



**PUBLISH WHAT
YOU PAY**

What Might Our Movement's Future Look Like Given the COVID-19 Pandemic?

A Global Conversation to Stress Test Publish What You Pay's Strategic Plan

**A Report by the PWYP Secretariat
November 2020**

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Context for the Report

We are currently facing unprecedented times, with the unfolding of the global COVID-19 pandemic surging once again and the associated economic, social and political shocks reverberating around the world. We live in an increasingly “[VUCA World](#)” characterized by Volatility, Uncertainty, Complexity and Ambiguity. The pandemic and all of its repercussions has had and will undoubtedly continue to have a significant impact on PWYP’s advocacy agenda and in the years to come. Across the movement, we have already had to adapt quickly, especially as regards the transition to a largely virtual working environment. Yet for the most part our adaptations have been reactive rather than proactive responses to the crises and the ways in which things may evolve in the future. It is in this context that the Publish What You Pay Secretariat wanted to make sure that we created a shared space for learning and reflection about potential future scenarios and how we might adapt our strategies to maximize our effectiveness moving forward.

We invited colleagues from around the world and across different sectors to join us in using a tool prepared by Deloitte titled “[The World Remade by Covid-19: Scenarios for Resilient Leaders](#)” which spelled out four distinct possible future scenarios against which we could stress test our current [Vision 2025 global strategy](#). Our goal was to enable our movement to be more effective in advancing the success of our ongoing work to ensure accountability, sustainability and equity in the extractive sector. This report reflects the learnings gleaned from the series of two global webinars that we organized on 26 and 30 October 2020. We invited an impressive group of 40 participants, spanning over 30 different countries and coming from diverse backgrounds, including civil society, academia, foundations, governments and industry associations active across the natural resource governance field.

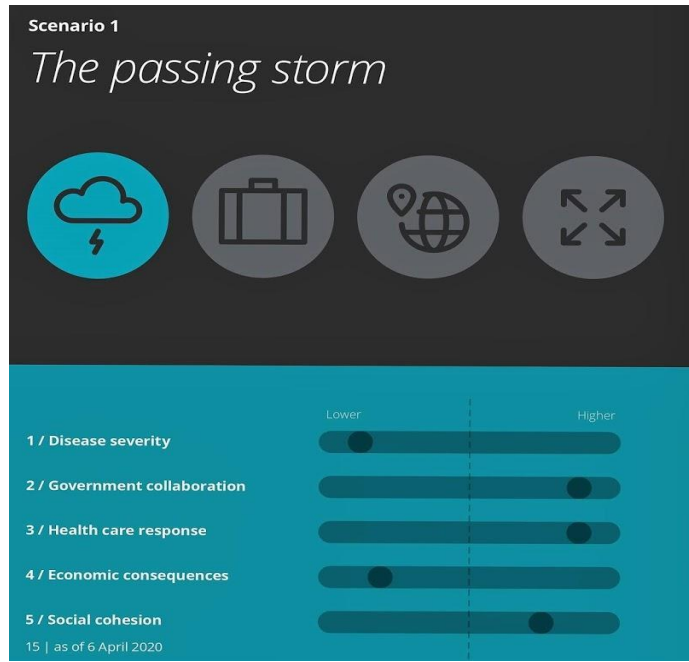
We began our work together with a plenary session with Katindi Sivi, an African futurist who introduced us to “futures planning” which is the process of anticipating or estimating some future events based on knowledge acquired through the present day. As Katindi pointed out, the further out you get from the present the less certainty you will have in your predictions, and yet futures planning is key to increasing the effectiveness and resilience of any organization. What is especially important to guard against is the dominance of a “single story” in projecting and planning for the future.

Following Dr Katindi’s introduction, we moved into four diverse multi-sector break out groups, each of which considered a single scenario and the implications of that scenario for PWYP’s mission, goals and strategy. In what follows we feature the summaries of the four scenarios the Deloitte team outlined -- the Passing Storm, the Good Company, Sunrise in the East and Lone Wolves – as well as each working group’s assessment of the Opportunities, Threats and Strategy adaptations indicated under each scenario.

Following our summary of the working group’s perspectives, we offer the PWYP Secretariat’s perspectives on key trends and questions we should be asking ourselves as we move forward. We look forward to continued conversations with you all on these important issues.

The Passing Storm

Scenario Summary



Scenario description

The COVID-19 pandemic shakes society but, after a slow start, is met with an increasingly **effective health system and political response**. The virus is eradicated earlier than expected due to coordinated measures by global players to spread awareness and share best practices. Their competence in the crisis renews trust in public institutions. Despite being relatively short-lived, the pandemic causes **long-term economic impacts**. Fiscal and monetary stimulus help blunt the shocks, but cannot reverse the **losses that small businesses and lower- and middle-income individuals** have begun to experience. Tensions sharpen between socioeconomic classes.

What we would need to believe...

