



PWYP SECRETARIAT OPERATIONAL PLAN

2020-2022



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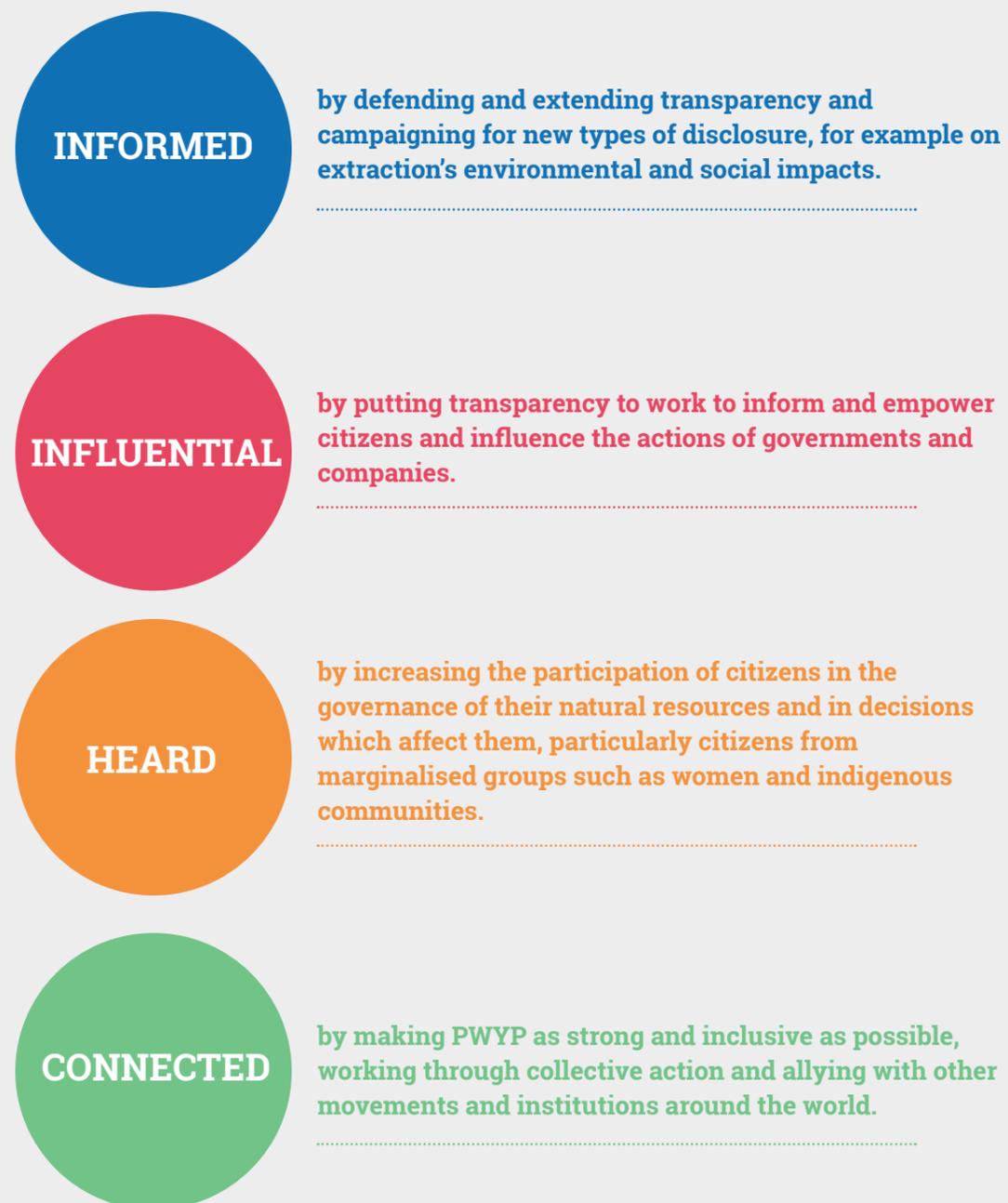
PWYP SECRETARIAT OPERATIONAL PLAN 2020-2022

This Operational Plan lays out what the PWYP Secretariat is planning to prioritise in the period 2020 to 2022 to implement PWYP's ambitious global strategy, **Vision 2025: A People-centred Agenda for the Extractive Sector**. The Plan also identifies what PWYP members and partners can expect of the Secretariat over that period.

