

PWYP Global Steering Committee

Meeting 18th – 19th May 2013, Sydney

Opening

In the opening discussion each Global Steering Committee member presented his /her expectations for the meeting and how they interpreted their role as member of the GSC.

Broad themes emerged as to the role of the GSC – members looked forward to guiding the strategy as a whole and especially the governance and membership standards developing performance management mechanisms for the International Director and working towards the implementation of Vision 20/20.

Members also highlighted their desire to better integrate the different regions and levels of the coalition and facilitate knowledge sharing and collective campaigning.

GSC structure and Terms of Reference

Should Australia be a member of the Asia-Pacific constituency, or the European-US constituency?

Strategically speaking, some of the features of the PWYP Australia campaign - such as the focus on mandatory disclosure mechanisms and being a country with key industry players - are more aligned with the EU-US constituency than Asia-Pacific. However, Australia had specifically asked to be part of the Asia-Pacific constituency – the Australian government sees the region as a key strategic area so PWYP Australia wanted to hold the government accountable for its behaviour in the region.

Outcome : It should be up to PWYP Australia to choose which constituency they are in

Are there new work areas for the GSC to focus on?

Several participants expressed the desire that the GSC be involved in funding discussions, so as to ensure alignment with the strategic direction of PWYP, quality of proposals and improve internal communication. Representatives need to know which proposals PWYP has where, in order to be able to support them when/if asked their opinion by donors and because many organisations are in contact with the same donors.

The PWYP Secretariat agreed on the need to improve communication regarding proposals and funding. This channel of communication should go both ways, the Secretariat will share proposals with the GSC but also the Secretariat should be made aware of funding which member organisations are making to PWYP members or coalitions, or that PWYP members and coalitions are receiving from other donors to advance the campaign.

One GSC member also stated that the role in peer learning and support doesn't come out as strongly as it should in the terms of reference.

Social Contracts & Codes

Many representatives expressed the desire to have a written and explicit code or set of modalities. Modalities would look at practical aspects – how often does the GSC communicate, via which means

etc. while the social contract would cover responsibilities of the members, to clarify the accountability mechanisms between GSC members and their constituencies, as well as clarifying the decision making power of the GSC.

There was also a strong proposal for a social contract between the Secretariat and GSC – how both bodies can serve each other and what their responsibilities are to each other.

There were several suggestions that the GSC could look at how the ASC functioned in order to glean ideas on this.

Outcome: improve ToRs of the GSC to elaborate further its role, include modalities of communication and decision making, develop the role and functions of the Secretariat vis a vis the GSC. Draft ToRs have been shared for final approval by E-mail which will then be shared with the rest of the coalition and placed online

Report from Nominations Committee on EITI Selection Process

1) A backwards look at the process of selection of EITI civil society board members

The two members of the Nominations Committee that also sit on the GSC, Ms Cielo Magno and Mr Taran Diallo, reported back to the GSC on the selection process of the new civil society representatives on the EITI Board for the period 2013 - 2015.

It was noted that one candidate had expressed concerns over governance and conflict of interest surrounding- the nominations process. The candidate raised questions on the selection process to the nominations committee in email discussions and a phone meeting. Following this discussion, the candidate codified the questions in an email, to which the committee – following consultation and internal discussion – responded The GSC acknowledged the process was imperfect, yet many stressed that it was much more formalised than previously and the decisions taken were endorsed.

A few areas of the process were flagged as problematic and highlighted for improvement for next time, the main ones being:

- As the PWYP Secretariat coordinates the process, when there is a candidate from the Secretariat, there should be a strict firewall between the candidate applying for the board and the process.
- A Conflict of Interests policy should be introduced overall to avoid potential problems in the selection process.
- A process for raising questions about the nominations process should be devised. This may include having an open question period where candidates may submit questions and all answers are made public.
- The selection of the Nominations Committee should be based on specific criteria and a more open process; candidates for the EITI board should not be involved in the selection of the nominations committee

2) Other issues the nominations committee raised (to be resolved at a later date)

GSC members noted that the process of deciding the nominations criteria was problematic. Because the first GSC meeting was postponed due to security concerns, the criteria were discussed only over email. Consensus was difficult to achieve and dialogue was limited given language barriers and the medium. As a result several critical decisions were passed to the Nominations Committee to resolve, rather than providing clarity at the outset.

The nominations committee flagged many of these issues for consideration for next time. These included whether the GSC should:

- a) specify criteria for determining between full and alternate;
- b) looking at candidates from an individual or organisational lens;
- c) the balance of regional representation;
- d) whether there should be term limits for organisations as well as individuals;
- e) whether there should be quotas on international and national NGO participation and if so how this is defined;
- f) whether there should be quotas on southern versus northern participation; and
- g) whether there is a need to advocate for a larger civil society constituency considering the growth of the number of EITI implementing countries.

