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## **PWYP BOARD MEETING**

**13:00 GMT – 16:00 GMT, 9 January 2025, online via Zoom**

### **Attendees**

#### ***PWYP Board Members***

CM Monge (CM), Chair  
Susan Hazledine (SH), Treasurer  
Jana Morgan (JM)  
Matteo Pellegrini (MP)  
Otto Saki (OS)  
Sihem Bouazza (SB)  
Victoria Ibezim-Ohaeri (VO)  
Mamadou Taran Diallo (TD)

### ***Apologies***

Saswati Swetlena, (SS) GC/Board Liaison

### ***Secretariat***

Ketakandriana Rafitoson (KR) Executive Director  
Stephanie Rochford (SR) Director of Member Engagement  
Joseph Bardwell (JB), Director of Communications and Campaigns  
Rami Hassouna (RH), Director of Finance & Operations

## **PWYP MEETING MINUTES**

### **Decisions**

- The Board confirmed the Executive Director in post
- The Board approved the minutes of the May 2024 meetings
- The Board approved the 2025 budget, work plan and fundraising plan

### **1. Welcome and Introductions**

The Chair, CM, welcomed everyone to the meeting and expressed his optimism for the year ahead. He acknowledged the absence of SS and thanked RH for his work in organising the meeting.

### **2. Review of Agenda & minutes**

The agenda was reviewed and approved. The minutes of the May 2024 meetings were approved.

### **3. KR's Ratification**

CM proposed a modification to the agenda to discuss the end of the probation period for KR at the start of the meeting. The Board approved KR's ratification as the Executive Director, and expressed their gratitude for her work and commitment in the role. KR presented her report on her first six months as Executive Director. She highlighted her achievements and areas for improvement. VO & SB enquired about engagement with coalitions in West Africa and North America.



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CM also took the occasion to thank the SMT, namely JB, SR and RH, for having collectively ensured the ED function before KR's appointment.

#### **4. Report from the strategy committee**

SH provided the key headlines from the work of the strategy committee, along with KR who presented some slides on the topic. They noted the process had been highly collaborative, with several surveys, focus groups and interviews taking place to inform the strategy. They commended the work of the strategy consultants, the committee and SR in driving this process. KR presented the final vision, mission, outcomes and leadership structure to be approved on a no-objection basis by PWYP members by 17 January 2025. The proposal will be formally adopted on the first day of the Global Assembly.

KR noted the shift from a focus on national coalitions to a more agile and flexible membership model, with a focus on empowering member organisations to engage directly on advocacy priorities. JM highlighted state-level organising in the USA and the potential to connect with partners there.

#### **5. Updating External Identity and Rebranding**

JB shared a presentation on updating the organisation's external identity to better reflect its evolving strategy and mission. He emphasised that we intend to develop a brand which protects PWYP's strong recognition and legacy but better serves members to advocate on a wider range of issues, particularly in the context of the energy transition.

JB shared a timeline, noting that a brand audit and review process is underway, with the aim of launching the new identity in June 2025. This includes assessing the suitability of "Publish What You Pay" as the name of the global network. JB also highlighted the need for careful consideration of the views of members in the rebranding process, given the recognition and trust of the existing brand and identity.

The Board discussed the timeline for the rebranding process, with CM suggesting that the new identity and branding should be launched alongside the new governance structure. The Board also discussed the need for formal approval of the rebranding process, with MP suggesting that this could be done in the May Board meeting. JB confirmed that a proposal would likely be ready for review by April, and that a Board meeting can be planned accordingly as needed.

#### **6. Global Assembly**

SR provided an update on the progress of organizing the Global Assembly. She noted that 174 flights have been booked and 64 speakers are on the agenda. Visa applications are underway, and we currently anticipate a total of around 250 delegates at the event. The agenda for the event includes a focus on the new global strategy. Parallel sessions will also be held to allow a range of topics to be covered. SR mentioned that we are targeting a number of funders for the event and have received positive responses regarding attendance.

#### **7. Risk Register**



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RH presented the updated risk register. He highlighted risks that have been downgraded, upgraded, or combined. He explained the rationale for risks with a high-risk rating. MP suggested individual risks have their overall risk level included in the full table, not just in the summary table at the bottom of the register. RH agreed.

## **8. 2025 Budget**

SH shared feedback from the Finance & fundraising committee. She noted the strong current financial position and the break-even budget proposed for 2025.

RH presented the proposed budget for 2025. He noted that the proposed budget for 2025 is effectively break-even, with a very small in year deficit planned. He shared that the financial outlook for 2025 is healthy, but noted that there is uncertainty around the outlook for 2026 and this means fundraising is a key priority for the Secretariat in 2025.

SH highlighted the potential for revising the budget either downwards if required, or upwards if more funding was secured.

The Board agreed to review a revised work plan and budget when relevant.

## **9. 2024 Progress Report and 2025 Work Plan**

KR discussed the 2024 Progress Report and the 2025 Work Plan. She highlighted the achievements of the last six months. She also outlined the headlines of the 2025 work plan, which include the Global Assembly, launch of the strategy, the branding refresh, the governance reforms, and a strong fundraising plan. She mentioned potential risks and mitigation measures, and presented a list of potential international events for attendance during the year, which represent advocacy opportunities.

CM and MP noted that a lot of the milestones and key activities are internally focussed. They acknowledged this is a unique year given the degree of internal change and suggested we may wish to rebalance the focus after the first six months of the year. MP requested more detail on the substance of the workplan in future to allow for better scrutiny by the Board. KR agreed and noted we will refresh the plan in Q2 2025 as discussed.

## **10. Fundraising Plan**

KR presented the fundraising plan, noting an ambitious target has been set for 2025 with the aim of securing the financial position into 2026. The target was split into categories based on level of confidence, with a breakdown of specific target funders presented. Fundraising tactics were also discussed.

The board approved the 2025 budget, work plan and fundraising plan, noting that these will be revisited in Q2 2025.

## **11. Close of Meeting**

The meeting was adjourned.