



FIVE YEARS OF COLLECTIVE IMPACT
REFLECTING ON WHAT WE ACHIEVED UNDER

VISION 2025



PUBLISH WHAT
YOU PAY

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An effective movement for a just world

Foreword from PWYP's Global Council chairs

The past five years have been exceptional in so many ways, and we are proud of our achievements in a highly challenging period and rapidly changing contexts.

We have made substantial progress in delivering a more transparent and well-governed extractive sector. For instance, thanks to our sustained contract disclosure campaign, considerably more deals between extractive companies and governments are open to public scrutiny. Our movement has significantly grown its capacity to analyse contracts and other public data, helping communities demand that companies and governments meet their legal obligations, and directly advocating for responsive, people-centred public reforms. We have also brought the campaign for gender justice in the extractive sector to the front and centre of our flight.

Our latest [National Coordinator Survey \(NCS\)](#) shows that in 2023 85% of our affiliated coalitions have led work on climate and energy transition. This is an extraordinary achievement, given that we codified our [collective response](#) to the climate crisis in 2021 - well into the second year of Vision 2025. We are also more connected than ever before, as shown by member-driven working groups shaping our strategy, governance reforms and our work on a just energy transition. Importantly, 70% of our national coalitions recently reported that they are regularly adapting their work in light of lessons from peers in other countries, up from 46% at the launch of our strategy.

Against the backdrop of COVID-19, which had crippling effects on our work, this is an impressive feat: for a sustained period, we were unable to interact in person, within and across countries. The pandemic also reduced funding access and impacted our ability to nurture trust and relationships with the communities we serve and the decision makers we try to influence. However, we turned this challenge into an opportunity and demonstrated creativity in the face of adversity. We experimented with digital platforms to support internal learning and sharing (our 2022 Global Assembly was held online with more than 400 participants!), as well as to pursue our advocacy towards duty bearers in national and transnational contexts. The international Secretariat mobilised existing and new resources to support members in need, regrating a third of its funding at the height of the pandemic. This time of crisis also motivated us to [stress test](#) our global strategic priorities, which in turn increased our internal readiness to face a range of possible future crises.

Civic space continues to be a concern animating and affecting our work. PWYP members are routinely subject to physical and digital attacks and abuses, with an array of legal and practical restrictions limiting their ability to operate, assemble and protest. As we write this foreword, our dear colleague Dr. Gubad Ibadoghlu remains under house arrest in Azerbaijan on trumped-up charges. In 2024, an alarmingly high proportion of national coordinators (67%) reported that their coalition

had to focus on protecting the civic space of coalition members. And yet, here too, our movement stands tall and resilient. We have deepened our partnership with human rights and democracy organisations and actively used the EITI and other mechanisms at our disposal, to protect people's voices and freedoms.

As we look to our future, PWYP's Global Council, Africa Steering Committee and Board have begun an extensive consultation around our mission and strategic priorities to ensure that we are focussing our collective strengths on the most pressing challenges. Concurrently, we are rethinking our leadership and operating model to ensure greater agility and nimbleness in our action, whilst maintaining the cohesion in approach that has made us a force to be reckoned with. As we look ahead, we are thrilled to welcome [Ketakandriana Rafitoson](#) as the new Executive Director of the international Secretariat. Ke is a respected political scientist, researcher and campaigner working at the

intersection of transparency, anti-corruption and the defence of human rights. Her work is a testament to our evolving strategic focus and our ways of working - united and in solidarity - and we cannot think of a more suitable leader to build on the legacy of Elisa Peter (Executive Director from 2016 to 2022), to inspire the movement as we face the future.

Our next strategy must respond to a world that looks very different to how it did in 2020 but our guiding values will remain: we want a just future in which all communities in society are empowered and thriving; in which equality is realised, and natural resources are stewarded responsibly for current and future generations. We believe this future is possible, and the time to bring it about is now.

Olena Pavlenko, PWYP Global Council Chair (2019 - 2022)

Monday Osasah, PWYP Global Council Chair (2022 - 2025)

Executive summary

This report provides an overview of the work and achievements of the global Publish What You Pay (PWYP) network during the implementation of our [Vision 2025 strategy](#). We hope the report provides our members, partners and funders with useful insights on progress against our five strategic outcomes, along with insights on which we can draw as we develop our next global strategy.

Promoting disclosure. Public disclosure of information that is relevant to citizens and communities remains a powerful deterrent against mismanagement, corruption and abuse in the extractive industries. In the past five years, we have made significant strides in the disclosure of contracts via our [#DiscloseTheDeal campaign](#). Through our efforts, 33 countries now have [policies](#) in place for mandatory publication. Heeding the call for community-relevant information, we redoubled efforts to disclose social and environmental information and community entitlements under benefit sharing regimes. Adapting to face the climate emergency, we have secured important disclosure of climate risks that can help monitor whether governments and companies are committing to risky oil and gas investments that may never come to fruition. We have also made important gains in revealing the true owners of extractive projects, an essential step in preventing persons with political links from securing stakes in extractive projects. However, a recent decision by the European Court of

Justice that beneficial ownership registers breach individuals' rights to privacy serves as a sobering reminder that this fight is far from over.

Using public information. A key strategic objective of Vision 2025 was to use newly available public disclosures to formulate evidence-based demands. In our last assessment, 91% of PWYP national coordinators reported focusing on this area of work. Further, we tracked 42 data use cases among members and communities in the 2022-2023 period. These cases show that PWYP members used a variety of information sources to detect revenue leakages or spot evidence of global tax evasion. Evidence-driven advocacy contributed to changes in fiscal regimes and the renegotiation of unfavourable contracts, which will add sizable revenues to state coffers to invest in public services. Some PWYP members led data-driven analysis with communities so that they have a better understanding of how to use expanding disclosure regimes to protect their interests. We consider this an impressive achievement against the background of our 2022 mid-term strategy [review](#), which suggested greater focus was needed to deliver progress in this area. However, our work also showed us that evidence-based advocacy only works where fundamental freedoms are protected and governments are receptive to public input. Where this is not the case, PWYP members have faced retaliation and threats in response to sound advocacy. While we have grown more

confident in anticipating and reacting to civic space threats, including by using the Extractive Industries Transparency Initiative (EITI) as a lever, the ongoing erosion of civic space jeopardises our ability to carry out our work without fear, and negatively impacts our ability to achieve positive social change.

Transnational advocacy. Working together across borders allows PWYP members to play to our respective strengths and self-organise in the most impactful configurations, from regional, to cross-regional or bilateral collaborations. We can simultaneously influence and link up global to local reform processes, and exert outside pressure even when the voice of civil society is stifled. Our work on justice in

the energy transition has seen us jointly reflect and consolidate our energy transition [positions](#), which have informed our advocacy towards the Group of Seven (G7), the United Nations' Conference of the Parties (COPs) and other global and national processes. These efforts led to the emergence of regional and cross-regional coalitions that comprise PWYP members and external partners active in the climate sphere, to call for justice in the energy transition to a low carbon economy. As of 2023, two thirds of PWYP coalitions were engaged in joint planning on climate related topics such as "transition minerals" or "fair fossil phase out", well ahead of other topics of work. This focus indicates the extent to which justice in the energy transition has become a driving factor in our collective work.