- Governments effectively communicate the severity of the pandemic and collaborate to share best practices. Society complies with quarantine measures to effectively mitigate the virus's spread.
- No indications of a second wave of the virus are identified. Mechanisms to combat the virus (such as immunization) are mobilized and lead to effective prevention and treatments in the long run.
- Economic activity rebounds in late 2020. Recovery is initially slow, but speeds up in the second half of 2021 as consumers become more confident.

A closer look at the scenarios

The passing storm

Society	<ul style="list-style-type: none"> • Social cohesion is generally improved coming out of the crisis, as people develop a heightened sense of appreciation for relationships following periods of quarantine. • The forced exposure to work from home measures open some companies' eyes to the benefits and cost-effectiveness of occasional or "as-needed" virtual opportunities, with white-collar workers seeing the biggest uptick in opportunities. • Virtual learning rises in prominence, particularly in higher education, resulting in increased access and reduced cost of higher education. • The lasting economic ramifications drive increasing tension between older and younger generations, as Boomers push back retirement ages to recover lost wealth.
Technology	<ul style="list-style-type: none"> • In response to short-lived quarantine measures, technological development in communications and collaboration tools sees an acceleration with increased investment in remote conferencing and virtual reality applications. • Technology is seen as an enhancement to the in-person experiences people increasingly value. Virtual "hangout" sessions become a norm, helping to keep friends and families connected regardless of distance.
Economy	<ul style="list-style-type: none"> • Although short-lived, the pandemic launches the world into a recession and exacerbates the challenges of socioeconomic inequality, as people's uneven ability to weather the storm becomes highly evident. • Initial adjustments to fiscal policy and economic stimulus provide cushion for some, but SMBs still suffer. Trillions of dollars in stimulus focus on helping small businesses retain their employees, but the quarantine period still forces many to shut their doors. In turn, many nonessential and blue-collar workers find themselves unemployed in the longer term. • Businesses adapt to become more resilient toward future crises, with a rise in subscription-based models as a method to generate more predictable streams of revenue.
Environment	<ul style="list-style-type: none"> • Renewed efforts to fight climate change are undertaken as successful global collaboration gives individuals hope of enacting actual change. Stricter global emission regulations are adopted.
Politics	<ul style="list-style-type: none"> • In the aftermath of the pandemic, countries and leaders around the world introduce new collaboration efforts to prevent the spread of future pandemics and increase proactive disaster response; trust in government and public institutions is renewed. • International organizations, such as WHO, see a rise in relevance, as a spotlight is placed on, and people become aware of, their efforts.

Opportunities

- In this context of global and multi-stakeholder cooperation and collaboration, PWYP can benefit from increased trust between government, civil society, and companies.
- We would be well positioned to articulate and scrutinise the role of extractive industries in countries going through economic crises. While governments will focus on the economic development opportunities of natural resource extraction, we can also point to the threats such as growing wealth inequities and rising infection rates in mines.
- Moreover, with less revenue available, governments may be more inclined to cooperate with civil society to demand transparency from companies given the shared interest in increasing revenue streams. PWYP can bring its strong evidence base to these discussions.
- Social cohesion, virtual learning and technology are enhanced in this scenario, creating an opportunity to expand and diversify our movement, connecting with youth, labour, groups arguing for a green transition and beyond.
- Climate change will be a key agenda item for governments, companies, and civil society and the imperative of lowering emissions could help us advance a PWYP campaign supportive of a transparent, just and fair energy transition.
- Many small companies will be supported through economic recovery incentives and PWYP can look to position civil society for support given the role of civil society in advancing the greater good and the employment opportunities it provides. PWYP's unique value is as a movement and a connector, so it has the opportunity to contribute significantly to a resilient civil society.

Threats

- Companies and their financial partners may be less concerned about transparency due to the financial crisis and their aim to recover promptly. They may thus increase their lobbying to governments to reduce transparency and reporting requirements.
- Transparency and improvements to natural resource governance may not be a top priority for governments given the health, economic and education challenges precipitated by the COVID pandemic.
- With the accelerated energy transition predicted under this scenario, we will see an increase of workers working in the renewable energy sector. PWYP will need to make sure there is a just energy transition and that workers are not negatively impacted by this trend.
- There will be an economic recession which may heavily affect PWYP's funding base, especially member organisations who already find it difficult to find the necessary support.
- Virtual working may be challenging for some local organisations and communities who lack the technology or high-speed Internet access (cf the digital divide). This, combined with social distancing and travel bans, may in turn lead to reduced access to information for more marginalised communities and organisations.

- We will face increased threats to our digital security. Even as we increase our presence online and increasingly use digital platforms for advocacy in order to adapt to the pandemic, we will need to make sure we strengthen and/or reinforce our security for online working environments.
- Increased trust and cooperation with governments and companies can lead to movements becoming co-opted. PWYP should be alert to this risk.