PWYP is in a good place as it begins to implement the Vision 2025 strategy. PWYP has succeeded in catalysing huge flows of information from the extractive industries and into the public domain. We will continue to use that information to empower citizens and to influence governments and extractive companies to ensure that all citizens benefit from their natural resources, today and tomorrow.



The four global goals of Vision 2025 set out how the Secretariat intends to fulfil its mission to build a civil society movement that makes oil, gas and mineral governance open, accountable, sustainable, equitable and responsive to all people. The global goals are:



PWYP is arguably stronger, better-resourced and more cohesive than it has ever been. However, the implementation of Vision 2025 will be challenging. The multilateral system is under serious pressure as some governments resort to nationalistic

behaviour. The civic space which PWYP needs for its work is under pressure in many countries. Above all, the threat of catastrophic climate change will require radical changes to the world's extractive industries in the coming years, with big and unpredictable implications for PWYP coalitions.

The role of the Secretariat in implementing Vision 2025

The last few years have taught PWYP some valuable lessons about the role of the Secretariat. A 2019 evaluation found that it had done impressive work on strengthening the global movement and helping to fight off external threats to PWYP members. However, the Secretariat found itself trying to address too many needs at once, leading to overstretch and unclear or conflicting expectations about what could be achieved. An unexpectedly large proportion of its resources were required to strengthen "network health" - that is, the unity of PWYP as a movement - rather than advancing "network impact" on governments and companies.

This Operational Plan for the Secretariat for the years 2020 to 2022, which emphasises collective advocacy and impact, was endorsed by the PWYP Global Council and Board in December 2019. The plan will be reviewed regularly by the Secretariat itself, by PWYP's members and governing bodies. At the end of 2022 there will be an independent evaluation to inform the Secretariat's priorities for the last two years of implementing Vision 2025.

The plan was drawn up during 2019 in consultation with the PWYP Global Council, Africa Steering Committee, board, members and partners. Regional consultations were held in June in Lebanon for members from the Middle East and North Africa (MENA); in July in Côte d'Ivoire for Francophone Africa and in the United Kingdom for North America and Europe; in September in Uganda for East and Southern Africa; in Kyrgyzstan for the Eurasia region and in the Philippines for the Asia-Pacific region; and in November in Ghana for Anglophone West Africa. The Secretariat also took part remotely in the RLIE (Red Latinoamericana sobre las industrias extractivas) meeting in September 2019 to engage with partner organisations in Latin America.

The regional meetings provided an opportunity for members to discuss their priorities and to agree regional-level advocacy priorities, which have informed to a large extent the thematic priorities that are included in this Operational Plan.

Assumptions and risks

The plan assumes that information and disclosure will remain central to PWYP's work. Advocacy will become increasingly based on evidence and the pursuit of more, better and more timely information will remain a priority (including on issues such as social and environmental impacts). There will be an emphasis, both in our

advocacy and our communications, on showing the ways in which information and disclosure help to improve the governance of the extractive sector.

Potentially catastrophic climate change and the transition away from fossil fuels will trigger deep shifts in the energy sector which affect the prospects for PWYP countries to make sustainable use of their natural resources. PWYP members, especially those in high per-capita emission countries, will contribute to the energy transition by exposing the hidden subsidies and other fiscal benefits enjoyed by the fossil fuel industry.

We assume that civil society will broadly be able to operate freely, engage with governments and shape societal debates about the extractive sector. However, threats may increase to civic space and people’s freedom to take part in decisions which affect them. Intimidation, threats and violence are affecting the ability of more and more PWYP members to be agents of change. We will remain committed to supporting civil society, even in countries where there are few or no political opportunities for influence and the Secretariat will stand by its members to the extent possible under all circumstances.

The PWYP Secretariat and Vision 2025

The Secretariat currently has 12 staff while the global network comprises more than 700 member organisations, a ratio of one staff member to more than 50 organisations! Even with plans to increase the Secretariat staff to about 20 people, there will inevitably be practical limits on the support the Secretariat can provide to members of PWYP.

The Operational Plan identifies those areas where the Secretariat can contribute most to implementation of the global strategy, which generally lie in promoting joint working across borders and the sharing of ideas, knowledge and experience across the movement. This means that the Secretariat will not normally support stand-alone advocacy at national level and will focus its fund-raising efforts on opportunities to influence change in more than one country. The exception will be when rapid responses are needed to prevent or respond to targeted threats to PWYP members, which may be in a specific country.

