

EITI International Secretariat Workplan 2013

EITI International Secretariat Oslo, 20 November 2012

Table of contents

1	Executive Summary	3
2	Introduction.....	4
3	Priorities for 2013.....	4
3.1	Supporting implementing countries	4
3.2	Outreach.....	5
3.3	The Strategy Review and implementation of the new EITI Standard	7
3.4	2013 EITI Global Conference	7
3.5	Promoting the EITI and showing results	8
4	Support to the EITI Board	9
4.1	Board proceedings.....	9
4.2	Policy Support including Board Committees and Validation.....	10
5	Management, funding and monitoring	11
5.1	Management of the International Secretariat	11
5.2	Funding of the International Secretariat.....	11
5.3	Monitoring and evaluation.....	12
	Annex A - EITI International Secretariat Organisational Diagram.....	13
	Annex B - EITI International Secretariat Key Performance Indicators	13
	Annex C – Summary of actions items	16
	Annex D - Summary of allocation of staff time.....	17

EITI INTERNATIONAL SECRETARIAT WORKPLAN 2013

1 Executive Summary

Priorities for 2013 will be implementation, outreach and policy development, with the Sydney Conference as an important milestone.

1. **Implementation.** By the end of 2013, 35 implementing countries¹ will need to publish their reconciliation reports including 2011 data. In addition, 11 countries will be undergoing EITI validation or a Secretariat review. In addition, countries will require assistance to respond to the outcomes of the Strategy Review, which will reshape current and future implementation processes. Increasingly, the Secretariat will move beyond assisting implementing countries in their efforts to reach – or maintain – Compliant status, to assist countries to define what they want from the EITI process, and to help them translate their efforts into debate and change.
2. **Outreach** will also continue to require effort and attention. A number of countries have announced their commitment to implement the EITI and will require assistance from the Secretariat in their application to join the EITI family. In addition, efforts are ongoing to stimulate interest within other countries identified by the Board as outreach priorities. Furthermore, the Secretariat will need to cater to additional, ad-hoc and sometimes unexpected developments in countries that experience socio-political changes.
3. The **Strategic Review** is expected to be concluded in the run up to the Sydney Conference, to lead to a new EITI Standard, with an associated set of requirements. The Secretariat will continue to devote a great deal of time and effort to supporting the Review process up to the Sydney Conference, after which it will shift its efforts to assisting in the implementation of the revised Standard.
4. The **Conference** not only requires a lot of logistical and administrative effort from the Secretariat. Until the end of May, further thinking is needed on the goals that are to be achieved through the Conference and how these translate into the way it is set up.
5. **Promoting the EITI and showing results**. With more countries having become EITI Compliant, the EITI increasingly needs to focus on capturing stories on how EITI is leading to change in order to increase international and national momentum and to stimulate peer to peer learning.

In order to meet these priorities, the Secretariat will:

- I. **do less in some cases.** The Secretariat will no longer need to explain the 2011 rules, and will further diminish the time and effort spent on non-priority outreach countries.
- II. **expand its capacity** with particular emphasis on meeting the expanding country management teams, and organising the EITI Global Conference.
- III. implement a number of **structural and administrative changes**, in an aim to further increase its efficiency. Examples include improved systems for report analysis and strengthened country teams, which should allow a more flexible use of available resources.

¹ Except for Madagascar which is suspended

2 Introduction

In 2013, the EITI will be faced with many exciting developments, challenges and opportunities, both from an internal as well as from an external perspective. The Strategy Review process is set to mark another important step in the development of the EITI, and the 2013 Conference in Sydney will provide a wonderful opportunity to showcase this achievement and to give it momentum for the years to come. The EITI, however, is not changing and operating in a vacuum: it is also part of a changing environment with an increasing worldwide focus on transparency and the extractives sector with the Dodd-Frank Act, the EU Transparency and Accounting Directives, the Natural Resource Charter, and the Open Government Partnership. On the one hand, these initiatives provide further attention for the EITI. On the other, they force the EITI to clarify and underline where EITI adds unique value.

This having been said, many of these developments still have an uncertain outcome. The Secretariat will need to be flexible and able to quickly respond to ad-hoc developments.

3 Priorities for 2013

3.1 Supporting implementing countries

As of September 2012, 36 countries were implementing the EITI with fifteen having achieved Compliant status. 31 countries had published EITI Reports. Several Candidate countries were preparing to complete Validation while others were still working through the implementation phases. Some Candidate countries were newer to the process, and others were experiencing political instability. As in previous years, the International Secretariat will continue to provide guidance on the EITI Rules and Requirements throughout the implementation process, including validation.

More than in previous years, the Secretariat will assist stakeholders in looking at how EITI reports can be communicated to achieve change. It will challenge countries to think about how the EITI process links to overarching objectives for natural resource management and to wider reform issues. It will focus more on how the EITI can matter to them in achieving these goals and help them in doing this. In addressing these challenges, the International Secretariat has an important role in liaising with the EITI Board, the World Bank, GIZ and other supporting countries and organisations to ensure that countries needing technical assistance receive it in a timely manner.

Secretariat support can thus be defined as 1) providing direct support to implementing countries and 2) coordinating technical, political and financial support:

3.1.1 Direct support to implementing countries

35 EITI implementing countries², including the 15 that have achieved Compliant status, will need to publish reconciliation reports covering 35 fiscal years in 2013. Several Candidate countries will be preparing to complete Validation and other Candidate countries are still working through the early implementation phases.