Strategies

- Companies and investors committed to the energy transition and non-financial data disclosure are potential allies in the fight for transparency in this scenario.
- EITI could be a key advocacy target given it's likely increase in prominence as trust in governments and international cooperation increases.
- Given this scenario features stronger international cooperation between governments, we would benefit from increasing our engagement with regional and international institutions.
- The growing interest amongst intergovernmental organisations in transparency through policies and binding laws could be further advanced in this more internationalist environment.
- In adapting PWYP's narrative to this context, we should advance arguments regarding threats to the health, economic and education sectors as motivators to demand more transparency.
- Financial institutions could also be a key advocacy target, especially as loans to governments can be made dependent on transparency commitments.
- We could increase the use of financial modelling for evidence-based advocacy which can in turn further enhance collaboration with governments and financial institutions.
- Under this scenario, PWYP would also want to look at expanding the movement to other non PWYP organisations at different levels, for example, regional, national, local, women and youth led groups. We should look to increase cross movement collaboration to increase our effectiveness.

The Good Company

Scenario Summary



Scenario description

The COVID-19 pandemic persists past initial projections, placing a growing burden on governments around the world that struggle to handle the crisis alone. A **surge of public-private sector partnerships emerges** as companies step up as part of the global solution. New “pop-up ecosystems” arise as companies across industries partner to respond to critical needs and drive much-needed innovation. Social media companies, platform companies, and tech giants gain new prestige. **Ultimately, companies shift further toward “stakeholder capitalism,”** with a more empathetic stance on how they can best serve their customers, shareholders, and employees to rebuild after the crisis.

What we would need to believe...

- Businesses take initiative to combat the virus's spread by supplying health care expertise and enhanced software and tools.
- A shift toward greater corporate responsibility is seen, with new long-term outlooks leading to greater emphasis on investing in workers and communities.
- Economic recovery begins late 2021. Recovery slow in early 2022 and speeds up by the second half of 2022.

Society	<ul style="list-style-type: none"> • In reaction to extended periods at home and in quarantine, society shifts to become more purpose-driven. • Society becomes accustomed to more frequent telecommuting, which results in a widespread rise in support for more flexibility in corporate policies toward work from home, sick leave, vacations, and parental leave. • Individuals, empowered by technologies from wearables to AI, take accountability for security and health into their own hands. • Online education becomes more widely accepted and significant investment is poured into moving schools or portions of education online; telemedicine becomes the “front line” of the medical field.
Technology	<ul style="list-style-type: none"> • People increasingly embrace technology and its role in their lives, reversing previous trends toward a “techlash.” • An innovation explosion occurs, with significant investment into new applications in areas such as virtual reality, AI, and 3D printing, as part of a digitally integrated customer experience. • Online security becomes a mounting focus to maintain and protect the connectivity upon which people have become increasingly reliant; people become increasingly comfortable sharing information and data with companies.
Economy	<ul style="list-style-type: none"> • The prolonged pandemic rocks the economy and leads to a fundamental shift in the balance of power. Bigger companies are more resilient, and smaller players are acquired or struggle to stay in business. • Companies lagging in technological maturity and connectivity decline in prominence or go out of business during the extended periods of shutdown. • Larger companies take on some functions previously provided by the public sector and work to revitalize their communities and provide support during a time of economic downturn.
Environment	<ul style="list-style-type: none"> • Focus on climate change is mixed, with some sustainability-minded companies partnering to drive forward initiatives.
Politics	<ul style="list-style-type: none"> • The public sector struggles to contain the virus on its own, prompting large corporations to step up as part of the solution; increased partnership between the public and private sector is seen in the long term. • Some decline is seen in trust in government and public institutions.

Opportunities

- There would be increasing incentives for contracts disclosure in this scenario as companies are keeping the interests of the wider society in mind.
- In an environment where good corporate behavior is the norm, the Responsible Mining Index could gain influence as it spotlights companies that are doing well.
- The concentration of corporate power means that if the key players adopt good practices it is multiplied across other contexts.
- From the EITI point of view, the scenario where companies are active players and assume additional responsibilities for fairness and justice can be a good thing; EITI will be a strong venue to ensure transparency and accountability in this environment.
- With governments in a weaker financial position, states will have motivations beyond securing foreign direct investment and will be trying to strengthen relationships with companies and build the resilience of the extractives sector.
- There will be more players who ask for and expect transparency and thus some of the historic resistance to transparency will diminish.
- There may be new opportunities to leverage the finance sector as an ally in our advocacy with companies and governments.
- There are opportunities for movement building and more diverse civic participation in this scenario. Currently, colleagues travelling from the global south frequently can't get visas or afford to attend in person convenings.
- More technology access expands our potential for inclusivity, access to events, information and knowledge.

Threats

- In this scenario with weakened governments, disclosure will depend much more on the good will of companies.¹
- Governments will lose some of their status and their ability to enforce environmental, labour and other laws important to PWYP.
- Civil society and PWYP will need to strive to fill the oversight gap, holding companies to account for delivery of public services.
- Citizens will struggle to hold their governments to account. Already, Parliamentary oversight has been reduced as public meetings have been shut down due to COVID-19.
- There are parts of the world where people don't have the physical space or the wifi to make progress online. Moreover, there are places where you need to have physical encounters to build relationships within government to advance your work. This is

¹ Additionally, it is important to remember that in our sector there are also many State-Owned Enterprises that operate alongside private companies. The impact on State Owned Enterprises in this scenario is difficult to predict. Some participants assumed that they would decline in prominence whereas others felt that they would persist given the level of assets they have and can deploy.

especially true in environments where you cannot have conversations online because it isn't safe for government employees to be seen as allied with an NGO.