Promoting the participation of marginalised groups. Protecting and supporting communities, women and other excluded groups was the cornerstone of Vision 2025. It has been documented that the extractive sector plays an outsized [role](#) in undermining women's rights. Similarly, resource extraction inflicts huge costs on local communities, who see their lands and natural environments devastated, without receiving appropriate compensation. Our review of internal data from 2020 to 2024 reveals an exceptional investment by PWYP members in this area of work over the course of Vision 2025, with 43 different PWYP coalitions across all regions leading activities and projects to strengthen the participation of marginalised groups. With our partners in the "Gender Justice and Extractive Industries" working group, we developed a feminist [agenda](#) for natural resource governance. We also codified how the EITI can [advance](#) women's rights and identified reforms that can [improve](#) women's power in decisions around the allocation and use of extractive revenues. At the country level, these efforts have led among others to the removal of employment restrictions for women, greater participation in EITI multi-stakeholder groups, and increased allocations for women enterprises and girls' education.

Vision 2025 also saw strong focus on the design of inclusive and generous benefit-sharing mechanisms, responsive budgeting processes

and the design and implementation of mining funds that assign a share of resource revenues to affected communities. Many PWYP members facilitated the creation of local multi-stakeholder groups that gave communities unprecedented access to governments and companies and a sustainable avenue to air their concerns and to seek redress for harm.

Building an inclusive, diverse and learning-driven movement. PWYP can only truly serve the needs of excluded groups if we integrate them in our membership and decisions. Our latest [data](#) shows that 42% of all PWYP members are organisations representing women, youth, indigenous people's organisations, and people with disabilities. We have made systematic efforts to strengthen women's representation in PWYP's global governance bodies, achieving perfect parity. From 2022, we adopted a movement-wide [gender policy](#) and gender equality action [plan](#) that will support additional progress in this area, noting that only 39% of national coalition governance body members and 20% of national coalition coordinators are women. Among others, we have identified national gender champions who will promote and ensure adherence to our gender commitments. During Vision 2025, PWYP has developed a strong culture of sharing and learning. In 2024, 82% of PWYP coalitions reported better learning and articulation of impact in their work, with 73%

reporting that they learned from other coalitions in 2024, up from 67% at the start of our strategy. Similarly, 70% of coalitions did something new or different as a result of this learning, up from 46% at the start of the strategy. We achieved these exchanges through webinars, research, videos, digital training tools and impact stories, which also enabled members to stay connected during the COVID-19 pandemic. Finally, over the course of this strategy we have built bridges and partnerships with actors in the climate, gender, budget and human rights movements. These connections and relationships have strengthened our voice, facilitated joint reflection and opened new avenues for joint work and impact.

Looking ahead. Despite these achievements, our work must continue with speed and resolve. Autocracies are on the rise, and with them the ongoing risk of opacity, corruption and the subversion of power for the benefit of a few. The climate crisis requires rapid responses from the oil, gas and mining sectors, and the governments that want to exploit and use those

resources, if we are to avert catastrophic global heating. But the solutions cannot come at the expense of justice for communities, particularly those that rely on oil and gas revenues, or those who will bear the brunt of the impacts of increased mining for the transition minerals needed to power renewable technologies. Vision 2025 not only demonstrated that we can bring highly relevant information into the public domain but also that we can use it to great effect. Continuing to do so will require redoubling our efforts to counter the perverse effects of authoritarianism and civic space erosion, which close opportunities for impact and people-centred reform. PWYP can challenge inequality and injustice by demanding not just an energy transition but a transformation in energy systems and the global power structures that underpin them. How the extractive industries are governed and held accountable over the next two decades is critical to these questions of justice and equity, and our next global strategy must respond accordingly.



20 years on, PWYP's work remains critical

What we do and why we do it

25%

global GDP linked to
extractives

22%

average proceeds flowing to
producing country governments
from the sale of oil and gas
commodities

70%

world's poor that live in
resource rich countries

40%

proportion of global
attacks against civil
society that are related
to extractive projects

60%

governments' estimation of the
increase in critical minerals to
power the renewable energy
revolution

51%

estimated drop in revenues to
oil rich countries as fossil fuel
production is phased out

Publish What You Pay (PWYP) is a global movement campaigning for transparency and accountability in the extractives sector and a just energy transition. PWYP comprises over a thousand civil society organisations from more than 50 countries. Since our first campaign in 2002, we have been shining a light on the secretive oil, gas and mining industries. We have been instrumental in the creation and growth of the Extractive Industries Transparency

Initiative (EITI) and the passage of legislation that has forced the disclosure of extractives payments and contracts worth trillions of dollars, as well as the real owners of extractive projects, who often hide their identity behind complex ownership structures. More recently, we have brought our credibility and voice to bear on the campaign for a fair and just energy transition that considers the needs and voices of marginalised and under-represented people in

resource-rich countries and beyond. Our work matters: natural resources play an outsized [role](#) in the economies of 81 countries, where half of the world's population lives, and account for a quarter of global GDP. Yet, the vast revenues generated by oil, gas and mining are often captured by private interests, instead of being equally or fairly distributed to the people living in these countries. According to the Organisation for Economic Co-operation and Development (OECD), just 22% of the USD 1.2 trillion generated annually by the sale of oil and gas commodities [reach](#) government coffers. Even worse, extractive revenues attract greed, corruption and mismanagement - a phenomenon known as the "resource curse". Extractive projects are also at the heart of environmental degradation and social conflicts worldwide, which undermine the livelihoods of communities living near extractive sites, with negative impacts primarily felt by girls and women. In this context, many of the world's resource rich countries have failed to turn extractives into development opportunities; in fact, as of the start of this decade, 70% of the world's poor lived in resource dependent countries.

Oil, gas and mining also encourage dependency on the revenues they generate and hinder economic and energy generation diversification efforts. This dependence can slow global efforts to reduce reliance on fossil fuels and the move to low-carbon energy, which must happen rapidly if humanity is to avoid the most catastrophic effects of climate change. These effects will be felt primarily by the

world's poorest countries and people, who have played a negligible historical role in causing them. However, to be fair and just, the energy transition must consider the workers and communities who are currently dependent on fossil fuel revenues, who stand to lose from poorly managed and chaotic divestments. It is projected that the world's largest oil and gas producing countries could see a 51% [drop](#) in government oil and gas revenues over the next two decades. Consequently, the provision of essential services and public goods will be at risk at a time when populations still feel the brunt of high energy and raw materials and food costs brought about by the COVID-19 pandemic and conflicts in Ukraine and the Middle-East.

At the same time, the International Energy Agency estimates that a [sixfold increase](#) in the production of critical minerals (e.g., cobalt, lithium and copper) will be required by 2040 to produce, transport and store the electricity produced by wind, water and sun. Unless it is well governed and paced, the boom and fierce competition around critical minerals could lead to a surge of corruption and an escalation of human rights and environmental abuses, including pollution and contamination of water and land, further harming communities.

We are proud of our positive impact to date. In this report, we present a selection of our flagship achievements since 2020, organised by the five strategic outcomes of our [Vision 2025](#) strategy.

Our Impact

PWYP's collective global work for the past five years has been guided by our [Vision 2025](#) strategy. Our overarching aim at the start of the strategy was to bring about significant changes in policy and behaviour by governments and extractive companies, which would tangibly improve the lives of people where PWYP works. We expected that this would contribute to

realising our vision of "a world where all citizens benefit from their natural resources, today and tomorrow". This aim was in turn broken down into five, interlinked outcomes. These outcomes constitute the benchmarks against which we report here our achievements and key lessons learned.

