



IMPLEMENTATION COMPLETION MEMORANDUM (ICM)

Extractive Industries Transparency Initiative (EITI) Multi-Donor Trust Fund

December 14, 2016

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A. BASIC TRUST FUND INFORMATION ¹

TF Name: Extractive Industries Transparency Initiative Multi-Donor Trust Fund (MDTF)

TF Number: TF053509

Task Team Leader Name/TF Managing Unit: Paulo de Sa GEEDR at Trust Fund Closing Date

TF Amount (as committed by donors): USD58,302,662 were committed by donors for the MDTF. In addition the United States committed USD13,476,000 for the complementary USAID SDTF

Recipient of TF funds (Bank/Recipient, if Recipient state name of recipient government and implementing agency): Hybrid

Type of TF (Free-standing/ programmatic/ new TF for an ongoing program): Programmatic

Single/Multi Donor: Multi Donor

Donor(s) Name(s): Australia, Belgium, Canada, Denmark, the EU, Finland, France, Germany, Japan, the Netherlands, Norway, Spain, Switzerland, and UK²

TF Program Source Code: EITI

Purpose of TF (Co-financing/Investment financing/ Debt Service/ Advisory Activities- Bank/Advisory Activities-Recipient, etc.): Advisory Activities-Bank; Advisory Activities-Recipient

TF Approval/IBTF Clearance Date: November 23, 2005

TF Effectiveness Date: August 25, 2004³

TF Final Closing Date: December 31, 2015

TF Final End Disbursement Date: June 30, 2016

Date of ICM Submission to TFO: December 15, 2016

Cost and Financing Table: - see Table 1 overleaf

¹ Data provided by World Bank EITI MDTF Secretariat. This EITI ICM was prepared in parallel with the ICM for the Extractive Industries Technical Assistance Facility (EI TAF) MDTF which was initiated in 2009. The two MDTFs each had their own Program Manager but in 2012 the two Program Manager positions were eliminated by World Bank management and the two MDTFs were subsequently overseen by the (then) SEGOM Sector Manager and were managed by the same World Bank Secretariat. The two MDTFs have been succeeded by the Extractives Global Programmatic Support (EGPS) program.

² In addition the United States supported a complementary USAID SDTF

³ Effectiveness is before Approval of second IBTF

Table 1: EITI MDTF Cost and Financing Table

Donor	Contribution (USD)	Contribution (%)
MDTF Donors		
Australia	15,508,100	27%
Canada	12,520,045	21%
United Kingdom	10,848,558	19%
Spain	4,924,860	8%
Germany	2,993,870	5%
France	1,810,628	3%
Norway	1,727,749	3%
The Netherlands	1,500,000	3%
Switzerland	1,499,987	3%
European Commission	1,496,487	3%
Belgium	1,395,144	2%
Finland	1,061,780	2%
Japan	557,350	1%
Denmark	458,085	1%
Total MDTF ⁴	58,302,662	100%
Other income and Receipts	1,743,282	
Total Receipts	60,045,944	
Administration Fee	2,915,132	
Disbursements	47,183,005	
Undisbursed	9,947,807	

B. TRUST FUND DEVELOPMENT OBJECTIVES AND DESIGN

1. Introduction

According to the Initiating Brief for a Trust Fund (IBTF), the objective of the Extractive Industries Transparency Initiative (EITI) Multi-Donor Trust Fund (MDTF) is to support the establishment of EITI countries through programs of cooperation between governments, the private sector and civil society, supported by the international community, to include activities in support of the six EITI criteria (agreed at the London Conference on EITI in March 2005) which participating countries need to meet or, if possible, exceed in order to be considered to be successfully implementing EITI. The six EITI criteria are as follows:

1. Regular publication of all material oil, gas and mining payments by companies to governments (“payments”) and all material revenues received by governments from oil, gas and mining

⁴ In addition the United States contributed USD13,476,000 through the USAID SDTF

companies (“revenues”) to a wide audience in a publicly accessible, comprehensive and comprehensible manner.

2. Where such audits do not already exist, payments and revenues are the subject of a credible, independent audit, applying international auditing standards.
3. Payments and revenues are reconciled by a credible, independent administrator, applying international auditing standards and with publication of the administrator’s opinion regarding that reconciliation including discrepancies, should any be identified.
4. This approach is extended to all companies including state-owned enterprises.
5. Civil society is actively engaged as a participant in the design, monitoring and evaluation of this process and contributes towards public debate.
6. A public, financially sustainable Work Plan for all the above is developed by the host government, with assistance from the international financial institutions where required, including measurable targets, a timetable for implementation, and an assessment of potential capacity constraints.

No revision has been made to the original development objective of this Trust Fund. In 2009, when the United States decided to join the EITI-MDTF, they were unable to make a contribution to the EITA MDTF for legislative reasons. To address these issues, the World Bank and USAID established a parallel single-donor trust fund (USAID SDTF) following which the EITI Implementation Support Facility (the Facility) was established, which included the existing MDTF plus the new USAID SDTF.

The Facility is usefully summarized as follows: “The Facility is intended to provide implementation support to the EITI, an association established under the laws of the Kingdom of Norway, through country, regional and global activities consistent with the principles articulated in the Statement of Principles and Agreed Actions adopted at the first plenary conference in London in June 2003 and the criteria articulated in the Statement of Outcomes adopted at the second plenary conference in London in March 2005 (the "EITI Principles and Criteria") by the partnership that has now become the EITI. The Bank, acts as financial and program administrator for the Facility (the "Administrator"), which consists of multiple trust funds established by the Administrator in its sole discretion that are expected to be operationally equivalent (collectively, the "Facility Trust Funds" and each, a "Facility Trust Fund"). The funds from the Facility Trust Funds (the "Contribution Funds") will be used to develop, broaden and increase transparency over payments and revenues in the extractive sectors in countries needing these resources”⁵

The MDTF and USAID SDTF funds were co-managed by the same World Bank Secretariat and ran together seamlessly until the MDTF closed on December 31, 2015. The SDTF was extended for an additional two years for a Closing Date of December 31, 2017 to allow for disbursements to be completed.

The MDTF published detailed Annual Reports for 2013-2015⁶ which were submitted to the donors. These reports are publically available and provide year by year (for 2013-2015) details of the results achieved, support for civil society organizations (CSOs), and support for Country and Global Work Programs and country by country updates. These three Annual Reports do not distinguish between MDTF and SDTF grants and disbursements – both are characterized as MDTF grants and disbursements. Combining the two together reflects their complementarity and co-management. Since this combined coverage in the

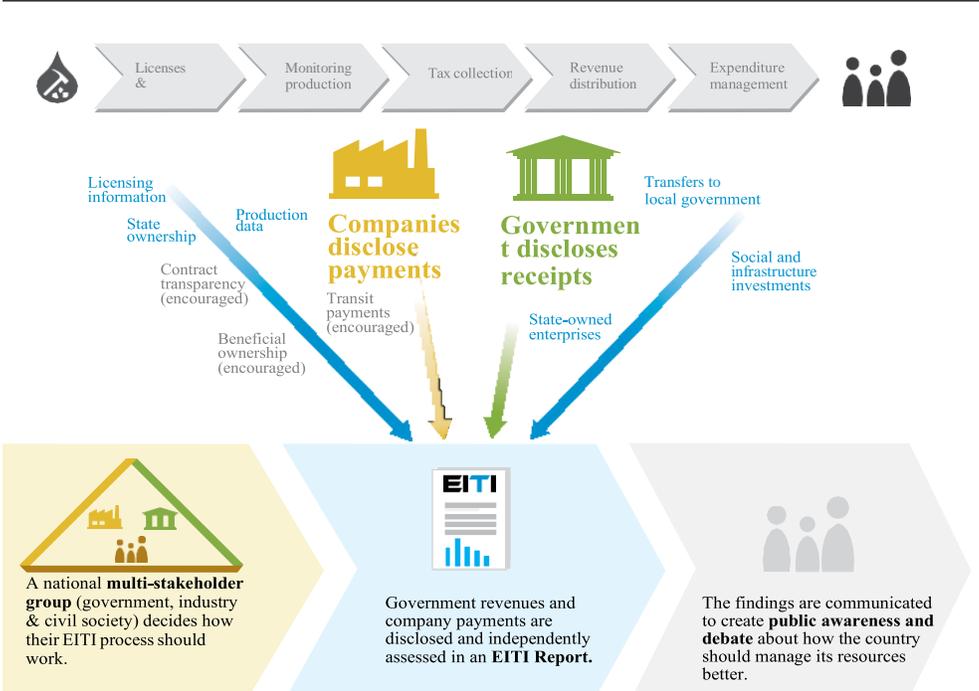
⁵ Source: Trust Fund Administration Agreement between the Kingdom of Denmark, and the International Bank for Reconstruction and Development and the International Development Association concerning the Multi-Donor Trust Fund for EITI Implementation Support (TF053509) dated October 3, 2011.

⁶ Links to EITI-MDTF Annual Reports [2013](#), [2014](#), and [2015](#).

Annual Reports was acceptable to the donors, unless otherwise noted (such as in Table 1: Cost and Financing), this ICM continues the same practice and considers both the grants and disbursements from the contributions of the original MDTF donors and the grants and disbursements from the United States contributions as overall MDTF grants and contributions.

It is important to note, as will be discussed in some detail below, that the EITI has evolved considerably since the Six Principles for Participating Countries (noted above) were established at the 2005 London Conference, from a somewhat fledgling international initiative that focused solely on reporting of data regarding Extractive Industries (EI) revenue flows to a mature, widely respected international process that now requires participating countries to prepare and provide an in depth overview of their extractive industries, according to the EITI Standard which was introduced at the Sixth EITI Global Conference in May 2013 and is shown in the Chart 1 below.