- Those governments who hold disproportionate power in terms of resources such as China may pursue increased global power and seek to undermine weakened states.
- If the state is weaker it is possible that even though companies are stepping in to fill public service gaps they may also be restricting civic space.
- The level of cyber security threat is higher than ever before and there may continue to be challenges even in this scenario where online security is increasing. Additionally, not everyone trusts western technologies like Zoom.
- Public private partnership means that services would be transferred to the private sector, thereby raising the cost of living. In this scenario, the focus of the citizen may be to fend for themselves and they may not have time to engage on our issues.
- The multi-stakeholder entities are threatened where companies have more power. EITI already has an imbalance in power structure because only the governments have requirements to adhere to. If companies get more powerful, they can be even less respectful of the EITI mandates.
- If you are a company applying best practices but there is poor regulation then you are at a disadvantage relative to bad actors which may reduce your incentive to play by the rules.
- As we move to focus more on financial institutions as targets for influence, those are typically based in the global north. Not all CSO groups will be able to transition to working more with financial institutions; there will be a need to deepen expertise across the movement.
- We would be in a tightened government budget environment as many move towards austerity. Foreign aid and investment in the NGO sector has already declined in countries like the United States and that would only worsen in this scenario.

Strategies

- Companies become key players in this scenario and they are subject to different forms of influence. The international companies will be very reputationally conscious so we would need to expand our advocacy to focus more on them.
- Given the prominence of companies, we would also need to be redoubling our efforts to advocate through shareholders and other key company stakeholders.
- Investor pressure becomes even more important where governments have less leverage over companies. The concentration into larger companies changes the equation for civil society, with investors being an even more promising route to influence them. We should increase our focus on the finance sector in this scenario. Companies of any scale tend to be public but as you move down the supply chain they are often private. However, even private companies may still be financed by large private equity firms which can be sensitive to pressure. There would also be the opportunities of working with international financial institutions and DFIs directly and through their accountability offices to increase their participation in advancing our agenda.

- We should deepen the alliances with groups that work on lobbying and policy, especially as regards climate change given the growing pressure we would see in this scenario on asset managers to align investments with climate science.
- PWYP's campaign for contract disclosure would be powerful in this scenario, with corporate support and government incentives to join in the call for transparency. Good companies will want a level playing field and would encourage everyone to move to higher standards.
- There would be an opportunity to highlight good practices, for example by using the Responsible Mining Index and the new GRI sector standards as advocacy tools.

Sunrise in the East

Scenario Summary



Scenario description

The COVID-19 pandemic is severe and unfolds inconsistently across the world. **China and other East Asian countries manage the disease more effectively**, whereas Western nations struggle with deep and lasting impacts—human, social, and economic—driven by slower and inconsistent responses. The global center of power shifts decisively east as China and other **East Asian nations take the reins as primary powers on the world stage** and lead global coordination of the health system and other multilateral institutions. The ability of China, Taiwan, and South Korea to contain the outbreak through strong, centralized government response becomes the “gold standard.”

What we would need to believe...

- East Asian countries emerge from the recovery period with less economic impact.
- China significantly ramps up foreign direct investment efforts, bolstering its global reputation.
- People accept greater surveillance mechanisms as part of the public good.
- Economic recovery begins late 2021, with notably quicker and more robust recovery in the East.

Society	<ul style="list-style-type: none"> • Social cohesion rises, with an increased emphasis placed on values such as public order and shared sacrifice. • An extended and more severe pandemic causes all things virtual to become the norm, particularly shopping online, learning and education, political activism, and managing social relationships. • The required shift to virtual interactions may be particularly challenging for older generations.
Technology	<ul style="list-style-type: none"> • The technologies of the fourth industrial revolution accelerate in development due to greater demand. • Increases in consumer data-sharing with governments and businesses cause a leap forward in AI and its quick embedding into everyday life, from health management to security.
Economy	<ul style="list-style-type: none"> • Significant shrinkage is seen in the global economy, and sweeping government bailouts are needed by countries to keep major industries afloat. • The pandemic creates a “social leveling” across all classes, as all are affected by the ongoing crises, but wealthy individuals are better equipped to withstand the shifting landscape. • The physical transportation and hospitality industries are hit hardest in the short term, with global flows of goods and people eventually stabilizing after an extended decline. • As China rises in prominence, they expand investments in the Belt and Road Initiative, New Development Bank, and Shanghai Cooperation Organization, providing much-needed relief and an economic spark for countries requiring capital.
Environment	<ul style="list-style-type: none"> • While declines in pollution are seen from increased “stay-at-home” measures, the economic challenges lead to an overall decline in emphasis on climate change and renewable energy investment.
Politics	<ul style="list-style-type: none"> • East Asian nations who entered the pandemic period with stricter control measures find themselves better able to weather the storm than those without, and accordingly see more rapid economic recovery. • The shift in the center of political gravity toward the East motivates Western countries to take additional control measures. Momentum is with East Asian nations as they take increasing leadership roles in global institutions. • A rise in centralized government surveillance mechanisms is seen, with people generally accepting it as a part of the public good.

