %	940	4,4 %	38,2 %
Communications	782	899	800	-11,0 %	835	4,4 %	850	1,8 %	-5,4 %
Chair's support	30	86	150	74,2 %	155	3,3 %	160	3,2 %	85,8 %
Training	543	102	860	740,8 %	775	-9,9 %	790	1,9 %	672,3 %
Stakeholder rel./Int. advocacy	241	141	150	6,4 %	155	3,3 %	160	3,2 %	13,4 %
Management & Admin	593	468	484	3,4 %	487	0,6 %	493	1,2 %	5,3 %
Global conference	109	123	1 450	1076,8 %	-	-100,0 %	125		1,4 %
Validation	187	702	2 500	256,0 %	1 075	-57,0 %	1 075	0,0 %	53,1 %
Total Costs by function	5 203	5 820	9 464	62,6 %	6 802	-28,1 %	7 143	5,0 %	22,7 %
Costs by type									
Salary	2 543	2 725	2 778	1,9 %	2 922	5,2 %	3 075	5,2 %	12,8 %
Other staff expenses	85	240	155	-35,4 %	160	3,2 %	170	6,3 %	-29,2 %
Office expenses	300	365	380	4,1 %	390	2,6 %	405	3,8 %	11,0 %
Travel and accommodation	1 145	900	2 526	180,7 %	1 400	-44,6 %	1 500	7,1 %	66,7 %
Translation & Interpretation	450	600	725	20,8 %	600	-17,2 %	633	5,5 %	5,5 %
Project consultants	555	900	2 750	205,6 %	1 175	-57,3 %	1 200	2,1 %	33,3 %
Other expenses	125	90	150	66,7 %	155	3,3 %	160	3,2 %	77,8 %
Total Costs by type	5 203	5 820	9 464	62,6 %	6 802	-28,1 %	7 143	5,0 %	22,7 %
Net result	(81)	-	-		-		-		

2016

USD 0.5m of core budget is allocated to the Global Conference.

2.5% inflation adjustment to salaries plus 2 % adjustment for performance and promotion and another 0.5% for new staff.

Senior staff in first half and one additional staff member in second half.

New premises from 2016: added annual cost of US \$0.12m to office expenses.

2017

Increases in implementation, outreach, board meetings and communications.

Salary increased by 5% to allow for inflation, performance and promotion and new staff.

2018

6% overall increase.

2. Proposed no growth scenario

The no growth scenario seeks to show the impact of lower than expected revenue on the delivery of the workplan. The plans for outreach, communications and implementation support activities would be hit hardest. These significant cuts would severely affect the ability to deliver many of the workplan activities,

including how much guidance information would be received by implementing countries and how much support the Secretariat could provide to implementing countries.