In practical terms, the direct support offered by the Secretariat comes in many shapes and sizes. It explains the Rules during sign-up, Implementation and Validation; it offers general and specialised training; it is a knowledge centre for best practices; it conducts reviews; and it assists countries in scoping studies and feasibility studies, MSG terms of reference, terms of reference for reconcilers including reporting templates, EITI Reports publication and coverage, development of EITI Communication Plans, terms of reference for validators, and assessments of draft and final EITI Validation Reports. It also provides no objection to Validator contracts, holds regular meetings of National Coordinators, and oversees validation processes.

In addition, the Secretariat will in 2013 increasingly focus on putting the EITI to use as a platform for wider reform and modernisation of government. It will challenge outreach and implementing countries to think about what they want from

² Except for Madagascar

their implementation process, to determine what the place and role is of this process in their broader policy agenda and how it will link to existing institutions, procedures, actors and initiatives.

The International Secretariat will:

Action 1 – Provide timely advice, guidance and training to the national coordinators and wider multi-stakeholder groups in all implementing countries throughout the implementation process.

Action 2 – Provide support to GIZ and other providers of tailored seminars on EITI implementation and communication for implementing and outreach countries by advising on programme, participants and subjects and by leading sessions.

Action 3 – Enhance peer learning and collaboration on EITI; and to draw together best practices by producing materials on best practice, facilitating peer missions, and by organising meetings between national secretariats.

Action 4 – Assess the quality of the EITI reconciliation reports to improve guidance to countries on their reporting processes. Compile basic information from EITI reconciliation reports in a database. Make this information available on the EITI website.

Action 5 – Encourage the use of valuable information in the EITI reconciliation reports for wider analysis and follow up of the extractive sector both in countries and globally.

Action 6 – Provide support to countries undergoing Validation.

3.1.2 Coordination of technical, political and financial support

Implementation is the responsibility of national EITI stakeholders. Yet, technical and financial assistance is available from a large number of partners in the EITI movement such as the World Bank, regional development banks, and multilateral and bilateral donors. The success of the EITI in most countries relies on the engagement of all of these stakeholders, as well as the companies and civil society. The Secretariat seeks to ensure coordination between implementing countries and these assistance providers to ensure that EITI implementers have access to political, financial and technical support. The Secretariat closely follows in-country implementation and the findings of reporting and Validation processes to guide and inform this coordination. As a platform for the exchange of experience and information, the Secretariat welcomes a constant dialogue and collaboration with all partners. The Secretariat also actively participates in seminars and forum discussions, provides presentations, and assists in content development.

For development agencies and technical assistance providers, the Secretariat's role will include:

- Using its networks and know-how to bring these agencies together and bring coordinating energy to the activities at the national level.
- Facilitating international roundtables of EITI technical assistance providers to keep stakeholders informed, build networks and come to an increasing joint understanding of each agency's comparative advantage.
- Sharing lessons learned in EITI implementation with other initiatives that seek to enhance transparency and accountability.

The International Secretariat will:

Action 7 - Engage with key international stakeholders that provide support to implementing countries to improve the quality of technical assistance and share lessons learnt and best practice.

Resource requirements

Supporting implementing countries is anticipated to require ≈500% of one policy staff member's time and 100% of one administrative staff member's time.

3.2 Outreach

The International Secretariat has an important role in enthusing countries to sign up to the EITI. It also aims to enlarge the broader EITI family by liaising with supporting countries, foundations and international development institutions. It will

support efforts by others to broaden the support by companies and institutional investors, as it is not best placed to initiate first contact with these actors.

In addition, with an increase in international initiatives focusing on transparency and natural resource related issues, the EITI will also need to enhance its outreach to initiatives such as the Open Government Partnership, Mining for Development, and the National Resource Charter. It will also need to reach out to decision makers to explain the unique character of the EITI vis a vis complementary initiatives such as Dodd-Frank and the EU Transparency and Accounting Directives.

3.2.1 Efforts to attract new Candidate countries

Many key resource-rich countries are still not part of the EITI. Several countries are considering implementing the EITI and others could potentially implement the EITI, but have yet to be engaged in a dialogue on pondering EITI implementation. A great number of actors are involved in promoting the EITI in these countries and the International Secretariat may need to provide direct and usually high level advocacy, coordinate the efforts of others and encourage more peer and regional pressure.

The Board has developed a set of criteria for prioritising outreach activities:

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

Based on these criteria, the Outreach and Candidacy Committee has recommended that the following are outreach priorities: Australia, Brazil, Chile, Colombia, Mexico, Papua New Guinea, the Philippines, South Africa, South Sudan and Uganda.

Outreach efforts increase interest and awareness of the EITI. Sometimes, national and international developments create sudden appetite for implementing the EITI, such as in Tunisia and Myanmar in 2012. When this happens, the Secretariat will – in close coordination with the Outreach and Candidacy Committee – include these countries in its outreach efforts, with an aim to continue and strengthen momentum and to coordinate assistance.

The International Secretariat will:

Action 8 – Provide guidance and support to countries applying for candidacy and assessing candidate applications before they are submitted to the Outreach and Candidacy Committee and the Board.

Action 9 – Work closely with the Outreach and Candidacy Committee and other stakeholders in supporting and coordinating efforts to encourage resource rich countries to implement the EITI.

