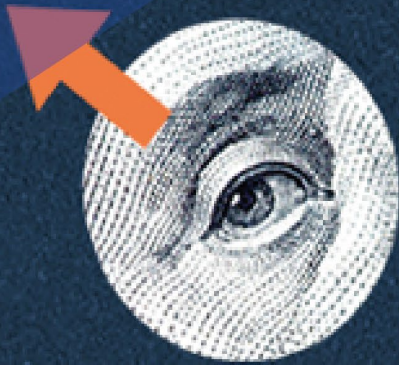




# PWYP Annual Report



# 2021

# CONTENTS

<b>Acknowledgments</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
1. Objectives and activities	6
2. Our work and achievements over 2021	9
3. Building the Secretariat to support the movement	23
4. What we learned in 2021	24
5. Looking forward to 2022	25
6. Financial review	26
7. Risks and uncertainties	28
8. Governance and management	31
9. Statement of Trustees' responsibilities	35
10. Auditors report and statutory accounts	37

# ACKNOWLEDGMENTS

Luminate

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The Norwegian Agency for Development Cooperation (NORAD)

The Sigrid Rausing Trust

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## INTRODUCTION

No one could have predicted what the year 2021 would look like, after the pandemic turned the world upside down in 2020. The second year of this pandemic was also the second year of implementation of our [Vision 2025 strategy](#) and, despite the uncertainties linked to the health crisis, PWYP members and the International Secretariat moved forward ambitious plans towards [our goals](#) of being informed, influential, heard, and connected. And it was the right thing to do; despite the pandemic, the heavy personal losses many of us have faced, the increasing restrictions on civic space and limitations on travel, PWYP members continued to work hard to hold the oil, gas, and mining sectors accountable. They have mobilised to have a decisive impact in many places around the world, and for that we can only be proud to be part of such a strong global network.

Just as in 2020, the pandemic has upended the daily lives of our members. One of the strengths of a network such as ours is the bonds that are formed over the years between members from different backgrounds when they come together for a common goal. Covid-19 has made it more difficult, but not impossible, to make connections. In 2021, we brought together virtually over 300 attendees for our [Africa Conference](#), providing PWYP members with an opportunity to reimagine how the resource governance movement can collaborate for impact in Africa, in the face of big global challenges like the Covid-19 pandemic, climate change and energy transition, and threats on civic space. Our [webinar series](#) on gender justice, co-organised with other organisations, brought together over 400 participants from government, industry and civil society groups. Despite the socio-economic divides that Covid-19 has made even more evident at the global level, our members have redoubled their efforts to debate issues crucial to the future of natural resource governance, to share their experiences, and to influence those who hold the keys to change.

In 2021, we also had to respond to ever-increasing [restrictions on civic space](#). PWYP has been responsive on many occasions to resolve critical situations. For example, the International Secretariat worked closely with PWYP members to highlight and publicly condemn, in the media and with national and international bodies, attacks on activists in Niger, [Ghana](#), and [Myanmar](#).

Members in Francophone Africa have also benefited from capacity building to enable them to defend and advocate for their human rights. In the Philippines, the PWYP coalition used the Extractive Industries Transparency Initiative (EITI) validation process to [raise serious civic space concerns](#). 2021 is also a year of progress in some countries, as in Gabon where thanks to a strengthened and organised civil society, the country could reintegrate into the EITI after eight years of suspension.

Defending civic space is also about ensuring that everyone has access to it. In 2021, we continued our advocacy work on improving women's participation in the extractive sector. Gender equality and women's rights continued to be key areas of advocacy for coalitions in several countries, notably in [Western](#) and [Southern](#) Africa, but also in Kyrgyzstan and Ukraine, generating research and sharing experiences to support gender-responsive implementation of the EITI.

While 2021 will have seen continuity in some of our work priorities, it has also been a year of historical change for the movement. In April, after years of internal debates and consultations, we adopted landmark [positions](#) for a people-centred, economically fair and socially just transition to a low carbon economy, calling for a managed and equitable decline in fossil fuel production to overcome the climate crisis. A few months later, 280 PWYP members co-signed a [statement](#) at COP26 in Glasgow; the Africa Steering Committee organised a webinar on governance of transition minerals as part of the COP People's Summit; and a delegation from the International Secretariat [went to the COP](#) for the first time to make connections with organisations active in the fight against the climate crisis.

2021 was also the first year of our global [#DiscloseTheDeal](#) campaign aiming to get more countries publishing extractive contracts. Some 15 coalitions joined the campaign and initiated advocacy activities. In December, coalitions from [Mali](#) and [Ukraine](#) were successful in getting official commitments to contract disclosure, providing inspiring examples for other PWYP members. The Secretariat now has a Campaigns and Communications Department which is responsible for coordinating and incubating global campaigns.

The year also saw a broadening of our working horizons, with the recruitment of a Senior Regional Coordinator for Latin America and the Caribbean at the Secretariat. This recruitment opens the way for strengthening our presence in this important region where the oil, gas and mining industries have a significant impact on people's lives.

The pandemic requires us to question our practices and to adapt in order to continue to advance towards our objectives. Thanks to the resilience of PWYP members throughout the year, we have been increasingly informed, influential, heard and connected. We continued to make a lasting impact on the lives of people in countries where the wealth of the land has for too long fuelled corruption and poverty. And in the context of the climate emergency, the role of PWYP members is more important than ever to raise the voices of those who are not heard; those who have contributed the least to the climate crises but will be most impacted by it. We also need to hear and answer the needs of the people who are living in countries that are economically dependent on fossil fuels and in mineral-rich countries. We must prepare ourselves to advance solutions and take action so that the energy transition leaves no one behind.



**Elisa Peter**  
Executive Director



**Carlo Merla**  
Chair of PWYP's Board of Trustees



**Olena Pavlenko**  
Chair of PWYP's Global Council

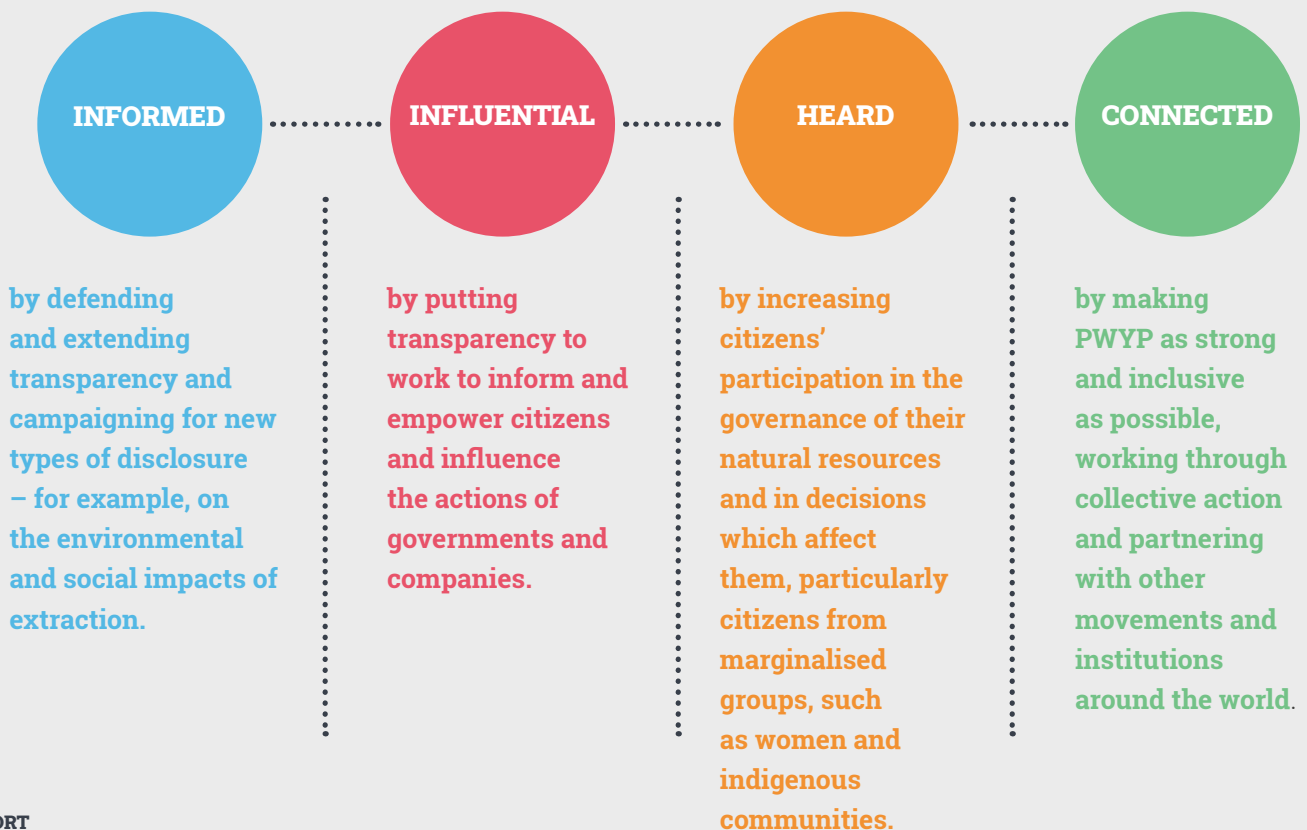


# 1. OBJECTIVES AND ACTIVITIES

## 1.1 Our purpose

Publish What You Pay (PWYP) is a global movement of civil society organisations united in their call for an open and accountable extractive industry in the pursuit of sustainable development. We are a registered charity (Registered Charity Number 1170959). Our mission is to build a global movement of civil society organisations making oil, gas and mineral governance open, accountable, sustainable, equitable and responsive to all people.

PWYP's work in 2021 was guided by our [Operational Plan](#), which outlines how the Secretariat will implement the four global goals of our five-year strategy, *Vision 2025*. The four global goals of *Vision 2025* set out how PWYP can best deliver our mission. **The goals are to be:**

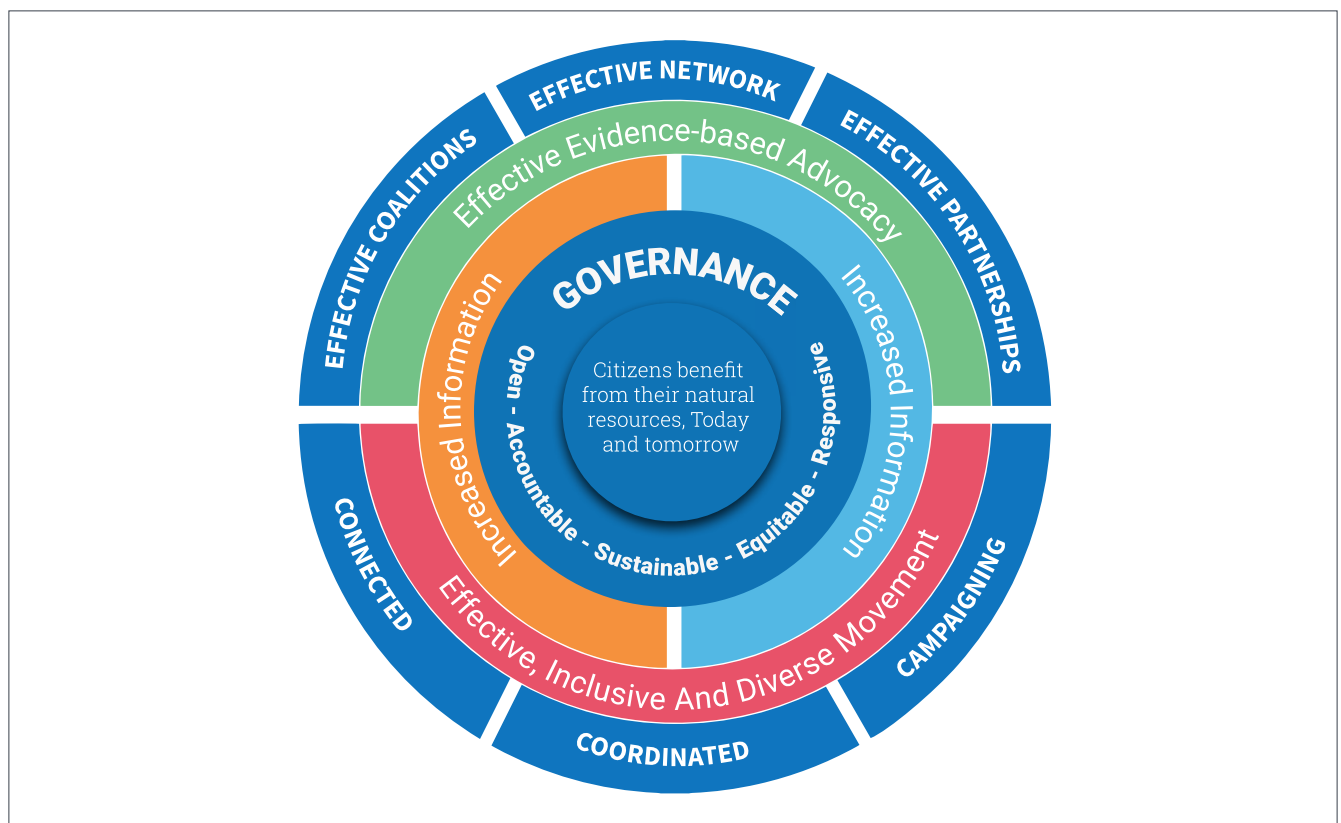


The Secretariat works together with members on all four of these global goals, to deliver collective, evidence-based advocacy and to support an effective, inclusive and diverse global movement.