Table 4: Workplan scenario of no growth

EITI Budget years 2016-2018**No growth scenario**

All figures in USD thousands

Item	2015 Forecast	2015 Budget	2016 Budget	%increase vs 2015 Budget	2 017 Budget	% increase	2 018 Budget	% increase	%increase 2015-2018
Core contribution, Government of Norway									
Government of Norway	316	394	325	-17,5 %	325	0,0 %	325	0,0 %	-17,5 %
Supporting countries, Int. Development Agencies (IDAs) and NGOs									
Civil Society	-	10	10	0,0 %	11	10,0 %	11	0,0 %	10,0 %
Supporting countries and IDA's	2 043	2 404	2 544	5,8 %	2 348	-7,7 %	2 485	5,8 %	3,4 %
Private sector									
Investors	16	10	10	0,0 %	11	10,0 %	11	0,0 %	10,0 %
Oil and Gas	1 283	1 598	1 539	-3,7 %	1 435	-6,8 %	1 510	5,2 %	-5,5 %
Mining and Minerals	651	800	767	-4,1 %	715	-6,8 %	752	5,2 %	-6,0 %
Non-extractives	10	5	5	0,0 %	5	0,0 %	6	20,0 %	20,0 %
Total Revenues Core	4 318	5 220	5 200	-0,4 %	4 850	-6,7 %	5 100	5,2 %	-2,3 %
Project-specific funding									
Training, assessments, Global Conference	696	-	1 510		575	-61,9 %	590	2,6 %	
Validation	108	600	2 400	300,0 %	975	-59,4 %	975	0,0 %	62,5 %
Total Revenues	5 122	5 820	9 109	77,8 %	6 400	-29,7 %	6 665	4,1 %	14,5 %
Costs by function									
Implementation	1 588	2 088	1 730	-17,1 %	1 790	3,5 %	1 830	2,2 %	-12,3 %
Outreach	261	530	325	-38,7 %	365	12,3 %	370	1,4 %	-30,2 %
Board meetings	869	680	776	14,1 %	800	3,1 %	835	4,4 %	22,8 %
Communications	782	899	800	-11,0 %	800	0,0 %	830	3,8 %	-7,7 %
Chair's support	30	86	150	74,2 %	155	3,3 %	160	3,2 %	85,8 %
Training	543	102	760	643,0 %	775	2,0 %	790	1,9 %	672,3 %
Stakeholder rel./Int. advocacy	241	141	145	2,8 %	155	6,9 %	160	3,2 %	13,4 %
Management & Admin	593	468	473	1,1 %	485	2,5 %	490	1,0 %	4,7 %
Global conference	109	123	1 450	1076,8 %	-	-100,0 %	125		1,4 %
Validation	187	702	2 500	256,0 %	1 075	-57,0 %	1 075	0,0 %	53,1 %
Total Costs by function	5 203	5 820	9 109	56,5 %	6 400	-29,7 %	6 665	4,1 %	14,5 %
Costs by type									
Salary	2 543	2 725	2 713	-0,4 %	2 850	5,0 %	2 993	5,0 %	9,8 %
Other staff expenses	85	240	155	-35,4 %	160	3,2 %	165	3,1 %	-31,3 %
Office expenses	300	365	380	4,1 %	390	2,6 %	400	2,6 %	9,6 %
Travel and accommodation	1 145	900	2 368	163,1 %	1 275	-46,2 %	1 340	5,1 %	48,9 %
Translation & Interpretation	450	600	693	15,5 %	550	-20,6 %	577	4,9 %	-3,8 %
Project consultants	555	900	2 650	194,4 %	1 025	-61,3 %	1 030	0,5 %	14,4 %
Other expenses	125	90	150	66,7 %	150	0,0 %	160	6,7 %	77,8 %
Total Costs by type	5 203	5 820	9 109	56,5 %	6 400	-29,7 %	6 665	4,1 %	14,5 %
Net result	(81)	-	-	-	-	-	-	-	-

2016

New premises from 2016: added annual cost of US \$0.12m to office expenses.
USD 0.5m of core budget is allocated to the Global Conference.

2017

Minor increases in Implementation and Board meetings with increase in Outreach.

2018

5% overall increase.

8 Risks to workplan

The Secretariat foresees four risks to this budget. Firstly, that the 32 validations envisaged for 2016 are not fundable. The present validation model would see costs in the order of USD 2.4m, yet the new World Bank facility only presently has funds for validation of around USD 0.35m and those are subject to donor approval. There are therefore three scenarios: 1. the funding model will have to change; 2. substantially

more project-specific funding is required; or 3. validations will not go ahead. Since validations are to be funded through project-specific funding, the impact of validations not going ahead on the core budget is negligible though, of course, they do have staff cost implications. The Validation Committee and Board are considering different lower cost model scenarios.

Secondly, that funding from existing partners is not forthcoming. There are clearly major challenges in the oil, gas and mining sectors, which mean that, although no increased funding is sought on an individual company basis, contributions do not hold up to previous levels. Oil and gas companies have not indicated that their contributions will fall, but their 2015 payments did not meet the required funding for 2016. For the mining companies, the low growth scenario is based on an ICMM offer of GBP 330,000, but again that would leave funding from that sub-constituency below the funding formula requirements. The Board is undertaking a review of the funding formula, which could mean that total company funding would not constrain total country funding. Then the biggest risk is that a few supporting countries start to drop off their support. Most of these have established multi-year funding arrangements and new funding is expected from the European Commission and the Government of the United States. However, others might not renew their funding. Overall, the risk of a shortfall on total revenue is medium to low, but it is clear that the funding formula will not be sustained.

