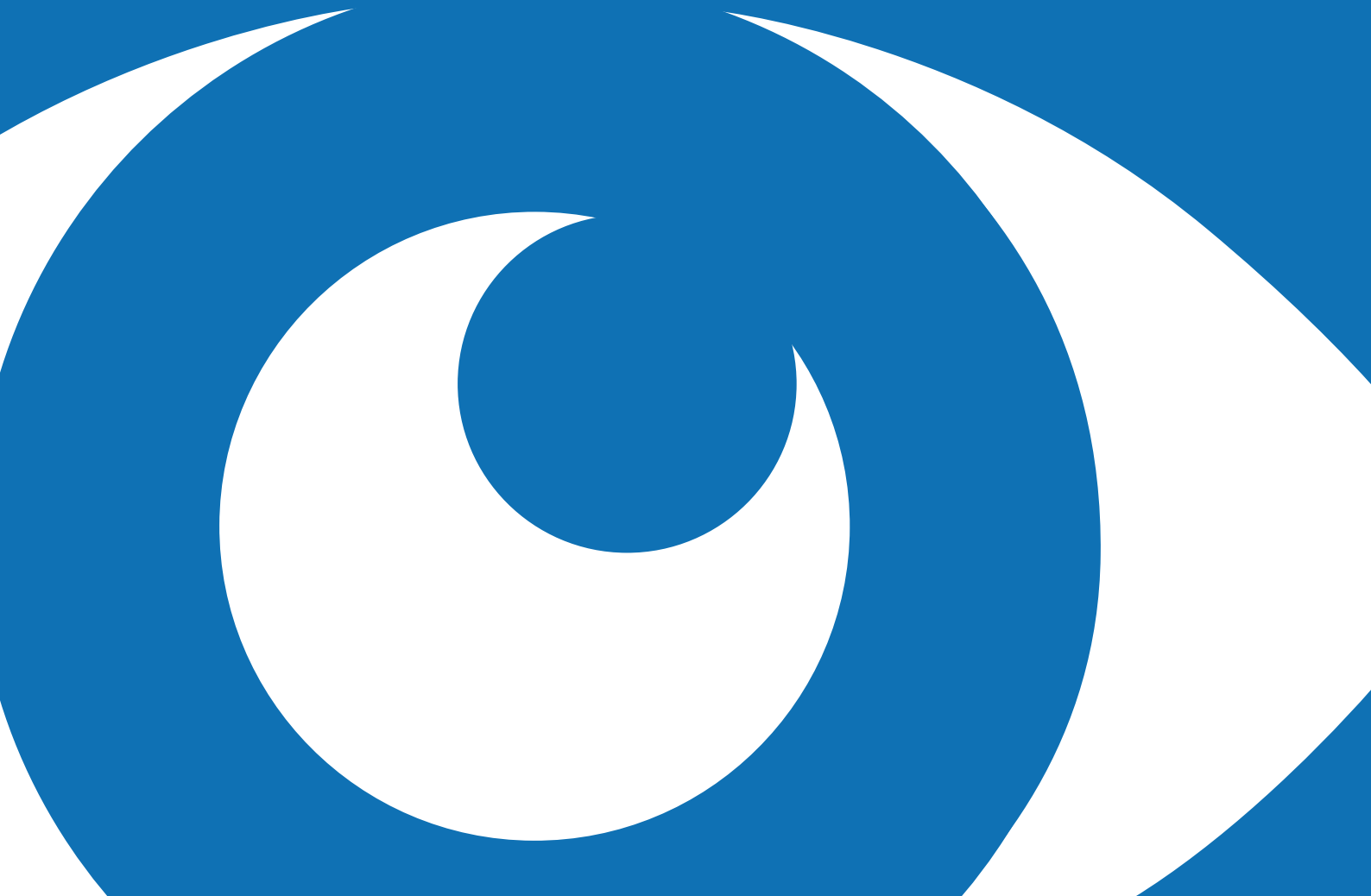




# IMPLEMENTING VISION 20/20

successes, challenges and  
the road ahead



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# Introduction

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In 2012, Publish What You Pay adopted the Vision 20/20 strategy and expanded its remit from revenue transparency to all steps of the value chain. One of the pillars of PWYP's strategy is to "Publish What You Learn". PWYP has therefore, on the occasion of its 2016 Global Assembly, sought to reflect on the work realised by its national coalitions since 2012, as well as consider what campaigns lie ahead.

To this end, this report seeks to answer four key questions:

- What have national coalitions been working on since 2012?
- What progresses have they made? (And what factors contributed to those successes?)
- What challenges have they faced?
- What should be – or could be – the future priorities of the global coalition?

This report is based on the knowledge, insights and opinions of PWYP's national coordinators, as well as feedback from members of the PWYP Secretariat. Findings were collected through a combination of semi-structured interviews and questionnaires, as well as extensive desk-research including the coalition national strategies, press releases and blogs pertaining to the work of national coalitions, and PWYP's strategy materials.

National coalition activities since 2012 have been mapped out onto the Chain for Change – the value chain PWYP designed specifically from the perspective of civil society activists. The progress and successes of the coalitions at the national level can be found in the individual country snapshots at the end of this report. Some trends in these successes have been teased out in the narrative section. The same goes for challenges and future priorities – the information per-country is available in the snapshots, while broader conclusions can be found in the narrative. The future priorities relate to the global coalition and not the International Secretariat, although naturally – as the body that coordinates the coalition - the Secretariat will be involved.

This report should be useful to those who wish to understand a little better what PWYP's national coalitions have been working on – and in what context – over the past few years. This report is not meant as a comprehensive statement but as a quick overview which can guide the reader who desires to know more about PWYP. Unfortunately within the time frame of this report it was impossible to get the feedback from every single coalition, perhaps this is something which could be rectified at a later date.

## Progress since 2012

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The following section groups together the successes most cited by national coalitions, particularly because in some cases coalitions worked together to achieve them. The successes below are not necessarily more important than others, but they are more common. Please look at the snapshots at the end of the report to view the individual successes per coalition.

### Mandatory disclosures

Mandatory disclosures relates to the campaign by PWYP coalitions to oblige extractive companies to publish what they pay to governments around the world. This has mainly taken the form of changing regulations in countries where extractive companies are listed. In 2012 – while the campaign for mandatory disclosure rules in the EU and Norway was making headway - only the US had actually adopted mandatory disclosure rules, which were not yet in effect.

Today, mandatory disclosure rules have been adopted – and in some cases put into force - in Canada, the EU member states, Norway and the US (in fact Norway's parliament recently agreed to extended country-by-country reporting). In the EU, France and the UK have successfully transposed the EU amendments to the transparency and accounting directives, meaning that mandatory disclosure rules are already in effect. For its part, the US coalition successfully defended Dodd-Frank 1504 – the existence of which was threatened by delays in issuing the rules, a lawsuit from Big Oil and several attempts in Congress to undermine the legislation – and managed to obtain the issuing of strong new rules in late 2015.

The campaign for mandatory disclosure rules was very much based on cooperation and collaboration between PWYP coalitions and wider civil society around the world. Southern coalitions contributed their expertise, research and voices in the development of briefings, letters to the Securities and Exchange Commission (SEC), interventions in advocacy meetings and even in parliamentary hearings. Interestingly, several of the coalitions in southern and eastern Africa cited their contribution to the mandatory disclosures campaign as one of their successes in the past three years. Indeed, this campaign is collectively a win for all coalitions as it will unearth data relating to extractive operations all over the globe.

### Going beyond the capital

A criticism that has been levied towards PWYP coalitions – and by coalitions themselves – has been that they rarely spread beyond capital cities. In the last three years, several coalitions have remedied this and created a presence, and a series of activities, at the subnational and community level. As a result, they are able to better ensure that their advocacy is based on the needs of those living in extractive communities, and that their awareness-raising projects reach those most affected by the issue.

One way coalitions have done this is through their membership: for example, the Cameroonian coalition grew by five members in 2012, who mainly came from the local level. The second way is through structures: in Côte d'Ivoire, the coalition has set up PWYP Committees at the local level made up of members of the communities that live near extractive sites. These committees – supported when need be by the national coalition – help mediate conflicts between communities and companies; inform communities how the extractive sector and the local project operates; and act as a support



mechanism when communities have grievances. PWYP Zambia has also launched a provincial chapter in the Copper Belt Region while PWYP Uganda established chapters in Bunyoro and Karamojato support to communities in their resettlement negotiations.

## Cross-coalition collaboration

This issue is both a success and a future priority as several national coordinators asked that the global coalition continue to engage in cross-coalition collaboration in the future.