3.2.2 Engaging with the International community

The EITI operates in a world that increasingly sees the emergence of complementary initiatives, be they operating along different parts of the value chain, involving broader transparency efforts, or having different approaches to increasing transparency. Examples are the Open Government Partnership, the Natural Resource Charter or Australia's Mining for Development. Also, the EITI must ensure that the G8, G20, OECD, UN and regional organisations maintain and enhance their attention to the issue and recognize the role of the EITI. The EITI should on the one hand enjoy the benefits of this increasing momentum, but it also needs to ensure that the EITI's value and strengths are articulated and understood. This is enhanced by the increased focus of the EITI on "using the data". The EITI will coordinate and cooperate with these initiatives.

The International Secretariat will:

Action 10 – Strengthen coordination and cooperation with other transparency initiatives, and lobby international agencies to enhance these linkages.

Resource requirements

Outreach is anticipated to require ≈150% of one policy staff member's time and 10% of one administrative staff member's time.

3.3 The Strategy Review and implementation of the new EITI Standard

In 2011, the EITI Board established a Strategy Working Group tasked with examining options and making recommendations regarding the strategic direction of the EITI for the next 3-5 years. The Secretariat provides support to the working group, whose work is expected to culminate in a revised EITI Standard and system of assessment to be presented at the 2013 EITI Global Conference. This will have a profound effect on the work of the Secretariat in terms of the communication and use of EITI Reports, linkages with other governance reform programmes, and technical assistance provision, governance and organisation. There are likely to be key areas for further refinement and guidance following the new Standard, and once it has been adopted by the Board, the Secretariat will develop a plan to guide the implementation of this standard. This plan will provide the basis for a mid-year review of the workplan, which will be presented to the Board for approval in combination with the mid-year accounts. These documents will include indications of the consequences of the new Standard on the International Secretariat's human and financial resources.

The International Secretariat will:

Action 11 - Provide support to the Board and the Strategy Working Group. It will develop an implementation plan for the new Standard, and present a mid-year review to the Board for approval, in combination with the mid-year accounts.

Resource requirements

The Strategy Review and Implementation of the new EITI Standard is anticipated to require $\approx 100\%$ of one policy staff member's time and 10% of one administrative staff member's time.

Resource requirements for **implementing the new EITI standard** will be included in the implementation plan and the mid-year review of the workplan.

3.4 2013 EITI Global Conference

The 2013 EITI Global Conference will take place 23-24 May in Sydney, Australia; it will bring together representatives from governments, the extractive industries, investors, intergovernmental institutions, international organisations, civil society organisations and local community groups. Approximately 800 delegates are expected to attend.

The Conference will focus on the impact of the EITI, building on the outcomes of the strategy process. It will also be an opportunity for implementing countries to share lessons learnt and address future challenges for the EITI. The Global Conference also includes an EITI Member's Meeting, which formally appoints the new EITI Board for the subsequent two-year period.

The EITI Global Conference will seek to achieve the following objectives:

- Advance resource management by launching the revised EITI standard, emphasising that the EITI is at its most effective when it evolves and deepens to respond to the needs of the citizens.
- Adapt the assessment system to acknowledge countries that go beyond the minimum requirements.
- 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 reports can be used to improve the lives of citizens.

The Conference is set back-to-back with the conference of Australia's Mining for Development Initiative 20-21 May 2013, and the Secretariat will work closely with the Australian government on both events.

The International Secretariat will implement a communications plan for the EITI Global Conference in May 2013 which includes the launching of EITI videos from video competitions launched in 2012 and the EITI Progress Report 2011-2013.

During the conference, an EITI Members' Meeting with the three constituency groups will appoint the 2013-2015 Board following nominations from all constituencies. The International Secretariat will continue to assist Board constituencies with

constituency organisation and Board representation in the run-up to the conference. The Members' Meeting will also appoint a new Board, including an EITI Chair.

The International Secretariat will:

Action 12 – Organise the 6th EITI Global Conference in such a way that it meets the agreed objectives.

Action 13 – Assist Board constituencies with constituency organisation and Board representation for the period 2013-2015.

Action 14 – Ensure that all action points indicated in the communication plan are executed.

Resource requirements

2013 EITI Global Conference is anticipated to require \approx 140% of one policy staff member's time and 125% of one administrative staff member's time.

3.5 Promoting the EITI and showing results

3.5.1 Informing and enthusing stakeholders

The Secretariat will maintain its main communications channels including the EITI website, social media, the EITI Newsletter and fact sheets.

The EITI website www.eiti.org is the communication tool that reaches the largest number of people. The website has seen respectable readership growth since its launch and now averages some 170,000 unique visits every year from every country on the globe, up 18% year-over-year. It was redesigned in 2012 to ensure easier access to core materials and contains comprehensive country pages.

Priority will be given to improving accessibility for all stakeholders, taking into account certain technical limitations of target audiences in a range of regions. Communication channels will be available in English, French and Russian, as well as other languages as necessary.

Work will also continue on creating targeted messages to each stakeholder group and developing tools to easily and effectively organise and deliver these messages. The International Secretariat will continue to further increase its presence in the social media space, especially on Twitter, Facebook and GOXI. Other channels such as YouTube, Vimeo, Flickr, SoundCloud and SlideShare will be used when relevant

The International Secretariat will:

Action 15 – Keep stakeholders informed through the EITI website and social media channels, issue newsletter every two months, and update fact sheets.

3.5.2 Making EITI data more accessible and more used

The EITI Reports are the most tangible outcome of the EITI process. The information and presentation of the reports must be clear and easily accessible. Therefore, the Secretariat will promote each new EITI report on its website, and has launched a first version of an online EITI reports database at data.eiti.org.