The Secretariat will be working in close coordination with PWYP members and in support of the regional and thematic priorities, which members have chosen. The plan assumes that the strategic thinking, energy and commitment to move forward with these priorities will come from PWYP members themselves, in particular those in leadership positions (e.g. Global Council and Africa Steering Committee members, as well as PWYP National Coordinators).

The relationship between the work of the Secretariat from 2020 to 2022 and the goals of PWYP are expressed in this diagram – which illustrate our theory of change and theory of action.

At the centre of the wheel is the vision (or ultimate aim) of PWYP, which is that citizens benefit from their natural resources, today and tomorrow. The movement’s theory of change is that this aim is achieved by reforming the quality of natural resource governance, as expressed in the second ring of the wheel, which represents our mission. The third ring of the wheel expresses what will be needed to achieve the four global goals of Vision 2025: increased information (“**informed**”), increased participation (“**heard**”), effective and evidence-based advocacy (“**influential**”) and an effective, inclusive and diverse movement (“**connected**”).



The Secretariat and members will work together on all four of the global goals of Vision 2025 but the Secretariat's priorities will be enabling more effective, evidence-based advocacy and a more effective, inclusive and diverse global movement. The outer ring of the wheel comprises the six core functions for the Secretariat:



The next sections explain what the Secretariat plans to do between 2020 and 2022 in relation to each of these core functions.



The Secretariat will work with PWYP members to help them share and learn from their experiences of advocacy on regional thematic priorities. It will provide platforms and opportunities for PWYP members to share knowledge both online and in person, create a Monitoring, Evaluation and Learning system and build members' capacity to identify and tell stories showing how their advocacy has led to reform of extractive sector governance.

The plan is that:

- By the end of 2020 at least ten stories about the impacts created by PWYP members or lessons learned from their advocacy (including relating to gender and tax justice) will have been collected and shared across the network. A regular PWYP newsletter will be revived in English and French.

- By the end of 2021, at least one coalition will be using an approach to advocacy which has been inspired by the work of another coalition.
- By the end of 2022, at least one more coalition will be using an approach to advocacy which has been inspired by the work of another coalition.

The Secretariat will continue to circulate stories of change throughout this period. PWYP members will have opportunities to actively take part in thematic working groups across countries and regions, learn new approaches to advocacy, which have been inspired by other members and regularly use resources from the PWYP website to achieve their goals.

The plan assumes that PWYP members will actively take part in identifying and collecting stories of change for the Secretariat to circulate; take an active part in thematic working groups; make use of the knowledge products circulated by the Secretariat; and draw on the experiences of other PWYP coalitions to design and carry out new approaches to advocacy.



While PWYP members work on issues relevant to their national contexts, the financial and human resources of the Secretariat will be used to support advocacy across borders on those thematic areas which have been chosen by members as regional or global priorities. These may change over time as political, economic and financial opportunities evolve. An important theme of advocacy will be the defence of civic space which PWYP members need to be able to do their work.

In regions where the Secretariat has staff - Africa, MENA and Eurasia in early 2020, with the planned addition of Latin America and the Caribbean by the end of 2020 and possibly other regions in 2021 - the Secretariat will support co-ordinated advocacy by PWYP members on at least one of the thematic areas. For instance, the Secretariat may identify additional advocacy targets for members and help to ensure coordinated messages.

In regions where advocacy is already underway - on fiscal justice in Eastern and Southern Africa, on gender in West Africa and on environmental and social impacts in Eurasia, MENA, Asia Pacific and Latin America - the Secretariat will look for opportunities for members to scale it up. In Eurasia and MENA, the Secretariat will identify opportunities for co-ordinated advocacy by members, including for better disclosure of the environmental and social impacts of extraction. Where staff time or funds are not available, the Secretariat will help PWYP members to acquire them (see Effective Partnerships): for example, for advocacy in Europe and North America on the energy transition.

The plan envisages that PWYP coalitions will co-ordinate across borders within a region, first to pursue shared objectives at the national level in each country and then to mount a joint advocacy effort directed at regional institutions. Either or both of these may involve public-facing campaigns.

In 2020 the Secretariat will develop and test a PWYP advocacy strategy on protecting civic space and responding to threats or attacks on members, which includes identifying high-risk countries. The Secretariat will work to ensure that the challenges and threats faced by PWYP members are more widely understood and addressed by external bodies like the United Nations and human rights organisations. The Secretariat will engage with the Open Government Partnership (OGP) and the Extractive Industries Transparency Initiative (EITI) to make sure that both these initiatives meaningfully address threats to civic space. The Secretariat will also reach out to potential allies and supporters beyond the extractive sector.