Cross-coalition collaboration has taken several forms over the last few years. For the mandatory disclosure campaign, coalitions in resource-rich countries were quick to lend their voices, research and energy to a campaign that – while nominally led in northern-countries – would have results for all of PWYP's coalitions. For example, in 2014, more than 500 PWYP members from 40 countries signed on to a letter urging the SEC to re-issue an implementing rule for section 1504 of the Dodd-Frank Act. Equally, many southern coalitions worked directly with the US, EU and Canadian coalitions. According to Kady Seguin, Interim Director for PWYP Canada, their coalition's advocacy became more sophisticated as a result of collaborating with other coalitions within the broader context of the global campaign for mandatory disclosure rules.

Other forms include one-to-one collaborations. The Zimbabwean coordinator mentioned at length the impact of their work with PWYP Canada. Coalitions in West Africa have shared their knowledge and experiences on specific issues – such as when the representative from PWYP Guinea was invited to Côte d'Ivoire to a workshop to support their work on revisions of the mining code. There will be more one-to-one collaborations and peer learning in the future, as the PWYP Data Extractors campaign has paired several coalitions, for example PWYP UK and PWYP Zambia, to work together on a “using the data” case-study. One of the core elements in PWYP's draft Business Plan is to unlock the potential of national coalitions worldwide by facilitating learning through exchange visits, discussions and creating case studies and documentaries.

From the one-to-one to the all-for-one: on a couple of occasions since 2012 the global coalition has joined forces when one of their members – or coalitions – has been under attack. When members of the PWYP Niger coalition were arrested for protesting in 2014, PWYP's national coalitions mobilised to raise awareness and, where relevant, reached out to their political contacts for support. Even when far-away members cannot offer practical support, the solidarity effect – of knowing that you have the support from all these members around the world – should not be ignored. PWYP Niger's coordinator, Ali Idrissa, said that the support – in the form of emails and phone calls – from other members of the global coalition during the difficult times for the Nigerien coalition had been invaluable: “It was essential for us to know that our fight wasn't confined to our borders.” Ali also added that the fact that members spread news and raised awareness, even if they could not intervene directly, helped put the spotlight on Niger's authorities who do not want other countries to have a negative perspective of Niger.

In the case of Azerbaijan, as well as spreading the news when activists have been arrested or harassed, 280 civil society groups from 35 countries submitted a letter to the international Board of the Extractive Industries Transparency Initiative (EITI) urging them to protect free and independent civic participation in the initiative.

## Inclusion of transparency & accountability in mining codes

A pattern that strongly emerged, particularly in African coalitions, was that many coalitions since 2012 have successfully influenced the revision of their country's mining codes to include provisions for transparency and accountability. This issue fits neatly under the second step in our value chain on natural resource frameworks and is (after the step on company payments) the one on which our coalitions are most focussed. Some coalitions had to campaign to open up the mining code to revision, while in several other cases the government launched the revision process unprompted.

The successes here are made up of two steps. The first is the ability to be involved in the revision of a country's mining code, which is not a given. The coalition in Togo for instance was not able to insert itself into the process; in Cameroon, it was thanks to one specific member – the Réseau des Chefs – that the coalition was invited to make comments on the draft mining code. The second step is to successfully influence the mining code, and have the asks included. An important step after this is monitoring – which is where many coalitions are at today – and ensuring that the new code is properly implemented and put into effect.

While coalition asks differ across contexts, some common patterns included calling for a percentage of revenues to be set aside in a savings fund for future generations; a revenue-sharing system if one did not yet exist (Côte d'Ivoire and Burkina Faso managed to secure in their mining codes that a percentage of extractive revenues be allocated to extractive communities); the disclosure of contracts, and legislation to protect human rights and the environment.

### Coalition building

While building institutions at the expense of actually campaigning can be a danger, it is also crucial for coalitions to have good structures – particularly governance structures - in order to successfully operate. A coalition will be at its most effective when members can successfully communicate and work strategically together with ease, which is no small task.

To this end, several coalitions since 2012 successfully either set up the required structures and mechanisms to operate, or put their houses in order. PWYP Zambia is one example: though initially launched in 2008 it experienced some troubles with being able to work together and suffered from some in-fighting and governance issues. Today, however, the coalition is rebooted and has successfully held two AGMs where the coalition's goals were decided and has a full-time salaried assistant national coordinator. PWYP Zambia is not the only coalition to have experienced difficulties, and should be commended on its ability to have turned things around.

Several new coalitions have launched since 2012 – for instance Malawi, Ukraine and Senegal. These coalitions worked hard to instil terms of references and governance principles in their operations from the off, which should hopefully pay dividends in the future. Some coalitions, in the face of difficulties, re-launched with new configurations - such was the case in Burkina Faso.

The growth of the Philippines' network Bantay Kita is particularly impressive, as the coalition grew from a small programme to a registered organisation with more than 50 members.





# Contributing factors to success

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## Global momentum

Many coalitions cited the global momentum of transparency gains over the last three years as helpful in their campaigning. Ironically, the US campaign ended up being supported by the global momentum it itself had instigated. While the rules for mandatory disclosure were stuck in limbo in the US, similar legislation was being adopted –and put into effect – in the EU, Norway and Canada. This created pressure on the US that the coalition could use.

Those other countries, meanwhile, had benefited from the advances the US had made when it had initially adopted Dodd-Frank 1504 in 2010. This global momentum worked not only by virtue of the fact that coalitions were passing certain legislation, but by the fact that this legislation impacted companies registered all over the world.

Global momentum was certainly a factor in Canada's campaign which was an impressive, if initially unlikely, success. The pressure stemmed from two sources: the first, the US – not only Canada's closest neighbour but also a country whose stock exchange rules Canada tended to harmonise with. Pressure (or perhaps inspiration) also came from British Prime Minister Cameron's G8 tax, trade and transparency agenda and it was under the aegis of the G8 that then Prime Minister Stephen Harper announced Canada would adopt mandatory disclosure rules. For its part Australia was less susceptible to this global momentum, possibly due to the fact that the G20 has proved a less effective forum for transparency gains than the G8.

## Credibility as a CSO actor in the field

A common pattern that emerged in the interviews for this report was that, when asked what had helped a campaign's success, national coordinators often responded that it had been very useful that the coalition was taken seriously as a credible, and even expert, actor in the field. Two key outcomes of this credibility were firstly that coalitions were regularly consulted – and even solicited – for their input, whether that meant being invited to comment on revisions to a mining code or to give advice on a draft law. Secondly, that input was trusted. Conversely, those coalitions that have struggled to be seen as the experts in their field have also struggled to gain advocacy access – such as being able to comment on a mining code.

Many factors go into building the credibility of the coalition. For one, credibility can be moral – for Côte d'Ivoire, they felt they derived credibility by being a politically neutral actor that never took bribes. Côte d'Ivoire also emphasised the importance that being non-partisan had on their credibility. This is particularly important in a post-conflict setting, but is indeed also one of PWYP's membership principles.

Credibility also derives from expertise and professionalism: several coalitions have managed to position themselves as experts in the field of extractive transparency. They have been supported in this by the regular production of robust and in-depth briefings and reports. In the case of the US campaign, the high-quality and robustness of the research that went into the dozens of submissions made to the SEC on project-level reporting helped the coalition win the argument, and enhanced their reputation and credibility with staff at the SEC. It should also be noted that many coalitions mentioned their research-based advocacy as a contributing factor to their success. The coalition in Norway produced a very extensive array of reports and briefings which not only helped them position themselves as the

experts in the political sphere, but also in the media sphere. A wide number of coalitions cited research and evidence-based advocacy as a contributing factor to their success.

Several coalitions claimed that their credibility had been enhanced by virtue of their membership of a respected and successful global coalition. In this sense, global advocacy successes such as mandatory disclosure rules had a beneficial impact on the coalitions world-wide by virtue of having being a well-known advocacy success story. National coordinators from Uganda and Malawi both said that these global successes helped them progress in difficult circumstances where there was little political will at the national level for transparency.

This credibility factor is one of the reasons for which protecting PWYP's global brand and ensuring that each coalition adheres to membership principles is so important. More than one coordinator voiced their desire for the global coalition to hold each national coalition to account in this area – and two coordinators stated that this should be a specific priority for the global coalition. Indeed, since the adoption of Vision 20/20 PWYP has sought to ensure that each coalition publish financial and governance information on an annual basis, and adhere to membership and governance principles. This has become a condition for a coalition to be able to participate in joint fundraising ventures and position themselves as a PWYP affiliated coalition.

