



**PUBLISH WHAT  
YOU PAY**



# Mid-strategy review

## Executive summary



September 2022

## Introduction

Publish What You Pay initiated its [Vision 2025](#) strategy for a people-centred agenda for the extractive industries at the beginning of 2020, just as the world was plunged into unprecedented uncertainty as a result of the COVID-19 pandemic.

Around the world, the pandemic has had a terrible effect on people, communities, and economies. Additionally, it has accelerated unsettling trends toward the shrinking of civic space, with numerous countries implementing stricter legislation to limit fundamental liberties. In the meantime, reduced oil demand, falling oil prices, and disruptions in the mining supply chain gave a preview of what is to come as the climate crisis takes hold.

The shifts and disruption caused by the pandemic make this mid-term review of PWYP's five year strategy all the more important. It is vital to understand progress, challenges and lessons in implementing the strategy to date, so as to inform the remainder of its implementation. The review covered the work of both the PWYP Secretariat and PWYP members across all four of the global strategic goals of being informed, influential, heard and connected.

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## Approach and methodology

The review aimed to identify progress, challenges and lessons in the implementation of Vision 2025 to date, recognising that it's not possible to cover every aspect of the work of all 51 national coalitions in the movement. The review therefore focused on the following thematic priorities, identified in collaboration with the international secretariat and the Global Council: contract disclosure, use of data, civic space, gender and the energy transition. In addition to the thematic progress, the review provides an overall assessment of progress towards the four global goals. The review is grounded in extensive document review (including from both national coalitions and the international secretariat) as well as seven regional focus group discussions (with 55 members) and 29 interviews with a total of 34 informants.



**GOOD PROGRESS**

PWYP has successfully driven important work and results to defend and extend transparency in the extractive industries with the objective of putting information into the public domain that can be used to promote good governance and accountability (see influential). The PWYP network has led extensive work on securing the disclosure of contracts, beneficial ownership, and social and environmental

information. Significant changes were achieved in national laws and policy, as well as international norms particularly around contract disclosure: Mali and Senegal made significant steps towards contract transparency, while Nigeria and Ukraine made progress by introducing laws that require disclosure. [ICMM](#) also mandated that its members disclose contracts entered into after January 2021. PWYP's contribution to these results is likely to have been significant, including via the globally coordinated [#DiscloseTheDeal](#) campaign for contract transparency and its work within the EITI. National coalitions in Indonesia and Senegal also secured important progress on beneficial ownership disclosures. On the other hand, despite a significant focus on demanding social and environmental disclosures, progress in this area remains limited, primarily due to poor political will on the part of governments and companies.



PWYP has made good progress on being influential but influence on policy is not necessarily aligned with the assumptions of the strategy - that policy change is driven by using information. In addition to collaborative action research projects supported by the Secretariat, this review identified several data use cases including some that lead to positive responses from government or companies: in Australia, the coalition's [campaigns](#) raising concerns that oil and gas projects have financed the military junta led to [international oil companies](#) pulling out of Myanmar; while in the Philippines, PWYP members [identified](#) that EITI data could be useful in helping indigenous communities to demand their share of royalty payments from mining on community land. PWYP members are increasingly aware of their own strengths and limitations in undertaking analytical work and are working within the broader movement to support the generation and use of evidence. Some lessons emerge from this strand of work. First, problem-driven analysis generates more focused advocacy asks and seems to get more traction with decision makers, with multinational companies generally more responsive than governments, possibly due to reputational concerns. Second, the PWYP network could strengthen its influence by designing analysis with the purpose of supporting specific policy asks and by ensuring strategic communications and advocacy planning to accompany research. Finally, there are examples of PWYP's policy impact that are not rooted in the generation of analytical evidence; they range from hard hitting campaigns in response to corruption scandals to gradual dialogue and consensus building with other stakeholders. In these instances, the reputation and networks that PWYP members have developed in policy making circles was key to supporting progress. PWYP should think about whether its definition of influential (information-driven policy change) adequately captures the diversity of influencing that is actually happening across the movement.