The GSC suggested that the EITI board members should discuss and devise TORs for their terms that will maximise individual strengths, regional responsibilities and accountability mechanisms to each other and the wider constituency.

Strategy and governance alignment

One of the main priorities of the mandate of the GSC over the next years is to support the implementation of Vision 20/20 at country level. The Secretariat presented a three-step strategy to guide coalitions towards aligning their strategies and governance set up to the new principles and goals of PWYP:

1. June – September 2013: The GSC to address letters to all coalitions asking for basic information on coalitions activities and functioning, including: institutional documents, membership list and details, financial information, strategic plans and other relevant documentation. This would allow the Secretariat and GSC to have an initial idea of how coalitions comply with the new governance standards and principles; establish an initial M&E framework, plan support according to the needs.
2. September 2013 – December 2014: National coalitions would be asked to develop their own strategies and governance systems in line with Vision 20/20. The Secretariat will develop specific materials and tools to support coalitions in this process using the ODI assessment and toolkit, while at the same time provide in-country support (facilitation of assessment and planning workshops, capacity building on coalition governance and advocacy around the Chain for Change, etc.)
3. From January 2015: GSC would start assessing compliance of national coalitions with governance standards as outlined in the Vision 20/20. To this purpose, Secretariat will develop a peer review mechanism with sanctions and incentives, including a system to temporary suspend and/or expel coalitions.

It is expected that the overwhelming majority of National Coalitions would have an aligned strategy to Vision 20/20 by December 2014.

GSC asked the secretariat to develop further the above process as well as guidelines and tools for coalitions. With reference to the initial letter to be sent to coalitions, Secretariat is charged with drafting the contents, with clear indications on the information requested.

Finally, GSC endorsed new sign-on processes and requirements for new member organisations and national coalitions. This will be tested in the coming months for interested coalitions and members. The GSC and Secretariat will be sharing information on this process with the wider membership base.

Protection Strategy

The GSC discussed the opportunity of introducing a global protection policy based on the model of the Africa protection policy. This is in response to the demands from coalitions and members in Central Asia and the Middle East, in particular.

GSC pointed out the increasing risk of PWYP campaigners and the intrinsic human rights nature of the PWYP campaign. Advocating for the right to know, the right to use the information, the right to decide on extractive industry projects exposes PWYP campaigners to increasing risks of psychological and physical harassment, particularly in certain difficult environments and because of the shift of PWYP from transparency to accountability.

GSC pointed out the need to not only have internal mechanisms in place, but also to coordinate with specialized institutions nationally (i.e. human rights commissions) and internationally (i.e. human right defenders, influential governments, EITI, etc.).

GSC agreed on developing a rapid response mechanism and prevention measures (i.e. specific trainings, digital security, advocacy approaches) to minimize risk. Countries at high risk should consider prioritizing protection as part of their coalition work.

Outcome: by the next GSC meeting PWYP will develop a draft Global Protection Mechanism

Advocacy

After much discussion, there were a few emerging threads in terms of priorities, next steps/moving forward:

- There was a stress on the importance of working on contract transparency, through leveraging the new EITI standard but also by advocating for mandatory disclosure
- GSC agreed on the need to focus on a more strategic use of data to advance PWYP campaign goals, data coming from EITI reports, but particularly referring to getting prepared for the data to be disclosed through the application of the Dodd-Frank Act first and the EU directives in a second moment. This work-stream should be approached through:
 - o building capacities of coalitions in resource rich countries, leveraging twinnings with US and EU coalitions and by enhancing resources of the Secretariat to provide capacity building services;

- develop innovative communication tools and approaches based on local traditional media, storytelling and ICT;
- differentiating strategies according to national contexts, leveraging the most favourable ones to show impact of transparency, while nurturing spaces of dialogue and access to information in most difficult ones.
- For the roll out of 'using the data' the GSC recommended to focus on a few priority countries. Obviously care is needed to make sure the process of choosing these is open and it is clear to all how countries were picked. It is also important to ensure PWYP does not ignore countries where it will be hard to use information, particularly countries to whom this will be very new (i.e. countries where EITI isn't operating)
- GSC endorsed the proposal of the Secretariat to support mandatory disclosure campaigns in Australia and Canada; while highlighting the importance to defend D-F and EU Directives and to focus on the transposition of EU Directives into national legislation. A reference to engagement with the BRICS was also mentioned.

PWYP's Engagement with Women and Youth

GSC members approved of PWYP's stated engagement with women and youth and highlighted some interesting avenues for PWYP to pursue in the future.

With reference to youth engagement, GSC stressed the importance to partner up with local universities and to target students in campaigning and awareness raising activities. As a first step, it was suggested to look at current experiences of PWYP coalitions and members from the north and the south, while also thinking at programs for youth exchange linked to the work around the use of data.