Chart 1: The EITI 2013 Standard



The 2013 EITI Standard requires countries to report on their extractive industries’ legal framework and fiscal regime; the extractive industries’ contribution to their economy; production data; state participation in the extractive industries; revenue allocations and the sustainability of revenues, license registers and license allocations. As extended EITY coverage to the whole of the EI Value Chain and thus started to cover the linkages from resource mineral identification and extraction to economic growth and poverty reduction. The 2013 Standard was subsequently modified at the February 2016 EITI Lima Conference – which took place outside of the EITI MDTF life-time but, as with earlier Global Conferences, shapes the next steps and future direction of EITI.

The introduction of the Standard has added very substantially to the present reporting requirements. It has resulted in a substantial shift away from original “compliance” with EITI revenue transparency requirements under the 2011 EITI Rules to “validation” regarding the amount of progress being made

towards achieving the new 2016 EITI Standard. In considering the EITI MDTF objectives, it is worth noting that the MDTF objective emphasized supporting EITI's program activities which then became a somewhat moving target as they have evolved over time. The successor Extractives Global Programmatic Support (EGPS) program has expanded beyond what might be considered to be a somewhat narrow focus on EITI implementation activities, and has broadened out to provide overall "support to transparency reforms of the extractive sector and revenues".

2. Original (and Revised) Trust Fund Activities/Components

Paragraph 35 of the IBTF noted that the objective of the EITI is to increase transparency over payments and revenues in the extractives sector in countries heavily dependent on these resources and (paragraph 37) that the focus will be on voluntary cooperation from governments⁷.

Paragraph 39 of the ITBF included the following three main types of activities

1a. Establishment of EITI: Recipient activities including:

- Production and publication of reports on payments and revenues
- Audit of EITI data (including state-owned companies) where such audits do not exist, including collection of EI tax payment data from companies and revenue data from governments by a credible, independent administrator applying international auditing standards; advisory services on auditing standards
- Reconciliation of audited data & publication of administrator's opinion regarding reconciliation including discrepancies; advisory services on reconciliation
- Support for government preparation of public, financially sustainable EITI work plan and activities as specified in the work plan including training; local, regional & international workshops/seminars, including stakeholder travel; data publication; etc.; support for international advisers & local consultants to provide additional capacity to governments in implementing EITI & ensure civil society engagement
- Capacity building for EITI stakeholders & funding operating costs of EITI country secretariats

1b. Establishment of EITI: World Bank activities including:

- Support to ensure that civil society is actively engaged in the design, monitoring and evaluation of the EITI process
- Workshops/seminars including stakeholder travel
- Consultants to assist World Bank and other EITI agencies in EITI implementation
- Above recipient activities upon recipient request

2. Global EITI Information and Coordination including international workshops, presentation of EITI at international events global coordination of EITI activities.

The IBTF (paragraph 40) further noted that the establishment of EITI activity is intended to be recipient-executed, except in exceptional circumstances and in accordance with World Bank rules for such exceptions.

⁷ This was the objective as of 2005.

3. Outcome Indicators

The IBTF listed the following six key performance indicators:

- #1 Successful Establishment of EITI in countries: Number of countries that have implemented transparency and published revenues.
- #2 Publication of Policy Recommendations for Extractive Industries Transparency: Number of reports published.
- # 3 Production of Practical Guidelines and Templates for Reporting: Number of reports published.
- # 4 International Conference on EITI: Number of conferences held and numbers and types of stakeholders attending.
- #5 Expansion of EITI: Number of resource-rich countries from which commitment to EITI has been received/demonstrated
- #6 EITI in CASs and Country Dialogue: Number of resource-rich Bank client countries for which EITI is incorporated into the CAS and the country dialogue. (Note: resource-rich defined as those countries in which the EI sector accounts for, or is expected soon to account for, more than 50 percent of government revenues.)

4. Other Significant Changes in Trust Fund Design

The initial contributions to the EITI-MDTF were GBP 2,326,000 from the United Kingdom (USD 4,278,095 equivalent) in August 2004 and NOK 1,500,000 from Norway (USD 239,601 equivalent) in April 2005, for a total initial donor contribution of USD 4,517,696.80. The initial financing plan also included USD 1,430,000 World Bank Budget funding plus USD 600,000 in Development Grant Facility (DGF) support. In addition, an initial contribution of USD5,976,000 was received in 2009 from the United States for the previously noted USAID SDTF.

Subsequently additional funds were received from the various donors (including the United States) for a Grand Total of USD 71,778,642 at time of closing of the MDTF. In addition, the final Financing Plan also includes USD 7,701,000 World Bank and IFC Budget funding plus USD 1,104,000 in DGF funding (as of end FY14).

The original MDTF Fund Closing Date was September 26, 2007 and the end disbursement date was January 28, 2008. Subsequent extensions were agreed with donors and internally, due to continued relevance and interest in continuing the activities to support the EITI, and the final MDTF Closing Date was December 31, 2015, and final MDTF End Disbursement Date was June 30, 2016.⁸

C. OUTCOME

1. Relevance of TF Objectives, Design and Implementation

The MDTF's objectives, design and implementation are considered highly relevant to current global/regional/country priorities and to the Bank's sector strategy

⁸ As noted previously the USAID SDTF Closing date is December 31, 2017 and end disbursement date June 30, 2018.

Minerals, that is non-fuel minerals (such as ores, concentrates and metals) and fuel minerals (such as oil, gas and coal), and gemstones have the potential to reshape economies and generate substantial economic growth and wealth. It has long been recognized that countries with substantial mineral income relative to the size of the economy can be subject to “the paradox of plenty” or “the resource curse” whereby many such countries have weaker institutions, poorer economic management, higher levels of corruption and lower levels of economic performance and poverty reduction than comparable countries with low levels of income from non-fuel and fuel mineral resources relative to the size of the economy.

The EITI is a significant major international initiative which, in its original design, aimed at bringing to light, auditing and providing strong public access to and public debate around:

- Payments reported to governments by extractive industries companies,
- Receipts of extractive industries revenues reported by governments,
- Reconciliation of any differences between the audited payments and receipts.

As such, the EITI is very relevant to the World Bank’s strategy for extractives countries since it helps bring about greater domestic and international accountability about the collection of extractive industry revenues as well as reduced revenue leakages and corruption. The importance of EITI to World Bank extractives activities across a wide range of countries was documented in a [2011 IEG Evaluation Report](#) (which is further referenced later in this report) which reported “50 WBG country teams have provided budgetary support to the promotion of EITI, in face of a large number of other projects, programs and initiatives competing for their attention”.

There are presently 47 IDA/IBRD eligible (non-OECD) EITI Compliant and Candidate implementing countries and 4 OECD EITI implementing countries. The continuing importance of EITI to the World Bank’s extractives work program is reflected by references to EITI in World Bank country strategy documents (CAS, CPS, CPF, etc.) for 43 of the 47 IDA/IBRD EITI implementing countries. For donors, it is evidenced by the establishment and support for the recently (2015) established successor Extractives Global Programmatic support (EGPS) MDTF, which includes continuing support for EITI as the first Component. EGPS combines the activities of both the EITI MDTF and the Extractive Industries Technical Advisory Facility (EI TAF) MDTF, following the closure of both MDTFs at the end of 2015, and expands the scope to allow support across the entire extractive industries value chain.

2. Achievement of TF Development Objective

Overview - The MDTF’s development objectives are considered to have been largely met. There has also been good progress in meeting the development objectives as formally agreed.⁹

a) Support to Countries

The EITI Website (as of mid- 2016) lists 51 countries of which 31 are Compliant Countries which are confirmed to have met all EITI requirements to be compliant and 20 are Candidate Countries which are implementing EITI but not yet compliant.¹⁰ As shown in table 2, the MDTF has provided support to 30 of the 31 compliant countries – the only Compliant Country not receiving MDTF support is Norway. The MDTF

⁹ Additional indicators were agreed in 2014/2015 which are referred to below in Section c) i) paragraph Other Country-level Results. The additional indicators were never formally adopted and were used for annual report purposes only.

¹⁰ The EITI website (June 30 2016) also lists 5 “Other Countries”

has provided support to 17 of the 20 Candidate Countries – the three countries not receiving MDTF support were Germany, the United Kingdom and the United States. The MDTF has also provided support to 1 of the 5 countries listed by EITI as Other Countries (Equatorial Guinea which was delisted for not meeting its validation deadline). A total of 175 grants¹¹ were made to the 52 countries on the EITI website supported by the MDTF, with an average grant size of nearly USD190,000 and total average grants of about USD640,000 per country. In addition, to the 5 countries listed on the EITI website, the MDTF also provided one grant each to six other countries – Angola, Bulgaria, Burundi, Lao PDR, Suriname and Uganda. The average grant for these six countries was less than USD75,000. The CSO support identified in Table 2 includes both direct support from the MDTF (the Civil Society Direct Support Program) and support channeled to local level CSOs through organizations such as Publish What You Pay (PWYP) and Natural Resources Governance Institute (NRGI) as outlined later in this report.