**It supports these two objectives through six closely interconnected functions:**

1. **Coordinated advocacy** - identifying and amplifying shared demands and supporting members in joint advocacy at regional or global levels, at key moments of opportunity.
2. **Campaigning** - working with PWYP members at national, regional and international levels to identify our focus and compile comprehensive global campaign plans around shared priorities.
3. **Connected advocacy** - supporting research and knowledge exchange between members over shared thematic priorities, and leveraging members' expertise to benefit the whole network.
4. **Effective coalitions** - providing members with capacity building, support, information and training – including on protecting civic space.
5. **Effective network** - supporting our governance bodies in strengthening PWYP's global movement, and enabling effective information sharing across the network.
6. **Effective Partnerships** - establishing and cultivating relationships, including with donors, multilateral institutions and groups working in areas such as human rights, women's equality or tax justice.

These functions are embedded in the secretariat's 2020-2022 Operational Plan, which was developed in close collaboration with members and approved by the Board in December 2019.



## 1.2 Our charitable objects

The objects of the Charity are to promote sustainable development for the benefit of the public by:

- the promotion of ethical standards of conduct and compliance with the law by governmental, industrial, voluntary and professional organisations in international and domestic initiatives relating to the extractive industry, such as the Extractive Industries Transparency Initiative (EITI)
- the prevention or relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities affected by the extraction and supply of natural resources
- the advancement of education and research into the extraction and supply of natural resources and their value chains, and the publishing and promotion of the useful results of such investigations and research to the public.

Sustainable development means “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

This report sets out in detail our activities, which we have carried out in line with our charitable objectives. The Trustees are therefore confident that PWYP has complied with the duty in section 17 of the Charities Act 2011 to have due regard for public benefit guidance published by the Charity Commission.

The Trustees confirm that they have referred to the Charity Commission’s general guidance on public benefit when reviewing the organisation’s aims and objectives and in planning future activities.

PWYP carries out its charitable objects by:

- engaging with governments and companies through the multi-stakeholder EITI to develop an effective Standard and to support civil society participation in the initiative
- promoting the use and analysis of data from the EITI and mandatory disclosure initiatives to support good governance in the extractive sector
- commissioning research into natural resource extraction and value chains, and promoting the useful results of such investigations and research to the wider public
- supporting civil society organisations, in particular those concerned with the promotion of human rights







## 2. OUR WORK AND ACHIEVEMENTS OVER 2021

### 2.1 Coordinated Advocacy



#### Advancing Gender Equality and Women's Participation

We have continued our leadership for feminist natural resource governance by developing joint [policy positions](#) – with over 100 civil society signatories – that have already been used by the Canadian government and the Economic Community of West African States (ECOWAS) to inform their policy guidance. Our [gender justice webinar series](#), co-hosted with the Gender Justice and Extractive Industries working group over January 2021, gathered over 400 participants from government, industry, and civil society groups. The two-week, multi-language webinar series explored a range of issues, including the gendered impact of oil pipelines in Peru and East Africa and how to use extractives data to advance women's rights. The working group also collaborated with the Extractive Industries Transparency Initiative (EITI) on a workshop for EITI multi-stakeholder group members in [June 2021](#), promoting how countries are already using the 2019 EITI Standard to advance gender equality.

We have joined forces with other key partners over 2021 to share learning and advocate on this issue, for example, co-hosting a peer learning event with Oxfam attended by 50 participants from 14 countries, and an in-depth [webinar](#) with the EITI with nearly 200 attendees. Feedback from civil society attendees was particularly positive, with participants inspired by hearing from other countries and regions and noting how valuable partnerships with journalists had proved.

Gender equality and women's rights have also continued to be key areas of focus for transnational advocacy, with coalitions in Ghana, Nigeria, Senegal, Guinea, Burkina Faso, Zambia, Kyrgyzstan, and Ukraine generating research

and supporting peer learning to foster a [gender responsive implementation of the EITI](#). PWYP coalitions in Guinea, Senegal, and Burkina Faso released a [report](#) in December 2021 reviewing progress achieved since the EITI Standard incorporated [provisions](#) on the representation and participation of women in the implementation process in 2019, and highlighting continuing gaps and obstacles. The coalitions hosted a [webinar](#) analysing these findings for PWYP members and partners in December 2021, at the Global Alliance for Tax Justice's 2021 Tax Justice and Gender Equality Conference.

Similar projects have been undertaken by PWYP coalitions in Uganda, Tanzania, and Mozambique (all EITI implementing countries) to explore opportunities for increasing women's effective participation and voice in decision-making processes about how extractive revenues are allocated in sub-national budgets. This research was conducted as part of a [broader project](#) to

advance equitable and transparent fiscal policies to manage wealth generated by the exploitation of mineral, oil, and gas resources. The [findings](#) were released in August 2021 at a [launch webinar](#) in English and Portuguese examining potential solutions to increase women's participation in natural resource governance.

We have been directly supporting coalitions in Cameroon, Yemen, Gabon, Mauritania, Kyrgyzstan, and Ukraine on strengthening gender balance within the EITI multi-stakeholder groups (MSGs), fostering greater gender equality within the coalitions, engaging women and youth, addressing civil space issues, contract transparency, and movement building. We have also supported PWYP Mongolia over this period, building capacity around advocacy, civic participation, and gender equity, and PWYP coalitions in Eurasia in engaging with EITI MSGs on contract transparency, gender, civic space, and the energy transition.

## Defending Human Rights Activists

In a year of continuing attacks on natural resource governance activists, the PWYP network has mobilised to publicly condemn attacks of activists in [Ghana](#), and the incommunicado detention of [Burmese activist Kyaw Minn Htut](#). The Global Council issued a [joint statement](#) with members of the EITI Board condemning the intimidation of and attacks on civil society organisations in Kazakhstan, Iraq, and other countries where natural resource governance issues are contested. PWYP-UK has also joined partners such as Article 19 and Reporters Without Borders in [denouncing strategic legal actions](#) by multinational mining company Eurasian Natural Resources Corporation (ENRC) that attempt to curtail freedom of expression and anti-corruption efforts in the UK and US.

On the morning of 8 June 2021, Myanmar activist Man Zar Myay Mon was shot and detained at a military roadblock whilst he travelled to a meeting. Along with the Myanmar Alliance for Transparency and Accountability (MATA), Man Zar Myay Mon has worked tirelessly to promote good governance of Myanmar's natural resources and ensure benefit to local communities. PWYP issued an [urgent statement](#) calling for his immediate release and [called on the EITI](#) to do the same. His colleagues told PWYP that we played an important role in saving his life with the international attention we helped draw to his case.

We joined forces with the European Association for the Defence of Human Rights (AEDH) to launch a six-month pilot project in 12 countries in Francophone West and Central Africa in response

to members' concerns around restrictions on civic space in the region. The first phase of the project focused on building the capacity of human and civil rights focal points in coalitions in the region; examining the mechanisms to protect members in instances where their rights were threatened or violated and assisting focal points in developing

security plans tailored to the circumstances of their respective countries. The second phase of the project will support the focal points appointed in 12 countries in Central and West Africa in developing the capacity of coalition members around prevention and protection techniques against human rights abuses.

## Defending civic space with the EITI

Alongside our national coalitions, the Secretariat has been [actively engaged](#) in the EITI Board's review of the EITI validation process, to ensure the robust validation of the [EITI civil society protocol](#) and [Requirement 1.3](#) on civil society engagement in particular. This process has provided an important advocacy opportunity in our efforts to protect civic space, to make recommendations for potential adjustments to the approach. With the revised Validation model, the EITI Board sought to capture a more nuanced view of a country's progress in implementing the EITI, with a renewed focus on stakeholder engagement, outcomes, and impact – crucial to ensuring information released according to the EITI's transparency requirements can be used in a way that is meaningful towards improving the natural resource governance of each individual EITI country. The more nuanced validation model will also provide important contextual information about the environment for civic engagement and ensure a wide and diverse array of voices have an opportunity to be heard (such as communities impacted by extractives projects).

PWYP Philippines coordinated a pilot project to test the effectiveness (and gaps) in validating Requirement 1.3 under the new model, creating a shadow validation report in advance of the formal EITI Validation and promoting our recommendations to a working group of EITI

civil society Board members. We also assisted our national coalition in the Philippines in gaining coverage in [The Diplomat](#), calling for the ongoing EITI Validation to consider the deteriorating civic space situation in the country. The coalition hosted an online session in December 2021 outlining research and advocacy experiences and learnings around the EITI Validation process. Whilst the work of PWYP Philippines was successful in gaining recognition for the serious situation in the Philippines, the EITI Board – despite [strenuous objections](#) from its civil society constituency – chose to flout the initiative's own rules and not suspend the country.

We have also revised the [framework](#) to validate the EITI civil society protocol, developed in partnership with the International Center for Not-for-Profit Law (ICNL). We have used the Philippines pilot project to evaluate how the framework can be a useful tool for PWYP members whose countries are undergoing validation – partners in Mexico are now using the framework to raise civic space concerns in their own validation process. Bantay Kita, the PWYP coalition in the Philippines, worked with communities to [increase their knowledge of their rights](#) under the national Mining Act and Indigenous People's Rights Act so they could use EITI data to demand their share of royalty payments from mining on community land.

## 2.2 Campaigning



### PWYP #DiscloseTheDeal campaign

PWYP members around the world have fought hard to secure transparency of contracts between governments and oil, gas, and mining companies via international mechanisms such as the EITI, IMF, and Open Governance Partnership (OGP). Thanks to these efforts, the IMF's [Fiscal Transparency Code](#) calls on governments to publish project-specific contracts, licences, and agreements, and EITI implementing countries have been required to publish all contracts and licences that are granted, entered into, or amended from January 2021.

Building on the success of PWYP's 15-year global campaign for disclosure of companies' payments to governments, our [#DiscloseTheDeal](#) campaign, launched in December 2020, unites PWYP members around the world in calling on governments to comprehensively disclose all contracts relating to the extraction of oil, gas, and mineral resources. Since the campaign launch, two countries (Mali and Ukraine) have enacted new laws and policies for contract disclosures – bringing the number of countries now mandating publication of industry contracts to 32. The International Chamber of Mining and Metals (ICMM) also [announced](#) in December that its member companies committed to disclosing all licences granted or entered into from 1 January 2021 – this commitment means that more than 40 companies worldwide will now have public statements supporting contract transparency.