Knowledge Management and Communications

There were three broad components discussed: Knowledge Management, Communications and PWYP's Website.

Website

Re: the website, PWYP should ensure that all materials (cartoons, visions, strategic materials etc.) are online and easily accessible.

Re: the issues raised by national websites (often left empty, rarely updated etc.) members agreed that the Secretariat should encourage national coalitions to use the International website as their own (particularly in terms of updating their own country pages).

Communications

- There was a discussion on the strategic uses of social media – perhaps this is something which national coalitions could be advised on
- Useful ideas were put forward: e-discussions, infographics, disseminating resource guides etc.
- There was a suggestion that part of PWYP's Communications role was to prove our theory of change (through materials, case studies etc.)

- Re: supporting the communications efforts of national coalitions – suggestions included integrating communications into the national strategy; providing guiding lines
- GSC members stated that PWYP should bolster its communications and media resources, explore various funding opportunities (ie Hewlett Foundation etc.)
- Communications team will share an updated strategy with the GSC with objectives and targets

Knowledge Management

Members agreed on the need for strong knowledge management which is a key aspect of PWYP's work and that case studies and impact stories and videos would all be useful for the coalition.

Outcomes/Suggestions

- PWYP to align communications with the advocacy slide
- PWYP to share its communication strategy with GSC
- PWYP to find more resources towards communication
- PWYP to roll out to national coordinators ability to update their own country pages

Organisational Structure

As part of implementation of Vision 20/20 and the reinforcement of the Secretariat to better serve the membership, the hosting arrangement of the PWYP Secretariat by the Open Society Foundation needs to be explored further. Currently the Secretariat does not have a legal entity and all financial, legal, human resource and administrative responsibility is carried by its host –Open Society Foundation London.. In addition under leadership of OSF's new president, , the foundation is going through new strategic transitions, which include encouraging some of its supported programmes to stand on their own two feet. As a result PWYP has begun exploring the option of becoming an independent organisation by the end of 2014.

GSC representatives expressed a desire to know more about – and discuss - the implications of the PWYP Secretariat becoming a legal entity and exploring different options before proceeding. The decision was made to conduct an assessment of organisational options for PWYP, highlighting advantages and disadvantages and clear strategic and operational implications of each option. Ideally the assessment will be conducted by a consultant over the next two-three months and a final report to be ready before the next GSC meeting up for further discussion and decision-making in consultation with the current donors and host.

Line Management of International Director

As part of the role of the GSC, the supervision and performance assessment of the International Director (ID) is a crucial one. It was decided that a Management Committee (MC) be set up to oversee and orient the work of the ID. The MC would be composed of four members of the GSC on a six-month rotational basis. The MC will hold conference calls on a monthly basis. Moreover, the ID will send the GSC updates every two weeks – including the Secretariat's priorities, main activities, meetings etc. Ian Gary, Ali Neema, Suneeta Kaimal and Cielo Magno volunteered to be part of the MC over the next six initial months, upon which membership may rotate.

Fundraising and Finances

GSC members – and the Secretariat – highlighted the need for more communication and feedback mechanisms concerning funding proposals. GSC members emphasised that fundraising often involves setting strategic priorities. To the extent that new proposals involve strategic decision making, the GSC felt they should be consulted and sign off to ensure alignment with the Vision 20/20 implementation plan. It was decided that PWYP would send the GSC all major funding proposals and that all GSC members and wider coalition members should share funding proposals with the PWYP Secretariat for those that have PWYP activities and work.

In the next couple of months the PWYP Secretariat will share a full organisational two year budget including committed funding resources, their grant period and the outreach done. It will also share with the GSC an expenditure report for every meeting.

List of attendees:

Global Steering Committee Members:

Mamadou Taran Diallo (Guinea - Guinean Association for Transparency), Representative for the Africa Steering Committee
Marc Ona (Gabon - NGO Brainforest), Representative for Francophone Africa
Cecilia Mattia – (Sierra Leone - NACE), Representative for Anglophone Africa
Cielo Magno (Philippines – Bantay Kita), Representative for Asia-Pacific
Aziya Kurmanbayeva (Kazakhstan – “Aikyndyk” Coalition Coordinator), Representative for Central Asia
Ian Gary (USA - Oxfam America), Representative for Europe & North America
Ali Al-Mahaweelee (Iraq - Rafiday Al Iraq Al Jadeed Foundation), Representative for Middle East & North Africa
Brendan O’Donnell (UK – Global Witness), Donor Representative
Suneeta Kaimal (USA – Revenue Watch Institute), Donor Representative

PWYP International Secretariat:

Marinke van Riet, International Director
Carlo Merla, Africa Programme Manager
Joseph Williams, Senior Communications and Advocacy Officer
Diana Kaissy, MENA Coordinator
Alice Powell, Communications Coordinator