Table 2: EITI MDTF: Support by Country and Purpose (as of June 30, 2016)¹²

Country	EITI Preparation	EITI Implementation	CSO Support	Post-Compliance EITI Support
<u>EITI Status: Compliant Country confirmed to have met all EITI Requirements</u>				
Albania	√	√		√
Burkina Faso	√	√	√	
Cameroon	√	√	√	
Central African Republic	√	√		
Chad	√	√		√
Congo, Republic of	√	√		
Cote d'Ivoire	√	√		
Democratic Republic of Congo	√	√	√	
Ghana	√	√	√	√
Guatemala	√	√	√	
Guinea	√	√		
Indonesia	√	√	√	
Iraq	√	√		
Kazakhstan	√	√	√	
Kyrgyz Rep.	√	√	√	√
Liberia	√	√	√	√
<u>EITI Status: Compliant Country confirmed to have met all EITI Requirements</u>				
Mali	√	√		√
Mauritania	√	√		√
Mongolia	√	√	√	√
Mozambique	√	√	√	√

¹¹ Detailed information of the 181 country by country grants is available in the 2015 EITI MDTF Annual Report and will not be repeated in the ICM. The 181 grants include 9 grants for which there were no disbursements

¹² Status as defined on EITI Website as of June30, 2016.

Country	EITI Preparation	EITI Implementation	CSO Support	Post-Compliance EITI Support
Niger	√	√	√	√
Nigeria	√	√		√
Peru	√	√	√	√
Sierra Leone	√	√		
Tanzania	√	√	√	
Togo	√	√		
Timor-Leste	√	√		
Trinidad & Tobago	√	√	√	
Yemen *	√	√	√	
Zambia	√	√	√	√
EITI Status: Candidate Country implementing EITI not yet Compliant				
Afghanistan	√	√	√	
Azerbaijan	√		√	
Colombia	√	√	√	
Dominican Republic	√	√		
Ethiopia	√	√	√	
Madagascar	√	√		
Honduras	√	√		
Malawi	√			
Myanmar	√	√		
Papua New Guinea	√			
Philippines	√	√	√	
Sao Tome & Principe	√	√		
Senegal	√	√		
Seychelles	√	√		
Solomon Islands	√	√	√	
Tajikistan	√	√		
Tanzania	√	√	√	
Ukraine	√	√	√	
EITI Status: Other Country				
Equatorial Guinea**	√			

* Compliant but temporarily suspended due to political instability

** Delisted in 2010

The following examples of Country Results are provided in the 2015 Annual Report and are repeated here¹³ to illustrate the type of results that the MDTF has supported:

¹³ There are a number of places in the ICM where material is summarized or quoted directly from the MDTF Annual Reports. While some of what are considered the more important material is identified, because much of the material

- Albania- Enacted legislation in 2015 requiring all hydrocarbon contract holders, as well as national and local government institutions, to report revenues and payments based on the EITI Standard
- Ethiopia – The EITI MSG empowered other CSOs with outreach to create an informal CSO network to improve the flow of extractives information at the community level
- Mongolia – An electronic EITI data reporting system was implemented in 2015 which is being used by 987 companies with data available to the public
- Mozambique – The latest EITI Report includes company by company payments, production and in-kind royalties information and first steps towards disclosing beneficial ownership information.
- Nigeria – In 2015 the Government announced its commitment to introduce sector reforms using the governance and administrative reforms recommended in earlier NEITI Reports as a guide
- Philippines – The first EITI Report goes beyond Standard requirements and discloses 39 contracts with extractives companies and 37 Memoranda of Understanding with Indigenous Peoples
- Senegal – Moody’s Credit Rating Agency noted Senegal’s EITI Candidacy as a reason for upgrading the Country’s credit rating in 2014
- Ukraine – A draft law on extractive sector transparency and accountability was prepared with significant input from civil society and other stakeholders

Two noteworthy examples of MDTF support in the 2015 MDTF Report are, first, Indonesia, which has one of the largest extractives sector in Asia-Pacific, and achieved EITI compliance in 2014 after a several year process during which the MDTF provided over USD2 million in training, technical assistance and financial support; and second, Myanmar which started its EITI preparation in 2012 decided to apply and was accepted as meeting the requirements to be an EITI Candidate Country in 2014. In addition, even though Burundi is not yet a Candidate Country, the USD112,000 grant it received helped fund an EITI Scoping Study which has informed the country’s broader extractive industries reform program and has helped advance sector reforms

The EITI International Secretariat also maintains an informative website (www.eiti.org) with extensive details on the 51 EITI implementing countries (as of June 2016). These two sources provide a rich source of material on the MDTF and EITI activities in recent years and are drawn on for this report.

Evaluation Reports. Three comprehensive evaluations of the MDTF were previously undertaken: in 2009 by Michael Jordan, in [2011 by the World Bank’s Independent Evaluation Group \(IEG\)](#), and in [2015 by ScanTeam \(of Norway\)](#). These were evaluations (not completion reports) which charted the progress of the MDTF through its initial set up (Jordan); early progress through to validation of the first five EITI Compliant Countries (out of 22 Candidate countries – page xv, para 10a) (IEG), and introducing the EITI standard and beyond (ScanTeam).

c) Meeting Development Objective

The MDTF has essentially met its overall objective of supporting the establishment of EITI in resource-rich developing countries through programs of cooperation between governments, the private sector and civil society, supported by the International community.

Further details are given in the following sections.

is largely an account of MDTF activities and results, the ICM does not always specifically identify text or material taken from the Annual Reports.

i) Meeting the Six 2005 Criteria

The MDTF has also largely accomplished the country-related activities as proposed in the IBTF - Activity 1a Establishment of EITI

Meeting the Six 2005 Criteria. The MDTF has also been largely successful in supporting EITI to meet the 6 EITI criteria that were agreed at the London Conference on EITI in March 2005, in that the 30 EITI Compliant Countries supported by the MDTF all meet the following requirements:

- Regular publication of all material oil, gas and mining payments by companies to governments (“payments”) and all material revenues received by governments from oil, gas and mining companies (“revenues”) to a wide audience in a publicly accessible, comprehensive and comprehensible manner.
- Payments and revenues are the subject of a credible, independent audit, applying international auditing standards.
- Payments and revenues are reconciled by a credible, independent administrator, applying international auditing standards and with publication of the administrator’s opinion regarding that reconciliation including discrepancies, should any be identified.
- This approach is extended to all companies including state-owned enterprises.
- Civil society is actively engaged as a participant in the design, monitoring and evaluation of this process and contributes towards public debate.
- A public, financially sustainable Work Plan for all the above was developed by the host government, including measurable targets, a timetable for implementation, and an assessment of potential capacity constraints.

Other Country-level Results/Indicators. The 2014 Annual Report included an Aggregated Data Results Framework for the first time and covered 19 countries supported by the MDTF. Annex 4 in the 2015 MDTF Annual Report expands the coverage to the 25 grants active during the reporting period. The results are very positive and are as follows

- 23 countries provided 196 CSO communication and training activities targeted at CSOs, media and/or parliamentarians
- 2804 CSOs were engaged in EITI through coalitions
- 10 countries have designed or implemented an M&E system
- 17 countries have an approved communications Strategy
- 17 countries have communications strategies which ensure the reports are presented in formats accessible to different users
- 7 countries have communications channels which target women
- The discrepancy gap between receipts and payments average 1.5% for 14 countries – data is not available for the other 11 countries)
- 18 countries published EITI reports in 2015
- 15 countries successfully reconciled their EITI reports in 2015

The 2015 Annual Report includes CSO Direct Support Indicators for six other countries – thus providing indicators for 31 countries.

With regard to the Multi-Stakeholder Groups (MSGs), the 2015 Report also reports that for a sample of 25 MSGs:

- ✓ 10 out of 25 have developed and use Monitoring & Evaluation systems
- ✓ 18 out of 25 have developed and adopted communications strategies
- ✓ 7 out of 25 use specific tools to target women with their communications strategies
- ✓ CSOs have roughly one third of the seats on MSGs

This report does not attempt a country by country assessment of the political circumstances of the many MDTF-supported countries. Rather, it is sufficient to say that notwithstanding the political challenges and uncertainties in many of the countries listed in Table 2 over the past decade, significant progress has been made regarding transparency of and public discourse regarding extractives revenues in the MDTF supported countries.

The MDTF has also largely accomplished the World Bank-related activities as proposed in the IBTF Activity 1 b Establishment of EITI World Bank activities and IBTF Activity 2 Global EITI Information and Coordination

Table 3 presents the final disbursement numbers for World Bank-executed EITI activities at the end June 2016.

Table 3: Disbursements for World Bank-executed EITI Global Work Program (in USD)
As of June 30, 2016

Category	Disbursed
Civil Society Activities	4,244,760
EITI Global/Regional Events	695,132
Global Advocacy and Pipeline Development	3,925,110
Global Knowledge and Learning	1,016,557
Program Management and Administration	3,207,050
Grand Total	13,088,610

ii) Civil Society Support

One of the hallmarks of EITI, which has had a profound effect in many countries, is the emphasis on civil society engagement and the MDTF, together with the World Bank, IFC and Development Grant Funding (DGF), have provided a very substantial program of support to Civil Society Organizations (CSOs) to ensure that civil society is actively engaged in the design, monitoring and evaluation of the EITI process. The support was implemented through two main mechanisms: (1) a 2011-2015 World Bank supported Civil Society Direct Support Program (CSDSP) that aimed at strengthening CSO participation in the MSGs and their contribution to EITI; and (2) contracts for and capacity building efforts led by Publish What You Pay (PWYP) and by the Natural Resource Governance Institute (NRGI). In addition, the early CSO work was strongly supported by the 2009 World Bank publication *Engagement with Civil Society*.

The progress made in CSO support and development is very noteworthy. In many countries CSOs are poorly organized and given little information or attention by Government. The EITI, with the support from the MDTF, has achieved two major accomplishments. First, getting so many governments to make progress towards accepting and engaging with civil society groups as a matter of good international practice. Second, is getting CSOs, which come in a wide variety of forms and focus, to be willing to organize themselves and act together – including in combination with private sector representatives, in

EITI Multi-stakeholder Groups (MSGs). It has not all been smooth sailing since it is reported that in a few countries relatively large payments were made to CSO participants in the MSGs which resulted in some individuals “capturing” the MSG positions – but even so the accomplishments of EITI and the MDTF in advancing dialogue between governments and CSOs can be considered somewhat ground breaking – hence this ICM goes into some detail in this regard.