PWYP has promoted the campaign at key international events including the Open Government Partnership (OGP)'s [Open Gov Week](#) in May on the milestone EITI requirement,

and co-hosted a [virtual session at the OGP Global Summit](#) with NRGi and Oxfam America in December 2021 where civil society, government, and private sector representatives discussed the global and national progress made on contract disclosure and what still needs to be done. With partners, PWYP also [called](#) on countries at the [US Summit for Democracy](#) to disclose extractive contracts, as explained in a [blog](#) by Global Council Chair Olena Pavlenko.

As we have rolled out this campaign across the movement, we have made our dedicated campaign website available in [Arabic](#), [Spanish](#), and [Russian](#) as well as [English](#) and [French](#) for wider dissemination and use of key materials and advocacy messages.

Although coordination with members affected by restrictions related to Covid-19, civil liberties, and economic recession was challenging over this reporting period, we have received wide endorsement from the PWYP network for the campaign and have continued sharing advocacy materials via social media and webinars with members. PWYP coalitions in Ukraine, Niger, Iraq, Yemen, Madagascar, Indonesia, Mali, Guinea, and elsewhere have begun developing national and regional level contract disclosure campaign projects using materials developed by the PWYP Secretariat, and several coalitions have organised their own webinars and events to share and discuss potential campaign opportunities (as outlined above). The PWYP coalition in Uganda has also been [advocating hard for contract disclosure](#), particularly for those related to the East African Crude Oil Pipeline.

We promoted our contract transparency work on [social media](#) with a quote from the UN Special Rapporteur for Access to Information in Africa stating that “all African countries should guarantee by law that all extractive contracts are publicly available”. We also launched a

#DiscloseTheDeal [explainer video](#), with subtitled versions available in [French](#), [Arabic](#), [Russian](#), and [Spanish](#), using the one-year anniversary of the EITI Standard’s requirements on contract transparency to call for more EITI countries to comply with their obligations to disclose contracts.

## Advancing a just and fair transition to a low-carbon future

Our Global Council unanimously endorsed [global positions](#) on a just and people-centred transition to a low-carbon future in April 2021, in a culmination of [extensive consultations](#) within our 1000-member strong movement on addressing this defining issue of our time. We released a blog from PWYP’s Executive Director highlighting the positions and outlining how [the PWYP movement can fight the climate crisis](#). In rising to this challenge, we will continue to work as we have in the past 20 years: putting people first, highlighting the realities faced by women and frontline communities, fighting for civil society’s right to operate without reprisals, advocating for the disclosure of key, relevant, timely information by the extractive sector and ensuring that vested interests don’t capture decision-making processes.

We have continued to strengthen and build partnerships with climate justice groups over this reporting period, for example, inviting partners such as the Africa Climate Foundation and Coal Action Network to present at a climate-themed event at the PWYP Africa Conference in March 2021 – [the session](#), with 127 participants, equipped PWYP members and partners with a better understanding of the issues and challenges related to the energy transition and provided an opportunity to share advocacy plans and experiences in this area.

We have also been closely working with coalitions in transition-mineral-rich countries (including

Mongolia, Zambia, South Africa, Democratic Republic of Congo (DRC), Congo, Nigeria, Papua New Guinea) to strengthen capacity in advocacy, governance, and member engagement; though there have been some delays in planned activities over this period due to continuing COVID-related restrictions and civic space issues in many of these countries. Despite these difficulties however, members across the movement have come together to push forward energy transition advocacy opportunities. Coalitions in Canada, the US, Lebanon, Australia, Eurasia, and Asia-Pacific have hosted sessions for PWYP members and partners to examine windows of opportunity to push for a just and fair transition to a global low-carbon economy.

Ahead of the G7 Summit in June 2021, PWYP coalitions in Mali, Niger, Togo, the Balkans, UK, US, and Côte d’Ivoire joined over 300 civil society representatives in [calling for G7 leaders](#) to stop funding fossil fuel industries, cancel debt payments in the Global South, and pay their fair share towards adaptation for countries vulnerable to climate change.

The PWYP coalition in India, the Mineral Inheritors Rights Association (MIRA) is now a member of the Deep Sea Conservation Coalition (DSCC) to strengthen collective actions against deep sea mining, and is also engaging with the National Fish-workers Forum who have also [raised their voices against the oil exploration](#) in the coastal parts of India. Several companies and

governments are aggressively pushing deep sea mining under the guise of providing for a 'green economy' and renewable energy, and MIRA is leading advocacy in the PWYP movement on this issue in the context of the global energy transition, organising a knowledge sharing webinar in December for PWYP members in Asia- Pacific to collaborate in this field.

PWYP representatives attended the UN Climate Change Conference (COP) for the first time and the Africa Steering Committee also organised a [virtual side event](#) at the COP26 People's Summit. We mobilised over 280 PWYP member organisations in [calling on COP leaders to advance a just transition](#) for natural resource-dependent countries, sending a clear signal

that [our movement is ready to fight for a just and equitable energy transition](#) to tackle the climate crisis. We are already in discussions with PWYP members and external partners on advocacy opportunities and messaging around the upcoming COP27 in Egypt in 2022. For PWYP and our partner organisations, this is an important opportunity to contribute to the mobilisation of civil society across the African continent and the MENA region in support of a climate justice agenda informed by the lived reality of the communities most impacted by climate change. PWYP coalitions in Australia, US, UK, and France are also joining forces to design an advocacy campaign for mandatory climate-related disclosures from the extractive sector in key jurisdictions.



## 2.3 Connected Advocacy



### Sharing & learning from advocacy experiences

Over 2021 we have held regular virtual meetings (as circumstances permitted) with PWYP members to share advocacy learnings, conduct capacity-building training, and plan joint work. This included virtual regional meetings to strengthen trans-national coordination between PWYP coalitions and discuss progress towards implementing the global Vision 2025 strategy. We also produced and shared an innovative range of learning products through social media, website, regional and coordination meetings, and thematic webinars. Key sessions sharing advocacy learnings and opportunities over this period included:

- The [PWYP Africa Conference](#) (24-26 March 2021). The Conference provided PWYP members an opportunity to discuss strategy and explore the future of mineral extraction for sustainable development in a post-COVID context. A total of [six webinars](#), five thematic panel discussions and a [keynote address](#), were held over the first two days for a multi-stakeholder audience. The first time we had ever held such a major event online, it was nonetheless extremely successful, with the adoption of a new [Africa Charter](#) which now enshrines the principle of gender equality in the governance of PWYP coalitions in Africa. New members of the [Africa Steering Committee](#), now gender-balanced for the first time, were elected by members at the Conference; their upcoming advocacy priorities will include driving open and accountable extractives governance, including via contract disclosure and the energy transition, and advancing women's rights. Conference participants explored the challenges that the Covid-19 pandemic has presented and some of the adaptations and opportunities that can be leveraged to meet some of those challenges in the coming years, as well as women's rights as a resource governance priority and the potential impacts of the energy transition on the economies of African countries. The PWYP network was also able to successfully engage with new partners on the continent via the Conference, such as Coal Action Network, for future joint work on these issues.
- [“EITI & Gender: Towards a more equitable future”](#), hosted by the EITI Secretariat and the Gender Justice & Extractives Industries Working Group, 26 May 2021. 200 participants gathered for the global peer-learning workshop on advancing gender equality in the extractive sector through EITI implementation. The event showcased diverse approaches to tackling gender inequality in the extractive industries from countries including Afghanistan, the Dominican Republic, the Philippines, and Senegal. PWYP convened one of the four sessions and PWYP Executive Director Elisa Peter also spoke at the opening plenary.
- [“International Roundtable: How to stop offshore gas projects financing the Myanmar military”](#), 11 June 2021. Co-hosted by PWYP Australia, Asian Dignity Initiative (Korea), and Mineral Inheritors Rights Association (MIRA - India). The panel event highlighted the joint findings of a study into the Shwe Gas Project, how Myanmar's offshore gas

industry benefits a military responsible for an illicit coup d'état in early 2021, and what companies and government must do to support the people of Myanmar. Speakers included representatives from the UN Working Group on Business & Human Rights and the Korean National Assembly. The event, livestreamed on Facebook, had around 35,000 viewers. In early 2022, Total Energy and Chevron [announced](#) that they were stopping all gas operations in the country.

- [“Fair Share? Shining a light on the extractive industries fiscal regimes in Mozambique, Tanzania and Uganda”](#), 22 June 2021. Online launch of [research paper](#) of the same name hosted by PWYP and Tax Justice Network Africa. Taxation is seen as one of the most sustainable sources of revenue for governments, with the potential to contribute to investments in basic services and to enhance the social contract between citizens and their government. This research, produced by PWYP coalitions in Mozambique, Tanzania, and Uganda with support from the PWYP International Secretariat, explores the fiscal regimes in these countries and how they can be improved to provide public services and infrastructure for citizens. We also presented the findings and key advocacy messages from the research report on fiscal regimes at a virtual meeting of the Pan-African Parliament in May 2021.

- [“In Search of Transparency: Ending Opacity in the Brazilian and Latin American Extractive Sector”](#), 24 November 2021, a webinar organised by PWYP’s Secretariat, Brazilian member IBASE, and PWYP-UK in English, Spanish, and Portuguese, highlighting the [findings of their joint report](#) revealing the negative impacts of an Anglo American mine in Brazil. The session featured panel discussions with members from Brazil, Mexico, Colombia, and Peru. Our partner IBASE was also later invited by Conceição do Mato Dentro’s City Council to present the report findings, in the very city where Anglo American operates the project, and we promoted the findings in op-eds in Mongabay and Open Global Rights.
- The pilot edition of “News and views from Eurasia & Asia-Pacific”, an English language newsletter highlighting achievements and updates from members in Eurasia and the Asia-Pacific regions launched in December 2021. This first edition covered the work from PWYP members from Azerbaijan, Kazakhstan, Kosovo, Kyrgyzstan, Tajikistan, Ukraine, and India around better access to information, EITI implementation, addressing the complexities of the global energy transition, and defending the rights of vulnerable groups including women, youth, and marginalised communities. This initiative, developed and led entirely by the national coalitions, is an exciting development in cross-movement collaboration and information sharing.





## 2.4 Effective Coalitions



### Key wins from the PWYP network

We have seen fantastic work from our national coalitions and partners over 2021:

In an incredible win, the Canadian government finally established a [publicly accessible beneficial ownership registry](#) for corporate entities in April 2021, following years of advocacy from PWYP and our civil society partners. This measure will make it much harder for corrupt individuals to [‘snow-wash’](#) dirty money and fund illegal activities in Canada and abroad. PWYP will be collaborating with partners in media, industry, and civil society on advocating for verification, registrar powers, centralisation, searchability, and sanctions as part of an eventual legislative product. Canada’s announcement brings it in line with other countries using public ownership registries to help stamp out crime and corruption. Currently, 48 countries, including large G7 and G20 economies, have made commitments to publicly accessible registries. Sixty-one countries are committed to central or partial registry systems, including the United States.

The Kazakh government in February 2021 reversed its likely politically-motivated fines and suspensions of human rights and election monitoring groups – including PWYP member ECHO – following dedicated advocacy from PWYP and allies.

A [joint report](#) from our coalitions in Nigeria and the UK uncovered how communities in the oil-rich but poverty-stricken and polluted Niger Delta have seen few, if any, benefits from extractives projects in the region, despite companies paying USD 359 million in 2018 alone towards development. The

report uses companies’ mandatory payments-to-governments reporting and EITI data as a starting point to investigate Nigeria’s extractive sector, consultations with affected communities in Akwa Ibom State, policy interventions, and [parallel research](#) by Stakeholder Democracy Network into oil companies’ environmental performance in the Niger Delta. In April we hosted a webinar for PWYP members across the movement to share the report’s findings and advocacy approaches, and the report was later highlighted in a blog article by [LandPortal](#).

