EITI Extractive
Industries
Transparency
Initiative

International Secretariat 2018 Work plan

Contents

INTERNATIONAL SECRETARIAT 2018 WORK PLAN

1   Summary for 2018

The 2018 work plan sets out the EITI International Secretariat's priorities for 2018 as established by the Board. Building on implementation progress, the results of Validation and the Board's strategy discussion in May, three key areas have been identified by the Board for 2018:

- **Mainstreaming and open data**
  Implementation support in 2018 will be focused on supporting many of the 51 countries' efforts to embed transparency in government systems.

- **Validation**
  15 countries are expected to undertake their first Validation under the EITI Standard in 2018. In addition, there will be follow-up Validations in countries that were validated in 2016 and 2017.

- **Thematic issues - Beneficial ownership, commodity trading, project-level reporting, ASM and engagement with state-owned companies**
  50 countries have roadmaps about how they intend to make full disclosure of the beneficial owners of the extractive companies that apply and operate in their country. The implementation of these roadmaps will require intense technical support from the Secretariat and other technical assistance providers. In addition, the Secretariat is undertaking enhanced work in almost a dozen implementing countries on transparency in commodity trading.

These actions will take place on top of the other day to day functions of the Secretariat including, to the extent possible, providing ongoing support to the implementing countries as they undertake the various elements of their implementation; developing good practice guidance and materials; contributing to the public debate on natural resource governance; communicating the impact, data and relevance of the EITI; supporting the Board and Committee meetings, including the preparation of papers and research; and the management and administration of the Secretariat itself.

The work plan sets out a proposed budget of USD 6.0m. With a number of long-term commitments and greater clarity about other commitments following the funding review, this budget represents a best estimate of revenue in 2018. The work plan is predicated on this expected revenue.

If revenue falls below that due to disappointing fundraising, withdrawal of support or a weakened dollar vs Norwegian kroner, the work plan sets out the necessary costs to pay staff, undertake the Validations, support the Board and undertake other necessary basic functions and support. No new staff could be recruited and with some staff leaving, implementing support would fall. This forms a lower range scenario of USD 5.0m.

If the revenue is higher than budgeted, there would be more staff for improved support and better implementation. This would involve more intense support, including more missions and training, with a view to help achieve a more efficient, relevant and effective EITI over the long term. This forms a higher range scenario of USD 6.5m. It might be that some of these activities will be funded from project-specific funding.

2   Main achievements in 2017

The EITI achieved most of its actions set out in 2017. In particular, it undertook 18 Validations and supported 50 beneficial ownership disclosure roadmaps culminating in the Jakarta "Opening up ownership" Conference in October with over 50 countries represented. Almost 20 EITI countries have committed to establishing national public beneficial ownership registers. The EITI is seen as being at the forefront of tangible action by countries on beneficial ownership. Perhaps more subtly, 2017 saw much of the dialogue shifting. Validation became less about binary pass/fail or compliant/candidate and much more about an assessment of progress, including more dialogue about how to make the EITI more meaningful. In many countries, Validation energised the EITI process and sector reform or helped address lingering challenges. Similarly, there was increased understanding of how to use the EITI process to strengthen, rather than duplicate, government and corporate systems. Great strides have been made in many countries on publishing the EITI data in open formats or, increasingly, having EITI country websites act as portals to existing information.

In 2017, the Board began to discuss challenging issues such as the role of multi-stakeholder groups in a mainstreamed EITI and how to incentivise greater disclosure by state-owned companies. More information was published than before about the sales of commodities, artisanal and small-scale mining production and revenue figures. The terms for project-level reporting were agreed.

The website and the 2017 Progress Report continue to report what is happening in 51implementing countries around the world in terms of both data release and how the EITI process has led to reforms and improved governance in the sector. The EITI's implementation portal was moved to the main eiti.org website domain and provides an online tool for practitioners within the sector.

3   Explanation of the work plan

This work plan establishes the Board's instructions to the Secretariat on actions for the year. In addition, it establishes additional actions that the Secretariat considers helpful in achieving a more efficient, relevant and effective EITI.

Section 4 sets out the proposed tasks of Secretariat in 2018 with indications in boxes of what could be accomplished with additional resources, including project-specific funding. Sections 5 and 6 cover other requirements of the Secretariat under 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 budget and risks found in Section 7. Annex 3c sets out the key indicators for the performance of the Secretariat against each of these functions.

Section 8 sets out a multi-year outlook.

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

4   Tasks and actions for 2018

4.1   Implementation

In 2018, the Secretariat will provide support, as resources allow, to all implementing countries. Support to implementation will focus on ensuring that implementing countries make progress under 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 the following objectives:

- Each implementing country has a timely and coherent work plan that addresses key governance challenges.

- Each implementing country has a well-functioning multi-stakeholder group (MSG) that comprises the relevant state and non-state actors to ensure transparent and accountable governance of the national EITI process.

- Each implementing country has published comprehensive, relevant, reliable and accessible data, in a timely manner, to inform public debate and increase the public's understanding of how their natural resources are managed.

- Each implementing country is making progress on the execution of the beneficial ownership roadmaps, including by institutionalising beneficial ownership transparency and commencing publication of beneficial ownership data.

- EITI reporting is embedded in government agencies managing the sector to build strong, transparent and resilient government systems.

- Each MSG continues to promote innovative approaches to improving the governance of the sector, including by implementing recommendations emerging from EITI reporting and Validation.

- Each implementing country has reviewed the outcomes and impact of EITI implementation and published its findings in the MSG Annual Progress Report.

For each country, the Secretariat identifies key issues and develops detailed strategies and action plans on how to support countries in addressing 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 the 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 the most from implementing the EITI Standard. Demand for direct support depends also on where countries are in the implementation cycle. More than 40 countries have produced at least one report under the EITI Standard and (subject to Board approval), 15 countries have Validation deadlines in 2018. By the end of 2018, all 51 implementing countries are expected to adopt a work plan for 2019, publish at least 2016 data, and review the outcome and impact of EITI implementation in their 2017 annual progress report.

An important element of the Secretariat support to countries' MSGs will be provided through the implementer's portal (https://eiti.org/guide) which is part of the EITI website. This portal contains notes, examples and templates, as well as links to partners' materials. By the end of 2018, this portal will be available in at least four languages and will improve the accessibility and searchability of guidance materials. The Secretariat will continue to regularly issue National Secretariat Circulars.

In addition, it is hoped that implementing countries do more to support each other. Greater regional self-sufficiency in dealing with implementation guidance should be part of the Secretariat's long-term plan. One regional group of implementing countries (Europe and the Americas) has developed a Peer Partnership Initiative (PPI) whereby experienced members assist new country members through the various stages of EITI implementation and validation. In 2017, Germany was paired with Albania, the Dominican Republic with Colombia, and Suriname will be paired with Trinidad and Tobago. The Secretariat will encourage the development of these pairings.

The EITI International Secretariat will continue to provide light coordination of the supporting partners, including the World Bank, the regional development banks, NRGI, PWYP and the bilateral development agencies, especially the German Development Agency GIZ, the Norwegian Oil for Development Programme and UK Department for International Development. This coordination needs to take place at both the international level, to ensure coherent thematic and regional support, and at the country level, with the continuation of 'Friends of...' groups. More work needs to be done to explain the different roles and responsibilities of each technical assistance provider. As the

custodian of the EITI Standard, most implementing countries request the involvement of the International Secretariat in delivering training and offering advice on various queries. Other technical assistance providers, especially the World Bank and NRGI, can provide support on some of the wider reform issues to which the EITI can link.

At the Board level, the International Secretariat will provide facilitation and language support to the implementing countries group to ensure that they can coordinate and adequately represent their groups.

Actions

1.   When possible, review terms of reference (ToRs) for Independent Administrators, scoping studies, reporting templates, draft and final EITI Reports, work plans and Annual Progress Reports and provide feedback to MSGs.
2.   Develop and share guidance notes and EITI briefs on thematic issues, overseen by the Implementation Committee.
3.   Update the 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.   Monitor progress in EITI implementation and coordinate support with partners and technical assistance providers.
5.   Identify linkages with other efforts promoting good governance and sharing good practice.
6.   Work closely with National Coordinators and other stakeholders in-country to ensure effective functioning of MSGs.
7.   Support countries with implementing the recommendations from EITI Reports and Validation, including addressing corrective actions from Validation through implementation.
8.   Support Board members representing implementing countries.
9.   Facilitate the sharing of experience through in-person meetings and through online platforms such as webinars, e-forums, the EITI implementer's portal, etc.
10. Develop a 2018 training plan including funding sources. Training activities will target national secretariats, National Coordinators and MSG members, as well as other actors such as legislators and media. This is expected to be financed on an a la carte basis through project specific funding.

Budget allocation – implementation support

It is foreseen that USD 1.4 m of the budget (of which USD 1.1m are allocated staff costs) is spent on support to implementing countries.   In terms of understanding the full support given to a country, this should be read alongside Validation costs as much of that work, especially around second Validations, involves intense technical support. It is expected that support to implementing countries will equate to around 35% of total staff time (weighted with salary) and training a further 4%. Thus, almost half of all staff time is spent on support to implementing countries.

4.2   Validation

15 countries are scheduled to be validated in 2018. In addition, the Secretariat expects to undertake at least 15 follow-up Validations to assess progress in implementing corrective actions following the Validations conducted in 2016 and 2017. This will require further detailed desk reviews, stakeholder consultations and possibly country visits from the International Secretariat in 2018. The time and costs required should be much lower than those of the first Validations. The costs of the follow-up validation process will therefore be an additional USD 375k, of which USD 315k will be staff costs.

It is likely that some countries will request an early Validation. Such requests are at the Board's discretion, and the financial implications of these requests can be considered on a case-by-case basis. As noted in the work plan for 2017, at the end of 2017 the Secretariat will conduct an analysis of what the Validation process reveals about EITI impact, which requirements have been the most challenging and most important, and what clarifications might be required either in the Standard or the Validation Guide. It is anticipated that the Validation Committee will consider these findings in late 2017 and early 2018.

Actions

11. Support and facilitate pre-Validation self-assessments where requested, viable, appropriate and funded.
12. In accordance with the Validation schedule established by the Board, review the relevant documentation, visit the country and consult stakeholders in accordance with the Validation procedures.
13. Procure and fund a consultant to act a Validator in 2018 in accordance with the Validation procedures.
14. Support and facilitate efforts by countries to address corrective actions identified in validation reports.
15. In accordance with the Validation schedule, undertake second Validations (previously called secretariat reviews) to assess corrective actions from the 2016 and 2017 Validations.
16. Support the Validation Committee in considering the lessons from the first Validations conducted under the EITI Standard and through the revised Validation model.

Budget allocation – Validation

It is foreseen that USD 1.4m of the budget (of which USD 1.0m are allocated staff costs) is spent on Validation.
It is expected that Validation will equate to around 31% of total staff time (weighted with salary).

4.3 Mainstreaming and open data

In October 2016, the EITI Board adopted a mainstreaming action plan[1]. It outlines activities to be undertaken by the Secretariat, working together with supporting organisations, to accelerate the trend toward mainstreaming. The action plan has four elements:

- Efforts to raise awareness and developing the business case for mainstreaming.
- Targeted support to implementing countries that have agreed to prioritise mainstreaming.
- "Practical tools for mainstreaming", including guidance and providing access to technical expertise.
- Policy development, including opportunities to refine the EITI Standard and Validation procedures to ensure that efforts to mainstream EITI implementation are appropriately incentivised and recognised.

In June 2017, the Implementation Committee established a work group to review progress with mainstreaming and to address challenges, including the mobilisation of technical and financial support, the rigidity of the agreed upon procedure, and uncertainty regarding the role of multi-stakeholder groups in mainstreamed EITI implementation. It is expected that this work will culminate in an updated mainstreaming action plan covering the period leading up to the next EITI Global Conference.