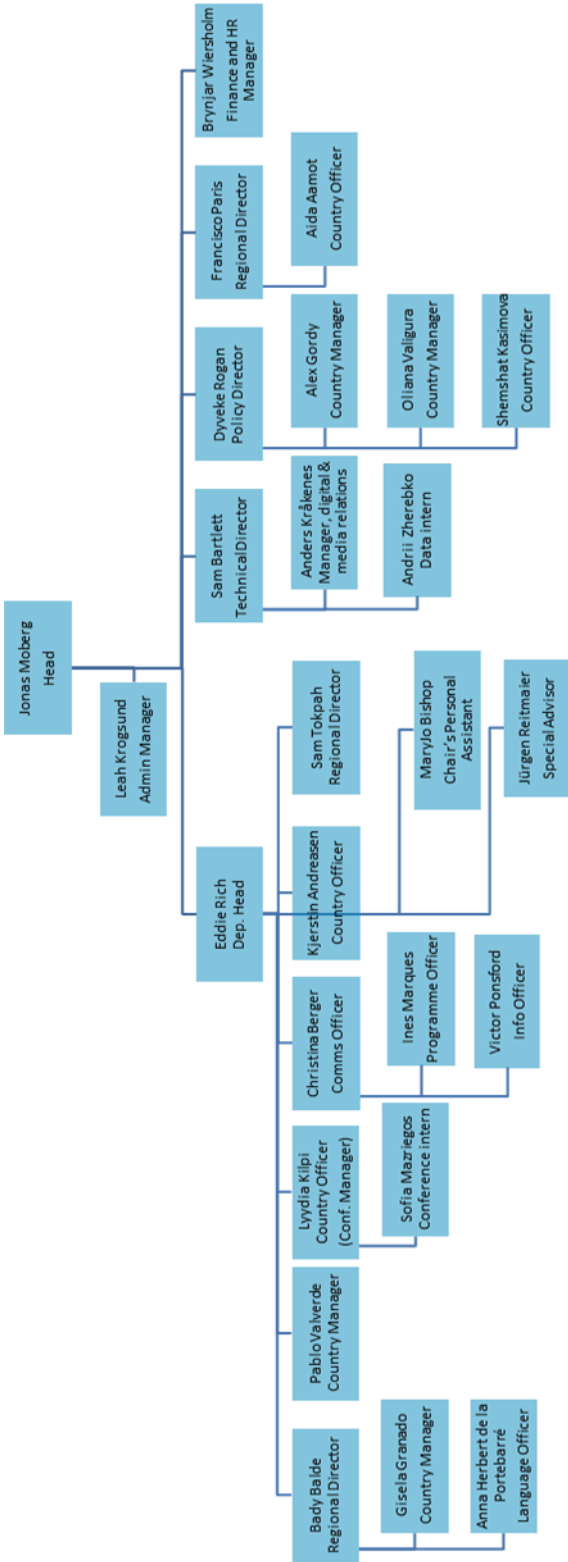
Thirdly, that the dollar falls. As most of the contributions to the budget are made in dollars and most of the spending (including staff costs) are made in NOK, the stronger than expected dollar has created a saving of around USD 0.5m in the 2015 outturn. If the rate shifts significantly the other way in 2016, the budget will be squeezed.

Fourthly, that the costs of the governance review are higher than foreseen. The costs of the Governance review are presently assessed to be negligible, though the implementing countries constituency are assessing the costs of a more effective sub-constituency. If costs here are higher than foreseen in this budget, they will either need additional funding, separate funding, or they will impact on other areas of the workplan.

Actions

28. Undertake a review of the funding formula for voluntary contributions or consider whether alternative arrangements, including fees, should be considered.

Annex A - EITI International Secretariat Organisational Diagram



Annex B - Key Performance Indicators (KPIs)

B.1 Summary

This annex presents a number of indicators at three different levels: (i) output from the International Secretariat activities funded through the Secretariat budget; (ii) outcomes achieved in EITI implementation throughout the whole universe of implementing countries; and (iii) selected “Big picture” indicators on growth and development outcomes, investment climate and governance. This follows the International Secretariat’s commitment to keep tracking a set of key performance indicators – KPIs - that allow continued assessment of the “value for money” provided by the Secretariat and learning from experience, improving delivery, planning, and allocation of resources. It also aims to identify and demonstrate results obtained through the EITI implementation and shed some lights on the impact of these results on wider aspects such as growth, investment and governance.

B.2 Background

Since 2010, the EITI Board has sought to monitor the results achieved through the implementation of the EITI Standard that could be directly associated with the work of the Board and International Secretariat. For that purpose, a set of indicators was approved by the Board (see Board Circular 75). These indicators were aimed at addressing three different aspects:

1. Agency effectiveness (i.e. the EITI). This responds to the “value for money” question. The indicators to be monitored for this relate to the inputs and outputs to/from the EITI as an agency (mostly the International Secretariat as the supporting unit of the International Board, the decision-making body).
2. Attributable outcomes. This responds to the question of what concrete results have been achieved, totally or partially, as the result of the agency’s activities, products, interventions and steering.
3. Big picture indicators. Although not attributable to any single organisation (not the least, to the EITI Board and Secretariat), selected proxy indicators in areas such as investment climate, human capital spending, corruption, poverty, all related to goals sought by the EITI, are aimed to shed light on general context and the direction of change.