PWYP coalitions in Niger, Ivory Coast, Mali, and Guinea released a [guide](#) for PWYP members and partners advocating for increased local procurement transparency in the mining sector, providing civil society activists with the necessary basic knowledge on mining procurement, as well as with practical steps and recommendations on how they can advocate for more efficient and transparent local procurement in their respective countries. As spending on goods and services is usually more than payments to governments, salaries and wages, and community investment combined, procurement has a massive potential economic impact in mining host countries and communities.

[Joint research](#) from PWYP-UK, IBASE, and the PWYP Secretariat released in October 2021 revealed that a vast iron ore mine in Brazil, owned and operated by UK multinational Anglo American, is causing water shortages, ill-health, and disaster anxiety among the local population. Rural, low-income Afro-descendant communities suffer the most, and there is little evidence of Brazil’s

federal, state, or local governments managing the mine effectively or getting a fair deal for citizens. IBASE was invited to present the report findings by Conceição do Mato Dentro's City Council, in the very city where Anglo American operates the project, in December 2021; local authority representatives expressed interest in the findings and civil society activists are also considering launching an on-the-ground investigation based on the report. We promoted the findings in op-eds in [Mongabay](#) and [Open Global Rights](#) and at a [regional webinar](#) in November 2021.

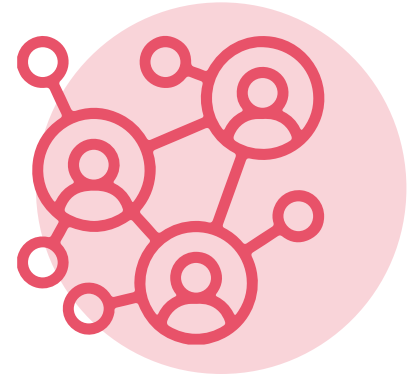
A [joint report](#) from PWYP-Australia, Centre for International Corporate Tax Accountability & Research (CICTAR) and Tax Justice Network reveals how oil and gas giant Glencore avoids hundreds of millions in tax payments to the Australian Government, leaving the Australian community short-changed. Using payment to government data and other sources, the research looks at the company's coal operations and

complex multinational corporate structure that sends billions of dollars to offshore tax havens like Switzerland and Bermuda. The report also secured coverage in Australian media.

PWYP members from Europe and beyond joined forces over 2021 to ensure the EU's human rights, labour rights, and environmental and social impacts reporting is improved, working with partners such as the Alliance for Corporate Transparency and NRGi on [proposed reforms](#) to existing legislation. We released a [briefing](#) with partners outlining specific recommendations for the extractive sector on this issue and met with MEPs and representatives from EU member states to discuss the proposal for the EU Corporate Sustainability Reporting Directive. We have been successful in getting some of our amendments tabled for consideration in the next phase of the Directive negotiations; the final vote on the proposed Corporate Sustainability Reporting Directive will take place in 2022.



## 2.5 An Effective Network




### Increasing the effectiveness of the PWYP network

Our 2021 programme of work integrated the findings from stress testing our global strategy against COVID-impacted futures (October 2020) and the recommendations of an organisational climate survey (November 2020), to build resilience and sustainability across our movement and Secretariat, so we remain effective in the volatile global context. It also integrated feedback and consultations with members to continue collectively progressing towards a people-centred extractives sector.

Following the recommendations of previous organisational reviews, we have established internal management groups to consider both institutional and programmatic progress (such as human resources, digital security, finance, risk, and programmatic strategy) to foster more inclusive decision-making processes at the Secretariat. The rapid response to the pandemic necessitated moving many activities and events online, and despite the risk of “Zoom fatigue” we continue to see good and engaged participation at our online events – notably the [PWYP Africa Conference](#), which attracted more than 300 participants over two days. While connectivity issues presented challenges in convening members virtually, an immediate benefit of the shift to online meetings was that many more participants could join than was previously possible. With sophisticated interpretation facilities, we were able to provide simultaneous interpretation at many of our events in multiple languages – with more languages available to more participants than before – making them even more inclusive to members across the network.

We are also building the resilience of PWYP coalitions with financial, technical, and research support, especially those in high-risk environments for civil and human rights activism. The PWYP Secretariat has substantially ramped up grant-making to PWYP members and coalitions. In total, 34% of in-year expenditure were grants to members in 2021, with 28% being core funds and 6% from restricted funds. This has represented a significant shift for PWYP in supporting members in their institutional capacity building and advocacy campaigns.

We are continuously monitoring the ongoing impact of the pandemic on upcoming plans for 2022; the 2022 EITI Global Conference for example has been postponed to 2023, necessitating an adjustment of our advocacy timeline, and we updated our travel policy to build in the flexibility to respond to opportunities on the ground while limiting risk to staff and partners. The findings of our 2021 [annual national coordinators survey](#) showed that our coalitions and members have been, unsurprisingly, under significant strain due to the Covid-19 pandemic – facing funding squeezes, civic space crackdowns, and reduced capacity. Yet despite these serious constraints, they have continued to [achieve important advocacy impacts](#) and progress towards our Vision 2025 strategy. This feedback is crucial in developing a shared understanding of the progress and challenges faced by PWYP coalitions and informing how we adapt our work to support the PWYP network.



## Strengthening diversity and inclusion of the PWYP global movement

PWYP coalitions have also taken the difficulties they've faced over the past years as opportunities to change and grow. Coalitions in [Philippines](#), [US](#), and [Malawi](#), were able to reorient their purpose and ensure effective [inclusion of increasingly diverse membership](#). All three cases demonstrate the essential role played by trust building in the creation of a functional coalition, as well as the need for coalition members and leaders to continually monitor coalition purpose and relevance, and the need for periodic revisits of strategy. Repurposing, creating new strategies, and strengthening inclusiveness are likely to be priorities that many PWYP coalitions face as the mission evolves from its original focus on transparency to the broader set of community and accountability concerns.

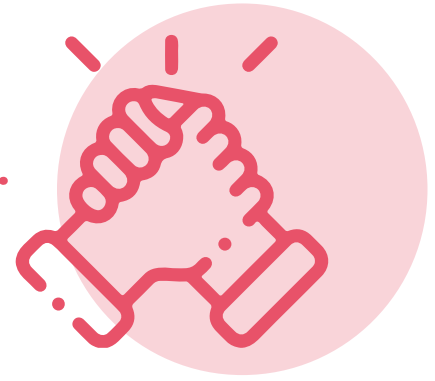
Thanks to the efforts of our new Senior Regional Coordinator for Latin America & the Caribbean, a new national coalition was formed in [Colombia](#) and a new [strategic plan](#) for the region developed in collaboration with allies and partners such as the Latin American Network on Extractive Industries (RLIE). Our new strategy has enabled us to significantly strengthen PWYP's presence in the region, particularly around cross-cutting agendas on the energy transition and civic space, over the past year.

We are also exploring ways to further ensure historically marginalised groups, such as women,

people with disabilities, and communities affected by extractives projects, are able to access information and fully participate in decision making processes that impact them, including enhancing diversity, accessibility, and inclusion within the Secretariat and wider PWYP movement. For example, we initiated discussions on how to mainstream diversity, equity, and inclusion in our programmatic work during our annual team retreat and are also promoting strong and diverse partnerships with new allies – including human rights, feminist, and climate organisations – to extend our influence on transparency and accountability in extraction. We are also developing a movement-wide PWYP Gender Policy in advance of our 2022 Global Assembly, which will also explore options for a broader Gender Equality and Social Inclusion policy.

Coalitions in Iraq, Lebanon, Tunisia, Burkina Faso, Guinea, and Senegal have also made great strides in diversifying their membership, substantially increasing the number of women, youth, and environmental rights groups, as well as expanding to include members from journalistic, academic, and legal backgrounds. We are increasingly offering translation and interpretation of PWYP research and events in multiple languages, and our national coalitions are following suit; for example, PWYP-Indonesia offered Indonesian with sign language interpretation at a transparency event in December.

## 2.6 Effective Partnerships



### Building new partnerships for a just energy transition

Through attending COP26 in Glasgow in November 2021, we built new relationships with organisations focused on climate justice such as Climate Action Network, the African Coal Network, Oil Change International, the Fossil Fuel Non-Proliferation Treaty, and the Global Oil and Gas Network. We had over 25 meetings on the sidelines of COP to discuss a just energy transition for resource-dependent countries and

our Africa Steering Committee also organised a [virtual side event](#) at the COP26 People's Summit with over 70 participants joining. We will deepen our collaboration with our new partners at the upcoming COP27 in Egypt, joining together to elevate the voices of citizens and communities from resource-dependent nations in the Global South.

### Consolidating partnerships for civic space, tax justice and gender equality

We continued to strengthen our relationships with groups such as Tax Justice Network Africa, the pan-African women's organisation FEMNET, and the International Centre for Not-for-Profit Law.

We have continued our successful collaboration with women's rights and feminist organisations via our Gender Justice and Extractive Industries working group (comprising Oxfam, Natural Resources Governance Institute (NRGI), PWYP, World Resources Institute, Development Gateway, FEMNET, and Accountable Mining at Transparency International Australia), which has led to joint advocacy, events, and policy positions.

We worked closely with the International Centre for Not-for-Profit Law to develop a framework for raising civic space issues through EITI validations

and supported PWYP Philippines to use this in their own validation project. In collaboration with the UN Working Group on Business and Human Rights, the Business & Human Rights Resource Centre, the International Service for Human Rights, Frontline Defenders, and others we supported an event at the UN Forum for Business & Human Rights examining the growing use of strategic lawsuits against public participation particularly prevalent in the mining sector.

We partnered with Tax Justice Network Africa for the online launch of a [research paper](#) examining tax regimens for the extractives industries in Mozambique, Tanzania, and Uganda and how they can be improved to provide public services and infrastructure for citizens.

## Working with companies and intergovernmental organisations

We continued to deepen our collaboration with the EITI, particularly through our role as the focal point to support civil society members of the EITI board. Throughout the year, we worked hard to ensure that these civil society members brought fresh strategic leadership to the Board, to help take the EITI forward as it deepens its role of bringing transparency to the extractive sector. This included supporting the EITI board members to engage with discussions key to safeguarding the legitimacy of the EITI, including how to

[strengthen the accountability of companies](#) who claim to support the EITI Standard.

We hosted joint events with key partners, including a global peer-learning workshop on advancing gender equality in the extractive sector through EITI implementation with 200 participants. We also brought in company representatives to key conversations, including a representative from Anglo American to [discuss contract transparency](#) with our members at the Open Government Partnership Global Summit.





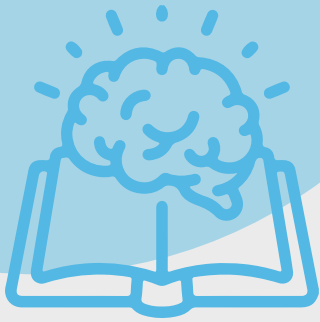
### 3. BUILDING THE SECRETARIAT TO SUPPORT THE MOVEMENT

**We welcomed several new staff members in 2021: a new permanent Director of Finance and Operations in June, a Communications Coordinator and a Senior Regional Coordinator for Latin America in July, a Campaigns Coordinator in August, and a Sub-Grant Coordinator in December. The role of Member Engagement Manager for Africa was appointed via internal promotion in June 2021.**

Isabel Munilla (Extractive Industries Transparency Policy Lead at Oxfam America) and Joe Williams (Advocacy Manager at the Natural Resources Governance Institute) stepped down as Global Council representatives in December 2020 and September 2021 respectively, and Miles Litvinoff (National Coordinator of PWYP-UK) stepped down as Europe & North America representative in October 2021. Following their departure, we were pleased to welcome Maria Ramos (Associate Director - Extractive Industries Global Program at Oxfam America) and Evelyne Tsague (Africa Capacity Development Advisor at the Natural Resources Governance Institute) as the new Global Reach representatives, and Joe Kraus as the new Europe & North America representative.

We also welcomed Dr Fatima Diallo (Centre for Research & Action on Economic, Social, and Cultural Rights) as the new Africa Steering Committee representative following elections of a [new Africa Steering Committee](#) at the PWYP Africa Conference in March 2021.