The International Secretariat will continue to support implementing countries' work on open data in accordance with the EITI open data policy and open data policies agreed at the national level. The focus will be on low-cost solutions that can be quickly and cheaply implemented by national secretariats and multi-stakeholder groups. While some national secretariats are developing dedicated data portals, the ongoing cost of maintaining these sites needs to be carefully considered. Increasingly, the onus should be on reporting entities to provide data in machine-readable formats, under an open license that allows users to freely obtain and easily re-use the data.

A survey will be performed in early 2018 assessing open data efforts, as requested by the Board during the 37th Board meeting in Oslo. Based on the surveys, and to keep up the momentum of implementing countries in providing EITI data, the Secretariat will support implementing countries in following up on open data policies – moving from policies to practice – by updating and providing training and guidance materials for publishing EITI data.

Actions

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[1] https://eiti.org/document/mainstreaming-action-plan

| 17. | Implement the (revised) mainstreaming action plan, including efforts to raise awareness regarding the opportunities associated with mainstreaming, and supporting multi-stakeholder groups in considering their mainstreaming options. |
| 18. | Support implementing countries' work on open data in accordance with the EITI's open data policies, with a focus on low-cost solutions that reinforce the trend toward mainstreaming. |

Budget allocation – Mainstreaming

It is foreseen that USD 0.2m of the implementation budget (of which USD 0.1m are allocated staff costs) is spent on supporting mainstreaming feasibility assessments and open data. It is expected that supporting these mainstreaming efforts will equate to around 3% of total staff time (weighted with salary).

4.4   Beneficial ownership disclosure

The implementation of the beneficial ownership roadmaps will continue to require intensive support from the Secretariat in 2018 as well as further financial and technical support. The Secretariat will facilitate knowledge sharing among implementing countries on how to implement the roadmap, as well as on specific themes such as establishing an institutional and legal framework for beneficial ownership transparency, building open beneficial ownership registers, etc. To the extent possible, the Secretariat will assist countries in obtaining the necessary technical and financial assistance.

The Secretariat is committed (largely with Danish Government funding) to hosting a regional meeting of African implementing countries in May/June 2018 to follow-up on the commitments in their roadmaps and from the Jakarta Conference. The EBRD has committed to contribute to the Secretariat's support of beneficial ownership activities in the Caucuses and Central Asia.

The Secretariat will provide support to countries that have expressed a desire to also apply beneficial ownership transparency beyond upstream reporting. This follows the strategy discussion of the EITI Board in May 2017, during which stakeholders expressed an interest in including commodity traders and sub-contractors.

The Secretariat will review the findings and lessons learnt about beneficial ownership reflected in EITI reports, with a view to build good practices and improve the quality of beneficial ownership reporting. Several countries are planning to report on beneficial ownership through their forthcoming EITI Reports, due by the end of 2017.

The international experience with beneficial ownership issues is rapidly growing. The International Secretariat will continue to convene the EITI advisory group on beneficial ownership on an ad hoc basis for any technical or expert input to troubleshoot issues that arise. The Secretariat will also continue networking efforts and collaboration with institutions like the EU, the Financial Action Task Force, the Global Forum, Stolen Asset Recovery mechanism, GFI, etc., in order to learn and coordinate.

Actions

19.	Support the EITI Board with overseeing the implementation of the beneficial ownership requirements, including by providing support and guidance to implementing countries on how to implement the roadmaps.
20.	Continue networking and collaboration with partners, including by convening the BO advisory group.
21.	Facilitate an African peer learning workshop on beneficial ownership in May/June funded by the Government of Denmark.
22.	Undertake a review of the quality of beneficial ownership reporting, with a view to identify good practices and address common obstacles to reporting.

Budget allocation – Beneficial ownership disclosure

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It is foreseen that USD 0.5m of the implementation budget (of which USD 0.2m are allocated staff costs) is spent on support to beneficial ownership disclosure.

It is expected that beneficial ownership disclosure will equate to around 6% of total staff time (weighted with salary).

4.5   Commodity trading transparency

In 2016, the EITI agreed to establish a targeted effort to improve transparency in commodity trading, overseen by a commodity trading working group. With the support of DFID and the Swiss government (SECO) five countries are currently part of the effort and are working on producing their first commodity trading report. Others have expressed interest in joining, but project specific funding for their participation has not yet been identified. The currently available project specific funding for this work expires in December 2018.

In 2018, the Secretariat will continue to work with the group to further refine and produce guidance related to commodity trading, in particular with regards to gas sales and solid mineral sales. The Secretariat will continue to seek support for commodity trading transparency and contribute to complementary efforts, such as the OECD's work on this issue.

It is envisaged that towards the end of 2018, the effort will have produced sufficient outputs to assess the overall effectiveness and lessons learnt, including reviewing any implications from the EITI Standard.

Actions

23.   Oversee the implementation of the targeted effort on commodity trading, including providing support to existing and new countries joining the effort (subject to funding).
24.   Support the working group on commodity trading with producing further guidance.
25.   Continue outreach to commodity traders and contribute to complementary efforts by other organisations.
26.   Undertake a review of the effectiveness and lessons learnt from the targeted effort.

Budget allocation – Commodity trading transparency

It is foreseen that USD 0.3m of the implementation budget (of which USD 0.1m are allocated staff costs) is spent on commodity trading transparency.

It is expected that commodity trading transparency will equate to around 3% of total staff time (weighted with salary).

4.6   Project-level reporting

In 2017, the EITI Board reaffirmed that project-level reporting is required for all reports covering fiscal years ending on or after 31 December 2018[2].

Research undertaken by the Secretariat has shown that while only three implementing countries fully report by project, an additional 25 countries have EITI reports where revenues are partially reported by project. Despite this progress, implementing countries will need support in aligning their EITI reporting with the new requirements. Preliminary guidance and model reporting templates are currently being developed by the Secretariat. This work will continue in 2018 as further good practice examples of project-level reporting become available. In particular, the Secretariat will support countries with developing definitions of what project-level reporting should constitute and identify which payments lend themselves to project-level reporting. The Secretariat will seek to capture examples of the use of data resulting from project-level reporting in order to illustrate the potential benefits of such reporting.

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[2] https://eiti.org/BD/2017-14

The European Commission looks set to review the implementation of the European Union Accounting Directive in 2018. The Secretariat will follow and provide input to this process. It will monitor developments related to other mandatory reporting requirements in other jurisdictions, ensuring that the EITI's approach is aligned with emerging global standards and norms.

The Secretariat will support the EITI Board with updating the language in requirement 4.7 on project-level reporting, ensuring that it reflects the Board decision of March 2017 and suggest a transition schedule for how the requirements will be validated.

Actions

27. Produce guidance and support implementing countries in preparing to transition to project-level reporting.
28. Contribute to ongoing global discussions and development regarding project-level reporting, including sharing lessons learned from the EITI experience.
29. Support the EITI Board with further refinements to requirement 4.7 of the EITI Standard, including transitions.

Budget allocation –Project-level reporting

It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on project-level reporting.   It is expected that project-level reporting will equate to around 1% of total staff time (weighted with salary).

4.7   Contract transparency

The Secretariat will continue to support countries in implementing the EITI requirements related to contract transparency, including considering lessons learnt and corrective actions from validation. In addition, as with other themes, the guidance note on contract transparency will be updated and consideration will be given on following up the contract transparency webinars with NRGI.

Actions

30. Continue to support countries in implementing the EITI requirements related to contract transparency, including considering lessons learnt and corrective actions from validation.

Budget allocation – Contract transparency

It is foreseen that USD 50,000 of the implementation and validation budgets (of which USD 35,000 are allocated staff costs) is spent on contract transparency. It is expected that contract transparency will equate to around 1% of total staff time (weighted with salary).

4.8   Artisanal and Small-scale Mining

The Secretariat will continue to bring stakeholders together and provide support in countries where ASM is a significant issue. In many implementing countries, ASM is a major issue that generates economic development for rural and regional communities. It often leads to smuggling and other illegal activities. ASM does not typically generate material revenues at national level and is thus often excluded from EITI reporting. However, many countries have expressed an interest in further guidance on how the EITI can be a tool for addressing ASM challenges.

In 2016, the EITI, in collaboration with the World Bank, issued a guidance note to implementing countries on how to cover ASM. Several countries including Afghanistan, Colombia, the Democratic Republic of the Congo (DRC), Ethiopia, Myanmar and the Philippines have now published EITI Reports that include estimates of artisanal mining activities and go further in providing an overview of these activities. In 2018, the Secretariat will compile the impact of ASM reporting in implementing countries in a publication aimed for wider public consumption. This compilation might also result in some useful lessons learnt for the EITI Board's consideration.

A significant ASM sector often results in challenges for EITI reporting in other areas, notably the requirement on reporting of production and export. Several Validations have identified that countries do not have adequate production and export data due to ASM activities. The Secretariat will seek to present further guidance and experiences on these issues.

Actions
31. Continue to provide support to countries with ASM challenges, including providing guidance on reporting on production and export data.
32. Compile a publication on impact of ASM reporting in EITI countries so far.

Budget allocation – Artisanal and Small-scale Mining
It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on artisanal and small-scale mining. It is expected that artisanal and small-scale mining will equate to around 1% of total staff time (weighted with salary).

4.9   Engagement with state-owned enterprises

The 2013 EITI Standard was ground-breaking in introducing new requirements to address state participation and reporting requirements for state-owned enterprises (SOEs). Lessons from Validation show that although financial transactions related to state-owned companies have become more transparent, there is still a considerable way to go in bringing openness to how SOEs operate, their ownership arrangements, and addressing other corruption risks associated with SOEs. Financial reporting by SOEs vary greatly and they are usually less transparent and less openly governed than publicly listed companies. The need for setting and encouraging high standards amongst SOEs is high.

The EITI Board discussed SOE engagement during their strategy discussion in Oslo in May 2017. It was agreed to further explore opportunities to better engage with SOEs. In 2018, the Secretariat will continue to work on this issue. Specifically, the Secretariat will seek to convene regional networks of SOEs, building on the initial attempts carried out in Francophone Africa and South-East Asia in 2014. The Secretariat will also update the guidance note on SOE engagement, drawing on emerging best practice in EITI Reporting. Drawing on Validation reports, other efforts to improve engagement with SOEs may include mapping of SOE participation in EITI processes and continuing the conversation initiated in 2017 regarding the establishment of an SOE working group under the auspices of the EITI.

Actions
33. Strengthen engagement with SOEs at a global level, including through building and convening regional networks.
34. Compile reporting practices on SOEs so far with a view to update guidance.
35. Review engagement of SOEs at a local level, including through mapping of SOE participation in MSGs and EITI processes.

Budget allocation – Engagement with State-owned enterprises
It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on engagement with state-owned enterprises. It is expected that engagement with state-owned enterprises will equate to around 1% of total staff time (weighted with salary).

4.10 Gender

The Secretariat will establish a working group on gender equality to make proposals to the Board through the Implementation Committee. This will seek to identify and address gaps in knowledge and coordination on gender issues related to the EITI implementation and impact. In 2017, the EITI started collecting information on gender-

related issues, focusing mainly on the question of women representation in EITI structures. There has been a demand for further information on these issues from implementing countries around the world. The Secretariat will seek to present further guidance and experiences on these issues.

Actions

36.   It is proposed to establish a working group on gender equality to make proposals to the Board through the Implementation Committee to consider:

- how gender issues relate to the EITI mission
- extending the guidance note on MSGs to highlight good practices in gender diversity
- encouraging gender-related questions during Validation data collection and include good case studies into impact sections
- improving data collection of gender stats as part of the EITI International KPIs
- producing a public booklet on gender and EITI
- publishing a short blog-series interviewing some key EITI women (MSG chairs, head of secretariat) focusing on gender and impact
- contributing to ongoing global discussions and development regarding gender equality, including sharing lessons learned from the EITI experience
- the resource implications of the above.

Budget allocation – Gender

It is foreseen that USD 50,000 of the implementation and communication budget (of which USD 35,000 are allocated staff costs) is spent on gender. It is expected that gender will equate to around 1% of total staff time (weighted with salary).