Opportunities

- We have made mandatory transparency a growing global norm backed by western governments and even China would struggle to roll that back completely in this

scenario. There might also be an opportunity to engage more companies from China and East Asia to support transparency and become EITI supporters.

- Potential set-backs to the PWYP agenda may make our campaigns even more relevant. For example, there could be opportunities to increase public participation overall in EITI, FPIC etc.
- There could be new opportunities to form alliances with social movements in East Asia (environmental, women movements, etc).
- As more investments enter the renewables sector there could be opportunities for PWYP to get involved in transparency issues in that sector, including a chance to leverage Chinese interest in renewables.
- China has demonstrated commitment to local regulation on environmental issues such as pollution and could perhaps be pressured to adhere to stricter environmental standards overseas as their footprint expands. This might also help to increase the prominence of environmental issues in the EITI's list of priorities.
- The Belt and Road initiative could be influential and positive in some respects, as China plans construction projects in more than 60 countries along these routes.
- It is striking that even now the negative impacts of extractives companies from different countries are similar (including on issues related to community rights); there will thus be continued opportunities within this scenario to highlight injustice with a more global range of countries, investors and companies.
- We may see increased funding from governments using CSO advocacy on key issues as a way of trying to weaken the political and economic dominance of China. Other sources of support might appear - in particular, donations from wealthy individuals who will be better positioned under this scenario.

Threats

- Chinese investments don't tend to go hand in hand with democracy, transparency or citizen participation and that trend would presumably continue in a place where their dominance increases.
- China's Belt and Road could also imply even faster economic, diplomatic and political dominance of China across the globe.
- We are unlikely to see local citizens in resource rich countries benefiting economically from Chinese investments.
- Threats to public participation may be magnified in this scenario.
- The PWYP mandate would still be very relevant but we lack the tools, culture and connection to engage more with China which is a central player in this context.
- We might not be able to count on the US or UK as allies in international standards in the way we're used to.
- Western countries and donors that are currently funding the EITI may face reduced budgets leading to funding gaps for EITI.




Strategies

- A global network like PWYP would need to think about a targeted international campaign working with partners and drawing on facts from grassroots groups.
- We would need to be creative in building solidarity networks beyond our existing relationships.
- We would need to double down on our calls for human rights, transparency and accountability; special attention should be paid to the national and local levels.
- We would need to adapt and strengthen our strategies for engagement with China. We need to change our approach to finding pressure points as China is quite different and we are less familiar with working in that environment.
- Even if we can't succeed by pressuring the Chinese governments or companies on issues related to transparency and accountability, it is possible to pressure and/or support the capacity of the governments receiving the investments in resource rich countries.
- We could pivot to focus on country-specific standards in China and increase our investigative work regarding Chinese investments and project execution.
- There could also be a role for PWYP to do more on the cost benefit analysis of proposed projects (including Chinese investments in transition minerals).
- We would need to strengthen civil society calls on EITI to hold governments to account and help CSOs to better monitor governments' accountability and implementation of high environmental and social standards in the extractive sector.

Lone Wolves

Scenario Summary

Scenario 4
Lone wolves

Lower
Higher

1 / Disease severity	<input type="range" value="85"/>
2 / Government collaboration	<input type="range" value="15"/>
3 / Health care response	<input type="range" value="35"/>
4 / Economic consequences	<input type="range" value="85"/>
5 / Social cohesion	<input type="range" value="25"/>

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Scenario description

The COVID-19 pandemic becomes a prolonged crisis as **waves of disease rock the globe** for longer than anyone was prepared for. Mounting deaths, social unrest, and economic freefall become prominent. The invisible enemy is everywhere, and **paranoia grows**. Nations put strict controls on foreigners and force supply chains home in the name of local security. **Countries grow isolationist** in the name of domestic safety. **Government surveillance is commonplace**, with tech monitors on people and their movements.

What we would need to believe...

- The SARS-Cov-2 virus strain which causes COVID-19 disease continues to mutate and evolve, evading eradication.
- Citizens cede freedoms to governments in the name of virus containment.
- Countries deemphasize working together and enforce isolationist policies.
- Governments turn to extreme surveillance and monitoring tools.
- Global economic recovery by mid-2022, with diverging rates of recovery across countries.