The Secretariat successfully secured a new, five-year, unrestricted grant from the Ford Foundation to support PWYP members and coalitions primarily in West Africa and Latin America, and also secured additional funding from Luminate and Danida for project work led by PWYP coalitions in Australia, Niger, Mali, Burkina Faso, Chad, and Mauritania. The Secretariat has also substantially increased sub-granting to PWYP members and coalitions. Following a comprehensive review of PWYP's sub-granting processes and strategy in 2020 to streamline the provision of financial support to members, we successfully recruited a Sub-Grants Officer to provide the additional capacity needed in 2021.



## 4. WHAT WE LEARNED IN 2021

**Throughout 2021, we drew key lessons from our campaigns and advocacy to strengthen our movement and impact for the future:**

- Participating in COP26 gave us a much [better understanding of the challenges and opportunities around the COP](#) events and debates, and where PWYP can add value to these conversations. We have already begun strategising with partners on potential advocacy work for the upcoming COP27.
- There are diverse views within the PWYP network on what is needed to ensure a fair and just transition to a low-carbon future. We will be developing a clear strategy for this work in 2022, based on our [global energy transition positions](#), to guide the movement's collective efforts on this issue.
- We need to strengthen our approach to building strategic and impactful communications, setting clear objectives, audiences, and ways to monitor our impact. We also need to reinforce our messaging on core issues to make our campaign aims clearer and more visible to our key audiences.
- There is urgent need for more financial and technical support to PWYP coalitions operating in high-risk and unstable environments, as threats to civic space and activists continue to rise.
- Stories of change are a good tool for communicating the impact of our advocacy and sharing learnings within the movement; particularly for cross-movement, global campaigns with shared objectives. However, we need to communicate these stories in more accessible formats and make stronger links to topical issues to strengthen advocacy calls by PWYP members.
- We must continue enhancing diversity, accessibility, and inclusion within the Secretariat and wider PWYP movement to ensure that historically marginalised groups - such as women, people with disabilities, and communities affected by extractives projects - are able to access the information they need to make informed choices and fully participate in the decision-making processes that affect them.





## 5. LOOKING FORWARD TO 2022

**2022 is a significant year in the life of the global PWYP movement and for the International Secretariat. We will celebrate both the 20th anniversary of the global campaign; we will reach the midpoint of our current [Vision 2025](#) strategy that focuses on advancing a people-centred agenda for the extractive sector; and we will complete the final year of implementation of the [Secretariat's three year Operational Plan](#). We will also recruit and welcome a new Executive Director for the PWYP Secretariat and elect a new Global Council to guide PWYP for the next 3 years.**

These strategic and institutional priorities inform a significant part of our 2022 programme of work. The first of our three organisational priorities for 2022 focuses on delivering the first virtual PWYP Global Assembly; enabling members across the world to connect and share their highlights from the last 20 years via a digital platform, and amplifying the voices of the next generation of PWYP activists to position the movement for the coming two decades.

At the same time, the Secretariat and PWYP members around the world continue to shift our collective emphasis from 'network health' to 'network impact', in line with three of our four global goals - [to be informed, influential, and heard](#). Our second organisational priority for 2022 puts an emphasis on collective campaigning to ensure that companies and governments abide by their commitments to [#DiscloseTheDeal](#). Transparency of mining, oil, and gas contracts is essential in order to prevent and deter corruption, particularly as more countries transition away from fossil fuels to renewable energy sources, and to build trust at a critical time for those in countries that are likely to bear the brunt of the climate crisis.

We continue to work in an environment of ongoing uncertainty. The Covid-19 pandemic restricts opportunities for advocating on key transparency, human rights, and equity issues; and the complexities of advancing a just transition to a low carbon economy are becoming increasingly clear. Donors who have supported the movement for the past two decades are shifting priorities away from transparency, accountability, public participation and natural resource governance towards climate, environmental, human rights, labour rights, and democracy issues. This context presents both challenges and opportunities for the PWYP movement, which we have attempted to build into our work plan for 2022. Our third organisational priority thus focuses on securing the funds needed to ensure that PWYP can play a transformative role in the coming two decades, to ensure that the transition to a low carbon economy is just, both for those in countries that rely on fossil fuels, and those that are home to the critical minerals which will fuel the low carbon economy.

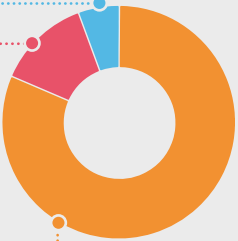


## 6. FINANCIAL REVIEW



PWYP's total expenditure in 2021

**£2,8 MILLION**



**Movement Building: £2.1M**

**Advocacy: £555K**

**Fundraising: £170K**



**£970,000**

**Total amounts in subgrants made to PWYP members**

PWYP's total income in 2021 was £3,734,016 which was all in the form of grants except for £52 of bank deposit interest. Of this income, £3,284,478 (88 per cent) was unrestricted, while the remaining £449,537 (12 per cent) was restricted.

In addition to this income, we had an opening balance of £1,649,183 from grants received in previous years: £1,219,183 to be used for activities in 2021 and £430,000 of reserves. Of this balance, £1,058,685 was unrestricted and £160,498 was restricted. This brought the total funds available to be used in 2021 to £4,953,199.

The unrestricted income included grants from the Open Society Foundations of £723,202, from Luminate of £418,580, Ford Foundation of £975,055, The ministry of foreign affairs of Denmark (Danida) of £337,779, The William and Flora Hewlett Foundation of £729,810, and the Sigrid Rausing Trust of £100,000 to cover core running costs.

All the restricted income was received for a specific project from The Norwegian Agency for Development Cooperation of £449,537.

Our expenditure for the year totalled £2,825,032 of which £2,327,451 was unrestricted funds and £497,581 was restricted (project) funds.

Total funds carried forward at the end of the year were £2,558,167. Of this £2,445,713 are unrestricted, available for use in pursuit of PWYP's charitable objectives. £2,015,713 is to be used for activities in 2022 with £430,000 in a designated operational reserve. The remaining amount of £112,454 has donor restrictions and will be used for specific projects and activities agreed with those donors. Much of the increase in funds during 2021 is due to funds paid to PWYP in advance which will fund activity in future years

## 6.1 Going concern

With unrestricted funds at 31 December 2021 of £2,445,713 and net current assets of £2,550,415 the Trustees consider that PWYP has sufficient resources and liquidity to continue for the foreseeable future and maintain a sufficient flow of funds to be spent fulfilling our charitable objectives.

## 6.2 Reserves policy

The Board of Trustees has adopted an operating reserve policy in order to ensure the stability of the mission, programmes, employment and ongoing operations of PWYP.

The operating reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, an unanticipated reduction in funding, or uninsured losses. The reserve may also be used for one-off, non-recurring expenses that will build long-term capacity. It is not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. The intention of the Trustees is that the operating reserve, if used, should be replenished within 12 months.

The policy requires a target minimum of three months' average operating costs to be held as an operating reserve, and that this reserve be held in cash or cash-equivalent funds.

As at 31 December 2021, after transfers, the reserve was £430,000. The Board agreed to maintain the reserve at a similar level to the prior year; the reserve policy is regularly reviewed by the board to ensure it continues to be at an appropriate level.

## 6.3 Funding strategy

Our funding strategy enables us to balance our need for sustainable income sources against the risks of over-reliance on a small number of

large donors and limited revenue streams. This is updated on an annual basis to assess risks and opportunities for the coming year.

In 2021 PWYP had six core donors, with unrestricted funding representing 88 percent of income. The Board continues to review our income sources with a view to achieving the donor diversity outlined in the funding strategy.

## 6.4 Joint fundraising policy

As we continue to consolidate our position as a major civil society actor in natural resource governance, we are committed to helping our members access technical and financial support for their work. We continue to regrant funds to members via our joint fundraising policy, which provides clarity and transparency to members on how funds are mobilised and redistributed by the Secretariat, and under what circumstances. The joint fundraising and regranting policy was most recently updated in June 2020. The findings of the review, updated policy, and FAQs to assist members in navigating the joint fundraising and regranting processes is publicly [available on the PWYP website](#).

## 6.5 Fundraising

All funds raised by PWYP are raised by existing staff. A full-time Fundraising Manager supports the Secretariat's fundraising and donor-relations management. All income received in the period was in the form of grants. The Charity is not required to report its fundraising activities. Funds are raised in line with the principles and goals of the funding strategy and the joint fundraising policy (see above), from grant-giving entities such as foundations, non-government organisations, and bilateral agencies. Grants are secured through a process of submitting grant proposals.



## 7. RISKS AND UNCERTAINTIES

Our programmes continue to take place amid challenging external political, financial and economic trends. Across our global network, we see a decline in respect for human rights, with civic space and fundamental freedoms threatened on a daily basis. The risks for those working on the ground are significant. During 2021, Covid-19 continued to impact the way all stakeholders can work. We have had to find different approaches, including greater reliance on digital methods of communication, which poses its own risks.

It is against this backdrop that the Board of Trustees takes an active role in the management of risks faced by PWYP as we seek to deliver on our mission and vision in a complicated and volatile environment.

Our risk register is developed by PWYP staff and the Board of Trustees, and is reviewed and re-assessed at Trustee meetings.

**We pay attention to risks in the following categories:**



**Governance**



**Operational**



**Financial**



**External/  
environmental**



**Compliance**

Throughout the year, the Trustees have monitored the key risks that, without effective mitigation and control, were likely to have had a significant impact on our work, our reputation or our ability to achieve our objectives. The nature of our work means that despite our efforts to mitigate against them, some risks inevitably remain high. As such, we see the same types of risks showing as significant each year.

In 2020 the Board of Trustees held a meeting to discuss the impact and risks associated specifically with Covid-19. The risks register was updated to include Covid-19-related risks and mitigating actions being taken by the secretariat to ensure the safety and welfare of our staff and stakeholders. We continued to monitor these risks throughout 2021 and make any changes and improvements, in line with government guidelines.

## 7.1 Staff safety

The risk to PWYP staff has been noted in every annual report and continues to remain high. Our staff sometimes have to travel to conflict regions or countries with a hostile attitude to PWYP's work.

In response, we have developed policies on staff travel, including the need to follow the advice provided by the UK Foreign and Commonwealth Office. We continue to work with our insurers to make sure that our insurance policies are fit for purpose and can meet our needs.

We are aware that the staff safety situation continues to evolve and presents an ongoing risk. We liaise with our networks regularly so we understand the situation on the ground, and we impress on staff that their safety is of utmost importance. If we deem the risk to staff too great, we will pull out of trips. We recognise that the increasing threats to PWYP members over the year may correlate to increased risk for our staff.

At the time of writing, the PWYP secretariat continues to work from home and travel is reviewed on a case by case basis as a result of

the Covid-19 pandemic. These restrictions will remain in place until we deem it safe for staff and other stakeholders to travel on PWYP business.

We also recognise the psychosocial impact that the pandemic has on the small team of staff at the secretariat. We have measures in place to support the team through this difficult period, including access to our Employee Assistance Plan, which includes provision for mental health support; additional leave allowances; coaching support to allow the senior management team and managers to adapt and lead in this difficult time, and regular meetings with all staff to discuss further adaptations necessary or beneficial to wellbeing.

## 7.2 Fraud or error

The Board of Trustees has reviewed and authorised comprehensive financial policies and procedures in order to mitigate against fraud or error.

While these risks can never be eliminated, the Trustees are confident that our systems are robust and that they minimise the potential for fraud or error. We have a highly skilled senior management team to manage PWYP on a day-to-day basis. As an organisation operating across multiple countries, we recognise the need to exercise comprehensive due diligence to ensure that the risk of fraud or error is minimised. With these controls in place, we believe the internal risk of fraud and error is reduced.

PWYP provides sub-grants to PWYP members where funds are available. Grant funds are usually structured in instalments, and grantees must report on the use of these funds appropriately before further funds are released. In this way, the financial impact of a potential fraud or error is greatly reduced. PWYP's joint fundraising and re-granting policy outlines the due diligence required for sub-granting. Due diligence is undertaken by both the programmatic and the Finance and Operations teams.