4.11 Outreach

The Secretariat will propose a new outreach strategy. Since 2016, funding for outreach activities has been significantly reduced and the number of new candidate countries has decreased. In line with the 2017 strategy, it is expected that outreach activities will predominately focus on countries that have committed to implement the EITI, such as Australia and Argentina. More emphasis will be given in the strategy to efforts by implementing countries to reach out to other countries, such as Trinidad and Tobago's Caribbean Outreach project which helped bring in Suriname and Guyana. Parallel efforts will focus on increasing support among companies, investors and civil society organisations.

Increased focus on outreach priorities does not always bring additional costs. It often requires more involvement of the EITI chair, the Head of the Secretariat and other senior representatives, requiring changes of priorities rather than additional resources. It can mean adding a visit to a priority country during a mission to an implementing country. It can sometimes entail use of conferences and bilateral opportunities. The budgetary implications of the outreach strategy include additional staffing, travel, communications and other administrative costs for the International Secretariat.

Actions

37.   Support outreach efforts in accordance with the EITI's 2018 Outreach Strategy.

Budget allocation – Outreach

It is foreseen that USD 70,000 of the budget (of which USD 60,000 are allocated staff costs) is spent on outreach. It is expected that outreach will equate to around 2% of total staff time (weighted with salary).

4.12 Communication and public dialogue

In 2018, the Secretariat will continue to improve its website and update the information and guidance available online. **News items, blogs, newsletters and social media** will continue to highlight the core features of individual countries' EITI Reports and important developments in implementing countries. Information will be communicated in the EITI monthly newsletter to over 7,500 subscribers and on social media, where EITI has almost 5,000 followers of its Facebook page and over 9,500 followers on Twitter.

The Secretariat will support countries to explore options to **make EITI data more accessible**.

Together with supporting organisations and building on international best practice, the Secretariat will work with data users in implementing countries to **improve the consistency of EITI data**, including conforming with international data standards, such as those of the World Bank and the IMF.

To improve the use of data, the Secretariat will work with partners to develop tools to help ensure data is interpreted and understood, support efforts to identify existing needs at country level for open data, and plug into the IMF's pilot cases of national accounts for the natural resources sector. It will develop an online tool for training on use of data and opportunities for countries.

The **EITI implementers portal** is available online in English. Making it multi-lingual is a priority. Multimedia options such as videos and infographics should also be added to further enhance guidance support.

The Secretariat has compiled a database for summary data files covering the majority of EITI Reports, all of which are accessible through an Application Programming Interface (API). Opening this service up to financial institutions and others can allow them to automate EITI data into their information systems for market analysis.

Finally, the Secretariat will continue to spend a considerable amount of time engaging with key stakeholders and partners to ensure that they are actively involved and updated on the EITI and linking to other efforts to maximise impact. In addition to the communication materials above, this will be done through face to face meetings, calls, conferences and seminars.

Actions

38.   Produce regular website content, including a complete EITI data portal, and a 2018 EITI Progress Report that documents how the EITI leads to change in countries, including the findings from EITI Reports and thematic issues.
39.   Produce and distribute news items, newsletters and social media updates.
40.   Support implementing countries, in accordance with the open data policy to promote and develop open data, draw on international data codes and standards and encourage all stakeholders to make better use of EITI data.
41.   Develop an online tool for training on use of data and opportunities for countries.
42.   Develop online tools increasing user-accessibility to the EITI summary data database.

Budget allocation - communications

It is foreseen that USD 0.5m of the budget (of which USD 0.3m are allocated staff costs) is spent on communications. It is expected that communications will equate to around 9% of total staff time (weighted with salary).
Costs other than staff time are spent on translations (10%), website and data portal development (25%) and videos and printed materials (10%).
In addition, it is foreseen that USD 135,000 of the budget (of which USD 125,000 are allocated costs) is spent on **stakeholder relations and advocacy**. It is expected that stakeholder relations and advocacy will equate to around 3% of total staff time (weighted with salary).

5   Support to the EITI Board, Committees and Global Conference

5.1   Support to the EITI Board and Committees

The Secretariat will work with the chair and the Board to prepare agendas, provide progress reports, oversee translation of documents and make other practical arrangements for Board meetings. Given the significant Validation workload, the International Secretariat will organise at least three EITI Board meetings in 2018 with at least one of them taking place in Oslo. It will provide the Board and its committees with the necessary support and documentation for decisions taken both in Board meetings and through Board circulars. The current EITI Board and its committees will work in three languages, English, French and Russian, with some limited Spanish support provided.

There are currently seven civil society organisations (CSO) Board members and alternates from non-OECD countries on the EITI Board. Apart from providing support, the EITI is mandated to provide them with communication support to enable them to participate effectively in the work of the Board. The objective with the communications support is to facilitate the active roles and participation of Board members and their alternates.

The Secretariat will work with the chair and the Board – mostly through its committees[3] – to develop policy proposals and recommendations. The Board committees will prepare the working documents for the Board and, where possible, will provide non-binding recommendations.

The current Board committees are:

- Finance and Audit Committee: strategically manages the EITI's financial resources and monitors the budget, as well as reviewing the annual audit reports.
- Governance and Oversight Committee: addresses issues relating to the governance of the EITI. In 2018, its main focus will be on strengthening the EITI's internal governance, including suggesting improvements to constituency guidelines, and proposing solutions to common governance challenges in implementing countries.
- Implementation Committee: oversees progress with implementing the EITI Standard, including reviewing EITI reports and the impact of the EITI. As agreed through the Board Circular 209, the Implementation Committee will hold teleconferences once every six weeks and will continue to consider revisions to existing guidance material on the EITI Standard and further development of the EITI Standard; the EITI's response to emerging global policy issues; and progress with implementation, including any requests for extensions or adapted implementation.
- Outreach and Candidature Committee: guides and monitors outreach to prospective implementing countries and supporters in accordance with the outreach strategy approved by the EITI Board. The Committee assesses whether countries applying for EITI candidature are adequately prepared for successful implementation in accordance with the sign-up requirements set out in the EITI Standard.
- 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.
- Validation Committee: reviews Validation reports and second Validations (secretariat reviews). Subject to Board approval, 15 Validations are expected in 2018.

Actions
43.   Organise at least three EITI Board meetings in 2018.
44.   Facilitate regular Committee meetings and ensure a smooth flow of work between them and the Board.

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[3] More information on the EITI Board and Committees can be found on www.eiti.org/board.

5.2   Preparing for the 2016 Global Conference

The International Secretariat will begin preparations for the 2019 Global Conference. In accordance with Article 7.1 of the EITI Association, "an EITI Conference shall be held at least every three years". The last Conference was held in 2016 in Lima, Peru and welcomed over 1,000 participants, which makes the Global Conference the largest gathering of EITI implementers, stakeholders and supporters.

The 2019 Global Conference will provide an opportunity to accelerate progress towards mainstreaming the EITI – ensuring that more data is systematically produced through government and corporate systems rather than in standalone EITI reports. It will serve as a forum for implementing countries to share lessons learnt, best practices and address future challenges for the EITI. As with previous Conferences, this Global Conference will also include an EITI Member's Meeting, which will formally appoint the new EITI Chair and Board for 2019-2022.

Pending a Board decision, the 2019 EITI Global Conference will have objectives such as the following:

- Draw out lessons of implementing the EITI Standard, especially in frontier areas like beneficial ownership transparency and commodity trading.
- Create a platform where stakeholders can meet and discuss progress and challenges, including a National Exhibition for countries to showcase progress.
- Show how the data disclosed in EITI Reports can be used to improve the lives of citizens.
- Accelerate systematic disclosure of EITI data.

Actions

45.   Propose options for location and dates of the 2019 Global Conference.
46.   Develop the fundraising and communications plans for the 2019 Global Conference.
47.   Begin preparations for the Members' Meeting.

6   Management, funding and monitoring

6.1   Management of the Secretariat

To undertake the 2018 work plan, and to maintain a minimum level of on-going implementation support in 2018, three additional senior staff will be required in 2018. Despite seeking "at least three additional senior staff" (and up to six) in the 2017 work plan, full time staffing towards the end of 2017 was only 21, the same as in 2016 (see organisational chart in Annex A and staff allocation to work areas in Annex D). Again, delivery of the 2017 work plan involved long hours and considerable implementation support being squeezed out as the human resources available did not match the workload required to implement the work plan. Whilst it is acknowledged that recruitment is a long-term commitment, given the mix of on-going staff departures that any organisation would expect and the expected significant financial surplus from 2017, recruitment of additional staff will be on-going throughout 2018 so long as revenue forecasts are met.

Staff development is key in building internal capacity, especially in a diverse team. The on-going training process needs to be strengthened. Developing communication, writing and presentation skills, analytical skills related to Validation, and training on the oil and gas sector are priorities. Programmes to place staff in other institutions for shorter periods of time will also be continued.

The Secretariat will also continue to seek fundraising opportunities beyond on-going commitments. It will, in particular, review the effectiveness of the requirement for implementing countries to make a contribution. The funding model, with more minimum contributions, has broadly been successful in raising more money. However, there have been limited contributions from the implementing countries and more time is now taken in raising and accounting for project-specific funding. This has placed a considerable additional burden on EITI staff. For example, the administrative tasks associated with the implementation of project-specific funding for beneficial ownership received from DFID and EBRD, takes up a significant amount of staff time. It was not clear until the end of 2017 how much funding and staff time would be available for facilitating peer learning around the EITI. Some missions considered necessary to deliver the work plan for the year did not take place because it was not clear that there would be sufficient funds. Core funding is much more efficient and predictable than piecemeal fundraising. Whilst it was welcome to introduce minimum contributions for most supporters, it is regrettable that the funding review did not increase the recommended contributions, nor has a minimum contribution for supporting countries yet been agreed.

As the Expenditure Review and 2016 audit confirmed, the International Secretariat has lean, strong and robust financial, administrative and human resource systems.

The Oslo office moved offices in September 2017. The office rent has increased from USD 6,500 per month to USD 11,500. At the same time, the new office is more effective for team working and telecommunications.

Actions
48.   Recruit new staff members, with an expected increase of three, whilst continuing to provide assistance to existing staff to deliver on their objectives.
49.   The Secretariat will review the effectiveness of the requirement for implementing countries to make a contribution.

Budget allocation – Management of the International Secretariat
It is foreseen that USD 0.8m of the budget (of which USD 0.3m are allocated staff costs or 9% of staff time) is spent on management and administration of the Secretariat.

6.2   Recruitment of an Executive Director of the EITI and establishing a Nominations Committee for the EITI Chair

The Secretariat will support the current Board to oversee the recruitment of a proposal for an Executive Director and nominations for the Chair. At its meeting in Manila, the EITI Board decided to re-establish the EITI's Board nominations committee.

In addition, following the challenges of recruitment of senior staff to the Secretariat in 2017, the Board asked the Finance Committee to review the remuneration package of the whole Secretariat. This review, including the proposed package for the ED, will be completed in Q1 2018. The review might have implications for the budget lines related to salary and other staff costs.

Actions

50.   The Secretariat will support the Finance Committee to review the remuneration package of Secretariat staff including the proposed offer to the Executive Director.

51.   The Secretariat will support the Nominations Committee to:

- Engage a recruitment agency to assist in the identification of Executive Director candidates;
- Ensure that the job posting is shared widely within the networks of the EITI;
- Review potential candidates and arrange interview for finalists;
- Make a recommendation of candidate(s) to the Board.
- Support the Board with the nominations process of a Board Chair.

Budget allocation - Recruitment of an Executive Director of the EITI and establishing a Nominations Committee for the EITI Chair

It is foreseen that USD 150,000 of the budget (of which USD 30,000 are allocated staff costs) is spent on recruitment of a ED. It is expected that this recruitment and support of the Nominations Committee will equate to around 1% of total staff time (weighted with salary). Costs other than staff time are spent on the recruitment agency (USD 0.1m, advertisements USD 0.02m).