CSO Direct Support Program (CSDSP) was established by the Bank in 2011 and provided USD1.29 million as of end FY15 in support for CSO activities in 15 EITI implementing countries including training on the full EITI process; customized training on the EI Value Chain; creating EITI awareness tools; and bringing together various EI groups regarding EI governance issues. The 2014 MDTF Annual Report page 35 states that an independent assessment of the results of the CSDSP, which was prepared in September 2014¹⁴, concluded that *“CSO participants have acquired raised awareness and knowledge on EITI at national, regional and local levels”*. The report also stated that the effectiveness of CSO engagement in the EITI process and use of EITI information has been increased but more work remains to be done for CSOs to acquire the skills needed for implementation.

PWYP (USD0.2 million disbursements end FY15) worked with national CSO coalitions with a focus on coalition building; strategy development and coordinated advocacy; EITI engagement; and outreach to sub-national CSOs. For example, PWYP has carried out coalition-building in six francophone African countries with USD0.79 million support from the MDTF including three national events and one “hub” event with participants from 25 countries. In 2015, PWYP also helped produce [“Protecting the Cornerstone”](#) (which addresses organizing EITI MSGs), and a Civil Society Protocol Checklist and has also established an EITI Program Coordinator related to positions on the EITI Board which are to be filled by civil society representatives.

NRGI (USD1.25 million disbursements end FY15) has undertaken regional training activities, carried out outreach to prospective EITI countries and provided support to CSOs to help ensure that EITI reporting is policy relevant, comprehensive and user friendly and provides data that informs extractives policy debates and reform. NRGI has produced an [on-line guide to the EITI standard and accompanying handbook](#) and provided essential CSO support with USD1.25 million in MDTF funds working in 11 EITI implementing countries and in addition has provided regional “hub” training events in Anglophone Africa, Eurasia, Asia-Pacific and Latin America for CSOs from many different countries.¹⁵ CSO attendees at these events are reported to have used new skills to analyze reports and impact policy debates in their countries.

Overall, the CSO work and trainings are considered to have considerably benefited the knowledge base of CSOs. The [ScanTeam Report](#) reported *“Greatest praise has been for the good and clear courses and the course materials; the broader view/context that is provided regarding the sector and the issues; the support to strengthening the voice and quality of civil society; the broad concept of civil society where they try to include media, unions, parliamentarians, faith-based organizations, tradition leaders and not just classic CSOs/NGOs. The most common concern was that the training tended to be too short; there was too much material; often not enough contextualisation and adjustments to local needs and understanding of*

¹⁴ Engagement with Civil Society – An EITI Implementation Case Study World Bank Extractive Industries for Development Series # 12 November 2009

¹⁵ NRGI’s first contract covered Afghanistan, Burkina, Liberia, Mozambique, Peru and Yemen. NRGI’s second contract covered Colombia, Philippines, Ukraine, Azerbaijan, Burkina Faso, Cameroon, DRC, Ghana, Niger, Tanzania, and Zambia.

the starting point for many of the local actors; and not enough time to share experiences and adapt the material to own needs and concerns.”

A September 2014 CSO assessment¹⁶ found that the initial objectives to increase CSO knowledge and awareness of EITI principles and process was achieved in all of the countries in the Program. However, an important lesson learned is that the interventions tended to achieve more substantial CSO capacity building for those countries where a thorough needs assessment of CSO capacity gaps was conducted with capacity building activities then designed according to local needs and realities with a priority focus on CSO networking, partnerships and coalitions and that the most successful capacity building and EITI dialogue took place where all key groups (government entities, CSOs and extractive companies) were included in the CSO capacity building activities.

Implementing

The assessment provided other important lessons learned including (i) Strengthening the capacity of civil society is a long-term process, and more sustainable results would be achieved by continuous and targeted interventions in a particular country on specific capacity issues (including follow-up capacity building trainings) rather than one-time trainings or workshops on overall EITI implementation issues; (ii) Effective participation of CSOs in the EITI process increased when all MSG members participated in the design and implementation of EITI-MDTF CSO capacity building programs; and (iii) Aligning EITI-MDTF CSO capacity building objectives with the Country’s MDTF EITI objectives and World Bank interventions is key to ensure the sustainability of country CSO capacity building programs. It then provided a proposed 12-Step approach to preparing and implementing CSO capacity building activities.

Just before the end disbursement date of the MDTF, a CSO Support Strategy was prepared based on lessons learned from the above-mentioned CSO support mechanisms. The Strategy was discussed with Stakeholders and approved by EGPS donors. The Strategy will be taken forward under EGPS Pillar 1.

iii) Global Advocacy and Global Knowledge/Learning

Some of the more important MDTF Global Knowledge and Advocacy products include (in order of time) which include some policy recommendations for extractive industries transparency and practical guidelines and templates for reporting:

- [Implementing EITI: Applying Early Lessons from the Field](#) (November 2008)
- [Toward Strengthened EITI Reporting](#) (August 2009)
- EITI at Work (DVD October 2010)
- [Voices of Transparency](#) (March 2011)
- [Implementing EITI at the Subnational Level](#) (October 2011)
- Revision/Update of [Implementing EITI: Applying Early Lessons from the Field](#) (2013)
- [Implementing EITI for Impact](#) (2014)

The 2008 [Implementing EITI: Applying Early Lessons from the Field](#) (November 2008) was especially important to the early growth of EITI in that it provided a practical primer for countries with chapters on Starting an EITI program; Stakeholders and Governance Structures; Determining the Scope of an EITI Program; Developing an EITI Work Program; the different Roles of Government, Companies and Civil

¹⁶ Interim Assessment of the EITI-MDTF CSO Direct Support Program, M. Catelli, 2014

Society in EITI; Producing an EITI Report; Communicating EITI; and Results , Monitoring and Evaluation of EITI Programs.

iv) Global/Regional Events

The available data are that the MDTF has provided USD0.41 million in support of regional workshops. In 2015 the MDTF supported nine training and knowledge activities with 236 participants, including training on the EITI Standard. An on line EITI Community of Practice (CoP) was launched in 2014 in response to demand from MSG members for continuous country-to country dialogue. Seven CoP webinars were held in FY 2015 and as of 2016 the CoP has over 200 members from 38 countries. In FY15 the MDTF also supported 9 national and regional training events.

v) Other

The MDTF has also helped fund extensive use of consultants to assist World Bank and other EITI agencies in EITI implementation including consultants in Washington, DC, consultants in WB country offices, and consultants in EITI implementing countries. The 2015 MDTF Annual Report noted that in FY15 there were 45 staff and consultants providing who provided part of their time (not full time) to EITI activities in 47 countries as compared with 17 staff and consultants servicing 16 countries in FY06, the first year of MDTF implementation.

d) Performance Indicators

#1 Number of resource-rich countries from which commitment to EITI has been received/demonstrated. 38 of the 51 EITI implementing countries are resource-rich countries using the list of Resource-Rich Countries as identified in the August 12, 2012 IMF Paper Macroeconomic Policy Frameworks for Resource-Rich Developing Countries¹⁷. The MDTF has provided the vast majority of the financial support that has resulted in the auditing and reconciliation of 290 years of EITI data for the 51 EITI Implementing Countries including support for government preparation of public, financially sustainable EITI work plan and activities as specified in the work plan; support for international advisers and local consultants, capacity building for EITI stakeholders and funding operating costs of EITI country secretariats.

#2 Publication of Policy Recommendations for Extractive Industries Transparency: Number of reports published and # 3 Production of Practical Guidelines and Templates for Reporting: Number of reports published: 5 Reports were identified by the Bank Task Team (see section on Global Advocacy and Global Knowledge/Learning) but almost certainly more than 5 such reports were produced. However, it was not possible to identify all the reports because in 2016 records were not readily available in the Bank's grant reporting and monitoring (GRM) system (which is internal to World Bank and only partially available to the donors) for the various Policy Recommendations, Practical Guidelines and Reporting Templates that were prepared and published over the 11 year time period since the MDTF was initiated in 2005. In fact the 2013, 2014 and 2015 Annual Reports have much more useful, reliable and clearly presented information than the GRM system.

¹⁷ World Bank data does not provide a readily available grouping of "resource-rich" countries in which the EI sector accounts for, or is expected soon to account for, more than 50 percent of government revenues.

Trying to obtain past information was also made more difficult by the fact that there have been many changes in the World Bank staff administering the grants over such a long period – but records were not put in place to provide longevity of information. In addition, obtaining accurate financial data for the ICM proved difficult. Based on the experience of this MDTF, the utility of the GRM system could certainly be examined. The management of the EITI MDTF was made all the more difficult by the World Bank management decision to eliminate the EITI Program Manager position in 2012 which significantly reduced oversight of Task Team Leaders working on EITI issues. The EGPS has subsequently addressed the issue of Program Management by including a requirement for there to be an EGPS Program Manager as part of the underlying legal agreement.

#4 EITI International Conferences: Seven EITI Global Conferences have been held from 2009-2016 - 2003 London; 2005 London; 2007 Oslo; 2009 Doha; 2011 Paris; 2013 Sydney; 2016 Lima. The EITI Global Conference is the members meeting, at which Board members and Chair are elected and major policy changes may be agreed. The MDTF provided financial support for all seven EITI Global Conferences.