This database will be further improved in 2013 in order to enable better accessibility to EITI data and more use of the data by national EITI implementers and across countries. This includes partnering with organisations that are engaging with 'open data' such as Revenue Watch Institute, World Bank Institute, EI Sourcebook, Open Knowledge Foundation, Sunlight Foundation, JODI and others to ensure that the EITI data is used more – internationally and in countries.

The International Secretariat will:

Action 16 – Promote each new EITI Report on the EITI website, improve the reports database, strengthen partnerships with relevant organisations to encourage more use of the EITI data.

3.5.3 Engaging the media

The International Secretariat will actively engage with targeted media, handle incoming queries from the media, press releases on important news from the EITI, and contribute articles and op-ed to targeted publications. The EITI maintains a media contact database with journalists who are covering the EITI. This will further be expanded and utilised to ensure further coverage of the EITI in international and national media.

The International Secretariat will:

Action 17 - Engage with media, issue press releases, write articles and op-eds for the EITI Chair, expand the media contacts database.

3.5.4 Engaging with EITI countries to improve communications programmes

Without strong communication efforts to engage citizens and other stakeholders in debate around revenue management and accountability, EITI will not deliver on its objective to help make extractives resources benefit citizens. It is therefore crucial to ensure that national EITI secretariats effectively communicate the results of the EITI.

Together with GIZ and training efforts, the Secretariat will carry through a project with the aim to produce better support and training for communications in EITI countries. An updated version of the "Talking Transparency" guide for communicators in national EITIs will be launched at the Global Conference in Sydney. These efforts will focus on best practice in reaching stakeholders, especially citizens and communities with information.

The International Secretariat will:

Action 18 - Develop and launch a new "Talking Transparency" guide and improve support and training activities to communicators in EITI countries.

3.5.5 Developing EITI materials

The International Secretariat will continue to collect, document and present stories, studies and other evidence of the impact the EITI is making. This will include developing a section on the EITI website and the "EITI Progress Report 2011-2013" publication to be launched at the EITI Global Conference.

The International Secretariat will:

Action 19 - Develop materials demonstrating impact and plan for communicating these. This will include developing a "leading to change" page on the website, and the "EITI Progress Report 2011-2013".

3.5.6 Improving guidance for EITI Supporting Companies

The International Secretariat will streamline the process for EITI Supporting Companies by removing the "International Self-Assessment Form" and instead focus on how companies are supporting implementation in EITI countries. It will also launch an updated version of the EITI Business Guide at the EITI Global Conference.

The International Secretariat will:

Action 20 – Launch the revised version of EITI Business Guide at the Global Conference.

Resource requirements

Promoting the EITI and showing results is anticipated to require ≈140% of one policy staff member's time and 125% of one administrative staff member's time.

4 Support to the EITI Board

4.1 Board proceedings

The International Secretariat will work with the Chair and the Board to prepare agendas, provide activity reports, oversee translation of documents and make other practical arrangements for Board meetings. The Secretariat will organise at least

four EITI Board meetings in 2013 and provide the Board with the necessary support and documentation for decisions taken both in Board meetings and through Board circulars.

The International Secretariat will:

Action 21 - Organise Board meetings and prepare Board circulars.

4.2 Policy Support including Board Committees and Validation

The Secretariat works with the Chair and the Board – mostly through its Committees and Working Groups³ – to develop policy proposals and recommendations. For 2013, apart from its support to the work of the Strategy Working Group as explained under 3.3, the Secretariat will work with Board Committees on a number of tasks on their respective agendas:

- With the Outreach and Candidacy Committee to elaborate and refine strategies for outreach to specific countries.
- With Nominations Committee on the process which in Sydney in May will lead to the establishment of the new EITI Board for the period 2013-2015.
- With the Validation Committee. This Committee may see its tasks and mandate changed according to the new EITI Standard, although much of its work is expected to stay the same, as will the role of the EITI Secretariat in providing assessments and monitoring progress following Validation. In addition, the call for secretariat reviews is expected to continue.

In 2013, eleven countries have Validation deadlines in 2013. Of these, six countries (Albania, Burkina Faso, Cameroon, Côte d'Ivoire, DRC and Kazakhstan) will be conducting their second Validation. A further five countries will be conducting validation for the first time. In addition, the Secretariat estimates that it will be tasked to conduct 2-3 Secretariat Reviews.

Country	Deadline
Afghanistan	09.02.2013
DRC	01.03.2013
Indonesia	18.04.2013
Togo	18.04.2013
Albania	25.04.2013
Burkina Faso	25.04.2013
Côte d'Ivoire	25.04.2013
Cameroon	13.08.2013
Kazakhstan	15.08.2013
Guatemala	28.08.2013
Trinidad & Tobago	28.08.2013
Chad	TBA

- With the Finance and Audit Committees. In 2013, the International Secretariat will support the committees in the strategic management of the EITI's financial resources and the monitoring of the budget, and in the review the 2012 audit report and recommend any appropriate corrective actions.

The International Secretariat will:

Action 22 - Provide full support to the Board and its Committees as requested and required.

Action 23 – Conduct Secretariat Reviews as requested by the EITI Board.

³ The Outreach and Candidacy Committee, the Validation Committee, the Governance Committee, the Rapid Response Committee, the Finance Committee, the Audit Committee, the Nominations Committee and the Strategy Working Group. More information on the Committees can be found in their ToRs.

Resource requirements

Support to the EITI Board is anticipated to require ≈200 % of one policy staff member's time and 100 % of one administrative staff member's time.