OUTCOMES

1. Governments and extractive companies disclose more comprehensive, timely, reliable, accessible and demand-driven information

2. PWYP is better able to use the information available to build a strong evidence base for improved governance

3. PWYP coordinates more transnational advocacy efforts to drive normative, policy and behavioural change for greater accountability of governments and companies to citizens

4. PWYP enables more active participation of communities, women and youth in relevant extractive governance initiatives

5. PWYP is a more inclusive and diverse movement, better able to demonstrate our impact and learn from our collective experience

4.1 Shining a light on the most secretive sector

Outcome 1

Governments and extractive companies disclose more comprehensive, timely, reliable, accessible and demand-driven information

88%

number of PWYP coalitions reporting progress on the contract disclosure campaign

33%

EITI countries that now require contract disclosure by law

17%

EITI countries that continue to hide all extractive contracts from citizens

Public disclosure of timely information that is relevant to citizens remains the most effective deterrent to mismanagement, corruption and abuses against communities. It enables independent oversight by citizens of those in positions of power and the decisions they make. Transparency is now also accepted as critical to monitoring the pace of global commitments to keep global heating below 1.5 degrees Celsius; for instance, disclosing climate risks can allow people to prevent governments and companies from committing to risky oil and gas investments that may never come to fruition. Against this backdrop, it is unsurprising that throughout our strategy period the promotion of transparency saw persistently high focus and investment from our movement - as demonstrated by our latest [NCS](#), with 88% of national coalitions reporting progress against this strategic outcome.

Since 2020, we spearheaded a strong push on contract transparency through our [#DiscloseTheDeal campaign](#). Contracts are the “heart of the deal” and their public

circulation is a precondition to determining benefits and costs from the sale of oil, gas and minerals. In this area of work, our influence has been instrumental in securing a regime of total disclosure in Senegal, with significant progress also registered in [Ukraine](#), [Mali](#), Madagascar, Mongolia, Nigeria, [Indonesia](#), Tunisia and Yemen. At the global level, we contributed to securing a contract disclosure requirement from the mining industry body, the [International Council on Mining and Metals](#), which automatically applies to all its member companies. Through our efforts, 49 countries now [disclose](#) at least one extractive industry contract and 33 have policies in place for mandatory publication. Once an exception, contract transparency is now the norm in the extractive sector.

Despite significant progress, margins for improvements remain: research led by with PWYP members NRGi and Oxfam along with the PWYP international Secretariat revealed that only 18% of EITI implementing countries [disclose](#) contracts in both the mining and the oil

and gas sectors, 53% disclose some contracts or all contracts in only one sector, with 30% keeping contracts secret from public view. A cross-cutting priority of Vision 2025 was the pursuit of disclosures that respond to communities' persistent requests for information relevant to their needs and concerns. Beyond contracts, this included social, employment and environmental information and other locally relevant disclosures such as revenue transfer data. This data allows communities to calculate whether they are receiving their fair share from governments and companies. PWYP coalitions in Kyrgyzstan, Liberia, and Sierra Leone secured important new disclosures in this area of work, with further impacts in other countries outlined later in this report.

This strategy period saw us pushing the frontiers of transparency: for instance, as part of EITI reporting, PWYP members in Burkina Faso, Guinea, Senegal and other countries secured publication of gender-specific employment information to create an evidence base to foster opportunities for women. Similarly, PWYP members in Europe and the US campaigned for disclosure of climate risks, and PWYP Australia's [advocacy](#) contributed to a requirement to publish climate-related financial disclosures. This frontier work did not come at a cost to other more traditional areas of work for PWYP, such as beneficial ownership transparency. Knowing the real ultimate owners of companies remains critical to detecting and preventing

persons with political links or affiliations from securing stakes in extractive projects - a certain recipe for corrupt self-dealing, conflict of interest, and bribery. For example, PWYP Nigeria helped secure an operational beneficial ownership register, while PWYP Indonesia helped improve beneficial ownership disclosure rates. PWYP Canada and partners secured a groundbreaking government [commitment](#) to implement a public beneficial ownership register, following five years of coalition advocacy. Substantial progress was also made by PWYP members in Mauritania, Senegal, Tanzania and Tajikistan.

Despite our many wins, we faced setbacks that remind us that the movement towards transparency is far from linear or one-directional. For instance, the European Court of Justice ruled in late 2022 that beneficial ownership registers breach individuals' rights to privacy, which led United Kingdom (UK) Overseas Territories and Crown Dependencies, most of which are recognized tax havens, to declare in 2024 that they will not grant unrestricted public access to their beneficial ownership registers. Looking at the corporate sector, many large companies - including Chevron and ExxonMobil - still [do not](#) fully publish all project-level payments to governments, as outlined in a recent EITI [assessment](#) of supporting companies. To reverse these setbacks, we will continue to champion mandatory disclosure requirements and call out state and corporate actors that claim to support transparency only to launder their reputations.

ZOOM IN:

Translating a legal commitment to a practice of disclosure in Mali

In December 2021 the Malian EITI Multi-Stakeholder Group (MSG) [decided](#) to disclose all extractive contracts on the country's EITI website. While the publication of contracts had been enshrined in the 2019 Mining Code, in practice little progress had been made: as of the end of 2021, only 12 mining contracts were posted on the Ministry of Mines' website, many without annexes and amendments providing essential complementary details. While recognising the contribution of other players, PWYP Mali's [advocacy](#) played an important part in this decision, which spurred an exponential rise in the number of public contracts, with 130 contracts available as of 2022. The PWYP Mali coalition released [research](#) in 2021

detailing gaps and opportunities for improving disclosures. This research was the culmination of years of diligent and proactive advocacy focussed on persuading policymakers that contract transparency would lead to the negotiation of more advantageous contracts for the country, and ease social tensions between communities and extractive projects. Leveraging networks with reform minded duty bearers in the transitional government, PWYP Mali used its presence in the EITI MSG and the provisions of the EITI Standard, including the impending 2022 EITI validation deadline, to translate the legal commitment into actual practice.

ZOOM IN:

#DiscloseTheDeal: a globally coordinated push, rooted in local contexts

#DiscloseTheDeal saw concerted action by the PWYP international Secretariat and members, backstopped by sizable, dedicated funding and coordinated messaging and advocacy. In 2022 alone, the international Secretariat made sub-grants to 15 PWYP members for a total of USD 271k to lead national campaigns. The international Secretariat supported learning and joint strategy through peer learning sessions at key internal and external events (including PWYP's Global Assembly, the [Open Government Partnership \(OGP\) Summit](#) and [OpenGov Week](#)) and by sharing information and messages through a dedicated mailing list and [microsite](#), comprising an explainer [video](#), a contract disclosure [tracker](#), public databases of contracts and resources and research to guide members' work.

In June 2023, two years into the campaign, PWYP members came together to collectively reflect on our achievements and document key lessons in a [briefing](#) to inform future work. Among the successful tactics shared were targeting both policy makers and the public to mount pressure using numerous entry points, from the EITI and the OGP to Freedom of Information laws and ongoing legal reforms. This multi-pronged approach provided us with back-up plans and flexibility where strategies failed to deliver or when new entry points for influence materialised. Ultimately, our action also demonstrated that the strength of the campaign is in being able to sync global coordination with member-led messaging and strategies focussed on the specificities of unique country contexts.