PWYP continued to make improvements to our end-to-end subgrants management system. To this end, a subgrant coordinator was employed in January 2022 to oversee the system, ensuring strong controls are in place around subgranting.

We recognise that threats to digital security and associated risks are increasing. In early 2022 PWYP engaged a new IT Consultancy firm. As well as providing a fully managed IT service, the contract provides for an in-depth review and assessment of PWYP's ICT environment, including digital security. Findings will be presented to the Secretariat and implemented in due course, further strengthening our ICT infrastructure and security.

### 7.3 Increased joint fundraising and grant-making

The increase in our joint fundraising and grant-making is in part linked to the above risks. We have increased regranting significantly during PWYP's existence, and we are keen that members are supported; however we acknowledge that the

secretariat was not established as a grant-making body. There are therefore inherent risks in this increase. As noted above, we have started to build the secretariat's capacity to manage subgrants (this includes managing the risk of fraud). We ensure that PWYP systems, including due-diligence, meet all legal requirements, including anti-terrorism and anti-money laundering laws, as well as laws pertaining to our international donors' legal requirements, such as the US Foreign Corrupt Practices Act.

### 7.4 Changes in government policies at local, national and international levels

We recognise that changes in government policies may adversely affect PWYP's funding sources or our ability to continue our core work.

We manage these risks by monitoring proposed legal and regulatory changes, and nominating key Board and senior management team members to assess their potential impact on PWYP's work.





## 8. GOVERNANCE AND MANAGEMENT

Publish What You Pay (PWYP) is a charity registered in England and Wales (charity number 1170959) and a company registered in England and limited by guarantee (registration number 9533183). Our objects and powers are set out in our Memorandum and Articles of Association. Additionally, the charity has a trading subsidiary, Publish What You Pay Trading Limited (10894073). The purpose of this subsidiary is to allow PWYP to receive non-grant income in order to support its charitable activities. The company has not yet traded.

In 2021, PWYP also established an entity in Belgium; Publish What You Pay EU (registry number 0774.965.860).

### 8.1 Governance structure

PWYP is a global coalition of national coalitions and member organisations, supported by a small international secretariat. This report refers to the governance of the PWYP International Secretariat and the global coalition. National coalitions have their own governance structures and are autonomous, but are required to adhere to the [PWYP Operating Principles](#), a set of 10 principles which encapsulate the highest values and standards of transparency and good governance.

### 8.2 Board of Trustees

The PWYP Board is comprised of up to nine Trustees, including both PWYP members and individuals who are not members of PWYP but who bring specific skills and experience. In close coordination with the PWYP Global Council, the Board is able to appoint co-opted Trustees on the basis of the skills that they bring. The Trustees take primary responsibility for ensuring that the objectives and interests of PWYP, as a registered charity, are protected and advanced. Trustees govern PWYP in the interests of the members globally and collectively, and will normally accept recommendations on strategy and policy from the Global Council, unless there are good reasons of legal or financial probity for not doing so. The Trustees appoint and ensure the effectiveness of the Executive Director.

Details of the PWYP Trustees can be found on the [PWYP website](#), and their responsibilities are set out in the Terms of Reference and Role Descriptions in the [Governance Manual](#). The Board meets a minimum of three times a year.

All Trustees give their time freely and receive no remuneration for their service. New Trustees are inducted to the Board by the Executive Director, the Director of Finance and Operations, the Director of Member Engagement and the Chair of the Board, using an induction pack prepared by PWYP. In addition, Trustees are supported in their role by training sessions at each Board meeting. The Board also maintains a skills matrix which it reviews regularly to ensure that it has the necessary skills and experience to govern PWYP effectively (see [Board webpage](#) for more information).

### 8.3 Global Council

The Global Council is an elected body of 10 PWYP member representatives, which develops strategies and prioritises activities in operational plans, making recommendations to the Executive Director and Board as appropriate. It does so through expression of, and debate between, the diversity of voices of PWYP members. It aims for decisions to be reached by consensus, but votes on recommendations when necessary. Global Council members give their time freely and receive no remuneration for their service.

The Global Council is accountable to the Global Assembly of members for its work. Its responsibilities are set out in the Terms of Reference and Role Descriptions in PWYP's Governance Manual.

The [Global Council webpage](#) contains details of its representatives, its full Terms of Reference and the minutes of its meetings, as well as those of its predecessor body, the Global Steering Committee (2013-2015).

### 8.4 The Global Assembly

This is a three-yearly meeting of PWYP member organisations to discuss progress and achievements, and to engage in strategy and policy review. PWYP held its most recent Global Assembly in Dakar, Senegal, in January 2019. The next Global Assembly will take place in June 2022 and will be held virtually given the current operating context.

### 8.5 Africa Steering Committee

The [Africa Steering Committee](#) is composed of representatives from African sub-regions: Eastern and Southern Africa; Central Africa; Anglophone West Africa, and Francophone West Africa. Members are elected by the Africa Conference and their terms are of three years. The current members were elected in 2021. The committee's role is to provide strategic guidance to PWYP members in Africa and to ensure that national coalitions and members comply with PWYP principles and standards.

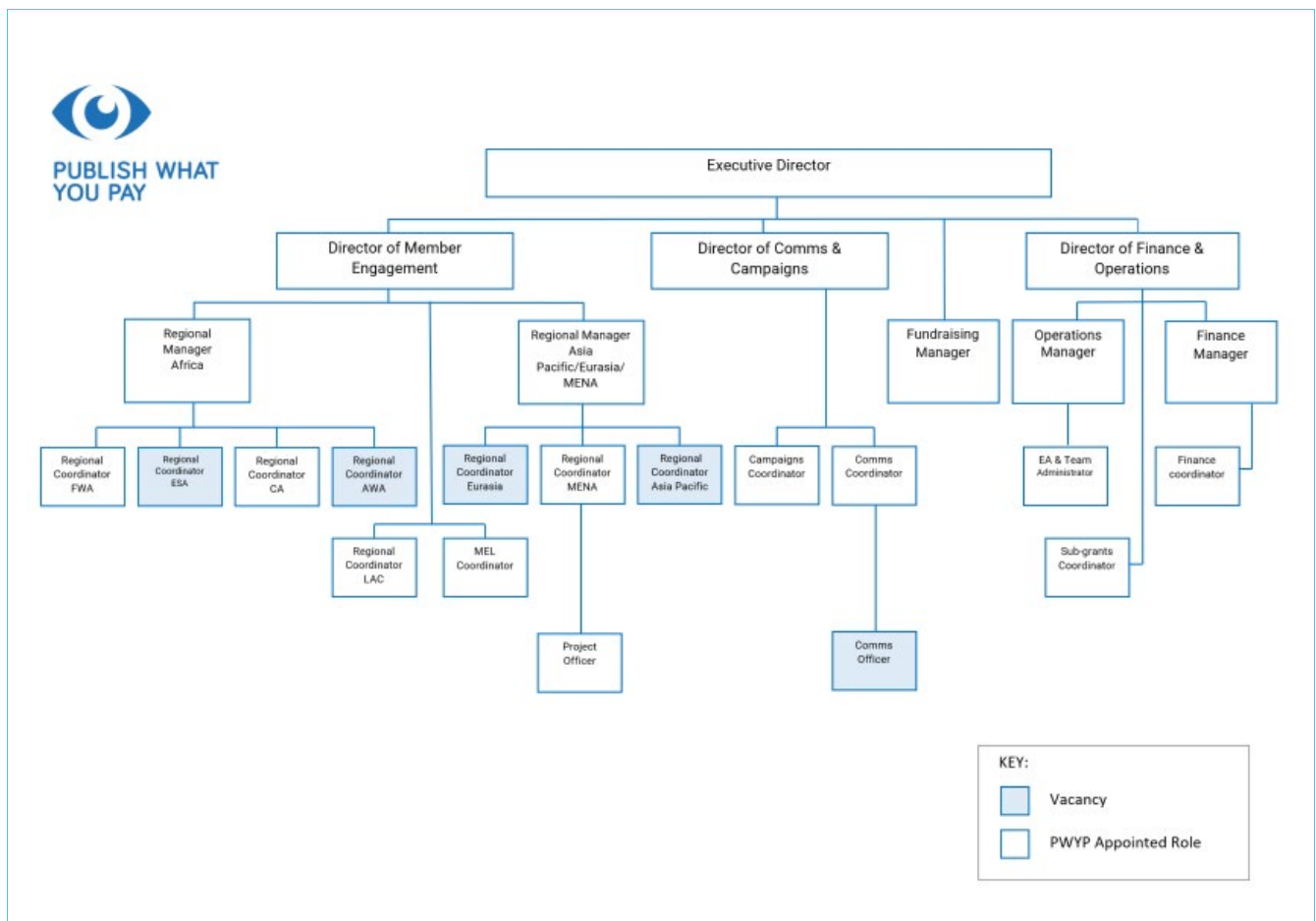
### 8.6 The Secretariat

The role of the secretariat is to support national coalitions in their strategy, governance, management, communication and delivery of work plans. It is facilitative and enabling, and does not have a supervisory role over the national coalitions. The secretariat also has responsibility for coordinating PWYP work at international and regional levels, as well as joint fundraising and coordinating the implementation of funded projects.

In 2021 we extended our reach to Latin American and the Caribbean by appointing a Senior Regional Coordinator in this region to lead and coordinate regional advocacy initiatives and movement building, as well as enabling a learning culture in line with PWYP's Vision 2025 strategy and operational plans.



## 8.7 Organogram



## 8.8 Decision-making processes and delegation of authority

At the triannual Trustees’ meetings, the Trustees agree the broad strategy and areas of activity for PWYP, including consideration of financial management, reserves and risk management policies, and performance. Day-to-day administration, financial planning and reporting is delegated to the Executive Director.

## 8.9 Management structure

The Executive Director of the secretariat oversees the work and performance of a decentralised team. She reports to the Chair of the Board.

## 8.10 Methods for the recruitment and appointment of Trustees

PWYP closely follows the guidelines of the Charity Commission and its Articles of Association regarding the appointment of new Trustees. Our Governance Manual provides for a minimum of three and a maximum of nine Trustees. Of these, three are elected by the Global Council from a list of nominations made by PWYP members. This includes one member selected from and by the Global Council, sitting on both bodies. Up to six additional Board members are selected from external stakeholders, to ensure that all required governance skills are present on the Board. The Board maintains a skills matrix of its Trustees, and new Trustees are chosen in consultation with the full Board to ensure that collectively, members have the necessary skills and experience to operate effectively.

Board members will serve for a term of three years. At the end of this period, they may be re-nominated for up to two further three-year terms, so the maximum period for which a Board member may serve is nine years. After this, there must be a break of at least one year before a former Board member may be eligible for nomination or selection again.

## 8.11 Policies and procedures for the induction and training of new Trustees

All PWYP Trustees follow the guidelines set out by the Charity Commission, in particular the Commission's guidance on "The Essential Trustee: What You Need to Know" and "Charities and Public Benefit". We ensure that new Trustees build an understanding of PWYP and establish relationships with the management team and main strategic partners. The Secretariat organises regular training for the Trustees to ensure they are up to date on legal and other requirements.

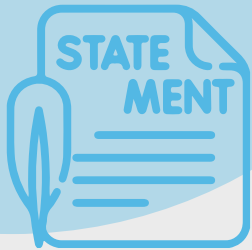
## 8.12 Public benefit

PWYP exists to help people and communities living in resource-rich countries where the wealth generated from gas, oil and mineral resources is not always translated into adequate standards of living or access to basic services. We therefore consider our "public" to be citizens in resource-rich countries who are currently not benefiting from the resources that exist in their countries. PWYP focuses on supporting and representing the interests of some of the most marginalised populations, who are often disproportionately affected by extractive projects and are politically disenfranchised – such as indigenous peoples in remote locations, and women. We aim to support the long-term sustainable development of these communities. There is no restriction on the benefits to any specific section of the public.