5 Management, funding and monitoring

5.1 Management of the International Secretariat

The International Secretariat currently has 14 full time staff (including one staff member on secondment from the Netherlands Ministry of Foreign Affairs). Additional support is provided by four part-time staff members: one strategic communications consultant; one special advisor; one assistant to the Chair; and one special representative (see organisation chart in Annex A and staff allocation to work areas in Annex D).

The staffing of the EITI International Secretariat was established at a time when there were far fewer implementing countries and it has grown incrementally. Some countries need more intense support than was originally envisaged and in some cases this support can be especially time-consuming due to the size and complexity of the country (e.g. Nigeria, Indonesia and Iraq). Furthermore, the Validation process has taken up more staff time than expected and the International Secretariat also undertakes more technical analysis than was originally envisaged. This coupled with the amount of work associated with the priorities established for 2013 are expected to put the capacity of the International Secretariat under pressure. This will be addressed in three ways:

1. The Secretariat will need to **expand its capacity** with particular attention to building up the strength of its country management teams.
2. The Secretariat will implement a number of **structural and administrative changes**, in an aim to further increase its efficiency. Examples include improved systems for report analysis and strengthened country teams, which should allow a more flexible use of available resources.
3. The Secretariat will **need to do less in some cases**, or perhaps even stop some activities and efforts altogether. Either because these efforts are no longer needed, because they are low on the list of priorities, or because other partners can do its more effectively. For example, the Secretariat will no longer need to explain the 2011 rules, and will spend less time and effort spent on non-priority outreach countries.

The International Secretariat has established internal routines for accounting, human resource management and staff performance appraisal. The accounting principles have been reviewed with the Finance Committee.

The International Secretariat will:

Action 24 – Oversee the day-to-day management of the EITI Association.

Action 25 – Expand its capacity by recruiting country managers and interns, including consideration of a second secondment.

Action 26 – Implement the structural and administrative changes, and discuss progress midway through 2013.

5.2 Funding of the International Secretariat

In its Funding Strategy, the Secretariat recognises that the EITI International Management enjoys a strong and diverse funding base that enables it to meet its financial needs. It expects this funding base to continue to support the EITI. The Secretariat will underline the importance of multi-year funding arrangements in its contacts with current and potential funders. It will also explore with private foundations including the Hewlett Foundation, Google and Gates Foundations made to measure opportunities to support the EITI, for example related to the 2013 Conference.

To execute this 2013 workplan, the Secretariat considers a budget of USD\$4.1m as necessary, as elaborated in the 2013 Budget Proposal presented to the Board in a separate paper. This is an 11% increase relative to the 2012 budget, but this increase is (almost) entirely due to conference costs and inflation. Without these two factors, the budget for 2013 is roughly equal to the 2012 budget.

With continued efforts by the Secretariat to widen the EITI funding base, the existing commitments from supporting countries and companies, and a possible carry over from 2012 to 2013, the Secretariat expects to have access to sufficient funding. The reserve of USD\$0.5m that can be called upon in extreme circumstances provides further security.

The International Secretariat will:

Action 27 – Seek continued funding from all contributors, preferably in the form of multi-year agreements.

Action 28 – Discuss made to measure funding possibilities with foundations.

5.3 Monitoring and evaluation

The EITI will continue to monitor its performance and impact to:

- Benefit from experience.
- Improve delivery, planning and allocating resources.
- Demonstrate results.

The outcome indicators approved by the Board in 2010 are the key set of performance indicators that the International Secretariat is committed to monitor. In addition, the revised Rules will set out clearer outputs of the country process for monitoring. The Secretariat will review and update its KPIs, also to reflect the new Standard. It will also revisit its actions to make them more outcome oriented. There are on-going discussions about whether to establish an Expert EITI Panel to review and evaluation impact in selected countries.

The International Secretariat will:

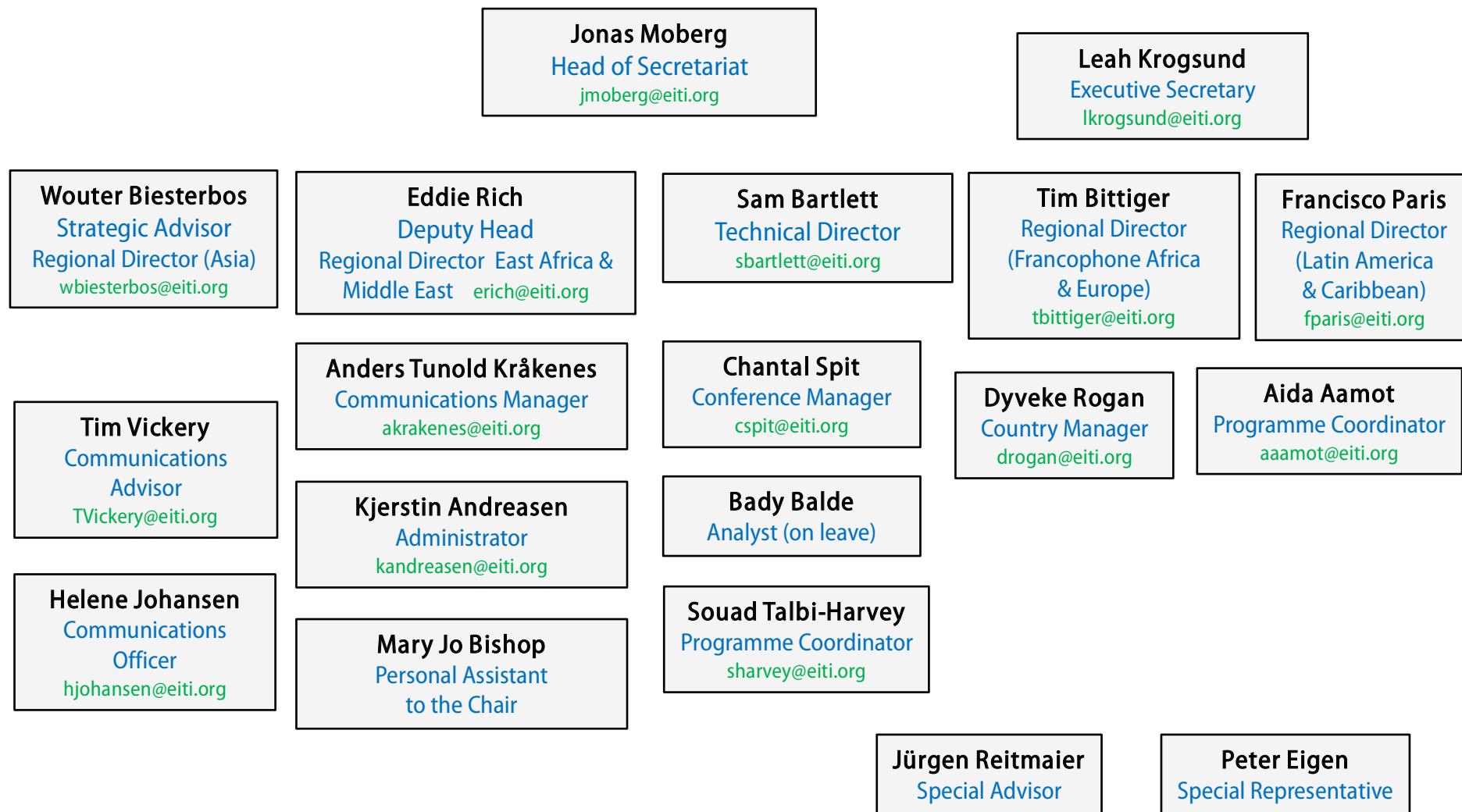
Action 29 – Monitor the outcome indicators set out by the Board in 2010,

Action 30 – Review the current KPIs for the next workplan.

Resource requirements

Management, funding and monitoring is anticipated to require ≈30% of one policy staff member's time and 150% of one administrative and intern staff member's time.

Annex A - EITI International Secretariat Organisational Diagram



Annex B - EITI International Secretariat Key Performance Indicators

Note: These indicators were approved by the Board in 2010 (see Board Circular No.75). In light of current developments related to the strategic review and new data being available through EITI reports, the Secretariat intends to review this set of indicators in 2013 and seek Board approval for a new set of indicators.

Part I. Outcome Indicators

	2007	2008	2009	2010	2011	2012	2013
	Actual	Actual	Actual	Actual	Actual	Actual (1)	Target
1) No. of compliant countries	N/A	N/A	2	5	12	15	27
2) No. of implementing countries(2)	15	23	29	33	35	36	47
3) No. of supporting companies(2)	37	37	41	52	60	68	75
4) No. of supporting investors(2) (before 2010 measured in assets under management)	N/A	USD14trm	USD16trm	84	90	90	95
5) No. of supporting countries(2)	10	12	16	17	18	18	18
6) No. of countries that have submitted final validation reports(2)	N/A	N/A	2	17	27	29	41
7) Communication and awareness raising							
• Visits to EITI website (<i>per month</i>)	5300	6000	8700	10140	12950	14700	16800
• Articles published about the EITI (<i>per year</i>) (3)	9	14	12	25	17	20	25
• References of EITI in articles, news items and blogs (<i>per year</i>) (4)	1031	1231	1532	2200	1740(8)	2020	2700
• Subscribers to EITI 's newsletter	N/A	N/A	1700	2000	N/A (10)	2700	3000
8) Reporting							
• No. of EITI reports (fiscal periods)	19(5)	7	17	10	21	27(6)	35
• Percentage of implementing countries reporting	41%	33%	74%	34%	58% (9)	51%	97%
• Companies participation (7)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

(1) Until 30 September 2012

(2) Cumulative

(3) Include FT, The Economist, Le Monde, Le Figaro

(4) Include references to "EITI" on english sites and "ITIE" on French sites

(5) Cumulative 2003-2007

(6) It is expected that reports become an annual exercise thereafter.

(7) Percentage of target companies that actually report in individual reconciliation reports

(8) The service provided has changed their statistics models. 2011 and 2012 figures are not comparable to previous years.

(9) 31 implementing countries were expected to publish reports. (The calculations exclude Yemen and Madagascar that were suspended; and new candidate countries, Trinidad and Tobago and Guatemala).

(10) Data not available due to change of service provider.