#5 Expansion of EITI: As of June 2016 EITI had 23 “Outreach” countries. In 2016, facing some emerging financial and capacity constraints of the EITI, the Outreach and Candidacy Committee of the EITI Board recommended a conservative approach to expanding the list of EITI implementing countries along the following criteria:

- **Criterion 1 - Potential impact of the EITI.** This criterion focuses on a country’s susceptibility to the resource curse and the potential for the EITI to mitigate against this paradox and improve natural resource governance for poverty reduction and development.
- **Criterion 2- Strategic importance for the EITI.** This criterion puts an emphasis on a country’s potential to encourage the implementation of the EITI regionally and/or internationally and to support the EITI’s credibility generally as an open and participative multi-stakeholder platform.
- **Criterion 3 - Regional diversity.** This criterion focuses on increasing EITI regional diversity? The EITI is currently implemented by 25 countries in Africa, 13 countries in Asia, four countries in Europe, two countries in the Middle East, one country in North America and six countries in Latin America and the Caribbean
- **Criterion 4 - Likelihood of effective implementation.** This criterion focuses on a target country’s government’s commitment to the EITI and the extent of local ownership including an enabling environment for company and civil society engagement.
- **Criterion 5 – Comparative advantage of EITI partners.** This criterion focuses on leveraging outreach opportunities and streamlining country specific interventions in target countries where EITI partners are already active.

#6 EITI in CASs and Country Dialogue: As previously noted, EITI has been well referenced in WB country strategy documents. EITI was referenced in the WB country strategy documents for 43 countries at the time of drafting the ICM in July 2016 of which 31 are resource-rich countries.

e) Efficiency

There have been some concerns and complaints, especially in the early years of the MDTF, about the relatively long time needed by the World Bank Secretariat to establish trust funds and get money flowing to countries using recipient-executed grants. For recipient-executed grants there are four main steps – each of which can be time consuming. First, time is needed for an in-depth assessment of the financial management and procurement capacity of the responsible ministry or agency that will manage and disburse the grant funds in order to be sure that adequate capacity is in place so that funds will be used

as designated and not misused. Second, once this fiduciary capacity assessment is completed, time may also be needed for necessary institutional strengthening measures to be implemented in order for the grant to be approved. Third, there are often delays in obtaining approvals from Finance Ministries and Central Banks for opening designated accounts. The designated accounts are then operated by sector ministries since recipient-executed grant agreements are signed by Finance Ministries but are implemented in most countries, in the case of EITI, by Ministries of Mines or Petroleum. Fourth, time is also needed for these sector ministries, which generally had little or no prior experience implementing World Bank projects or grants, to get the accounts working and procurement completed.

However, once the capacity was established with the initial grant, the process was generally reported to be much faster for those countries that received a follow-on grant, since they had already gained the experience and knowledge needed, and their capacity was already in place. While these steps were often bottlenecks in first round of EITI grants, the process showed substantial improvement in the next phases. For example the speed of procurement of EITI reconciler dropped to 3 months average across most of EITI countries (as can be evidenced by data presented in annual reports).

According to the 2011 IEG Report, the 2009 (Jordan) evaluation reviewed the MDTF's disbursement rates and found that they had been substantially lower than planned. However, the IEG review revisited these and found that:

- a. At the global level, total disbursements from MDTF-EITI have fluctuated between 20 and 57 percent of available funds, which was in line with the experience of other WBG operations.
- b. At the country level, the disbursement rates from recipient-executed grants (REGs) were much lower, in the range of 11–23 percent, which IEG largely attributed to the limited capacity of country agencies to understand and comply with WBG's complex documentary and procedural requirements

The IEG Report stated that *"Given the absence of monitoring data on the expected benefits from the program, this IEG review was not in a position to undertake a quantitative assessment of the overall efficiency of the program. On the other hand, IEG's interviews with a diverse range of stakeholders found that most shared a sense that the initiative was worthwhile without any suggestion that efforts or funds are being wasted. This perception is supported by the growing number of candidate countries and EITI supporters in all stakeholder constituencies and the growth in donor contributions."*

The ScanTeam Report commented that *"MDTF is the core funding partner..... MDTF funds are clearly directed to EITI core tasks and as such the funds are used effectively. The high transaction costs for approving and disbursing funds means the MDTF financing is seen as not very efficient"*.

Looking ahead the ScanTeam Report further comments *"While other funding sources exist, the Extractives Global Programmatic Support (EGPS) is likely to remain the key EITI funding vehicle as it has the best developed donor support, widest geographic coverage and good fiduciary management. Since the Bank has a world-wide system of country offices and a strong head office capacity, it can manage the EGPS as a unified and fairly centralised system."* The positive views of EITI stakeholder constituencies continue today, as evidenced by continued donor support and contributions to EGPS, and reflows of balances from EITI and EI-TAF MDTFs to EGPS.

f) Economic and Financial Returns

Given the nature of the support provided by the MDTF, information is not available to undertake any comprehensive quantitative analysis of economic and financial returns. While country by country information is not available, indications are that the audit and reconciliation activities supported by MDTF have resulted in increased revenue collections for implementing countries, the most prominent example being Nigeria increased revenue collections by a reported USD2.4 billion.

g) Development Impacts

The MDTF, through the EITI, has achieved a range of significant development impacts.

There can be no question that with MDTF support, the EITI has had significant development impacts in terms of establishing transparency as a global norm – which was not the case a decade ago. It could be said that it has taken a somewhat revolutionary idea and made it global practice. EITI has held governments to account for the disclosure of revenue information and under the EITI Standard seeks to do so for disclosure of a much wider range of information along the extractives value chain, including contract disclosure.

EITI also demonstrates, as a replicable good practice, that voluntary initiatives can attract both developing (non-OECD) country and industrialized (OECD) country participants. EITI now includes the participation not only of developing countries but also four industrialized countries, namely Norway, the USA, the UK and Germany. The case can also be made that the EITI transparency impact has had a somewhat domino effect in terms of trends in countries such as the USA, Canada and Australia to strengthen reporting requirements. Another very important development impact and replicable good practice is that EITI, with direct support from the MDTF, has supported a large number of countries to establish and sustain successful Multi-Stakeholder Groups (MSGs), where for the first time, the three stakeholders (government, industry and civil society) are meeting and discussing issues important to the country and the sector. It is also noteworthy that ten MSGs now employ monitoring and evaluation systems.

It should also be recognized that private sector companies, as well as governments, are coming to accept that information disclosure is now good international practice. The February 2015 [IFC Extractive Industries Sustain Report](#) states that “EITI is now supported by 90 of the World’s largest oil, gas and mining companies and by institutional investors with more than USD19 trillion of funds under management” and includes an article by Tullow Oil on the business and development case for transparency. The case can be made that the move towards publishing payments to government has also been a factor in a greater willingness of extractives companies to be more forthcoming about planned and actual impacts of their operations on local communities.¹⁸

The auditing of payments and receipts has led to a general strengthening of Revenue Authorities and Ministries of Finance with regard to the assessment, audit and collection of EI sector government revenues. The publication of EI payments and receipts has also increased knowledge for key stakeholders

¹⁸ In this regard it is worth also noting the important contribution to the global transparency movement of the January 2012 *IFC Access to Information Policy* which states “There is a presumption in favor of disclosure with respect to [project-level information regarding investments and advisory services supported by IFC] ... absent a compelling reason not to disclose such information”.

such as parliamentarians, local communities and civil society groups and has led to an evolving public dialogue regarding extractive industries in many countries where such a dialogue did not exist a decade ago.

h) Overall TF Outcome¹⁹

The Overall MDTF Outcome is rated as Satisfactory based on the following:

- The MDTF's objectives, design and implementation are considered highly relevant to current global/regional/country priorities and to the Bank's sector strategy.
- The MDTF has essentially met its overall objective of supporting the establishment of EITI countries through programs of cooperation between governments, the private sector and civil society, supported by the international community.
- There has also been good progress in meeting the MDTF outcome indicators.
- The MDTF has been largely successful in supporting EITI to meet the six EITI criteria that were agreed at the London Conference on EITI in March 2005.
- The MDTF has also largely accomplished the activities as proposed in the IBTF.
- The Aggregated Data Results Framework presented in the 2014 and 2015 MDTF Annual Reports presents very positive results for many countries
- The MDTF, through the EITI, has achieved a range of significant development impacts not only regarding EI revenue transparency and accountability, but also general strengthening of Revenue Authorities and Ministries of Finance, increased knowledge and capacity building for key stakeholders, in particular civil society, and establishing and sustaining successful multi-stakeholder groups in countries.

D. RISK TO DEVELOPMENT OUTCOME

1. Follow-On Results and/or Investment Activities

There are no identified examples of EITI activities leading to other WB or IFC follow-up projects or programs. That said, it was not expected that there would be so.

2. Replicability

Other multi-stakeholder initiatives have been established in other sectors, such as the Construction Sector Transparency Initiative (CoST) and the Medicines Transparency Alliance (MeTA). The experience with the EITI MDTF indicates that MDTFs could play a very useful role for other sectors. If and when warranted, this would require setting up a new MDTF for the concerned sector since the EITI MDTF donors were not in a position to consider any expansion of the EITI MDTF to other sectors because they were bound by their authorities and the MDTF legally binding agreements to focus exclusively on extractives.