The Trustees confirm that they have given due regard to the Charity Commission's public benefit guides PB1, PB2 and PB3 in determining the

activities undertaken by PWYP. We consider that PWYP's work is demonstrably for the public benefit, in that PWYP's main activities focus on:

- **Promotion of ethical standards of conduct and compliance with the law:** By promoting transparency and accountability in all aspects of the management of the natural resource sector – including investment decisions and the use of revenues generated – PWYP brings about positive change that will improve the lives of all citizens, particularly communities living close to extractive sites, who often experience only the negative impact of natural resource extraction.
- **Prevention or relief of poverty and improvement of the conditions of life in socially and economically disadvantaged communities affected by the extraction and supply of natural resources:** By promoting government revenue-sharing schemes, PWYP encourages the allocation of funds derived from the extraction of natural resources to affected communities, as well as the redistribution of revenues to benefit citizens in other (non-extractive) regions throughout a country. At the local level, this can translate into payment of annual dividends to communities affected by extractive operations. At national level, special development funds endowed with extractives revenues can contribute to the budgets of local authorities, helping to redistribute revenues and eradicate poverty.
- **Advancement of education and research into the extraction supply and value chains for natural resources, and publication and promotion of the useful results of such investigations and research to the public:** Access to reader-friendly information related to the extractive sector, and relevant training, will benefit all citizens of resource-rich countries, by enabling them to hold governments and companies to account for the revenues generated by the exploitation of natural resources.



## 9. STATEMENT OF TRUSTEES' RESPONSIBILITIES

**The Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).**

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company, and of the income and expenditure of the charitable company for that year. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP), and make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware, there is no relevant audit information of which the charitable company's auditor is unaware, and each Trustee has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees' Annual Report and Strategic Report were approved by the Board of Trustees on 24 May 2022 and signed on its behalf by:



.....  
**Susan Hazledine**  
**Director / Trustee**  
**Date: 24 May 2022**

## Legal and administrative information

(registration number 9533183)

### Trustees

Carlo Merla - Chair  
Alan Detheridge - Treasurer  
Ali Idrissa  
Julie McCarthy - (resigned 10 December 2021)  
Susan Hazledine  
Athayde Jose Ada Motta Filho  
Victoria Ibezim-Ohaeri

### Company Secretary

Susan Hazledine

### Management

Elisa Peter, Executive Director  
Rami Hassouna, Director of Finance & Operations  
(started 7th June 2021)  
Alison Smith, Interim Director of Finance (left 24th  
June 2021)  
Stephanie Rochford, Director of Member  
Engagement

### Registered Office

The Office Group  
201 Borough High Street  
London SE1 1JA  
Tel: +44 20 3817 7639  
Email: [info@pwyp.org](mailto:info@pwyp.org)

### Independent Auditors

Critchleys Audit LLP  
Beaver House  
23-38 Hythe Bridge Street  
Oxford  
OX1 2EP

### Solicitors

Bates Wells Braithwaite  
10 Queen Street Place  
London EC4R 1BE

### Bankers

Barclays Bank PLC, Corporate Banking Oxford &  
Swindon  
Wytham Court, 11 West Way, Oxford, OX2 0JB



## 10. AUDITORS REPORT AND STATUTORY ACCOUNTS

### Independent auditor's report to the members of Publish What You Pay

#### Opinion

We have audited the financial statements of Publish What You Pay (the "Charity") for the year ended 31 December 2021, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

#### In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 December 2021 and of its income and expenditure for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) (UK) and applicable law. Our responsibilities under those standards are further described in the section of our report covering the Auditor's responsibilities for the audit of the financial statements. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

**We have nothing to report in this regard.**

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the Trustees' report (incorporating the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- sufficient accounting records have not been kept the financial statements are not in agreement with the accounting records and returns
- certain disclosures of Trustees' remuneration specified by law are not made, or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

## Responsibilities of the Trustees

As explained more fully in the Trustees' responsibilities statement (set out on page 35 - 36), the Trustees are responsible for the preparation of the financial statements and for

being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with Trustees and other management, and from our knowledge and experience of the client's operational sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the terms of grant agreements;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations;

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions;

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewed the terms of grant agreements.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and

regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our Report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

### Colin Mills (Senior Statutory Auditor)

For and on behalf of Critchleys Audit LLP  
(Statutory Auditor), Oxford



**Date:** 26 May 2022



## Statement of financial activities

For the year ended 31 December 2021 (including Income and Expenditure Account)

	NOTE	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	2021 TOTAL FUNDS £	2020 TOTAL FUNDS £
<b>INCOME AND ENDOWMENTS FROM:</b>					
Grants	3	3,284,427	449,537	3,733,964	3,339,186
Bank interest		52		52	292
<b>Total income</b>		<b>3,284,479</b>	<b>449,537</b>	<b>3,734,016</b>	<b>3,339,478</b>
<b>EXPENDITURE ON:</b>					
Raising funds		170,735		170,735	156,603
Charitable activities:	5				
Movement Building		1,605,629	493,427	2,099,056	2,204,512
Advocacy		551,087	4,154	555,241	201,090
<b>Total expenditure</b>		<b>2,327,451</b>	<b>497,581</b>	<b>2,825,032</b>	<b>2,562,205</b>
Net (expenditure)/income		957,028	(48,044)	908,984	777,273
Transfers	11,12	-	-	-	-
<b>Net movement in funds</b>		<b>957,028</b>	<b>(48,044)</b>	<b>908,984</b>	<b>777,273</b>
<b>Total funds brought forward at 1 January 2021</b>		<b>1,488,685</b>	<b>160,498</b>	<b>1,649,183</b>	<b>871,910</b>
<b>TOTAL FUNDS CARRIED FORWARD AT 31 DECEMBER 2021</b>	<b>11,12</b>	<b>2,445,713</b>	<b>112,454</b>	<b>2,558,167</b>	<b>1,649,183</b>

## Statement of financial activities (comparatives)

For the year ended 31 December 2020 (including income and expenditure account)

	NOTE	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	2020 TOTAL FUNDS £
<b>INCOME AND ENDOWMENTS FROM:</b>				
Grants	3	2,523,443	815,743	3,339,186
Bank interest		292		292
<b>Total income</b>		<b>2,523,735</b>	<b>815,743</b>	<b>3,339,478</b>
<b>EXPENDITURE ON:</b>				
Raising funds		156,603		156,603
Charitable activities:	5			
Movement Building		1,359,521	844,991	2,204,512
Advocacy		191,176	9,914	201,090
Total expenditure		1,707,300	875,756	2,562,205
Net (expenditure)/income		816,435	(39,162)	777,273
Transfers	11,12	33,169	(33,169)	-
<b>Net movement in funds</b>		<b>849,604</b>	<b>(72,331)</b>	<b>777,273</b>
<b>Total funds brought forward at 1 January 2020</b>		<b>639,081</b>	<b>232,829</b>	<b>871,910</b>
<b>TOTAL FUNDS CARRIED FORWARD AT 31 DECEMBER 2020</b>	<b>11,12</b>	<b>1,488,685</b>	<b>160,498</b>	<b>1,649,183</b>

## Balance sheet

As at 31 December 2021

	NOTE	2021 £	2020 £
<b>FIXED ASSETS</b>			
Tangible fixed assets	8	7,752	14,971
<b>TOTAL FIXED ASSETS</b>		<b>7,752</b>	<b>14,971</b>
<b>CURRENT ASSETS</b>			
Debtors	9	40,936	40,092
Cash at bank and in hand		3,480,226	2,544,965
<b>TOTAL CURRENT ASSETS</b>		<b>3,521,162</b>	<b>2,585,057</b>
<b>CURRENT LIABILITIES:</b>			
Amounts falling due within one year	10	(970,747)	(950,845)
<b>NET CURRENT ASSETS</b>		<b>2,550,415</b>	<b>1,634,212</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>2,558,167</b>	<b>1,649,183</b>
<b>FUNDS</b>			
Unrestricted funds	11	2,445,713	1,488,685
Restricted funds	12	112,454	160,498
<b>TOTAL</b>		<b>2,558,167</b>	<b>1,649,183</b>

Approved and authorised for issue by the Directors on 24 May 2022 and signed on their behalf by:

.....  
**Susan Hazledine**  
 Director / Trustee  
 Date: 24 May 2022

## Statement of cash flows

For the year ended 31 December 2021

	2021	2020
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net cash (used in)/provided by operating activities (below)	940,565	1,305,772
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of tangible fixed assets	(5,304)	(12,618)
Proceeds on disposal of tangible fixed assets	-	-
<b>Change in cash and cash equivalents in the reporting period</b>	<b>935,261</b>	<b>1,293,154</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>	<b>2,544,965</b>	<b>1,251,811</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>3,480,226</b>	<b>2,544,965</b>
<b>RECONCILIATION OF NET INCOMES TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>		
<b>Net (expenditure)/income for the reporting period</b>	<b>908,984</b>	<b>777,273</b>
<b>ADJUSTMENTS FOR:</b>		
Depreciation	12,523	12,647
Loss on disposal of fixed asset	-	-
Decrease/(increase) in debtors	(844)	(21,262)
(Decrease)/increase in creditors	19,902	537,114
<b>NET CASH (USED IN)/PROVIDED BY OPERATING ACTIVITIES:</b>	<b>940,565</b>	<b>1,305,772</b>

# NOTES TO THE ACCOUNTS

Notes to the accounts for the year ended 31 December 2021

## 1. Company Information

Publish What You Pay is a company limited by guarantee incorporated in the United Kingdom. Its registered office address is The Office Group, 201 Borough high Street, London SE1 1JA The charity is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the charity should it be wound up.

## 2. Accounting policies

### a) Basis of accounting

The accounts are prepared under the historical cost convention and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' (Charities SORP (FRS102)) FRS102 and the Companies Act 2006. Publish What You Pay is a public benefit entity. There are no material uncertainties about the charity's ability to continue as a going concern.

### b) Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. If income is received in advance where the donor has specified this must be spent in a future year this is carried forward as deferred income.

Restricted income not expended in the year is carried forward within restricted fund balances (see note 12).

### c) Expenditure

Expenditure is accounted for on an accruals basis and gross of any related income. They are classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources.

Costs of raising funds comprise the costs associated with income generation via fundraising, including the salary of the Fundraising Manager.

Expenditure on charitable activities comprises direct charitable expenditure and support costs. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources

Grants which the trustees have committed themselves to making are charged in the Statement of Financial Activities in the year in which the commitment is made.

#### d) Depreciation

Depreciation of fixed assets is calculated to write off their cost or valuation less any residual value over their estimated useful lives as follows:

**Fixtures and fittings - 33.33% straight line**

**Computer equipment - 33.33% straight line**

#### e) Leases and hire purchase contracts

Rentals paid under operating leases are charged to income as incurred.

#### f) Funds accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity. Designated funds are unrestricted funds which the Trustees have set aside for specific purposes. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

#### g) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

#### h) Pensions

Contributions to defined contribution pension schemes are recognised in the Statement of Financial Activities in the period in which they become payable.