4.2 From transparency to action in the face of repression

Outcome 2:

PWYP is better able to use the information available to build a strong evidence base for improved governance

2.95+ trillion
US dollars of extractives
payments disclosed

91%

number of PWYP coalitions reporting progress on using data for better governance in 2024

42

number of data use cases by PWYP coalitions in 2022 and 2023

45%

number of PWYP coalitions reporting threats to civic space in their country in 2024



PWYP's long-standing focus on transparency has brought unprecedented levels of relevant and timely information into the public domain. When used well, this data can support well-informed public debate, advocacy and consensus for policy reform. However, effective data use requires a critical mass of activists, practitioners, and communities able to find and analyse data in order to develop hard evidence that supports the fight for a more accountable natural resource sector. Furthermore, data-driven change also requires the protection of fundamental freedoms of association, peaceful assembly and expression.

Building on the lessons of our Data Extractors program, Vision 2025 saw continued efforts to nurture analytical excellence within the movement and the communities we serve. Drawing on recommendations from an independent evaluation of our program, we focused on highly contextualised problem-driven research with catalytic partnerships to build capacity to lead data crunching and rigorous analysis.

Five years on, we have made significant progress in this critical aspect of our work. In the latest NCS, 91% of PWYP national coordinators reported that their coalition used data for better governance. Similarly, PWYP members reported 28 data use cases in 2024, up from 14 the previous year. Use cases included examples of high profile national debates on the value and costs of extraction, efforts to empower communities to force companies and governments to meet their obligations or compensate for environmental damage; strategies to secure better deals and a fairer distribution of benefits; and actions to curb corruption in licensing.

PWYP members have developed technical and analytical versatility, with clusters of analytical excellence now present in every region of operation. The following examples attest to the rigour and impact of our evidence-driven work.

- PWYP Australia [used](#) EITI and European Union (EU) mandatory disclosures to estimate the sizable payments made by Australian and Western majors to Myanmar's military regime, used by the latter to fund its repression of Myanmar's citizens. Our analysis animated a joint campaign with PWYP members in India and elsewhere and contributed to company [downscaling](#) and [divestment](#) decisions.
- PWYP Burkina Faso's [analysis](#) of the evolution of gold revenues at a time of booming gold prices identified significant revenue losses for the state. The analysis informed successful advocacy to persuade the government to strengthen revenue collection systems and, more recently, to increase the royalty rate, which will bring into government coffers additional resources for public services and communities.
- PWYP Canada and partners [used](#) public corporate beneficial ownership information, made available by transparency laws in the UK and EU, to reveal that the use of shell companies in Canada may disguise up to CAD 100 billion in global tax evasion and financial crimes as legitimate transactions. This analysis contributed to the federal government's landmark decision to deliver a publicly accessible registry of the true owners of companies by the end of 2023, two years earlier than originally pledged.

- PWYP Democratic Republic of Congo (DRC) and its partners in the EITI used evaluation reports from the DRC EITI and other agencies to interrogate and critique the international mining agreement between the DRC state and Chinese investors. The coalition and the EITI advocated for the renegotiation of the agreement to rebalance benefits between the two parties in favour of the DRC. The Presidency of the Republic responded favourably by setting up a commission that renegotiated the deal, a move that is expected to [add](#) USD 4 billion of infrastructure development investment.
- PWYP Philippines used EITI data to foster community-driven monitoring of royalty transfers, helping to identify discrepancies in revenues owed to communities, whilst at the same time opening a debate on taxes deducted by the national government on these transfers.
- PWYP Zimbabwe [analysed](#) the 2021 Zimbabwe Revenue Authority report to reveal that roughly USD 310 million in taxes were lost to private interests through tax breaks. This amounted to a staggering 61.3% of tax revenues collected in 2021 and represented close to a sixfold increase in lost revenue when compared to 2019. Advocacy to remove these exemptions continues.

While undertaking our data-driven work, we learned again that analytical capacity is only one of several success factors; in fact, our work is most impactful when we also invest time and efforts building trust, reputation and entry points with reformers. Conversely, in contexts in which fundamental freedoms are severely curtailed, independent analysis and advocacy

have been met with retaliation and repression, as experienced first-hand by PWYP members in [Azerbaijan](#), Kazakhstan (see case study), [Madagascar](#), [Myanmar](#), and [Niger](#).

It is extremely concerning that 45% of PWYP coalitions reported threats to civic space in our 2024 NCS, with 21% noting direct threats to coalition members' human rights. This is in line with the equally alarming findings of the Civicus Monitor, which shows a downward [shift](#) in civic space, with 70% of the world's population now living in closed or repressed civic space environments.

Against this backdrop, under our Vision 2025 strategy the PWYP international Secretariat developed a three-year civic space [roadmap](#) that guided a shift from a reactive to a proactive approach that identifies and challenges restrictive environments for civil society. Guided by our [framework](#) for validation of the EITI civil society protocol, PWYP members in Kyrgyzstan, Madagascar, Colombia, the [Philippines](#) and the Republic of Congo brought evidence on civic space restrictions to the EITI in order to seek remedial action, with some degree of success. We also pressured companies and investors to cut business relationships with the repressive military regime in Myanmar and the rogue government of Russia, following its brutal [invasion](#) of Ukraine. As a result of our investments, we have become more confident in tackling civic space issues: 47% of national coordinators reported in 2023 that PWYP members had improved their understanding of how to respond to threats against a baseline of 35% in 2020. Yet much more is needed to ensure that all PWYP members, regardless of location, can lead our work in peace and without fear of retaliation.

ZOOM IN:

Collaborative action research drives change where governments allow free speech

At the inception of Vision 2025, PWYP initiated four collaborative action research projects in [Brazil](#), [Kazakhstan](#), [Nigeria](#) and [Zimbabwe](#). All of them saw the use of company payments data from NRGi's ResourceProjects.org, and other contextually relevant sources, such as EITI reports. Research was led by composite research teams that brought together members from the target countries and PWYP coalitions in Canada, France and the UK, the countries where the extractive companies investigated in these reports are headquartered. The PWYP international Secretariat provided funding and technical support to these efforts.

The resulting research encouraged critical exchanges with companies and governments, who were asked to comment on findings before release. It also provided a blueprint and lessons on how to use newly available data for analysis. However, only some welcomed our findings. For instance, our research exposed two high-cost oil and gas projects with few public benefits in Kazakhstan, one involving French company, Total. Although Total's response was constructive – it commented on our report and committed to resuming dialogue with the government on publication of its contract terms – the Kazak government chose retaliation by levying fines on the PWYP members who co-authored the report. This served as a stark reminder that transparency and evidence-based analysis are ineffective unless they are supported by functioning democratic institutions that protect civic freedoms.

4.3 Collective action for greater impact

Outcome 3:

PWYP coordinates more transnational advocacy efforts to drive normative, policy and behavioural change for greater accountability of governments and companies to citizens

64%

share of coalitions participating in internal issue-driven working groups, up from 30% at strategy start.

52%

proportion of PWYP coalitions taking joint action, up from 32% at baseline

85%

PWYP coalitions taking action on energy transition or climate related issues by end of 2023

Working together across borders is a distinctive characteristic of our movement. It allows PWYP members to play to our respective strengths and self-organise in the most impactful configurations. We can simultaneously influence global and local processes, using all available entry points, including by exerting outside-in pressure when the voice of civil society is stifled and PWYP members are at serious risk of retaliation.

Vision 2025 has seen steady progress in the extent, quality and thematic breadth of our joint action, including:

- Regional collaborations, where members from similar contexts join forces for influence on regional bodies and to learn from each other. For example, PWYP coalitions in Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan and Ukraine linked up on joint strategising and advocacy for contract transparency that resulted, among other impacts, in the Tajikistan coalition persuading the government to publish mining licences and beneficial ownership data. Similarly, members in Africa joined multiple Alternative Mining Indabas (AMI), created to give voice to communities affected by African mining, to advance our agenda.
- Cross-regional collaborations to learn from other contexts and take joint action on issues of shared interest and relevance. For instance, members from countries in Africa and Asia Pacific have teamed up on the “Just Minerals” Africa and Asia Pacific campaigns, noting that the issues and pressures their countries face overlap and are interlinked.