In the last three year the coalitions in Kazakhstan and Tanzania were suspended by PWYP's Global Council, following warnings and opportunities to implement remedial action, as they no longer conformed to PWYP's membership principles and criteria. Several members did mention that obtaining the governance information required each year by these new standards was – or had been the first time – very time-consuming. However, most agreed that it was an important step to take and overall the decision by the global coalition to 'practise what we preach' was seen positively, and actively embraced by several coordinators.

Credibility also derived from membership in other international initiatives. Ms Nwadishi, coordinator of the PWYP Nigeria coalition, spoke of how her becoming an EITI Board member had greatly supported the work of the national coalition. Her membership opened doors and increased access to companies and government representatives and consequently she, and the coalition, were more likely to be heard. Ms Nwadishi also explained how in Nigeria, the government and citizens tend to pay a lot of attention when they see that you have authority.

### Extractive Industries Transparency Initiative

Although not mentioned explicitly by national coordinators, involvement in the EITI – both at the national and international level – has supported the work of coalitions by acting as a platform through which they can call for a better management of natural resources.

As stated previously, membership on the EITI Board lends important credibility to individuals and coalitions. However, the EITI also lends credibility in the data produced by the EITI reports. Ms Nwadishi explained that in Nigeria, before EITI reports, the coalition would go out to the field and gather data themselves. This data was not always taken seriously by the government and was indeed sometimes discredited. However, with EITI the government is actually involved in the production of the data – and therefore takes it, and analysis based on it, more seriously.



## Strength of members

All the coalitions rely on the strengths of their members, but some examples highlighted just how effective coalition work can be – for example, when one member brought in their specific expertise, or acted individually in the interest of the coalition when the coalition could not do so. Cameroon recently extended their membership and, in doing so strengthened their advocacy potential as it was one of their new members that opened the door to the coalition being able to comment on the country's revision of the mining code. In the case of the US, the fact that Oxfam holds stocks in extractive companies meant that they were able, thanks to their position as investors, to file a lawsuit against the SEC for their delays in issuing rule 1504 of the Dodd-Frank Act. While some countries charge membership fees, overall the key contribution from members is given in the shape of expertise, contacts and energy.

For a majority of national coordinators, 'our members' was their first response when being asked about contributing factors to their successes. They stated that without the commitment, skills, contacts and energy of their members, their work would not have been successful. In several cases, the work of the members carried coalitions through periods of a lack of funding or difficult periods in campaigning.

# Challenges

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## Political context

An unpredictable or changing political context has been a challenge to several coalitions. The most extreme case is Yemen, a country which has effectively been at war the last few years. As a result the coalition has been all but unable to operate. In Côte d'Ivoire, civil war and conflict meant that the coalition had to temporarily suspend its work. The conflict in Ukraine too, stymied the work of the coalition, particularly as they were therefore unable to work in the eastern, resource-rich, part of the country.

Even when conflict has not been an issue, unpredictable politics has proved a challenge for coalitions. Zambia for instance has had three presidents between 2012 and 2015, making continued engagement difficult. Advocacy was further complicated by the fact that the mining code changed three times, providing somewhat of a moving target. Australia too, has seen several changes in leadership in the last three years with no fewer than four Prime Ministers. Each time, this meant developing new contacts and forging new alliances – something which requires significant time and effort.

In some cases, bad timing or an unstable government will allow little opportunity for headway on an issue such as extractive transparency. In Australia certainly, former national coordinator Claire Spoors explained that when the previous Labor government signalled an understanding of the need for mandatory disclosure, it lost power soon after and was unable to implement such requirements. The incoming coalition government was then preoccupied with an unpopular budget that was opposed in the Senate, which effectively paralysed the government and meant it was unable to engage on this 'new' issue.

## Enabling environment

The use and management of natural resources and their revenues has always been a sensitive topic, and one on which governments have not always welcomed debate. One of the most extreme cases for PWYP in the last few years has been Azerbaijan, where restrictions on civil society and their freedom to operate has effectively prevented the coalition from operating. NGOs have had their bank accounts frozen and several individuals in the campaign have had to flee the country for their own safety. 2015 marks the second year in a row that the coalition has been unable to receive, or spend, funds.

The risk of political intimidation proved a challenge in Malawi too, while in Uganda the coalition suffered from political interference by district security officials, particularly in the Albertine oil region. In Cameroon, activists in the resource-rich region of Figuil were harassed by local authorities because of their work on tracking the revenues that should have been disbursed to the local government and spent on supporting the community. A dangerous trend currently happening in Latin America, as raised by RLIE's coordinator Aroa de la Fuente, is the criminalisation of activists – particularly those campaigning on specific extractive projects.

A difficult environment to operate in is not always a matter of arrests and harassment – the government sometimes seeks to prevent civil society in more subtle ways, and ways which are less likely to be visible to the international community. One coordinator explained how their government attempted to



smear the coalition by promoting an image that they were trying to destabilise the country, and tried to divide the coalition by recruiting marginal members to stir trouble. The presence of GONGOs on the EITI multi stakeholder group also caused disruption.

The repression of other parts of civil society also makes a coalition's work difficult: in Yemen, the lack of freedom of the press is such that the coalition has all but given up working with the media as a way of improving natural resource governance.

## Funding

The challenge most-cited by coalitions was lack of funding. In some cases this was a complete lack of funding that either prevents coordinated activities altogether, relies on volunteers, or makes a coalition rely heavily on one member to carry out activities in the name of the coalition. In other cases, difficulty accessing funding jeopardised projects or only allowed for partial realisation of a project. Some coalitions, for instance Mali, Zimbabwe and Mauritania, rely solely on one funder. If the priorities or capacities of that main funder change, and it can no longer support the coalition as it did, the coalition's income will dramatically – and rapidly – change. This was the case for the Iraqi coalition.

Several northern governments have cut their foreign aid budget, which has had ramifications on civil society in those countries and was a concern raised by Norway and Australia. Some coalitions only faced “slight uncertainty” at times about their funding, which nevertheless made it difficult for them to plan ahead.

A very significant majority of the coalitions also stated that a future priority of the global coalition should be to support national coalitions in their search for funds. There has recently been joint fundraising, with several West Francophone African countries working together on an OSIWA project. Joint fundraising between the PWYP Secretariat, and national coalitions, has also taken place and is a key priority to access funding.

## EITI

The EITI has proven both a help and a challenge to PWYP coalitions. This is perhaps natural given the extent to which PWYP coalitions work on EITI, and the extent to which the two movements are intertwined. The EITI requires a lot of effort and energy from coalitions and can detract from other areas of work. This does not pose a challenge as long as the EITI is an effective tool towards realising coalition priorities. However, in some cases involvement in the EITI uses up funds and resources without having a huge amount of potential for transformative advocacy. A couple of coalitions have sometimes found it hard to drum up interest and activity from civil society in the initiative. In Australia, EITI almost acted as a red herring – when questioned about mandatory disclosure, the government's response was that it was implementing a pilot of the EITI. Indeed, over the past few years companies have sought to use EITI to refute the need for mandatory disclosure. It should be noted that the EITI Secretariat and EITI Chair made efforts to dispel this notion.

Two members also raised the issue of the independence of civil society members on the MSG where they felt that members too closely linked to the government (for instance GONGOs) were disrupting the process.

# Future priorities of the global coalition

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*Potential future priorities and campaigns for Publish What You Pay, based on the information provided by coalitions' national coordinators.*

## Using the data

The campaign to 'use the data' was cited by several coalitions as a future priority for the global coalition. Although 'using the data' could mean the general use of data from all sources for campaign ends, it is often used as a shorthand to refer to the use of the project-level data that will emanate from mandatory disclosure rules in the EU, US, Canada and Norway (a data trove which is also sometimes referred to as the 'avalanche' or 'tidal wave' of data).

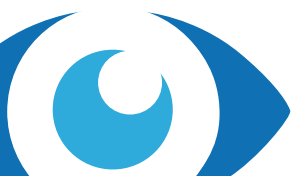
For one, it is the natural next step – this data will enable citizens all over the world to hold their governments to account for how their natural resources are managed. The coalition needs to plan and be prepared to make the most of this priority. It was also seen as a basic question of credibility: we have been calling for this data on the basis that it can be used to improve accountability, so we must now use the data to this end.