3. Overall Risk to Development Outcome

Based on its original aim of publishing and reconciling extractive industries payments to government with government receipts from extractives industries, EITI is now established as a highly respected, international “revenue transparency” brand. There is considered a Low (L) risk that implementing or compliant countries will discontinue auditing and publishing extractive industries payments and receipts, notwithstanding possible social, political and commitment uncertainties at the country level. However, it will only be possible to tell several years from now the extent to which EITI is able to achieve a broader development impact as it moves on from “compliance” in reporting and reconciling payments and receipts to “validation” (or not as the case may be) regarding the broader reform efforts of the 2016 EITI Standard. The EITI-MDTF was prepared and implemented under the 2011 EITI Rules. The EITI Standard was introduced in 2013, and applied for the first time in 2014. Two reports were issued under the 2013 Standard, and no countries have yet been validated under the 2013 Standard. The 2016 Standard was approved after the closure of the EITI-MDTF, and will therefore be relevant for EGPS going forward.

The implementation of EITI took on increasing importance from 2006 to 2012 when there was a significant run up in world hydrocarbon and non-fuel minerals prices during the extractives “super cycle” (see Table 4) which ended in 2012 for minerals and in 2014 for hydrocarbons.

Table 4 – Selected World Hydrocarbon and Minerals Prices – 2012, 2012 and 2016

	Annual Average 2002	Annual Average 2012	July 2016
Crude Oil Average Spot (USD/bbl)	28.2	105	44.1
Natural Gas European (USD/mmbtu)	3.9	11.5	4.5
Australian export Coal (USD/mt)	26.3	96.4	63.1
Gold (USD/toz)	279	1670	1337
Copper (USD/mt)	1813	7962	4865
Iron Ore (USD/dmt)	29	128	57

Data Source: World Bank Commodities Price Data

2002 and 2012: <http://www.worldbank.org/prospects/commodities>

2016: <http://www.worldbank.org/prospects/commodities> - World Bank Pink-Sheet-August-2016.pdf

Countries that are currently Compliant Countries achieved this status under the 2011 EITI Rules. EITI has now entered uncharted territory with the introduction of the EITI Standard in 2013 (updated in 2016) and its “validation” requirements, as compared with the previous EITI “compliance” criteria. The EITI website (July 2016) notes that “As countries undertake Validation in the coming months, it would be surprising if many achieved compliance with every requirement. Therefore they will not become compliant with the Standard, even if they until now had been compliant with the EITI Rules.”

The above statement underscores the fundamental nature of the changes that are taking place. These are changes which the EGPS will need to take into account as it moves ahead. The EITI website further states “comparing Validation under the 2016 EITI Standard with the 2011 EITI Rules is like comparing a multi-disciplinary sport like the triathlon with the 100 meter sprint. Thirty-one countries have achieved compliance with the EITI Rules, but no country has yet achieved compliance with the EITI Standard..... That

does not mean that countries have failed Validation. Validations under the 2016 Standard will include an assessment of the detailed requirements at four levels: satisfactory progress, meaningful progress, inadequate progress and no progress. It is therefore no longer fair to consider the EITI as a binary system: compliant or not.”

The new EITI requirements require the publication of a combination of information part of which is readily available and part of which is not readily available. The readily available information consists of extractives legal framework, production data and license allocations information. Collection and publication costs for this type of readily available information should be manageable.

The required information which is not readily available and which will need to be collected and assembled for each country for the first time includes information requirements on beneficial ownership and contracts, which will involve governments obtaining information from other parties and seeking the release of information that may be subject to confidentiality agreements. The level of effort and costs involved in obtaining this second type of information is presently unknown and may prove to be very substantial for countries with large extractive industries. This could result in significant demands on the EGPS. The beneficial ownership requirements for a country like the United States would seem daunting. For developing countries with large and small extractives industries, obtaining beneficial ownership information may be exceedingly difficult to obtain if investors refuse to provide it.

The EITI web site addresses the issue of the shift from voluntary participation to commitment obligation as follows: *“EITI is often lazily referred to as a voluntary initiative. It’s true that countries voluntarily seek admission as an EITI candidate. But once a country has committed to the EITI, it’s no longer “voluntary”. The obligation to deliver is quite substantial”*

EITI has established a validation schedule for validations of the first fifteen countries in 2016. This will give some actual data on the validation process including whether or not the first fifteen can be completed in 2016 and, if so, at what cost. The costs of countries achieving compliance with the original EITI revenue transparency requirements have been substantial as evidenced by the amount of funding that has flowed through the MDTF. As the new EITI “validations” take place, the implications for meeting the new EITI Standards will start to become clearer regarding the cost and level of effort involved for different countries.

As the costs become clearer, countries will need to assess if they will invest the time and effort needed to meet the EITI Standard - which may take several years – and which may be further complicated if EITI introduces additional requirements to the EITI Standard in the future. Donors will then also need to assess the extent to which the EGPS has sufficient funding to support those countries that undertake the information collection needed to meet the EITI Standard and, if not, donors will have to consider and determine their willingness to mobilize the needed additional funding for EGPS. It will also be important for EITI to address the concerns of its civil society members regarding EITI governance since the EITI *Brief Secretariat Report* dated March 3, 2016 notes that the PWYP coalition boycotted the February 23, 2016 EITI Members Meeting and that subsequently the EITI Board Chair met with EITI civil society board members and PWYP representatives to address their concerns regarding EITI governance and to work more closely together.

E. PERFORMANCE

1. Bank

The Bank performance is overall rated as Satisfactory.

World Bank Secretariat Work

The World Bank Secretariat (including Program Management, Donor Relations and Communications) is considered to have worked well in terms of trust fund administration and donor relations and in guiding the EITI MDTF as it has responded to the expanding EITI activities over time and the different needs of different countries. The WB Team made significant efforts to plan and support the MDTF Management Committee meetings²⁰. The ScanTeam report noted “*The MDTF decision making body, the Management Committee, meets as a follow-on to EITI Board meetings, thus ensuring up-to-date policy guidance from the EITI for MDTF allocation decisions*”. However, there was significant turnover in donor representatives and not all donors were represented at all MDTF Management Committee meetings. The WB Team has also performed well in terms of mobilizing the substantial additional funding from donors needed for the MDTF to meet the EITI needs. As noted previously the WB Team has been criticized for the relatively long times needed for new grants to become effective, but this has largely reflected the due diligence of Bank procedures rather than timeliness of the WB Team’s work.

However, the WB Team’s performance did fall short in terms of having a clearly defined Results Framework and regular monitoring of results. The lack of a Results Framework is related to the MDTF being designed without a clear theory of change which then created issues with its monitoring and reporting of results. Based on feedback from donors and partners, EITI MDTF Program Secretariat designed a Results Framework that was adopted only in 2014, towards the end of the MDTF. This Results Framework, while also lacking in baselines and clear targets, was a step in the right direction and was used in the 2014 and 2015 MDTF Annual Reports. The EGPS took good note of this deficiency and has developed both a program level framework and a menu of indicators to be used in country level projects.

World Bank-executed Work/ Task Team Leaders

The Bank executed about 68% of the work under the Trust Fund (Table 5). As can be seen in Table 5, about 40% (USD12.96 million) of the Bank-executed activities were for Global Work Programs activities. These included building the programmatic infrastructure to support the successful application of EITI in over fifty implementing countries; providing CSO support in a number of countries; and global and policy development including the Global/Regional Events and the Global Advocacy and Knowledge Products noted previously.

²⁰ The MDTF Management Committee has been succeeded by the EGPS Steering Committee and initiatives are underway to strengthen the interaction between EGPS Steering Committee and the EITI Board.

**Table 5: Disbursement of MDTF Funds
(USD)**

Programs and Activities	Country-executed	World Bank-executed	Total
Country Work Programs	14,773,531	19,320,864	34,094,395
Global Work Programs	126,251	12,962,359	13,088,610
Grand Total Disbursements	14,899,782	32,283,223	47,183,005

The other 60% were for Country Work Programs. This reflects a number of needs. First, was to provide support for countries to consider EITI and, subsequently, for countries to prepare to join EITI (as demonstrated in Table 2). Second, was for Bank-execution of very small initial grants which did not warrant establishing country capacity and for implementing grants in certain smaller countries where it proved difficult to put in place the necessary fiduciary capacity for recipient-executed grants. Third, and reportedly by far the largest part of the country support, was for World Bank extractives specialist and Task Team Leaders to be active on the ground supporting EITI implementation in many countries alongside their other work activities in those countries.²¹

The ScanTeam report noted that *“Technical support was at the heart of EITI implementation”* and that the World Bank has unrivalled technical resources that provided clear guidance on the MDTF and the close follow-up. For both the EITI work and the companion EI TAF work, the overall the quality and responsiveness of the World Bank Task Team Leaders was viewed as timely and of high technical quality. Overall the effectiveness, focus and relevance of the technical support was seen as good by the ScanTeam. However, the ScanTeam also noted a concern that the World Bank technical specialists often had many other responsibilities in their EITI countries that resulted in the EITI work not always being well integrated with other activities and being *“often too little and too ad hoc by being tailored to the specific requests rather than as part of a longer-term approach to building lasting capacity on the ground”*.

On the cost side, the ScanTeam reported positively that there were significant economies of scale in terms of combined mission travel and staff time to supervise EITI-MDTF grant. Nevertheless, the total World Bank-executed expenditures of USD19 million on country work programs would seem potentially excessive relative to the USD14.8 million of country-executed country work programs – but there is no way to make an in depth evaluation. EGPS has benefited from the lessons learned from both EITI and EI TAF implementation and from the higher level of capacity of sector ministries that are already implementing EITI and/or EI TAF grants. In this regard it is worth noting that so far 21 EGPS activities have been approved of which 13 are recipient-executed (1 global, 12 country-related) and 8 are Bank-executed including 6 for global knowledge products and 2 for very specific knowledge products to be provided to country clients per their requests.