- Bilateral collaboration to address cross-border issues. For instance, faced with an increasingly repressive context, PWYP coalitions in Tunisia and Azerbaijan supported each other with ideas for advocacy on civic space. Similarly, PWYP coalitions in Mauritania and Senegal teamed up for joint advocacy on the cross-border Greater Tortue Ahmeyim natural gas project.

The PWYP international Secretariat has prioritised supporting transnational collaboration from the onset of Vision 2025 and evidence from our last NCS suggests that collaborations between members are now emerging spontaneously, without centralised facilitation. Transnational advocacy is increasingly embedded in the fabric of the PWYP movement and an important tactic for realising our goals.

No issue demonstrates this more clearly than our focus on justice in the energy transition. The first phase of Vision 2025 saw strong transnational collaboration between national PWYP coalitions to initiate the development of our energy transition positions. Building on this collaboration, PWYP members joined with other movements to elevate the issue onto the agenda of G7 leaders. In parallel, the PWYP international Secretariat has provided consistent policy and coordination support to EITI international civil society board members in the fight to include energy transition within the EITI Standard. In 2021, a PWYP delegation attended its first ever UN Climate Change Conference of Parties (COP) in Glasgow and called for prompt action from world leaders, while also fostering reflection on the intersection of the climate crisis and extractives. Our delegation attended

COP 27 a year later, in Sharm El-Sheikh, and proposed targeted recommendations for transition minerals governance in a statement signed by over 250 organisations. Our advocacy proceeded hand in hand with efforts to raise awareness on the risks of transition mineral extraction. In 2023, we redoubled our efforts: besides COP 28, PWYP members attended and shaped the agendas of the AMI, the Africa Climate Summit, the Asia-Pacific Climate Week, the OECD Forum for Responsible Minerals, and the EU Raw Materials Week. Our presence in these high-level events allowed us to connect with important stakeholders and to forge new collaborations (see outcome five for more detail on our collaborations with other movements). The climate crisis, and the central role that oil, gas and minerals play in its cause and potential solution, has catalysed the creation of member-led, regional PWYP coalitions calling for justice in the energy transition to a low carbon economy, for both those in oil and gas rich countries as well as those with transition minerals. The regional PWYP coalition in Africa recently endorsed a Pan-African campaign strategy for the responsible and sustainable

extraction and use of transition minerals to support the continent's development, energy needs and prosperity. In Asia-Pacific, a regional strategy has been developed by PWYP members to ensure affected communities and ecosystems throughout the transition mineral supply chain are protected and benefit from shared prosperity. In Europe, PWYP members are working within a broader coalition of NGOs that seek improvements to the EU Critical Raw Materials Strategic Partnerships so that they respect and uphold environmental sustainability, and local communities' and Indigenous Peoples' rights.

As of 2023, two thirds of PWYP coalitions were engaged in joint planning on climate related topics such as "transition minerals" or "fair fossil phase out", well ahead of other topics of work. This focus indicates the extent to which justice in the energy transition is becoming a driving factor in the collective global work of PWYP. Externally, our sustained, multi-directional pressure on the EITI has resulted in a revised EITI Standard containing provisions targeting the global energy transition.

ZOOM IN: **PWYP's energy transition campaign in Latin America demonstrates a novel way of organising**

PWYP members and partners in Latin America have long been champions of climate justice. For instance, Ambiente y Sociedad in Colombia and DAR and CooperAcción in Peru have well established programs on climate change prevention and adaptation, reforestation, and climate finance that precede the campaigns of other PWYP members on climate related issues. In order to strengthen collective action and joint learning on the nexus of extractives and climate, in 2022 PWYP members and partners in the region launched a regional coalition for a just energy transition, which comprises forty organisations from nine countries. The coalition

has been catalytic in scaling up work across the global network on critical minerals and a just phase out of fossil fuels, with community rights front and centre of members' concerns. This way of organising - building a coalition beyond the national level - has provided inspiration for PWYP members globally, with members launching similar regional coalitions in 2023 in Africa, Asia Pacific and MENA. A key benefit of this approach has been that first movers in each region have formed nimble bespoke coalitions that rapidly developed context-relevant action plans and strategies, with the door being left open for other members to join in due course.

All of these new, regional coalitions are also engaging with non-PWYP members active in the climate sphere and in other movements (including gender and women’s rights), who have been critical thought partners and who have helped to amplify our voice across change ecosystems.

Zoom in: Fostering evidence-based dialogue on Ghana’s Energy Transition Strategy
 PWYP Ghana members undertook an analysis of a licence granted to Barari DV Ghana Limited to develop the Ewoyaa deposits, Ghana’s first ever lithium project. The analysis informed a

dialogue on transition minerals bringing together stakeholders from the mining community, youth and state institutions, such as the Minerals Commission and Geological Survey Department. The discussion centred on the potential vulnerabilities of the deal and the need to adequately value the country’s strategic minerals. It led to a national media debate elevating public scrutiny on the government’s Energy Transition Strategy. PWYP member The Africa Centre for Energy Policy (ACEP), one of the authors of the study, recently shared insights and lessons from the case with other campaigners at the 2024 AMI.

4.4 Leaving no one behind

Outcome 4:

PWYP enables more active participation of communities, women and youth in relevant extractive governance initiatives

510

Human rights abuse allegations related to extraction of transition minerals (2010-2022)

17%

high-end estimate of women’s participation in the global mining workforce

82%

PWYP coalitions making progress on enhancing the participation of excluded groups.

Protecting and supporting the voiceless is a core consideration that cuts across our work. Our review of data from our 2020 to 2024 annual NCS reveals an exceptional investment in this area of work, with 43 different coalitions across all regions leading activities and projects to strengthen the participation of women, communities and other excluded groups in natural resource debates and decisions.

Championing gender justice

From gender-based violence to land rights abuses, the extractive sector plays an outsized [role](#) in enabling the violation of women's rights. Women and girls suffer disproportionately from the impacts of these industries, whilst receiving few of the employment and economic benefits: women make up [only](#) 8% to 17% of the global mining workforce, and their voices are routinely excluded from decision-making and public policy development.

Against this background, we prioritised the development and promotion of a feminist approach to natural resource governance throughout the implementation of Vision 2025. Working with partners in the "Gender Justice and Extractive Industries" working group, we developed a joint feminist [agenda](#) for natural resource governance, which was endorsed by over 100 civil society signatories, to guide our work and in turn influence global forums, such as the UN Women's Generation Equality Forum. We co-led a multi-language webinar [series](#) on gender justice, which brought together over 400 participants from government, industry and civil society groups; and jointly [strategised](#) with the EITI on how the EITI Standard can support gender equality, looking at best practices from a range of countries. Our advocacy positions successfully influenced emerging policy guidance by the Canadian government and the Economic Community of West African States (ECOWAS).

Building on our pilot project to advance women's rights through the EITI in Senegal, Guinea and

Burkina Faso, we expanded this work to Ghana, Nigeria, Kyrgyzstan, Lebanon, Ukraine and Zambia, among other countries, and secured dedicated funding for it. PWYP members drew on collective, transnational [research](#) on progress and gaps in the representation and participation of women in the EITI, and led efforts to generate gender disaggregated data and increase the participation of women in the EITI multi-stakeholder groups.