It is necessary for the coalition not only to use the data, but to demonstrate use of the data, in order to protect transparency wins. In the US, submissions to the SEC are already coming in stating that the project-level information that mandatory disclosure rules will provide is not usable and will not be useful. In the EU, there is a review of the accounting and transparency directives in 2018 – by which time the coalition needs to be able to prove the extent to which project-level data has been useful, and has been used. There is currently a PWYP Data Extractors project being carried out to support coalitions in their 'use of the data'. This project is an important step in this issue but one coordinator noted there is a need for more clarification: for instance being more precise about how this data will be used and how coalitions –or even whether coalitions – will go from campaigning bodies to data analysts.

It should also be noted that 'using the data' as a priority mainly came from northern coalitions involved in the mandatory disclosure campaigns, rather than from southern coalitions in resource-rich countries. This could be due to a need to raise more awareness around the potential of the forthcoming data. However, it could also be linked to the generic nature of the term and the specific way it has been used. It emphasises mandatory disclosure data and reflects a neat 'one-two' conceptualisation (get the data, use the data – we have transparency, now we need accountability). This perhaps does not reflect the reality for coalitions who operate in a context where 'data' does not mean imminent project-level data but everything from EITI reports to Environment Impact Assessments, and where 'using the data' has already been a practice for some time – be it in evidence-based advocacy, research projects or attempts to track intra-national revenue distribution.

## Tax Justice & Illicit financial flows

The issue of tax justice and illicit financial flows was the main future priority to come out of the conversations with national coordinators. For several, it is a natural extension – and even part of – the campaign for mandatory disclosure. Once the global coalition started calling for companies to publish what they pay, it became clear that a huge piece of the puzzle was not only the amount of revenues being paid, but also the amount which should have been paid.



While tax justice proved a very popular topic there was an interesting regional slant, as 100% of the coalitions in East & Southern Africa cited tax justice as a key priority. Part of this is due to the strong awareness in the region of illicit financial flows as an issue, thanks to highly publicised cases of tax evasion (such as the Mopani-Glencore case in Zambia) as well as to a recent high-level UN panel report that exposed the extent to which the region was losing out due to illicit financial flows, and that the sector most vulnerable was the extractives. It could also be due to the presence in the region of actors such as Action Aid and Tax Justice Network that are very active on this issue.

Tax justice is a very timely issue, not only in southern coalitions but northern ones too. As the interview with PWYP Norway revealed, a subject that had once been thought of as an issue for developing countries is now – governments and citizens have realised – an issue for OECD countries too, as they seek to maximise revenues amidst budget cuts.

One of the ways through which the global coalition could campaign on this issue is by exploring extended country-by-country reporting and by obtaining data on company payments where they have a presence, and not only operations. The PWYP France coalition had pushed for this in the country's transposition of the Transparency & Accounting Directives, but did not get that ask. There are also partnerships to be forged with organisations currently working on tax justice issues; indeed a future challenge for the global coalition will be how it manages alliances with other groups and partnerships operating on this issue.

## Beneficial ownership

Secrecy over who really owns companies has led to contracts being allocated to politically exposed (and involved) persons and to money being siphoned off into private pockets. According to a recent report by Global Witness, oil and mining assets worth \$4 billion have been allocated to extractive companies whose ownership is obscure. The importance of this issue with regards to extractive transparency was reflected in the fact that a majority of companies cited this as a future priority for the global coalition – and indeed for themselves at the national level.

It was also cited as a future priority because it has not so far been an area of focus for national coalitions. Several coalitions had been involved in publishing beneficial ownership through EITI, and indeed cited it as a success, but for other coalitions the decision to publish beneficial ownership information came through the fact their country had been selected to participate in EITI's pilot on beneficial ownership.

Currently, the international EITI Board is negotiating the next steps for the inclusion of beneficial ownership which was supposed to become a requirement in 2016 subject to the findings of a pilot project. A task for PWYP coalitions in the future will be to advocate further to make this an integral part of the EITI report. Another avenue for publishing beneficial ownership information – and one which is recommended by the EITI – is for countries to maintain a public register of beneficial owners.

## Social-environmental information

Several coalitions raised the importance of looking at social-environmental information as well as financial information. The rationale behind this call is that getting information on financial payments made by companies is not enough to ascertain whether a project is truly viable, not just financially but in terms of its overall impact, as there are important environmental and social costs associated with extractive activities. These costs should be accounted for and disclosed. For the Philippines this is linked to the challenge “for the international coalition and the EITI in general to continuously make EITI relevant.” This issue was also of particular importance to PWYP's Latin American member, RLIE (Red en Latinamerica sobre las Industrias Extractivas).

## Climate change

Linked to this was also the issue of climate change, cited by several coalitions. Climate change was not mentioned as something that should necessarily be a next priority of PWYP, but as an issue which PWYP should consider and take into account. The growing importance of climate change (and the acceptance of its importance by policy makers and the international community) makes it for several members something which PWYP should examine in order to ensure that its approach remains relevant. The growing resolve to tackle climate change, coupled with a recognition of carbon bubble risk and the fall in commodity prices could have an impact on natural resource management and extraction – and this should be reflected in PWYP's approach.

## Supporting national coalitions

Even while the majority of the proposed future priorities for the international coalition were campaign-orientated, some coalitions were very focussed on what support the global coalition could provide to strengthen other national coalitions. Several coalitions, particularly in western francophone Africa, wanted capacity building support – for instance in terms of learning advocacy skills – and support in fundraising. Examples of past efforts in this field include PWYP Canada's training of members in Zimbabwe and Tanzania, among others, on using and finding the data. Another potential approach would be to set up twinning partnerships where two coalitions form a relationship to swap advice and expertise, as well as carry out exchange visits to learn about each other's work.

## Commodity trading

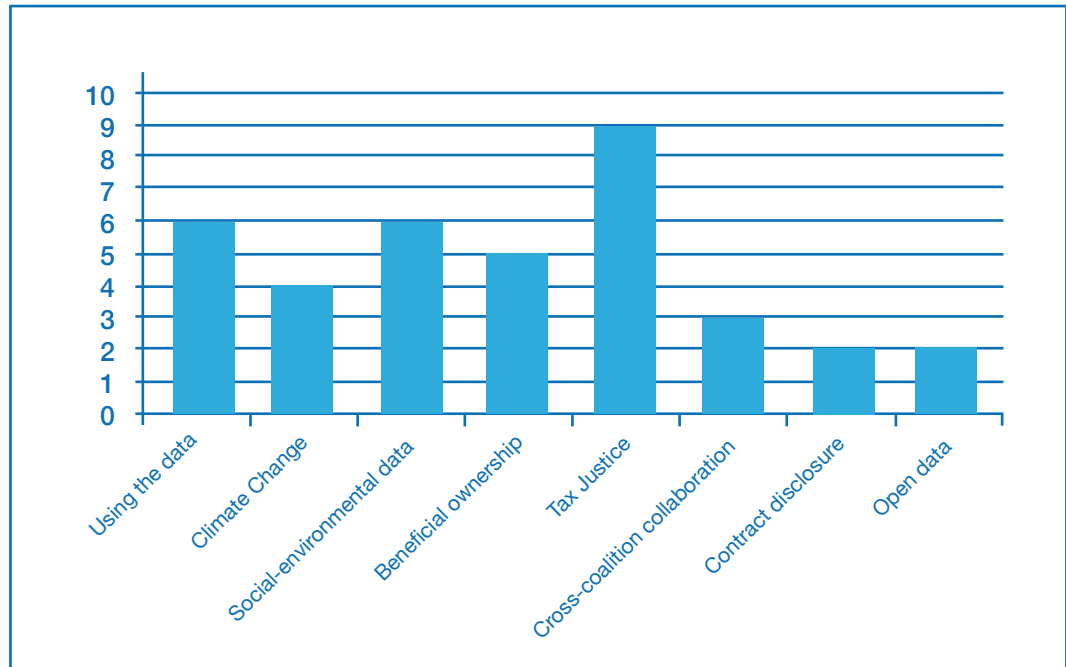
Commodity trading was cited by one national coalition, and also mentioned by PWYP country member Switzerland, as a future priority for the global coalition. The study "Big Spenders", published by PWYP members in 2014, put a figure on the relevance of payment flows between the international commodities market and Sub-Saharan Africa's top-ten oil exporting countries. The value of oil sold equaled more than half of total government revenues of those states (\$254 billion 2011-2013), more than tenfold the official development assistance. Two lines of advocacy have emerged on this issue: one is, given the highly concentrated role of some countries (namely Switzerland, UK, US, Singapore) as global commodity hubs, to change extractive transparency legislation in those home states to cover trading. The other route is through EITI – PWYP achieved in 2013 that the initiative include commodity trading in its provisions (4.1.c) and a recent policy paper by NRGI, the Berne Declaration, SWISSAID, and PWYP called for "EITI's board to require that countries break down payments by individual sales." In October 2015, EITI set up an informal working group that aims to clarify and boost implementation. PWYP coalitions in resource-rich countries can play a crucial role within the EITI MSG to increasingly include trading information into EITI reporting.