## GOOD PROGRESS

Increasing restrictions on civic space informed the decision for PWYP to take a more public-facing role in defending civic space and protecting members as part of the Vision 2025 strategy. The development of a three year [roadmap](#) in this implementation phase has guided PWYP's shift from a reactive to a proactive approach which involved identifying and challenging restrictive environments for civil society. Actions taken by members include bringing evidence to international institutions like the EITI (as in the case of the Philippines); and pressuring companies to cut business relationships with abusive regimes (as in the case of investments in Myanmar). Overall there is evidence that the movement is becoming more confident and active in tackling civic space issues. PWYP members have also been active in defending and widening participation in natural resource governance at the national level. One example of this is push-back by civil society where there have been efforts to reduce their representation on EITI multi stakeholder groups, although tactics to manage these attempts to limit civic space can be inconsistent from country to country. Efforts to diversify coalition membership have resulted in the inclusion of more women, youths and other minority groups, with evidence of synergies built between the agendas of these groups and the work led by PWYP.



## GOOD PROGRESS

PWYP coalitions are on the whole stronger, more diverse and inclusive. There has been a strong focus on diversifying coalitions and encouraging cross country learning, coordination and solidarity. When it comes to gender equity, PWYP has led highly impactful work to [mainstream gender considerations](#) in the EITI, as well as to develop its own [Global Gender policy](#). This work has also supported efforts to strengthen women's voices within the movement, with evidence that coalitions that include women's voices give greater consideration in their advocacy to the unique needs and perspectives of this group. The Secretariat's role in building connectivity has been catalytic, including via facilitation and funding of webinars, network meetings, and collaborative, multi-country or partnership work, with a strong focus on generating learning and coordinated advocacy. PWYP is increasingly working across movements, with strong cross-sectoral partnerships and alliances with the tax justice, human rights and gender justice movements. Major work has taken place to position PWYP on [climate justice and energy transition issues](#) and there are some strong emerging partnerships with climate organisations as a result of this work. An

acceleration of work on this important topic is needed in the remainder of the strategy, particularly in regions that are still largely dependent on natural resources for their development.

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## Summary recommendations

The following five recommendations are intended to guide prioritisation in the next phase of implementation of the strategy, with a focus primarily on priority topics considered in this review.

### **1. Strengthen strategic focus on securing a just energy transition to a low carbon economy**

During the remainder of the strategy, PWYP coalitions should accelerate internal debates and strategic engagement in fossil fuel and transition mineral producing countries to arrive at clear advocacy goals. PWYP coalitions in new producer, established producer and transition mineral producer countries should develop their tactical approaches with the lens of the energy transition and should consider specific sub-themes of work such as disclosures of climate risks, monitoring of climate risks, energy diversification, economic diversification and potentially energy demand.

### **2. Anchor civic space work in shared standards**

In the next phase of Vision 2025, PWYP coalitions should strive for a consistent approach of anchoring their civic space advocacy in shared standards for a more effective impact. This includes shared expectations around the level of civil society representation in EITI MSGs and consistent communication between members and with the Secretariat so that the movement can leverage its collective power to address attacks on civic space.

### **3. Continue to campaign for contract disclosure**

PWYP coalitions and members should continue to campaign to #DisclosetheDeal, and look to fine tune communication messages for the social media campaign ensuring that they reflect the latest policy openings and thinking by members. Lessons from #DiscloseTheDeal should be used to inform future national and global energy transition campaigns.

### **4. Facilitate and monitor uptake of the gender agenda**

In addition to continuing to leverage the EITI to make progress on gender equity, PWYP coalitions should draw on the principles of the PWYP gender policy to inform their efforts towards becoming a movement that promotes gender justice and that embraces and applies feminist values, principles and practices.

### **5. Ground relevant advocacy agendas in data analysis**

PWYP coalitions should assess when it is tactical to ground their advocacy efforts in analysis of data, including exploring partnerships with experts/institutions to facilitate that analysis. Beyond the current strategy, PWYP should reconsider its definition of “influential” so that it covers all types of influencing led by members.

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