The International Secretariat had expanded in recent years. Not only is it serving a larger number of countries but also its role in providing guidance and training for implementing countries has constantly evolved. Consequently, its budget has been increased. The “value for money” question continues to be important to monitor. Additionally, the more complex tasks related to the Standard also bring the need to monitor progress in its implementation across countries. Section C.3 provides indicators aimed at facilitating this assessment.

In 2015, the EITI Standard became fully operational (i.e. all countries report using the Standard) after a period of transition since it was enacted in the 6th Global Conference in May 2013. Forty-eight implementing countries have published almost 250 reports following EITI Requirements. New features such as contract transparency, disclosing information on licensing, budget distribution and expenditures are starting to be regularly included in EITI reporting. Together with other aspects such as timeliness for publishing reports, data readability, subnational reporting, there is now a richer amount of available information that allow monitoring the work of the EITI more thoroughly. Similarly, the format and ways in which the EITI is delivering outputs, including communication tools, is changing. It is expected, and desirable, that EITI information is increasingly delivered in digital format (open data, portals, and websites). For these reasons, the set of indicators approved by the Board in 2010 has been expanded and are reported in Section C.4

The question of demonstrating impact continues to be a challenge for the whole EITI enterprise. Recognising the many limitations in establishing “causality”, exploring ways to capture changes in key indicators continues to be relevant.

The International Secretariat has replicated the exercise conducted by Scanteam as part of the [EITI 2011 Evaluation](#). The main conclusions from this exercise are presented in Section C.5.

B. 3 Secretariat effectiveness

This largely corresponds to the set of “**agency effectiveness indicators**” agreed in 2010 (Board Circular 75). They respond to the “value for money” question. The focus is on identifying the main components of the International Secretary budget (“the money”) and the main output of the Secretariat as an agency (“the value”).

Secretariat effectiveness indicators			
Area	Indicator	2015 (Jan-Jun for financial information) (Jan-Sep for indicators) All figures in US\$	2014
Support to implementing countries	Budget allocation (% of total)	1,195,000 (48.52%)	2,111,757 (42.0%)
	% of staff time allocated	49.84	61.31
	Number of people trained:	470	500
	Number of guidance notes issued/revised:	3	8
	Number of National Secretariats circulars issued:	4	4
	Number of missions to implementing countries:	18	20
	Number of reports reviewed:	13	41
	Number of Validations processed:	1	6
	Number of Secretariat reviews conducted:	0	5
	Number of extension requests, suspensions and others processed:	10	12
	Number of rapid responses processed:	1	3
	Number of National coordinators meetings held (regional, global):	4 (regional)	5 (regional)
Outreach	Budget allocation (% of total)	135,000 (5.48%)	452,855 (9.01%)
	% of staff time allocated	7.19	7.70
	Number of capacity building/rising awareness events held	3	2
	Number of guidance notes issued/revised	1	1
	Number of visits to outreach countries	10	17
	Number of candidature applications processed	1	7
Board and chair	Budget allocation (% of total)	474,000 (19.24%)	839,643 (16.71%)
	% of staff time allocated	9.15	8.82
	Number of Board meetings held	1	3
	Number of participants in Board meetings (incl. observers):	100	320
	Number of side events held during Board meetings:	6	6

support	Number of Board circulars issued:	11	22
	Number of Committee meetings held:	48	57
	Number of missions and/or visits that included the Chair:	7	14
Relation with stakeholders	Budget allocation (% of total)	126,000 (5.12%)	183,966 (3.66%)
	% of staff time allocated	3.75	4.97
	Number of meetings held (incl. donor coordination roundtables, companies)	2	1
	Number of joint staff meetings (with World Bank)	3	1
	Number of supporting companies (total accumulated)	92	90
	Number of supporting investors (total accumulated)	97	94
	Number of supporting countries.	18	18
Global Conference	Budget allocation (% of total)	53,000 (2.15%)	-
	% of staff time allocated	4.36	-
	Number of participants	-	-
	Number of countries represented in the national expo	-	-
Communication	Budget allocation (% of total)	228,000 (9.26%)	807,355 (16.07%)
	% of staff time allocated	16.78	7.70
	Number of news items published in EITI website	56	61
	Number of mentions in media (Factiva)	1894	3156
	Number of social media (Facebook, tweeters) items	Facebook: 82 Tweets: 200	Facebook: 87 Tweets: 464
	Number of users and posts in Yammer	77 users 72 posts	61 users 11 posts
	Number of blogs published in EITI website	24	37
	Number of newsletter issued	7 (now in 4 languages with inclusion of Spanish)	9
	Number of "other publications" issued (incl. mentions in media, case studies, impact stories, Progress report)	44	N/A
	Number of videos published	-	-
Management & administration	Budget allocation (% of total)	252,000 (10.23%)	629,425 (12.53%)
	% of staff time allocated	8.93	9.50