Society	<ul style="list-style-type: none"> • Physical distancing becomes an ongoing fact of life, hampering social cohesion. Paranoia and distrust abound. • A decline in individual freedom is witnessed, as governments adopt strict measures (such as mandatory screening and tracking programs and penalties) to reduce the spread of the disease domestically.
Technology	<ul style="list-style-type: none"> • Technology advances to meet society's virtual demands, but funding is spent primarily on extreme surveillance measures in hopes of containing the ever-present pandemic. • Advanced forms of virtual communications are developed as curfews and regulations restrict in-person communication. • Government and law enforcement oblige data-sharing and rapidly implement facial recognition and surveillance technology. • With increased reliance on technology and rising global tensions, society finds itself increasingly vulnerable to cyberattacks.
Economy	<ul style="list-style-type: none"> • Credit crisis spurred by prolonged virus increases cost of capital and reduces liquidity. • Larger countries such as the United States, China, and Germany inject massive amounts of public investment to localize manufacturing and become self-sustained. • Countries largely dependent on trade, like South Korea and Singapore, see their supply chains cut and find they must increasingly fend for themselves. • Businesses and consumers become increasingly wary of frequent market shocks, and consumer surplus and savings decline due to the increased price of goods. • Governments take more control over business life, and now yield major influence over flows of capital.
Environment	<ul style="list-style-type: none"> • Environmental initiatives are deprioritized as countries focus on energy and food independence. • Countries withdraw from previous climate change agreements and focus on short-term economic recovery over longer-term environmental impact.
Politics	<ul style="list-style-type: none"> • Isolationism is practiced globally as countries try to individually contain the disease. Initial border control policies are now cemented in place with full border lockdowns, international travel bans, and cancellation of work and student visa programs. • Global coordination institutions like the UN, WTO, and ICANN become increasingly ineffective, and official international mandates such as the Paris Agreement are left in endless debate.

Opportunities

- Despite the apocalyptic nature of this scenario (or indeed, because of it), it presents a clear opportunity for maintaining and doubling down on PWYP's raison d'être.
- Resource extraction will continue but there will be high inefficiency and higher resource prices.
- Communities may be more motivated to use data to understand where the extractives revenues are going.
- Supply chains will be shorter and less abstract; people will be forced to reckon with many social and environmental impacts on their doorstep and this may also drive demand for more data disclosure.
- Supply chain disruptions may create more options to force the hand of governments that refuse to diversify away from fossil fuels.
- Our coalition will have an advantage in that the nature of our movement is global *and* local which will be key in such a fractured worldwide environment. We can make the case for the value of collaboration, which will be a counterweight to the nationalism and isolationism in this scenario.
- The number of whistleblowers may increase in this scenario as the demand for their information increases.
- Many activists working within PWYP already have experience dealing with hostile scenarios and governments; we have knowledge that can be shared across our network and beyond.

Threats

- In this context of global isolationism, the international norms that we have built and rely upon in our advocacy may be undermined.
- Open governance may be challenged, making it harder and less relevant to focus on extractives industry transparency.
- Open data portals are not likely to be highly present or valued in this scenario.
- EITI is likely to fragment and might even die out as fewer political and financial resources are allocated to it by national governments.
- Resource rich countries will face an intensifying resource curse as global trade decreases as a result of isolationism.
- Civil society is already perceived or portrayed in some countries as anti-development; in this scenario, they might even be perceived as anti-survival which would reduce our influence.
- There will be a lot of variability in circumstances across national contexts which could make strategic coalitions within PWYP more difficult. This may trend the coalition towards the lowest common denominator across the network.
- You may see tension amongst the CSO community between a focus on governance vs social and economic outcomes and rights.
- CSOs may become more radicalized and PWYP will need to consider its affiliations to maximise continued impact.
- The more decentralized work required would necessitate increased coordination.

- In this scenario, citizens have accepted increased surveillance and it would therefore be much harder to work or fund across or even within borders.
- Already shrinking civic space will condense even more.
- PWYP and its allies will certainly face increased funding constraints in this scenario.

Strategies

- We would need to go “back to basics” -- shifting our attention to focusing more on the underlying building blocks facing threats such as protection of the civic space, physical and digital security, deepening poverty and economic deprivation, environmental degradation etc.
- We will need to review modes of communication to retain connectivity and draw on knowledge from different coalitions as a counterweight to the isolationism. This includes documenting what works and what doesn’t for purposes of cross learning.
- We would need to build a more decentralized approach to our advocacy including more national level advocacy and fundraising.
- State Owned Enterprises are likely to grow so we would need to be working domestically to push through national policies to regulate them effectively.
- It might be advantageous to partner with other advocacy groups fighting for human rights and climate and gender justice at the national level in this scenario which posits an unplanned energy transition.
- PWYP might need to align itself more closely with political parties in national contexts to be effective but would also need to find effective ways of guarding against elite capture.
- PWYP will need to demonstrate its growth through local impact much more than growth through numbers in the movement.

Concluding Reflections from the PWYP Secretariat

As we digest the very thoughtful reflections from the breakout groups in this exercise as summarized above, we are struck by a number of consistent trends and observations which have implications for our movement and should be considered in the context of our strategies moving forward. In what follows, we outline those perceived trends and posit some questions we should ask ourselves as we plan for the future.