6.3   Monitoring and evaluation

The Secretariat will support the working group on KPIs to establish updated KPIs for the EITI with special focus on the Secretariat effectiveness. The existing KPIs that were developed by the Board in 2010 and revised in 2015 are annually reviewed and are detailed in Annex B.

The Secretariat will publish the 2018 EITI Progress Report showcasing examples of impact from Validations and other assessments. It will also report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.

Given the difficulties of establishing causality, measuring the exact impact of the EITI is challenging. While it is important to have quantitative information, it is even more important to have the right kind of information – both in words and numbers - and to have it used. This requires deep analysis, especially at the country level. There have been at least three formal evaluations of the EITI commissioned by the Board. There are no such plans in 2018.

The Secretariat will:

1.   Support the Board to develop new KPIs through a working group.
2.   Publish the 2018 EITI Progress Report showcasing examples from Validations and other assessments.
3.   Draw attention to good quality case studies and solid research, whether it demonstrates impact or not.
4.   Report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.
5.   Assess performance of staff following procedures outlined in the staff manual.

Budget allocation
It is foreseen that USD 35,000 of the communication and administration budget (of which USD 35,000 are allocated staff costs) is spent on monitoring and evaluation.
It is expected that monitoring and evaluation will equate to around 1% of total staff time (weighted with salary).

7   2018 Budget

7.1   Summary

The work plan sets out a proposed budget of USD 6.0m. This is at the same level as the 2017 revenue forecast (though 9% higher than the 2017 budget). With a number of long-term commitments and more clarity about other commitments following the funding review, USD 6.0m represents a best estimate of revenue in 2018. The work plan is predicated on this expected revenue. This is to be compared against an estimated total cost of EITI implementation globally of around USD 55m.

Whilst funding requirements are now in place for all constituencies except supporting countries, revenue predictability remains challenging. Several multi-year agreements have been entered into in 2017 ensuring close to USD 2.5m in revenue for 2018. As in 2017, spending will closely reflect revenues that are actually coming in. Whilst the USD 6.0m budget is the plan, the low scenario of USD 5.0m will be used until sufficient revenue is secured.

Please note the following elements:

- **The expectations on the International Secretariat's management on Validation continue in 2018.** Validation work (including pre-Validation work, preparations, capacity-building, secretariat reviews and independent reviews) is expected to cost USD 1.2m in staff, consultation and travel costs.
- **The support to beneficial ownership disclosure** will remain high. With two years until full disclosure becomes the requirement for implementing countries, there is still extension support needed for roadmap roll-out and follow-up to the Global Beneficial Ownership Conference. This work is expected to cost USD 0.6m in staff, consultation and travel costs. The Government of Denmark is funding a follow-up Conference in Africa and the EBRD is supporting beneficial ownership activities in Central Asia and the Caucasus.
- **2017 was a year where**:
  - Cautious expenditure in the first half of 2017 is likely to lead to expenditure below revenue.
  - Recruitment efforts in the first half were only partly successful with two of five advertised positions being filled as envisaged. Successful recruitment will be important going forward to avoid implementation efforts being crowded out.
  - The revised Validation model has continued to put strain on staff and other implementation efforts.

- **Whilst funding at the international level is in a better state than in the past few years, funding for implementation in countries faces significant challenges.** There is a need for a collective push to improve funding if the EITI is going to be sustained at the country level. This will have no impact on the Secretariat's budget.

A second scenario of low revenue and a third scenario of high revenue are also presented to provide the range. A lower range scenario would mean that most activities other than validation are squeezed out, and a higher range case scenario would enable activities that support the EITI Board's long term strategic priorities and would cover activities that might otherwise have to depend on project-specific funding such as capacity-building workshops and commodity trading. The risks to the expected revenue are set out in section 8.4.

A three-year outlook is included. The three-year outlook is based on gradual growth in addition to special events such as the 2019 Global Conference.

The reserve of USD 0.6m (NOK 4.8m), which can be called upon when needed, contributes towards financial sustainability. Since the Secretariat obtains most revenue in US dollars but pays more than half of its costs in NOK, there is always unpredictability due to currency fluctuations. The rate used in the budget is 8.00 NOK/USD.

7.2   2018 budget

A budget of USD 6.0m is proposed. This is in line with the 2017 expected revenue, with the same expected in 2018. The Secretariat foresees increased expenditure on salaries, travel and translation compared to 2017.

Overall **salaries**, the most significant type of expenditure, are expected to increase by 15.5% due to a combination of inflation (2.5%)[4], performance-related salary increases (around 2%), and new staff (around 10.5%). **Office expenses** are expected to stay at around USD 0.5m in 2018 as a result of competitive new rent and telecommunication services at the new offices. **Travel and accommodation expenses** are expected to increase from USD 1.0m to USD 1.3m in 2018 due to the general increase in activity.

Most significantly, 15 Validations are expected in 2018. These are expected to take up 27% of staff time and USD 1.2m costs.

With the new reporting format having been established in 2015, historic figures are presented separately in table 1, while the 2017 and 2018 forecast and budget is presented in table 2.

Table 1: EITI historic figures

EITI Reporting - Historic 2010-2016

All figures in USD thousands

Item	2010	2011	2012	2013	2014	2015*	2016*
	Actual	Actual	Actual	Actual	Actual	Actual	Actual
Core contribution, Government of Norway							
Government of Norway	603	669	583	0	714	310	298
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	2 398	2 806
Private sector (approximately 50% of remaining requirement)						-	-	-
Investors	4	14	13	10	10	9	7
Oil and Gas	749	1 003	1 254	1 205	1 263	1 110	1 522
Mining and Minerals	130	816	635	904	634	575	867
Non-extractives	0	0	0	10	16	10	56
Total Revenues	**2 814**	**4 821**	**4 921**	**5 784**	**5 031**	**4 411**	**5 557**
Costs							
Implementation	207	162	200	706	471	1 602	1 225
Outreach	105	151	169	212	214	263	114
Board meetings	458	428	496	605	559	959	518
Communications	95	226	173	461	536	546	600
Chair's support	154	86	35	35	50	33	164
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	124	996
Training						476	352
Shareholder rel. /Int. advocacy						219	117
Management & Admin						619	685
Validation						239	506
Total Expenditure	**3 020**	**4 672**	**4 017**	**6 512**	**5 026**	**5 080**	**5 280**
Net result	**(206)**	**149**	**904**	**(728)**	**5**	**(669)**	**277**

*2015 and 2016 figures includes an allocation of staff costs to each function

[4] 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.

Table 2: EITI 2017 and 2018 forecast and budget

EITI Budget 2018

All figures in USD thousands

Item	2017 Forecast	2017 Budget	2018 Budget	% increase vs 2017 Budget	% increase vs 2017 Forecast
Implementing countries					
Implementing countries*	100	150	200	33,3 %	100,0 %
International development partners, including			-		
donors, NGO's and foundations			-		
Supporting governments and IFI's	4 439	2 750	3 785	37,6 %	-14,7 %
NGO's and foundations	-	10	50		
Private sector					
Oil and Gas	965	1 580	1 000	-36,7 %	3,6 %
Mining and Minerals	748	950	850	-10,5 %	13,6 %
Financial Institutions	30	50	100	100,0 %	233,3 %
Non-extractives	15	10	15	50,0 %	0,4 %
Total Revenues	**6 297**	**5 500**	**6 000**	**9,1 %**	**-4,7 %**
Costs by function					
Implementation**	1 555	1 551	1 430	-7,8 %	-8,0 %
Outreach	60	160	70	-56,3 %	16,7 %
Board meetings	700	780	780	0,0 %	11,4 %
Communications	409	600	500	-16,7 %	22,2 %
Chair's support	166	185	185	0,0 %	11,4 %
Training	625	354	750	111,9 %	20,0 %
Stakeholder rel./Int. advocacy	120	160	135	-15,6 %	12,5 %
Management & Admin***	650	610	800	31,1 %	23,1 %
Global conference		-			
Validation**	900	1 100	1 350	22,7 %	50,0 %
Total Costs by function	**5 185**	**5 500**	**6 000**	**9,1 %**	**15,7 %**
Costs by type					
Salary	2 690	3 042	3 075	1,1 %	14,3 %
Other staff expenses	50	128	100	-21,9 %	100,0 %
Office expenses	500	430	450	4,7 %	-10,0 %
Travel and accomodation	1 200	820	1 300	58,5 %	8,3 %
Translation & Interpretation	370	575	575	0,0 %	55,4 %
Project consultants	300	400	400	0,0 %	33,3 %
Other expenses	75	105	100	-4,8 %	33,3 %
Total Costs by type	**5 185**	**5 500**	**6 000**	**9,1 %**	**15,7 %**
Net result	**1 112**	**-**	**-**		

*According to the funding reqiurements, implementing countries are requested to provide USD 10,000 a year. This figure is intended to partly cover the costs of their validations every three years. Given the complexity of making such contributions for some countries, no sanction is proposed for non-contributing countries. It is foreseen that 20 out of 51 implementing countries will make a contribution (each of USD 10k) in 2018.

** Although this is a fall in the implementation support budget line, 15 countries are due to undertake validation this year and a further 15 a lighter second validation. This involves intense implementation support. Therefore the implementation support and validation should be read together

***Includes USD 150k in recruitment costs for an Executive Director in 2018.

The USD 6.0 million revenue forecast is based on the 2017 revenue forecast with the following notable elements:

- So far in 2017, first time contributions have been received from six implementing countries.

- After a pause in contributions, renewed support and multi-year agreements have been received from supporting countries such as Australia, Denmark, the EU, Finland, the Netherlands and Norway. As of August, this has resulted in contracted contributions for 2018 of almost USD 2.5m. Contributions are also expected from Belgium, Canada, Switzerland and the United States.

- While contributions from companies are lower than at the same time in 2016, there are indications of more in the second half. However, the release of the company-government parity in the previous funding formula has allowed government revenue to increase.

As before, there is a continued need to focus on widening the funding bases, especially towards financial institutions.

7.3 Scenarios and outlook for the 2018 Budget

The budget includes three scenarios: a low, expected and high range budget. Each scenario also outlines the three-year outlook for their respective budgets.

7.3.1 Lower range scenario

The lower range scenario of the budget would see a dramatic fall in revenue (around 15%). Validation and beneficial ownership disclosure activities, some other implementation support and support to the Board would still have to continue. Most other activities would be squeezed out.