Part II. Agency effectiveness indicators

Agency effectiveness
(Resources)

	2010 (USD)	%	2011 (USD)	%	2012(USD) ⁴	%
Support to implementing countries	678 383	22	1 106 284	24	580 275	31
Outreach activities	201 080	7	283 732	6	156 272	8
Board meetings and Chairman support	776 843	26	617 627	13	318 988	17
Rel. Stakeholders (Conference, NCs)	312 367	10	1 037 750	22	64 574	3
Rel. Companies and Investors	68 855	2	94 770	2	14 839	1
Communication	356 903	12	547 964	12	259 607	14
Training	18 319	1	52 841	1	31 875	2
Management and administration	608 153	20	931 253	20	457 914	24

Outputs

	2010	2011	2012 ⁵
Website & Publications			
News items	51	71	45
Tweets	72	202	111
Blogs	8	19	13
Newsletter	3	5	5
Regular publications	25	21	23
Videos	0	5	0
Progress report	1	2	0
Validations reports reviewed	15	10	2
Reconciliation reports reviewed	10	21	27
Meetings			
Donors roundtables	1	1	1
National coordinators meeting	1	0	1
Board meetings	4	4	3
People trained	150	180	170
Countries visited			
Implementing	26	25	28
Outreach activities	7	17	15
Disclosure of Revenues			
No of EITI Reports	10	21	27
No of EITI Reports (disaggregated)	6	9	4
Sector coverage	N/A	N/A	N/A
Regularity of EITI disclosure	34 %	58 %	51%
Companies participating in reporting	N/A	N/A	N/A

⁴ January-June 2012

⁵ January- September 2012.m

Annex C – Summary of actions items

Workplan Elements	
#	Action Items
3.1. Supporting implementing countries	
1	Provide timely advice, guidance and training to the national coordinators and wider multi-stakeholder groups in all implementing countries through
2	Provide support to GIZ and other providers of tailored seminars on EITI implementation and communication for implementing and outreach countries
3	Enhance peer learning and collaboration on EITI; and to draw together best practices by producing materials on best practice, facilitating peer mission
4	Assess the quality of the EITI reconciliation reports to improve guidance to countries on their reporting processes. Compile basic information from EITI
5	Encourage the use of valuable information in the EITI reconciliation reports for wider analysis and follow up of the extractive sector both in countries
6	Provide support to countries undergoing Validation.
7	Engage with key international stakeholders that provide support to implementing countries to improve the quality of technical assistance and share
3.2. Outreach	
8	Provide guidance and support to countries applying for candidacy and assessing candidate applications before they are submitted to the Outreach
9	Work closely with the Outreach and Candidacy Committee and other stakeholders in supporting and coordinating efforts to encourage resource rich
10	Strengthen coordination and cooperation with other transparency initiatives, and lobby international agencies to enhance these linkages.
3.3. The Strategy Review and implementation of the new EITI Standard	
11	Provide support to the Board and the Strategy Working Group. It will develop an implementation plan for the new Standard, and present a mid-year
3.4. 2013 EITI Global Conference	
12	Organise the 6 th EITI Global Conference in such a way that it meets the agreed objectives.
13	Assist Board constituencies with constituency organisation and Board representation for the period 2013-2015.
14	Ensure that all action points indicated in the communication plan are executed.
3.5. Promoting the EITI and showing results	
15	Keep stakeholders informed through the EITI website and social media channels, issue newsletter every two months, and update fact sheets.
16	Promote each new EITI Report on the EITI website, improve the reports database, strengthen partnerships with relevant organisations to encourage
17	Engage with media, issue press releases, write articles and op-eds for the EITI Chair, expand the media contacts database.
18	Develop and launch a new "Talking Transparency" guide and improve support and training activities to communicators in EITI countries.
19	Develop materials demonstrating impact and plan for communicating these. This will include developing a "leading to change" page on the website
20	Launch the revised version of EITI Business Guide at the Global Conference.
4. Support to the EITI Board	
21	Organise Board meetings and prepare Board Circulars
22	Provide full support to the Board and its Committees as requested and required.
23	Conduct Secretariat Reviews as requested by the EITI Board.
5. Management, funding and monitoring	
24	Oversee the day-to-day management of the EITI Association.
25	Expand its capacity by recruiting country managers and interns, including consideration of a second secondment.
26	Implement the structural and administrative changes, and discuss progress midway through 2013.
27	Seek continued funding from all contributors, preferably in the form of multi-year agreements.
28	Discuss made to measure funding possibilities with foundations.
29	Monitor the outcome indicators set out by the Board in 2010.
30	Review the current KPI's
31	Revisit actions to make them more outcome oriented

Annex D - Summary of allocation of staff time

Policy Staff		Administrative		Work Plan Element
Moberg	100 %	Krogsund	100 %	Supporting implemen
Rich	100 %	Andreasen	100 %	Outreach
Bartlett	100 %	Harvey	100 %	Strategy Review & im
Paris	100 %	Bishop	20 %	2013 EITI Global Conf
Bittiger	100 %	Spit	100 %	Promoting the EITI an
Biesterbos	100 %	Johansen	100 %	Support to the EITI Bc
Rogan	100 %	Aamot	100 %	Management, funding
Kråkenes	100 %	Intern*	100 %	Total
Balde	100 %			
Vacancy*	100 %			
Vacancy*	100 %			
Senior Advisers				
Eigen	20 %			
Reitmaier	20 %			
Vickery	20 %			
Total				
(Staff years)	11,60		7,20	
			18,80	

* Recruitment ongoing

2013 EITI BUDGET

Approved by the EITI Board on 8 December 2012.

Table of Contents

1	Background	3
2	Proposed 2013 Budget.....	3
	Table 1: EITI Expenditure 2008 – 2012 (Jan-Jun) in USD\$	4
	Table 2: Revenue 2008 – 2013 in USD\$	5

1 Background

The Finance Committee has reviewed projections of both revenues and expenditures with the Secretariat and is confident that they are well-founded. The proposed 2013 Budget is contingent on the Board's approval of the 2013 Workplan.