The plan is that:

- By the end of 2020, the Secretariat will have drafted and tested a global strategy on protecting civic space, and will have worked with PWYP members and EITI civil society Board members to ensure that EITI Validations adequately reflect concerns about civic space and gender. Regional advocacy strategies will have been drafted in Eurasia and MENA.
- By the end of 2021, coordinated advocacy will be underway on at least two of the regional thematic priorities and there will be evidence that EITI Validations are reflecting PWYP's concerns about civic space and gender.
- By the end of 2022, a joint advocacy effort aimed at regional institutions or processes will be underway in at least one region. EITI Validations will consistently be recognising and adequately addressing concerns about civic space. Regional advocacy strategies will have been drafted for Latin America and the Caribbean.

The aim is for a year-on-year increase in the number of national coalitions, which are jointly advocating towards regional or global objectives. The challenges and threats faced by activists will increasingly be recognised by bodies such as the EITI, the OGP, African Union and United Nations. PWYP will be able to tell stories showing that its advocacy has influenced the actions of governments and companies.

The plan assumes that PWYP members will work effectively together across borders on shared priorities and will be ready to take advantage of advocacy opportunities identified in conjunction with the Secretariat, as well as working actively to influence EITI Validations.



PWYP's fifteen-year campaign for oil, gas and mining companies to disclose their payments to governments has met with resounding success. As Vision 2025 comes into effect, the time is right for PWYP to consider new campaigns which can transform extractive-sector governance for the benefit of communities affected by extraction.

The Secretariat will work with PWYP members to identify and initiate new global campaigns which put people at their heart. The first of these campaigns will be a concerted push for the implementation of the requirement in the 2019 EITI Standard for extractive contracts to be published, which is an essential step towards ensuring a fair deal for citizens from their natural resources. It is anticipated that other campaign opportunities will arise in the next three years, building on the connected and coordinated advocacy efforts of members; and the Secretariat's 'campaigning' function reflects a commitment to support members to take advantage of those opportunities for greater impact.

The plan is that:

- By the end of 2020, a campaign for ensuring implementation of commitments to disclose extractive contracts will be underway.
- By the end of 2021, other ideas for campaigns will have been presented to and adopted by the Global Council.
- By the end of 2022, a new campaign or campaigns will have been launched at the regional and global levels.

The aim is that by the end of this period, the Secretariat will have enabled PWYP to launch a campaign on getting a fair deal and one or more further campaigns.

In recent years, PWYP has not been driving forward a single global campaign. The plan assumes that PWYP members will commit the resources and energy needed to drive forward a big campaign on contract disclosure, and will play an active part in identifying new campaigns to be taken up by the end of 2022. The Secretariat will commission a learning evaluation of the contract disclosure campaign when it rounds up to inform the shaping of other global and regional campaigns.

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Effective coalitions

For PWYP's national coalitions to be effective, they need to be inclusive, diverse, skilled and resilient. The Secretariat will work with those national coalitions with which they have jointly fund-raised¹ to increase these coalitions' inclusiveness of marginalised groups such as women, youth and indigenous peoples; to increase the diversity of their member organisations (such as investigators, research groups, community-based and human rights groups); to increase their technical and strategic skills and to increase their resilience, for example in preventing and responding to threats to their members and to civic space.

To this end, the Secretariat will secure the delivery of training on digital and physical security to coalitions in high-risk countries (including Congo B and Niger); training on monitoring, evaluation and learning (to coalitions in Mozambique, Tanzania, Uganda, Kenya, Lebanon and Iraq) and on gender equality (in West Africa and Eurasia). The Secretariat will also foster strategic partnerships between national coalitions, either by direct funding or by connecting members online and/or at regional meetings.

The plan is that:

- By the end of 2020 at least three national coalitions have become more inclusive and/or diverse. Coalition members in Congo B and Niger report that they can operate more confidently.
- By the end of 2021 at least four more coalitions have become more inclusive and/or diverse. Coalition members in other high-risk countries (to be confirmed) report that they can operate more confidently.
- By the end of 2022, at least five more coalitions have become more inclusive and/or diverse. Coalition members in additional high-risk countries (to be confirmed) report that they can operate more confidently.