EITI Budget years 2018-2020
Workplan scenario LOW
All figures in USD thousands

Item	2017 Forecast	2017 Budget	2018 Low	% increase	2 019 Budget	% increase	2 020 Budget	% increase	%increase 2017-2020
Implementing countries									
Implementing countries*	100	150	150	50,0 %	200	33,3 %	250	25,0 %	150,0 %
International development partners, including									
donors, NGO's and foundations									
Supporting governments and IFI's	4 439	2 750	3 140	-29,3 %	4 200	33,8 %	3 400	-19,0 %	-23,4 %
NGO's and foundations	-	10	50		75	50,0 %	100	33,3 %	
Private sector									
Oil and Gas	965	1 580	850	-11,9 %	1 415	66,5 %	1 175	-17,0 %	21,8 %
Mining and Minerals	748	950	750	0,3 %	1 000	33,3 %	940	-6,0 %	25,7 %
Financial Institutions	30	50	50	66,7 %	100	100,0 %	125	25,0 %	316,7 %
Non-extractives	15	10	10	-33,1 %	10	0,0 %	10	0,0 %	-33,1 %
Total Revenues	**6 297**	**5 500**	**5 000**	**-20,6 %**	**7 000**	**40,0 %**	**6 000**	**-14,3 %**	**-4,7 %**
Costs by function									
Implementation**	1 555	1 551	965	-37,9 %	1 320	36,8 %	1 785	35,2 %	14,8 %
Outreach	60	160	40	-33,3 %	80	100,0 %	70	-12,5 %	16,7 %
Board meetings	700	780	780	11,4 %	800	2,6 %	830	3,8 %	18,6 %
Communications	409	600	465	13,7 %	500	7,5 %	540	8,0 %	32,0 %
Chair's support	166	185	185	11,4 %	185	0,0 %	185	0,0 %	11,4 %
Training	625	354	350	-44,0 %	420	20,0 %	400	-4,8 %	-36,0 %
Stakeholder rel./Int. advocacy	120	160	105	-12,5 %	105	0,0 %	70	-33,3 %	-41,7 %
Management & Admin***	650	610	760	16,9 %	640	-15,8 %	670	4,7 %	3,1 %
Global conference		-			1 500		-		
Validation**	900	1 100	1 350	50,0 %	1 450	7,4 %	1 450	0,0 %	61,1 %
Total Costs by function	**5 185**	**5 500**	**5 000**	**-3,6 %**	**7 000**	**40,0 %**	**6 000**	**-14,3 %**	**15,7 %**
Costs by type									
Salary	2 690	3 042	2 800	4,1 %	3 150	12,5 %	3 285	4,3 %	22,1 %
Other staff expenses	50	128	100	100,0 %	130	30,0 %	150	15,4 %	200,0 %
Office expenses	500	430	450	-10,0 %	500	11,1 %	475	-5,0 %	-5,0 %
Travel and accomodation****	1 200	820	800	-33,3 %	2 100	162,5 %	1 015	-51,7 %	-15,4 %
Translation & Interpretation	370	575	400	8,1 %	600	50,0 %	525	-12,5 %	41,9 %
Project consultants	300	400	350	16,7 %	410	17,1 %	430	4,9 %	43,3 %
Other expenses	75	105	100	33,3 %	110	10,0 %	120	9,1 %	60,0 %
Total Costs by type	**5 185**	**5 500**	**5 000**	**-3,6 %**	**7 000**	**40,0 %**	**6 000**	**-14,3 %**	**15,7 %**
Net result	**1 112**	**-**	**-**		**-**		**-**		

*According to the funding reqiurements, implementing countries are requested to provide USD 10,000 a year. This figure is intended to partly cover the costs of their validations every three years. Given the complexity of making such contributions for some countries, no sanction is proposed for non-contributing countries. It is foreseen that 15 out of 51 implementing countries will make a contribution (each of USD 10k) in 2018.

** Although this is a fall in the implementation support budget line, 15 countries are due to undertake validation this year and a further 15 a lighter second validation. This involves intense implementation support. Therefore the implementation support and validation should be read together

***Includes USD 150k in recruitment costs for an Executive Director in 2018.

**** In 2019 Global conference costs included as travel and accomodation. In previous years the conference has mostly been project-specific funded.

2018
>> Significant reduction in training activity.
>> 2,5% inflation adjustment to salaries plus 2,5 % adjustment for performance and promotion.

2019
>> 10% overall increase adjusted for conference budget.
>> Global conference budget of USD 1.5m added.

2020
>> 9% overall increase adjusted for Global conference budget in 2019.

7.3.2   Expected scenario

The expected case scenario seeks to show how the expected revenue will be used to deliver the work plan. Three new staff would be added for implementation support activities and data gathering for Validation. Such an increase would significantly strengthen the ability to deliver many of the work plan activities, including how much guidance

information would be received by implementing countries and how much support the Secretariat could provide to implementing countries, particularly in assisting countries with roadmaps on beneficial ownership.

EITI Budget years 2018-2020
Workplan scenario EXPECTED
All figures in USD thousands

Item	2017 Forecast	2017 Budget	2018 Budget	% increase vs 2016 Forecast	2 019 Budget	% increase	2 020 Budget	% increase	% increase 2017-2020
Implementing countries									
Implementing countries*	100	150	200	100,0 %	250	25,0 %	250	0,0 %	150,0 %
International development partners, including donors, NGO's and foundations									
Supporting governments and IFI's	4 439	2 750	3 785	-14,7 %	4 800	26,8 %	3 950	-17,7 %	-11,0 %
NGO's and foundations	-	10	50		75	50,0 %	100	33,3 %	
Private sector									
Oil and Gas	965	1 580	1 000	3,6 %	1 450	45,0 %	1 100	-24,1 %	14,0 %
Mining and Minerals	748	950	850	13,6 %	1 015	19,4 %	940	-7,4 %	25,7 %
Financial Institutions	30	50	100	233,3 %	150	50,0 %	150	0,0 %	400,0 %
Non-extractives	15	10	15	0,4 %	10	-33,3 %	10	0,0 %	-33,1 %
Total Revenues including project-specfic funding	**6 297**	**5 500**	**6 000**	**-4,7 %**	**7 750**	**29,2 %**	**6 500**	**-16,1 %**	**3,2 %**
Costs by function									
Implementation**	1 555	1 551	1 430	-8,0 %	1 765	23,4 %	1 790	1,4 %	15,1 %
Outreach	60	160	70	16,7 %	80	14,3 %	70	-12,5 %	16,7 %
Board meetings	700	780	780	11,4 %	800	2,6 %	830	3,8 %	18,6 %
Communications	409	600	500	22,2 %	515	3,0 %	650	26,2 %	58,9 %
Chair's support	166	185	185	11,4 %	185	0,0 %	185	0,0 %	11,4 %
Training	625	354	750	20,0 %	675	-10,0 %	650	-3,7 %	4,0 %
Stakeholder rel./Int. advocacy	120	160	135	12,5 %	140	3,7 %	175	25,0 %	45,8 %
Management & Admin***	650	610	800	23,1 %	640	-20,0 %	700	9,4 %	7,7 %
Global conference		-			1 500				
Validation**	900	1 100	1 350	50,0 %	1 450	7,4 %	1 450	0,0 %	61,1 %
Total Costs by function	**5 185**	**5 500**	**6 000**	**15,7 %**	**7 750**	**29,2 %**	**6 500**	**-16,1 %**	**25,4 %**
Costs by type									
Salary	2 690	3 042	3 075	14,3 %	3 325	8,1 %	3 500	5,3 %	30,1 %
Other staff expenses	50	128	100	100,0 %	130	30,0 %	100	-23,1 %	100,0 %
Office expenses	500	430	450	-10,0 %	500	11,1 %	475	-5,0 %	-5,0 %
Travel and accomodation****	1 200	820	1 300	8,3 %	2 535	95,0 %	1 350	-46,7 %	12,5 %
Translation & Interpretation	370	575	575	55,4 %	650	13,0 %	575	-11,5 %	55,4 %
Project consultants	300	400	400	33,3 %	500	25,0 %	400	-20,0 %	33,3 %
Other expenses	75	105	100	33,3 %	110	10,0 %	100	-9,1 %	33,3 %
Total Costs by type	**5 185**	**5 500**	**6 000**	**15,7 %**	**7 750**	**29,2 %**	**6 500**	**-16,1 %**	**25,4 %**
Net result	**1 112**	**-**	**-**		**-**		**-**		

*According to the funding reqiurements, implementing countries are requested to provide USD 10,000 a year. This figure is intended to partly cover the costs of their validations every three years. Given the complexity of making such contributions for some countries, no sanction is proposed for non-contributing countries, at least in the first year. It is foreseen that 15 out of 51 implementing countries will make a contribution (each of USD 10k) in 2018.

** Although this is a fall in the implementation support budget line, 15 countries are due to undertake validation this year and a further 15 a lighter second validation. This involves intense implementation support. Therefore the implementation support and validation should be read together

***Includes USD 150k in recruitment costs for an Executive Director in 2018.

**** In 2019 Global conference costs included as travel and accomodation. In previous years the conference has mostly been project-specific funded.

2018
    2,5% inflation adjustment to salaries plus 2 % adjustment for performance and promotion and another 11% for three new staff.

2019
    4% overall increase adjusted for Global conference budget.
    Global conference budget of USD 1.5m added.

2020
    4% overall increase adjusted for Global conference budget in 2019.

7.3.3   Higher range scenario

The higher range scenario shows how any revenue beyond that expected would be used. Five staff would be added to support the plans for implementation support activities, commodity trading pilot and capacity building workshops.

EITI Budget years 2018-2020

Workplan scenario HIGH

All figures in USD thousands

Item	2017 Forecast	2017 Budget	2018 Budget	%increase vs 2016 Forecast	2 019 Budget	% increase	2 020 Budget	% increase	%increase 2017-2020
Implementing countries									
Implementing countries*	100	150	200	100,0 %	250	25,0 %	250	0,0 %	150,0 %
International development partners, including									
donors, NGO's and foundations									
Supporting governments and IFI's	4 439	2 750	4 185	-5,7 %	5 150	23,1 %	4 240	-17,7 %	-4,5 %
NGO's and foundations		10	50		75	50,0 %	100	33,3 %	
Private sector									
Oil and Gas	965	1 580	1 050	8,8 %	1 450	38,1 %	1 250	-13,8 %	29,5 %
Mining and Minerals	748	950	900	20,3 %	1 165	29,4 %	1 000	-14,2 %	33,7 %
Financial Institutions	30	50	100	233,3 %	150	50,0 %	150	0,0 %	400,0 %
Non-extractives	15	10	15	0,4 %	10	-33,3 %	10	0,0 %	-33,1 %
Total Revenues including project-specfic funding	**6 297**	**5 500**	**6 500**	**3,2 %**	**8 250**	**26,9 %**	**7 000**	**-15,2 %**	**11,2 %**
Costs by function									
Implementation**	1 555	1 551	1 590	2,3 %	1 865	17,3 %	2 040	9,4 %	31,2 %
Outreach	60	160	95	58,3 %	110	15,8 %	100	-9,1 %	66,7 %
Board meetings	700	780	780	11,4 %	800	2,6 %	830	3,8 %	18,6 %
Communications	409	600	650	58,9 %	700	7,7 %	700	0,0 %	71,1 %
Chair's support	166	185	185	11,4 %	185	0,0 %	185	0,0 %	11,4 %
Training	625	354	850	36,0 %	855	0,6 %	800	-6,4 %	28,0 %
Stakeholder rel./Int. advocacy	120	160	150	25,0 %	145	-3,3 %	195	34,5 %	62,5 %
Management & Admin***	650	610	850	30,8 %	640	-24,7 %	700	9,4 %	7,7 %
Global conference		-			1 500				
Validation**	900	1 100	1 350	50,0 %	1 450	7,4 %	1 450	0,0 %	61,1 %
Total Costs by function	**5 185**	**5 500**	**6 500**	**25,4 %**	**8 250**	**26,9 %**	**7 000**	**-15,2 %**	**35,0 %**
Costs by type									
Salary	2 690	3 042	3 250	20,8 %	3 550	9,2 %	3 750	5,6 %	39,4 %
Other staff expenses	50	128	100	100,0 %	130	30,0 %	100	-23,1 %	100,0 %
Office expenses	500	430	450	-10,0 %	500	11,1 %	475	-5,0 %	-5,0 %
Travel and accomodation****	1 200	820	1 625	35,4 %	2 895	78,2 %	1 575	-45,6 %	31,3 %
Translation & Interpretation	370	575	575	55,4 %	650	13,0 %	600	-7,7 %	62,2 %
Project consultants	300	400	400	33,3 %	415	3,8 %	400	-3,6 %	33,3 %
Other expenses	75	105	100	33,3 %	110	10,0 %	100	-9,1 %	33,3 %
Total Costs by type	**5 185**	**5 500**	**6 500**	**25,4 %**	**8 250**	**26,9 %**	**7 000**	**-15,2 %**	**35,0 %**
Net result	**1 112**	**-**	**-**		**-**		**-**		

*According to the funding reqiurements, implementing countries are requested to provide USD 10,000 a year. This figure is intended to partly cover the costs of their validations every three years. Given the complexity of making such contributions for some countries, no sanction is proposed for non-contributing countries, at least in the first year. It is foreseen that 20 out of 51 implementing countries will make a contribution (each of USD 10k) in 2018.

** Although this is a fall in the implementation support budget line, 15 countries are due to undertake validation this year and a further 15 a lighter second validation. This involves intense implementation support. Therefore the implementation support and validation should be read together

*** Includes USD 150k in recruitment costs for an Executive Director in 2018.

**** In 2019 Global conference costs included as travel and accomodation. In previous years the conference has mostly been project-specific funded.