2. Recipient (for Recipient-executed Trust Funds only)

37 countries (according to 2015 report) undertook recipient-executed activities. While start-up may have been slow in some recipient-executed TFs, 70% of the recipient-executed TFs are rated as Satisfactory (S) or Highly Satisfactory (HS) with the remainder being rated Moderately Satisfactory., except for one which was rated Unsatisfactory. Details can be seen in the GRM ratings.

²¹ The 2015 Annual Report provides a listing of country work program grants and indicates which were recipient-executed and which were Bank-executed.

F. LESSONS LEARNED / RECOMMENDATIONS

Following are the lessons learned:

At the program level,

- limited fiduciary capacity of potential government recipients can result in more support being Bank-executed than originally anticipated;
- in the case of the relatively small grants as delivered by EITI (and also EI TAF), Bank fiduciary requirements combined with country capacity constraints can result in delays in the timely provision of support. Recognizing this as a systemic issue, the World Bank introduced new Small Grants Processing Guidelines in September 2014 which are helping to improve response times under the EGPS, with some projects approved in about three months from initiation to signing, such as Albania, Senegal, Ukraine, EITI International Secretariat grant;
- grants can be processed more quickly and implementation made more cost-effective by making grants with longer durations and by combining different components under the same financing agreement - which reduces the number of new approvals needed during the project, which can slow project implementation;
- reporting requirements need to be well defined from the outset and should include the aggregation of standardized key indicators for individual grants/projects (taken from system-based Implementation Status Reports) which will then provide results for the overall Program - otherwise there can be challenges in communicating results and “telling the story” of overall program accomplishments to donors and other stakeholders – as happened with both the EITI MDTF and the EI TAF MDTF;
- the MDTF was very successful in attracting donor support and the number of donors doubled from 2008 to 2012; but working so many (fourteen donors) posed a challenge for efficiently coordinating activities and processing trust fund amendments when needed. EGPS will have a higher ceiling for participation in the Steering Committee and will build in technical working groups to facilitate efficient management and coordination;
- while the EGPS is expected to be the main source of funding for EITI implementing countries, the extent of funding support needed from the EGPS remains to be seen since it will depend in large part on the extent to which (a) presently implementing countries will work towards achieving the EITI Standard since it is not what they originally signed up for; and (b) new countries will sign up for EITI given what is needed to meet the Standard;
- publically available Annual Reports for donors may provide information that is more useful, reliable and clearly presented information than information in the Bank’s GRM system;
- the GRM system provides a huge amount of data but it is not always well organized and the GRMs could usefully be improved to ensure that high level records that cover the whole life of the MDTF are readily available for a reviewer and also to ensure that key financial data is readily available and accurate

At the country level,

- transparency improvements can be accomplished notwithstanding the diverse political circumstances of different countries
- CSO strengthening is best achieved when an in depth understanding of the CSOs has been developed with capacity building activities then designed according to local needs and realities with a priority focus on CSO networking, partnerships and coalitions with all key groups included in the CSO capacity building activities.

- more sustainable results can be achieved by continuous and targeted interventions in a particular country on specific capacity issues (including follow-up capacity building trainings) rather than one-time trainings or workshops on overall EITI implementation issues;
- effective participation of CSOs in the EITI process increases when all MSG members (government entities, CSOs and extractive companies) participate in the design and implementation of EITI-MDTF CSO capacity building programs; and
- aligning EITI-MDTF CSO capacity building objectives with the Country's MDTF EITI objectives and World Bank interventions is key to ensure the sustainability of country CSO capacity building programs.

At the global level, the World Bank has several decades of working with oil, gas and mining (extractives) countries. Improving extractives governance and supporting countries to achieve improved development outcomes requires extractives professionals with strong on the ground experience, working on extractives programs that are part of overall country development programs typically supported by substantial lending. While the EITI Standard is a large step forward for EITI that can contribute to this process, what EITI can offer to overall extractives sector reform and development is relatively modest compared to the international development capacities and capabilities of the World Bank Group and the monetary and fiscal capabilities of the IMF.

However, if EITI seeks to improve development outcomes, it is very well positioned to emphasize the importance of including women and giving them much greater voice and agency in EITI activities which would bring greater attention to and could help moderate the extractives gender bias whereby the bulk of extractives benefits (of employment and income) go to men whereas the bulk of harmful social and environmental impacts fall on women and the families that they care for. For example, in 2015 only 19% of the MSG participants were women. EITI could develop gender-related policies and set priority goals. In this regard, EITI could develop measures to improve the % of women's participation across MSGs and also women's participation in EITI management and Board activities.

G. ICM PROCESSING AND COMMENTS

1. Preparation

TTL at Approval: Charles McPherson

TTL at Closing: Paulo de Sa

Comment from Practice Manager: Christopher Sheldon

Prepared by (if other than TTL): John Strongman

Date Submitted to Approving Manager: December 14, 2016

2. Approval

Practice Manager: Christopher Sheldon

Date Approved by Manager: December 14, 2016

Manager's Comment:

3. DFI Evaluation of ICM Quality

DFI Reviewer: Eka Zarmen Putra

DFI Rating on the Quality of ICM (Satisfactory or Unsatisfactory):

Comment and Justification for Rating Given by DFI:

Annex 1 – Regional EITI-MDTF Grant Disbursements

Africa	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
Angola	Angola Petroleum Info Center & Workshops Angola-Extractive Industries Transparency Initiative	Bank	2010	4,265
		Bank	2010	140,046
Burkina Faso	Burkina Faso - Support to EITI Implementation	Recipient	2013	223,514
	Burkina Faso Phase II: EITI	Bank	2016	117,081
	Burkina Faso: EITI Implementation	Bank	2013	168,622
Burundi	Burundi EITI Support	Bank	2015	77,524
Cameroon	Cameroon Phase II: EITI Implementation	Bank	2014	79,931
	Cameroon: EITI Implementation	Bank	2010	79,902
	Support to the Extractive Industries Transparency Initiative in Cameroon	Recipient	2008	99,124
Central African Republic	CAR PC-1	Bank	2015	2,430
	CAR: EITI Implementation	Bank	2013	84,670
	CAR – Support to Extractive Industries Transparency Initiative	Recipient	2013	291,485
Chad	Chad-Extractive Ind. Trans. Initiative	Bank	2016	594,046
Congo Democratic Republic of	DR of Congo – Extractive Industries Transparency Initiative	Bank	2012	545,490
	DRC Phase II: EITI Implementation	Bank	2016	77,881
	Democratic Republic of Congo - Support to the Extractive Industries Transparency Initiative	Recipient	2012	494,872
	DRC - EITI Phase II	Recipient	2016	768,793
	DRC – Extractive Industries Transparency Initiative	Bank	2010	105,906
Congo, Republic of	Republic of Congo: EITI Grant	Recipient	2014	118,196
	Republic of Congo EITI	Bank	2015	92,700
Cote d'Ivoire	Cote d'Ivoire – Support to Implementation of Extractive Industries Transparency Initiative	Recipient	2012	130,356
	Cote d'Ivoire EITI Phase II	Bank	2015	36,622
	Cote d'Ivoire: EITI Implementation	Bank	2012	117,390
Equatorial Guinea	Equatorial Guinea – Extractive Industries Transparency Initiative	Bank	2013	511,883
Ethiopia	Ethiopia: EITI Implementation	Bank	2010	5,964
Ghana	Ghana – Support to the Extractive Industries Transparency Initiative	Recipient	2010	218,492
	Ghana EITI Post-Compliance II	Recipient	2016	399,034
	Ghana EITI Post-Compliance II (SPN)	Bank	2016	21,923
	Ghana EITI-Post Compliance I	Bank	2014	155,164

Africa	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
Ghana	Ghana Post-Compliance I: Support to EITI Implementation	Recipient	2014	390,709
	Ghana: EITI Implementation	Bank	2010	141,899
Guinea	Guinea Phase II: EITI Implementation	Bank	2016	43,004
	Guinea: EITI Implementation	Bank	2013	519,125
	Support to the Extractive Industries Transparency Initiative in Guinea	Recipient	2013	419,229
Liberia	Liberia - Post Compliance I	Bank	2016	119,004
	Liberia - Support to the Extractive Industries Transparency Initiative	Recipient	2009	399,094
	Liberia EITI Phase II - Transparency Initiative	Recipient	2011	165,432
	Liberia Extractive Industries Transparency Initiative	Recipient	2016	193,096
	Liberia Phase II - EITI Implementation	Bank	2010	3,031
	Liberia: EITI Implementation	Bank	2009	286,535
Madagascar	DROPPED Madagascar: EITI Phase II	Bank	2015	12,978
	Madagascar – Support to the Extractive Industries Transparency Initiative	Recipient	2013	343,816
	Madagascar - EITI Implementation	Bank	2013	233,103
Malawi	Malawi: EITI Implementation Support	Bank	2016	39,014
Mali	Mali Post Compliance I: EITI	Bank	2015	15,360
	Mali Post Compliance I: EITI Implementation	Recipient	2016	176,972
	Mali Post Compliance I: EITI SPN	Bank	2016	46,103
	Mali: EITI Implementation	Bank	2013	78,327
	Mali: Support to EITI Implementation	Recipient	2013	158,590
Mauritania	Mauritania Post Compliance I	Bank	2015	333,596
	Mauritania: EITI Implementation	Bank	2010	60,326
	Mauritania: Implementation of the Extractive Industries Transparencies Initiative	Recipient	2014	268,203
	Support to the Extractive Industries Transparency Initiative in Mauritania	Recipient	2008	148,438
Mozambique	Mozambique EITI Implementation	Bank	2013	292,278
	Mozambique Phase II: EITI Implementation	Recipient	2013	350,000
	Mozambique Phase II: EITI Implementation	Bank	2014	46,761
	Mozambique Phase III: EITI Implementation Project	Recipient	2016	638,027
	Mozambique Post Compliance I	Bank	2016	94,507
	Mozambique: Support to EITI	Recipient	2012	360,694
Niger	CSO - Niger	Bank	2013	93,434
	Niger – Support to the Extractive Industries Transparency Initiative	Recipient	2012	239,946
	Niger EITI-Post Compliance I	Bank	2015	27,980
	Niger: EITI Implementation	Bank	2013	158,745