1) The COVID-19 Pandemic is Accelerating Existing Trends in International Relations, Inequality and Civic Space

As the pandemic unfolds around the world, we are seeing many already existing trends accelerate including the declining role and influence of multilateral institutions and global frameworks, substantial growth in the wealth and power of a small number of companies in the technology sector, increases in threats to democracy and fundamental human rights, and threats to civic space.

What can we do as a movement to be more effective in addressing these worrisome trends?

2) We May See Less Responsiveness of Governments to Advocacy on Transparency, Participation and Accountability

With the exception of the Passing Storm – an increasingly unlikely scenario given the lack of effective coordinated global response and the second wave of the pandemic now spreading across the globe – all of the scenarios paint a picture in which governments are either declining in power and influence or using that power to oppress their citizens. In addition, it seems clear that debt will be rising for governments worldwide as they struggle with reduced tax revenues in the face of the economic downturns and the rising costs of dealing with the pandemic. Our coalition has historically engaged with and targeted governments as the ultimate decision makers and yet there is a risk that they may be declining in influence or less receptive or responsive to our demands moving forward.

What adjustments do we need to make to our approach to advocacy moving forward given the challenges of working with governments and should we actively pursue new avenues by engaging with other types of power brokers?

3) The Power of Companies May Continue to Grow

Many commentators have been writing over the past decades about the growing concentration of corporate power in the hands of fewer companies and the threats that power presents to markets, democracy, and governance. Companies and wealthy individuals, especially those with a stake in the oil, gas and mining sectors have long exercised outsized influence over policy making in many countries around the world and that trend seems on track to continue.

How can we be more effective in our corporate campaigns and in exposing corporate capture of the state?

4) Money is a Key Lever for Influence

In recent years we have increased our work with the people providing loans and investment for extractives projects inside banks, governments, multilateral institutions and private finance. However, even the larger and better resourced organizations within our network are relatively new to this work and could benefit from increased expertise. A consistent theme in the breakouts was to increase our work and effectiveness in this area and to engage more with investors.

Given the potential declining power of governments and multilateral institutions, how can we be more effective in our advocacy work with financiers and investors?

5) The Power of China and Other Asian Governments May Continue to Grow

China and other Asian governments may be on track to continue to consolidate their economic and political power in the years to come, especially given their more effective handling of the pandemic relative to North America and Europe. In the extractive sector in particular, China is positioning itself to dominate the market of the critical minerals and metals required for the global transition to clean energy technology and to control these global supply chains.

How can we better position ourselves to be influential in China and Asia more widely?

6) Funding for Our Work May Decline in the Years to Come

The breakout groups cited declines in funding as a risk in all four scenarios given downward trends in the economy, reduced government revenues and projected shifts in priorities from both public and private donors.

How can we increase our financial resilience in the face of potential adversity?

7) We Need to Expand Our Movement and Build Broad Coalitions Of Change

Another consistent theme in our discussions was the imperative to establish broader civil society coalitions and more cross movement alliances. Given the potential that societies around the world may be facing heightened economic and health related risks in the years to come, we could see an associated decline in the salience of calls for transparency and accountability.

How can we better connect our work to the movements for human rights, environmental and gender justice?

8) Digital Threats and the Digital Divide Will Persist

All the discussions reflected on the benefits and threats of moving to a largely online working environment in the face of COVID-19. While this new normal has opened some doors to wider and more diverse participation, threats to digital security and the digital divide persist.

What can we do to be more proactive in addressing digital security and the digital divide?

9) The Energy Transition is Coming

While it is not accelerating fast enough to avert the worst consequences of the climate crisis, the energy transition is underway and it may take various courses of action depending on which scenario unfolds. In all scenarios, there are real risks that the most disenfranchised suffer disproportionately from the economic impacts of a chaotic transition to a low carbon economy as millions of low skilled and informal jobs are at risks of disappearing.

How can we ensure the race for renewable energy minerals doesn't repeat the governance/environmental/social problems of fossil fuel extraction and that the energy transition is fair and equitable?

Appendix 1: PWYP Global Strategy Summary



Appendix 2: Global Convening Agenda



**PUBLISH WHAT
YOU PAY**

AGENDA

PWYP & FRIENDS GLOBAL CONVERSATION COVID 19 IMPLICATIONS FOR OUR WORK

26th and 30th October 2020

DAY ONE: MONDAY 26 OCTOBER 2020, 1-3PM UK TIME

1:00-1:45pm *Plenary*

- Introductions
- Goals and Approach to our Sessions
- Introduction to Futures Planning and the Scenarios

1:45-2:45pm *Parallel Breakouts*

- 4 Breakout Groups, Each Focused on One Scenario
- Questions for Discussion

Vision2025 Goal 1 (Informed): Defending and extending transparency (campaigning for information disclosure) (30mn)

Under this scenario, what are the opportunities for and threats to extending transparency in the extractive industries?