## Tally

The following is a tally of how many coalitions mentioned which future priorities. It should be noted that this has been collected from conversations where national coordinators were asked – unprompted – for their thoughts on future priorities. They did not select priorities from a prepared list.



# Snapshots

## Australia

**Coalition in:** 2011  
**Members:** 30  
**Coordinator:** Part-time, recruited, paid

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Factors contributing to success                                                                                                                                                                                         | Challenges                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Government of Australia implemented a pilot of EITI</p> <p>Since the latest political change in the summer of 2015, the coalition has successfully re-forged alliances, positioned themselves as experts on the topic and have been invited to consult on issues</p> <p>Collaborated with the Greens who put forward a private member's bill</p> <p>Built relations with investors and investor bodies</p> <p>Contributed several submissions to the government and senate enquiries</p> | <p>Support base and knowledge sharing of the national coalition</p> <p>Coalition members are really committed to PWYP ideals – persevere in their work</p> <p>Leverage created by Australia's membership of the OGP</p> | <p>There have been four Prime Ministers since 2011, making advocacy efforts more tricky (not least because alliances and contacts needed to be re-forged with each change)</p> <p>The coalition government was effectively paralysed by an unpopular budget opposed in Senate, so were unable to work on mandatory disclosure</p> <p>The government cutting the foreign aid budget has had an impact on funding available for CSOs in Australia</p> |

**Future priorities for global coalition:** Using the data, gender, extending reporting requirements to cover where companies have a presence, not just where they operate (so as to capture avoided tax); retain game-changing nature and challenge boundaries – for example consider the issue of climate change and the carbon bubble risk; maintain genuine north-south collaboration.

## Azerbaijan

**Coalition in:** 2008  
**Members:** 80+  
**Coordinator:** Elected. Part-time volunteer

The severe deterioration of civil society rights and freedoms over the last few years has made it almost impossible for the Azeri coalition to operate. Bank accounts of civil society activists and NGOs have been frozen, while many activists have had to leave the country for their own safety. 2015 marked the second year in a row that the coalition was not able to receive or spend any funds.

## Burkina Faso

**Coalition in:** 2008  
**Members:** 15  
**Coordinator:** Elected. Part-time volunteer

| Key successes                                                                                                                                                                                                                                                                                                                                                         | Factors contributing to success            | Challenges                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Successful lobbying for a new mining code, which incorporated several of the coalition asks:</p> <p>Creation of a mining fund for local development (to be funded with 15% of mining revenues collected by government and mining companies contributing 1% of their gross revenues)</p> <p>Strengthening of the provisions on the environment and human rights</p> | <p>Support from citizens and the media</p> | <p>Experienced difficulty operating as a coalition, which slowed down and then halted activities. As a result the coalition was re-launched in 2014 with a different coordinating structure and host</p> <p>Inability to fund secretariat staff for national coalition</p> |

**Future priorities for global coalition:** In 2018 there should be an evaluation of EITI to mark 5 years of the standard; support to national coalitions (especially with regards to accessing funding) from the global coalition.

## Cameroon

Coalition in: 2005  
Members: 9  
Coordinator: Part-time, recruited, salaried (as of 2016)

| Key successes                                                                                                                                                                                                                                                                                                                                | Factors contributing to success                                                                                                                                                                                                                                                     | Challenges                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Successfully influenced the revision of the country's mining code</p> <p>Coalition now working more effectively together, with member organisations each contributing to the campaign</p> <p>Successful EITI implementation according to the new standard of 2013; the inclusion of Beneficial Ownership in Cameroon's EITI reporting</p> | <p>Extending membership of coalition beyond the capital to resource-rich regions, thanks to five new members</p> <p>Improved credibility of the coalition as a CSO actor which resulted in the coalition being formally invited by the government to comment on the mining code</p> | <p>It has sometimes been difficult to get the members to work together as a coalition, particularly in the absence of a technical secretariat</p> <p>Coalition members were not sure what was expected of them in a coalition</p> <p>Civil society has not consistently enjoyed a safe and free environment to operate in, notably in Figuil</p> |

**Future priorities for global coalition:** Climate change; using EITI strategically – not just for oil and mining but also for logging; continue working on the practice what you preach pillar and improving accountability, ensure that all national coalitions meet the PWYP membership standard; issues of access to land.

## Canada

Coalition in: 2008  
Members: 15  
Coordinator: Full-time, salaried, recruited

| Key successes                                                                                                                                                                                                                                       | Factors contributing to success                                                                                                                                                                                                                                        | Challenges                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Successful implementation of ETSMA in June 2015, which obliges extractive companies listed in Canada to publish their payments</p> <p>Development with the Canadian mining industry of recommendations for mining disclosure rules in Canada</p> | <p>Global momentum (EU Directives &amp; Dodd-Frank)</p> <p>G8 transparency agenda helped put the issue of mandatory disclosure on the map/persuade Canadian government of its importance</p> <p>Positive and strong involvement of mining industry in the campaign</p> | <p>Oil industry was not receptive (though at the same time it was not a hindrance)</p> <p>Initial difficulty in convincing the government of the importance of mandatory disclosure, and in getting a clear commitment re: open data</p> <p>At some points difficulty in accessing funding</p> |

**Future priority for global coalition:** Using the data, maintaining north-south collaboration, beneficial ownership and tax justice.

## Chad

Coalition in: 2004  
Members: 15  
Coordinator: Elected. Part-time volunteer

| Key successes                                                                                                       | Factors contributing to success                                             | Challenges                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <p>Establishment of regional coalitions</p> <p>Dynamism of members</p> <p>Restructuring of governance structure</p> | <p>Membership on the EITI MSG</p> <p>Political will from the government</p> | <p>Weak financial resources</p> <p>Communication was a challenge – would like to see a central Africa coordinator</p> |

**Future priority for global coalition:** Support between coalitions on capacity building.

## Côte d'Ivoire

Coalition in: 2007  
 Members: 13  
 Coordinator: Part-time, volunteer, elected

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Factors contributing to success                                                                                                                                                            | Challenges                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Mediation and resolution of conflicts between local communities, mining companies and artisanal miners in Angovia</p> <p>Establishment by the national EITI board of working group on contract disclosure (following advocacy by PWYP Côte d'Ivoire)</p> <p>A provision in the revised mining code that a percentage of revenues from mining activities will be disbursed to local communities</p> <p>Supported the restructuring of local committee in Jacquerville that decides how oil and gas revenues should be spent on the community</p> <p>The positioning of the coalition as a credible actor on the issue of good governance and transparency of public resources in Côte d'Ivoire</p> <p>Establishment of local committees to help extractive communities engage with companies and authorities</p> | <p>Credibility and integrity of members as well as political neutrality</p> <p>Dynamism in the coalition's coordinating committee</p> <p>Competency of some of the group's key members</p> | <p>Qualified advocacy successes because coalition is not trained enough in advocacy techniques and does not yet have an alliance or partnership with parliamentarians or certain social forces</p> <p>Civil war and conflict</p> |

**Future priorities for the global coalition:** The effective use of company payment data in advocacy, research and awareness-raising; supporting national coalition fundraising efforts.

## France

Coalition in: 2003  
 Members: 14  
 Coordinator: Part-time, salaried, recruited

| Key successes                                                                                                                                                                                                                                                                                                                                                             | Factors contributing to success                                                                                                                 | Challenges                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The successful adoption of amendments to the EU Transparency &amp; Accounting Directive that oblige extractive companies based in the EU to publish their payments at a project-level</p> <p>France being the first country to transpose the amendments to both directives – although not all of PWYP France's asks were met, they managed to ensure a strong rule</p> | <p>PWYP France is seen as a credible CSO actor – the coalition was regularly consulted by the government and recognised by parliamentarians</p> | <p>It is sometimes difficult to generate attendance/excitement from CSOs to participate in France's process of joining EITI</p> <p>Members are sometimes also part of other coalitions, creating a pressure on time and potentially conflicting priorities</p> <p>Following successes in the accounting and transparency directives, there was a reduction in civil society's interest in extractive issues</p> |

**Future priorities for the global coalition:** Use of data; Tax Justice and illicit financial flows; ensuring that the coalition's approach remains relevant, by taking into account important issues such as climate change.