2018

    11% increase in Implementation.

    2,5% inflation adjustment to salaries plus 2 % adjustment for performance and promotion and another 18% for five new staff.

2019

    4% overall increase adjusted for Global conference budget.

    Global conference budget of USD 1.5m added.

2020

    4% overall increase adjusted for Global conference budget in 2019.

7.4   Risks to work plan

The Secretariat foresees three risks to the execution of the work plan. Firstly, and most significantly, there is a concern that there will not be sufficient funding for EITI implementation. One reason for this is that the World Bank has indicated that the EGPS is likely to not be able to fund activities to the extent done previously. A major fundraising effort for EITI implementation through the EGPS or elsewhere will be necessary for sustained momentum.

Secondly, in the wake of withdrawals in 2017 by Azerbaijan, Niger and the United States there is a risk of contagion of withdrawals especially from countries dissatisfied by their Validation outcomes. The Secretariat will work with

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countries to manage expectations and with the Board to increase awareness of the consequences of Validation outcomes. In this regard, the Secretariat considers it important that the Board reviews its safeguard policy. Thirdly, there is a wider concern that there is a move away from transparency in general and particularly within the extractives sector. The fall in the price of commodities has led to a fall away of interest in some countries, though in others it has heightened the importance of management of the scarcer revenues. The Board and Secretariat will continue to make the case for the EITI in different and changing environments and to be opportunistic to link the EITI with wider political agendas.

The Secretariat foresees two risks to this budget. First, that funding from partners falls away from 2017 figures. Apart from implementing countries, no (sub)constituency has suggested an increase in the 'recommended' contribution and some organisations provide only the 'required' minimum contribution. The biggest risk is that a few supporting countries start to drop off their support. However, most of these have established multi-year funding arrangements and are setting up new and, in most cases, more generous funding arrangements. Others are still not providing support at the recommended amount. The Board will need to monitor the revenue closely and advise on how to deal with shortfalls. The risk of a shortfall on total revenue is assessed as medium.

Nonetheless, it is foreseen that the recruitment would be staggered throughout the year as evidence of sufficient sustained funding becomes clear. If there is not sufficient funding, the recruitments will not proceed. Other activities, such as Board meetings, might then be proposed to be cut. The Board, through its Finance Committee, will continue to monitor the accounts on a quarterly basis.

Secondly, that the dollar falls. The dollar has fallen within the past year. As most of the contributions to the budget are made in dollars and more than half of the spending (including staff costs) are made in NOK, the weaker the dollar the lower the contribution in NOK terms. If the rate continues to drop in 2018, the budget will be squeezed.

The Board might, of course, wish to undertake other activities in the course of 2018 that is not foreseen in this budget. The Secretariat will spell out the cost implications of any new activities in papers to committees.

8   Multi-year outlook 2018-2020

The 2018 work plan includes some long term strategic plans that have been agreed by the Board. These include undertaking Validation, the mainstreaming action plan, beneficial ownership disclosure, commodity trading transparency, support for project-level reporting and reviewing requirements for supporting countries and companies. Validations alone have required significant follow-up support for corrective actions and recommendations. The roadmaps on beneficial ownership, plans on mainstreaming and pilots on commodity trading all require a high level of support as well. The International Secretariat is increasingly able to act as a facilitator of conversations between peer countries about how the Standard can best be used to strengthen government systems and inform public debate. By 2019, it is foreseen that EITI processes will be significantly less about reporting and increasingly about systematic disclosure in government and corporate systems, and the implementation of reforms identified by the process.

Whilst supporting countries to deliver their corrective actions and the technical aspects of the Standard, the bigger prize of highlighting how the EITI can make a difference in diverse settings must be the ultimate focus. This might be described as a move from how to do the EITI 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 the EITI to go beyond the Standard, the International Secretariat's role as convener, facilitator, and documenter, rather than as technical adviser, will continue to evolve at a gathering pace. Consequently, to make multiplicative progress will require more peer learning workshops, staff exchanges, online 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 the meantime, these roles will still require significant resources.

A major challenge for the Secretariat will be how to engage with countries with either a nascent or small extractives sector and also those with well-developed sectors with strong systems of disclosure. The development and implementation of an appropriate engagement strategy will be critical in managing the demand for Secretariat services over the next three years.

EITI Organigram 2017
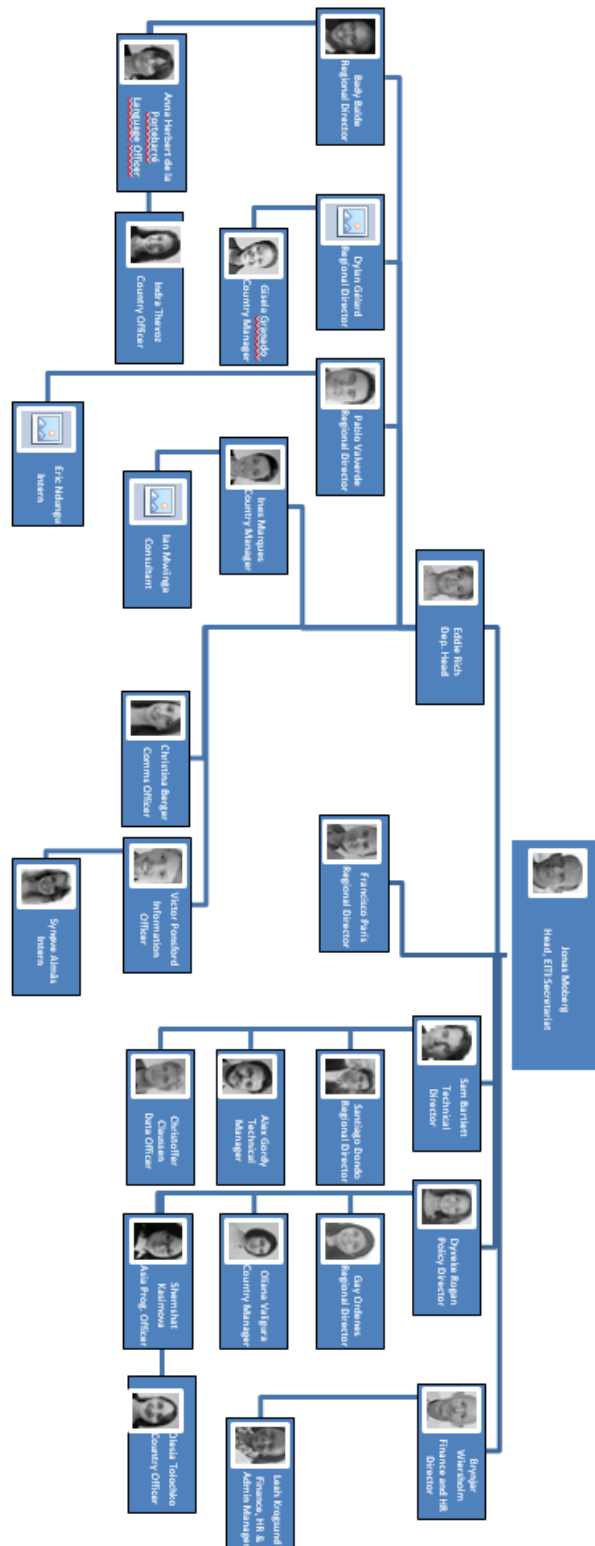
Annex B - Key Performance Indicators (KPIs)

B.1 Summary

This annex presents a number of indicators at two different levels: (i) output from the International Secretariat activities funded through the Secretariat budget and (ii) outcomes achieved in EITI implementation throughout the whole universe of implementing countries. This follows the International Secretariat's commitment to continually track a set of key performance indicators – KPIs - that allow continued assessment of the "value for money" provided by the Secretariat, as well as opportunities to learn from experience and to further improve the delivery, planning, and allocation of resources. It also aims to identify and demonstrate the results obtained through the EITI implementation.

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 relevant 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 its role in providing guidance and training for implementing countries has constantly evolved as well. 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 B.3 provides indicators aimed at facilitating this assessment.

Since 2015, when the EITI Standard became fully operational (i.e. all countries report using the Standard) 47 implementing countries have published 96 reports following the EITI Standard. Features such as contract transparency, disclosing information on licensing, budget distribution and expenditures are now regularly included in EITI reporting. Together with other aspects such as timeliness for publishing reports, data readability and subnational reporting, there is now a richer amount of available information that allow stakeholders to monitor 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 and expanded in the 2016 work plan are reported in Section B.4.

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 Secretariat budget ("the money") and the main output of the Secretariat as an agency ("the value"). Validation and training were added in 2017 to highlight the increased role of the International Secretariat in providing direct support to implementing countries. As can be seen below, Validation activities have dominated over the past 18 months.

Secretariat effectiveness indicators				
Area	**Indicator**	**2017** Financial info (Jan-Jun), all figures in USD Indicators (Jan-Aug)	**2016** Financial info, all figures in USD Indicators	**2016** Financial info (Jan-Jun), all figures in USD Indicators (Jan-Aug)
Support to implementing countries	Budget allocation (% of total)	441 000 (20.18%)	1 225 252 (23.21%)	571 000 (19.80%)
	% of staff time allocated	36 %		34 %
	Number of guidance notes issued/revised:	2 (+ 2 underway)	20	20
	Number of National Secretariats circulars issued:	4	6	5
	Number of missions to implementing countries:	29	44	31
	Number of reports reviewed:	29	45	33
	Number of extension requests, suspensions and others processed:	6	9	5
	Number of rapid responses processed:	0	2	0
	Number of National Coordinators meetings held (regional, global):	1 regional	1 global 6 regional	1 global, 2 regional
Outreach	Budget allocation (% of total)	25 000 (1.14%)	114 324 (2.17%)	59 000 (2.05%)
	% of staff time allocated	2 %		2 %
	Number of capacity building/rising awareness events held	10	5	2
	Number of visits to outreach countries	5	8	5
	Number of candidature applications processed	2 received	2 received	2 received
Board and chair support	Budget allocation (% of total)	458 000 (20.96%)	682 622 (12.93%)	348 000 (12.07%)
	% of staff time allocated	8 %		8 %
	Number of Board meetings held	2	4	3
	Number of participants in Board meetings (incl. observers):	219	413	295
	Number of side events held during Board meetings:	3	7	6
	Number of Board circulars issued:	13	21	15
	Number of committee meetings held:	29	60	40
	Number of missions and/or visits that included the chair:	2	3	1

	Budget allocation (% of total)	65 000 (2.97%)	117 274 (2.22%)	51 000 (1.77%)
	% of staff time allocated	4 %		4 %
Relation with stakeholders	Number of meetings held (incl. donor coordination roundtables, companies)	24	26	15
	Number of joint staff meetings (with World Bank)	0	0	0
	Number of supporting companies (total accumulated)	83	92	115
	Number of supporting financial institutions (total accumulated)	2 *In 2017, the financial institutions agreed to change the process for being recognised as an EITI supporter.*	90	152
	Number of supporting countries.	16	19	19
Global Conference	Budget allocation (% of total)	0	995 965 (18.86%)	963 000 (33.39%)
	% of staff time allocated	0 %		-
	Number of participants	NA	1 200	1 200
	Number of countries represented in the national expo	NA	54 (49 members + others, e.g. Germany, Map X, etc.)	54 (49 members + others, e.g. Germany, Map X, etc.)
Communication	Budget allocation (% of total)	205 000 (9.38%)	600 064 (11.37%)	389 000 (13.49%)
	% of staff time allocated	10 %		12 %
	Number of news items published in EITI website	38	50	41
	Number of mentions in media (Factiva)	2 015	2 323	1 568
	Number of social media (Facebook, tweeters) items	Facebook: 85	Facebook: 71	36
		Tweets: 157	Tweets: 224	188
	Number of blogs published in EITI website	33	47	30
	Number of newsletter issued	5	10	8
	Number of "other publications" issued (incl. mentions in media, case studies, impact stories, Progress report)	156	167	54
	Number of videos published	3	6	4
Management & administration	Budget allocation (% of total)	312 000 (14.28%)	685 483 (12.98%)	327 000 (11.34%)
	% of staff time allocated	9 %		9 %
Training	Budget allocation (% of total)	255 000 (11.67%)	352 358 (6.67%)	49 000 (1.70%)