C. 4 EITI outcomes

This corresponds to the set of **"attributable outcomes"** agreed in 2010 (Board circular 75). The implementation of the EITI Standard requires countries to regularly compile, process and communicate information along the value chain of the extractives activities. The process to achieve this mandate is governed by a multi-stakeholder group and requires resources provided by the country 'stakeholders and external supporters. The Standard also requires countries to review the outcomes and impact of EITI implementation. The proposed set of indicators aims at capturing this with the caveat that most outcomes are the result of varied factors making direct attribution not possible. For example, if a country achieves compliance with the Standard, this is certainly the consequence of many efforts. However, it is

reasonable to consider that the International Secretariat is significantly associated with the outcomes of the Standard's implementation.

EITI Outcomes			
Area	Indicator	To Sept 2015	2014 (otherwise stated)
General indicators from the Standard	Number of compliant countries	31	31
	Number of implementing countries	48	48 (49-Malawi)
	Number of countries with up-to-date workplans/ total number of implementing countries	36/48	-
	Number of countries that publish annual activity report on time/total number of countries	36/48	-
	Number of countries that publish EITI report on time/total number of countries eligible for publication	10/41	29/37
Revenue disclosure	Number of fiscal years reported in total (yearly and accumulated)	248	235
	Total (trillion US\$) amount of revenue disclosed (accumulated)	1,640	1,586
	Average size (in %) of net discrepancies reported in EITI Reports	2.5% (reports after 2012)	3.5% (reports before 2011)
	Number (average) of reports (reporting cycles/ fiscal years) published to become compliant	2.4/4.2	-
	Timeliness (interval of time between end of fiscal year and data published)	16.8 months (based on reports published in 2015)	18 months (based on calculations made in May 2014)
	% of reports published using open data formats/ total number of reports published % of countries that submitted summary data (Based on a sample of the most recent 29 reports published by May 2015 under the EITI Standard)	38% 21%	- -2
	Average cost of reports per fiscal year reported (US\$) (Based on a sample of 35 countries, 26 of which reported under the EITI Standard, respondent to a survey in June 2015)	82,000	
Value Chain (Based on a sample of the most recent 29 reports published by May 2015 under the EITI Standard)	% of countries that include information about licensing (register, allocation).	79%	
	% of countries that include production volumes	83%	
	% of countries that disclose beneficial ownership	34% (all partially)	
	% of countries that include sub-national revenues	45%	

(Based on a sample of 23 countries- June 2015-)	% of countries that include social payments	41%	
	% of countries that, according to government police, contracts can be fully or partially disclosed % of countries that, in practice, contracts are fully or partially disclosed	56% 52%	
(Based on a sample of 25 countries - August 2015-)	% of countries (SOEs) that disclose information in accordance with 3.6 (rules, quasi-fiscal expenditures, BO)	48% (all partially)	
	% of countries (NOCs) that disclose information in accordance with 4.1.c (sales of in-kind)	12% (all partially)	
Debate & impact	Number of visits to EITI website annually (monthly)	111,539(15,283)	161,079 (13,423)
	Number of articles and/or news items mentioning the EITI (Factiva)	1,894	3,156
	Number of subscribers to newsletter	7,308	6,960
	Recommendation identified/follow-ups (from a selected number of countries)	Recommendations: 50% are on strengthening reporting 8% on data accessibility 13% on government audit practices 29% on wider governance issues 70% are followed up in subsequent EITI	

C. 5 Big picture indicators

Background

In this section, we report on tracking changes against a series of indicators, compiled and calculated by other organisations such as the World Bank and UNDP, aimed at providing proxy measurements to a number of areas related to sustainable development, investment climate and governance. The purpose of this exercise is to give an indication of the “big picture” in which management of natural resources occurs and how this picture has changed in recent years. It is important to recognise from the outset that causation between the variables presented in this exercise and the EITI cannot be established. Therefore, none of the findings can be read or constructed as establishing any causality between the EITI and the various aspects included in the exercise. It is rather an attempt to provide a wider context and direction of change to help understanding how transparency contributes to face the challenge of ensuring mineral wealth translates to positive outcomes. This exercise also sheds light on how societal changes, such as better governance of its natural resources, are progressing in those countries that implement the EITI and those that do not.