## Indonesia

Coalition in: 2007  
Members: 33  
Coordinator: Elected, full-time, salaried

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Factors contributing to success                                                                                                                                                                                                                                                                                                                                                 | Challenges                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Reviewed mining licenses and their financial and environmental obligations; as part of review process recommended that 4,600 mining licenses – located in conservation areas and protected areas – be revoked</p> <p>Conducted a series of MSG meetings in five selected mining-rich provinces to discuss issues of mining licensing, revenue transparency as well as rehabilitation and post-mining management in the provincial level. Based on these meetings proposed a series of policy actions to take</p> <p>Built the capacity of and carried out a project with local communities and CSOs on open data advocacy and use of drones for spatial mapping</p> <p>Expanded issues which the coalition covers to open data, village fund allocations, poverty alleviation, illicit financial flows and beneficial ownership</p> <p>Contextualised EITI reports and used project-level data to make information relevant to those at the community level</p> | <p>Data and evidence-based research and advocacy</p> <p>Research and studies to back up their work on issues such as EITI and spatial transparency, illicit financial flows and revenues in extractive sector etc</p> <p>Strong institutional building of coalition and national secretariat</p> <p>Building and maintaining relationships with donors and key stakeholders</p> | <p>Lack of funding for the local members of the coalition</p> <p>Managing coordination and solid consolidation with the wider membership</p> |

**Future priorities for the global coalition:** Global advocacy on social and environmental aspect of transparency and accountability of the extractive sector; advocating policies through multilateral initiatives such as the UN, OGP etc.

## Iraq

Coalition in: 2011  
Members: 103  
Coordinator: Part-time, volunteer, elected

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                          | Factors contributing to success                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Challenges                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <p>Increased representation of the coalition to 103 members from the 18 different provinces of Iraq, in addition to the KRG</p> <p>Strengthened their network at the sub-national levels reaching out to local communities and spreading knowledge about the EITI and the reports</p> <p>Enhanced civil society's representation on the EITI MSG where three out of the four MSG CS members are from the coalition</p> | <p>A greater awareness by Iraqi CSOs about transparency and accountability issues related to the extractive sector (more than 500 CSO organisations participated in EITI MSG elections)</p> <p>The current government is open to reforms and has given the coalition the opportunity to unlock the potential of EITI – for example the recent EITI work plan dedicates a whole area of work to outreach to communities at the local level</p> <p>There is more openness and the energy committee is willing to work with the coalition on reforms</p> <p>Active members of the coalition were able to secure funding which fed into coalition activities</p> | <p>Lack of funding and funding is not diversified, Iraq was predominantly dependent on one donor</p> |

**Future priorities for the global coalition:** Making the EITI process more meaningful and enhancing the knowledge sharing process at the national, regional and international levels.

## Kyrgyzstan

Joined in 2013 as an affiliated coalition  
**Members: 22**  
**Coordinator: Part-time, volunteer, elected**

| Key successes                                                                                                                                   | Factors contributing to success                                    | Challenges      |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------|
| Inclusion of project-level reporting in EITI reports<br><br>Coalition contributed to Kyrgyzstan implementing Beneficial Ownership pilot of EITI | Involvement of national coordinator and letters sent to government | Lack of funding |

**Future priorities for the global coalition:** Inclusion of social-environmental aspects into the EITI standard.

## Liberia

Coalition in: 2006  
**Members: 19**  
**Coordinator: Part-time, volunteer, elected**

| Key successes                             | Factors contributing to success                                                                      | Challenges                                                                                                           |
|-------------------------------------------|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Coalition retained membership on EITI MSG | Took ownership over campaign and EITI involvement<br><br>A positive relationship with the government | Stated that there hasn't been enough communication from the international secretariat and the rest of the coalitions |

**Future priorities for the global coalition:** Building a stronger network of coalitions in Africa and the ability to speak with one voice, better communication between coalitions.

## Malawi

Coalition in: 2015 (April)  
**Members: 16**  
**Coordinator: Full-time, salaried, recruited**

| Key successes                                                                                                                                                                                                                                                                | Factors contributing to success                                                                                        | Challenges                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Malawi becoming an EITI candidate country<br><br>Coalition held its first AGM where steering committee was elected and all governance systems including MOU and TORs were adopted<br><br>Mobilising and facilitating CSO engagement towards the establishment of an EITI MSG | Collective CSO determination to push the Government for EITI adoption<br><br>Initial financial support from GIZ Malawi | Lack of funding opportunities<br><br>Crowded field, difficulties in being recognised as an important actor on the issue<br><br>Risk of political intimidation, considering the sensitivity of the extractive sector and revenue management |

**Future priority for the global coalition:** Contract disclosure and beneficial ownership; tax justice and illicit financial flow issues.

## Mali

Coalition in: 2008  
**Members: 16**  
**Coordinator: Full-time, salaried, recruited**

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Factors contributing to success                                                                                      | Challenges                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Establishment of public debates around EITI reports in the mining communities of Mali (previously, reports were mainly disseminated in Bamako and local communities were excluded from the process)<br><br>Coalition has created analyses of the various EITI reports to create a product that can be shared and understood by extractive communities ahead of and during the debates mentioned above<br><br>The coalition has launched a debate on tax justice and tax collection in mining regions<br><br>Coalition successfully advocated for the inclusion of disaggregated reporting in EITI reports<br><br>Contract disclosure through EITI | Support from Oxfam Novib and the public authorities of Mali<br><br>Trust between local communities and the coalition | Lack of funding, which prevented full dissemination of materials in extractive communities<br><br>Without payment data that was disaggregated by community or region, it was difficult to realise a full debate on revenue sharing |

## Mauritania

Coalition in: 2006  
Members: 23  
Coordinator: Part-time, volunteer, elected

| Key successes                                      | Factors contributing to success                                                     | Challenges                                                                                                  |
|----------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Inclusion of fisheries in EITI reports             | Credibility and engagement of coalition                                             | Lack of financial resources and so struggled to fund salaries technical staff                               |
| Development of an alliance with parliamentarians   | The use of alliances – particularly with elected officials and members of the media | Challenges with independence of the members on the MSG                                                      |
| Establishment of a network of journalists          | Having a presence (and anchoring) in the extractive zones                           | Regarding the campaign on disseminating EITI was unable to fully analyse data as lacked expertise and funds |
| Retained partnership with the global Lutheran fund |                                                                                     |                                                                                                             |

**Future priorities for the global coalition:** To forge closer ties with national coalitions on coordinator recruitment and technical support; support fundraising efforts at the national level.

## Mongolia

Coalition in: 2006  
Members: 5  
Coordinator: Part-time, volunteer, elected

| Key successes                                                                                         | Factors contributing to success                                    | Challenges                                                                   |
|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------|
| Improved and specialised capacity of members on EITI processes and monitoring                         | Ongoing and systematic effort for the capacity building of members | Lack of consistent legal framework for the effective implementation of EITI  |
| Contribution to the establishment of legal requirements for extractive companies to report under EITI | Active engagement of members                                       | Inadequate capacity of CSOs in analyzing and monitoring extractive contracts |
| Contribution to the implementation of EITI at the subnational level                                   | Financial and technical support from OSF and NRG1                  | Inadequate understanding of the general public on EITI                       |
| Enhanced and institutionalised involvement of CSOs in the MSWG of EITI Mongolia                       | Political will from government regarding implementation of EITI    | Lack of adequate funding                                                     |

**Future priorities for the global coalition:** Assessment on the effectiveness or impact of the implementation of EITI, as well as environment for free and independent activities of CSOs in relation to EITI; more information sharing between coalitions.

## Mozambique

Coalition in: 2008  
Members: 5  
Coordinator: Part-time, volunteer, elected

| Key successes                                                                                                                                                                         | Factors contributing to success | Challenges                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Active in advocacy and participation in the review of legal framework on mining, oil and gas sector, including the policy on social corporate responsibility on the extractive sector | Use of evidence-based advocacy  | Political decision making without consulting civil society, e.g. the recent enactment by government of important legislation such as the resettlement decree without consulting civil society |
| Active in collective advocacy for the rights of local communities in the affected areas, including resettlement process                                                               |                                 |                                                                                                                                                                                               |

**Future priorities for the global coalition:** Illicit financial flows, project by project reporting, beneficial ownership and open data.