	% of staff time allocated	5 %		5 %
	Number of people trained:	231	144	80
	Budget allocation (% of total)	424 000 (19.41%)	506 205 (9.59%)	127 000 (4.40%)
	% of staff time allocated	26 %		26 %
Validation	Number of Validations processed: decisions (in progress)	10 (18 in progress)	3 (12 in progress)	0 (15 in progress)
	Number of initial data collection and stakeholder consultations (previously secretariat reviews) conducted:	10	12	3

B.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's 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 impossible. 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 September 2017**	**2016**	**To September 2016**
General indicators from the Standard	Number of countries Satisfactory progress	0	0	31
	Number of countries Meaningful progress	9	1	NA
	Number of countries Inadequate progress	6	0	NA
	Number of countries Yet to be assessed	37	50	NA
	Number of implementing countries	52	51	51
	Number of countries that publish annual activity report on time/total number of countries	27/50	28/49	31/49
	Number of countries that publish EITI report on time/total number of countries eligible for publication	16/50	36/46	21/46

Revenue disclosure	Number of fiscal years reported in total (yearly and accumulated)	344 (12)	332 (43)	289 (47)
	Total (trillion US$) amount of revenue disclosed (accumulated)	USD 2.35	USD 2.30	USD 2.09
	Average size (in %) of net discrepancies reported in EITI Reports	8.00 %	13.56 %	19.64 %
	Number (average) of reports (reporting cycles/ fiscal years) published to become compliant	NA, due to new Validation procedure	NA, due to new Validation procedure	2.4/4.2
	Timeliness (interval of time between end of fiscal year and data published)	1.79 *(based on reports published in 2017)*	1.69 *(based on reports published in 2016)*	1.63 *(based on reports published in 2016)*
	% of reports published using open data formats/ total number of reports published*	83 %	77 %	18 %
	% of countries that submitted summary data*	100 %	88 %	59 %
	Average cost of reports per fiscal year reported (US$)*	NA	NA	NA
Value Chain		*(Based on latest summary data files)*	*(Based on 2016 Progress Report)*	*(Based on 2016 Progress Report)*
	% of countries that include information about licensing (register, allocation).	78.72 %	31.37%	68.63 %
	% of countries that include production volumes	85.11 %	66.67%	74.51 %
	% of countries that disclose beneficial ownership	23.40 %	21.57 %	21.57 %
	% of countries that include subnational revenues	51.06 %	26.49 %	26.49 %

	% of countries that include social payments	68.09 %	52.95 %	52.95 %
	% of countries that, according to government policy, contracts can be fully or partially disclosed	68.09 %	TBC*	TBC*
	% of countries that, in practice, contracts are fully or partially disclosed	46.81 %	TBC*	TBC*
	% of countries (NOCs) that disclose information in accordance with 4.1.c (sales of in-kind)	29.79 %	TBC*	TBC*
Debate & impact	Number of sessions on EITI website annually (monthly)	171 666 (19 074)	218 857 (18 238)	157 210 (18 606)
	Number of articles and/or news items mentioning the EITI (Factiva)	2 015	2 323	1 568
	Number of subscribers to newsletter	7 570	7 560	7 560
	Recommendation identified/follow-ups (from a selected number of countries)	NA	NA	NA

Annex C - Summary of action items

Workplan Elements	
#	**Tasks and actions for 2018**
4.1 Implementation	
1	Where possible, analyse terms of reference (ToRs) for Independent Administrators, scoping studies, reporting templates, draft and final EITI Reports, work plans and Annual Progress Reports to provide comments and feedback to MSGs.
2	Develop and share guidance notes and EITI briefs on thematic issues, overseen by the Implementation Committee.
3	Update the 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	Monitor progress in EITI implementation and coordinate support with partners and technical assistance providers.
5	Identify linkages with other efforts promoting good governance and sharing good practice.
6	Work closely with National Coordinators and other stakeholders in-country to ensure effective functioning of MSGs.
7	Support countries with implementing the recommendations from EITI Reports and Validation, including addressing corrective actions from validation through implementation.
8	Support Board members representing implementing countries.
9	Facilitate the sharing of experience through in-person meetings and through online platforms such as webinars, e-forums, the EITI implementer's portal, etc.
10	Develop a 2018 training plan including funding sources. Training activities will target national secretariats, National Coordinators and MSG members, as well as other actors such as legislators and media. This is expected to be financed on an a la carte basis through project specific funding.
	Budget allocation – Implementation support It is foreseen that USD 1.4m of the budget (of which USD 1.1m are allocated staff costs) is spent on support to implementing countries. In terms of understanding the full support given to a country, this should be read alongside Validation costs as much of that work, especially around second Validations, involves intense technical support. It is expected that support to implementing countries will equate to around 35% of total staff time (weighted with salary) and training a further 4%. Thus, almost half of all staff time is spent on support to implementing countries.
4.2 Undertaking Validation	
11	Support and facilitate pre-Validation self-assessments where requested, viable, appropriate and funded.
12	In accordance with the Validation schedule established by the Board, review the relevant documentation, visit the country and consult stakeholders in accordance with the Validation procedures.
13	Procure and fund a consultant to act a Validator in 2018 in accordance with the Validation procedures.
14	Support and facilitate efforts by countries to address corrective actions identified in validation reports.
15	In accordance with the Validation schedule, undertake second Validations (previously called secretariat reviews) to assess corrective actions from the 2016 and 2017 Validations.
16	Support the Validation Committee in considering the lessons from the first Validations conducted under the EITI Standard and through the revised Validation model.
	Budget allocation – Validation It is foreseen that USD 1.4m of the budget (of which USD1.0m are allocated staff costs) is spent on validation.

	It is expected that validation will equate to around 31% of total staff time (weighted with salary).
4.3 Mainstreaming and Open Data	
17	Implement the (revised) mainstreaming action plan, including efforts to raise awareness regarding the opportunities associated with mainstreaming, and supporting multi-stakeholder groups in considering their options so that this can be incorporated in EITI work plans and mainstreaming proposals for EITI Board consideration.
18	Support implementing countries' work on open data in accordance with the EITI's open data policies, with a focus on low-cost solutions that reinforce the trend toward mainstreaming.
	Budget allocation – Mainstreaming
	It is foreseen that USD 0.2m of the implementation budget (of which USD 0.1m are allocated staff costs) is spent on supporting mainstreaming feasibility assessments and open data. It is expected that supporting these mainstreaming efforts will equate to around 3% of total staff time (weighted with salary).
4.4 Beneficial ownership disclosure	
19	Support the EITI Board with overseeing the implementation of the beneficial ownership requirements, including by providing support and guidance to implementing countries on how to implement the roadmaps.
20	Continue networking and collaboration with partners, including by convening the BO advisory group.
21	Facilitate an African peer learning workshop on beneficial ownership in May/June funded by the Government of Denmark.
22	Undertake a review of the quality of beneficial ownership reporting, with a view to identify good practices and address common obstacles to reporting.
	Budget allocation – Beneficial ownership disclosure It is foreseen that USD 0.5m of the implementation budget (of which USD 0.2m are allocated staff costs) is spent on support to beneficial ownership disclosure. It is expected that beneficial ownership disclosure will equate to around 6% of total staff time (weighted with salary).
4.5 Commodity trading transparency	
23	Oversee the implementation of the targeted effort on commodity trading, including providing support to existing and new countries joining the effort (subject to funding).
24	Support the working group on commodity trading with producing further guidance.
25	Continue outreach to commodity traders and contribute to complementary efforts by other organisations.
26	Undertake a review of the effectiveness and lessons learnt from the targeted effort.
	Budget allocation – Commodity trading transparency It is foreseen that USD 0.3m of the implementation budget (of which USD 0.1m are allocated staff costs) is spent on commodity trading transparency. It is expected that commodity trading transparency will equate to around 3% of total staff time (weighted with salary).
4.6 Project level reporting	
27	Produce guidance and support implementing countries in preparing to transition to project-level reporting.
28	Contribute to ongoing global discussions and development regarding project-level reporting, including sharing lessons learned from the EITI experience.
29	Support the EITI Board with further refinements to requirement 4.7 of the EITI Standard, including transitions.
	Budget allocation – Project level reporting
	It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on project level reporting. It is expected that project level reporting will equate to around 1% of total staff time (weighted with salary).
4.7 Contract transparency	
30	Continue to support countries in implementing the EITI requirements related to contract transparency, including considering lessons learnt and corrective actions from validation.
	Budget allocation – Contract transparency

	It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on project level reporting.
	It is expected that project level reporting will equate to around 1% of total staff time (weighted with salary).
4.8 Artisanal and Small scale mining	
31	Continue to provide support to countries with ASM challenges, including providing guidance on reporting on production and export data.
32	Compile a publication on impact of ASM reporting in EITI countries so far.
	Budget allocation – Artisanal and Small Scale Mining
	It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on artisanal and small scale mining.
	It is expected that artisanal and small scale mining will equate to around 1% of total staff time (weighted with salary).
4.9 Engagement with State-owned enterprises	
33	Strengthen engagement with SOEs at a global level, including through building and convening regional networks.
34	Compile reporting practices on SOEs so far with a view to update guidance.
35	Review engagement of SOEs at a local level, including through mapping of SOE participation in MSGs and EITI processes.
	Budget allocation – Engagement with State-owned enterprises
	It is foreseen that USD 50,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on engagement with state-owned enterprises.
	It is expected that engagement with state-owned enterprises will equate to around 1% of total staff time (weighted with salary).
4.10 Gender	
36	It is proposed to establish a working group on gender equality to make proposals to the Board through the Implementation Committee to consider:
	how gender issues relate to the EITI mission
	extending the guidance note on MSGs to highlight good practices in gender diversity
	encouraging gender-related questions during Validation data collection and include good case studies into impact sections
	improving data collection of gender stats as part of the EITI International KPIs
	producing a public booklet on gender and EITI
	publishing a short blog-series interviewing some key EITI women (MSG chairs, head of secretariat) focusing on gender and impact
	contributing to ongoing global discussions and development regarding gender equality, including sharing lessons learned from the EITI experience
	the resource implications of the above.
	Budget allocation – Gender
	It is foreseen that USD 50,000 of the implementation and communication budget (of which USD 35,000 are allocated staff costs) is spent on gender.
	It is expected that gender will equate to around 1% of total staff time (weighted with salary).
4.11 Outreach	
37	**Support outreach efforts in accordance with the EITI's 2018 Outreach Strategy.**
	Budget allocation – Outreach
	It is foreseen that USD 70,000 of the budget (of which USD 60,000 are allocated staff costs) is spent on outreach.
	It is expected that outreach will equate to around 2% of total staff time (weighted with salary).
4.10 Communication and public dialogue	
38	Produce regular website content, including a complete EITI data portal, and a 2018 EITI Progress Report that documents how the EITI leads to change in countries, including the findings from EITI Reports and thematic issues.
39	Produce and distribute news items, newsletters and social media updates.

40	Support implementing countries, in accordance with the open data policy to promote and develop open data, draw on international data codes and standards and encourage all stakeholder to make better use of EITI data.
41	Develop an online tool for training on use of data and opportunities for countries.
42	Develop online tools increasing user-accessibility to the EITI summary data database.
	Budget allocation – Communication
	It is foreseen that USD 0.5m of the budget (of which USD 0.3m are allocated staff costs) is spent on communications. It is expected that communications will equate to around 9% of total staff time (weighted with salary).
	Costs other than staff time are spent on translations (10%), website and data portal development (25%) and videos and printed materials (10%).
	In addition, it is foreseen that USD 135,000 of the budget (of which USD 125,000 are allocated costs) is spent on stakeholder relations and advocacy. It is expected that stakeholder relations and advocacy will equate to around 3% of total staff time (weighted with salary).