The aim is that by the end of the period, the Secretariat has helped PWYP coalitions to become increasingly inclusive, diverse, skilled and resilient. PWYP members in high-risk countries will be increasingly confident about operating in restricted civic space.

The plan assumes that PWYP members will reach out to marginalised groups such as women, youth and indigenous peoples and ensure they are more strategically involved in the work of coalitions. This would include supporting the candidacies of people from these backgrounds for leadership roles within the network. It also assumes that where necessary, coalitions will bring more diverse types of organisations into their membership.

¹ The joint fund-raising policy is here. It will be reviewed in the first quarter of 2020.

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Effective network

To be effective, a global network like PWYP must be greater than the sum of its parts. The Secretariat will support the leaders of the network, in particular the Global Council (GC) and Africa Steering Committee (ASC), as well as civil society EITI Board members, so they can amplify the collective voice of members and project a powerful, coherent image of PWYP.

In 2020 the Secretariat will help the ASC to organise the PWYP Africa Conference, at which new ASC members will be elected and the Africa Charter will be reviewed and adopted. The new ASC will be supported to identify their priorities in the context of Vision 2025 to inform PWYP's work on the continent from 2020 to 2022.

In 2020 and 2021 the Secretariat will support the Global Council's priorities, including the development of a PWYP gender policy to be adopted at the 2022 Global Assembly. GC and ASC members will be provided with dedicated capacity-building and supported to take part in events including the Alternative Mining Indaba, International Anti-Corruption Conference, OGP regional and global summits and the 2022 EITI Conference. The Secretariat will also seek out opportunities for PWYP to take part and be heard in forums where it is not currently present, such as the United Nations.

The plan is for the Secretariat to help ensure that:

- The 2020 PWYP Africa conference elects a new Africa Steering Committee;
- PWYP can influence key external events from 2020 to 2022, notably the EITI Conference in 2022, while increasing the movement's global public profile.
- The 2022 PWYP Global Assembly brings together all coalitions, attracts existing and new partners, adopts the PWYP gender policy and elects a new Global Council.
- Civil society Board members successfully influence the EITI in line with PWYP's aims. By the end of the period the Secretariat will have supported the key governance bodies of PWYP to advance their priorities in the EITI and at regional and international events and processes.

The plan assumes that GC and ASC members will drive forward their priorities for the network (with Secretariat support) and promote PWYP and its messages at external events.

Work on the EITI will be driven by the civil society Board members, with the Secretariat in support as the official, designated civil society focal point.

6 Effective partnerships

For PWYP to be as effective as possible, the movement needs to build its strategic relationships with donors and allies. In 2020 the Secretariat will commission a review of its fundraising and re-granting policy and recruit a Fundraiser to ensure that members can access the resources they need for their work. The focus of fundraising by the Secretariat will be on regional advocacy and activities which will be implemented across more than one country.

The Secretariat will also work to strengthen PWYP's relationships with existing partners such as Oxfam and NRGi and actively reach out to new partners, particularly among organisations working on women's rights, tax justice, climate and environmental justice and human rights.

The plan is that:

- By the end of 2020, FEMNET, Tax Justice Network-Africa, the EITI and OGP all play an active part in the PWYP Africa conference;
- By the end of 2021, at least two additional new donors are supporting the work of PWYP (either directly or via the Secretariat)
- The 2022 PWYP Global Assembly is supported by a range of current and new donors and features speakers from the EITI, OGP and key allies.

The aim is that during the period there will be a year-on-year increase in the numbers of external partners who attend PWYP events and in media coverage of PWYP. There will also be a year-on-year increase in the value of funds raised, the number of countries for which funding is available and the number of donors providing funds, whether directly to coalitions or indirectly via the Secretariat.

This aim depends not only on the efforts of the Secretariat and PWYP members to forge stronger relationships with donors and allies, but also on the latter continuing to see the extractive sector and the aims of PWYP as important to their own priorities.

Conclusion

The Vision 2025 strategy opens an exciting new chapter in the history of PWYP, which will see the movement unite across 49 countries to push forward an ambitious agenda for the reform of extractive-sector governance, starting with the public disclosure of contracts.

The next three years will see the Secretariat expanding the global network, forging new alliances and increasing the effectiveness of PWYP's advocacy so that information from the extractive sector, released into the public domain as the result of our work over the last 17 years, is put to work to improve people's lives.



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