## Niger

Coalition in: 2006  
Members: 22  
Coordinator: Part-time, volunteer, elected

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                                                   | Factors contributing to success                                                                                                                                          | Challenges                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Raised awareness about Niger's losses regarding its uranium contract with AREVA (received press coverage, international attention, citizens regularly campaigned)</p> <p>Mobilised citizens in the campaign for AREVA to respect Niger's 2006 mining code</p> <p>Renewing of AREVA's contract (even if the coalition did not get all of its asks)</p> <p>Maintained a strong and effective coalition structure, continued regular audits</p> | <p>Lots of support from the global coalition, particularly PWYP France</p> <p>Extensive media coverage (and support on this from the PWYP International Secretariat)</p> | <p>Maintaining internal cohesion of the coalition</p> <p>A difficult enabling environment (arrests, threats and attempts to undermine the coalition)</p> <p>Communications – access to internet can be difficult</p> <p>Renewing senior staff – people are nearing retirement and need to be replaced</p> |

**Future priorities for the global coalition:** To ensure that all coalitions adhere to governance standards; that coalitions examine all of the value chain, there is sometimes too much of a focus on EITI to the detriment of the rest of the chain.

## Nigeria

Coalition in: 2004  
Members: 66  
Coordinator: Part-time, volunteer, elected

| Key successes                                                                                                                                                                                                                                                                                                                                                                           | Factors contributing to success                                                                                                                                              | Challenges                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Citizens are better informed about EITI and are more aware of their role with regards to the campaign for transparency and accountability</p> <p>The campaign has been better contextualised at the local level</p> <p>Working with the National Oil Companies on how they can be more accountable to citizens, the NNPC is now creating a monthly expenditure and income report</p> | <p>The national coordinator being a member of the International EITI Board</p> <p>Global momentum created by mandatory disclosure rules in the US, EU, Canada and Norway</p> | <p>A lot of activities are focussed around the capital, it is difficult to coordinate activities regionally/at the local level, particularly given the size of Nigeria</p> <p>Sometimes difficult for the coalition to work as a group</p> |

**Future priorities for the global coalition:** The environment is key, particularly within the context of the fall in oil prices; work more at the local level; create opportunities for capacity building for emerging leaders, a platform where young people can understand the issue.

## Norway

Coalition in: 2006  
Members: 19  
Coordinator: Full-time, salaried, recruited

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                                         | Factors contributing to success                                                                                                                                                                                                                                                                                                            | Challenges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Adoption of mandatory disclosure rules in January 2014</p> <p>In the summer of 2015 parliamentarians in Norway agreed to strengthen the mandatory disclosure rules to extended country-by-country reporting</p> <p>Designing and running the TRACE capacity building programme, which has trained more than 118 people on financial secrecy across the value chain and how to advocate on corruption and tax avoidance issues.</p> | <p>Put out a lot of robust research and reports</p> <p>Support from affiliated organisations</p> <p>Context – scandals exposed that illicit financial flows from companies no longer a concern just for developing countries, but also OECD countries</p> <p>Made heavy use of the media, issuing press releases, writing op-eds etc.'</p> | <p>Over time, EITI implementation in Norway requires more time and resources from civil society, while the initiative limited in what it can and should achieve in Norway</p> <p>PWYP Norway's work and focus on country-by-country reporting could be better incorporated in/acknowledged by PWYP's international strategy</p> <p>Government cuts to the foreign aid budget have impacted on finances available for civil society, and has also contributed to CSOs avoiding controversial issues such as tax justice which challenge the status quo</p> |

**Future priorities for the global coalition:** Extended country-by-country reporting, tax justice and illicit financial flows.



## Philippines

Coalition: formed in 2009, joined PWYP as an affiliated-coalition in 2013  
 Members: 52  
 Coordinator: Full-time, salaried, recruited

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Factors contributing to success                                                                                                                                                                                       | Challenges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>From a small programme under Action for Economic Reforms Bantay Kita has become a registered organisation with more than 50 members coming from non-government organisations, community based organisations and academic institutions</p> <p>Implementation of subnational transparency and accountability initiative pilot programmes that can guide the implementation of the Philippines EITI at the subnational level</p> <p>Inclusion of social and environmental payments and disclosure of environmental information as part of PH-EITI reporting</p> <p>Development of monitoring tools that can be used to track the operations of large-scale mining companies. From these monitoring tools, BK is developing a scoring system that will track the transparency and accountability of mining companies and government</p> | <p>Support and participation of member organisations and partners</p> <p>Technical capacity of the coalition</p> <p>Political space to participate in governance</p> <p>Leadership of civil society organisations</p> | <p>Fewer resources available to support civil society (because the Philippines is becoming a middle income country)</p> <p>The unwillingness of some extractive companies to cooperate</p> <p>The range of problems the extractive sector faces - while these can be an opportunity by galvanising CSOs and industry members to talk and work together to fix issues, they can also be a challenge as it is difficult to build trust among stakeholders to work together on social issues</p> <p>Lack of trust among stakeholders</p> |

**Future priority for the global coalition:** ensuring that EITI remains relevant, including social and environmental costs into EITI.

## Republic of Congo

Coalition in: 2003  
 Members: 13  
 Coordinator: Part-time, elected, salaried

| Key successes                                                                                                                                                                                                                                                                                                                                                                           | Factors contributing to success                                                                                                                                                                                                                           | Challenges                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Revision of oil and mining codes, which introduced clauses strengthening access to information, the protection of the environment and transparency of social projects</p> <p>Contributed to the elaboration of a law on transparency and fiscal responsibility (currently in parliament)</p> <p>Mobilised companies in favour of voluntary social projects, following a campaign</p> | <p>Support from multilateral bodies such as the IMF and World Bank</p> <p>Mobilisation of citizens in favour of responsible management of natural resources</p> <p>Engagement and mobilisation of the coalition and the coalition's coordinating body</p> | <p>Lack of will from government regarding EITI has slowed down the process</p> <p>Diminishing enabling environment in which civil society can operate</p> <p>Difficulties in getting information about beneficial owners in the extractive sector, as well as transparency around licensing</p> <p>Difficult in getting sanctions against actors who have been proved to be corrupt</p> |

**Future priorities for the global coalition:** That coalitions support each other, providing capacity building – particularly on issues such as contract transparency, beneficial ownership and the fight against impunity.

## RLIE – Latin American Network on the Extractive Industries

Network formed in 2009, joined PWYP as an affiliated coalition in 2014  
**Members: 13**  
**Coordinator: Part-time, elected, salaried**

| Key successes                                                                                           | Factors contributing to success                                                                | Challenges                                                                                                                              |
|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Promotion of a post-extractivism agenda                                                                 | Strength of members (capacity, knowledge, presence in regional and national debates, contacts) | Accessing funding                                                                                                                       |
| Creation of a space for debate and the sharing of information through RLIE                              | Support (both technical and financial) of NRCI                                                 | End of the super-cycle (both an opportunity and challenge-opportunity for reform but creates a difficult environment to access funding) |
| Development of high-quality research                                                                    | Being a member of the PWYP global coalition                                                    | A trend towards the criminalization of activists                                                                                        |
| Growth of the importance of social-environmental data in the conversation about extractive transparency |                                                                                                |                                                                                                                                         |

**Future priorities for global coalition:** Strengthen mechanisms for access to information, obtain social-environmental data, defence of territories, climate and the environment.

## Senegal

Coalition in: 2015 (April)  
**Members: 25**  
**Coordinator: Full-time, salaried, recruited (as of 2016)**

| Key successes                                                         | Factors contributing to success                                               | Challenges                                                              |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Senegal becoming an EITI candidate country                            | The commitment of the members of the coalition                                | Fundraising (for implementation of the strategy and travel for members) |
| The coalition successfully influenced the revision of the mining code | An environment favourable to dialogue with the state and extractive companies | Getting a space on the table to influence the revision of the oil code  |

**Future priorities for the global coalition:** To continue the strong north-south connections in the coalition which have been so helpful towards advocacy success.