The International Secretariat has drawn data from 2008 to 2013 for 56 countries (40 EITI implementing countries, 16 reference countries) distributed as 14 low income, 21 lower middle income, 15 upper middle income, 6 high income. EITI implementing countries were divided into 25 compliant countries (EITI compliant as to 31 December 2013) and 15 candidate countries. Reference countries include Angola, Botswana, Canada, Turkmenistan, South Africa and Venezuela. The exercise is based on a “difference in differences” analysis that compare each indicator (averages) for EITI countries and the reference group for 2008 and 2013. More details are available in the methodological notes available upon request to the International Secretariat.

Results

EITI implementing countries appear to have performed better or at least not worse in a majority of indicators. However, when these results are checked for statistical significance only a rather limited number of these results are robust. Table B.1 summarises the findings for 15 indicators for growth and development, investment climate and governance. The results do not allow to portrait a conclusive overall picture. While it seems clearer that EITI countries have improved the investment climate¹² over this period and experienced slightly greater levels of growth, at the same time it appears that other areas such as those captured in the Human Development index or some governance indicators have not shown similar direction of change. All in all, the results this exercise are inconclusive. However, it is worth noting that any attempt to establish such correlations to date will face obstacles such as the fact that the EITI has been implemented in the 48 countries from different starting points in time and at different speeds and depth. It will only be over time that larger samples over a longer period of observations will facilitate more statistically robust analysis. The Secretariat remains committed to track these indicators. The dataset compiled for this exercise is available upon request. The Secretariat invites stakeholders, partners and analysts interested in conducting similar exercises to share findings and thus contributing to all getting a better understanding of how transparent management of natural resources affects countries' development.

Table B.1 - EITI Compliant & Candidate countries vs. Reference group

	Subject	Indicator	Compliant relative to reference	Candidate relative to reference
Growth, development	<i>GDP level</i>	GDP per capita	Better	Better
	<i>Cost level</i>	PPP conversion ratio to market exchange rates	Better**	Better
	<i>FDI</i>	Net FDI (% of GDP)	Better	Worse
	<i>Education</i>	HDI education	Equal	Equal
	<i>Health</i>	HDI Health	Better	Worse
		Health exp. per capita	Worse	Worse*
Health expenditure (% of public exp.)		Equal/worse	Better	
Investment climate	<i>Competitiveness ranking</i>	WEF score	Better	Equal
	<i>Credit risk</i>	OECD Country Risk Classification	Better	Better
	<i>Level of bureaucracy</i>	Time spent on taxes	Better	Better
Governance	<i>Accountability</i>	WGI Voice and Accountability	Worse	Worse
	<i>Civil and political rights</i>	Freedom house	Better	Better

¹² A similar conclusion was reached in the [paper](#) by Maya Schmaljohann published in 2013.

<i>Transparency</i>	WGI Control of Corruption	Equal/worse	Better**
<i>Corruption</i>	TI ranking (CPI)	Better*	Better
<i>Conflict</i>	WGI Political Stability and Absence of Violence	Equal	Better