5 Support to the EITI Board, Committees and Global Conference
5.1 Support to the EITI Board and Committees

43	Organise at least three EITI Board meetings in 2018.
44	Facilitate regular Committee meetings and ensure a smooth flow of work between them and the Board.
	Budget allocation – Support to the EITI Board
	It is foreseen that USD 0.8m of the budget (of which USD 0.2m are allocated staff costs) or 7% of staff time) is spent on support to the Board, plus costs to support the Chair of USD 185,000 of the budget (of which USD 25,000 are allocated staff costs or at least 1% of staff time).

5.1 Support to the EITI Board and Committees

45	Propose options for location and dates of the 2019 Global Conference.
46	Develop the fundraising and communications plans for the 2019 Global Conference.
47	Begin preparations for the Members' Meeting.
	Budget allocation – preparing for the 2019 Global Conference
	It is foreseen that USD 35,000 of the implementation budget (of which USD 35,000 are allocated staff costs) is spent on preparations for the 2019 Global Conference. It is expected that preparations for the Conference will equate to around 1% of total staff time (weighted with salary).

6.1 Management of the Secretariat

48	Recruit new staff members, with an expected new increase of three, whilst continuing to provide assistance to existing staff to deliver on their objectives.
49	Facilitate regular Committee meetings and ensure a smooth flow of work between them and the Board.
	Budget allocation – Management of the International Secretariat
	It is foreseen that USD 0.8m of the budget (of which USD 0.3m are allocated staff costs or 9% of staff time) is spent on management and administration of the Secretariat.

6.2 Recruitment of an Executive Director of the EITI and establishing a Nominations Committee for the EITI Chair

50	The Secretariat will support the Finance Committee to review the remuneration package of Secretariat staff including the proposed offer to the Executive Director.
	The Secretariat will support the Nominations Committee to:
51	Engage a recruitment agency to assist in the identification of Executive Director candidates;
52	Ensure that the job posting is shared widely within the networks of the EITI;
53	Review potential candidates and arrange interview for finalists;
54	Make a recommendation of candidate(s) to the Board.

55	Support the Board with the nominations process of a Board Chair.
	Budget allocation - Recruitment of an Executive Director of the EITI and establishing a Nominations Committee for the EITI Chair
	It is foreseen that USD 150,000 of the budget (of which USD 30,000 are allocated staff costs) is spent on recruitment of a ED. It is expected that this recruitment and support of the Nominations Committee will equate to around 1% of total staff time (weighted with salary).
	Costs other than staff time are spent on the recruitment agency (USD 0.1m, advertisements USD 0.02m).

6.3 Monitoring and evaluation

56	Support the Board to develop new KPIs through a working group.
57	Publish the 2018 EITI Progress Report showcasing examples from Validations and other assessments.
58	Draw Attention to good quality case studies and solid research, whether it demonstrates impact or not.
59	Report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.
60	Assess performance of staff following procedures outlined in the staff manual.
	Budget allocation – Monitoring and evaluation It is foreseen that USD 35,000 of the communication and administration budget (of which USD 35,000 are allocated staff costs) is spent on monitoring and evaluation.

2017 work plan summary of action items (for comparison)

Key | M Key Meeting / Mission | P Publication

Workplan Elements

#	Action Items	LEAD
	3.1 Support to implementing countries	
1	Where possible, analyse terms of reference (ToRs) for Independent Administrators, scoping studies, reporting templates, draft and final EITI Reports, work plans and Annual Progress Reports to provide comments and feedback to MSGs.	CMs
2	Develop and share guidance notes and EITI briefs on thematic issues, overseen by the Implementation Committee.	CMs
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.	CB
4	Monitor progress in EITI implementation and coordinate support with partners and technical assistance providers.	CMs
5	Identify linkages with other efforts promoting good governance and sharing good practice.	CMs
6	Work closely with National Coordinators and other stakeholders in-country to ensure effective functioning of MSGs.	CMs
7	Support the work of the implementing countries working group.	GG/GO
8	The International Secretariat will develop a 2017 training plan.	AA
	If sufficient funding is available, the Secretariat will:	
	Facilitate peer learning between implementing countries by organising regional trainings for each region and by supporting the implementing countries working group.	CMs
	Help facilitate pre-Validation self-assessments where requested, viable, appropriate and funded.	CMs
	3.2 Undertaking Validation	
9	Validation: for 17 countries, review the relevant documentation, visit the country and consults stakeholders.	CMs
10	Undertake around five second validations (previously called secretariat reviews) to assess corrective actions from the 2016 Validations.	CMs
11	Conduct an analysis of the Validation process so far by end of 2017.	SB
	If sufficient funding is available, the Secretariat will:	
	Facilitate national and regional pre-Validation assessments.	CMs
	Conduct more extensive impact analyses as part of Validation.	CMs
	3 Strengthening the EITI Standard as a global standard	
	3.3.1 Mainstream and appropriate implementation	
12	Implement the Towards Mainstreaming action plan.	CMs
13	Develop a strategy for engaging with countries with small sectors or well developed sectors.	DR
	If sufficient funding is available, the Secretariat will:	
	Support national secretariats in mobilising funding and technical assistance for this area of work.	CMs
	3.3.2 Thematic issues	
14	Update its "Reports to results" publication to highlight the potential for the EITI to lead to policy change.	VP
15	Provide support to implementing countries in the implementation of their beneficial ownership roadmaps. Develop further guidance as necessary and keep stakeholders updated on progress.	CMs
16	Undertake an analysis of the roadmaps in Q1 2017 to draw out key lessons and points of intervention/support. Consider whether to facilitate a pledging conference to support the funding and technical needs in the roadmaps.	DR
17	Facilitate the EITI beneficial ownership working group providing support, guidance and direction to the implementing countries and advice to the Board.	DR
18	Support countries to align their EITI reporting with the project by project requirement including more detailed guidance.	SB/CMs
	If sufficient funding is available, the Secretariat will:	
	Support national secretariats in mobilising funding for these areas of work.	CMs
	Work closer with implementing countries at the workplan stage to ensure that the EITI is better aligned with national priorities (requirement 1.5) and at all stages, especially with the development of the Annual Progress Reports, to ensure that recommendations from EITI reporting and Validation are followed-up (requirement 7.3).	CMs
	Oversee the implementation of the commodity trading pilot. Use the pilot to reach out to commodity traders to support the EITI internationally.	DR/CMs
	Assess the effectiveness and lessons of the commodity trading pilot in Q4.	DR/CMs
	Consider further thematic projects with a view to strengthen EITI implementation in country and possibility for impact, for example in areas such as tainted assests, state-owned companies, sub-national implementation, contract and license transparency, revenue management and environmental payments.	DR
	3.3.3 Communication, open data, integration with government systems and public dialogue	
19	Produce regular website content, including a complete EITI data portal, and a 2017 EITI Progress Report.	Comms
20	Produce and distribute news items, newsletters and social media updates.	Comms
21	Support implementing countries, in accordance with the open data policy to promote and develop open data, draw on international data codes and standards and encourage all stakeholder to make better use of EITI data.	SB
22	Develop an online tool for training on use of data and opportunities for countries.	SB/CC
	If sufficient funding is available, the Secretariat will:	
	Create a guidance note on key features of a good website and support countries in developing their national EITI websites	Comms
	Create a board decision database	Comms
	Create a 'validation booklet' comprising of all guidance notes	Comms
	Create a network of EITI data users perhaps using the GOXI platform.	Comms
	Expand the EITI's multimedia outputs: training videos, podcasts, infographics	Comms
	3.3.4 Outreach	
23	Coordinate EITI outreach in accordance with the Board's outreach strategy.	CMs
	If sufficient funding is available, the Secretariat will reach out to at least five EITI target countries to increase the EITI global reach and influence.	CMs
	3.4 Support to the EITI Board	
24	Organise at least three EITI Board meetings in 2017.	JM
25	Implement the recommendations of the governance review as agreed by the Board.	JM
26	Facilitate regular Committee meetings and ensure a smooth flow of work between them and the Board.	CMs
	If sufficient funding is available, four Board meetings might be held in 2017 ensuring that all countries undertaking Validation receive timely results from the process.	JM
	In addition, it might be wise for the Validation Committee to meet at least twice in person to discuss the initial and draft Validation reports to ensure a well-informed discussion.	SB
	4 Management, funding and monitoring	
	4.1 Management of the International Secreatariat	
27	Implement the outcomes of the 2016 Funding Review and track its effectiveness against sustainability, fairness and predictability.	BW
28	Undertake an Expenditure Review by March 2017.	BW
29	Undertake a light touch review of potential support from foundations.	BW
30	Recruit new staff members, with an expected new increase of three, whilst continuing to provide assistance to existing staff to deliver on their objectives.	BW
31	Secure suitable office accommodation and ensure a smooth relocation in 2017.	BW
	4.2 Management of the International Secreatariat	
32	Publish the 2017 EITI Progress Report showcasing examples from the Validation exercises.	Comms
33	Facilitate contacts and draw attention to good case studies and solid research, whether it demonstrates impact or not.	CMs
34	Report to the Board on its own performance through implementation, outreach and finance reporting regularly submitted to the Board.	JM
35	Assess performance of staff following procedures agreed in the staff manual.	BW
	If sufficient funding is available, the Secretariat will conduct an impact assessment on lessons learned from Validation.	SB

Annex D - Summary of allocation of staff time

For 2018: (All based on % for the whole year- adjusted for part-timers to reflect yearly contribution)

Staff	Support Impl.Ctries	Outreach	Board support	Comms/ Data	Chair's support	Training	Stakeholders relations	Admin	Validation	%
Moberg	18	5	30	5	5	2	20	5	10	100
Rich	25	5	10	10	5	5	15	15	10	100
Bartlett	10	5	5	0	0	5	0	5	70	100
Rogan	30	0	20	0	0	5	0	5	40	100
Paris	45	5	0	0	0	5	0	0	45	100
Dondo	45	5	0	0	0	5	0	0	45	100
Gordy	15	0	0	0	0	0	0	0	85	100
Balde	40	5	0	0	0	5	0	5	45	100
Ordenes	45	5	0	0	0	5	0	0	45	100
Valverde	40	5	10	0	0	5	5	5	30	100
Gelard	50	0	0	0	0	5	0	0	45	100
Valigura	50	0	0	0	0	5	0	0	45	100
Granado	50	0	0	0	0	5	0	5	40	100
Berger	0	0	0	90	0	5	5	0	0	100
Kasimova	40	0	10	0	0	5	5	15	25	100
Marques	45	0	5	0	0	5	5	0	40	100
Herbert	20	0	10	15	0	0	0	0	5	50
Claussen	5	0	0	75	0	0	5	0	15	100
Ponsford	0	0	0	80	0	5	0	0	15	100
Krogsund	0	0	0	0	0	0	20	80	0	100
Wiersholm	0	0	20	0	0	0	0	80	0	100
Tolochko	70	0	5	0	0	5	0	0	20	100
Thévoz	65	0	5	0	0	5	0	0	25	100
Intern Country -	100	0	0	0	0	0	0	0	0	100
Intern Comms - Almas	20	0	0	75	0	0	0	0	5	100
New staff CO_CM	70	0	0	0	0	5	0	0	25	100
New staff CM_RD	70	0	0	0	0	5	0	0	25	100
New staff CM_RD	70	0	0	0	0	5	0	0	25	100
	1038	40	130	350	10	102	80	220	780	2 750
	38 %	1 %	5 %	13 %	0 %	4 %	3 %	8 %	28 %	100 %

Weighted with salary - 27.5 full time positions

Support Impl.Ctries	Outreach	Board support	Comms/ Data	Chair's support	Training	Stakeholders relations	Admin	Validation	Total
35 %	2 %	6 %	9 %	1 %	4 %	4 %	9 %	31 %	100 %