Vision 2025 Goal 2 (Influential): Putting transparency to work (using information to drive the changes we want to see) (30mn)

Under this scenario, who should PWYP seek to influence to hold decision makers accountable? What opportunities and obstacles will PWYP face to influence these targets?

2:45-3:00pm *Short debrief and closing*

DAY TWO: FRIDAY 30 OCTOBER 2020, 1-3PM UK TIME

1:00-1:10pm *Plenary*

- Plans for Our Work in this Session

1:10-2:15pm *Parallel Breakouts*

- Return to the Same 4 Breakout Groups, Each on the Same Scenario as Before
- Select a Reporter for Your Group

Questions for Discussion

Vision2025 Goal 3 (Heard): Increasing civic participation in natural resource governance (promoting the right of citizens to be involved in decisions that affect them) (30mn)

Under this scenario, what are the opportunities for citizens to participate in the natural resources governance decisions that affect them? What could threaten or limit their participation?

Vision2025 Goal 4 (Connected): strengthening our movement (being an effective and inclusive global coalition which works through collective action) (30mn)

Under this scenario, what opportunities exist to grow PWYP and strengthen our collective action? What could derail this?

2:15-2:40pm *Plenary*

5 Minute Report Out from Each Breakout Group: What were the key insights you had regarding the implications of your scenario for:

1. **Defending and extending transparency**
2. **Putting transparency to work**
3. **Increasing civic participation in natural resource governance**
4. **Strengthening our movement**

2:40-3:00PM *Plenary*

Group reflections and next steps

Appendix 3: Global Convening Participant List

Confirmed participants	Affiliation	Country	Working groups
Adnan Bhaiya	PWYP GC	IRAQ	3: Sunrise in the East
Ali Idrissa	PWYP Board	NIGER	1: The passing storm
Alvin Mosioma	NGO	KENYA	2: Good company
Amadou Mariatou	PWYP GC	NIGER	1: The passing storm
Amy Taylor	NGO	USA	1: The passing storm
Ana Gonzalez	Donor	COLOMBIA	1: The passing storm
Andrew Clarke	Donor	UK	2: Good company
Aryanto Nugroho	PWYP member	INDONESIA	3: Sunrise in the East
Athayde Motta	PWYP GC	BRAZIL	1: The passing storm
Brice Mackosso	EITI Board	CONGO	1: The passing storm
Joe Bardwell	Facilitator/ PWYP Secretariat	UK	1: The passing storm
Chadwick Llanos	PWYP GC	PHILIPPINES	3: Sunrise in the East
Charles Wanguhu	PWYP Member	KENYA	4: Lone wolves
Cielo Magno	EITI Board	PHILIPPINES	2: Good company
Claude Kabemba	Member	SOUTH AFRICA	2: Good company
Daniel Kaufmann	NRGI	USA	1: The passing storm
Diana Kaissy	Member	LEBANON	1: The passing storm
Dupleix Kuenzob	PWYP GC	CAMEROON	1: The passing storm
Erisa Danladi	PWYP ASC	NIGERIA	4: Lone wolves
Gavin Hayman	NGO	UK	4: Lone wolves
Gillian Caldwell	Facilitator	USA	2: Good company
Gloria Majiga-Kamoto	PWYP GC	MALAWI	4: Lone wolves
Hélène De Villiers-Piaget	NGO	SWITZERLAND	2: Good company
Isabel Munila	PWYP GC	USA	2: Good company
Joe Williams	PWYP GC	UK	4: Lone wolves
John Gaventa	Academia	UK	3: Sunrise in the East
Johnny West	NGO	GERMANY	1: The passing storm
Katindi Sivi Njonjo	Facilitator	KENYA	4: Lone wolves
Kathleen Brophy	PWYP member	USA	4: Lone wolves
Kathrin Frauscher	NGO	UK	4: Lone wolves
Leila Kazemi	Academia	USA	4: Lone wolves
Luke Balleny	Industry	UK	3: Sunrise in the East
Lyydia Kilpi	EITI Secretariat	NORWAY	2: Good company
Marte Briseid	Donor/government	NORWAY	2: Good company
Michael Jarvis	Donor	USA	4: Lone wolves
Miles Litvinoff	PWYP GC	UK	3: Sunrise in the East
Mutuso Dhliwayo	PWYP Member	ZIMBABWE	3: Sunrise in the East
Nicole Bieske	NGO	AUSTRALIA	2: Good company
Olena Pavlenko	Facilitator/ PWYP GC	UKRAINE	3: Sunrise in the East
Reg Manhas	Industry/Independent	USA	2: Good company
Sarah Pray	Donor	USA	3: Sunrise in the East
Simon Taylor	EITI Board	SPAIN	3: Sunrise in the East
Susan Hazledine	PWYP Board	UK	2: Good company
Timo Voipio	Donor/government	FINLAND	1: Passing storm
Tonu Basu	OGP	INDIA	4: Lone wolves
Victoria Ohaeri	PWYP Board	NIGERIA	3: Sunrise in the East
Warren Krafchik	NGO	USA	4: Lone wolves

Main facilitator: Dr Katindi Sivi Njonjo