**Statistically significant at 10% level*

***Statistically significant at 5% level*

Annex C - Summary of action items

Key **M** Key Meeting / Mission **P** Publication

Workplan Elements # Action Items	LEAD	Q1		Q2		Q3		Q4				
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
3.1.1 Support to implementing countries												
1	Analyse administrator terms of reference (TORs), scoping studies, reporting templates, draft and final EITI reports, workplans and Annual Activity Reports to provide comments and feedback to MS Gs.	C Ms										
2	Develop and sharing guidance notes and EITI briefs on thematic issues, overseen by the Implementation Committee.	C Ms										
3	Provide access to the new implementers portal (guide.eiti.org) as part of the EITI website containing all guidance notes, examples and templates, as well as links to partners' materials.	C Ms										
4	Facilitate peer learning between implementing countries.	C Ms										
5	Monitor progress in EITI implementation and coordinating support with partners and technical assistance providers.	C Ms										
6	Identify linkages and sharing good practice.	C Ms										
7	Work closely with national coordinators to ensure effective functioning of MS Gs.	C Ms										
3.1.2 Building on experience and best practice												
8	Develop and implement a 2016 Training Plan, including funding sources and working with partners, to cover workshops on general implementation and thematic activities.	C Ms										
3.2.1 Strategy positioning												
9	Provide support to the EITI Board's work on a 3-5 year strategy, including revisions to the 2013 EITI Standard and Validation.	C Ms										
10	Oversee the implementation of the mainstreaming pilot, including support to countries with feasibility work.	C Ms										
11	Strengthen the linkages between EITI implementation and wider extractive sector reforms, including by providing guidance to ensure that EITI reporting contributes to appropriate and useful recommendations for reform.	C Ms										
3.2.2 Outreach												
12	Coordinate EITI outreach in accordance with the Board's outreach strategy and support preparations for implementation in countries that commit to EITI implementation.	C Ms										
13	Review and update guidance materials for prospective implementing countries, supporting countries, companies and civil society organisations.	C Ms										
3.2.3 Communication												
14	Produce regularly website content that documents how the EITI leads to change in countries, including the findings from EITI Reports, a 2016 EITI Progress Report, and EITI Briefs.	Comms										
15	Redesign the EITI website, including a data portal.	Comms										
16	Produce and distribute news items, newsletters and social media updates.	Comms										
3.2.4 Promoting open data, integration with government systems and public dialogue												
17	Support implementing countries, in accordance with the open data policy (TBC) to: (1) raise awareness on open data; (2) improve the consistency of EITI data; (3) improve the accessibility of EITI data, and (4) encouraging greater utilisation of EITI data.	C Ms										
3.3.1 Activities surrounding EITI Conference												
18	Organise the 2016 EITI Global Conference and the EITI National Expo in such a way that they meet the objectives agreed by the Board. This includes covering the travel of around 200 participants, hiring of the venue, developing the programme, organising the speakers, establishing the website and registration, working with partners on side events, security, and catering.	Conf team										
19	The International Secretariat will implement a communications plan for the EITI Global Conference. This includes launching the 2016 Progress Report and the revised EITI website.	Comms										
4 Support to the EITI Board												
20	Organise at least three EITI Board meetings in 2016.	Management, LK										
21	Facilitate regular Committee meetings and ensure a smooth flow of work between them and the Board.	Management, LK										
22	Ensure that constituency guidelines are followed in the nomination of Board members, including facilitating the implementing country constituency nominations/elections process and supporting the search for a new Chair.	Management, LK										
23	Develop an induction process and materials for the incoming Board.	Management, LK										
24	Implement the recommendations of the governance review as agreed by the Board.	C Ms										
5.1 Management of the International Secretariat												
25	Recruit new staff members, with an expected new increase of two, whilst continuing to provide assistance to existing staff to deliver on their objectives.	Management										
26	Continue to develop staff policy and procedures, including the functioning of the Staff Committee and the development of the staff manual and office procedures.	Management										
27	Find suitable office accommodation and ensure a smooth relocation in 2016.	Management										
8 Risks to workplan												
28	Undertake a review of the funding formula for voluntary contributions or consider whether alternative arrangements, including fees, should be considered.	Management										

Summary of action items from the International Secretariat 2015 Workplan (for reference and comparison)

		Key M Key Meeting / Mission P Publication												
Workplan Elements #	Action Items	LEAD	Q1			Q2			Q3			Q4		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
.1.1 Provide direct support to implementing countries														
1	Support countries in their implementation of the EITI Standard by monitoring progress, and providing regular guidance and feedback	R Ds												
2	Share experiences and good practice of Scoping Studies, Workplans, EITI Reports and Annual Activity Reports	R Ds												
3	Provide trainings to MSGs and National Secretariats through in-country visits.	R Ds												
4	Develop an Implementer's Portal to improve access to guidance and best practices as a new section of the EITI website	Comms												
5	Facilitate peer learning and experience sharing through staff exchanges, regional workshops and NC visits to the international Secretariat	R Ds												
6	Refine and improve guidance on implementation as good practice and examples emerge	R Ds												
7	Develop guidance and pre-validation self-assessment tools for countries that are undergoing Validation	R Ds												
8	Continue to develop pilot projects on Beneficial Ownership and state-owned enterprises	DR, SB, BB												
.1.2 Coordinate and strengthen collaborative support efforts														
9	Invite World Bank Task Team Leaders to accompany every in-country visit	R Ds												
10	Work with implementing countries and key partners to organise at least four regional workshops, led and facilitated by implementing countries	R Ds												
11	Engage EITI Board members in every regional or national workshop organised in the margins of Board Meetings	R Ds												
12	Work with partners providing wider extractive sector assistance to act upon opportunities for strengthening government systems	R Ds												
13	Identify 'training' coordinators at partners; exchange training agendas; organise coordination meetings in the margins of Board Meetings	WB		M									M	
.2.1 Evolution of the EITI and strategic positioning														
14	In countries where circumstances suit adapted implementation assist MSGs in developing approaches to implementation	R Ds												
.2.2 Outreach														
15	Following the strategy, reach out to countries and support preparations for implementation in countries that commit to implementation	R Ds												
16	Review and update guidance materials for prospective implementing countries	R Ds												
17	Review and update guidance materials for prospective supporting countries, companies and civil society stakeholders	R Ds												
18	Provide support to the Board's consideration of sign-up requirements for supporting companies	R Ds												
.2.3 Communication and access to EITI data														
19	Redesign the EITI website, including country pages, data repository, and an implementers portal	Comms												
20	Present how the EITI leads to change in countries, including findings from EITI Reports and a 2015 EITI Progress Report	Comms												
21	Produce a new EITI video	Comms												
22	Hold competitions (photo / infographic / use of data / websites) and develop other tools to build engagement	Comms												
23	Develop tools and guidance for electronic reporting, data integration and access to open data. Provide country support.	AK, SB												
.3 Preparing for the 2016 Global Conference														
24	Propose options for location and dates of the 2016 Global Conference	Management												
25	Develop the communications plan for the EITI Global Conference 2016	Comms												
26	Begin preparations for a members' meeting	Management, LK												
27	Support the Board with the nominations process of a new Board Chair	Management												
28	Support the implementing country constituency in nominating representatives for 2016-2019 Board	Management												
Support to the EITI Board														
29	Organise three EITI Board meetings in 2015	Management, LK		M				M					M	
30	Provide ongoing support to the EITI Board, committees and working groups	R Ds												
31	Hold regular Committee meetings	R Ds												
.1 Management of the International Secretariat														
32	Recruit three to five new staff members, whilst continuing to provide assistance to existing staff to deliver on their objectives	Management												
33	Continue to develop staff policy and procedures, including the functioning of the Staff Committee	Management												
34	Find suitable office accommodation and ensure a smooth relocation	Management												
.3 Monitoring and Evaluation														
35	Propose to the Board a revised set of performance indicators in 2015	BW, FP, Mgt												