## Tajikistan

Coalition: formed in 2011, joined PWYP as an affiliated coalition in 2014  
**Members: 23**  
**Coordinator: Part-time, volunteer, elected**

| Key successes           | Factors contributing to success                  | Challenges                                                                                                                       |
|-------------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Involvement in EITI MSG | Learning from the experiences in other countries | Members would like more opportunities for exchanges and to learn from other coalitions and participate in events related to EITI |
|                         | Global momentum                                  | Lack of funds for the dissemination of information about EITI and the country's first EITI report                                |
|                         |                                                  | Poor understanding by the mining companies of EITI                                                                               |

**Future priorities for the global coalition:** To work more closely with the Eurasia region.

## Togo

Coalition in: 2013  
Members: 28  
Coordinator: Part-time, volunteer, elected

| Key successes                                                                                                                               | Factors contributing to success                                                                       | Challenges                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Establishment of Togo coalition                                                                                                             | The dynamism and initiative taken by the Friends of the Earth Togo and other members of the coalition | Difficulties in raising funds to support the activities of the coalition                                     |
| Active participation of Togo members in implementation of EITI                                                                              | Effective communication between the regional coordinator and the coalition                            | Difficulties in mobilising the membership fees in order to finance the realisation of the coalition strategy |
| Work with communities living in the extractive regions of Tabligo, Vo and Bangéli which has resulted in communities receiving more revenues | Effective communication between members                                                               | Difficulty in implementing the 2012 – 2017 strategy                                                          |
| Strengthened capacity of members on the EITI standard and EITI report reconciliation                                                        | A good collaboration between the technical EITI Togo Secretariat and the coalition                    |                                                                                                              |

**Future priorities for the global coalition:** Beneficial ownership, tax justice, climate change.

## Tunisia

Coalition in: 2015  
Members: 16  
Coordinator: Part-time, volunteer, elected

| Key successes                                                                                                                                                                                                                                                                                                                                            | Factors contributing to success                                                                                                                                                                        | Challenges                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The pre-coalition group of members worked with parliamentarians so that Tunisia's new constitution of 2014 incorporated elements of transparency and accountability in the management of natural resources -> notably that contracts should be approved by a parliamentary committee before being enforced and that natural resources belong to citizens | Had access to members of the commission charged with drawing up the new constitution – in fact were also invited by said members for advice and expertise on extractive issues within the constitution | A lot of civil society organisations are quite young – it was only after the revolution that there was enough freedom for many of them to operate and be established |
|                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                        | Getting registered is proving a slow process                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                        | Financial means (although has received support from NRGi and PWYP)                                                                                                   |

**Future priorities for the global coalition:** To go beyond fiscal transparency; to examine what companies should be paying as well as what they do pay.

## Uganda

Coalition in: 2008  
Members: 38  
Coordinator: Full-time, salaried, recruited

| Key successes                                                                                                                                     | Factors contributing to success | Challenges                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------------------------------------------------------------------|
| Participated in seeking citizen views on 2013 oil laws                                                                                            | Great Lakes statement on EITI   | Limited funding                                                                    |
| Civil society and policy-makers have increased awareness of EITI                                                                                  | Tullow publishing its payments  | Inadequate coordination among the coalition members                                |
| Communication and knowledge management by setting up Facebook page and Twitter pages                                                              | Name of PWYP as a global brand  | Political interference by district security officials especially in the oil region |
| Trained coalition members, MPs and other policy-makers on policy research and advocacy                                                            |                                 | Uganda not being a member of EITI, coalition unable to use it as a platform        |
| As a result of the PWYP campaign, coalition members are carrying out advocacy related to transparency and accountability in the extractive sector |                                 | Culture of secrecy, particularly around extractive contracts                       |
| Employed a full time national coordinator                                                                                                         |                                 |                                                                                    |

**Future priorities of global coalition:** EITI and examining the impact of extraction all along the value chain.

## United Kingdom

Coalition in: 2002  
 Members: 25  
 Coordinator: Part-time, recruited, salaried

| Key successes                                                                                                                                                                                                                                                                                                                                                              | Factors contributing to success                                                                                                                                                                                                                                                                                                             | Challenges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Successful and swift transposition of EU Transparency &amp; Accounting Directives by the UK with strong rules on e.g. penalties</p> <p>Securing Beneficial Ownership and project-level reporting in UK implementation of EITI</p> <p>Securing strong UK government extractive commitments via the Open Government Partnership NAP, including on open data reporting</p> | <p>Having a political champion, north-south coordination, single-issue and clear messaging, expertise, professionalism of coalition members, fortunate timing (global momentum), having the founding members of PWYP based in the UK, fact that the UK Prime Minister and government were strongly in favour of extractive transparency</p> | <p>The industry drafted a guidance note for the transposition of the EU Transparency &amp; Accounting Directives that, if backed by the UK government, could have watered down company reporting against the rules. For two years the coalition had to fight back against this guidance note to ensure that the rules were not undermined</p> <p>Ensuring rapid enough progress from government re: Open Data reporting by London publicly listed companies</p> <p>2012 -13 lack of certainty re: funding</p> |

**Future priorities for the global coalition:** Using the data; plugging gaps in Mandatory Disclosure, e.g. looking at commodity trading, getting UK government to expand Mandatory Disclosure to AIM; persuade crown dependencies/channel islands to be transparent on commodities. Extending Open data reporting and establishing open contracting and Beneficial Ownership as a global standard.

## United States

Coalition in: 2004  
 Members: 39  
 Coordinator: Full-time, salaried, recruited

| Key successes                                                          | Factors contributing to success                                                                                                                                                                                                    | Challenges                                                                                                            |
|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <p>Protecting Dodd-Frank 1504 and getting the SEC to reissue rules</p> | <p>Conducted very robust and thorough research to back up arguments</p> <p>Engaged with the SEC arguments to respond to their concerns point by point</p> <p>Collaboration with southern coalitions in resource-rich countries</p> | <p>Big Oil was very opposed, campaigning strongly against Dodd-Frank 1504 and trying to undermine the legislation</p> |

**Future priorities for the global coalition:** Using the data and tax justice.

## Yemen

Coalition in: 2008  
 Members: 19  
 Coordinator: Part-time, volunteer, elected

| Key successes                                                                                                                                                                                              | Factors contributing to success                                                                                                                                                                                                                                                                                                                                                                                               | Challenges                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Successfully advocated for mining revenues to be included in EITI reports (through creating strong TOR for EITI reports)</p> <p>Inclusion of project-by-project company reporting in EITI reporting</p> | <p>Political will - after the revolution a reformist movement was spearheaded by those that took power over ministries critical to the industry (Ministry of Finance, Ministry of Oil, Prime Minister's Office)</p> <p>Support from PWYP Secretariat and NRG1 - coalition's governance structure and strategic priorities were enhanced and developed, while its capacities around EITI and report analysis were improved</p> | <p>Highly unstable political/security situation, which also crippled civil society</p> <p>Lack of funding (and political situation stopped all foreign aid for development programmes)</p> <p>Lack of a free press</p> |

**Future priorities for the global coalition:** More knowledge sharing and helping national coalitions fundraise jointly with the International Secretariat.

## Zambia

Coalition since: 2009  
Members: 14  
Coordinator: Full-time, salaried, recruited

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                                                   | Factors contributing to success                                                                                                                                                                                                                                              | Challenges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Has strengthened its presence on the EITI MSG so as to better support and influence the implementation of EITI</p> <p>In its bid to expand presence beyond the capital, PWYP Zambia successfully launched a provincial chapter in the Copper-Belt province</p> <p>Held two AGMs, where new members were confirmed, the coalition's guiding principles and TORs for subcommittees were adopted. A new steering committee was also elected</p> | <p>Increased support from the PWYP International Secretariat, especially through the presence of an East and Southern Africa Regional Coordinator</p> <p>Continued collaboration between PWYP Zambia and other international CSOs centred on natural resource governance</p> | <p>Accessing funding has been difficult over the past three years. The coordinator attributes part of this to the fact that the Zambian coalition is not registered, and is a loose network of CSOs.</p> <p>Changing political context – there have been three presidents between 2012 and 2015, making continued engagement difficult. The mining codes have also changed with each administration, complicating the coalition's advocacy.</p> <p>Whether or not it is related to the changing administrations, there has been poor attendance by policy makers at engagement meetings</p> |

**Future priorities for the global coalition:** Tax justice and illicit financial flows.

## Zimbabwe

Coalition since: 2011  
Members: 13  
Coordinator: Full-time, salaried, recruited

| Key successes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Factors contributing to success                                                                                                                                                                                                                             | Challenges                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Zimbabwean coalition has been successful in creating a strong governance structure, which has enabled the coalition to work well.</p> <p>Efforts by the coalition have resulted in the government expressing interest over the principles of the EITI. In every budget statement since 2013, the Finance Ministers noted the need to adopt the EITI or implement the Zimbabwe Mineral Resource Transparency Initiative</p> <p>Working with other PWYP coalitions including PWYP Canada, Zambia, Mali and USA</p> | <p>Global networking such as collaborations with Canada</p> <p>Identification of Members of Parliament who have become champions for transparency and accountability</p> <p>Timely information sharing with stakeholder to raise momentum on key issues</p> | <p>Internally the coalition needs to strengthen its communication to ensure improved collective action</p> <p>Access to decision makers in some of the activities has been difficult. It is only in 2015 that the chapter has made inroads including interacting with the Ministry of Mines and Mining Development</p> |

**Future priorities for the global coalition:** Tax Justice, Illicit Financial Flows, contract transparency and beneficial ownership.







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