In a similar vein, we released a [synthesis](#) report of members' work in East Africa that identified information and reforms that can improve women's participation and power in decisions around the allocation and use of extractive revenues at the local level.

Our efforts contributed to greater consideration of women's unique needs and perspectives. For instance, following an eye-opening roundtable organised by PWYP Senegal, a senior reformer in the Senegalese Ministry of Women, Family, Gender, and Child committed to prioritising gender-sensitive distribution of extractives revenues in communities, sponsoring girls' education in mining regions, and supporting women-owned enterprises. Similarly, championed and supported by PWYP Burkina Faso, women's involvement in local funds and benefit sharing mechanisms led to a funding increase for social projects and enterprises led by women. In Kyrgyzstan, the PWYP coalition is making headway in overturning a government decree on prohibited professions for women in the mining sector.

Amplifying the voice of communities

Resource extraction inflicts huge costs on local communities, who see their lands and natural environments devastated, without receiving appropriate compensation. Decisions that affect them are made in government buildings in far-away capitals or company headquarters in foreign countries. When they raise their voices, their lives are at risk: 177 land and environmental defenders were [murdered](#)

in 2022, with most cases related to mining. Furthermore, as pressure from the acceleration of transition minerals extraction escalates, violations against communities have been on the rise: 510 human rights and environmental abuses linked to transition minerals were [documented](#) between 2010 and 2022.

This is why Vision 2025 sought to increase the engagement, knowledge and capacity of communities to voice their concerns with decision makers in relevant local and global forums. PWYP members focused on the design of inclusive and generous benefit-sharing mechanisms, responsive budgeting processes and the design and implementations of mining funds that assign a share of resource revenues to affected communities. 23 national PWYP coalitions led work on revenue transfers and local funds, making this the most prevalent topic of work with communities during Vision 2025 implementation (ahead of addressing employment, pollution, environmental and health concerns). PWYP members also ensured that communities had direct access to international forums. For instance, in Peru, we supported attendance by leaders of the Chapra people at meetings with the Rapporteur of the Inter-American Commission on Human Rights. In a similar vein, PWYP coalitions in West Africa and PWYP Canada member Mining Shared Value released a [guide](#) for PWYP members and partners advocating for increased local procurement transparency in the mining sector. Since extractive sector spending on goods and services is significant, local procurement can maximise economic development opportunities for host countries and communities.

Finally, we fought to protect the Free, Prior and Informed Consent (FPIC) of communities affected by extraction. For instance, PWYP members worked to improve community consultation protocols in Peru, denounced the violation of due process in the Philippines and India, and developed highly innovative approaches to managing community grievances through online platforms in Indonesia during COVID. In Mexico, PWYP member Fundar provided legal support to communities over seven years, leading to the unprecedented annulment of two concessions on grounds of FPIC violation. On the whole, FPIC saw more limited focus and proved a challenging area to make progress on, partly because the pandemic closed opportunities for influence as governments maximised their focus on extraction to fund post-pandemic recovery plans, or failed to reverse pandemic restrictions that constrained community voice and participation.

Supporting other excluded groups

Finally, PWYP also took steps towards elevating the voices of young people, for instance in [calling](#) and mobilising for a just energy transition. More recent work with the Ford Foundation saw us piloting innovative approaches to identifying and targeting intersectional issues relating to natural resource governance and disability. For instance, in Guinea we undertook a study on perceptions held by people with disabilities (as well as youth and women) of the country's energy transition. An incipient result is the development of partnerships with organisations, including the Guinean Federation of Associations of the Disabled, on a campaign around an inclusive and just energy transition.

QUOTE

“Inequality undermines the goals of transparency, economic development, shared prosperity and political stability.”

Elisa Peter,

Executive Director (2016 - 2022), Publish What You Pay

ZOOM IN

Creating responsive, home-grown mechanisms for community voice in the Philippines.

Bantay Kita, the PWYP coalition in the Philippines, championed the creation and facilitation of local multi-stakeholder groups comprising communities, government and company representatives to discuss and resolve grievances and conflicts on a broad range of issues (including social and environmental concerns, benefit sharing, FPIC, and impacts on and participation of women). The coalition supported the [creation](#) of local multi-stakeholder bodies in three provinces and built community capacity to understand legal provisions and available data. Before advocating for particular approaches, they listened to

communities to understand their challenges and discuss possible solutions. Responsiveness to communities was aided by the intentional decision to [bring](#) community voices into the coalition, with about three quarters of Bantay Kita members originating from remote areas and extractive sites. Often, Bantay Kita struggled to secure the sustained participation and commitment of decision-makers to these processes. However, on the whole, these mechanisms provided communities with unprecedented access to duty bearers, at the same time giving them a voice and channels to air and discuss their concerns.

ZOOM IN:

Fighting pollution in Iraq's largest oil producing province.

The PWYP Iraq coalition members in Basra province worked hand-in-hand with other non-governmental organisations, the provincial government environment department and specialists from the University of Basra to prepare reports on atmospheric pollution surrounding the oil production fields and its

harmful impact on those living nearby, with agricultural villages particularly affected. Report findings were subsequently picked-up in the international media and, as a result of coalition advocacy, foreign and national oil companies operating in the Basra Governorate committed to taking measures to mitigate pollution.



4.5 Broadening and deepening partnerships and learning

Outcome 5

PWYP is a more inclusive and diverse movement, better able to demonstrate our impact and learn from our collective experience

12/11

ratio of women to men in PWYP's global governance bodies

436

number of PWYP organisations representing women, youth, indigenous peoples, and people with disabilities

70%

number of coalitions adapting their strategy as a result of learning from other coalitions

Diversifying the PWYP movement

PWYP can only truly serve the needs of excluded groups if we integrate them in our coalition membership and decisions. That's why Vision 2025 contained a commitment to increase movement diversity and inclusivity. Our latest NCS [data](#) shows that 436 PWYP members (42% of all members) are organisations representing women, youth, indigenous people's organisations, and people with disabilities. We have made systematic efforts to strengthen women's representation in PWYP's global governance bodies: there are now 12 women and 11 men across our Global Council, Board and Africa Steering Committee (ASC). Two critical moments accelerated this progress: at the 2021 [Africa Conference](#), members approved a new Africa [Charter](#) which formally enshrined gender equality in the membership of the ASC

and the governance of PWYP coalitions in Africa. This was followed by the unanimous adoption at the 2022 PWYP Global Assembly of a movement-wide [gender policy](#), with the development in 2023 of a gender equality action [plan](#) that sets ambitious targets to objectively measure progress against the policy. We hope that these initiatives will catalyse additional improvements, noting that we consider progress to date encouraging but insufficient. Specifically, while the proportion of women in national coalition governance bodies rose from 35% in 2020 to 39% in 2024, women remain a minority and, according to our last three NCS, progress stalled in the last three years. Of concern to us is the fact that only 20% of PWYP national coalitions are led by a woman. But we have a plan: among other activities outlined in our action plan, PWYP coalitions are

identifying national gender champions who will promote and ensure adherence to our gender commitments - seven champions have already been identified in 2023

Building a learning- and impact-driven movement

Our internal surveys show that we have developed a strong culture of sharing and learning in the movement. In 2024, 82% of PWYP coalitions reported better learning and articulation of impact in their work, with 73% reporting that they learned from other coalitions in 2024, up from 67% at the start of our strategy. Even more exciting is the fact that 70% of coalitions did something new or different as a result of this learning, up from 46% at the start of the strategy. Joint learning is central to our ways of working because it fosters critical reflection, movement cohesion, and it ensures the circulation of innovative approaches and tested good practices.