## Grants

DONOR	TYPE	2021 £	2020 £
Cordaid	Restricted Funds		(3,515)
The Ministry of Foreign Affairs of Denmark (Danida)	Unrestricted Funds	337,779	203,384
Finland Ministry of Foreign Affairs	Restricted Funds	0	451,345
Ford Foundation Build Grant	Unrestricted Funds	388,802	438,597
Ford Foundation Social Bonds Grants	Unrestricted Funds	586,252	0
Luminate	Unrestricted Funds	418,580	324,491
The Norwegian Agency for Development Cooperation (NORAD)	Restricted Funds	449,537	351,154
Open Society Foundations	Unrestricted Funds	723,224	770,366
Open Society Initiative for Southern Africa, grant via Southern Africa Resource Watch (SARW)	Restricted Funds	(21)	16,759
Sigrid Rausing Trust	Unrestricted Funds	100,000	100,000
The William and Flora Hewlett Foundation	Unrestricted Funds	729,810	686,605
<b>TOTAL</b>		<b>3,733,964</b>	<b>3,339,186</b>

## Net income/ (expenditure)

	2021 £	2020 £
This is stated after charging:		
Auditor's remuneration (audit)	9,000	9,900
Auditor's remuneration (Norad Project Audit)	1,440	1,575
Auditor's remuneration (Finland Project Audit)	1,500	1,500
Auditor's remuneration – tax services	1,000	960
Depreciation of tangible fixed assets (note 8)	12,523	12,647

## Costs of charitable activities

2021	NOTE	MOVEMENT BUILDING £	ADVOCACY £	TOTAL 2021 £	TOTAL 2020 £
Grants payable	6	810,756	163,687	974,442	661,726
<b>COSTS DIRECTLY ALLOCATED TO ACTIVITIES</b>					
Programme Costs		357,211	27,745	384,955	460,037
Staff costs		428,813	151,974	580,787	484,966
Travel		1,989	2,804	4,793	14,084
Communications		872	94,507	95,380	6,998
<b>Total costs directly allocated to activities</b>		<b>788,885</b>	<b>277,030</b>	<b>1,065,915</b>	<b>966,085</b>
<b>SUPPORT COSTS ALLOCATED TO ACTIVITIES</b>					
Staff costs		348,109	77,935	426,044	491,860
Recruitment		348	2,148	2,495	3,265
Office costs		135,937	31,078	167,015	208,363
Foreign exchange (gain)/loss		2,705	606	3,311	36,710
<b>GOVERNANCE COSTS:</b>					
Global meetings and other governance costs		4,963	1,111	6,074	27,693
Audit		7,354	1,646	9,000	9,900
<b>Total Support and Governance costs</b>		<b>499,415</b>	<b>114,524</b>	<b>613,939</b>	<b>777,791</b>
<b>TOTAL COST OF CHARITABLE ACTIVITIES</b>		<b>2,099,056</b>	<b>555,241</b>	<b>2,654,296</b>	<b>2,405,602</b>



## Grants payable

GRANTS WERE PAID DURING THE YEAR TO THE FOLLOWING INSTITUTIONS:	2021 £	2020 £
Action Aid Australia	124,359	56,756
ALE "Alliance for Budget transparency"	36,715	
Association Energy Transparency	37,994	4,553
Association Tunisienne De Droit Du Développement		13,351
Bantay Kita		15,034
Cajust Senegal	48,198	
Caritas Zambia	18,567	
Center for Environmental Policy and Advocacy		14,880
Community Outreach for Development and Welfare Advocacy (CODWA)	21,477	
Dynamique Mondiale des Jeunes	19,152	7,652
Economic Justice Network	10,351	-
Environics Trust	36,345	2,019
FDS Mali	21,815	
Hakirasilimali	15,138	14,762
Impact (PWYP Canada)		23,923
Katiba Institute	33,785	78,805
KUWUKA JDA - Juventude Desenvolvimento e Advocacia	20,274	35,031
Lebanese Oil and Gas Initiative	98,617	113,457
Lebanese Transparency Association		18,494
Transparency International initiative Madagascar	21,939	
Mines alerte (PCQVP Burkina Faso)	44,946	9,017
Oxfam France (PWYP France)	10,000	19,936
Pro-biodiversity Conservationists in Uganda	28,250	43,124
Publiez Ce Que Vous Payez - Guinée	43,012	-
Publiez Ce Que Vous Payez Coalition Malienne		11,147
Publiez Ce Que Vous Payez Senegal (CAJUST)	10,992	
PWYP Niger - ROTAB	73,282	10,000
PWYP UK	32,000	
Réseau des Organisations Libres de la Société Civile pour la Bonne Gouvernance au Gabon (ROLBG)	11,453	
The Creative Organisation for Development		13,204
The ONE Campaign		37,387
Ther Development Center	90,620	52,435
Yayasan Transparasi Sumberdaya Ekstraktif	22,280	4,551
Zimbabwe Environmental Law Association	14,655	11,880
Other subgrants	28,226	50,328
	<b>974,442</b>	<b>661,726</b>

## Staff and Trustee Costs

	2021 £	2020 £
Wages and salaries	555,553	616,113
Hosted staff costs	452,638	334,067
Social security costs	47,032	63,100
Pensions	60,737	56,672
	<b>1,115,960</b>	<b>1,069,952</b>

During the year ended 31 December 2021 the charity employed 10 full-time members (2020: 9). Included in wages and salaries are severance payments totalling £0 (2020: £25,500).

The Senior Management team comprises the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis.

Key management personnel remuneration in the period was £323,932 (2020: £348,461).

The number of employees whose employee benefits (excluding employer's pension costs and employer's NI) fell within the following bands was:

	2021 NO.	2020 NO.
£70,001 - £80,000	1	1
£80,001 - £90,000	1	-
£90,001 - £100,000	1	1
£100,001-£110,000	-	-
£110,001-£120,000	-	1

During the year, no trustees received any remuneration or medical benefits (2020: none). Payment of remuneration to a trustee for services rendered is permitted by the Articles of Association.

During the period, Athayde Jose Motta Filho received £1,413.83 for Consultancy services (2020: none).

## Tangible fixed assets

	COMPUTER EQUIPMENT £	FIXTURES & FITTINGS £	TOTAL £
<b>COST</b>			
At 1 January 2021	45,770	2,460	48,230
Additions	5,304	-	5,304
Disposals	-	-	-
<b>At 31 December 2021</b>	<b>51,074</b>	<b>2,460</b>	<b>53,534</b>
<b>DEPRECIATION</b>			
At 1 January 2021	30,799	2,460	33,259
Charge for year	12,523	-	12,523
Eliminated on disposal	-	-	-
<b>At 31 December 2021</b>	<b>43,322</b>	<b>2,460</b>	<b>45,782</b>
<b>NET BOOK VALUE</b>			
<b>At 31 December 2021</b>	<b>7,752</b>	<b>-</b>	<b>7,752</b>
<b>At 1 January 2021</b>	<b>14,971</b>	<b>-</b>	<b>14,971</b>

## Debtors

	2021 £	2020 £
Trade debtors	6,430	4,804
Other debtors	-	-
Prepayments and accrued income	34,506	35,288
<b>TOTAL</b>	<b>40,936</b>	<b>40,092</b>

## Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	26,475	60,129
Accruals	207,930	347,095
Deferred income	711,693	510,830
Other creditors	<u>24,649</u>	<u>32,791</u>
<b>TOTAL</b>	<b>970,747</b>	<b>950,845</b>

Deferred income represents grants and donations received for specific future programmes. Deferred income movements can be summarised as follows:

	2021 £	2020 £
Brought forward	510,830	-
Recognised as income in the year	(510,830)	-
Deferred in the year	711,693	510,830
<b>CARRIED FORWARD</b>	<b>711,693</b>	<b>510,830</b>

## Unrestricted funds

2021	OPERATIONAL RESERVE £	COVID 19 RESERVE £	GENERAL FUNDS £	TOTAL £
<b>At 1 January 2021</b>	<b>430,000</b>	<b>150,000</b>	<b>908,685</b>	<b>1,488,685</b>
Transfers - restricted funds	-	-	-	-
Transfers to designated reserves	-	-	-	-
Income/(expenditure) for period retained	-	(58,330)	1,015,358	957,028
<b>AT 31 DECEMBER 2021</b>	<b>430,000</b>	<b>91,670</b>	<b>1,924,043</b>	<b>2,445,713</b>

The purpose of the PWYP Operational Reserve is to ensure the stability of the mission, programmes, employment and ongoing operations of the organisation. The Operational Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The reserve may also be used for one-time, non-recurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure.

The PWYP Covid 19 Reserve was created in 2020 from additional surplus generated because activities were not able to take place as planned due to the Covid 19 global pandemic. The purpose of this reserve is to support PWYP coalitions and members to respond to the specific challenges arising from the Covid-19 pandemic.

2020	OPERATIONAL RESERVE £	COVID 19 RESERVE £	GENERAL FUNDS £	TOTAL £
<b>At 1 January 2020</b>	<b>330,000</b>	-	<b>309,081</b>	<b>639,081</b>
Transfers - restricted funds	-	-	33,169	33,169
Transfers to designated reserves	100,000	150,000	(250,000)	-
Income/(expenditure) for period retained	-	-	816,435	816,435
<b>AT 31 DECEMBER 2020</b>	<b>430,000</b>	<b>150,000</b>	<b>908,685</b>	<b>1,488,685</b>

## Restricted funds

2021	OPENING FUNDS	INCOME	EXPENDITURE	TRANSFERS	CLOSING FUNDS
Finland Ministry of Foreign Affairs	154,987	-	154,987	-	-
Ford Foundation	5,511	-	5,511	-	-
Norwegian Agency for Development Cooperation	-	449,537	337,083	-	112,454
<b>TOTAL</b>	<b>160,498</b>	<b>449,537</b>	<b>546,270</b>	<b>-</b>	<b>112,454</b>

**Cordaid:** Grant to support a project that focused on strengthening the influencing skills of the PWYP Africa Steering Committee (ASC) members to use the Africa Mining Vision (AMV) as a strategic advocacy focus; as well as to support country level work of civil society in the Democratic Republic of Congo and in South Sudan.

**Ministry of Foreign Affairs Finland:** Grant to support capacity building, peer-learning, knowledge-sharing and advocacy by civil society organisations in Sub-Saharan Africa to monitor the tax payments made by extractive companies to governments with a view to ensuring that they contribute to equitable and sustainable development.

**Ford Foundation:** Grant to foster civil society leadership, learning, and networking in order to enhance gender responsiveness, equitable benefit sharing, and defense of civic space in the extractives sector in Africa

**Luminate:** Grants to facilitate the Mandatory Disclosures Campaign in Canada, the UK, Australia and France; and to support PWYP's organisational development and overall strategy implementation.

**Natural Resource and Governance Institute:** Grant provided to support PWYP work towards a global mandatory disclosure reporting standard in the extractive sector.

**The Norwegian Agency for Development Cooperation:** Grant to facilitate a project to support improved transparency and accountability in the petroleum sector. The grant is being used to support organisations in Lebanon, Iraq and Kenya.

**The William and Flora Hewlett Foundation:** Grant for a pilot project to promote a gender-responsive Extractive Industries Transparency Initiative.

2020	OPENING FUNDS	INCOME	EXPENDITURE	TRANSFERS	CLOSING FUNDS
Cordaid	7,352	(3,515)	3,837	-	-
Finland Ministry of Foreign Affairs	-	451,345	263,189	(33,169)	<b>154,987</b>
Ford Foundation	138,260	-	132,749	-	<b>5,511</b>
Luminate - Mandatory Disclosures	35,164	-	35,164	-	-
Natural Resource Governance Institute (Mandatory Disclosures)	20,108	-	20,108	-	-
OSISA grant via SARW for Global Assembly	-	16,759	16,759	-	-
Norwegian Agency for Development Cooperation	-	351,154	351,154	-	-
The William and Flora Hewlett Foundation (Gender Pilot Project)	31,945	-	31,945	-	-
<b>TOTAL</b>	<b>232,829</b>	<b>815,743</b>	<b>854,905</b>	<b>(33,169)</b>	<b>160,498</b>

## Analysis of net assets

2021	RESTRICTED £	UNRESTRICTED £	TOTAL £
Fixed assets	-	7,752	7,752
Net current assets	112,454	2,437,961	2,550,415
<b>TOTAL</b>	<b>112,454</b>	<b>2,445,713</b>	<b>2,558,167</b>

2020	RESTRICTED £	UNRESTRICTED £	TOTAL £
Fixed assets	-	14,971	14,971
Net current assets	160,498	1,473,714	1,634,212
<b>TOTAL</b>	<b>160,498</b>	<b>1,488,685</b>	<b>1,649,183</b>

## Related party transactions

There were no payments to or for related parties during the year ended 31 December 2021.

There are no outstanding balances or provisions for doubtful debts with related parties for the year ended 31 December 2021.

## Lease commitments

The total lease commitment for the period was £0 (2020: £0).





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