Annex D - Summary of allocation of staff time

For 2016: (All based on % for the whole year- adjusted for part-time staff to reflect yearly contribution)

Staff	Support Impl.Ctries	Outreach	Board Support	Comms/Data	Chair's support	Training	Stakeholder rel. & Int. advocay	Managemen t & Admin	Global Conference	Validation	%
Moberg	20	20	30	0	0	5	10	5	10	0	100
Rich	30	10	10	15	5	5	10	10	5	0	100
Bartlett	47	10	10	0	0	0	3	0	0	30	100
Rogan	52	10	20	0	0	5	3	0	0	10	100
Paris	72	20	0	0	0	5	3	0	0	0	100
Gordy	82	10	0	0	0	5	3	0	0	0	100
NN CM	72	10	0	0	0	5	3	0	0	10	100
Tokpah	87	5	0	0	0	5	3	0	0	0	100
Balde	82	10	0	0	0	5	3	0	0	0	100
Reitmaier	10	5	0	10	0	0	0	0	0	0	25
Valverde	77	10	0	0	0	5	3	5	0	0	100
Krakenes	47	0	0	50	0	0	3	0	0	0	100
Aamot	90	10	0	0	0	0	0	0	0	0	100
Kilpi	20	0	5	0	0	0	0	0	75	0	100
Andreasen	20	0	0	0	30	10	20	20	0	0	100
Kasimova	52	10	10	20	0	5	3	0	0	0	100
Granado	67	10	0	20	0	0	3	0	0	0	100
Krogsund	0	0	30	0	0	0	10	60	0	0	100
Wiersholm	0	0	0	0	0	0	0	100	0	0	100
Berger	0	0	0	100	0	0	0	0	0	0	100
Herbert	10	0	40	0	0	0	0	0	0	0	50
Bishop	0	0	0	0	20	0	0	0	0	0	20
Intern Marques	20	0	0	70	0	0	0	0	10	0	100
Temp Ponsford	0	0	0	100	0	0	0	0	0	0	100
Intern Data	0	0	0	50	0	0	0	0	0	0	50
Intern Conference	0	0	0	50	0	0	0	0	0	0	50
New staff	80	12	0	0	0	5	3	0	0	0	100
New staff	0	0	0	80	0	0	3	0	17	0	100
	1037	162	155	565	55	65	89	200	117	50	2495
	42 %	6 %	6 %	23 %	2 %	3 %	4 %	8 %	5 %	2 %	100 %

Weighted with salary - 24.95 full time positions :

Support Impl.Ctries	Outreach	Board Support	Comms/Data	Chair's support	Training	Stakeholder rel. & Int. advocay	Managemen t & Admin	Global Conference	Validation	Total
43 %	8 %	8 %	16 %	1 %	3 %	4 %	9 %	5 %	3 %	100 %