Through use of online platforms, webinars, videos, digital training tools and impact stories, we supported members to stay connected during the COVID-19 pandemic, while also exploring ways to overcome the digital divide. Our fifth [Global Assembly](#), celebrating 20 years of our movement, was held entirely online. Once travel could resume, we returned to organising in-person events, with our PWYP [Africa Conference](#) held in 2023 in Senegal, bringing together over 200 participants from member organisations and excluded groups to discuss approaches to justice in the energy transition. While learning took place across all our issues of work, we made intentional efforts to lift movement understanding, debate and action on the energy transition. This understanding started with Asia-Pacific coalitions leading a learning [webinar](#) series, followed by similar efforts in Eurasia, MENA and Eastern and Southern [Africa](#). To guide members' thinking, PWYP US developed a [handbook](#) on what oil and gas companies should disclose in their energy transition plans.

At the intersection of multiple movements

Vision 2025 saw the consolidation of relationships with other NGOs and coalitions that have supported and amplified our work and allowed us to work at the intersection of extractives and climate, gender, budgets and civic space. We deepened our already solid partnership with NRGi and Oxfam to champion contract transparency, revisions to the EITI Standard, and to advance our shared priorities at the regional and country levels, including on the energy transition and gender justice. We built strong partnerships with human rights groups such as the Association for the Defense of Human Rights (AEDH), the Business and Human Rights Resource Centre, Tournons La Page, and the International Centre for Not-for-Profit Law. These networks and organisations helped us develop civic space [guidance](#) for EITI validations, trained PWYP members to better anticipate civic space threats and supported our advocacy to end harassment and abuses against our campaigners.

We strengthened our collaboration with the pan-African women's organisation FEMNET, who joined us, NRGi and Oxfam in the Gender Justice and Extractives Working Groups. We also signed a memorandum of understanding with Tax Justice Network Africa committing to work together on joint research, advocacy and campaigning.

Our regional Just Energy Transition/Transition Minerals coalitions have been a catalyst for extending and strengthening partnerships with specialist climate organisations, such as the African Climate Foundation, Coal Action Network, the Global Oil and Gas Network, Carbon Tracker and the Expert Group on Preventing Corruption in Transition Minerals. We have benefitted hugely from their expertise, which has in turn opened new avenues for joint work and impact.

ZOOM IN

Celebrating 20 years of PWYP at our virtual Global Assembly

In June 2022, we held our fifth Global Assembly, marking the 20th [anniversary](#) of the PWYP movement. Not only was this our first fully online Global Assembly, but also the largest and most inclusive in our history. 407 people from 71 countries attended, half of whom were women and approximately 15% were under 30. PWYP members, civil society partners, journalists, and representatives from governments and industry gathered to learn from each other, with

55 outstanding speakers sharing their expertise and advocacy experiences on gender equality, contract disclosure, and a just energy transition. PWYP members shared their messages with the network to celebrate PWYP's 20th Anniversary, and two compelling films were broadcast, [one](#) featuring pioneer PWYP members and the [other](#) featuring the next generation of PWYP activists. Global Assembly sessions and outcomes have been captured in a multimedia [report](#).



PWYP's continued impact in a changing world

Vision 2025 included a number of strategic objectives that guided our focus and efforts, against which we have made considerable progress as demonstrated in this report. Our goal is now to draw on the lessons of the past five years so that we can continue to build on our strengths while remaining adaptive and responsive to new needs, challenges and opportunities to realise our shared vision. The summary reflections below are intended to inform our collective thinking as we develop our next global strategy for 2025 and beyond.

From transparency to use of public information for accountability and reform

We believe transparency to be of value in itself, as it deters bad behaviour in ways that are often difficult to detect. After two decades of persistent focus on promoting openness in the extractive sector – first with payments to governments, later with contracts and beneficial owners and, most recently, with climate risks - we included a specific priority on using transparency for influence in our Vision 2025 strategy. The growth of data-driven analytical work over the course of Vision 2025 shows that our movement has risen to the challenge and developed deep and diffuse analytical capacity that is rooting our demands in hard evidence. This work has undoubtedly strengthened our case when we demand accountability and inclusive, responsive policy reform at local, national and international levels.

Promoting participation around the solutions to community problems

While our approach presumes that some level of specialisation and degree of expertise is needed within our broad movement - with some PWYP members engaging in highly rigorous comparative research and analysis - this must go hand in hand with efforts to elevate the voice of those groups that suffer the brunt of the negative effects of extraction, such as communities, girls, women, people with disabilities and other excluded groups. Through Vision 2025, we have brought these groups into our movement, listened to them and adamantly advocated for information that would be relevant to their concerns. Our focus on benefit sharing, local development funds, and social and environmental impacts was driven by this priority as were efforts towards strengthening women's participation in the sector and in initiatives like the EITI. One of our greatest successes is arguably the creation and facilitation of locally owned mechanisms for increased community access to, and dialogue with, duty bearers. These efforts required significant investment and persistence on our part, and despite challenges in traction and sustainability, they have helped build pockets of trust and dialogue to address long standing injustice experienced by communities.

Finding strength in solidarity and synergies

Our work during Vision 2025 reminds us that when we speak together, it is hard to ignore us. Sustained efforts to build the connective tissue of our movement have resulted in unprecedented levels of mutual empathy, joint learning and transnational action. Every time PWYP members have been threatened, the movement has responded. Recognising that there are important [lessons](#) and shared dilemmas in related change ecosystems, we have built bridges, partnerships and joint initiatives with the gender, budget, human rights and climate justice movements, which have multiplied our entry points for impact, informed our strategies and broadened uptake of our collective agenda.

Tackling the climate and inequality crises

Through our Vision 2025 implementation we have positioned PWYP as a credible and

vocal actor on policy and market responses to the climate crisis, specifically the transition away from fossil fuels towards renewable technologies powered by critical minerals. Together, we are understanding the nexus of extractives and climate and bringing our evidence and voice to bear on campaigns to ensure justice in the phase out of fossil fuels; and managing the huge risks that come with the anticipated boom of transition minerals. We conclude Vision 2025 with an emerging priority for our next strategic phase, signalled by PWYP members' initiatives, joint actions and focus on shaping a vision for justice in the energy transition that meets the needs of people in resource-rich countries. The work of PWYP members to respond to the rapidly evolving context over this strategic period means that we are increasingly well positioned to be even more impactful in this area of work in the coming five years and beyond.



Balancing strength in numbers with swift, problem-driven action

One of our key strengths has been cohesion and unity of intent around our common fight for transparency and the simple, intuitive message of “Publish What You Pay”. However, our work has grown in complexity and nuance. Looking at the energy transition, we are now working on different campaigns in relation to transition minerals or fossil fuel producers, or balancing our demands against countries’ historical responsibility for carbon emissions. Our ways of organising have already evolved in response, with nimble, bespoke coalitions emerging around strategic regional or thematic campaigns. [Evidence](#) from other sectors suggest that we can continue to be impactful, provided that we maintain that breadth, diversity and depth that has made us strong so far; and allow members to opt in to campaigns that are most relevant to their strategic priorities and national concerns. The past five years have shown that we must also continue to broaden our movement to bring new dynamism and motivation to deliver change, starting with the incredible energy of PWYP’s young members who have already brought unprecedented commitment and ambition to our work on justice in the energy transition.