Africa	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
Niger	Second Multi-Donor Trust Fund for the Implementation of the Extractive Industries Transparencies Initiative	Recipient	2013	200,000
Nigeria	Extractive Industries Transparency Initiative Extractive Industries Transparency Initiative Nigeria Phase II	Recipient	2008	1,664,891
		Recipient	2012	761,371

East Asia & Pacific	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
Indonesia	Extractive Industries Transparency Initiative in Indonesia-Phase 2 Indonesia Phase II: EITI Implementation Indonesia: EITI Implementation Support for the Implementation of the Extractive Industries Transparency Initiative (EITI) in Indonesia	Recipient	2016	962,488
		Bank	2016	155,868
		Bank	2014	742,563
		Recipient	2014	1,043,531
Mongolia	EITI Post Compliance II Mongolia – Support to the Extractive Industries Transparency Initiative Mongolia EITI Post Compliance II Mongolia Phase II - Support to Extractive Industries Transparency Initiative Mongolia Phase II: EITI Implementation Mongolia Post-Compliance I: EITI Implementation Mongolia: EITI Compliance Phase I Mongolia-EITI	Bank	2015	73
		Recipient	2010	304,062
		Recipient	2016	236,068
		Recipient	2012	275,000
		Bank	2013	29,213
		Recipient	2014	246,178
		Bank	2015	113,796
		Bank	2010	41,539
Myanmar	Myanmar EITI Implementation Grant Myanmar EITI Implementation Grant Myanmar EITI Implementation Grant SPN	Bank	2016	297,174
		Recipient	2016	236,422
		Bank	2016	278,377
Papua New Guinea	Papua New Guinea: EITI Implementation	Bank	2015	667,287
Guinea	PNG Program Operations_TF090446 PNG Program Operations_TF090446 Support to CSOs in Papua New Guinea	Bank	2012	11,246
		Bank	2013	17,842
		Bank	2016	128,665
Philippines	EITI Implementation of the Extractive Industries Transparency Initiative Project Philippines: EITI Implementation	Recipient	2016	788,002
		Bank	2016	507,335
Solomon Islands	Extractive Industries Transparency Initiative in Solomon Islands Solomon Islands Program Ops_TF090446 Solomon Islands: EITI Implementation	Recipient	2016	280,971
		Bank	2013	29,087
		Bank	2016	447,116

East Asia & Pacific	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
Timor-Leste	Timor-Leste – Support to Extractive Industries Transparency Initiative	Recipient	2012	185,771
	Timor-Leste: Post Compliance I	Bank	2013	17,845
	Timor-Leste-Extractives Industries Transparency Initiative	Bank	2012	58,889
Indonesia	Extractive Industries Transparency Initiative in Indonesia-Phase 2	Recipient	2016	962,488
	Indonesia Phase II: EITI Implementation	Bank	2016	155,868
	Indonesia: EITI Implementation	Bank	2014	742,563
	Support for the Implementation of the Extractive Industries Transparency Initiative (EITI) in Indonesia	Recipient	2014	1,043,531

Europe & Central Asia	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
Azerbaijan	Azerbaijan EITI Civil Society Support	Bank	2016	37,174
	Azerbaijan: EITI	Bank	2007	14,646
Bulgaria	Bulgaria: EITI Implementation	Bank	2010	17,568
Kazakhstan	CSO - Kazakhstan	Bank	2014	95,465
	Kazakhstan - Extractive Industries Transparency Initiative	Bank	2016	747,167
Kyrgyz Republic	CSO - Kyrgyz Republic	Bank	2014	98,585
	Kyrgyz Republic - Extractive Industries Transparency Initiative	Bank	2012	234,365
	Kyrgyz Republic - Support to Extractive Industries Transparency Initiative	Recipient	2011	263,741
	Kyrgyz Republic Post-Compliance I: Support to EITI Implementation	Recipient	2014	198,553
	Kyrgyz Republic: EITI Compliance Phase I	Bank	2014	116,998
	Kyrgyz Republic: EITI PC-2	Bank	2016	119,757
	Kyrgyz Republic: EITI PC-2	Recipient	2016	243,781

Latin America & Caribbean	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
Colombia	Colombia: EITI Implementation	Bank	2016	449,061
Honduras	Honduras EITI Implementation	Bank	2016	212,580
		Recipient	2016	278,220
Peru	Peru - Post Compliance I Peru – Support to the Extractive Industries Transparency Initiative Peru Support to the Implementation of the Extractive Industries Transparency Initiative Project Peru- Extractive Industries Transparency Initiative	Bank	2016	429,663
		Recipient	2011	337,496
		Recipient	2016	364,902
		Bank	2011	106,742
Trinidad & Tobago	Trinidad & Tobago- Extractive Industries Transparency Initiative	Bank	2007	470

Middle East & North Africa	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
West Bank & Gaza	GZ: Elec Sector Performance Improvement	Bank	2015	8,488
Yemen	Yemen: EITI Implementation	Bank	2015	149,821
Yemen, Republic of	Yemen – Support to the Extractive Industries Transparency Initiative	Recipient	2014	338,633

South Asia	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
Afghanistan	Afghanistan: EITI Implementation	Bank	2010	9,247

Annex 2 – Global Knowledge EITI-MDTF Grant Disbursements

Knowledge	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
Africa	LKD EITI Regional Workshop (Togo)	Bank	2012	73,561
	(LKD)EITI/CEMAC Region Seminar	Bank	2011	28,920
	Capacity Building Workshops for CSOs (RWI)	Bank	2013	71,473
	Capacity Building in West/Central Africa	Bank	2009	22,930
	EITI Training Program for Local NGOs of WA	Bank	2006	124,371
Asia	China Mining Governance	Bank	2016	88,461
East Asia and Pacific Islands	Implementing EITI in Asia	Bank	2010	580
	Workshop for EITI Practitioners in EAP	Bank	2012	76,914
Latin America	Effective Government in LCR	Bank	2013	68,396
Middle East and North Africa	EITI - PWYP MENA Workshop	Bank	2013	42,140
	EITI MNA Workshop	Bank	2015	6,154
World	(LKD) Learning Event on EITI Strategy	Bank	2013	11,063
	(LKD) Voices of EITI Stakeholders	Bank	2011	26,891
	5th Global EITI Conference - Paris	Bank	2011	90,848
	6th Global EITI Conference	Bank	2015	83,313
	Advancing the EITI in Mining Sector	Bank	2009	5,300
	Communications Training	Bank	2013	13,309
	Communications Training	Bank	2014	36,520
	CSO Engagement in EITI	Bank	2012	521,701
	CSO Engagement in EITI-Phase II	Bank	2016	62,892
	DGF Independent Evaluation EITI	Bank	2010	89,254
	EITI @ Work DVD	Bank	2011	3,803
	EITI 2015 Training Program	Bank	2016	306,000
	EITI ASM Workshop and Master Class	Bank	2015	32,382
	EITI Communications-TF054664	Bank	2016	298,842
	EITI Community of Practice	Bank	2016	86,466
	EITI CSO Administration-TF054664	Bank	2016	116,400
	EITI CSO Project Design Stage-TF054664	Bank	2014	56,518
	EITI General Operations & Strategy	Bank	2015	71,487
	EITI General Operations & Strategy	Bank	2016	187,424
	EITI Global Sector Events-TF054664	Bank	2015	226,879
	EITI Implementation at Sub-national Level	Bank	2011	44,135
	EITI Implementation at Sub-national Level	Bank	2012	75,660
	EITI Lessons Learned and Best Practices	Bank	2009	56,488
	EITI Monitoring & Evaluation -TF054664	Bank	2015	77,300
	EITI Program Administration-TF054664	Bank	2016	1,513,506
	EITI Program Management-TF054664	Bank	2016	771,705
	EITI Secretariat Coordination	Bank	2016	158,053
	EITI Seminar for Donors (Bangkok)	Bank	2008	7,072
	EITI STA Benefits TF	Bank	2016	60,861
	EITI TF completion report	Bank	2016	50,105

Knowledge	TF Name	Execution	FY Delivery	Sum of Disbursements (USD)
World	EITI Training and Outreach-TF054664	Bank	2016	189,386
	EITI Web-Based Platform-TF054664	Bank	2013	5,566
	EITI-Audit and Reconciliation Workshop	Bank	2009	26,955
	GLO: Extractive Industries Transparency Initiative	Bank	2016	3,784,191
	Implementing EITI for Impact	Bank	2013	92,970
	LKD: Implementing EITI-Best Practice	Bank	2008	112,400
	National Coordinators' Meeting-May 2009	Bank	2010	63,972
	National Coordinators' Meetings	Bank	2015	146,092
	NRGI support to EITI implementation	Bank	2016	1,498,262
	PWYP Support (EITI MDTF)	Bank	2015	0
	Support to EITI Events	Bank	2011	50,000
	Support to PWYP	Bank	2016	500,200
	Support to Revenue Watch Institute (RWI)	Bank	2015	1,461,896
	Support-Training for Francophone AFR-TF054664	Bank	2013	6,867
	Towards Strengthened EITI Reporting	Bank	2010	10,355
	Transparency Initiative Validation Data Support	Recipient	2016	126,251