With continued efforts by the Secretariat to widen the EITI funding base, the existing commitments from supporting countries and companies, and a possible carry over from 2012 to 2013, the Secretariat expects to have access to sufficient funding to fully execute the 2013 Workplan. The reserve of USD\$0.5m that can be called upon in extreme circumstances provides further security.

2 Proposed 2013 Budget

The Secretariat considers a budget of USD\$4.1m as necessary and adequate to execute its mandate as defined in the EITI Association Articles of Association and in the draft work plan for 2013. This is an 11% increase relative to the 2012 budget, but this increase is (almost) entirely due to conference costs and inflation. Without these two factors, the budget for 2013 is roughly equal to the 2012 budget.

This excludes the \$0.5m reserve which is expected to be carried over from 2012 and carried on to 2013.

Underlying this proposed Budget are the following plans and developments:

1. The demands on the Board and Secretariat will continue to grow. More intense support will need to be provided to implementing countries, to outreach efforts, and to on-going policy reviews and discussions. This support will reflect a new EITI Standard from May 2013, and associated dissemination activities. This will create an increased work load and a need for increased staff capacity as set out in the draft Workplan for 2013. Staff numbers are expected to continue to increase. The Secretariat is confident that it will be able to meet the added expenses.
2. Inflation on salaries in Norway is running at just over 4% per annum. This is likely to be reflected across most of the Secretariat's costs especially staff salaries which are now inflation-linked.
3. The 6th EITI Global Conference will be held in Sydney, Australia in May 2013. While the host Government has kindly offered to fund the events by AUD\$1m of parallel funding, more funding will be required to cover the outstanding costs of the Conference. The Secretariat also hopes to raise some further parallel funding as it did in 2011, to help with some of the conference costs.
4. The first board meeting in 2013 will be held in Oslo in February while the next two will be held at the Conference in Sydney, Australia. The Secretariat therefore expects that actual expenses for board meeting in 2013 will be closer to the budgeted amounts predicted in 2012.
5. There might be some implications of the Strategy Review for the EITI budget, especially the suggestion that the validation costs might be borne by the International Secretariat. These extra costs are not reflected here as these would be unlikely to kick in until 2014.

Financial translations of these plans and developments on expenses in 2013 are presented in Table 1.

Table 1: EITI Expenditure 2008 – 2012 (Jan-Jun) in USD\$

Description	2008	2009	2010	2011	2012	2012	2013	2013
	Expenses				Expenses Jan-Jun	Budget	Proposed budget	Proposed increase
Implementation	211899	167449	206902	162377	98023	250000	250000	0%
Outreach	125366	103034	104683	151054	67241	150000	150000	0%
Board meetings	167661	152696	457825	427553	265894	300000	300000	0%
Communications	104339	77375	95254	225746	118641	125000	150000	20%
Chair's support	300360	147093	153766	85827	15998	100000	50000	-50%
Project consultants	162391	131697	106845	305015	97766	150000	150000	0%
Salary	1276726	1266475	1403359	1922008	892902	2000000	2100000	5%
Other staff expenses	249221	49708	92673	71966	72484	125000	125000	0%
Office expenses	275391	166576	179275	362632	220498	250000	300000	20%
Contingency	2955		2800582			50000		
TOTAL (excl. conference)	2876309	2262103	2800582	3714178	1849447	3500000	3575000	4%
Conference	35126	401829	219192	958042	34897	150000	500000	233%
TOTAL (incl. Conference)	2911435	2663932	3019774	4672220	1884344	3650000	4075000	11%

With its continued efforts to strengthen the EITI funding base, the secretariat expects to have access to sufficient funding in 2013 to cover the increased expenses and to properly execute the 2013 Workplan. There have been significant carry-overs in the past two years partly due to the strong Norwegian currency.

Additional considerations supporting these expectations are:

- A widening funding base. So far in 2012, we have 6 new supporting companies; and
- Existing commitments from supporting countries and companies.

The reserve of USD\$0.5m that can be called upon in extreme circumstances provides further security.

These considerations are presented in Table 2.

Table 2: Revenue 2008 – 2013 in USD\$

Source	2008	2009	2010	2011	2012	2013	2013
	Actuals				Approved Budget	Expected Support	Annual Increase
Core contribution, Government of Norway							
1. Government of Norway	500 000	560 000	602 654	669 442	600 000	600 000	0%
Supporting countries, International Development Agencies (IDAs) and NGOs (approximately 50% of remaining requirement)							
2. Civil society	130 109	0	0	0	75 000	0	-100%
3. Supporting countries & IDAs ²	939 018	2 034 945	1 328 431	2 17 486	1 450 000	1 737 500	20%
Private sector (approximately 50% of remaining requirement)							
4. Investors	10 942	9 763	4 180	14 355	50 000	10 000	-80%
5. Oil and Gas (2/3 after investors)	755 562	882 879	748 615	1 003 330	983 334	1 145 000	16%
6. Mining and Minerals (1/3 after investors)	274 436	441 440	129 960	816 439	491 666	572 500	16%
TOTAL REVENUES	2 610 067	3 929 027	2 813 840	4 821 052	3 650 000	4 075 000	11%

Board members

Andrew Bone
David Diamond
Dorjdari Namkhajstan
Harald Tollan

Committee advisors

Tony Hodge
Anwar Ravat

Secretariat

Wouter Biesterbos
Leah Krogsund
Jonas Moberg
Eddie Rich

¹ No funding has been received from Civil society the past three years.

² Supporting Countries, IDA's & NGO's. In addition, the Government of Australia has pledged AU\$ 1m (just over US\$ 1m) as parallel funding for the conference.