Combatting authoritarianism and safeguarding civic space

A key challenge that affects our work is the continued expansion of authoritarianism and the shrinking of civic space. PWYP is at heart a democratic movement whose tactics work best in a system of checks and balances and where fundamental freedoms are respected. Continuing to anticipate and counter civic space erosion or threats must remain central to our work. We must continue to be firmly on the side of those whose voice is stifled and call out the complicity of powerful actors that work against the common good for selfish ends. We ultimately need to shape a new system of global governance and accountability, including around the global energy system, where the concerns and needs of the many are heard and take priority over those of powerful organised elites.

PWYP International Secretariat Financials: Supporting strategy implementation

The Vision 2025 strategy has been delivered via the collective effort of national coalitions, member organisations and the PWYP international Secretariat. The information below reflects only the funds that have been raised and spent through the international Secretariat and is shared here in the spirit of transparency and accountability that underpins our movement. Nevertheless, it should be noted that the human and financial resources that have gone into the strategy implementation exceed what we are able to present here.

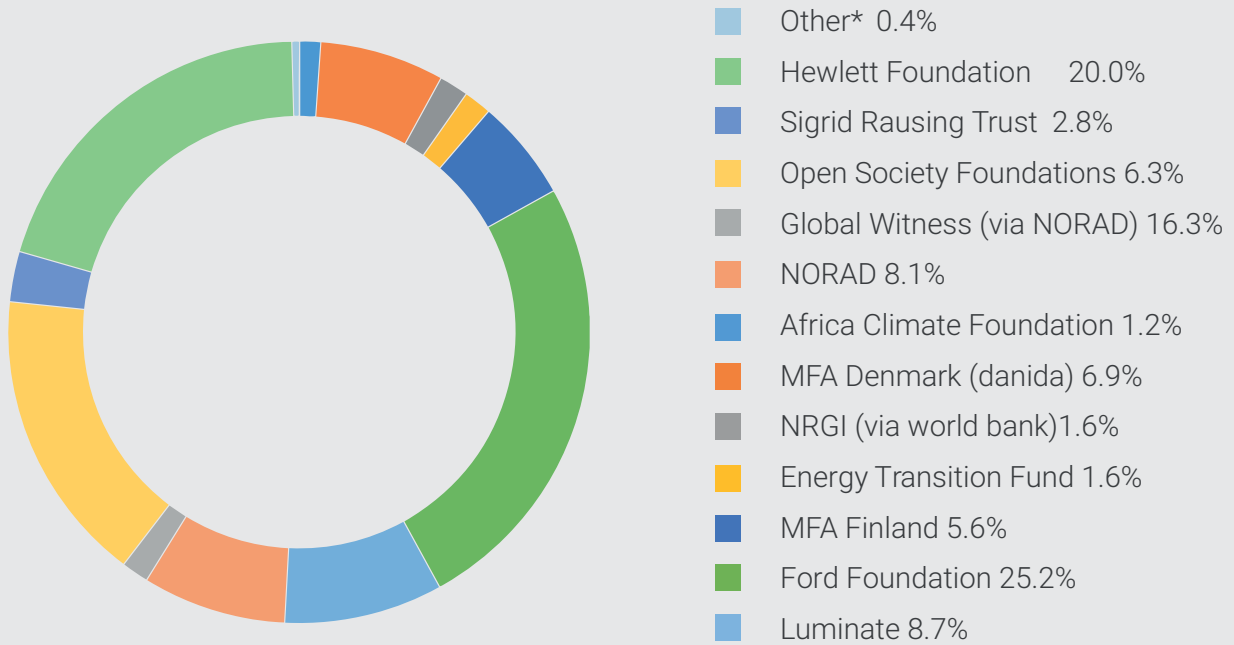
The PWYP international Secretariat's total income¹ over the period January 2020 to June 2024 was GBP £14,084,930 (USD \$17,900,537) and total expenditure was GBP £11,752,766 (USD \$14,936,590). The surplus made in this period is down to two factors: (i) funds being received in advance from funders; (ii) reduced spending during the Covid-19 pandemic, particularly on travel & events. These funds are being held in general reserves and will be spent in 2024 and 2025 on delivering our programme of work. The following graphs represent the breakdown of the international Secretariat's income by funder² and the breakdown of expenditure by category over the strategy implementation period. A significant proportion of these funds were secured through

joint fundraising with PWYP members, with funds subsequently sub-granted for national level strategy implementation, in line with our [Joint Fundraising and Re-granting policy](#). The international Secretariat is grateful for this close and productive collaboration with members.

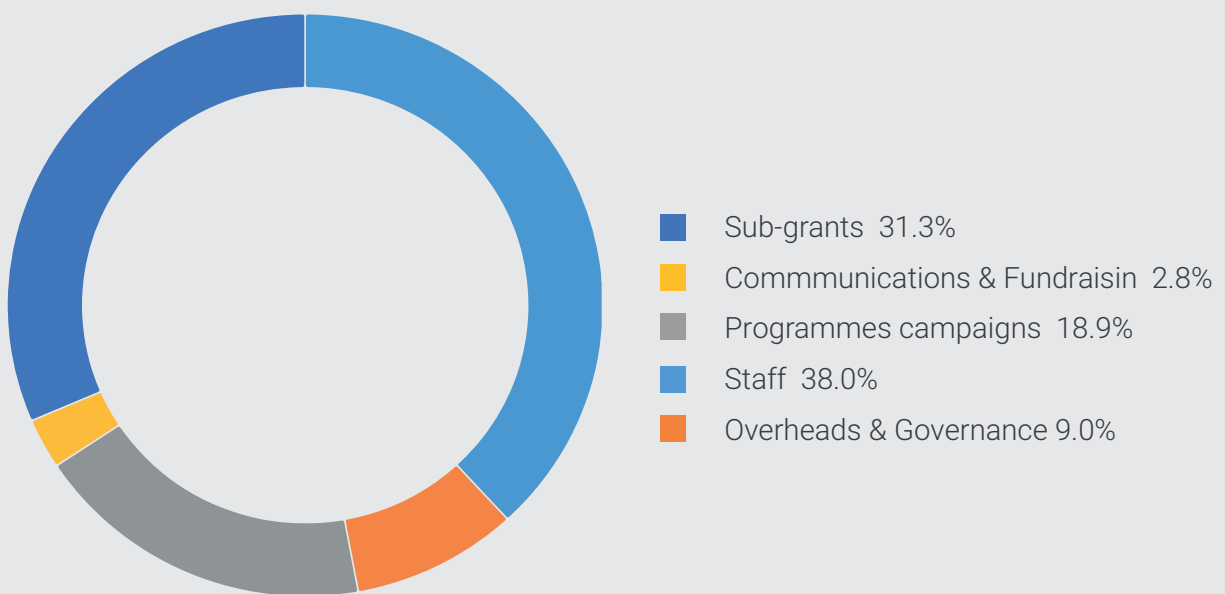
1 The PWYP international Secretariat publishes fully audited accounts every year as part of their annual reports which can be downloaded from their website.

2 'Other' funders on the pie chart are: bank interest; donated ICT services from Cloudelligent, our ICT partner; CordAid; PWYP Norway; PWYP UK; Trust Africa; and Oxfam.

PWYP INTERNATIONAL SECRETARIET INCOME BY AREA, JAN 2020 - JUNE 2024



PWYP INTERNATIONAL SECRETARIET - EXPANDITURE BY AREA, JAN 2020 - JUNE 2024





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